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TOURISMPRENEURSHIP: LOCAL WISDOM-BASED INNOVATION AND MARKET EXPANSION FOR SILVER JEWELRY IN BALI

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Abstract

The creative economy industry, particularly the craft and fashion sectors, continues to show positive growth in Bali as a world tourism center. This study aims to analyze product development strategies and market expansion of silver jewelry SMEs facing global challenges and digital disruption. The object of this research is Atma Silver Jewelry, which innovated through the "Luwih Jewelry" product line. Using a descriptive qualitative approach with data collection through documentation of business proposals, financial reports, and observation of marketing activities, the study finds that innovation based on Balinese cultural wisdom (Tri Hita Karana) and feminine aesthetics successfully meets the needs of the modern market. Furthermore, the implementation of digital marketing through social media and marketplaces, as well as collaboration with influencers, has succeeded in expanding the market reach internationally. Consequently, this business model not only generates profit but also empowers local artisans in Celuk Village and supports sustainable business practices.

Keywords: Silver Jewelry, Tourismpreneurship, Product Innovation, Digital Marketing, Local Wisdom

1. INTRODUCTION

The creative economy sector, particularly the crafts and fashion sectors, continues to show positive growth both nationally and globally. Bali, as one of the world's leading tourism destinations, boasts an extraordinary cultural richness and artistic heritage, including in the art of silver craftsmanship. One of the most well-known centers for silver craftsmanship is the village of Celuk in Gianyar, which has passed down its skills through generations. This potential positions the silver jewelry sector as a significant contributor to the local economy through job creation and foreign exchange earnings however, business operators face challenges in maintaining business sustainability amid increasingly intense global market competition (Nuraini et al., 2025).

In response to these challenges and opportunities, Atma Silver Jewelry has emerged as a startup that combines the skills of local artisans with modern business strategies to produce high-quality silver jewelry, while sharing the story of the values and

philosophy behind each design. However, a significant gap remains between theoretical concepts of cultural entrepreneurship and their practical application in the face of modern competition. Although (Rajiv & Widodo, 2023) state that the integration of traditional assets is crucial, the reality on the ground shows that many SMEs in Celuk fail to achieve this integration because they are too rigidly tied to standardized traditional designs. Atma Silver, through its Luwih Jewelry line, seeks to address this tension by adopting an approach aligned with the concept of culture-based entrepreneurship and local wisdom.



Figure 1. Atma Silver Jewelry Products
Source: Researchers (2025)

Initially, Atma Silver focused exclusively on the men's market, offering jewelry designs with a strong, bold, and masculine aesthetic. However, over time, an unmet need emerged: a high demand for traditional Balinese jewelry for women. In response to this need, Atma Silver Jewelry innovated by launching a new product line called Luwih Jewelry. Luwih comes from the Balinese language and means "more" or "superior," reflecting the company's vision to create pieces that are not only aesthetically beautiful but also of superior quality. Luwih Jewelry's designs feature abstract floral forms, evoking a soft, natural feel while remaining modern. This design was developed exclusively to cater to the tastes of female consumers who desire jewelry with a distinct Balinese character that still fits with today's lifestyle.

The implementation of the Tri Hita Karana philosophy is often viewed as an additional cost burden for SMEs (Suarminiati & Subanda, 2025). However, this study argues that, in the case of Atma Silver, this philosophy actually serves as a "filter" for production quality and ethics, addressing global consumers' demand for sustainable products. By preserving Bali's local culture through jewelry designs inspired by traditional elements such as distinctive floral motifs and local artistic values which are incorporated into contemporary pieces, Luwih Jewelry also empowers local artisans, thereby improving their well-being while ensuring the survival of the craft industry, which is increasingly being marginalized by large-scale manufacturing. This is in line with the "Ajeg Bali" principle, which emphasizes the importance of preserving and sustaining Balinese culture so that it is not eroded by the tide of globalization, thereby creating new market opportunities for sacred and authentic silver craftwork (Suardana & Sumantra, 2023).

Through the Luwih Jewelry collection, Atma aims to encourage women to be bolder, more confident, and to embrace their uniqueness through accessories that reflect their character and elegance. The importance of jewelry in self-expression and social hierarchy makes this sector not only an economic commodity but also a medium for cultural preservation that holds deep philosophical value for society. Through global collaboration strategies and the strengthening of its digital branding, Atma aims to make Balinese jewelry a cultural icon that anyone around the world can wear and take pride in, without losing its local identity. Theoretically, a failure to integrate local values into digital platforms could cause Bali's silver SME products to lose their cultural identity due to the pressures of a global market that tends toward uniformity and mass production. Therefore, the urgency of this research lies in the need to formulate strategies in which digital technology serves not only as a sales tool but also as a medium for preserving the values of Tri Hita Karana, ensuring they remain relevant to modern consumers.



