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**SHIFTING STRATEGY FOR ENDEK BALI WEAVING MSMEs TO SURVIVE IN THE COVID-19 PANDEMIC****I Kadek Pande Sutanegara**

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Digital strategies that must be carried out in the new normal era by MSME owners to maintain the economic stability of a business they have, change the way of working from a different perspective with the aim of keeping the organization going during the Covid-19 Pandemic. The digitalization strategy provides views for MSME owners to make decisions in determining the right company's vision and mission in dealing with this Pandemic. Qualitative research with case studies on nine MSMEs in Klungkung Regency, researchers conducted direct interviews in terms of MSME productivity and their new way of working. The results of this study produce a scientific model that describes the state of MSMEs during a pandemic where most of the employees have been laid off, and productivity has drastically decreased. The role of the Government is also very important to support MSMEs in product marketing to support the Bali economy and with the support of MSMEs by the Bali Provincial Government, MSME owners must certainly be able to take advantage of the situation to find ways to survive and rise from this situation by using SWOT Analysis. Product development in innovation of new ideas, such as selling cloth masks with Endek motifs and also marketing carried out using digital media such as sales through e-commerce and social media such as existing marketplace platforms and business actors are required to be able to adapt to changing market situations in order to produce products. modern and latest in accordance with the trends in the market so that it will be in demand by everyone.

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*Keyword :*

SMEs, Digital Strategi,

New Normal

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**1. INTRODUCTION**

A recession is a period of temporary economic downturn in which trade and industrial activity decrease (Aziz, 2020; Heliany, 2021; Herlia, 2021). The Covid-19 pandemic has triggered a decline in business activity in all fields. The global COVID-19 pandemic has certainly impacted various sectors. In Indonesia, the Covid-19 pandemic has had an impact on several sectors such as the tourism sector, trade sector, and industrial sector. Micro, Small and Medium Enterprises (MSMEs) also feel the impact. The impact of the Covid-19 pandemic on MSMEs is not only in terms of production and income, but also a reduction in the number of workers (Bisnis.com. 2020). The number of MSMEs in Indonesia in 2015- 2019 increased significantly every year. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia in 2021, the number of MSMEs in Bali is 391,635 business units.

The Regulation of the Minister of Tourism and Creative Economy states that the creative industry can contribute to increasing the national Gross Domestic Product (GDP) obtained from the added value generated by 14 creative industries, one of which is the handicraft industry. For this reason, it is necessary to conduct research on marketing strategies for the creative industry of Balinese Endek Fabrics as Balinese souvenirs. The government's attention to the Bali Endek Weaving SMEs is the right step which is a mutualism symbiosis between the government and the Bali Endek Weaving SMEs in strengthening the regional economy. MSMEs Weaving Endek Bali has a characteristic but which is able to attract public sympathy and has been known to foreign countries is the result of Weaving Endek in Klungkung Regency. This is evident from the many studies

conducted by several researchers. Existing research, namely research from Antara, Utama and Marhaeni (2017) states that the development of the ikat fabric industry in Klungkung Regency in 2016 decreased due to reduced public interest, especially the younger generation, to work or inherit a business. Local government and private sector to continuously improve and develop empowerment programs. In addition, it also facilitates empowerment programs and the preservation of the culture of dress, especially by using clothes made from traditional Klungkung endek fabrics. Research results from Pramawati, Putri, and Arya (2020) state that in the current era of technology which is very influential on all lines of community activities, including changes in marketing activities that were previously dominated by traditional or conventional activities and are now digital-based. Digital marketing provides a lot of information related to the products being sold, product promotions, consumer trust related to products and the expected goal is to increase sales which affect the profit of the commodity selling the product itself.

