

# Investigating Business Opportunities of Griya Event Space in Bali to Strengthen the Household Economy

*Business Opportunities  
of Griya Event Space in  
Bali*

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## ABSTRACT

*Hindu communities have shifted ceremonial practices from household settings to organized venues known as Griya in contemporary times. This study aims to examine the business opportunities of Griya Event Spaces as a potential solution to household economic challenges in Tampaksiring, Gianyar. This study employed a qualitative research design with a descriptive approach to gain an in-depth understanding of business opportunities. Data were collected through observation, interviews, and documentation, employing a qualitative descriptive approach. The findings reveal that griya event spaces demonstrate a strong customer-oriented approach, as reflected in the quality of services provided. Nevertheless, its marketing practices remain inadequate. The management primarily adopts a passive strategy, relying on customers to initiate contact and attend ceremonies without actively engaging in promotional activities or efforts to attract visitors. Consequently, the involvement of the local community, particularly those acting as pengayah or supporting business actors, has not been optimized. Furthermore, the study identifies limitations in the proportional recording of employees and the management of human resources. The absence of a formal customer service system further reflects the reliance on conventional practices, characterized by a passive approach and a lack of proactive promotional strategies.*

**Keywords:** *Ceremonial Transformation, Customer Orientation, Griya Event Space, Household Economy, Marketing Strategy.*

## INTRODUCTION

Bali, a province in Indonesia, is known for its rich local wisdom and strong cultural values, making it a major global tourist destination (Islamiyati et al., 2022). With a predominantly Hindu population, Bali preserves various customs and traditions, including *yadnya* ceremonies. However, the practice of these ceremonies has shifted in the contemporary era (Ruastiti et al., 2021). Previously conducted within households, ceremonies are now increasingly held in *griya*, the residence of a Brahmin priest (Ida Ratu Pedanda) authorized to lead religious rituals and administrative matters (Sudiana et al., 2022). Today, *griya* functions as a center for spiritual guidance and religious learning, where rituals are considered authentic by the Hindu community (Sudarma, 2019).

*Griya* has long served as a central venue for the performance of *yadnya* ceremonies within Hindu communities, thereby establishing itself as a crucial site for fulfilling essential religious obligations. Its significance is further reinforced by the presence of individuals with specialized expertise, such as *banten* makers (*Maserati Banten*), where *banten* function as sacred offerings to God Almighty. Tampaksiring sub-district exemplifies a region with strong adherence to customs and traditions. Located in Gianyar Regency, approximately 36.7 kilometers north of the provincial capital, Tampaksiring Village is recognized as a prominent spiritual tourism destination, featuring Tirta Empul

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Temple, Mengening Temple, Gunung Kawi Temple, and Tampaksiring Palace. With a population of 10,118, predominantly Hindus, the preservation of cultural practices remains deeply rooted and sustained across generations through the presence of numerous *griya*.

Several *griya* in Tampaksiring include Griya Gede Tegal Suci Tampaksiring, Griya Tegeh Tampaksiring, and Griya Sunia Tampaksiring (Sudiana et al., 2022; Padmalia et al., 2023). These *griya* facilitate a wide range of ceremonies, as well as other Hindu religious rituals performed from birth to death. Griya Gede Tegal Suci Tampaksiring is one of the *griya* that provides *yadnya* ceremonial services to the public. These *griya* provide Hindu ceremonial services from birth to death, including wedding, *megecong-gedongan*, *tiga bulanan*, *otonan*, *menek kelih*, *mepandes*, *bayuh oton*, and *sapuh leger* ceremonies. Devotees may either bring their own *upakara* or choose a complete package provided by the *griya*.

The increasing busyness of the community has led to a significant allocation of time toward work, while ceremonial obligations must still be fulfilled. The availability of more practical ceremonial arrangements in the *griya* provides clear benefits for the community (Sudarma, 2019; Nguyen et al., 2021). Conducting ceremonies in a *griya* is considered more effective and efficient. The community is increasingly encouraged to perform ceremonies in the *griya*, thereby creating opportunities for both the local community and the *griya* itself. This growing preference creates business opportunities for *griya* and local communities by generating employment and supporting market-oriented strategies that focus on meeting community needs and preferences (O'Dwyer & Gilmore, 2019; Navia et al., 2023). Addressing these needs helps sustain and expand such opportunities (Kim, 2022; Soltwisch et al., 2022; Vig, 2023).

