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DESCRIPTION OF INDUSTRY COMPETITIVE INTENSITY, COMPANY RESOURCES AVAILABILITY, BUSINESS STRATEGY, AND BUSINESS PERFORMANCE IN ENDEK CRAFTS SMEs IN BALI

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Abstract: **The objective of this research is to present a comprehensive analysis of the intensity of industrial competition, resource availability, business strategies (specifically, service strategy based on Tri Kaya Parisudha, innovation strategy, partnership strategy, and social media promotion strategy), as well as the performance outcomes of small and medium-sized enterprises (SMEs) engaged in the production of endek craft in the region of Bali. The study focuses on the population of SMEs engaged in the production of endek craft in Bali. Purposive sampling was utilized to choose 170 Bali endek craft SMEs managers/owners. The analysis technique used is descriptive analysis. The findings indicated that the level of industrial competitiveness encountered by endek craft SMEs in Bali was categorized as high. Similarly, the availability of the company's resources also falls within the high category. The implementation of the business strategy can be outlined as follows: the adoption of the service strategy based on the principles of Tri Kaya Parisudha demonstrates a high level of effectiveness, the innovation strategy is commendable, while the partnership strategy also exhibits a satisfactory level of performance. Additionally, the social media promotion strategy is deemed to be effective. Furthermore, the achievement of business performance has a considerably elevated level. Hence, it is imperative for SMEs in the craft industry in Bali to persistently diminish the level of industrial rivalry and augment the accessibility of company's resources. This approach would enable them to foster enhanced implementation of business strategies and ultimately enhance their overall business performance.**

Keywords: **industry competitive intensity, resource availability, business strategy, business performance.**

1. INTRODUCTION

The endek craft industry is an exemplary business that upholds the intrinsic qualities of indigenous Balinese wisdom. Hence, the government consistently endeavours to facilitate the advancement of the endek craft industry, ensuring its sustained expansion. The preservation of traditional woven fabrics by the endek craft company is attributed to their customary utilisation by the Balinese community in their everyday activities and ceremonial occasions within the region of Bali. This presents a favourable prospect for endek craft enterprises to achieve a rising sales revenue and expand their operations. In order to attain optimal company performance, it is imperative for the endek craft business to diligently consider its external environment, particularly the competitive environment within the industry.

In conjunction with their focus on the competitive environment of the endek craft business in Bali, entrepreneurs consistently endeavour to effectively allocate and utilise their available resources. The impact of the external environment, specifically the industry competitive intensity and resource availability, serves as the foundation for endek craft small and medium enterprises (SMEs) to develop suitable business strategies that can enhance their performance outcomes. Several researchers, such as Talari and Khoshroo (2022) and Turner et al. (2022), have conducted prior studies examining the impact of industry competitive intensity on business performance. The findings from these studies indicate that as the intensity of competition within an industry increase, it tends to have a detrimental effect on the achievement of business performance. According to previous studies (Kamasak, 2017; Rua, 2018), it can be observed that when a corporation possesses bigger resources, there is a corresponding increase in its capacity to attain higher levels of performance. The selection of strategy employed by companies to enhance their performance is influenced by not only the evaluation of business achievement, but also the level of industrial competition and the available company resources. The findings of Yasa et al. (2020) indicate that the raising intensity of industrial competition prompts companies to adopt appropriate business strategies. Additionally, the increased availability of resources enhances companies' flexibility in selecting their business strategies. The prevailing business strategy employed by endek craft SMEs in Bali is typically characterised by a service-oriented approach rooted in the principles of Tri Kaya Parisudha. This strategy is commonly adopted by Balinese entrepreneurs in the endek craft sector, resulting in the integration of their deeply held values into their business practices in the context of consumer services provision. Furthermore, several strategies that have been implemented include innovation strategies, partnership strategies, and social media promotion strategies.

Based on the existing issues, this research aims to offer an overview of the industry competitive intensity, resource availability, and business strategies for enhancing business performance.