Based on the above background, the purpose of this research is to (1) explore comprehensively the digital strategy of the Bali Endek Weaving MSMEs switching from the old system to a more modern (digital) system to improve the quality of service and performance in order to survive the pandemic and rise in the era of New Normal. (2) explore comprehensively regarding the efforts to develop performance and services for UMKM carried out by Bali Endek Weaving business actors in order to survive the Pandemic by using SWOT Analysis after the issuance of SE Governor of Bali Number 4 of 2021 and (3) explore comprehensively regarding the role of the government to developing the potential of Bali Endek Weaving SMEs during the Pandemic.

## **2. REVIEW THE LITERATURE AND THEORETICAL FRAMEWORK STRATEGY**

The root of the word 'strategy' comes from the Greek word 'strategos'. Strategos is formed from the word stratos which means military and the word –ag which means to lead. Thus, strategy means leading in the military (world) (Dasman, Rijal, and Rizki, 2020). In general, strategy is the process of determining the plan of top leaders focusing on the longterm goals of the organization, accompanied by the preparation of ways/efforts on how to achieve these goals, and understanding strategy in particular is an action that is constantly improving, continuously, carried out based on the point of view of what is being done. customers expect in the future.

### **MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs)**

MSME is a business owned by an individual and/or individual business entity that is productive and meets the criteria for the micro sector that has been regulated by law. In Law no. 20 of 2008 also states that Micro, Small and Medium Enterprises are business activities that are able to expand employment opportunities and provide broad economic services to the community, and can play a role in the process of equity and increase people's income, encourage economic growth, and play a role in realizing national stability. (Rahayu, 2016). According to Law No. 20 of 2008, that Micro, Small and Medium Enterprises aim to grow and develop their business in the context of building a national economy based on just economic democracy. Meanwhile, the purpose of empowering Micro, Small and Medium Enterprises (MSMEs) is to realize a balanced, developing and equitable national economic structure, to grow and develop the capabilities of Micro, Small and Medium Enterprises (MSMEs) to become strong and independent businesses and to increase the role of Micro, Small and Medium Enterprises. and Medium in regional development, job creation, income distribution, economic growth and alleviating people from poverty. The criteria for Micro, Small and Medium Enterprises (MSMEs) according to Law Number 20 of 2008 are classified based on the number of assets and turnover owned by a business.

### **DIGITALIZATION**

The global Covid-19 pandemic certainly has an impact on various sectors, especially in the economic sector. This economic impact is not only felt domestically, but also globally. In Indonesia, this of course also has a significant impact on tourism, the trade sector, industry including Micro, Small and Medium Enterprises (Siagian & Indra, 2012). According to Harlambang (2020) for the first strategy, namely MSME actors are asked to pay attention to consumer needs. In addition to focusing on consumer needs, MSME actors are also expected to be able to innovate and create their products. The next strategy is to develop knowledge from MSME actors both from books and from the Internet. The most obvious strategy that can be carried out by MSME actors is by utilizing currently available technological advances. To survive and face the sluggishness of MSME activities in Indonesia, including the use of digital marketing, sales through e-commerce, and using the Customer Realationship Marketing (CRM) strategy.

### **GOVERNMENT ROLE**

Even though MSME actors have implemented strategies to survive in the Pandemic era. Besides that, it is also necessary to have the support and role of the government. There are several efforts and policies made

by the government for MSMEs. First, the government provides funds in the form of allocation costs. The government's next role is to place low interest funds in banks. The next policy carried out by the government in helping MSMEs in the midst of a pandemic is by providing a social assistance fund program (social assistance). Not only in the form of venture capital, but the government through the Ministry of Cooperatives and Small and Medium Enterprises launched an e-catalog. The launch was carried out in early July 2020. E-catalog is a new policy that aims to support the government procurement process in the Internet of Things (IoT) era to be in line with the times (Rahmah, 2020). The purpose of launching the e-catalogue is so that MSEs can compete in the digital era.

