

# Application of Digital Leadership in Establishing Sustainable Competitive Advantage against MSMEs in Denpasar City in the future Covid-19 (Implementation of Digital Leadership in forming Sustainable Competitive Advantage on MSME in the city of Denpasar during Covid-19)

I Putu Dharmawan Pradhana<sup>1</sup>, Anak Agung Istri Agung Maheswari<sup>2</sup>, Nyoman Sri Manik Parasari<sup>3</sup>, Ida Ayu Parwati<sup>4</sup>

<sup>1,2,3,4</sup>Faculty of Economics And Business, Universitas Pendidikan Nasional, Denpasar, Indonesia  
[pradhana@undiknas.ac.id](mailto:pradhana@undiknas.ac.id), [agungmaheswari@undiknas.ac.id](mailto:agungmaheswari@undiknas.ac.id), [manikparasari@undiknas.ac.id](mailto:manikparasari@undiknas.ac.id),  
[dayuparwati17@gmail.com](mailto:dayuparwati17@gmail.com)

## Abstract

*The Covid-19 pandemic has forced MSMEs to change their situation and situation from conventional to online or everything using digital technology, this has an impact on the three MSMEs, namely Donat Chatis, Griya Florist, and Gangs Studio which researchers want to research need the role of digital leadership in forming a competitive advantage that is different from other competitors by knowing the strengths, weaknesses, opportunities, and threats that exist in the three MSMEs to be able to survive in the era of the industrial revolution 4.0, especially during the time of covid-19. Where the research method in this writing uses the Qualitative Method with Source Data primary and secondary, informant study which obtained direct dai third owners, employee, and customer from MSME Donuts chat, Griya Florist, and Gangs Studio. Instruments study qualitative this which Becomes instrument or the research tool is the researcher himself. Data collection techniques are obtained by observation, interviews, and Documentation. Data analysis techniques are used starting from data collection, data reduction, presentation data, and withdrawal conclusion/verification. Techniques for data validity through data triangulation, namely source triangulation, technical triangulation, and data triangulation time and location study on 3 MSMEs which there in City Denpasar is MSME Donuts chatis, Griya florist, and Gangs Studio. The results of this study are based on the results of data analysis, it can be concluded that the application of swot analysis and the application of digital leadership in the three MSMEs is fairly simple in concept and implementation. Three attempts this no want to make Thing complicated in internal his efforts as well management HR which owned. Things could be seen from several aspects, for example, employee development and monitoring methods, employee service to customers, harmonization Between leader and employee, as well as results product generated through creativity leader and employee direct.*

## Keywords

SMEs; digital leadership;  
analysis SWOT



## I. Introduction

The third phenomenon of SMEs in research this namely Donut Chatis, Griya Florist, and Gangs Studio at a time beginning Covid-19 experience problem-related performance employee which used to work conventional forced to work by utilizing technology digital, especially with the implementation of work from home (WFH) which cause employee To do his job from the house with utilizing technology digital like for example, zoom, google

meet, and Video call via Whatsapp for media communication as intermediary work and what job description to do in the future Covid-19 by leader effort SMEs, next problems related to declining sales at the beginning of the period Covid-19 which usually third MSME this used to To do the sale and purchase directly in the shop each and now must transform to technology digital for permanent maintain business continuity with various product innovations and service custom. The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Formulas problem in a study this is how role strategy Analysis SWOT in create Sustainable Competitive Advantage to MSME and is application draft Digital Leadership to ethos Work Employee in development business MSME could create Sustainable Competitive Advantage. With the aim of research as knowledge To use knowing things new in time covid-19 as a strategy in creating superior competitive effort.

## **II. Review of Literature**

### **2.1 Theory Leadership Digital**

Leadership digital is draft new in world corporate in where function management is achieved through digital platforms. What does a leader achieve? which will be referred to as digital leadership must involve digital aspects of internet computing, and communication, and must have content which relevant.

### **2.2 Theory ethos Work**

A high work ethic must be owned by every employee because every organization needs hard work and commitment the height of each employee, otherwise, the organization will be difficult to develop, and win the competition in snatch share the market.

### **2.3 Theory Analysis SWOT**

The analyzes that are formed appear with existing calculations about the environment internal company and its external environmental situation in terms of weakness, strength, threats, as well opportunity effort.

### **2.4 Theory Competitive advantage**

Competitive advantage is about how a company truly put strategies generic into practice.