2. LITERATURE REVIEW

Industry Competitive Intensity

The intensity of competition refers to the level of competitiveness within an industry, which is influenced by the quantity or number of enterprises functioning within that industry. Porter (2005) states that the level of competition within an industry may be ascertained through the examination of five key factors: the potential threat posed by new entrants, the degree of bargaining power wielded by suppliers, the bargaining power held by buyers, the existence of substitute products, and the intensity of competition among the existing companies operating within that industry. Likewise, as indicated by the study conducted by Giantari et al. (2021), it is argued that the level of rivalry within a sector gets more intense when established companies fail to engage in innovation. Turner et al. (2022) conducted a study that corroborated the aforementioned finding, indicating that the adverse effects of industry competition can be mitigated by the adoption of competitive business strategies and partnership strategies by enterprises. The implementation of an innovation strategy by the company, together with the establishment of partnerships with competitors and the adoption of innovative marketing practises, is expected to result in a reduction in the level of rivalry within the industry. The measurement of variables related to industrial competition in this study is based on the works of Giantari et al. (2021) and Talari and Khoshroo (2022). These works provide indicators for assessing various aspects of competition, including the presence of new entrants, the strength of suppliers, the power of buyers, the presence of substitute products, and existing competition.

Company Resource Availability

According to Kamasak (2017), the availability of a company's resources can significantly influence the identification of a company's strengths and shortcomings. The presence of limited resources inside a corporation can give rise to numerous shortcomings, ultimately leading to a decrease in overall performance. On the contrary, the availability of boundless company resources confers a competitive advantage on a corporation in relation to its competitors. The company possesses a range of resources, encompassing human resources, organisational resources, and physical resources. The Resource Based View (RBV) or resource theory is a framework that explores how organisations can get a competitive advantage through the identification, evaluation, and use of their resources, including both real and intangible strategic assets (Kamasak, 2017). The study examines the availability of company resources using many variables, including human resources, machine resources, capital resources, and organisational resources (Rua, 2018; Keskin et al., 2021; Zulu et al., 2021).

Service Strategy based in the Principles of Tri Kaya Parisudha

Service strategy is a method for firms to achieve a competitive advantage. By delivering exceptional service, the company ensures consumer happiness, which enhances customer loyalty and ultimately transforms consumers into a free promotional

channel, as they share good narratives about the company's products. This will enable the company to surpass its competitors. Feng et al. (2021) examined this phenomenon, demonstrating that quality supervision, matching consumer demand, and delivering superior product quality and service enhance firm performance. The findings of studies by Wilden and Gudergan (2017) and Martin-Pena et al. (2020) support this statement. This study, conducted on MSMEs owned by Balinese individuals, utilizes the service strategy variable measurements established by Yasa et al. (2020a), which are grounded in the principles of Tri Kaya Parisudha.

Innovation Strategy

The concept of innovation strategy pertains to the manner in which a company chooses to embrace and incorporate innovation into its operations. Huang and Li (2018) suggest that the implementation of innovation within a company may have a favourable and substantial impact on enhancing business performance, hence enabling it to effectively compete both at the regional and international levels. In a recent study conducted by Setiniet et al. (2021), the authors examined the impact of an innovation strategy on the performance of informal culinary sector enterprises in Bali. The findings of the research indicated that the applied innovation strategy resulted in a significant improvement in business performance. The rationale behind the implementation of an innovation strategy lies in the execution of diverse innovative initiatives within the organisation. Similarly, Telagawati et al. (2022) demonstrated comparable findings, indicating that the adoption of an innovative approach can effectively facilitate market growth and expansion. This study examines the concept of innovation strategy as defined by Setini et al. (2021) and Telagawathi et al. (2022). These authors propose a categorization of innovation in companies, identifying four distinct types: product innovation, process innovation, machine innovation, and marketing innovation.

Partnership Strategy

Small enterprises frequently implement partnership strategies (Garousi et al., 2020). Small businesses often face numerous resource limitations; therefore, by collaborating with their business partners, they can enhance their performance. Tran et al. (2021) and Dassouli et al. (2022) have analyzed partnership strategies involving suppliers, buyers, and competitors, indicating that such strategies can enhance the performance outcomes of a company. Similar findings were also presented in studies conducted by Anwar et al. (2018) and Garousi et al. (2020). This study measures partnership strategy variables based on the methodologies established by Zulu-Chisanga et al. (2021) and Garousi et al. (2020). The indicators include collaboration with buyers, suppliers, competitors, and government entities.

Social Media Promotion Strategy

Promotion is a technique employed by businesses to enhance sales revenue. Currently, social media promotion strategies are extensively utilized by businesses, especially MSMEs.