### **SWOT ANALYSIS (Strengths, Weaknesses, Opportunities, and Threats)**

SWOT analysis is one of the methods in preparing company strategy by looking at the company's environmental conditions, both internal and external. SWOT analysis emphasizes more on how the company's strengths and weaknesses in dealing with existing opportunities and threats. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The SWOT (Strengths-Weaknesses-Opportunities-Threats) matrix is an important tool to help managers develop four types of strategies, namely SO (strengths-opportunities), WO (weakness-opportunities), ST (strength-threats), and WT (weaknesses-threats). (Arianto, 2020). The benefit of SWOT analysis is that it becomes the most basic analytical method to see a problem within the company from four different sides. The results of this SWOT analysis are in the form of recommendations or directions, such as maintaining strengths and increasing profits from existing opportunities while reducing weaknesses and also avoiding threats.

### **3. RESEARCH METHODS**

This research belongs to the type of qualitative method section which will be carried out by conducting in-depth interviews regarding the shifting strategy of the Bali Endek Weaving SMEs. This research was conducted on the Bali Endek Weaving SMEs which have direct tools for weaving and have Endek Weaving Craftsmen for the production process where most of the places of business are located in the Klungkung area. Data collection was carried out by interviewing the perpetrators of the Bali Endek Weaving SMEs, the researcher's observations in collecting data stated frankly to the data source that the researcher was conducting research, so that the informants knew from the beginning to the end of the research activity, and further research documentation was carried out. The informants of Endek Weaving SMEs in Klungkung Regency, which researchers will examine are 9 units of Bali Endek Weaving SMEs, most of which are located in Sampalan Village, Dawan District, Klungkung Regency.

Data analysis technique is the process of systematically searching and compiling data from interviews, observations and documentation by organizing the data and choosing which ones are important and which need to be studied and make conclusions so that they are easy to understand (Sugiyono, 2016). The data analysis technique used in this study is qualitative analysis used by researchers as proposed by Miles and Huberman (Sugiyono, 2016) namely data collection, data reduction, data presentation and the last step is drawing conclusions. In obtaining accuracy in research, researchers used triangulation techniques. Triangulation is defined as a data collection technique that combines various data collection techniques and existing data sources (Sugiyono, 2016). Triangulation uses three ways of checking data, namely source, technique, and time.

### **4. RESEARCH FINDINGS AND DISCUSSION**

#### **DATA EXPOSURE**

#### **HISTORY OF MSME**

In direct interviews with MSME business actors regarding the history of the establishment of businesses that have existed since the 1970s until now they are still producing endek fabrics.

"Wow gus, it was founded a long time ago when I was in elementary school, my parents used to sell clothes at Klungkung Market, because of the sales and demand from buyers, so in 1972 if I'm not mistaken my parents started a business".

Even though it has been established all this time, of course, it is the motivation to continue the business from the past until now, in an interview with the informant stated that:

"I continue that our culture must continue to exist, it must not stop, our children and grandchildren must also be obliged to continue and preserve Balinese culture. My mother and father are tenacious, used to have many employees. It was this Endek Cloth business that brought me up and sent me to school. Astungkara I can continue until now".

Interviews with informants at different research locations regarding the development of MSMEs where the informants work from the beginning to the present:

"Wow, I don't remember the year, maybe 2021. You are not the owner of this business, you are just continuing the business of your parents. There used to be Australian guests who used to come to buy a lot of cloth, in the

past many worked here until there was a place there to take cloth here. Now it's quiet because of the current situation, because the current situation is difficult and I'm grateful that the current situation is still able to produce cloth and I can still work."

### **STATE OF MSMEs DURING PANDEMIC**

In direct interviews with MSME business actors regarding the state of MSMEs during the Covid 19 Pandemic.

"It's very influential, once there was a crisis like now in 1997 when President Suharto stepped down, but it's not as bad as it is now, if the current situation reaches the world plus there is the Russian war. Usually, there used to be foreign students who came and stayed for 1 month, before the pandemic there were people who came to visit here, now it's very quiet."

