

# Foster Cultural Synergy and Innovation, Communicate to Revive Coastal Economy Sustainably Post-Pandemic

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## Abstract

The objective of this study is to examine strategies of adaptation and innovation among MSME actors at Pangandaran Beach, with an emphasis on utilizing local cultural values to aid economic and tourism recovery post-COVID-19. The research identifies the key challenges faced by MSMEs in adapting to new norms, including issues with capital, technological adaptation, human resources development, and policy changes. Employing a qualitative case study methodology, the study gathers in-depth insights from 12 MSME actors through interviews to understand the challenges and opportunities faced during the pandemic. The major findings indicate that MSMEs at Pangandaran Beach have encountered significant challenges but also possess opportunities for growth and resilience. Innovations, collaborative ventures, governmental support, and business networking are identified as crucial factors that can bolster MSME competitiveness and enable them to overcome post-pandemic setbacks. In conclusion, the study suggests that a holistic strategy involving all stakeholders is essential for MSMEs to not only recuperate from the impacts of the pandemic but also to emerge as integral components of a sustainable tourism ecosystem, contributing to the broader economic recovery.

**Keywords:** Cultural Adaptation, Entrepreneurship, Innovation Strategy, Post-Pandemic, Tourism

## Abstrak

*Tujuan dari penelitian ini adalah untuk mengkaji strategi adaptasi dan inovasi di antara para pelaku UMKM di Pantai Pangandaran, dengan penekanan pada pemanfaatan nilai-nilai budaya lokal untuk membantu pemulihan ekonomi dan pariwisata pasca COVID-19. Penelitian ini mengidentifikasi tantangan utama yang dihadapi oleh UMKM dalam beradaptasi dengan norma baru, yaitu masalah permodalan, adaptasi teknologi, pengembangan sumber daya manusia, dan perubahan kebijakan. Penelitian ini mengidentifikasi tantangan utama yang dihadapi oleh UMKM dalam beradaptasi dengan norma-norma baru, termasuk masalah permodalan, adaptasi teknologi, pengembangan sumber daya manusia, dan perubahan kebijakan. Dengan menggunakan metodologi studi kasus kualitatif, penelitian ini mengumpulkan wawasan mendalam dari 12 pelaku UMKM melalui wawancara untuk memahami tantangan dan peluang yang dihadapi selama pandemi. Temuan utama menunjukkan bahwa UMKM di Pantai Pangandaran telah menghadapi tantangan yang signifikan tetapi juga memiliki peluang untuk tumbuh dan bertahan. Inovasi, usaha kolaboratif, dukungan pemerintah, dan jaringan bisnis diidentifikasi sebagai faktor penting yang dapat meningkatkan daya saing UMKM dan memungkinkan mereka untuk mengatasi kemunduran pasca pandemi. Sebagai kesimpulan, studi ini menunjukkan bahwa strategi holistik yang melibatkan semua pemangku kepentingan sangat penting bagi UMKM untuk tidak hanya pulih dari dampak pandemi, tetapi juga muncul sebagai komponen integral dari ekosistem pariwisata yang berkelanjutan, yang berkontribusi pada pemulihan ekonomi yang lebih luas.*

**Kata kunci:** Adaptasi Budaya, Kewirausahaan, Strategi Inovasi, Pasca Pandemi, Pariwisata

## **1. Introduction**

The global pandemic that occurred in recent years has significantly impacted various economic sectors worldwide, including the tourism sector. One of the sectors most affected by the pandemic is the tourism industry due to travel restrictions, lockdowns, and people's fear of being transmitted by the COVID-19 virus. Such conditions decreased visits to many tourist destinations, causing income losses and job losses (Bulchand-Gidumal, 2022). The pandemic has caused a major blow to global industry, including tourism and MSMEs, which are contributors to economic growth. Two examples of sectors severely affected by the pandemic are the tourism industry and MSMEs are the two sectors. The closure of tourist attractions, travel restrictions, and economic uncertainty made tourism and MSMEs experience difficulties (Abbas et al., 2021).