Social media is a medium that has evolved over the past decade. Social media continues to develop in accordance with advancements in information technology. Social media are influencing all strata of society and all facets of human activity. This motivates businesses to adapt in order to access their market, convey their products, and sustain positive connections with their customers. From a business standpoint, social media promotion can enhance operations and business profiles; foster relationships with current customers; attract new clientele; promote the company's products and services; elevate brand awareness; and augment sales levels (Tarsakoo and Charoensukmongkol, 2020). This study examines social media promotion variables based on the types of social media utilized for product marketing, including Instagram, Facebook, TikTok, and WhatsApp (Yasa et al., 2020b).

Business Performance

Business performance is typically used as an indicator of a company's success in accomplishing its objectives (Luet al., 2021). The assessment of business performance typically relies on metrics concerning both financial and market performance. There are two distinct approaches for evaluating organisational success, specifically through the assessment of product or service quality, product innovation, employee retention, and customer satisfaction. In the realm of business, market performance is evaluated based on various factors, including the company's market share, sales growth, and profit growth. Khan et al. (2022) conducted a study that focused on the measurement of organisational performance through the use of many indicators. These indicators include relative profitability, return on investment, customer retention, and sales growth.

The present study adopts Turner et al.'s (2022) conceptualization of business performance measurement, which encompasses several variables, namely, increasing sales turnover, increasing market share, increasing profit, customer satisfaction, and brand equity.

3. RESEARCH METHODS

Based on the characteristics of the issue, it may be inferred that this study falls within the category of descriptive research. This study offers an overview of participants' perspectives on the industry's competitive intensity, resource availability, innovation strategy, and business performance. The study was carried out on managers or owners of SMEs specialising in endek woven crafts in the Province of Bali, who had prior experience in exporting. The validity and reliability of the data acquired from a sample of 30 respondents were assessed. The findings from the assessments of validity and reliability indicate that all indicators exhibit correlation values over 0.30. Additionally, the reliability test results reveal that all variables possess Cronbach's Alpha values above 0.6. In addition, the process of data collection was extended by the dissemination of questionnaires to a sample of 170 individuals who held managerial or ownership positions within SMEs specialising in endek woven craft production in Bali. The data collected from a sample of 170 participants was subsequently subjected to analysis using a quantitative method known as descriptive analysis.

4. RESULTS AND DISCUSSION

The assessment of the instrument's validity and reliability was conducted using Pearson Correlation and Cronbach's Alpha coefficients. As previously said, the research instrument is considered valid when the correlation value, specifically the Product Moment Pearson $r \geq 0.30$. Additionally, the instrument is considered reliable if the value of Cronbach's Alpha $\alpha \geq 0.60$. A study was conducted with a sample size of thirty (30) participants, and the findings are displayed in Table 1.

Table 1: The Result of Intruments Variability and Realibility Test

Variable / Indicator	Item	r Correlation	Cronbach's Alpha
Industry Competitive Intensity (X1)	X1		0.765
	X1.1	0.751	
	X1.2	0.490	
	X1.3	0.521	
	X1.4	0.872	
	X1.5	0.872	
Company's Resource Availability (X2)	X2		0.776
	X2.1	0.688	
	X2.2	0.799	
	X2.3	0.728	
	X2.4	0.873	
TKP-Based Service Strategy (Y1)	Y1		0.907
	Y1.1	0.773	
	Y1.2	0.806	
	Y1.3	0.676	
	Y1.4	0.822	
	Y1.5	0.884	
	Y1.6	0.683	
	Y1.7	0.881	
	Y1.8	0.745	
Innovation Strategy (Y2)	Y2		0.865
	Y2.1	0.804	
	Y2.2	0.888	
	Y2.3	0.916	
	Y2.4	0.769	
Partnership Strategy (Y3)	Y3		0.656
	Y3.1	0.685	
	Y3.2	0.615	
	Y3.3	0.693	
	Y3.4	0.666	
Social Media Promotion Strategy (Y4)	Y4		0.863
	Y4.1	0.785	

	Y4.2	0.832	
	Y4.3	0.883	
	Y4.4	0.886	
Business Performance	Y5		0.649
	Y5.1	0.395	
	Y5.2	0.670	
	Y5.3	0.706	
	Y5.4	0.541	
	Y5.5	0.455	

Source: processed primary data, 2024

Description of Respondent Characteristics

The characteristics of the respondents in this study were seen from sex, age, level of education, and job position. Table 2 displays the composition of the research respondents' characteristics.