Figure 2. Luwih Jewelry Products
Source: Researchers (2025)

This study aims to address this practical and theoretical tension by examining how Atma Silver's Luwih line navigates these complexities. From an academic perspective, this study is therefore of significant urgency given the limited number of case studies that have thoroughly explored the integration of local wisdom values into digital marketing strategies within the silver craft SME sector. This study challenges the traditional dichotomy between cultural preservation and digital modernization that frequently appears in marketing literature. Rather than eroding local identity, digital platforms actually enable the Tri Hita Karana narrative to reach a broader international audience. This demonstrates that technology is not a threat to 'Ajeg Bali' but rather a means of amplification. This study aims to bridge that research gap by demonstrating how cultural identities such as the Tri Hita Karana philosophy are not obstacles but rather competitive advantages that strengthen brand storytelling within the global digital ecosystem. Thus, this study not only offers practical insights for business practitioners but also enriches the body of literature on culture-based marketing and tourism entrepreneurship in an era of disruption. Amid the onslaught of mass-produced goods, research on strategies rooted in local wisdom is crucial for ensuring the sustainability of Bali's creative industries. Based on this background, this study aims to:

- a. Analyze how the values of local wisdom (Tri Hita Karana) are integrated into Luwih Jewelry's product innovations.
- b. Evaluate the effectiveness of Atma Silver's digital marketing strategies in expanding its global market reach.
- c. Formulate a tourismpreneurship development model that synthesizes local traditions with digital modernization.

2. LITERATURE REVIEW

2.1 The Concept of Tourism Entrepreneurship: Definitions in the Context of Tourism and the Creative Economy

Tourism entrepreneurship is a field that combines the allure of travel with business acumen, involving the creation and development of new businesses in the tourism sector to drive innovation and create value (Khuranaa et al., 2025). The concept of entrepreneurship generally encompasses several perspectives, including innovation-based (creating innovation through the combination of new resources), business formation (the process from intention to the establishment of a new organization), and opportunity based (the identification and exploitation of business opportunities).

In the context of the creative economy, digital entrepreneurship and the creative industries in tourism are showing strong growth, driven by technological penetration and a desire for unique experiences (Varotsis, 2022). Creative tourism entrepreneurs (CTEs) are crucial to a destination's competitiveness and innovation, and are often driven by creative individuals. They tend to adopt more sustainable business practices than large corporations, and contribute to job creation and local investment. Synergies between the creative industries and tourism can diversify the local economy, preserve cultural heritage, promote sustainable development, and improve the quality of life for the community. Entrepreneurship is often viewed as a creative endeavor, particularly when it comes to capitalizing on opportunities arising from shifting social trends. It requires a high degree of creativity to solve problems and identify business opportunities. Although tourism entrepreneurship shares the same foundations as general entrepreneurial principles, it also possesses unique aspects that set it apart. The development of an explicit conceptual framework remains an ongoing endeavor in the field of tourism entrepreneurship studies (Lupton & Samy, 2022).

2.2 Product Innovation & Local Wisdom: How Local Culture Adds Value to Products

Local wisdom plays a crucial role in the development of tourism entrepreneurship, particularly in the context of tourism villages and the creative industries (Hamdan & Basrowi, 2024). By highlighting the "Ajeg Bali" principle to preserve Balinese culture, which opens up market opportunities for silver artworks. Integrating local wisdom into business strategies is crucial for economic sustainability and competitiveness in the global market, as reflected in the "Tri Hita Karana" philosophy, which connects spiritual, social, and environmental balance in economic practices. Cultural preservation through traditional elements in product design is also a key aspect.

Art and culture are valuable sources of inspiration in product development, driving sustainable and innovative product development. Integrating traditional crafts into contemporary product design is a new approach that is gaining recognition in cultural innovation. (Xu, 2025). Innovative strategies for cultural and creative product design combine traditional cultural elements with modern design concepts to enhance market competitiveness and cultural influence (Chen et al., 2024).