Tourist beaches that were previously busy with tourists suddenly became quiet, creating an uncondusive atmosphere for many business actors, especially the MSME industry. Without tourists' visits, tourist spots, such as Pangandaran Beach, faced economic difficulties, especially for those who rely on the tourism sector as their livelihood. Pangandaran Beach is an ecological-based tourist destination. Pangandaran Regency has various tourism potentials, such asc Pangandaran Beach, a natural tourist park (Pananjung Nature Reserve), Batu Shark Beach, Batu Karas Beach, Madasari Beach, Karapyak Beach, and river tourism, icluding Cukang Taneuh (Green Canyon), Citumang, and Santirah. The pandemic also affected infrastructure support, such as hotels, restaurants, and entertainment venues (Komariah & Subekti, 2016).

Based on statistical data published by the Ministry of Cooperatives and SMEs of the Republic of Indonesia, 1,785 cooperatives and 163,713 MSME industries were affected by the pandemic. The majority of the affected MSMEs operate in the daily basic needs sector. Meanwhile, sub-sector MSMEs and the food and beverage sectors were severely affected by the pandemic. Visits to Pangandaran tourism beaches, which were previously destinations, significantly declined during the pandemic. The MSME industry operating in coastal areas and highly depending on tourist visits also faced economic challenges. The Central Statistics Agency (BPS) in 2020 reported that the income of 84.20% of tourism MSMEs declined, and 62.21% of them experienced financial difficulties in employee compensation and operational costs (Akmal & Arifa, 2023).

Besides the decline in tourism visits in several areas, several MSMEs, which were often considered the supporting pillars of Pangandaran's economy, closed (Sigala, 2020). Some MSMEs were forced to end their operations, while others sought innovative approaches and transformative strategies to ensure business continuity to change market conditions (Ratten & Jones, 2021). Despite the difficulties due to the pandemic, some MSMEs in the Pangandaran coastal area started to learn new things, adapt to conditions, and innovate something new. Driven by the need to survive, many of them have started to transform their business models, products, and marketing strategies. One of their innovation strategies is to re-explore and adopt local cultural values as their main strength and attraction. The data analysis of the Ministry of Cooperatives and SMEs of the Republic of Indonesia revealed an interesting phenomenon in the

digitalization era. Of Nearly 59.2 million MSMEs in Indonesia, 3.79 (8% ) million have successfully adapted with technology by utilizing online platforms to market their products. These figures reflect a significant evolution in the MSMEs' ways of interacting with their markets and customers (Sundah et al., 2021).

Amid changes in the tourism economic sector after the COVID-19 pandemic, local cultural aspects play an important role. Culture is defined through its values, norms, and traditions and is often used as a basis for the MSME industry to determine strategic policies, build business networks, and shape regional identity (Lee et al., 2022). Culture plays an important role in the tourism context (Zhao et al., 2023). Pangandaran's cultural diversity provides a competitive advantage in the global tourism sector for the area. Therefore, MSMEs in the Pangandaran coastal area integrate cultural elements into their operations as an adaptive response to the pandemic situation, a form of appreciation, and an effort to preserve cultural values. To adapt to changes, several business establishments, such as inns and homestays, have integrated local traditional architectural design elements into their aesthetic concepts and used cultural arts to create or decorate physical and social spaces in a place (Wang et al., 2021) on the field observations revealed two pints.

The transformation of MSMEs faces various challenges. Businesses often have difficulty realizing the importance of cultural preservation, have limited resources (Otrachshenko et al. 2022), and have difficulty promoting products or services to tourists who are less familiar with this type of tourism. One business that is still less well known by tourists is the type of river rafting tourism, namely Santirah river tourism, Citumang river tubing and Curug Bojong, this is because they still rely on word of mouth for promotion and do not take advantage of marketing using social media. However, behind these problems, there are valuable lessons to be learned.

Coastal areas, which are synonymous with tourism and local economic activities, have experienced significant changes in their business practices after the pandemic. The cultural factors inherent in coastal areas have a major influence on the characterization of economic phenomena. This confirms the important role of culture in shaping the framework of thinking, behavior and decision-making of MSME stakeholders (Doepke and Zilibotti 2014). By understanding the deep meaning of culture, MSMEs in coastal areas can more effectively navigate this new era, maximize opportunities and overcome increasingly complex challenges (Swanson and DeVereaux 2017). Their performance, as key actors in the local economy, will greatly influence the direction of economic development of coastal areas post-pandemic.