In a direct interview to a weaving craftsman at the location of MSMEs (3) regarding the condition of MSMEs and the impact of the performance of MSME craftsmen during the Covid 19 Pandemic. Get the results of the conversation as follows:

"I just started working again about 1 month ago, after taking 6 months off, and I was looking for another job. I have been working here for a long time since 2009, when I was still a weaving school at the Vocational High School while working here until now. This business has been around for a long time, my mother used to work here and now I replace my mother. There used to be a lot of craftsmen but now they are on holiday."

Interview about the condition of MSMEs during the pandemic:

"The current condition is that production continues but it is far from the number of results in the year before the pandemic, usually we are chased by the target of 1 day 3-4 ordered fabrics, now there are 2 at most. It's rare too, but it still works, wages are given after the cloth is sold, sir, but I don't mind being unemployed. There are also those who work at home, given a loom, so they can still work. You also market your own products here, if you used to have a shop in Klungkung Market, Ubud Market, Sukawati Market, there is also one in Denpasar and their children sell them there".

### **IMPACT OF PANDEMIC FOR ENDEK BALI WEAVING MSMEs**

In direct interviews with MSME business actors regarding the impact of MSMEs during the Covid 19 Pandemic, the interview continued:

"So the impact is very big, gus, I have to lay off many employees, because in 2 years I was affected by the pandemic, for 4 months there were no buyers, Astungkara is still lucky we have customers who have always trusted our fabrics. Gained profit but a little, until I had to owe the LPD".

### **THE ROLE OF THE GOVERNMENT IN PROTECTING THE BALI'S ECONOMY**

In a direct interview with MSME business actors regarding the role of the Government in supporting the revival of this Endek Weaving MSME during the Covid 19 Pandemic, in the interview.

"Now the government is promoting the use of Endek Fabrics every Tuesday in offices and schools. In my opinion, it supports marketing, if it wasn't from the government, maybe all the staff could be laid off without any more employees. Through the Bali Bangkit Exhibition which was initiated by the Governor and there are events such as the Endek fashion show, it is very supportive to promote our fabrics".

In direct interviews with MSME business actors at the research location with different informants regarding the role of the Government. Getting different responses as follows:

"Actually the government has tried Bli, but its efforts need to be increased again to voice out to the public about the use of the original Endek Woven Fabric, because Dinda has seen a lot for herself, there are still many people who use Endek but not the original Balinese Endek, such as the example of Bli printed fabrics. The materials are not of good quality, as Dinda saw at Klungkung Market, traders market Endek prints which may be produced from outside Bali".

### **SWOT ANALYSIS AS A MSME STRATEGY TO RISE UP**

SWOT analysis is used to identify the strengths and weaknesses of a company. Based on data obtained from interviews with informants of MSME owners who were still able to survive during the pandemic, the three MSMEs stated that they were still improving the internal side rather than externally. From the internal side, the three MSMEs are more focused on product quality and correcting their shortcomings. Meanwhile, from the external side, during the pandemic, the three MSMEs stated that they were not doing well, but they could still be overcome by focusing on marketing, being active in participating in various events to introduce their products, as well as being creative and looking for existing opportunities. In a direct interview with MSME business actors regarding the role of the Government in supporting the revival of this Endek Weaving MSME during the Covid 19 Pandemic, in the interview.

## **DISCUSSION**

### **MSME SHIFTING STRATEGY**

The world is still faced with the Covid-19 pandemic which has an impact on various sectors, especially in the economic sector. The impact felt for the UMKM Weaving Endek Bali is the decline in people's purchasing power. This makes business actors start thinking about being able to survive during the Covid-19 Pandemic by implementing a shifting strategy. Shifting strategy is a business strategy with changes in models, processes and strategies that are usually carried out due to changing patterns of consumer needs. Strategies that can be taken to survive and deal with the sluggishness of the Bali Endek Weaving MSME activities include:

#### **Product Development.**

To be able to survive during the current pandemic, business actors can make shifts by selling products such as masks, hand sanitizers, traditional herbs and so on. The need for masks during a pandemic can be used as an innovation for SMEs in Bali Endek Weaving to sell cloth mask products made from Balinese endek woven fabrics. Selling cloth masks from endek can be used as an attraction for consumers to the fashion world. The manufacture of endek woven cloth masks can be used as a complement to the products sold by Bali Endek Weaving SMEs business actors, such as selling endek clothes that match cloth masks.