Local wisdom creates value for tourism villages; it is documented and presented in an engaging way on digital platforms. This serves as a crucial foundation for value-based tourism products. Local knowledge including traditional knowledge, values, skills, beliefs, and philosophies is increasingly recognized as a significant tourism attraction and is essential for product development. (Zhang et al., 2023). Perceived cultural identity influences consumers' purchase intentions toward ethnic cultural products, mediated by

perceived values (emotional, social, functional) (Su, 2023). Cultural identity and values drive the intention to purchase cultural creative products. Local wisdom which encompasses ideas, values, and beliefs is deeply rooted in and followed by community members, serving to conserve natural resources, develop human resources, and foster cultural and scientific advancement. Previous research by (Suarminiati & Subanda, 2025) emphasized the Tri Hita Karana philosophy as the foundation for the socioeconomic balance of SMEs. However, this literature tends to be philosophical in nature and lacks practical models for how these values can be translated into modern product design innovations. This study addresses this gap by analyzing the Luwih Jewelry line as a physical representation of the synthesis between traditional Balinese values and the aesthetic preferences of the global market.

2.3 Digital Marketing: The Role of Social Media and Marketplaces for SMEs

Digital marketing has become essential for Micro, Small, and Medium Enterprises (MSMEs), particularly in the tourism sector. Although (Thai & Minh, 2025) while emphasizing the importance of social media adoption among tourism SMEs in general, the study has not yet explored how specific local values such as Tri Hita Karana can be integrated into such digital content. This is where this study contributes by a powerful tool for promotion and communication. SMEs can use social media for online marketing, promotions, attracting customers, and integrating it into their digital marketing strategies. Digital marketing as a whole is crucial for SMEs to drive competitive advantage and sustainable growth. Strategies such as search engine optimization, social media marketing, content marketing, email campaigns, and data analytics provide tools for SMEs to compete effectively (Ijomah et al., 2024).

Online marketplaces provide a mechanism for businesses to remain competitive in the digital environment, particularly for small and medium-sized enterprises (SMEs). The adoption of e-commerce has had a significant impact on the handicraft industry, with various platforms collaborating with rural artisans to promote their products (Dwivedi & Pradhan, 2024). Omnichannel strategies, which integrate various marketing channels, are essential to the success of the handicraft industry in the digital age. SMEs located near tourist attractions also benefit from social media for promotion and attracting customers. A synthesis of the various literature indicates a need for a more specific approach. Although (Varotsis, 2022) has mapped out the research agenda for digital entrepreneurship in the creative industries at a macro level, the focus remains limited to technical and managerial aspects. On the other hand, (Thai & Minh, 2025) provide empirical evidence regarding social media adoption among tourism SMEs, yet neither study addresses how the intangible value of local wisdom becomes the central narrative in such strategies. In contrast to these works, this study integrates these two aspects by demonstrating that cultural identity is not merely a complement but the primary driving force behind the effectiveness of digital marketing for silver SMEs in Bali.

A synthesis of the above literature indicates that although the concepts of tourismpreneurship and digital marketing have been extensively studied, there remains a gap in the literature regarding in-depth analyses that link Balinese local philosophy with modern market expansion strategies. Previous studies often portray a dichotomy where digital modernization is perceived as a threat to the authenticity of local craftsmanship and cultural values (Poddar, 2025). These perspectives suggest that rapid technological adoption might erode the traditional identity of SMEs. However, this study challenges such views by demonstrating that digital platforms are not inherently contradictory to

tradition. Therefore, this study positions itself as a bridge connecting the tradition of silver craftsmanship with the demands of a digitally disrupted global market, proving that digital tools can serve as an amplification of Balinese local wisdom.

3. RESEARCH METHODS

This research employs a descriptive qualitative approach with a case study strategy centered on the Atma Silver Jewelry SME in Bali. The descriptive qualitative approach is utilized to provide a detailed and accurate representation of the facts and characteristics of the subject under investigation (Yuliani & Siliwangi, 2018). Case studies, as a type of qualitative research design, allow researchers to conduct an in-depth and focused exploration of a specific event or entity (Humayra et al., 2025). Data Sources and Collection:

- a. Primary data was obtained through in-depth interviews with the founder and management of Atma Silver to capture the underlying philosophy of the business and the practical challenges of digital marketing. Furthermore, participatory observation was conducted at the production workshop and through the company's digital platforms. These active methods were used to validate and provide context to the secondary data, such as business plan documents and financial reports. Secondary Data: Derived from the Business Plan Document, which provides the strategic vision, and the Financial Report of April 2025.
- b. Justification for April 2025 Data: the financial report for April 2025 was specifically selected as it represents the peak launch period of the Luwih Jewelry line, providing a precise "snapshot" of the market's initial response to this specific innovation.
- c. Interview Guide & Field Notes: used to record qualitative insights from direct discussions with artisans and management, ensuring that the analysis goes beyond numerical data and captures the "story" behind the local wisdom integration.