The beach as a tourist destination has interesting phenomena, including local culture, which distinguishes it from other tourist sites. This research aims to explore the importance of cultural adaptation in reviving post-pandemic beach tourism. In addition, this research also aims to provide guidance for policy makers and MSME stakeholders on how to utilize local cultural assets as a strategic instrument to improve the economic resilience of coastal tourism.

## **2. Research Methodology**

This research highlighted innovation techniques, cultural adaptation, and post-pandemic effects to thoroughly comprehend these events. This study utilized a qualitative approach to thoroughly examine MSME stakeholders' perspectives, attitudes, and experiences, as well as to evaluate their diverse difficulties, opportunities, and adaptive tactics. Furthermore, a qualitative approach is appropriate for comprehending how MSMEs adjust to local culture and how culture impacts their innovation initiatives (Creswell 2002).

This research employed a case study approach because the Pangandaran coastal area had local cultural characteristics and was one of the main tourism destinations in West Java, Indonesia. The interaction between local cultural traditions and MSMEs' responses to the pandemic provided a unique backdrop to understand their transformation. Robert K. Yin (in Pujileksono, 2016) states that case studies are appropriate when the boundaries between phenomenon and context are unclear. Many factors affect tourist beach MSMEs after the pandemic, the impact of the pandemic, business strategies, and cultural adaptation.

The stages of this research are as follows: 1) Determining cases of MSME actors on Pangandaran Beach and their strategies to adapt to post-pandemic conditions while maintaining or incorporating local cultural elements; 2) Conducting an initial survey to understand the condition of MSMEs in Pangandaran before the pandemic by interviewing business owners and collecting secondary data, such as local tourism statistics; 3) Designing an analytical framework that includes cultural and changing business aspects post-pandemic; 4) Collecting primary data through three methods. First, in-depth interviews extracted information from MSME owners, local stakeholders, and the community about how local culture influences business decisions and their post-pandemic adaptation. Second, participatory observations observed MSMEs, interactions with customers, and strategies to apply cultural elements in operations and marketing. Third, document analysis analyzed promotional materials, online reviews, and social media to understand the representation and integration of local culture in the business; 5) Analyzing data to identify patterns and themes of cultural elements and business transformation and compare findings with existing literature to obtain broader context and in-depth interpretation; 6) Validating the findings by triangulating respondents and stakeholders to ensure accuracy and validity

This study employed purposive sampling, namely a non-probability sampling technique. This technique enabled the researchers to specifically select research sample from the population based on certain objectives or predetermined criteria (Mulyana, 2002). The sample selection criteria were a) MSME owners in Pantai Wisata; b) active MSMEs before and after the pandemic; c) MSMEs with new post-pandemic innovations to find out innovation strategies, which provided valuable insight into the opportunities and challenges of cultural adaptation after the pandemic; d) various types of MSMEs, such as culinary, souvenir, and service MSMEs. Therefore, the sample of this study was 12 MSME actors, consisting of various types of businesses. Before being interviewed, they confirmed their willingness to participate in the research and were scheduled for further interviews.

### **3. Result and Discussion**

Most MSMEs in Pangandaran have adopted new ways of running their businesses. Before the pandemic, they relied solely on direct sales to attract tourists. However, after the pandemic, many of them started implementing online businesses or online booking systems to reduce direct contact. This adaptation has been key to the survival of MSMEs post-pandemic (J. Paul et al. 2023). Social restrictions and fears of virus transmission are driving MSMEs to innovate through online business or pre-ordering as a solution to stay operational (Santos, Liguori, and Garvey 2023).

Nonetheless, this adaptation process is not without obstacles, as some MSMEs are still unfamiliar with digital technology (González-Serrano et al. 2023). However, the need to survive the crisis motivates them to learn and adapt to the changes. During the pandemic, several MSME actors tried to use social media for their marketing, such as Facebook, Instagram, and WhatsApp. The informants explained that WhatsApp was the most widely used media because it is the easiest among Facebook and Instagram. In other words, in a crisis situation, digital platforms can be an important tool that can help agricultural entrepreneurs innovate, adapt, or transform their businesses significantly (Ratten 2022). In the current digital era, the evolution of information and communication technology has developed significantly. Therefore, MSMEs should use technology, such as social media, to conduct promotional strategies.

