

ENTREPRENEURIAL LEADERSHIP AND BUSINESS PERFORMANCE: A CASE STUDY OF MINE_OFFICIAL FASHION BUSINESS

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ABSTRACT

The creative fashion industry has become one of the fastest-growing sectors contributing to the development of Micro, Small, and Medium Enterprises (MSMEs) through innovation, entrepreneurship, and value creation. However, sustaining business growth in an increasingly competitive market requires entrepreneurs to continuously adapt their leadership, business strategies, and product innovation. This study aims to analyze the role of entrepreneurial leadership in the development and sustainability of MINE_OFFICIAL, a Bali-based fashion MSME, by examining its business profile, SWOT analysis, financial strategies across different business life-cycle stages, product development, and marketing strategies. A qualitative approach using a case study design was employed to obtain an in-depth understanding of the entrepreneurial process. Data were collected through semi-structured interviews with the business owner, direct observation, and document analysis, and analyzed using an interactive qualitative analysis model consisting of data collection, data reduction, data display, and conclusion drawing. The findings reveal that MINE_OFFICIAL has successfully transformed from a small clothing brand into an innovative footwear manufacturer through continuous product diversification, strategic market adaptation, and entrepreneurial leadership. The business has strengthened its competitive advantage by developing innovative materials, including ultraviolet-reactive leather, reflective microfiber, and recycled water-resistant canvas, while utilizing digital marketing platforms and customer-oriented branding to expand its market throughout Indonesia. Effective financial management during the start-up, growth, and maturity stages has further supported sustainable business development despite challenges related to production capacity, capital limitations, and market competition. This study contributes to the entrepreneurial leadership literature by demonstrating that sustainable business performance in creative industry MSMEs is achieved through the integration of entrepreneurial vision, strategic financial management, continuous innovation, and adaptive marketing strategies. The findings also provide practical insights for entrepreneurs and policymakers seeking to strengthen the competitiveness and sustainability of fashion-based MSMEs.

Keywords: business sustainability, creative industry, entrepreneurial leadership, fashion MSMEs, product innovation

1. INTRODUCTION

The fashion industry has become one of the most dynamic sectors within the creative economy, contributing significantly to employment generation, entrepreneurship, and regional economic development. In Indonesia, particularly in Bali, fashion-based Micro, Small, and Medium Enterprises (MSMEs) have experienced substantial growth by integrating local culture, creativity, and innovation into product development. Clothing brands not only serve as commercial products but also represent identity, lifestyle, and cultural expression, particularly among younger consumers. Consequently, entrepreneurs in the fashion sector are required to continuously innovate and develop competitive business strategies to sustain business growth in an increasingly competitive market.

Entrepreneurial leadership has recently emerged as a critical determinant of MSME performance and sustainability. Cyril-Nwuche (2025) argued that entrepreneurial leadership significantly enhances the performance of small-scale enterprises by improving strategic decision-making, innovation, and organizational adaptability. Likewise, Awashreh and Hamid (2025) demonstrated that entrepreneurial leadership promotes employee innovation through effective knowledge sharing, while Soetan (2026) emphasized that entrepreneurial leaders create sustainable competitive advantages by fostering innovation and business growth. These studies indicate that leadership is no longer limited to managerial functions but has become a strategic capability for achieving long-term business sustainability.

The growing importance of entrepreneurial leadership is further supported by recent literature emphasizing the need for adaptive leadership in rapidly changing business environments. Joaquim and Figueiredo (2024) highlighted that entrepreneurial leadership development has become increasingly important in the digital era, where entrepreneurs must integrate innovation, strategic thinking, and technological adaptation. Similarly, Kakaahmmed (2026) argued that entrepreneurial leadership contributes to organizational excellence by strengthening strategic vision, decision-making capability, and organizational resilience. Furthermore, Usman and Shehu (2025) reported that leadership style directly influences entrepreneurial performance by improving business effectiveness and organizational sustainability.

Despite the increasing number of studies on entrepreneurial leadership, several research gaps remain. Existing studies predominantly examine the relationship between entrepreneurial leadership and organizational performance from quantitative or organizational perspectives, while relatively limited attention has been devoted to understanding how entrepreneurial leadership is practiced within family-owned fashion MSMEs operating in creative industries.

Moreover, previous research has rarely integrated internal and external strategic analysis, financial strategies during the start-up and growth phases, product development, and entrepreneurial leadership into a single qualitative case study. Addressing this gap is important because sustainable business development in the fashion industry depends not only on leadership capability but also on strategic adaptation to market dynamics and changing consumer preferences.