The data collection instruments used include:

- a. Product Design Documentation: includes sketches, prototypes, and final specifications for silver jewelry, specifically the Luwih Jewelry line, to analyze how local wisdom is integrated into the designs.
- b. Cash Flow Statement: used to track financial movements and evaluate the effectiveness of investments in product innovation and marketing activities.
- c. Digital Marketing Materials: includes social media content, marketplace promotional materials, and analytics data from other digital platforms used to reach the target market.

To ensure data rigor, this study employed source triangulation by cross-referencing financial reports with social media engagement metrics and direct observations of production processes at Atma Silver. The financial report for April 2025 was specifically selected as the primary focal point because it marks the initial launch period of the Luwih Jewelry line. This allows the study to capture the immediate market response to the product's innovation and the effectiveness of the startup's early-stage digital branding strategy. Data analysis was conducted systematically to answer the research questions and achieve the study's objectives. The integration of Business Model Canvas (BMC) and SWOT analysis provides a robust framework to address the research objectives. BMC is employed to holistically map how local wisdom is embedded within the SME's operational structure, while SWOT analysis translates these cultural strengths into actionable strategies for digital market expansion. Together, these tools bridge the

gap between traditional Balinese values and modern competitive requirements. The analytical methods used included:

- a. **Business Model Canvas Analysis:** the BMC is a graphical representation of various key elements within an organization (Astro, 2022). This framework helps companies develop business strategies by tailoring their value propositions and making clear decisions. The BMC consists of nine key blocks, including customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Akbar & Ariesta, 2021; Mustaniroh et al., 2020). This analysis helps us understand how companies create, deliver, and capture value. In this study, the BMC analysis is employed to map the structural integration of local wisdom within the business operations. Specifically, this study analyzes how the Value Proposition (Luwih Jewelry's cultural identity) aligns with Customer Segments in the global marketplace, and how Key Activities are digitized to maintain the authenticity of Balinese craftsmanship.
- b. **SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) of Competitors:** one of the most popular and widely used frameworks in strategic management (Lee et al., 2020). This method is used to evaluate an organization's internal environment (strengths and weaknesses) as well as its external environment (opportunities and threats) (Taherdoost & Madanchian, 2021). The primary purpose of a SWOT analysis is to assess the current situation in order to identify key issues, problems, or challenges facing the organization and to gain insights into its strategic direction. The results of comparing internal and external factors provide a roadmap for management to develop future scenarios that leverage strengths, address weaknesses, mitigate threats, and capitalize on opportunities. (Bakir, 2023). In this study, the SWOT analysis is utilized not merely for identification, but to formulate strategic synthesis. For instance, the analysis explores how the 'Tri Hita Karana' philosophy (Strength) can be leveraged to mitigate digital marketing barriers and intense global competition (Threats). Furthermore, it assesses how digital marketplace expansion (Opportunity) can overcome the internal limitations of traditional artisanal distribution (Weakness)

Sales Performance Evaluation: Sales performance is measured to assess the success of product innovation strategies, particularly following the launch of the Luwih Jewelry line. Sales data is analyzed based on volume, value, and trends to gauge market acceptance and the contribution of innovative products to overall business growth.

Research Limitations: This study is designed as a preliminary case study focusing on the deep analysis of a product's initial launch phase. Consequently, the financial data is limited to a one-month period (April 2025). While this provides significant early-stage insights into tourismpreneurship innovation, the researchers acknowledge that it may not reflect long-term seasonal trends. Future longitudinal research is required to evaluate the long-term sustainability and broader market trends of the business model.

4. FINDINGS AND DISCUSSION

4.1 Analysis Business Model Canvas (BMC)

Based on data obtained from business documents, financial reports, and marketing activities of Atma Silver Jewelry, a Business Model Canvas analysis was conducted to understand how the company creates value, delivers value to customers, and generates profit from its business activities. The results of the analysis of the nine elements of the Business Model Canvas for Atma Silver Jewelry can be summarized as follows.