Table 2: Respondents Characteristics

No	Variable	Classification	Number of respondents	Percentage (%)
1	**Sex**	Male	45	26.47
		Female	125	73.53
		Total	**170**	**100.00**
2	**Age**	20 - 30	15	8.83
		>30 - 40	20	11.76
		>40 - 50	50	29.41
		>50 - 60	70	41.17
		>60	15	8.83
		Total	**170**	**100.00**
3	**Level of Education**	Senior High School	90	52.94
		Diploma	45	26.47
		Undergraduate	25	14.71
		Postgraduate	10	5.88
		Total	**170**	**100.00**
4	**Job Position**	Manager	45	26.47
		Owner	125	73.53
		Total	**170**	**100.00**

Source: processed primary data, 2024

Table 2 presents an extensive overview of the characteristics of the 170 respondents, encompassing various attributes such as sex, age, level of education, and job position. The characteristics of the respondents in this research can be delineated as follows.

The number of male respondents was lower compared to the number of female respondents, consisting of 45 males and 125 females. The age range spans from 20 years to 65 years, exhibiting the following distribution: 15 people aged 20–30 years, 20 people aged > 30–40 years, 50 people aged > 40–50 years, 70 people aged > 50–60 years, and 15 people aged > 60 years. The level of education of the participants was classified as follows: 90 graduates from high school, 45 diploma students, 25 undergraduates, and 10 postgraduate students. The majority of respondents held roles as owners, with a total of 125 individuals falling into this category, meanwhile there were 45 individuals who identified themselves as managers.

Descriptive Statistical Analysis

The frequency distribution is obtained from the scores of the respondents' answers. The interpretation of item scores in the research variables is presented in Table 3. The following is a description of the descriptive statistical analysis conducted for each variable.

Table 3: Description of Research Variable Measurement Criteria

No.	Measurement Scale	Industry competitive intensity, resource availability, business performance	Business strategy
1	1.00 – 1.80	Very low	Very poor
2	> 1.80 – 2.60	Low	Poor
3	> 2.60 – 3.40	Moderate	Fair
4	> 3.40 – 4.20	High	Good
5	> 4.20 – 5.00	Very high	Very good

Industry Competitive Intensity (X1)

The industry competitive intensity is one of the variables that is correlated with both business strategy and business performance. The variable utilised in this study quantitatively measures the level of industrial competition encountered by endek craft SMEs in Bali. This measurement is based on the responses provided by the respondents, who are the business actors of endek craft SMEs. The indicators used to assess the intensity of industrial competition faced by endek craft SMEs in Bali include: the entry of new competitors (X1.1), the bargaining power of suppliers (X1.2), the bargaining power of buyers (X1.3), the presence of woven fabrics other than endek (X1.4), and the competition among existing endek businesses (X1.5). The perspectives of the respondents regarding the industry competitive intensity variable are presented in Table 4.

Table 4: Results of Descriptive Analysis of Industry Competitive Intensity Variables (X1)

Indicator	Answer Score					*Mean*	Interpretation
	1	2	3	4	5		
Entry of a new endek business (X1.1)	0	42	34	49	45	3.57	High
Bargaining power of suppliers (X1.2)	1	17	32	69	51	3.89	High
Bargaining power of buyers (X1.3)	0	10	29	53	78	4.17	High
Presence of woven fabrics other than endek (X1.4)	4	54	37	46	29	3.25	Moderate
Existence of existing competition (X1.5)	4	47	44	44	31	3.30	Moderate
Industry Competitive Intensity (X1)						3.64	High

Source: processed primary data, 2024

The level of industrial competition experienced by SMEs in the endek craft industry in Bali is demonstrated through various indicators. These indicators include the entry of new competitors (X1.1), the influence of suppliers' bargaining power (X1.2), the influence of buyers' bargaining power (X1.3), the presence of alternative woven fabrics other than endek (X1.4), and the existing competition among endek businesses (X1.5). According to the findings presented in Table 4, it is evident that among the 170 participants who were examined, the overall perception of endek craft SME managers in Bali regarding the variable indicator of industrial competition intensity yielded an average score of 3.64. This score indicates that the managers perceive the intensity of industrial competition they encounter to be relatively high. This demonstrates that the participants possess an awareness of the level of rivalry within the industry, as evidenced by the entrance of new competitors, the influence of suppliers and buyers in bargaining, the availability of other woven textiles besides endek, and the presence of established competition.

