The Impact of Dynamic Capability as a Driver of Innovation Ambidexterity on MSMEs' Performance in Bali, Indonesia

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Abstract
Due to covid-19 pandemic, half of the available MSMEs in Bali are closed because business owners are unable to adapt to environmental changes. In addition, problems such as the lack of dynamic capabilities, lack of innovation in existing resources are the reason of why the MSMEs failed to attain their main objectives. The purpose of this research is to analyze the impact of dynamic capability and innovation ambidexterity on the performance of Micro, Small and Medium Enterprises (MSMEs) in Bali Province. 400 business owners of MSMEs in Bali Province were used as the sample of this research. The results showed that dynamic capability variables have a positive and significant effect on Innovation Ambidexterity and Innovation Ambidexterity has a positive and significant effect on the company's performance. Dynamic Ability has a positive and significant effect on the company's performance through *Innovation Ambidexterity,* while Dynamic capability has a positive but not significant effect on the company's performance. This research can be used as the reference for future research on the importance of innovation ambidexterity in MSMEs in other provinces.

Keywords: MSMEs, Dynamic Capabilities, Innovation Ambidexterity, MSMEs' Performance

1. Introduction
Micro Small and Medium Enterprises (MSMEs) is a measuring instrument that grows and builds the national economy based on the potentials owned by the business owners and involves many businesses in it (Wilantara &Susilawati, 2016). In Indonesia, economic income is significantly affected by the MSMEs. The impact of MSMEs that can be seen is that the less-fortunate people can be considered as the means to attain economic equality, meaning that MSMEs are able to reach remote areas so that people do not have to go to the city to obtain a decent life. In addition to being able to reach the economic equality among the unfortunates, MSMEs can decrease poverty rate since MSMEs provides employment for the people, especially the unemployed. One of the MSMEs that contributes to economic income in Indonesia is the MSMEs located in Bali Province. Bali is one of the famous tourist destinations in Indonesia. Many objects of art and culture are scattered along Bali island, making Bali one of the must-visit destinations. Bali's owned resources generate business opportunities for its citizens. The total number of MSMEs in Bali Province is 329,000. The MSME Association in 2019 noted that MSME's contribution to GDP reached 65% or about 2,394.5 trillion. Furthermore, Bali also contributes to employment rate by 99% of the workforce spread across Bali (Sukarsa, 2020). However, in 2020, Bali's economy was affected when the covid-19 pandemic started to spread in Indonesia. The impact of pandemic was felt the most by business owners when Bali was closed for tourism, resulting in a drastic decrease in tourist's visit rate. According to Baliprov (2020), as of May 2020, Bali's tourists rate was decreased by 99.97% and suffered losses of around 9.7 trillion rupiah every month in tourism sector. Looking at Bali's current MSMEs condition, environmental strength is a way to survive.

Company performance is an important component to know the company's success in achieving their long-term and short-term objectives. Bastian (2001) argues that performance is an overview that shows the organization's achievements in attaining their visions & missions and attaining the organization's goals. Saenchaiyathon & Liengjindathaworn (2019) stated that companies with dynamic capabilities will drive the company to innovate in creating new products or services to increase their competitive advantage. Teece et al., (1997) found that dynamic capabilities can be a key factor for companies to remain competitive in a dynamic environment. The dynamic environment in that term means a change that can affect companies that comes from the outside environments.

McDermott & Prajogo (2012) divided innovation into exploration innovation and exploitation innovation. Exploration innovation emphasizes a breakthrough or radical thinking of an innovation, while exploitation innovation

is defined as an innovation related to existing products or efforts made to improve existing products. McDermott & Prajogo (2012) found that interactions between exploration innovation and exploitation innovation were positively related to business performance. Synergy between exploration and exploitation is also able to increase the company's performance. Wiratmadja et al., (2021) said that the company's performance is directly affected by innovation ambidexterity, meaning that by increasing innovation ambidexterity, company will most likely gain the best performance results and sustainable competitiveness.

Since the pandemic started to spread in Indonesia, Bali's economy, which depends to the tourism sector, has suffered a drastic downturn that eventually led to hindrance in attaining the MSMEs' goals. Therefore, more research is needed regarding factors affecting MSMEs' performance. The primary objective of this study is to analyze the impact of dynamic capabilities and innovation ambidexterity on the company's performance. This research provides a new insight and in-depth explanation to help the readers in gaining a better understanding about how dynamic capabilities and innovation ambidexterity affect the company's performance. Environmental influences and innovation activities are alternatives that can be used as a mean to improve MSMEs. The measurement of dynamic capabilities serves to change the management and management of MSME resources that were previously owned so that they can survive the environmental changes caused by the COVID-19 pandemic. In addition to using dynamic capability measurements, this research also involves Innovation Ambidexterity, where MSME owners can use this measurement to see opportunities and innovate on existing products or services to meet the needs of today's society.