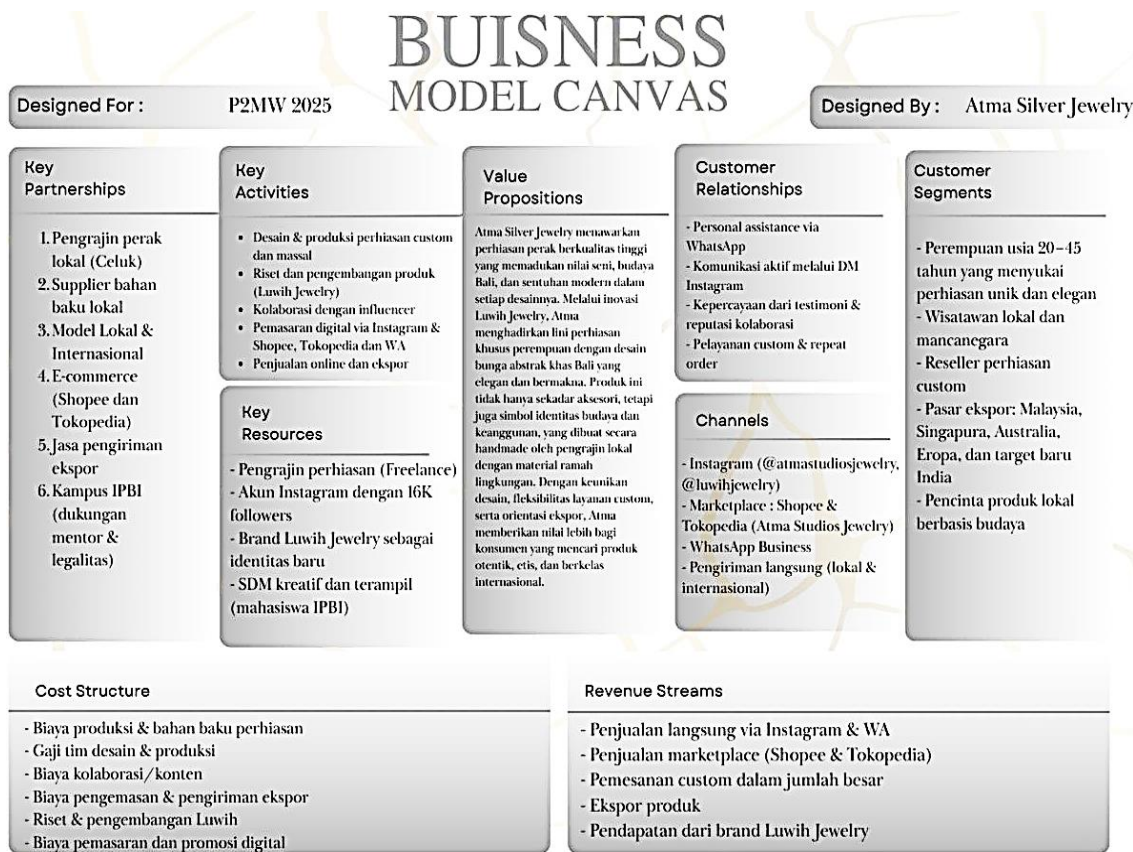


Figure 3. Business Model Canvas
Source: Researchers (2025)

- a. **Customer Segments:** Atma Silver Jewelry’s primary customer segment consists of millennial and Gen Z women who are interested in fashion products with unique cultural and aesthetic value. Additionally, international tourists visiting Bali are also a potential target market, as they tend to seek out authentic local handicrafts as part of their travel experience.
- b. **Value Proposition:** analysis reveals that the value proposition of Atma Silver is not merely the physical product, but the philosophical commodification of Tri Hita Karana. By embedding these values, the company transforms a functional accessory into a 'cultural souvenir,' which the researcher observes as a strategic response to the saturation of the mass-produced silver market in Bali. Luwih Jewelry’s products offer a blend of modern aesthetics, 925 sterling silver quality, and cultural narratives that provide emotional value to consumers.
- c. **Channels:** product distribution is carried out through several channels, including social media such as Instagram, digital marketplaces, and direct sales to tourists. The use of digital platforms enables Atma Silver Jewelry to reach international markets more broadly and efficiently.
- d. **Customer Relationship:** built through brand storytelling strategies, active engagement on social media, and collaborations with influencers and public figures. This approach fosters an emotional connection between consumers and the brand, thereby increasing customer loyalty.
- e. **Revenue Streams:** the primary source of revenue comes from sales of silver jewelry, particularly the Luwih Jewelry line. Sales are conducted both online and through direct orders from domestic and international customers.