One MSME that illustrates this entrepreneurial journey is MINE_OFFICIAL, a Bali-based fashion brand established in 2012 under the name Dirty before being rebranded as MINE in 2014. Starting with T-shirt production, the business gradually diversified its product portfolio to include jackets, hoodies, sweaters, trousers, and footwear. This development reflects the entrepreneur's ability to identify market opportunities, strengthen brand positioning, and continuously innovate in response to increasing competition within the fashion industry. Therefore, MINE_OFFICIAL provides an appropriate case for understanding how entrepreneurial leadership contributes to sustainable business development in the creative economy.

This study aims to analyze the entrepreneurial leadership and business development strategies implemented by MINE_OFFICIAL by examining its internal and external business environment through SWOT analysis, financial strategies during the start-up and growth phases, product and business development, and the influence of entrepreneurial leadership on business sustainability. Specifically, this study addresses the following research questions: (1) How do the internal and external factors influence MINE_OFFICIAL's business development? (2) How are financial strategies implemented during the start-up and growth phases? (3) How has MINE_OFFICIAL developed its business and product portfolio? and (4) How does entrepreneurial leadership contribute to business sustainability? The originality of this study lies in its integration of entrepreneurial leadership theory with strategic business analysis and business life-cycle perspectives in explaining the sustainable development of a local fashion MSME. This study is expected to enrich the entrepreneurship literature while providing practical insights for fashion entrepreneurs seeking sustainable business growth in the creative industry.

2. LITERATURE REVIEW

Entrepreneurial leadership has become an increasingly important topic in entrepreneurship and small business research because it enables organizations to respond effectively to dynamic market environments. Cyril-Nwuche (2025) found that entrepreneurial leadership positively influences the performance of small-scale enterprises through strategic decision-making, innovation, and effective resource management. Similarly, Sürücü and Yelkikalan (2025) concluded in their systematic literature review that entrepreneurial leadership is one of the primary drivers of sustainable organizational performance because it combines entrepreneurial orientation with leadership capability. Although these studies provide a comprehensive theoretical understanding, they mainly examine entrepreneurial leadership from organizational

and quantitative perspectives, providing limited insight into its practical implementation within creative industry MSMEs.

Recent studies have also emphasized the relationship between entrepreneurial leadership, innovation, and organizational excellence. Awashreh and Hamid (2025) demonstrated that entrepreneurial leadership encourages employee innovation through knowledge-sharing practices, thereby improving organizational adaptability and competitiveness. Likewise, Kakaahmmed (2026) argued that entrepreneurial leadership strengthens organizational excellence by enhancing strategic vision, decision-making quality, and business resilience. Furthermore, Joaquim and Figueiredo (2024) highlighted that entrepreneurs in the digital era require adaptive leadership capabilities to integrate innovation, technology, and strategic thinking into business development. While these studies explain the importance of leadership in organizational success, they pay relatively limited attention to the entrepreneurial journey and strategic business development of local fashion MSMEs.

Business performance is also closely associated with leadership style and business strategy. Usman and Shehu (2025) reported that leadership style significantly affects entrepreneurial performance by improving operational effectiveness and organizational sustainability. However, previous research generally evaluates business performance using financial or organizational indicators without integrating broader business dimensions such as product diversification, financial strategies during different business life-cycle stages, and internal and external strategic analysis. Consequently, there remains a need for research that examines entrepreneurial leadership together with business development strategies through an in-depth qualitative case study.

Based on the previous literature, several research gaps can be identified. First, existing studies primarily investigate entrepreneurial leadership from a quantitative perspective, whereas limited research explores how entrepreneurial leadership is practiced within family-owned fashion MSMEs. Second, previous studies generally focus on organizational performance or innovation separately without simultaneously examining business establishment, SWOT analysis, financial strategies during the start-up and growth phases, product development, and business sustainability. Third, relatively few studies investigate entrepreneurial leadership within the context of Bali's creative fashion industry, where business development is influenced by creativity, local culture, and changing consumer preferences. This study therefore seeks to address these gaps through a qualitative case study of MINE_OFFICIAL.

The theoretical foundation of this study is based on the concepts of entrepreneurial leadership, business strategy, and business sustainability. Entrepreneurial leadership refers to the entrepreneur's ability to identify opportunities, make strategic decisions, motivate organizational members, and continuously innovate to achieve sustainable business growth (Cyril-Nwuche, 2025; Kakaahmmed, 2026). Business strategy encompasses internal and external environmental analysis, product development, financial management, and competitive positioning to enhance organizational performance (Usman & Shehu, 2025). Meanwhile,

business sustainability reflects an organization's capability to maintain long-term competitiveness through continuous innovation, strategic adaptation, and effective leadership (Sürücü & Yelkikalan, 2025).