The article consists of six sections: the first part is an introduction that explains the background of this research. The second part focuses on literature and theoretical review by developing hypotheses based on conceptual models. The third section describes methods used in this study including sample and data collection, measurement and data analysis. Part Four contains data testing for the collected data. Part five discusses the result of data testing and part six concludes the result of this research provided with recommendations.

2. Literature Review

2.1. Company Performance

Performance measurement can be defined as an overview of the activities implemented by the company in attaining their vision, mission, goals and objectives through strategic planning development (Moeheriono, 2012). According to Hery (2017), performance measurement is linked with the company's objectives because by taking performance measurements, the company will know if their goals have been achieved.

According to Kaplan & Norton (2000), the company performance can be divided into four perspectives: (1) Financial perspective, describes the company based from its financial section; (2) Consumer perspective, describes the company based on consumer assessment; (3) Internal business process perspective, this perspective has a purpose to generate customer values; (4) Growth and learning perspective, explains the process of infrastructure identification the company must build to improve their long-term performance.

2.2. Dynamic Capabilities

Dynamic capability is an extension of Resource Based View (RBV) theory that explains how to maximize company's existing resources. D J Teece et al., (1997) explained that dynamic capabilities is the key for companies to remain competitive in all circumstances. Dynamic capabilities can integrate, configure and build the company. Dynamic capabilities are categorized into two types of environmental dynamics, those are medium-dynamic external environments and fast-dynamic external environments. The external environment is moderately dynamic changes that occur linearly and slowly while the external environment is rapid dynamic changes that do not occur linearly and quickly changing (Eisenhardt &Martin, 2000).

According to David J Teece (2007), dimensions of dynamic ability are categorized into sensing, seizing and transforming. Sensing explains the process for seizing the available opportunities. Seizing emphasizes capabilities to take advantage of opportunities. Transforming highlights ways to manage and overcome challenges in environmental changes by making adjustments.

Dynamic capabilities and ambidexterity can create the ability to adapt to uncertain and dynamic environmental circumstances because this ability will generate critical knowledge for innovation through organizational learning (March, 1991; Thusman & O'Reilly III, 1996) . The company's dynamic capabilities will be more effective in innovating superior products and will result in gaining competitive advantages (Eisenhardt & Martin, 2000). According to Saenchaiyathon &Liengjindathaworn (2019), showed that there is a direct relationship between dynamic ability and innovation ambidexterity. Companies with dynamic capabilities will innovate more and is expected to produce new products or services. Below is the first hypothesis proposed in this study.

H1: Dynamic Ability has a significant impact on Innovation Ambidexterity.

Kristinawati & Hidajat (2017) showed that dynamic capability reflects the company's ability to achieve competitive excellence, meaning that dynamic capability is closely related to company's performance. Meanwhile, Chien & Tsai (2012) showed that dynamic capabilities improve company's performances based on their empirical evidence of research conducted on 132 restaurant managers of fast food restaurant chains located in Taiwan. Furthermore, Hershanty & Jafrizal (2021) proved that dynamic capabilities have a positive and significant impact on the company's performance based on the research conducted on 100 MSMEs in manufacturing sector in Surakarta. Below is the second hypothesis proposed in this study.

H2: Dynamic Capability has a significant impact on Company Performance.

2.3. Innovation Ambidexterity

Innovation ambidexterity refers to the strategy in utilizing existing knowledge in the production process, both in exploitation and exploration (Gibson &Birkinshaw, 2004). According to Thusman & O'Reilly III (1996), innovation ambidexterity is the company's ability to synchronize exploitation innovation and exploration innovations activities. Ambidexterity innovation is divided into two categories, which is exploitation innovation and exploration innovation. Exploitation innovation is an innovation that involves developed products or services while exploration innovation is an innovation that is made to develop new products and services (Benner, 2003). According to Raisch & Birkinshaw (2008), innovation exploitation focuses on increasing the value of existing services and products while exploration innovation focuses on developing new products or services to penetrate new markets.