- f. **Key Resources:** the key resources in this business include the skills of local artisans in Celuk Village, product designs rooted in Balinese culture, high-quality silver raw materials, and a digital platform for marketing and distribution.
- g. **Key Activities:** the company's core activities include product design, handmade production by local artisans, digital marketing via social media, and managing product distribution to domestic and international markets.
- h. **Key Partnerships:** established with silver artisans in Celuk Village, social media influencers, and online marketplaces that help expand the products' market reach.
- i. **Cost Structure:** the main cost structure consists of the cost of silver raw materials, production costs incurred by artisans, digital marketing costs, and logistics costs for distributing products to various countries.

An analysis of the Business Model Canvas shows that Atma Silver Jewelry leverages a combination of local wisdom, design creativity, and digital technology to create a competitive and sustainable business model.

4.2 Analysis SWOT

In addition to using the Business Model Canvas, this study also conducted a SWOT analysis to identify the internal and external factors influencing the business development of Atma Silver Jewelry.

a. Strengths

- Handmade products featuring unique designs inspired by Balinese culture.
- Made with high-quality materials, specifically 925 sterling silver.
- Rooted in the Tri Hita Karana philosophy.
- Supported by experienced local artisans from the village of Celuk.

b. Weaknesses

- Production capacity remains limited due to the handmade production process.
- Reliance on digital marketing requires consistent content.
- The business scale is still relatively small compared to global jewelry brands.

c. Opportunities

- High demand from tourists for local Balinese handicrafts.
- The growth of e-commerce and digital marketing, which facilitates access to global markets.
- Growing demand for handmade and sustainable products.

d. Threats

- Competition from international jewelry brands.
- Cheaper knockoffs or mass-produced items.
- Rapid shifts in fashion trends in the global market.

Based on this SWOT analysis, the strategies that Atma Silver Jewelry can implement include leveraging its strength in culturally-inspired design to strengthen its brand identity, expanding its digital marketing efforts into international markets, and increasing collaboration with influencers to boost brand awareness. The researcher's independent evaluation suggests a critical tension between Atma Silver's Strengths and Weaknesses. While the reliance on experienced local artisans (Strength) ensures high authenticity, it simultaneously creates a production bottleneck (Weakness). This finding indicates that the business model is currently in a transition phase, where the artisanal 'slow fashion' approach is struggling to meet the rapid demands of digital e-commerce cycles.

4.3 Product Innovations Based on Local Wisdom

Research findings indicate that the key to the success of Atma Silver Jewelry's business transformation lies in the launch of the "Luwih Jewelry" product line. The name "Luwih," derived from the Balinese language and meaning "more" or "superior," fundamentally reflects the company's vision to create high-quality jewelry that exceeds expectations. This innovation focuses not only on aesthetics but also on enriching cultural and philosophical values.



Figure 4. The Design Process for Luwih Jewelry
Source: Researchers (2025)

Luwih Jewelry's designs feature abstract floral forms inspired by the natural beauty of Bali, as well as profound philosophical symbols such as Tri Hita Karana. Luwih Jewelry's designs feature abstract floral forms inspired by the natural beauty of Bali, as well as profound philosophical symbols such as Tri Hita Karana. This philosophy, which emphasizes a tripartite harmony between humans and God (parahyangan), humans and their fellow humans (pawongan), and humans and nature (palemahan), is artistically interpreted throughout the jewelry collections (Putra et al., 2023). This creative approach aligns with academic findings suggesting that local wisdom serves as the fundamental foundation for Balinese cultural tourism, providing a unique sense of authenticity and a competitive edge for local products (Listiani et al., 2024). The integration of these cultural values creates a strong value proposition, setting Atma Silver's products apart from competitors and appealing to consumers who seek authenticity and the story behind a product. As noted in the study, jewelry in Bali serves not only as an accessory but also carries deep meaning that reflects social hierarchy and self-expression (Tenaya, 2022).



Figure 5. Luwih Jewelry's Abstract Floral Design
Source: Researchers (2025)

Atma Silver Jewelry strategically positions its "Luwih Jewelry" line as affordable premium handmade jewelry, targeting millennial women and Gen Z. This positioning sets it apart from competitors like John Hardy, known for its very high prices, or Kapal Api Silver, which tends to be more conventional. This target market, which tends to value uniqueness, ethical production, and the story behind a product, is highly responsive to the

authenticity offered by Atma Silver. This product is crafted from high-quality 925 sterling silver and is handcrafted by local artisans. This handcrafted production process not only ensures the quality and uniqueness of each piece but also conveys the values of authenticity and artisanal skill sought after by tourists and the global market. This demonstrates how local wisdom and traditional practices can be integrated into contemporary business models to achieve sustainability and market competitiveness, and to overcome the challenges posed by mass-produced products (Nuraini et al., 2025; Rifqiansyah & Wijaya, 2025).