Based on these theoretical perspectives, this study adopts a conceptual framework that positions entrepreneurial leadership as the central factor influencing business sustainability through strategic decision-making, SWOT-based business analysis, financial management during the start-up and growth phases, and continuous product development. The framework assumes that entrepreneurs who effectively integrate leadership capability with strategic business management are more capable of maintaining competitiveness and achieving sustainable growth. This framework provides the analytical basis for examining the entrepreneurial journey and business development of MINE_OFFICIAL while contributing to the literature on entrepreneurial leadership in creative industry MSMEs.

3. METHODS

This study employed a qualitative research approach using a case study design to obtain a comprehensive understanding of entrepreneurial leadership and business development strategies implemented by MINE_OFFICIAL, a fashion-based Micro, Small, and Medium Enterprise (MSME) in Bali. A qualitative case study was selected because it enables researchers to explore entrepreneurial experiences, strategic decision-making processes, and business development within a real-life context. According to Sugiyono (2022), qualitative research aims to understand social phenomena holistically by interpreting participants' experiences, behaviors, and interactions in their natural settings.

The unit of analysis in this study was MINE_OFFICIAL as a creative fashion MSME. The primary informant was the founder and business owner, who possesses extensive knowledge regarding the establishment of the business, entrepreneurial decision-making, financial management, product development, and business sustainability. Additional information was obtained from employees and supporting business documents, including product catalogs, promotional materials, financial records, and company archives. Data were collected through semi-structured interviews, direct observation, and document analysis, enabling the researcher to obtain comprehensive information and validate findings from multiple sources.

Data analysis followed the interactive qualitative analysis model proposed by Sugiyono (2022), consisting of data collection, data reduction, data display, and conclusion drawing and verification. To enhance the credibility and trustworthiness of the findings, the study employed source triangulation and method triangulation by comparing information obtained from interviews, observations, and documentary evidence. The analysis focused on four major aspects: (1) the internal and external business environment through SWOT analysis, (2) financial strategies implemented during the start-up and growth phases, (3) business and product development strategies, and (4) the influence of entrepreneurial leadership on the sustainability and competitiveness of MINE_OFFICIAL. This analytical framework provides

an in-depth understanding of how entrepreneurial leadership contributes to the long-term development of a fashion-based MSME within Bali's creative industry.

4. RESULTS AND DISCUSSION

4.1 Business Development and Market Expansion

The findings indicate that MINE_OFFICIAL represents a successful fashion-based MSME that has evolved through continuous entrepreneurial adaptation and innovation. The business was initially established in 2012 under the brand name Dirty before being rebranded as MINE in 2014. According to the business owner, the rebranding reflected a strategic effort to create a stronger market identity and reposition the business within Bali's growing creative fashion industry. Interview results reveal that the founder's entrepreneurial motivation originated from a personal passion for fashion design rather than solely from financial objectives. The owner explained:

"I started designing clothes when I was in junior high school. At first, I simply wanted to create products that reflected my own style. As customer preferences changed, we continuously developed new products and eventually focused on footwear because we saw greater market opportunities." (Interview with Owner, 2026)

This finding demonstrates that entrepreneurial leadership begins with opportunity recognition and strategic vision. Rather than maintaining its initial business concept, MINE_OFFICIAL continuously adapted its products according to market demand. This finding supports the argument of Cyril-Nwuche (2025), who stated that entrepreneurial leaders improve business performance by identifying opportunities and making adaptive strategic decisions. Likewise, Kakaahmmed (2026) emphasized that entrepreneurial leadership strengthens organizational excellence through continuous innovation and long-term strategic thinking.

4.2 Business Development and Market Expansion

The study found that MINE_OFFICIAL has experienced significant business growth since its establishment. Initially serving customers primarily in Bali, the company has successfully expanded its market to several regions across Indonesia through online platforms such as Shopee and Instagram. The growing customer base has also increased national brand recognition. The owner stated:

"At the beginning, almost all buyers came from Bali. Today, most orders are shipped to Java, Sumatra, Kalimantan, and other provinces. Digital platforms have helped us reach customers that we could never access before." (Interview with Owner, 2026).

Business development has also been supported by continuous product diversification. Beginning with T-shirts, MINE_OFFICIAL gradually expanded into jackets, hoodies, sweaters, trousers, and premium footwear. One of the company's competitive advantages is its commitment to material innovation, including ultraviolet-reactive leather, reflective microfiber, and recycled water-resistant canvas.

These findings indicate that innovation serves as a primary driver of business growth. Consistent with Awashreh and Hamid (2025), entrepreneurial leadership encourages organizational innovation by creating an environment that supports knowledge sharing and creative problem-solving. The case of MINE_OFFICIAL further illustrates that product innovation contributes directly to market expansion and sustainable competitive advantage.