In the current digital era, MSMEs have a pivotal role, especially in promoting their products or services. Examples of MSME actors in natural tourism services are Citumang and Santirah. Social media, such as Facebook or Instagram, enables MSMEs to introduce the beauty and uniqueness of tourist attractions in Pangandaran to a wide audience. Moreover, using attractive photos and informative descriptions enables MSMEs to attract tourists to visit. Promotional strategies using social media provide more effective cost and reach wider audience (Mangold & Faulds, 2009).

In the contemporary business landscape, the utilization of social media platforms by MSMEs has emerged as a pivotal component for marketing, engagement, and stakeholder communication. The pervasive nature of social media, coupled with its cost-effective reach, has made it an indispensable tool for businesses, especially for MSMEs that often operate with limited resources. Understanding the motivations behind the adoption of these platforms by MSME actors can provide insights into the potential benefits and returns they perceive from their online engagements. Table 1 delineates the primary reasons MSME actors resort to using social media and enumerates the benefits they discern from this utilization. By dissecting these motivations and perceived benefits, stakeholders, policymakers, and business strategists can tailor their approaches to further bolster the digital presence of MSMEs and harness the full potential of social media for business growth and engagement.

Table 1. MSME actors' reasons for using social media and the benefits perceived from this use

Reason	Description
Social media has become an inseparable part of human life.	Social media has become an integral part of people's dynamic daily lives. This shows that almost all demographic groups, including MSMEs' potential consumers, are present and active on social media platforms.
Social media has capacity to disseminate information.	Social media has the capacity to disseminate information quickly and efficiently and MSME actors can promote their products or services to a wider audience at relatively lower costs than traditional marketing methods. The interview results show that 12 informants used social media, especially WhatsApp groups, to find information and promote their products. They join several groups, such as school alumni groups, fellow traders' groups, and community groups. Moreover, promoting products on WhatsApp groups has better results than on other social media.
Social media utilizes technology.	Given the significant advances in information and communication technology, MSME actors who adapt and integrate social media into their marketing strategies tend to have a competitive advantage. Moreover, they can respond quickly to market trends, receive input from customers, and adjust their strategies based on data analysis obtained from social media interactions. Moreover, using WhatsApp groups to promote products is very easy, cheap, and fast and earns quicker results.
Social media increases public reach and engagement.	Social media enables MSMEs to interact directly with their customers, build closer relationships, and get real-time feedback and reviews. Social media increases brand awareness and customers' loyalty. Several informants opined that one of their marketing techniques was to improve the quality of personal relationships with customers. Therefore, customers feel at home and do not move to other traders. There are several ways to retain customers: <ul style="list-style-type: none"> <li>• always greeting them when shopping,</li> <li>• always giving a friendly and kind impression amidst any problems,</li> <li>• delivering customers' shopping goods to their addresses freely, especially for busy customers, and</li> </ul> providing discounts, even if in a small quantity, because housewife customers like discounts.

Source: Research Result (2025)

The data show that social media is a crucial tool for MSMEs to compete, innovate, and develop in today's dynamic and digital market ecosystems. Strategic integration of social media in MSME business operations can result in significant growth and sustainability. In the context of digitalization, social media platforms, such as websites, Facebook, and Instagram, have been identified as effective tools for promoting tourism sectors, such as Pangandaran. Integrating visual content in the form of photos of stunning tourist views and informative descriptions can increase public interest in visiting Pangandaran.

Apart from the digital approach, conventional promotions are also still applied, such as placing banners or billboards to inform the advantages of Pangandaran tourist destinations. Such

a strategy remains relevant and functions as visual communication media for a wider audience. Although the visit of international tourists decreases, MSME actors of tourist beaches can use the available opportunities to attract local tourists by offering products or experiences that prioritize local cultural values. This shows how MSMEs can utilize cultural riches as a business strategy while maintaining and preserving local cultural heritage (Obschonka, 2017).

Strengthening digital marketing and collaboration among MSMEs can maintain the existence of MSMEs amid a crisis and build the foundation for MSMEs to grow and develop in the future (Kusuma & Sugandi, 2018; Stephen, 2016). Thus, revitalizing cultural products in correlation with post-COVID is a strategic step to make MSMEs in Pangandaran a competitive and sustainable cultural tourism destination. Cooperation between several parties, the government, and the local community, is needed to utilize the local wisdom in Pangandaran. Unfortunately, local wisdom performances are only held once a year, and it is very difficult to promote technology-based tourism in a short time.