Jinjuan & Li (2016) stated that there were 190 samples of Chinese hospitals that showed complementary innovations will increase a company's performance. According to Thusman & O'Reilly III (1996), companies that are able to simultaneously exploit and explore innovations will have a better performance compared to companies that are able to do exploitation or exploration only. The most influential factor to improve the company's performance is exploitation innovation because to know the level of effective and efficient innovation, company needs to be able to do innovation exploitation (Selamet et al., 2020). Third hypothesis proposed in this study is as shown below.

H3: Innovation Ambidexterity has a significant impact on Company's Performance.

Fitriati et al., (2020) showed that there is a positive relationship between dynamic capabilities and SME performance with innovation as a mediation variable. The results were obtained from primary and secondary data collection. Additionally, Cabral (2010) also showed that dynamic capabilities accompanied by innovation can improve the company's strategy and significantly improve the company's performance. Below is the fourth hypothesis proposed in this study.

H4: Innovation Ambidexterity has a role of a mediator between Dynamic Capability and Company Performance.

According to Sugiyono (2010), framework is a synthesis that discusses the relationship between variables from the described theory. Framework used in this study shows factors that affect MSMEs' performance.

In this study, dynamic capabilities act as independent variable, Teece (2007b)'s theory is used as dynamic capabilities' measurements with sensing, seizing, and transforming indicators. Innovation ambidexterity acts as mediator variable in accordance with Acosta et al. (2018). MSMEs' performance acts as dependent variable, using measurements taken from Mcdermott and Prajogo (2012). Framework of this study is shown as below.

3. Methodology

3.1. Sample and Data Collection

The population in this study is the owner of MSMEs in Bali Province. Simple random sampling technique was used in determining sample of this study. This study was conducted from April 2020 to March 2021 using cross-sectional questionnaire survey. The sample was calculated using The Slovin Formula, resulting 400 respondents. Questionnaires were spread *online* and *offline* to the respondents. The respondents were 65% female and 35% male, with 63.7% were 21-30 year old, 10.8% were 31-40 year old, 9.3% were 41-50 year old, 9% were >50 year old and 7.2 % were <20 year old. Educational background was dominated by bachelor's degree with 48%.

3.2. Measurement

Questionnaire is designed to study the impact of dynamic capabilities and innovation ambidexterity on company performance. A Six-Point Likert Scale was used for measurement of construction, ranging from 1 (Strongly Disagreed) to 6 (Strongly Agreed). The questionnaire was written and spread in Indonesian. 29 questions were presented to identify the three variables (dynamic capabilities, innovation ambidexterity and company performance). Instruments of questionnaire were validated using pilot tests from 30 respondents. Validity measurement was conducted using Pearson Correlation with significance rate of 5% ($\alpha = 0.05$) and Table R value of 0.361. The results showed that there were 25 valid questions with value >0.361 while 4 questions were invalid with value <0.361. Invalid questions will not be included in the future research. Reliability test results showed that the overall variables have a high reliability rate with value of Cronbach's Alpha > 0.70.

3.3. Data Analysis

Structural Equation Modeling (SEM) was used as the analysis technique, which is the second generation of multivariate analysis techniques that are useful to test variable relationships that are considered as complex, this technique can also be used to test structural models, measurement models, measurement errors, factor analysis and hypothesis testing. This statistical technique is cross-sectional, linear and general, including factor analysis, path analysis, and regression that can be used to test a causational statistical model (Bahri & Zamzam, 2015). This study tested the validity and reliability of measurement models using Composite Reliability (CR) and Cronbach's Alpha (CA) criteria, while model. validity is measured by using Average Variance Extracted (AVE) and discriminant reliability. The value for composite reliability measurement is > 0.70 and Cronbach's Alpha value is > 0.70 while the value of AVE validity is > 0.5 (Latan & Ghozali, 2012). Discriminants validity was evaluated using The Fornel-Lacker Criteria, where the square of the AVE value of each construct must be higher than the model's correlation value.

Structural model analysis consists of coefficient of determination (R2), relevance predictor (Stone Geisser Q2) and effect size (F2). Criteria of coefficient of determination are 0.67 (strong), 0.33 (moderate) and 0.19 (weak) (Ghozali &Latan, 2014). Q2 predictive relevance validates a model with Q2>0 score, indicating that the model has good predictive relevance and exogenous variables are able to predict endogenous variables (Akter et al., 2011). Meanwhile, the recommended effect size of F2 value ranges from 0.02 (small), 0.15 (medium), 0.35 (large) (Wiratmadja et al., 2021)

4. Result

4.1. Measurement Model

Convergence validity is confirmed based on the reliability item's loading factor value. According to Ghozali & Latan (2014), Loading Factor is considered as valid if the value is greater than 0.7.