#### **Digital Marketing**

During the current Covid-19 pandemic, the government has imposed restrictions on community activities to maintain social distance and avoid crowds to break the chain of virus spread. There are restrictions on community activities, business actors can do business shifts, by changing sales from offline to online by utilizing digital marketing. Digital marketing is used as an exploitation of digital technology used by SMEs in Bali Endek Woven Fabrics to carry out their business activities in meeting consumer demand. Product marketing can be done through social media such as Facebook, Instagram, WhatsApp, and other platforms. Utilization of social media can be done by creating a business account so that consumers can easily see and know what products are being traded without the need for direct contact.

#### **E-Commerce**

E-commerce or digital market which is a business model that allows entrepreneurs to be able to market products through electronic systems, such as radio, television and internet networks. The creation of a digital market is very helpful for entrepreneurs and individuals, especially for SMEs in Bali Endek Weaving in Klungkung Regency in marketing products produced during the current pandemic. In this case, one of the e-commerce models that can be utilized for SMEs in Bali Endek Weaving is the marketplace. Marketplace is an ecommerce model where sellers and buyers meet online. Marketplace companies in Indonesia include Tokopedia, Lazada, Shopee, JD.ID, OLX and so on. Through the marketplace for SMEs, Endek Bali Weaving, it is easier to access the global market with very efficient trade and a wider market share. Through the marketplace, the buying and selling process can run easily and efficiently because product promotions are assisted by marketplace companies without the need to think about the risk of spreading the virus because of direct contact with consumers.

#### **Customer Relationship Management (CRM)**

The marketing strategy that can be done for SMEs in Bali Endek Weaving to maintain their existence in competition is to apply Customer Relationship Management (CRM). This strategy is highly recommended for SMEs Weaving Endek Bali, because it can strengthen relationships with consumers. To get loyalty from consumers, sellers must provide the best, both in terms of service, quality products and also sellers must know the preferences of consumers and their buying behavior. The thing that can be done by SMEs in Endek Bali Weaving is to encourage consumer loyalty by giving rewards or awards as a form of thanks from the seller to consumers. Rewards or awards can be given in the form of discounts, for every product purchase you get a free mask or voucher. During the pandemic, the Bali Endek Weaving MSME actors have not been able to make direct sales, so the application of using the Customer Relationship Management (CRM) strategy can be done through the marketplace by providing discounted prices, free masks that match the fabric or shirt motifs produced, or can provide free hand sanitizer.

#### **SERVICE DEVELOPMENT AND MSME PERFORMANCE**

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is a systematic identification of various factors and is one method of formulating strategies by looking at the company's environmental conditions, both internal and external. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. Based on the SWOT matrix analysis that has been compiled, a strategic decision can be taken to determine the performance and service development of MSMEs from the four possible strategies, which can be seen in Table 5.2.1.