In facing the crisis, MSME actors collaborate with local communities to promote sustainable tourism and local culture (Maisaroh, 2016). The COVID-19 crisis emphasizes the importance of collaboration and mutual cooperation. Many MSMEs see the importance of collaborating with local communities and promoting, producing, and distributing products (Oprica, 2013). This collaboration strengthens networks and provides moral support for MSMEs to survive (Paul et al., 2014). Pangandaran is one of the popular tourist destinations in West Java, Indonesia. The existence of rapidly developing tourism certainly attracts MSMEs to grow and develop.

There are several reasons why many MSMEs in Pangandaran prefer to join or participate in the community. Table 2 presents an analysis of the motivations behind MSME actors' decisions to join communities. Derived from a 2023 research study, it offers insights into the specific reasons driving these enterprises to engage in communal activities. By understanding these motivations, one can better comprehend the value and benefits MSMEs seek in community participation.

Table 2. MSME actors' reasons for joining the community

Reason	Description
Business networks	By joining a community, MSME actors can expand their network. Therefore, they can exchange information, obtain business references, and collaborate with other business actors. One of the advantages of joining a business community is the business network's ability to exchange valuable knowledge and experience.
Education and training	Communities often provide information about training or workshops to improve MSME actors' quality and capacity of production, marketing, financial management, or other aspects. The government through the District Cooperatives and UMKM Service Pangandaran can provide information about entrepreneurship training or assistance for the community. Afterward, the community forwards the information to its members. MSME actors who do not join the community will miss important information.

Reason	Description
Collaboration	In a community, MSME players can collaborate to make joint purchases (bulk buying) or joint sales to reduce risk and increase efficiency. However, very few MSMEs do this because they still consider their colleagues as competitors, not potential business partners.
Moral support and motivation	Running a business can be challenging. The community and fellow members enable MSME actors to get moral support and joining a community gives MSME actors friends to share and tell stories when they are in trouble. This is beneficial even though the support represents moral support.
Joint promotion	In the community, MSME actors often hold joint promotions, such as exhibitions or bazaars. These strategies can certainly increase the visibility and sales of their products. Apart from that, they can build new networks through the community because each member has business network. One of the promotional techniques the community carries out is a word-of-mouth marketing technique through social media. This technique is effective because testimonials can more effectively change someone's behavior than advertisements. This happens because information from familiar people is more credible than reading brochures or advertisements.
Access to resources	As a part of the community, MSME actors can gain access to various resources, such as financial assistance, access to markets, and technology. Communities have access to the government for information related to assistance and training.
Information	MSME actors who are community members have a motive to seek information. Before joining the community, they only communicated with their close friends or neighbors. However, after joining the community, communication channels become wider with more fellow communities who are tourism actor group members, such as hawkers. Moreover, this communication channel is very helpful to get various materials to sell because many friends provide various information about their merchandise.

Source: Research Result (2025)

Pangandaran with its tourism potential is certainly a fertile field for MSMEs to develop. Therefore, joining a community is MSMEs' effective strategy to achieve success in Pangandaran. Another advantage of organizing MSMEs is the possibility of exchanging information. In the past, MSMEs only exchanged information about how to make crafts from each craftsman and promote the product in a small scope, namely between craftsmen and their friends. However, after joining the community, MSMEs can actively promote their products to other craftsmen and other components (Fernández-Pérez et al., 2015). The government monitors the progress of the community. Moreover, the information discussed is increasingly diverse, such as how to market products, prices charged by each craftsman, and strategies to update and modify existing crafts to make them more attractive to buyers.

The community still has inadequate roles in improving the welfare of its members. Some communities show a high degree of solidarity with their members and support each other's



business endeavors. In contrast, other communities tend to view their members as competitors, especially if they operate in the same business segment. These dynamics can hinder the community members' collaboration and resource exchange. The effectiveness of an MSME community can be measured by how well the community supports the growth and welfare of its members (Yildirim, 2014). While offering inherent benefits, joining a community has several challenges that should be overcome so that the community can function optimally. Carefully designed strategies and effective communication among its members are the keys to achieve the desired effectiveness. The above results and discussion can consider innovation strategies suitable for Pangandaran. These strategies are as follows. Table 3 details the innovation strategies aimed at developing MSMEs in Pangandaran, as derived from a 2023 research analysis. This table offers a glance into the approaches adopted to foster MSME growth in the region.