Among the five indicators used to assess the industry's competitive intensity, the indicator that demonstrates the highest value is the bargaining power of buyers, with a mean value of 4.17. Conversely, the indicator with the lowest value is the presence of woven textiles other than endek Bali, which has a mean value of 3.25. This observation highlights the perspective of the endek handcraft SMEs manager in Bali, who suggests that the level of competition does not appear to be influenced by the availability of other woven fabrics or substitute products.

Company Resource Availability (X2)

The measurement of the availability of company resources in endek craft SMEs in Bali is discussed in the research conducted by Rua (2018), Keskin et al. (2021), and Zulu et al. (2021). This measurement comprises various aspects, including the availability of human resources (X2.1), machine resources (X2.2), capital resources (X2.3), and digital technology resources (X2.4).

Based on the findings shown in Table 5, it is evident that among the 170 participants under investigation, the overall perceptions of endek craft SME managers in Bali on the indicator of company resource availability fall within the high category, as indicated by an average score of 4.10. This demonstrates that survey participants possess an understanding of the high availability of a company's resources, including human resources, machine resources, capital resources, and digital technology resources.

Table 5: Results of Descriptive Analysis of Company Resource Availability Variables (X2)

Indckator	Answer Score					*Mean*	*Interpretation*
	1	2	3	4	5		
Availability of human resources (X2.1)	1	4	21	79	65	4.19	High
Availability of machine resources (X2.2)	2	4	34	68	62	4.08	High
Availability of capital resources (X2.3)	1	6	35	66	62	4.07	High
Availability of digital technology resources (X2.4)	1	2	31	91	45	4.04	High
Company Resource Availability				(X2)		4.10	High

Source: processed primary data, 2024

Among the four categories of indicators pertaining to the availability of company resources, it is apparent that the indicator denoting the availability of human resources (X2.1) exhibits the highest mean value of 4.19, whereas the lowest mean value of 4.04 is observed for the indicator representing the availability of digital technology resources (X2.4). This observation highlights the necessity for managers of endek craft SMEs in Bali to enhance the accessibility of digital technology resources in order to enhance their business performance.

Tri Kaya Parisudha-Based Service Strategy (Y1)

This study uses a quantitative approach to measure the Tri Kaya Parisudha-Based Service Strategy variable. The responses of managers from endek craft SMEs in Bali are used to assess the service strategy indicator, which includes the following dimensions: always thinking of providing the best service (Y1.1), always considering the potential benefits (Y1.2), always prioritizing good relations with business partners (Y1.3), always communicating politely (Y1.4), always being truthful (Y1.5), always speaking softly (Y1.6), always being responsive to customer problems (Y1.7), and always assisting customers with transactional issues (Y1.8). The perceptions of attitude variables by the respondents are displayed in Table 6.

Table 6: Results of Descriptive Analysis of Tri Kaya Parisudha-Based Service Strategy Variable (Y1)

Indicator	Answer Score					*Mean*	Interpretation
	1	2	3	4	5		
Always thinking of providing the best service (Y1.1)	1	5	27	64	73	4.19	Good
Always thinking in providing benefits (Y1.2);	2	6	22	66	74	4.20	Good
Always prioritizing good relations with business partners (Y1.3);	1	9	26	61	73	4.15	Good
Always communicating politely (Y1.4);	3	6	24	57	80	4.21	Very good
Always being truthful (Y1.5);	0	5	22	54	89	4.34	Very good
Always speaking softly (Y1.6);	1	4	23	56	86	4.31	Very good
Always being responsive to customer problems (Y1.7)	0	11	26	65	68	4.12	Good
Always assisting customers with transactional issues (Y1.8).	0	4	28	70	68	4.19	Good
Tri Kaya Parisudha-Based Service Strategy (Y1)						4.21	Very good

Source: processed primary data, 2024

Tri Kaya Parisudha-based service strategy is demonstrated through the use of several indicators. Always thinking of providing the best service (Y1.1), always considering the potential benefits (Y1.2), always prioritizing good relations with business partners (Y1.3), always communicating politely (Y1.4), always being truthful (Y1.5), always speaking softly (Y1.6), always being responsive to customer problems (Y1.7), and always assisting customers with transactional issues (Y1.8). According to the findings presented in Table 6, it is evident that among the 170 respondents who were examined,

the overall perceptions of managers in Bali's endek SMEs towards Tri Kaya Parisudha-based service strategy fall under the "very good" category, as indicated by an average score of 4.21. This shows a scenario wherein respondents deliver exceptional service to consumers.