## **III. Research Method**

### **3.1 Type and Source Data**

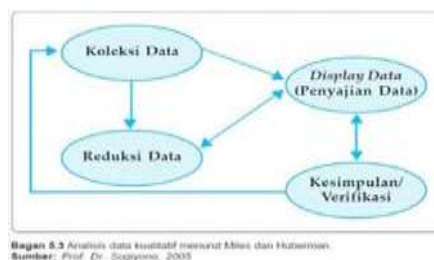
Data qualitative is a study that uses a natural setting to interpret phenomena or direct events that occur on the object researched and involves a variety of existing methods. Data primary was obtained directly through process Interviews in depth with the owners of the three MSMEs and data secondary was obtained through google scholar, books, and literature from the theory used.

### 3.2 Collection Technique Data

Obtained through direct observation on the spot effort SMEs, interviews Together third owners, employees, as well as a customer which shop in SMEs, and documentation obtained directly from the place location Denpasar City MSME research. Research instrument this time the researcher as an instrument must also be "validated" how far the researcher does study which next researcher the plunge spaciousness for researching object researched which made ingredient base as information in arranging the research

### 3.3 Method Analysis Data

Analysis data qualitative conducted intensely and interactively continuously until complete so that the data obtained have been collected. Activities in the analysis of data, that is data reduction, data displays, and conclusion drawing/verification. Analysis steps based on the picture on could be explained as follows:



Through the process the, study next with validity data use triangulation data, namely source triangulation, time triangulation, and triangulation Technique.

## IV. Result and Discussion

### 4.1 Strength-Opportunities Strategy

#### a. As for several Strength MSME Donuts Chatis

##### a) Increase Innovation and Creativity Design Product.

In this case, it is carried out by MSMEs Donuts chatis which seen always changed-change and follow the trend in every the time.

##### b) Expand Share Market

View based on Thing this, of course, there are several competitor efforts which move in the field same, utilization source power man and technology digital to introduce to more many people will make Public know more about this Chatis Donut business through promotion with utilizing social media.

##### c) Making Member Card for customers.

The thing which meant is when customer Donuts Chatis shop makes it impression which interesting with give a member card so later there is promotion interesting with use member card the, such as discounted prices or free donuts if the purchase has been more than 10 times, so the customer always feel interested counted again product Donuts Chatis have affordable prices and quality which good.

##### 1) As for several Strengths, MSME Griya Florist in utilizes opportunities which there is:

##### a) Add Amount Source Power Man.

Is known as MSME Griya Florist this has limitations employees in it, thus possessing source power man addition is Thing which important because see consumer demand as well increased, so this florist's business can accept more many orders from the consumer which later will take effect to continuity effort.

b) Give Promotion to Consumer.

Condition effort MSME Griya Florist which Keeps going has a Request market which is quite significant daily, so from that effort, these needs give promotion in situations certain, for example, Valentine's special day for giving a discount to customer which shop so that para consumer also feel happy because feel given feedback by effort florist this, so strategy this can make consumer for always want to shop in the effort this because besides shop promotions is interesting.

c) Optimizing Calculation Ingredient raw.

The main raw materials used by Griya Florist is flower life fresh which is made Suite flower every day, taking into account the number of orders and amount of flower which will be bought in suppliers is Thing important,so that no Keep going continuously happening loss because flower which fast withered.

2) As for some Strengths MSME Gangs Studio in utilize opportunities there is:

a) Deepen Skills Power Work.

Skills or ability which owned workforce in the business This Gangs Studio barbershop is the most important major factor in winning the target market. So in this, the workforce in Gangs Studio must Keep going with study and creativity in innovations to the latest to follow the existing trend for styling hair specifically Men.

b) Maintain Characteristic typical.

A signature or characteristic typical which there is in barbershop Gangs Studio that has been built since 7 years long is wrong one factor from the consumer which comes to a barbershop that, therefore characteristic the special one realized before already formed, good from in terms of services and haircut services must always be maintained properly and applied by an employee which works.

c) Add Amount Source Power Man.

See state barbershop in Gangs Studio which has consumer which significant and para consumers come direct to shop for haircut service, then the amount Existing human resources can be improved so that consumers don't have to wait too long for wait turn, however, Thing this also must take into an account owner with seeing prospect future with situation covid-19.