Table 3. Innovation Strategies to Develop MSMEs in Pangandaran

Innovation Strategies	Description
Product development	Products or services should be developed considering consumers' needs after the pandemic era. The examples are providing tour packages that include health elements or food products with hygiene standards.
Continuous learning	It is essential to conduct training on health protocols, digital marketing, financial management, and other business aspects for MSME owners and employees to improve competency and service quality.
Loyalty program	Loyalty programs for consumers should be conducted by providing discounts, points, or other benefits for loyal customers to increase customers' retention.
Diversification of income sources	Apart from selling main products/services, MSMEs can look for other sources of income, such as selling merchandise or conducting workshops and classes about their products or services.
The use of communication and information technology	Social media can be used for marketing purposes.
Brand development or branding	It is essential to create consumers' strong brand identity and brand awareness.

Source: Research Result (2025)

Adaptation and innovation are the keys to respond to changing and dynamic business, especially post-pandemic (Nemoto & Koreen 2019; Lisetchi & Brancu 2014). MSMEs on Pangandaran Beach rely on a tourist area and tourist flows as their income sources; thus, they must understand innovation strategies. This understanding is crucial because innovation strategies provide opportunities, obstacles, and challenges in the adaptation process. Identifying these obstacles helps MSMEs prepare solutions and provide a clearer view of what steps to take next.

Implementing innovation strategies for MSMEs on Pangandaran Beach post-pandemic potentially raises several obstacles: 1) Changes in Consumer Behavior; After the pandemic, consumers have become more aware of health and safety. Therefore, MSMEs should adapt their operations to ensure strict health and safety protocols; 2) Limited Resources; Many MSMEs may face limited financial resources, human resources, or technology to adapt quickly; 3) Competition; The emergence of innovations in the tourism sector has resulted in tougher competition. Consequently, MSMEs must persist in innovating to maintain relevance; 4) Access to Technology; Despite widespread access to digital technology, many MSMEs still face obstacles in acquiring or utilizing certain technologies. This problem often occurs in areas with inadequate technological infrastructure; 5) Limited Information on industry trends, government regulations, or new opportunities is often a challenge for many MSMEs, as most of them rarely or have limited access to digital media; 6) Lack of Networking or Collaboration among MSMEs or with other parties, as a strong network is one of the factors that plays a huge role in the success of MSMEs.