4.3 SWOT Analysis and Financial Strategies

The SWOT analysis demonstrates that MINE_OFFICIAL possesses several strategic strengths, including distinctive product design, premium materials, strong branding, and an active digital presence. However, the company also faces internal challenges such as limited production capacity, constrained financial resources, and dependence on a pre-order production system for several customized products. From the external perspective, increasing demand for local fashion products, rapid growth of digital commerce, and expanding export opportunities create substantial business potential. Nevertheless, competition from imported footwear, counterfeit products, and fluctuating raw material prices remain significant threats to long-term sustainability. Interview findings also indicate that financial strategies have evolved alongside the business life cycle. During the start-up phase, the enterprise relied primarily on personal capital while maintaining strict control over production costs. The owner explained:

"In the early years we prioritized spending only on essential production activities. Every profit was reinvested to develop new products instead of being used for personal consumption." (Interview with Owner, 2026).

As the business entered the growth stage, financial priorities shifted toward increasing production capacity, strengthening digital marketing, introducing new product lines, and improving cash flow management by separating business finances from personal finances. These findings support the study of Usman and Shehu (2025), which emphasized that effective leadership contributes to business performance through strategic financial management and efficient organizational planning. Furthermore, entrepreneurial leadership enables MSMEs to allocate financial resources more strategically throughout different stages of business growth.

4.4 Marketing Strategies and Entrepreneurial Leadership

The findings reveal that MINE_OFFICIAL primarily implements digital marketing strategies supported by storytelling and brand identity. Social media platforms, including Instagram and TikTok, function not only as promotional channels but also as media for communicating product value, production processes, and brand philosophy. According to the owner:

"Customers today do not only buy products. They also want to know the story behind the brand, the materials we use, and what makes our products different from others." (Interview with Owner, 2026).

Storytelling has strengthened emotional relationships between the company and consumers, thereby increasing customer engagement and brand loyalty. Simultaneously, collaboration with influencers and participation in digital campaigns have broadened market

visibility beyond Bali. These findings are consistent with Joaquim and Figueiredo (2024), who argued that entrepreneurial leadership in the digital era requires entrepreneurs to integrate creativity, technology, and strategic communication. Similarly, Soetan (2026) concluded that entrepreneurial leaders enhance organizational performance by continuously encouraging innovation and adapting marketing strategies to changing consumer behavior.

4.5. Research Implications

This study provides both theoretical and practical implications. Theoretically, it enriches the entrepreneurial leadership literature by demonstrating that sustainable business development in creative fashion MSMEs is influenced by the interaction between entrepreneurial leadership, innovation capability, strategic financial management, digital marketing, and continuous product development. Unlike previous studies that predominantly examine leadership using quantitative organizational indicators, this research provides an in-depth qualitative understanding of how entrepreneurial leadership is implemented throughout the business life cycle.

Practically, the findings suggest that fashion-based MSMEs should strengthen product innovation, optimize digital marketing, improve financial management systems, and continuously develop entrepreneurial competencies to remain competitive in increasingly dynamic markets. Government agencies and MSME development institutions may also use these findings to design entrepreneurship training, innovation support programs, and digital transformation initiatives that strengthen the long-term sustainability of Indonesia's creative industry.

5. CONCLUSION AND LIMITATION

This study concludes that entrepreneurial leadership has played a fundamental role in the sustainable development of MINE_OFFICIAL as a fashion-based MSME in Bali. The findings demonstrate that the company's growth has been driven by the entrepreneur's ability to recognize market opportunities, continuously innovate products, and adapt business strategies to changing consumer preferences. The transformation from a clothing brand into a producer of innovative footwear using advanced materials, such as ultraviolet-reactive leather, reflective microfiber, and recycled water-resistant canvas, reflects a strong commitment to product differentiation and value creation. Furthermore, the implementation of SWOT-based strategic planning, appropriate financial management across the start-up, growth, and maturity stages, and the effective utilization of digital marketing platforms have strengthened the firm's competitiveness in both local and national markets. This study contributes to the entrepreneurial leadership literature by demonstrating that sustainable business performance in creative industry MSMEs is achieved through the integration of innovative leadership, strategic financial management, product development, and customer-oriented marketing strategies.

This study has several limitations. First, the research focuses on a single qualitative case study of MINE_OFFICIAL, limiting the generalizability of the findings to other fashion MSMEs or creative industries. Second, the study primarily relies on interview data and business

documentation without incorporating quantitative performance indicators, such as financial ratios or consumer behavior analysis, which could provide broader empirical validation. Third, although digital marketing strategies are discussed, the study does not quantitatively evaluate the effectiveness of specific digital platforms in improving business performance. Future research is therefore recommended to conduct comparative studies involving multiple fashion MSMEs, adopt mixed-method approaches that combine qualitative and quantitative data, and examine the influence of entrepreneurial leadership, digital transformation, financial capability, and innovation on business sustainability and competitive advantage within the creative economy.

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