**Tabel 5.2.1**  
**Matrik SWOT**

Matriks SWOT	<p>Strengths (S) :</p> <ol style="list-style-type: none"> <li>1. The quality of Balinese Endek Woven Fabrics which have the characteristics of Balinese culture which is an ancestral heritage</li> <li>2. The price offered varies depending on the motif and color</li> <li>3. Distribution of Balinese Endek Woven Fabrics is carried out directly with consumers</li> <li>4. Balinese souvenirs that are a favorite for both domestic and foreign tourists</li> </ol>	<p>Weaknesses (W) :</p> <ol style="list-style-type: none"> <li>1. The process of making Balinese Endek Woven Fabrics is quite long</li> <li>2. The price of Balinese endek woven fabric tends to be expensive so it is only suitable for the upper class.</li> <li>3. Distribution has not been optimized to e-commerce platforms</li> <li>4. Not optimal promotion on social media</li> <li>5. Impacted by the Covid-19 pandemic resulting in decreased sales</li> </ol>
<p>Opportunities (O) :</p> <ol style="list-style-type: none"> <li>1. Support and assistance from the government after the issuance of the Governor's Circular No. 4 of 2021 concerning the use of Balinese Endek Woven Fabrics</li> <li>2. A relatively expensive price that makes it easier to convince consumers of the quality of Bali Endek Woven Fabrics</li> <li>3. Increasing online business through the e-commerce market in Indonesia, making it easier to sell in the pandemic era</li> <li>4. Increased use of social media</li> </ol>	<p>Strategi SO :</p> <ol style="list-style-type: none"> <li>1. Maintaining the quality of Balinese Endek Woven Fabrics to be more convincing for consumers</li> <li>2. Various prices to facilitate online sales through social media such as Facebook, Instagram, Whatsapp and others</li> <li>3. Sales are made through social media by means of "live broadcasts" to make it easier to assure the price and quality of Bali Endek Woven Fabrics with consumers without having to have direct contact</li> </ol>	<p>Strategi WO :</p> <ol style="list-style-type: none"> <li>1. The issuance of Governor's Circular No. 4 of 2021 regarding the use of Balinese Endek Woven Fabrics can awaken MSMEs of Bali Endek Woven Fabrics during the pandemic</li> <li>2. Increasing online business through e-commerce markets such as Lazada, Shoppe, Tokopedia, and so on can facilitate the distribution and promotion of Bali Endek Woven Fabrics</li> <li>3. The price is relatively expensive because MSME actors still use traditional methods in their manufacture which can guarantee the quality of the products produced</li> </ol>
<p>Threats (T) :</p> <ol style="list-style-type: none"> <li>1. The price of Balinese Endek Woven Fabrics which tend to be expensive which cannot be reached by the lower middle class</li> <li>2. Competitive tariff competition</li> <li>3. Difficulty in sales due to the impact of the Covid-19 pandemic</li> <li>4. There are no tourists coming, so there are fewer buyers</li> </ol>	<p>Strategi ST :</p> <ol style="list-style-type: none"> <li>1. Improve quality by having good relationships with consumers and business partners in order to survive during the pandemic</li> <li>2. Various prices can make it easier for consumers to choose Bali Endek Woven Fabric products according to consumer purchasing power</li> <li>3. Setting competitive prices among SMEs for Bali Endek Woven Fabrics</li> </ol>	<p>Strategi WT :</p> <ol style="list-style-type: none"> <li>1. Innovate in the manufacture of Balinese endek woven fabrics so that they can be reached by middle to lower consumers</li> <li>2. Utilizing social media in innovative and attractive promotions and sales</li> </ol>

**SWOT Matrix Analysis for SO Strategy**

Seeing the strengths that are used to take advantage of the opportunities owned by UMKM Bali Endek Woven Fabrics in Bali Province which can form a marketing strategy, namely by maintaining the quality of Bali Endek Woven Fabrics in order to convince consumers more. Various prices to facilitate online sales through social media such as Facebook, Instagram, Whatsapp and others. Sales are carried out through social media by means of "live broadcasts" to make it easier to ensure the price and quality of Bali Endek Woven Fabrics with consumers without having direct contact in times of pandemic.

**SWOT Matrix Analysis for WO**

Strategy Weaknesses and opportunities for SMEs in Bali Endek Weaving can be formulated strategies to minimize weaknesses by taking advantage of existing opportunities, namely by taking advantage of the issuance of Governor's Circular No. in times of pandemic. Increasing online business through e-commerce markets such as Lazada, Shoppe, Tokopedia, and so on can facilitate the distribution and promotion of Bali Endek Woven Fabrics. The price is relatively expensive because MSME actors still use traditional methods in their manufacture which can guarantee the quality of the products produced

**SWOT Matrix Analysis for ST**

Strategy Based on the strengths and threats possessed by the Bali Endek Weaving Fabric SMEs, business actors can use their power to suppress threats that can come at any time by improving quality by

having good relationships with consumers and business partners in order to survive during the pandemic. Various prices can make it easier for consumers to choose Bali Endek Woven Fabric products in accordance with consumer purchasing power and set competitive prices between SMEs Bali Endek Woven Fabrics.