Increasing work demands have encouraged communities to choose more practical ceremonial arrangements in *griya*, as they are considered more effective, efficient, affordable, and authentic than privately organized ceremonies, particularly for rituals such as *mepandes* (Sudarma, 2019; Nguyen et al., 2021). Biggeri et al. (2021) define opportunities as the utilization of all possible productive activities. Business opportunities, according to Nguyen et al. (2021) and Bennett and Chatterji (2023), involve activities that leverage new knowledge, changes in economic actors' behavior, and shifts in the macro environment, including technological advancements. Alabsy (2021), Ngo (2021), and Crick et al. (2022) highlight that market orientation is a key organizational culture driving behaviors that create superior value for customers and firms. It encompasses processes aimed at continuously evaluating and satisfying customer needs to deliver organizational value.

Previous research by Alabsy (2021) has generally discussed *griya* as a center for Balinese Hindu spiritual and cultural activities, as well as its market orientation within the context of modern business. However, limited research has examined *yadnya* activities in *griya* as a culturally-based business opportunity that can boost the local economy, particularly in Tampaksiring, Gianyar. The novelty of this research lies in its examination of the *griya* event space concept as an integration of cultural values, market orientation, and local business opportunities to support community economic empowerment. This study employs a qualitative approach by engaging actors within the *griya* event space who possess insights into potential business opportunities within the local community. This study aims to identify business opportunities of the *griya* event space as a solution to household economic challenges in Tampaksiring, Gianyar.

## LITERATURE REVIEW

### Balinese Culture

Bali, also known as the Island of the Gods, possesses natural beauty and cultural rituals that attract both international and domestic tourists. With a population of approximately four million, the majority of Balinese people adhere to Hinduism. Balinese traditions serve as a significant attraction for visitors (Picard, 2008). The pervasive influence of

Hindu culture functions as a key strategy for addressing societal changes globally, as Hinduism is deeply integrated into human life and culture. It serves as a framework for achieving harmony in relationships and well-being, grounded in belief in *Ida Sang Hyang Widhi Wasa*, or God Almighty (Ruastiti et al., 2021).

Balinese culture represents a way of life that has developed over generations and is transmitted from one generation to the next. It is fundamentally based on values derived from Hindu teachings (Sudiana et al., 2022). Central to Balinese culture are the principles of balance and harmony in three domains: the relationship between humans and God (*parhyangan*), the relationship among humans (*pawongan*), and the relationship between humans and the environment (*palemahan*), as reflected in the *Tri Hita Karana* philosophy (three causes of well-being). Maintaining equilibrium and harmony across these dimensions is considered essential for realizing overall well-being. These perspectives suggest that Balinese culture constitutes an evolving system shaped by human intelligence and reasoning, preserved and transmitted across generations.

### **Business Aspects in Business Opportunities and Market Orientation**

According to Bergner et al. (2021), opportunities are defined as the utilization of all possible productive activities. Vig (2023) further explains that business opportunities consist of a series of activities that leverage the development of new knowledge among individuals and organizations, changes in the behavior of economic actors such as consumers and suppliers, and shifts in various macro environments, including technological advancements. Dewangga and Nugroho (2023) emphasize that market orientation represents the most effective organizational culture for generating behaviors that create superior value for customers and enhance business performance. Hoang and Thanh (2021) define market orientation as processes and activities related to creating and satisfying customer needs through continuous assessment, which ultimately adds superior value to the organization. Similarly, Hendrayati et al. (2022) describe market orientation as the determination of strategic consumer targets and the development of an organization focused on customer service, providing a foundation for internal competition and delivering services that meet customer expectations to succeed in competitive markets.