Among the eight indicators it is evident that the indicator relating to always being truthful exhibits the highest value, amounting to 4.34. Conversely, the indicator emphasizing always being responsive to customer problems exhibits the lowest value, with a mean of 4.12. This implies that SMEs in the endek craft industry should strive to enhance their performance in order to effectively address consumer concerns and provide assistance.

Innovation Strategy (Y2)

The assessment of the innovation strategy adopted by endek craft SMEs in Bali involves various dimensions, namely product innovation (Y2.1), process innovation (Y2.2), machine innovation (Y2.3), and marketing innovation (Y1.4). Based on the findings presented in Table 7, it is understood that among the 170 participants who were examined, the overall perceptions of managers of endek craft SMEs in Bali regarding the indicators of the innovation strategy variable fall within the good category, as indicated by an average score of 4.15. This exemplifies the awareness of survey participants on the execution of innovation strategies as evidenced by metrics related to product innovation, process innovation, machine innovation, and marketing innovation.

Table 7: Results of Descriptive Analysis of Innovation Strategy Variable (Y2)

Indicator	Answer Score					*Mean*	Interpretation
	1	2	3	4	5		
Product innovation (Y2.1)	0	4	25	73	68	4.21	Very good
Process innovation (Y2.2)	2	5	35	59	69	4.11	Good
Machine innovation (Y2.3)	5	3	38	61	63	4.02	Good
Marketing innovation (Y2.4)	2	4	15	77	72	4.25	Very good
Innovation Strategy (Y2)						4.15	Good

Source: processed primary data, 2024

Among the four categories of innovation strategy indicators, the marketing innovation indicator (Y2.4) exhibits the greatest mean value of 4.25, while the machine innovation indicator (Y2.3) demonstrates the lowest mean value of 4.02. This demonstrates that the innovation strategy employed by endek craft SMEs in Bali is generally effective. However, there is need for improvement in machine innovation, which should be further developed alongside product innovation, process innovation, and marketing innovation.

Partnership Strategy (Y3)

The evaluation of the endek craft SMEs partnership strategy in Bali refers to a number of parameters including partnerships with suppliers (Y2.1), partnerships with buyers (Y2.2), partnerships with competitors (Y2.3), and partnerships with the government (Y1.4). According to the findings shown in Table 8, it can be seen that among the 170 participants, the overall perceptions of managers in the endek craft SMEs in Bali regarding the partnership strategy variable indicator fall within the good category, as shown by an average score of 4.09. This shows a scenario wherein the participants possess comprehension of the adopted partnership strategy, as evidenced by the presence of indicators such as partnerships with suppliers, partnerships with buyers, partnerships with competitors, and partnerships with government.

Table 8: Results of Descriptive Analysis of Partnership Strategy Variable (Y3)

Indicator	Answer Score					*Mean*	Interpretation
	1	2	3	4	5		
Partnership with suppliers (Y3.1)	1	4	18	75	72	4.25	Very good
Partnership with buyers (Y3.2)	4	3	33	67	63	4.07	Good
Partnership with competitors (Y3.3)	3	3	25	80	59	4.11	Good
Partnership with government (Y3.4)	5	12	29	72	52	3.91	Good
Partnership Strategy (Y3)						4.09	Good

Source: processed primary data, 2024

Among the four categories of partnership strategy indicators, it is seen that the partnership with suppliers (Y3.1) indicator exhibits the greatest mean value of 4.25; however, the partnership indicator value with the government (Y3.4) has the lowest mean value of 3.91. This demonstrates that the SMEs' partnership strategy in Bali's endek craft industry is successful, but there is still room for improvement in the partnership indicators with the government.

Social Media Promotion Strategy (Y4)

The evaluation of social media promotional strategies implemented by SMEs in the craft industry in Bali involves various dimensions, namely: Instagram promotion (Y4.1), Facebook promotion (Y4.2), WhatsApp promotion (Y4.3), and TikTok promotion (Y4.4). Based on the results in Table 9, it's clear that most of the 170 managers in endek craft SMEs in Bali who were surveyed have a positive view of the social media promotion strategy indicators, as shown by their average score of 4.19. This suggests that the participants possess an understanding of the social media promotional strategy that has been applied, as seen by the promotional indicators observed on platforms such as Instagram, Facebook, WhatsApp, and TikTok.