However, a critical interrogation of the integration process reveals that translating the abstract values of Tri Hita Karana into tangible jewelry designs presents a significant challenge. While literature often suggests a seamless blend of tradition and modernity, this study finds a 'creative tension' where traditional motifs must be simplified to meet modern minimalist aesthetics without losing their philosophical essence. This suggests that local wisdom in tourismpreneurship is not a static resource but a dynamic one that requires constant re-interpretation to remain relevant in a global market.

4.4 Digital Marketing Strategies and Market Expansion

In terms of marketing, the primary strategy employed by Atma Silver Jewelry is culture-based brand storytelling. Through social media platforms, particularly Instagram, the company actively shares the meaning behind each design, the handmade production process involving local artisans, and the Balinese philosophical values embedded in its products. This strategy is effective in building emotional connections with consumers, who often seek more than just products—they seek experiences and stories. Digital marketing, particularly through social media, has proven to be a crucial tool for SMEs to improve business efficiency, expand their audience reach, build brand awareness, and increase revenue.

Atma Studios Jewelry		
Laporan Rugi Laba		
Untuk Periode Yang Berakhir (April 2025)		
Pendapatan		
Penjualan		Rp 15.390.000
Pendapatan non penjualan		Rp -
Total Pendapatan		Rp 15.390.000
Harga Pokok Penjualan (HPP)		
Harga Pokok Penjualan		Rp 5.823.800
Total Harga Pokok Penjualan (HPP)		Rp 5.823.800
Total Laba Kotor		Rp 9.566.200
Beban-beban :		
Beban Pemakaian Perlengkapan	Rp 237.500	
Beban Operasional : Gaji karyawan	Rp 4.500.000	
Beban Penyusutan Harga Tetap		
Beban Biaya Periklanan/Pemasaran : Promosi	Rp 1.250.000	
Beban lainnya : Dana punia & design	Rp 400.000	
Total Beban	Rp 6.387.500	
Lab Bersih		Rp 3.178.700

Figure 6. Atma Silver Jewelry Income Statement
Source: Researchers (2025)

Sales data for April 2025 shows that this strategy yielded promising initial results, with total revenue reaching Rp 15,390,000 and a net profit of Rp 3,178,700. While these figures represent a limited observation period, they serve as a critical 'proof of concept' for the Luwih Jewelry line. Within the framework of a qualitative case study, this early

financial performance indicates a positive market reception toward the integration of cultural storytelling and digital expansion. However, it is important to note that these figures are viewed as early-stage indicators rather than long-term validation. The effectiveness of this strategy is further supported by the high organic engagement rates on social media, suggesting that the cultural narrative acts as a sustainable driver for niche market penetration even with minimal advertising spend. Market expansion is not limited to local sales but has also successfully reached international markets through shipments to countries such as Australia, Europe, and Japan. The success of this global expansion demonstrates that local cultural values, when presented in an engaging way, can be embraced and appreciated by international audiences, proving that cultural identity can drive consumer purchasing intent for ethnic cultural products (Dong & Li, 2025).

In addition, collaborations with public figures and influencers have been a significant driver in expanding market reach. The use of influencers on social media can effectively attract tourists and influence purchasing decisions regarding SME products (Sarifiyono et al., 2024). This strategy leverages the reach and credibility of public figures to introduce "Luwih Jewelry" to a wider audience, both in the domestic and international markets, in line with the role of social media as a powerful and cost-effective promotional tool for SMEs in the tourism sector.

While current theories on SME digital marketing emphasize cost-efficiency and global reach, the case of Atma Silver highlights a practical paradox. The transition from transactional sales to culture-based storytelling demands a high level of 'narrative consistency' that traditional artisans often struggle to maintain. This interrogates the idea that digital platforms are a simple solution for SMEs; instead, they require a new form of 'digital artisanal skill' where the producer must become a professional storyteller, potentially distracting from the primary production process.