#### **SWOT Matrix Analysis for WT**

Strategy Weaknesses and threats of SMEs in Bali endek woven fabrics by minimizing internal weaknesses to be able to avoid external threats by utilizing social media in promotion and sales that are innovative and attractive and improve product quality.

#### **THE ROLE OF THE GOVERNMENT TO DEVELOP THE POTENTIAL OF MSMEs**

The perpetrators of the Bali Endek Weaving SMEs have implemented strategies to survive during the pandemic. The government's support is useful for helping the SMEs of Bali Endek Weaving to carry out their strategies in facing challenges in the midst of a pandemic as well as a means to develop their potential for the future. The use of Balinese Endek Woven Fabrics is an effort by the Bali Provincial Government to promote the uniqueness of local cultural products in the national and international arena. The use of clothing made from Balinese Endek Woven Fabrics is stated in Circular No. 4 of 2021 concerning the use of clothing or clothing made from Balinese Endek Woven Fabrics / Balinese Traditional Woven Fabrics on Tuesday. This effort is carried out by the Government to promote and market Bali Endek Weaving Fabrics in various local activities, in order to improve the economy and community welfare, especially for Bali Endek Weaving SMEs. This effort is also an appreciation of the collaboration between the Bali Provincial Government and the Christian Dior Fashion House in Paris, France in using Bali Endek Woven Fabrics as clothing and the use of Balinese Endek Fabric motifs for bags and shoes products in 2021. This collaboration will be a momentum and pave the way who are good at promoting the richness and uniqueness of local Balinese cultural products that are creative and innovative. The role of the government is to provide funds in the form of allocation costs and to place low-interest funds in banks. In addition, the government has also provided an interest subsidy program to make People's Business Credit (KUR) loans for business actors. Not only in the form of venture capital, but the government through the Ministry of Cooperatives and Small and Medium Enterprises launched an e-catalog. The purpose of launching the e-catalog is so that MSMEs can compete in the digital era. In this program, the Ministry of Cooperatives and MSMEs collaborates with a marketplace that is useful to assist in providing guidance to MSME actors to switch to digital.

#### **5. CONCLUSION**

The strategy of shifting the Bali Endek Weaving SMEs to survive the Covid-19 pandemic can be done by developing products that are in accordance with market needs, such as making cloth masks. The next strategy can be done by utilizing digital marketing and marketing by implementing Customer Relationship Management (CRM) by giving rewards or awards to consumers. The second strategy can be done with a SWOT analysis based on logic to be able to maximize strengths and opportunities, but at the same time minimize weaknesses and threats. At the UMKM Weaving Endek Bali, where SO forms a marketing strategy by maintaining quality, sales are made online through social media. The WO owned can be developed a strategy by taking advantage of the issuance of the Governor's Circular No. 4 of 2021 concerning the use of Balinese Endek Woven Fabrics and promotion and sales can be carried out by utilizing the e-commerce market. ST by improving quality by having good relationships with consumers and business partners. Prices are diverse and set competitive prices. WT is done by utilizing social media in promotions and sales that are innovative and attractive and improve product quality.

The government's role is stated in Circular No. 4 of 2021 concerning the use of Balinese Endek Woven Fabrics. This effort is also an appreciation of the cooperation between the Bali Provincial Government and the Christian Dior Fashion House in Paris, France. The role of the government is to provide allocation costs and to place low-interest funds in banks. The government has also provided a People's Business Credit (KUR) loan subsidy program. The government through the Ministry of Cooperatives and Small and Medium Enterprises launched an e-catalog to be able to compete in the digital era by cooperating with the marketplace.

## DAFTAR PUSTAKA