## **b. Strategy Weaknesses-Opportunities**

As for some of the Opportunity Utilization, there are in MSME Donut Chatis

a) Increase Efficiency Cost

The owner of the capital is the owner of Donat Chatis uses capital that originated from their funds and the amount is very limited. For that, in Thing, this owner Businesses need to be cost efficient so that para perpetrator effort will permanently meet operational needs his efforts.

b) Taking into account ingredients Raw for the Production process

Calculation of ingredient raw on effort Donuts Chatis this conducted so that Minimize waste of raw materials which remaining because effort this always produce fresh products, therefore, the calculation of raw materials every day must be calculated with more good so that avoid happening disposal ingredient raw too much To use efficiency cost.

c) Expanding Marketplace Utilization Effort Donuts Chatis this is the current sweet food business have many places as media between sellers and buyers doing the transaction, should effort donuts chatis utilize various marketplace which there is so that more many future consumers who shop and knowing effort the.

- 1) As for some of the Opportunity Utilization, there is in MSME Griya Florist with minimizing weakness which there is:
  - a) Look for Reserve Suppliers.  
Griya Florist venture currently has a fresh flower supplier outside Bali that is Poor for streamlining costs because the price of raw materials is much cheaper. However, effort this need to look for suppliers' backup in the area of Bali alone so that moment existence order that urgent or lack of materials can fast resolved.
  - b) Optimal Raw Material Treatment. Ingredient raw which used in the effort this is flower life which fresh, for example, flower rose, lilies, chrysanthemum, tulips, orchids, and others. To prevent loss because flowers fast withered need care every day so that flowers the could endure longer, so it can be cost efficient which go out.
- 2) As for some of the Opportunity Utilization, there is in MSME Gangs Studio with minimizing weakness which there is:
  - a) Increase Efficiency Cost  
In Thing, this MSME Gangs Studio has many fans who want to use a haircut service offered in this endeavor. Seeing things This effort can increase efficiency costs in terms of additional HR in the store and additional tools which there is. However, in Thing, this owner effort also must consider especially in state covid-19.
  - b) Develop Focus Business  
Effort barbershop or service cut hair in the effort this can deepen your business focus with emphasizing innovations which Become interest consumer in entrusting barbershop this in cut hair consumer specifically Men, so required for Keep going continuously embed customer trust to every consumer who came to the shop Gangs Studio.

### c. Strategy Strengths–Threats

- 1) As for several strengths MSME Donuts Chatis
  - a) Develop Power Competition  
Power competitive very much important in the success of something business. Efforts have power competitive when the customer gets the impression that the product or the service is better than the product or service competitor. MSME Donuts Chatis create the impression that by providing results in a product which varies in accordance with consumer demand and design as well as size which various, so that customers have satisfaction with Request which desired, with flavor and food quality that is donuts and cake repeat year.
  - b) Increase Service To Consumer  
Service that is in SMEs Donut This Chatis is already good, but this thing no ensure customers do not switch to another competitor, That's why, in this case, MSME Donuts Chatis Keep going increase service so that customers are satisfied. One of Thing which takes effect is guard loyalty customers, and guard convenience customer moment is at in location shop the place MSME Donuts Chatis with notice protocol health in era covid-19 this.
- 2) As for several strength of MSME Griya Florist in strategy, that is as follows:
  - a) Develop Brand Image Effort In strategy this perpetrator effort Griya Florist feels compelled to continue to develop business brand image and the resulting product, with give image and description to the consumer in see effort this grow like what, for example, effort florist this often make content videos or post photo in social media Instagram which they have. There business people see how customer response is mutual interact and shape character from effort florist this in eye customer.



- b) Increase Yield Advantage Product Superiority from results product which generated by perpetrator effort and employee which there is in house florist is factor important going so far where effort this could endure, though moment this a lot Request in buy their products, this business stays continue to emphasize product quality results and always ask for testimonials as well as critics and suggestion for a product bought by consumers. In this case, it will Keep going formation of draft customer trust in the journey effort.
  - 3) As for several strength of MSME Gangs Studio in strategy, that is as follows:
    - a) Increase Service to Customers
 

Though service which offered to the consumer in every existence consumer who came to the shop location gangs studio, this thing should always stay on improving for customer convenience, especially in era covid-19 which make protocol health is Thing main, because effort this requires Among perpetrator effort and customer for meet so needed protocol health which good, like a mask, already vaccine, and provision hand sanitizer in location shop Gangs Studio.
    - b) Develop Competitiveness
 

