

Original Articles

Resilience and Adaptation of Micro-Enterprises within a Declining Tourism Ecosystem: A Qualitative Case Study of Cemara Beach, West Lombok, Indonesia

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This article contributes to:



Abstract. This study aims to examine the dynamics of micro-enterprises within the tourism ecosystem during periods of tourist decline and to identify the main causes of such downturns at Cemara Beach, Lembar Selatan Village, West Lombok Regency. A qualitative approach was employed, using data collection techniques including in-depth interviews, participatory observation, and documentation. Content analysis was utilized to identify key themes and patterns from the collected data. The findings reveal that the decline in tourism was primarily driven by poor infrastructure, inadequate promotional efforts, limited supporting facilities, and weak synergy between the government and local communities. This decline has directly impacted micro, small, and medium enterprises (MSMEs), leading to reduced revenue, downsizing of operations, and business closures. Nevertheless, several MSME actors demonstrated resilience by diversifying their products, utilizing social media for marketing, and initiating informal collaborations with fellow entrepreneurs.

Keywords: MSMEs, Tourism Decline, Cemara Beach, Micro-Enterprise Dynamics, Local Adaptation.

1. Introduction

Tourism is one of the leading sectors in national development that plays a strategic role in driving economic growth, income equality, job creation, and preserving local culture [1]. In the context of regional development, this sector is a driving force for the community's economy [2]. Especially in areas that have high natural and cultural resource potential. Law No. 10 of 2009 concerning Tourism emphasizes that tourism development is directed at improving community welfare through empowering local potential and involving the community [3].

One area that has great potential in developing community-based tourism is Cemara Beach, Lembar Selatan Village, West Lombok Regency. This area has a rich mangrove ecosystem, beautiful sea, and the traditions and culture of coastal communities that are still preserved. This potential has supported the implementation of cultural activities such as Lebaran Topat and the sailing boat festival which are tourist attractions [4]. However, in recent years, Cemara Beach has faced various serious challenges that have caused the decline of the tourism sector [5]. Damage to basic infrastructure such as roads and bridges, lack of supporting tourism facilities, and unsustainable promotions are often the main factors in the decline in the number of tourist visits [6]. This situation has a significant impact on micro, small, and medium enterprises (MSMEs) who depend on tourism activities as their main source of livelihood [7].

The resilience and adaptability of MSMEs in facing crisis situations like this are important focuses for research, considering the strategic role of MSMEs as the backbone of the local economy [8]. Therefore, this study was conducted to better understand the dynamics of micro-enterprises in the tourism ecosystem, especially when facing

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conditions of declining tourists, by taking the Cemara Beach tourist destination as a case study.

Several studies that have examined the impact of tourism on the development of MSMEs have found that tourism contributes positively to the growth of MSMEs, as found by Purnomo et al. [9] in Magetan Regency and Sutomo et al. [10] in Sleman Regency. The most prominent contribution is the increase in MSME income [11]. Likewise in Madura, tourism activities have an impact on community income and MSME growth [12]. Of the several studies that have been conducted, not many have examined the resilience of MSMEs when there is a decline in the tourism sector. This study is here to fill the gap in the literature and is expected to provide academic contributions and policy recommendations in order to encourage the sustainability of tourism and MSME development simultaneously [13].

2. Method

This study uses a qualitative approach with a descriptive method. This approach was chosen to deeply understand the social and economic phenomena that occur among micro-entrepreneurs in the Cemara Beach tourism ecosystem in Lembar Selatan Village, West Lombok. Qualitative research allows researchers to explore information from the perspective of the subject in a naturalistic manner, through direct interaction with the environment and the main actors in local economic activities. Data collection techniques were carried out using triangulation, namely by combining in-depth interviews, participatory observation, and documentation. Interviews were conducted with key informants including officials from the Tourism Office, the Cooperative and SME Office, the Lembar Selatan Village Government, and local UMKM actors. Observations were conducted to directly see the condition of infrastructure, economic activities, and social interactions in the tourist area. Documentation was used to obtain secondary data such as government reports, photos of activities, and media publications [14].

Informants were determined by purposive sampling, with the criteria being individuals who understand tourism issues in depth, are directly involved in decision-making or business activities, and are willing to take the time to be interviewed. Data analysis in this study was carried out in stages, including data reduction, data presentation, and drawing conclusions [15]. The data reduction process involves selecting and simplifying information from interviews and observations to obtain the essence of the observed phenomena. Furthermore, the data is presented in the form of a descriptive narrative that systematically describes the patterns of findings. Triangulation was carried out to test the validity and reliability of the data by comparing information from various sources and techniques. Meanwhile, content analysis was used to identify the main themes of the narratives and documents analyzed, with an interpretive approach to symbolic, social, and contextual meanings [16].