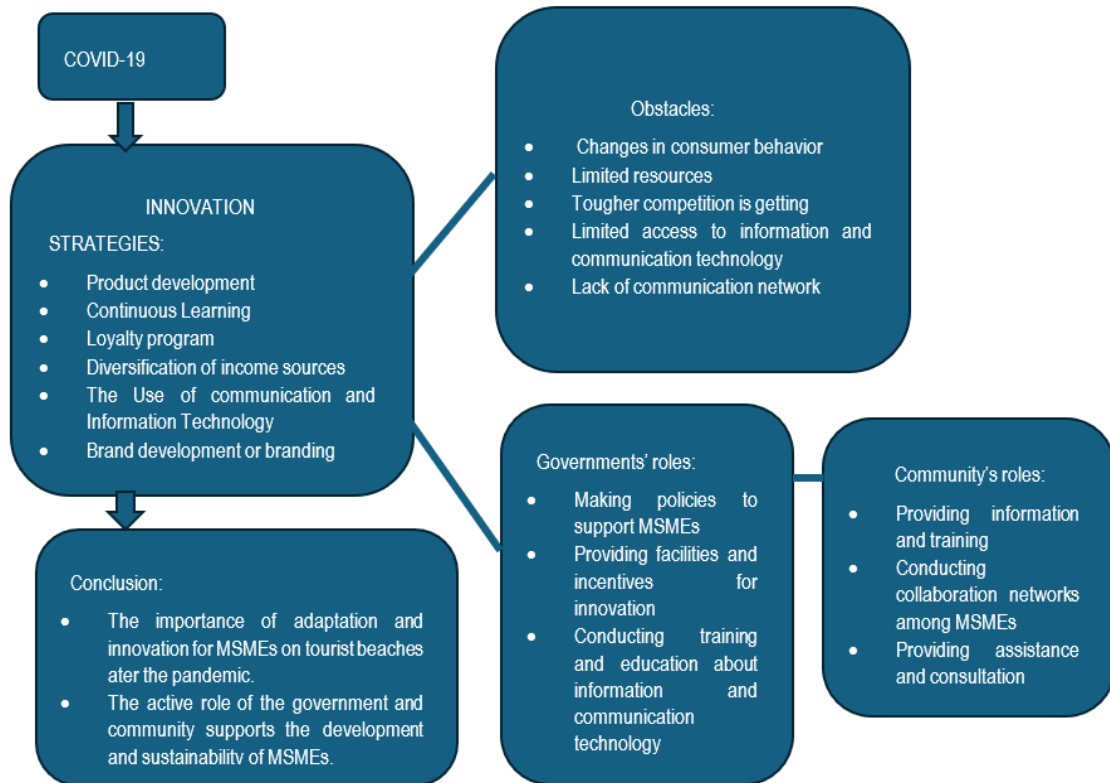
The post-pandemic period for the tourism sector in destinations such as Pangandaran Beach creates great opportunities as well as challenges that MSMEs must face. Changes in consumer behavior have placed commitment to health and safety as a top priority in today's market. Tourists tend to choose places that strictly implement health and safety protocols, in addition to shopping, tourists prefer to shop online compared to coming directly to the place.

Limitations in budget, human resource capacity, or technology can slow down the adaptation process. However, MSMEs can make creative use of existing resources to adjust quickly. The tourism sector itself is dynamic, with innovations and developments constantly occurring in a short period of time. This pace of change often creates intense competition, so MSMEs must constantly adapt to stay relevant in the market. Although technology is increasingly accessible in this digital era, there are still many small business entrepreneurs who still struggle to utilize the benefits of this technology to the fullest, as most of them do not have higher education which hinders their access to communication technology.

According to the Pangandaran Regency Office of Trade and MSME Cooperatives, the ability to stay abreast of industry trends, regulations, and new opportunities is critical in the ever-changing tourism sector. The success of MSMEs is one of them is the ability of its actors to adapt and innovate along with the times. Several informants engaged in crafts and culinary businesses such as salted fish, shredded fish said that currently the ability to use social media is very important for the survival of their business, because if they only rely on traditional marketing, consumers will not increase, it is different if marketing uses social media, consumers can come from anywhere without knowing the boundaries of the region.

While innovation is often born out of collaboration, the lack of a strong network can hinder MSMEs from capitalizing on these collaborative synergies. These barriers emphasize the need for an integrated plan to boost tourism by leveraging the unique advantages of MSMEs while solving the challenges they face, especially in coastal tourist sites such as Pangandaran Beach. Figure 1 shows the MSME Innovation Strategy Model designed specifically for coastal tourism in

the post-pandemic context. Based on 2023 research, this model (Figure 1) illustrates the strategic approach MSMEs use to adapt and thrive in post-pandemic coastal tourism destinations.



Source: Research Result (2025)

Figure 1. MSME Innovation Strategy Model on Tourism Beaches Post-pandemic

#### 4. Conclusion

Pangandaran tourism beach is a good case of how small MSMEs are able to change and grow by using communication and information technology and at the same time preserving their local culture. These enterprises have communal efforts as the core focus and build the culture as form of the economy in coming out post pandemic and sustaining tourism. However, their growth nevertheless faces serious threats such as lack of capital, inadequate technological resources, poor-skille workforces and little support from the government and from the laws. As a solution to these problems, MSMEs are incorporating technology, enhancing human resource capacity, and relying on local culture to source tourists. Government assistance, private participation, and MSMEs cooperation are needed to strengthen their resilience and enhance their competitiveness. Under such initiatives, MSMS can prove to be important partners in developing sustainable tourism in Pangandaran. That said, the academic literature on this issue is narrow in focus, limited to the case of Pangandaran and specific kinds of MSME's and therefore ignores context or longitudinal aspects.

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