Alabsy (2021) and Mariam et al. (2023) identifies three behavioral components of market orientation: customer orientation, which entails a comprehensive understanding of target buyers to create ongoing superior value; competitor orientation, which ensures companies understand the short-term strengths and weaknesses as well as long-term capabilities and strategies of current and potential major competitors; and inter functional coordination, which involves the coordinated use of company resources to generate superior value for target customers. Based on these definitions, it can be concluded that market orientation serves as a strategic approach for organizations to identify markets and establish a basis for determining corporate strategies, ensuring the alignment of organizational activities with customer needs and competitive dynamics (Gao et al., 2018; Owen & Chambers, 2021; Chakma & Dhir, 2025).

### **RESEARCH METHODS**

This study employed a qualitative research design with a descriptive approach to gain an in-depth understanding of business opportunities in *griya* event spaces and their impact on household economic conditions in Tampaksiring, Gianyar. The descriptive qualitative approach was selected to capture phenomena in their natural context, emphasizing the perspectives and experiences of individuals involved in ceremonial activities at the *griya*. This design allows researchers to systematically and comprehensively describe the processes, practices, and organizational strategies implemented at Griya Gede Tegal Suci Tampaksiring.

The research population included individuals both directly and indirectly involved in Griya Event Space activities. Internal informants consisted of key actors within the *griya*, including the manager, *Ida Ratu Pedanda* (priest), and *pengayah* (ceremonial assistants)

responsible for daily operational and religious activities. External informants comprised local community members, consumers utilizing the *griya's* ceremonial services, and local economic observers, providing perspectives on the economic and social impact of the *griya*. A total of eight informants were selected purposively to ensure relevant and diverse information, including four internal and four external informants.

Data collection techniques involved multiple methods to ensure richness and credibility. Observations were conducted to capture operational processes, service delivery, and interactions between staff and clients during ceremonies. In-depth interviews were conducted with all informants using semi-structured questions to explore their experiences, opinions, and recommendations. Documentation, including organizational records, ceremonial packages, employee assignments, and other relevant materials, was also utilized to support contextual understanding.

Data analysis followed a thematic approach through four main stages: data collection, data reduction, data presentation, and conclusion drawing. Data reduction involved organizing and synthesizing raw data to identify key patterns and themes. Data presentation involved systematically reporting findings, integrating insights from observations, interviews, and documentation. Triangulation was applied to enhance validity and credibility, including source triangulation to compare internal and external perspectives, and method triangulation to verify information across observation, interviews, and documentation. This process enabled a comprehensive understanding of business opportunities, market orientation practices, and community involvement within the Griya Event Space.

## **RESULTS**

### **Business Opportunities of Griya Event Space through Ceremonial Activities**

Interviews with key informants revealed that the number of attendants (*pengayah*) involved in activities at Griya Gede Tegal Suci Tampaksiring Event Space is approximately 10 individuals, depending on the scale of the event. For large-scale ceremonies, additional attendants are recruited from both the local community surrounding the *griya* and its broader network. This strategy enables the *griya* event space to remain competitive by prioritizing customer satisfaction through high-quality and customized services. Ritual necessities, including offerings (*banten*) and prayers, are also provided at the event venue, allowing ceremonial practices to be conducted in a more economical and efficient manner without diminishing the sacred meaning of *yadnya* rituals (Putra, 2025).

The implementation of ceremonies at the *griya* event space offers several advantages, particularly in terms of efficiency, practicality, and the reduction of time, energy, and financial expenditures for the community. These benefits encourage Hindu society to perform *yadnya* ceremonies in a more convenient and organized manner. In addition, the availability of ceremonial services and *upakara* packages further supports community needs in contemporary social conditions. Nevertheless, several limitations remain evident. One major constraint concerns the limited capacity of the *griya* facilities. For example, during *pengelukatan* purification ceremonies involving more than ten participants, visitors are required to queue at the *merajan* within the *griya*. Furthermore, the utilization of technology, particularly social media and digital communication platforms, remains limited, thereby reducing opportunities to reach and engage potential customers interested in conducting *yadnya* ceremonies at the *griya* event space (Kamvysselis, 2023).

Observations and interviews further indicate that event space provides local communities with economic opportunities. Locals can work as attendants or sell ceremonial equipment and offerings, such as traditional snacks, roasted chicken, and betutu duck, as well as establish small food stalls around the *griya*. The informant stated that the presence of the *Griya* event space had created a work environment for the community around Griya Tegal Suci Tampaksiring and that business opportunities, such

as selling necessary *upakara* materials, had also been developed. This demonstrates that the event space not only functions as a ceremonial venue but also fosters economic growth for the surrounding community, aligning with the study's objective of exploring business opportunities of *the Griya* event space as a household economic solution in Tampaksiring, Gianyar (Wayan et al., 2023; Mashino, 2024).