Competitiveness is the most important thing in effort barbershop this because here customer could feel is feel fit with results from service cut hair that these business actors do, because factor results cut hair This special guy is in each other's taste each person, so the more good result so effort this Keep going could compete with its competitors. If the consumer already feels fit usually will always be interested to come again to the barbershop Gangs Studio.
    - c) Innovating Resource Creativity Man
 

The more have a flavor for Keep going innovate so the more good for continuity Gangs effort this studio, especially see type effort which occupied is a hair cutting service, so do it effort Gangs Studio must Keep going create skills and creativity in self for satisfying desire customer in haircut model that exists today, so it must be fast and responsive in knowing trend and model hair Men era now.
    - d. Weaknesses-Threats Strategi Strategy
 

As for Strategy effort MSME Donuts Chatis

      - a) Choose the place Supplier ingredient raw. The place suppliers for search ingredient raw in process production donuts and cake repeat year is Thing main which important in journey effort Donuts Chatis this, selection where the place which capable give price more inexpensive with quality which owned effort this so that can earn profits in line with product quality which generated.
      - b) Give Training for results performance employee.
 

Effort this move in produce product which fresh in every arrival consumers who shop, so in business in always notice tenacity or skills that employees produce in produce product from the flavor, speed, tidiness, and attractiveness of a product that make power pull the customer in the shop.
      - c) Maintain good relationship with consumers Strategy this is the wrong one Thing which makes effort Donuts Chatis this permanent walk until now in time difficult covid-19 this. Get on well by asking the customer about product which bought and accept suggestion & criticism by open and responsive so that para customer feel valued and always interested shop return because convenience from service which conducted by effort Donuts Chatis this.
  - 1) As for Strategy Donut SME business Chat:
    - a) Selection of good raw material supplier searches in Bali and outside island Bali.

Supplier or place that is used as owner Griya Florist's efforts in buying materials The main raw material, namely fresh flowers, is the most important thing, at this time this effort has also been having suppliers permanent which is at in Poor, however for minimizing Thing desperate for this business also have suppliers raw materials and tools in the Bali area for backup if Adana things which required by fast with notice comparison price so that not too far from the main supplier in Poor.

- b) Maintain the quality of human resources to improve competition.

The quality of human resources in Griya Florist's business is also a strategy used To use increase competition with other business competitors. Having employee which can be in tune with the business owner and line with the wishes of consumers from side service and results in the product will make effort to florist this the more development in the future.

- c) Maintain good relationship with consumers Keep the relationship good with the customer who shops in MSME Griya Florist this, with give service best, and discount or piece price which interesting or just say things good to a customer will very take effect to the assessment customer to the business, This Griya Florist made this business always have superiority alone with its competitors.

## 2) As for the Strategy effort MSME Gangs Studio

- a) Quality employee To use increased results performance and quality of UMKM Gangs Studio. Quality and performance of an employee are Thing most important in an effort barbershop, so from that until now effort this always gotten response positive from a customer who uses service haircut at Gangs Studio. Seeing things this selection employee quality every result the work done can make owner effort this To do training more in for hone skills from employees which there or if of course already it is not in accordance with which is expected, effort this does the selection return to employees who have the ability in a barbershop.

- b) braid connection with various efforts for work same.

This strategy is used by Gangs Studio for interesting power pull customers so that more and more customers will come to location shop Gangs Studio like now Gangs Studio is working together with coffeeshop for cause different impression for customers and different from competitor other.

- c) Build Connection Well with Customer

The most important asset of a good company big or effort small is the customer. By because that, every effort will give service best for all the customers. MSME Gangs Studio is in the middle competition world effort which the more strict must capable give service which good for para customers so that their customers remain loyal. So that MSME Gangs Studio no loses customers, then must establish a connection good with the customer, that is by knowing the names of customers and greeting them the moment they visit and attempting to make visitors feel comfortable with cause atmosphere loyal and friendly.

## 4.2 Discussion

The results of an Interview conducted by researchers with the owners of SMEs in Denpasar, namely Donat chatis, Griya florist, and Gangs Studio say that application draft digital leadership in developing business MSME is very effective in destination for creating sustainable competitive advantage. The thing in accordance with the results of the Interview with para third customer MSME they said that their purchasing power is still very tall although in the middle condition the pandemic covid-19 is like this. Customers

are satisfied with the innovation of the digital business model applied by the three MSMEs. From system marketing digital which is very interesting and up to date every day and presents convenience shop through online para customer Becomes more like To do activity shopping online without must visit location shop SMEs. On side other, From the results of the interview above, customers also feel satisfied with system service transaction digital and use protocol health from third employee MSME in on because para customer Becomes no worry will danger deployment virus corona. Based on the results study in the top can be concluded that third MSME in on could create a sustainable competitive advantage in facing business challenges due to large-scale social restrictions big because of their management system that has been moved digitally, different from other MSMEs which not yet utilize technology digital in developing the business they or with say other still move by conventional.