Table 1. Loading Factor Validity Test

No	Indicator	Loading Factor	Validity
Dynamic capabilities			
1	DC1	0,503	Invalid
2	DC 2	0,651	Invalid
3	DC 4	0,626	Invalid
4	DC 5	0,711	Valid
5	DC 6	0,519	Invalid
6	DC 7	0,726	Valid
7	DC 9	0,712	Valid
8	DC 10	0,693	Invalid
9	DC 11	0,791	Valid
Innovation Ambidexterity			
1	IA1	0,795	Valid
2	IA2	0,731	Valid
3	IA3	0,834	Valid

4	IA4	0,364	Invalid
5	IA5	0,765	Valid
6	IA6	0,798	Valid
7	IA7	0,763	Valid
8	IA8	0,721	Valid
9	IA10	0,344	Invalid
Company Performance			
1	CP1	0,718	Valid
2	CP 2	0,531	Invalid
3	CP 3	0,501	Invalid
4	CP 4	0,781	Valid
5	CP 5	0,755	Valid
6	CP 6	0,594	Invalid
7	CP 7	0,711	Valid

Based on Table 1 above, there are ten invalid items, where the loading factor's value are less than 0.7. These items are DC1, DC 2, DC 4, DC 6, DC 10, IA4, IA10, CP2, CP3, CP6. After invalid item are obtained, second test is conducted with the following results:

Table 2. Loading Factor, Reliability, Validity Test

No.	Indicator	Loading Factor	Cronbach's Alpha	CR	AVE
Dynamic capabilities					
1	DC5	0,713	0,792	0,865	0,616
2	DC 7	0,779			
3	DC 9	0,790			
4	DC 11	0,852			
Innovation Ambidexterity					
1	IA1	0,800	0,891	0,915	0,605
2	IA2	0,733			
3	IA3	0,84			
4	IA5	0,765			
5	IA6	0,803			
6	IA7	0,771			
7	IA8	0,727			
Company Performance					
1	CP1	0,765	0,774	0,855	0,597
2	CP4	0,817			
3	CP5	0,777			
4	CP7	0,728			

The measurement model is considered to have good validity if the Cronbach's Alpha and the Composite Reliability values are greater than 0.7 (Latan & Ghozali, 2012). The validity of the measurement model is based on the average variance of the value extracted (AVE), it is considered as valid if AVE>0.5 (Latan & Ghozali, 2012).

Table 2 shows that Cronbach's Alpha construct value is greater than 0.7. Company's performance has the lowest Cronbach's Alpha value of 0.774 while Innovation Ambidexterity the highest value of 0.891. It can also be seen from Composite Reliability that the overall variables have value of >0.7, Company Performance has the lowest value of 0.855 and Innovation Ambidexterity with the highest value of 0.915. Based on the two parameters above, it can be indicated that the model has good reliability. Fornell-Larcker Criterion is also included as part of discriminant validity test.

Table 3. Fornell-Lacker Criterion

	(1)	(2)	(3)
(1) Company Performance	**0,772**		
(2) Dynamic Capabilities	0,617	**0,785**	
(3) Innovation Ambidexterity	0,765	0,737	**0,778**

Table 3 shows diagonal that is square root value of AVE, and the values below show correlation values between the constructs. Result shows the square root value of AVE in each variable is higher than the correlation value, so it can be concluded that the research model used is valid.

Furthermore, discriminant validity test will be conducted using Multicollinearity (VIF). Multicollinearity is used to test if the correlation between constructs is strong (Diamantopoulos & Winklhofer, 2001). Multicollinearity (VIF) value must be <10, indicating the absence of multicollinearity (Diamantopoulos & Winklhofer, 2001). In this study, the value of VIF is less than 10.

In measuring the discriminant validity, the Heteroit-Monoroite Ratio (HTMT) was used to detect the lack of discriminant validity in general research situations (Wiratmadja et al., 2021). According to Henseler et al. (2015), there are two ways to use HTMT to assess discriminant validity based on criteria and statistical tests. First, it is seen from the criteria that the threshold value has been determined to assess the validity of the discriminant. There are several suggestions regarding the HTMT threshold value, namely 0.85 (Clark & Watson, 1995; Kline, 2011) and 0.90 (Gold et al., 2001; Teo & Srivastava, 2008), while Henseler et al. (2015) use the threshold value 0.85 and 0.90. Second, as a statistical test, the bootstrapping procedure allows the creation of confidence intervals for HTMT. This study uses the second method, namely the statistical test, where the HTMT value as a statistical test with a value of 1 is outside the interval range (Henseler et al., 2015). Table 4 shows that HTMT has a value that meets the requirements of discriminant validity and shows that the two constructs differ empirically.