3. Result and Discussion

3.1 Determination of informants

According to Lokot [17] Determining Key Informants for research is based on considerations seen from the following criteria:

- a) Those who master or understand something through the process of enculturation (cultivating), so that something is not only known, but also internalized, meaning: the head of the tourism office and the head of the cooperative and UMKM office and the village head master and understand every buying and selling business activity that is carried out.

- b) Those who are still involved in the activities being studied, meaning: the head of the tourism office and the head of the cooperative and UMKM office and the village head as the manager and policy maker for tourism on Cemara Beach. So that they are always involved in every tourism activity that occurs.
- c) Those who have sufficient time to be asked for information, meaning: the head of the tourism office and the head of the cooperative and UMKM office as well as village heads who are willing to spend a lot of time providing important information related to research in the midst of their busy schedules.

3.2 Characteristics of Informants

Informants are people who are used to provide information about the situation and conditions of the research background [18]. Informants are obliged to voluntarily become members of the research team even though it is only informal. The usefulness of informants for qualitative researchers is to help them to be fast and careful in conducting analysis, especially for researchers who have not experienced ethnographic training. In addition, the use of informants for researchers is so that in a relatively short time a lot of information is obtained [19]. Based on the technique of determining informants by purposive. Researchers obtained information from the head of the tourism office, the head of the cooperative and UMKM office, the village head and UMKM actors who master information about the development and decline of Cemara Beach tourism in the Lembar Selatan village area.

Based on information from the head of the tourism office and the head of the cooperative and UMKM office and the village head, the next informant can be traced further from the key informants through triangulation, namely from the head of the tourism office, the head of the cooperative and UMKM office and the village head himself to be tested *sidiq* (cross check) then supplemented with documents related to the progress and decline of Cemara Beach tourism, both in the form of books, papers, journals and regulations or government policies related to tourism. The initial step that the researcher took was to visit the head of the tourism office, the head of the cooperative and UMKM office, the village head and UMKM actors in West Lombok district, for in-depth interviews.

According to Mencho [20] Determining Key Informants for research is based on considerations seen from the following criteria: (a) Those who master or understand something through the process of enculturation (cultivating), so that something is not only known, but also internalized, meaning: the head of the tourism office, the head of the cooperative and UMKM office and the village head master and understand every tourism activity carried out. (b) Those who are still considered to be involved or engaged in the activities being researched, meaning: the head of the tourism office, the head of the cooperative and UMKM office, as well as the village head and UMKM business actors so that they are always involved in every tourism matter in accordance with the applicable regulations. (c) Those who have sufficient time to be asked for information, meaning: the head of the tourism office, the head of the cooperative and UMKM office and the village head who are willing to spend a lot of time providing important information related to the research in the midst of their busy work. The following is the informant data in this study:

Table 1.
Research
Informants

No	Name	Role	Gender	Education	Criteria
1	IS	Head of Tourism Marketing Division of West Lombok Regency	L	Bachelor	Key Informant

No	Name	Role	Gender	Education	Criteria
2	WO	Head of Tourism Destination Development Division, West Lombok Regency	L	Master	Key Informant
3	HY	Head of the Cooperatives and SMEs Service of West Lombok Regency	L	Bachelor	Key Informant
4	SD	Head of Micro Business Empowerment Division, West Lombok Regency	P	Bachelor	Key Informant
5	MS	Head of South Lembar Village	L	Bachelor	Key Informant
6	ST	MSME actors	P	Senior High School	Key Informant
7	AM	MSME actors	L	Senior High School	Key Informant
8	MR	MSME actors	L	Junior High School	Key Informant

3.3 Interview Results: Reasons for the Decline of Tourism in Cemara Beach and the Dynamics of MSMEs During the Decline of Tourism

3.3.1 Perspective of the West Lombok Regency Tourism Office

Based on the results of interviews with representatives from the West Lombok Regency Tourism Office, it is known that Cemara Beach is currently in the development stage to become a superior and competitive tourist destination. The Tourism Office has collaborated with tourism awareness groups (Pokdarwis) and the local village government in making promotional videos and developing tour packages, such as mangrove tour packages, beach cleaning, and mangrove planting. This step is expected to strengthen the appeal of Cemara Beach in the eyes of tourists. As conveyed by IS as follows:

"We made a promotional video. The promotional video that we started from Cemara village. And also later there, from our community there, especially the POKDARWIS children, they have made tour packages there."