Based on the results Interview with para customer third MSME in on, could conclude several reasons why para customer feel satisfied with the service MSMEs digital:

a. Minimum cost

Efficiency cost and time Become factors, main para customer, To do the transaction online. In addition to being more cost-efficient, among others cost transportation, cost parking, and cost accommodation which is one package with the transaction process.

b. Efficiency Time

Third customer MSME in top says that shopping activity online also won't use up time they, because they made easy for no must go out, congested on the street, with variety danger The trip. And online shopping activities only require time several minutes just, so that time will be able to be used for other activities.

c. Factor Convenience and Security in middle pandemic covid-19

Third customer MSME in top says that factor convenience and security Becomes important factor, with the service system digital they don't need to be afraid anymore in terms of the visit to an outlet or transact.

In the field of source power man, employees are given freedom in terms of expressing opinions or ideas about development business with take advantage of the WhatsApp chat application in the form of Group Discussions. This aim for alignment from communication good from employee to employee or owner to employee. Of course, this is expected can create a harmonious relationship between fellow workers so that a communication process can be created and work the same which is clear and structured.

Thing the is a form of business model change that was originally manual to digital and innovation in communication for development business which aims for maintaining effective employee performance and power buy customer in situation pandemic covid-19 which make they afraid will deployment virus corona when they visit MSME outlets. So that From the discussion of theory and research above, researchers can conclude that in the process of forming performance employees, the three owners or MSME leaders above carry out their MSME management functions by To do the transformation in accordance with the phenomenon which currently occurs and involve aspect digital.

Results Interview with an employee from third MSME in on says that impact from application type leadership digital for performance employee good. Because employees are required to carry out the whole profession they depend on technology information, Thing this naturally makes them effective in work, especially in time effectiveness work, with system management digital time work more quickly and efficiently. aside from that form of communication digital from the Owner very affect the motivation and spirit of the work employee. Performance employee is resulted by quality and quantity which is achieved by an employee in carrying out Duty in accordance with not quite enough answer which has given.



## V. Conclusion

1. MSME Donuts chatis, that the application from analysis SWOT and Digital Leadership which counted simple good by draft base or implementation. Having wish flavor food superior, various products, and price which is sold relatively cheaply compared to its competitors make this business have a competitive advantage in its business, ingredient raw which always fresh and atmosphere shop which clean and comfortable make the effort it has power as well as the opportunities good in Public, with always face challenge available by following market interests and trends in terms of sweet food make this effort always move innovative with creative design and results in a product which superior for minimizing threat external outside company. So that in covid-19 time this effort still decides to survive and further explore its business potential. With a simple application of digital leadership with utilize platform digital and marketplace as transaction buy and sell between customer, Whatsapp as means communication between owner and employee and utilize service transaction digital QRIS as tool digital payments to make it easier for customers in transacting, where on-time beginning pandemic covid-19 the shop was forced to close completely until now covid-19 still in progress level sale MSME Donuts Chatis this there is in a stable state.
2. MSME Griya florist, assessment Analysis SWOT in the effort this of course used with good with seeing direct his strength in Thing innovation product which always Becomes effort which updates will trend and creativity design product with utilize results performance employees make effort in have power pull alone in market and offer prices relative to results product which satisfying, effort this utilize the opportunity to market with very good, by taking advantage of various moments as the event sells to customers, minimize weakness ingredient raw flower fresh with care which good and utilize dried flower for offer flower which could stand long, effort this could prevent threat which occurs from other competitors by creating relationships and good brand image in the eyes of customers. Application digital leadership that is quite influential, as a key main owner to an employee for utilizing technology digital as means making design product, banners, videos content, promotion so that customers feel this business does have its characteristics in taking interest customer through customer experience which got direct by the customer through testimonials at the time of the interview. So that this business since the beginning of Covid-19 to now still always reaches the sales target significantly with customers from Bali until outside island Bali.
3. UMKM Gangs Studio, application of SWOT Analysis which they do counted also very simple by looking at the company's internal, and operational the management, with monitor Keep going performance employee so that strength in MSME this with maintaining characteristic typical which already built since 2013 can always last and utilize opportunity which there is with trend piece hair which new so that customer feels this business is always updated and follows interest's market. In Application Digital Leadership this effort also counted enough significant to digital technology, in terms of digital tools for cutting hair until usage technology digital like youtube for training owners to employees in technique cut hair, and monitoring performance employee through group WhatsApp as a means of communication and discussion. Superiority competitive which feel customer at the time of the interview the researcher saw that the atmosphere comfortable, friendly owner and employees, and haircut results that are always consistent with various promotion in social media, make customers are always interested and always want to come back to MSME Gangs Studio this. Since the