The revenue of Rp 15,390,000 in April 2025, while seemingly modest for a global scale, represents a high conversion rate relative to the startup's low marketing expenditure. Analytical observation of their Instagram engagement suggests that the 'storytelling' approach yields a deeper niche-market penetration compared to conventional promotional methods. This confirms that for tourism-based SMEs, cultural narrative is a more potent driver of sales than price competition.



Figure 7. Collaboration with Public Figure
Source: Researchers (2025)

4.5 Empowering Artisans and Sustainability

From a social perspective, Atma Silver Jewelry's business model demonstrates a commitment to social entrepreneurship by making a significant positive impact on local artisans in Celuk Village. Celuk Village, known as a center for silver craftsmanship, often faces challenges where artisans are marginalized by large-scale industries or lack access to broader markets. Atma Silver works directly with artisans, providing them with broader market access and a platform to showcase their traditional skills. This aligns with the concept of social entrepreneurship, which leverages local wisdom as the foundation for local economic development and community empowerment (Wibowo et al., 2023).

In addition to social considerations, Atma Silver also prioritizes environmental sustainability by employing ethical production processes and minimizing waste. This approach aligns with the Tri Hita Karana philosophy, which emphasizes harmony with nature (Suarminiati & Subanda, 2025). By minimizing waste and adopting responsible production practices, companies contribute to sustainable tourism development, while demonstrating that businesses can operate profitably while upholding ethical and ecological values. This reflects the understanding that entrepreneurship rooted in local culture and wisdom can create sustainable business models by balancing profitability with social and environmental sustainability.

4.6 Broader Implications and Strategic Scalability

The findings of this study offer significant implications that extend beyond the silver jewelry sector in Bali. First, in terms of policy implications, local governments should recognize that "tourismpreneurship" requires more than just capital assistance; it necessitates a supportive ecosystem for "digital storytelling" and intellectual property protection for local motifs. Policies should shift from subsidizing mass production to funding digital literacy and cultural branding for SMEs to ensure they can compete in high-value global niches.

Second, regarding scalability and applicability, the "Luwih Jewelry" model which centers on the philosophical commodification of local wisdom is highly replicable in other craft sectors such as Balinese weaving (Tenun) or wood carving. By identifying the "spiritual DNA" of a product (like Tri Hita Karana), other craft regions in Indonesia, such as the batik centers in Java or the weaving villages in Lombok, can adopt similar narrative-driven digital strategies to bypass price wars with factory-made goods.

Finally, this model suggests a territorial branding strategy for other regions. The success of Celuk Village artisans in this study provides a blueprint for "village-based global expansion." By integrating localized social entrepreneurship with international marketplace access, regional economies can achieve growth without eroding their unique cultural identity. This demonstrates that the synergy between tradition and technology is a universal strategic asset for rural empowerment across diverse geographical contexts.

5. CONCLUSION

This study evaluates the strategic intersection of local wisdom-based innovation and digital market expansion within Atma Silver Jewelry. The findings demonstrate that the "Luwih Jewelry" line serves as a preliminary proof of concept for how the Tri Hita Karana philosophy can be operationalized into a modern value proposition. While the results from April 2025 show promising initial market reception, this research acknowledges its exploratory nature. Within the context of a single-case study, the contribution of this work lies in providing an initial framework for culture-based brand

storytelling, challenging the traditional dichotomy between cultural preservation and digital modernization.

To strengthen the sustainability of Atma Silver Jewelry and similar SMEs, the following recommendations are proposed:

- a. **Production Scalability:** Management should adopt semi-automated tools to mitigate the "production bottleneck" identified in the artisanal process, ensuring they can meet digital e-commerce demands without losing handmade authenticity.
- b. **Digital Narrative Consistency:** SMEs must move beyond sporadic posting and develop a structured "narrative calendar" that links Balinese craftsmanship with global fashion trends to maintain high organic engagement.
- c. **Intellectual Property (IP) Protection:** It is recommended that the company registers its unique cultural designs to prevent mass-produced knockoffs from eroding the brand's premium positioning.

Given the limited methodological scope of this preliminary study, future research should explore the following directions:

- a. **Longitudinal Performance Tracking:** Analyzing sales and engagement over multiple years to account for seasonal tourism cycles in Bali.
- b. **Consumer Perception Surveys:** Gathering primary data from international customers to empirically measure how "cultural narrative" actually influences their perceived value and willingness to pay.
- c. **Comparative Studies:** Expanding the research scope to include other craft sectors, such as Tenun or wood carving, to identify universal strategies for local wisdom-based tourismpreneurship across different regions.

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