Table 4. Heteroit-Monotrait Correlation Ratio (HTMT)

	Original Sample (O)	Sample Mean (M)	2,5%	97,5%
DC → IA	0,778	0,777	0,657	0,875
CP → IA	0,914	0,914	0,866	0,952
CP → DC	0,860	0,863	0,787	0,982

4.2. Structure Model

Figure 1 shows the structural model in this study. Based on the test results, it was found that Dynamic Ability has a positive and significant relationship with Innovation Ambidexterity ($\beta = 0.737$, $t = 20.995$, $p < 0.05$). The relationship between Dynamic Capability and Firm Performance shows a positive but insignificant relationship ($\beta = 0.117$, $t = 0{,}067$ $p > 0.05$). The relationship between Innovation Ambidexterity has a positive and significant relationship with Company Performance ($\beta = 0.678$, $t = 14{,}041$, $p < 0.05$), and Innovation Ambidexterity is proven to have a significant role as a mediator for the relationship between Dynamic Ability and Company Performance ($\beta = 0.500$, $t = 11.036$, $p < 0.05$)

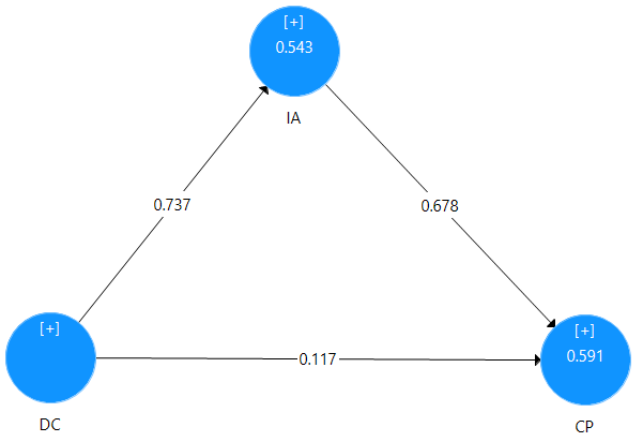

Figure 1. Structural Model

R-square value was evaluated to find out whether the model is strong, moderate, or weak. If the R-Square value is 0.67, it means that the model is strong, 0.33 means the model is moderate, and 0.19 means that the model is weak (Ghozali &Latan, 2014). Based on the test results, Innovation Ambidexterity (R2 = 0.543) and Company Performance (R2 = 0.591). Innovation ambidexterity and Company Performance have a moderate model because the R-Square value is above 0.33.

The final test conducted was blindfolding analysis. Blindfolding is an analysis used to assess the degree of relevance of a construct's model. This blindfolding process is depicted in the form of Q-Square. If the value of Q-Square > 0 then the relevance between variables is considered as good and the exogenous variable is able to predict its endogenous variable. Q-Square values are divided into three criteria, Q-Square < 0.02 (small), Q-Square < 0.15 (medium) and Q-Square < 0.35 (large) (Akter et al., 2011).

Table 5. Stone-Geisser (Q^2) Score

	SSO	SSE	Q^2 (=1-SSE/SSO)
Company Performance	1600,000	1059,483	0,338
Dynamic Capability	1600,000	1600,000	
Innovation Ambidexterity	2800,000	1911,770	0,317

Table 5 above shows the Q-Square values for endogenous variables (innovation ambidexterity and company performance). Based on the result, innovation ambidexterity's and company perfomance's model has a moderate predictive capabilities.

4.3. Hypothesis Testing

Bootstrapping was conducted using 400 subsamples to find T-Statistic and *P Values.* T-Statistic test can be seen in Table 9 below. F-Square was conducted next to assess the relative impact of a variable that affects (exogenous) to the affected variable (endogenous). According to Hair et al., (1998) there is a criteria for F-Square value that affects the impact level of exogenous variables on endogenous variables. Effect value < 0.02 represents the small influence of exogenous variables on endogenous. Effect value < 0.15 represents a moderate impact of exogenous variables on endogenous variables while effect value < 0.35 represents a strong impact of exogenous variables on endogenous variables.