beginning covid-19 effort this completely closed and in time 2-month return open shop until now still in atmosphere covid-19 level business sales this counted as Stable.

## References

- Baradwaj, SG, Varadarajan, PR, & Fahy, J. (1993). 'Sustainable competitive advantage in Service Industry: a conceptual model and Research Proposition', *Journal of Marketing*, Vol. 5, pp. 83- 99.
- Barney, J. (1991). 'Firm Resources and Sustained Competitive Advantage', *Journal of Management*, 17(1), pp. 99-120.
- Berman, B. (2012). 3-D printing: The new industrial revolutions. *business horizons*, 55(2), 155-162.
- Berman, S. J. (2012). Digital transformations: Opportunities to create new business models. *Strategy and leadership*, 40(2), 16–24.
- Hadi, S. (2020). Strategy management business post-pandemic covid-19. 26 (11), 272–282.
- Hamidah, QR, Sejati, ATP & Mujahidah, AZ (2019). The Development of Small and Medium Businesses (MSMEs) Based on Technology to Deal with The Industrial Revolution 4.0. *social, Humanities, and Education Studies (SHES): Conference Series*, 53 (9), 1689–1699.
- Islands, PADANK (2020). cultural influence organization. intensive, motivation work to influence work. 2 (2), 126–137.
- Johnson, school, & sexy. (2019). deciding set strategy competition use analysis swot.
- lian, B. (2019). Revolution Industry 4.0 And disruption, Challenges and Threats to Higher Education. *Proceedings of the National Seminar on Education Program Postgraduate University Pgri Palembang* 12 January 2019, 2, 364–370.
- Mayssara A. Abo Hassanin Supervised, A. (2014). methodology study. *Paper Knowledge. Toward a Media History of Documents*, 73–81.
- Mulyana, D. (2014). Qualitative research methods. *Method Study Qualitative*, 43.
- Ningrum, P. A., et al. (2020). The Potential of Poverty in the City of Palangka Raya: Study SMIs Affected Pandemic Covid 19. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 3, Page: 1626-1634*
- pious, A. R., & Utomo, H. (2018). Influence Discipline Work, Work Motivation, Work Ethic and Environment Work To Productivity Work Employee Production Department At Pt. Inko Java Semarang. *among Makati*, 11 (1), 28–50. <https://doi.org/10.52353/ama.v11i1.160>
- Purwanto, A., Ancient, JT, Bernardo, I., & Sibatan, R. (2021). Influence Servants, Digital and Green Leadership to Performance Industry Manufacture Through Mediation Commitment Organization. *Journal Research Inspiration Management and Entrepreneurship*, 5 (1), 1–13. <https://doi.org/10.35130/jrimk.v5i1.174>
- Saleh, A., Mujahiddin. (2020). Challenges and Opportunities for Community Empowerment Practices in Indonesia during the Covid-19 Pandemic through Strengthening the Role of Higher Education. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal). Volume 3, No 2, Page: 1105-1113.*
- Sihombing, E. H., Nasib. (2020). The Decision of Choosing Course in the Era of Covid 19 through the Telemarketing Program, Personal Selling and College Image. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No. 4, Page: 2843-2850.*
- Sugiyono. (2018), *Method Study Quantitative, Qualitative, and R&D*. Bandung: Alfabet
- Sukatmadiredja, N. R. (2019). *Strategy awareness Through Analysis SWOT On Company*

Coffee Local. *Ecopreneur*, 2 (2), 12–25.

Suparman Hi Lawu, Agus Suhaila, & Riris Lestiowati. (2019). Influence ethos Work to Performance Employees at Pt Pos Indonesia Youth Branch East Jakarta. *Journal of Management Science Research*, 2 (1), 51–60.