Table 9: Results of Descriptive Analysis of Social Media Promotion Strategy Variable (Y4)

Indicator	Skor Jawaban					*Mean*	Interpretation
	1	2	3	4	5		
Instagram promotion (Y4.1)	1	5	25	62	77	4.23	Very good
Facebook promotion (Y4.2)	2	1	33	55	79	4.22	Very good
WhatsApp promotion (Y4.3)	1	6	42	53	68	4.06	Good
Tik Tok promotion (Y4.4)	1	4	28	60	77	4.22	Very good
Social Media Promotion Strategy (Y4)						4.19	Good

Source: processed primary data, 2024

Among the four categories of social media promotion strategy indicators, it has been observed that Instagram promotion (Y4.1) exhibits the highest mean value of 4.23, while the lowest mean value is WhatsApp promotion (Y4.3), which amounts to 4.06. This shows that the implementation of the social media promotional strategies for endek craft SMEs in Bali is satisfactory, while there is room for improvement in the promotional strategy indicator using WhatsApp.

Business Performance (Y5)

The assessment of the business performance of endek craft SMEs in Bali includes several indicators. These include the increase in last year's sales turnover (Y5.1), an increase in market share (Y5.2), an increase in profit (Y5.3), an increase in customer satisfaction (Y5.4), and an increase in brand equity (Y5.5). Based on the findings shown in Table 10, it is apparent that among the 170 respondents who participated in the study, the overall perceptions on the measures of business performance are predominantly categorized as high, as indicated by an average score of 3.87. This represents the respondents' comprehension of business accomplishments, as evidenced by measures such as increased sales turnover, increased market share, increased profits, increased customer satisfaction, and increased brand equity.

Table 10: Results of Descriptive Analysis of Business Performance Variable (Y5)

Indicator	Answer Score					*Mean*	Interpretation
	1	2	3	4	5		
Increase in sales turnover (Y5.1)	5	16	15	55	79	4.10	High
Increase in market share (Y5.2)	1	21	37	49	62	3.88	High
Increase in profit (Y5.3)	2	28	23	59	58	3.84	High
Increase in customer satisfaction (Y5.4)	10	51	18	46	45	3.38	Moderate
Increase in brand equity (Y5.5)	3	7	31	50	79	4.15	High
Business Performance (Y5)						3.87	High

Source: processed primary data, 2024

Among the five categories of business performance indicators, it has been found that the increase in profit indicator (Y5.3) exhibits the greatest mean value of 4.10, whereas the lowest mean value of 3.38 is associated with the indicator of increased customer satisfaction (Y5.4). This suggests that the business performance of endek craft SMEs in Bali is generally categorized as high. However, there is room for improvement in the achievement metrics related to customer satisfaction.

5. CONCLUSION AND RESEARCH IMPLICATION

Based on the findings of the descriptive analysis, it can be inferred that the level of industrial competition encountered by endek craft SMEs in Bali falls within the high rating range. This assessment is based on several factors, including the entry of new competitors, the bargaining power of suppliers and buyers, the existence of woven fabrics other than endek, and the existing competition among endek businesses. The availability of resources possessed by endek craft SMEs in Bali is notably high. This suggests that in the future, there is potential for further augmentation of the company's resource availability to reach a significantly elevated level. Moreover, the execution of business strategies, such as Tri Kaya Parisudha-based service strategy garnered highly favorable score. The implementation of the innovation strategy is deemed satisfactory, while the execution of the partnership strategy falls within the good category. Additionally, the utilization of social media promotions strategy is also regarded as commendable. Business performance successes receive a good rating in terms of their category. This serves as the foundation for future enhancements in business performance, with the aim of elevating it from a high level to a significantly higher level. Additionally, in order to mitigate the intensity of industrial competition, it is imperative to transition from a high level to a moderately high level, thereby ensuring a balanced competitive landscape. The presence of competition conditions that are moderately lenient can indeed enhance the attainment of corporate performance outcomes. Moreover, in order to effectively execute a business strategy, it is necessary to consistently follow the most optimal practices to achieve a high level of excellence.

This study aims to offer an analysis of the industry competitive intensity, the company resource availability, and the business strategy employed by endek craft SMEs in Bali. The findings of this research can serve as a foundation for developing a model to enhance the business performance of endek craft SMEs in Bali. This model will consider the factors of industrial competition and resource availability.

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