Future aspirations for the event space include expanding target audiences, utilizing social media to facilitate communication and promotion, and diversifying available ceremony packages. By implementing these strategies, the event space can broaden its scope, absorb more labor, and strengthen the local economy. This aligns with business opportunity theory, which defines opportunities as the utilization of all possible productive activities, leveraging new knowledge, shifts in economic behavior, and macro-environmental changes, including technology (Bergner et al., 2021; Ibidunni et al., 2021; Nguyen et al., 2021; Vig, 2023).

### Application of Market Orientation in Enhancing Griya Event Space Business

Market orientation refers to organizational processes and activities directed toward creating customer value and satisfying customer needs through the continuous evaluation of preferences and expectations. The implementation of market orientation within the Griya Gede Tegal Suci Tampaksiring Event Space demonstrates the institution's commitment to delivering superior value and maintaining customer satisfaction (Crick et al., 2022; Nuvriasari et al., 2022). Based on interview findings, the *griya* event space applies market orientation through three major behavioral dimensions, namely customer orientation, competitor orientation, and inter-functional coordination. Customer orientation is reflected in the provision of flexible ceremonial services tailored to community needs. Competitor orientation is demonstrated through efforts to maintain authenticity and service quality compared with other *griya*. Meanwhile, inter-functional coordination is evident through collaboration among ceremonial organizers, *banten* makers, and other supporting personnel involved in the implementation of *yadnya* ceremonies.

Customer orientation is realized by thoroughly understanding the needs and desires of clients (Karundeng et al., 2025). One informant explained that the services provided prioritize customer needs, resulting in client satisfaction when performing ceremonies at the *griya* event space, and that fresh fruits and natural ingredients are preferred, with prices being affordable and accessible to the community (Informant 2). This aligns with the theory emphasizing the importance of customer orientation in building long-term relationships through higher responsiveness and interaction than competitors (Narver & Slater, 1990; Bamfo & Kraa, 2019; Dabrowski et al., 2019; Crick et al., 2022).

Competitor orientation involves understanding both the short-term strengths and weaknesses and long-term capabilities and strategies of current and potential competitors. One informant noted that the advantages of the Griya Gede Tegal Suci Tampaksiring Event Space were the reasons for choosing to conduct ceremonies there, highlighting that it is practical since all ceremonial necessities are provided, aligns with budget considerations, and is efficient and effective, allowing authentic *yadnya* rituals to be performed without diminishing their meaning. The informant also mentioned that the only limitation is capacity and that there is minimal use of technology for communicating with interested customers (Informant 3). This knowledge enables event spaces to develop strategies to overcome competitors and enhance service quality (Schulze et al., 2022; Suliyanto et al., 2023; Wilson & Liguori, 2023).

Inter-functional coordination is applied by effectively utilizing organizational resources to create superior value for targeted customers. This is evident in the structured and coordinated services of attendants, ensuring optimal ceremonial experiences. One interviewee stated that the services were highly satisfactory and that customers were pleased because they were prioritized through the provision of attendants who managed the *banten* arrangements. Such coordination creates superior customer value, consistent

with market orientation theory (O'Dwyer & Gilmore, 2019; Zhang et al., 2021; Navia et al., 2023).

The study indicates that implementing market orientation at the *Griya* event space generates significant business opportunities for the local community. This strategy enables *Griya* to understand customer needs, respond to competition, and deliver coordinated, high-quality services. The resulting opportunities include employment for attendants, the sale of ceremonial equipment and offerings, and the development of culinary businesses and stalls in the vicinity of the *griya*. These findings align with previous research by Mantero et al. (2025), which highlights the positive effect of customer orientation on business performance, and Utami and Suyono (2024) and Dewangga and Nugroho (2024), which demonstrate that market orientation positively influences product innovation and competitive advantage in SMEs. Therefore, the application of market orientation at the *Griya* Event Space not only fulfills spiritual needs but also provides a tangible solution to household economic challenges in Tampaksiring, Gianyar.