Based on the result of F-Square test, Dynamic Capability - Innovation Ambidexterity's value was (f^2 = 1,188), meaning that dynamic capabilities have a good impact on innovation ambidexterity. Dynamic Capability - Company Performance's value is (f^2 = 0.015), meaning that dynamic capabilities have a low impact on company performance. Innovation ambidexterity - company performance's value is (F^2 = 0.514), meaning that ambidexterity has a good impact on company performance.

Table 6. T-Statistic Testing

	Hypothesis	T-Statistic	P Value	F^2	Intrepretation	Result
H1	DC → IA	20,995	0,000	1,188	Strong Effect	Accepted
H2	DC → CP	0,067	0,082	0,015	Low Effect	Rejected
H3	IA → CP	14,041	0,000	0,514	Strong Effect	Accepted
H4	DC → IA → CP	11,036	0,000			Accepted

Based on the results of hypothesis testing on table 6 above, there are three accepted hypotheses and one rejected hypothesis. So it can be concluded that the proposed structural model has a low and strong effect size.

5. Discussion

Dynamic ability has a significant impact on innovation ambidexterity (Hypothesis 1) as shown on Table 6, where T-Statistic (20,995) > T-Table (1,96). The path coefficient has a positive value of 0.737, indicating that dynamic capabilities is positively related to innovation ambidexterity. This hypothesis is in line with previous research conducted by Eisenhardt & Martin (2000), companies with dynamic capabilities will be more effective in innovating superior products that result in generating more competitive advantage. Dynamic capabilities has a significant impact on company performance (Hypothesis 2) as shown on Table 6, where T-Statistic (0,067) < T-Table (1.96). Path Coefficient has a positive value of 0.117, indicating dynamic ability is positively related with innovation ambidexterity. It can be concluded that the H3a built on this study was rejected and this hypothesis differs with previous research conducted by Chien & Tsai (2012) that stated dynamic capabilities can improve store performance and deliver positive effects. In this study, the result shows that dynamic capabilities has an insignificant impact on company performance, therefore the hypothesis was rejected. This is because most MSMEs in Bali province could not adapt to the changes in the current environment and the lack of efforts of business owners in involving suppliers to innovate their products. In addition, the market share is limited to Bali.

Innovation ambidexterity has a significant impact on company performance (Hypothesis 3) as shown on Table 6, where T-Statistic (14,041) > T-Table (1.96). The path coefficient has a positive value of 0.678, indicating that dynamic capabilities is positively related to innovation ambidexterity. This hypothesis is in line with previous research conducted by Taghizadeh et al., (2020), where innovation ambidexterity is linked to company performance that is considered as an important element leading the market's competition. Dynamic capabilities has a significant impact on company performance (CP) through innovation ambidexterity (Hypothesis 4) as can be seen on Table 6, T-Statistic (11,036) < T-Table (1.96). The patch coefficient has a positive value of 0,500, indicating that dynamic capabilities is positively related to innovation ambidexterity. This differs from Fitriati et al (2020) who found that there is a positive relationship between dynamic capabilities and company performance through innovation as mediating variable.

6. CONCLUSIONS AND SUGGESTIONS

It can be concluded that dynamic capabilities has a positive and significant impact on innovation ambidexterity with relationship value of 0.737. Dynamic capabilities have a positive but insignificant impact on company performance with a relationship value of 0.117**.** Innovation ambidexterity has a positive and significant impact on company performance, with relationship value of 0.678**.** Dynamic capabilities have a positive and significant impact on company performance through innovation ambidexterity*,* with a relationship value of 0,500. Therefore, MSMEs in Bali province need to gain better knowledge on how to evaluate the current business performance so that their business objectives can be attained. Business performance evaluation can be supported by dynamic capabilities so the MSMEs can survive the environmental changes and attain their organizational goals. This study has limitations because the object used in this study only in the province of Bali, so in this study furthermore, it is suggested to use another province as an object so that can expand the scope of research and can compare between businesses Micro, Small and Medium Enterprises (MSMEs) in Bali Province with other provinces, further research can also re-measure the rejected variables in this study, namely the dynamic ability to company performance because MSMEs Micro, Small and Medium Enterprises (MSMEs) in The province of Bali has not been able to adapt to the current environmental changes. In addition, this research shows that business owners must be more aware of the opportunities that exist to produce

products or services needed by the community today so that business owners can survive the environmental changes that occur due to the COVID-19 pandemic.

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