## DISCUSSION

The findings of this study indicate that the Griya Gede Tegal Suci Tampaksiring Event Space provides significant business opportunities to address household economic challenges in Tampaksiring, Gianyar. Event space operates by adjusting the number of attendants according to the scale of ceremonial activities and recruiting attendants from the local community (Navia et al., 2023). This approach ensures that each event is conducted efficiently and economically, with minimal costs, without diminishing the meaning or sacredness of the rituals. The availability of ceremonial equipment and materials, along with services tailored to customer needs, enhances the efficiency and accessibility of events. This demonstrates that the event space functions not only as a cultural venue but also as an economic driver for the surrounding community.

From a market orientation perspective, the event space implements customer orientation, competitor orientation, and inter-functional coordination to create superior value for customers and maintain service sustainability. Customer orientation is reflected in the management's ability to understand the needs, expectations, and financial capabilities of clients, enabling ceremonial services to remain both meaningful and affordable (Arkadan et al., 2024). Competitor orientation is demonstrated through continuous observation of the strengths and weaknesses of other ceremonial venues in order to improve service quality, authenticity, and operational effectiveness. Meanwhile, inter-functional coordination is evident in the collaboration among ceremonial organizers, *banten* makers, and supporting personnel to ensure the smooth implementation of *yadnya* ceremonies. This study aligns with the findings of Narver and Slater (1990) and Navia et al. (2023), which emphasize that market orientation contributes to the creation of superior customer value and organizational performance through a strong focus on customer satisfaction and coordinated organizational activities.

The application of market orientation within the event space has generated significant economic implications for both the *griya* and the surrounding community. The increasing demand for ceremonial services creates employment opportunities for attendants, ceremonial assistants, and *banten* makers involved in the implementation of *yadnya* activities. In addition, the existence of the event space encourages the growth of local business activities, including the sale of ceremonial equipment, traditional culinary products, and other supporting services around the *griya*. These opportunities contribute to strengthening household income and promoting community-based entrepreneurial initiatives. This study is consistent with the findings of Mantero et al. (2025), which revealed that customer orientation positively influences business performance by enabling organizations to better understand market demands and formulate strategies that improve customer satisfaction. Moreover, the event space's ability to manage competition and coordinate services effectively supports the sustainability of its economic contributions and reinforces its role in empowering the local community.

Moreover, the findings support previous studies regarding the relationship between market orientation and innovation. Event space demonstrates that by continuously assessing customer needs and monitoring competitor strategies, services, and ceremonial packages can be adapted to improve performance and competitiveness. This aligns with the research of Utami and Suyono (2024) and Jaya et al. (2025), which found that market orientation significantly influences product innovation and competitive advantage in SMEs. By providing a structured service framework that is responsive to market dynamics and promotes local economic participation, the *griya* event space exemplifies how cultural institutions can serve as mechanisms for economic development while preserving traditional practices.

## **CONCLUSION**

This study reveals that the Griya Gede Tegal Suci Tampaksiring Event Space provides significant business opportunities while maintaining cultural and religious practices. By implementing market orientation through customer orientation, competitor orientation, and inter-functional coordination, the event space delivers high-quality services tailored to community needs. The findings indicate that ceremonial activities at the *griya* generate employment for attendants, encourage local entrepreneurial initiatives through the sale of ceremonial equipment and culinary products, and contribute to household economic resilience in Tampaksiring, Gianyar. These results demonstrate that cultural institutions can function both as centers for spiritual engagement and as catalysts for local economic development.

This study identifies several limitations that may restrict the optimization of business opportunities within *griya* event spaces, including passive marketing practices, limited technological utilization, and the absence of a formal customer service system. These constraints reduce the effectiveness of business development and community engagement. Therefore, future studies are recommended to apply quantitative approaches to measure the broader economic impact of *griya* event spaces and to expand the research scope by involving multiple *griya* across different regions. Furthermore, future research should explore strategies for improving digital marketing, customer engagement, and human resource management to provide practical insights for stakeholders and policymakers in strengthening the economic contribution of ceremonial venues to local communities.

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