The agency also acknowledged that the decline in the number of tourists did not only occur in Cemara Beach, but also in various other destinations, especially those caused by external factors, such as the influence of Tourism Advisors from foreign countries who assessed the security of the Asian region in general. This has an impact on the fluctuation of foreign tourist visits. In addition, the lack of effective and segmented promotions also contributed to the sluggish tourist visits. As conveyed by IS as follows:

"The reason is because, firstly, tourists, especially foreign tourists, they already have, what's it called, tourism advisors."

From the MSME side, the decrease in the number of tourists has a direct impact on the decrease in income and local economic activity. Therefore, the Tourism Office is trying to organize thematic events, such as "Fishing Adventure" or "Mancing Mania", to re-energize tourist visits and revive the MSME sector. It is hoped that these activities can trigger wider MSME involvement, from boat service providers to local food traders. As conveyed by IS as follows:

"Yes, then we will have something called fishing adventure or fishing mania that we will create there. So that everything will be lifted, all local MSMEs will be lifted. So what they have there, like boats, so boats will also be lifted because they are used by people for fishing."

In terms of recovery efforts, the Tourism Office emphasized the importance of a clear and relevant destination concept, in accordance with the geographical character of the region. For coastal areas such as Cemara Beach, the concept raised is more directed towards nature-based and educational tourism. The promotion carried out must also be based on local uniqueness and adjusted to market segmentation, such as students, college students, nature lover communities, and family tourists. As conveyed by IS as follows:

"So if, for example, the concept is not relevant, then people will abandon it. If, for example, the concept is in the sea, then there must be relevance to sea activities, activities on the beach. If, for example, it is in the mountains, then there must be relevance to activities like those on the mountains."

In terms of policy and planning, the Tourism Office has prepared a Master Plan for the development of Cemara Beach in 2024, which includes the development of tourism amenities, such as a food court (a one-stop food center), pedestrian paths, viewing towers, and open stages. This also functions as an effort to protect the land from abrasion, and to arrange the area aesthetically. The Office is also seeking cooperation with the private sector and NGOs, including from abroad, in developing infrastructure and promotion. As conveyed by the WO as follows:

"The policy that was made in 2024, we have prepared a master plan. A master plan for the development of Cemara Beach."

However, the main challenge faced is the limited basic infrastructure, especially accessibility, such as inadequate bridge conditions. This has an impact on the difficulty of large vehicles entering the area, thus limiting the number and type of tourists who can come. Therefore, strengthening infrastructure is a key factor in ensuring the sustainability of tourism and MSME development in Pantai Cemara. As conveyed by IS as follows:

"Earlier, the infrastructure had to be fixed, our accessibility is now because the bridge is small and damaged, how can we get in there? For example, large vehicles, only small vehicles can get in there."

This opinion was clarified through observations made by the researcher as shown in the following image:



Figure 1.
Damaged and
Narrow Bridge

Overall, the Tourism Office has high hopes that Cemara Beach can grow into a leading destination that can increase local economic circulation, encourage the development of MSMEs, and improve the welfare of the local community. As conveyed by WO as follows:

"Yes, the general hope is that both the government and the local community will develop Cemara Beach by first increasing the internal economic circulation there."

3.3.2 Perspective of the Cooperatives and SMEs Service of West Lombok Regency

In the Pantai Cemara area, the number of MSME actors is indeed not too many, estimated at less than 100 business units, but the agency has assisted most of them in the process of making a Business Identification Number (NIB). Several MSME actors have also received assistance in the form of infrastructure, such as chairs and other supporting facilities. In addition, there are business actors who have participated in capacity building training, although the implementation is selective so as not to cause social jealousy among business actors. As conveyed by SD as follows:

"The point is, we support MSMEs in the tourism area as conveyed. They already have NIB, some have also participated in training, there are several people."

In terms of access to financing, the Cooperatives Office previously collaborated with Pegadaian Syariah to assist with access to capital based on recommendations. Now, they have collaborated with BPR (People's Credit Bank) in the form of an interest subsidy program, where the local government bears the interest on loans for MSMEs that have been officially registered in the office's database. This data is collected in an integrated manner through cross-agency coordination, including with sub-districts and villages. As conveyed by SD as follows:

"The second one, thank God, in this government we have cooperation with BPR, not capital assistance, but interest-free loans. That's the trend, the interest is borne by the government. That's all recorded in the database. We have the database."

Regarding product marketing, the Cooperatives Office encourages MSMEs to be active in digital marketing, both through social media such as Facebook, Instagram, TikTok, and through government e-catalogs and applications created during the COVID-19 pandemic. Some local products, such as shrimp paste, have even been widely known and become typical souvenirs from the area. As conveyed by SD as follows:

"Well, on average, these MSME friends are already smart, right? Through digital online TikTok, through FB, it goes back to MSMEs. But through the local government, we have an e-catalog."

From the perspective of the service, there is no significant decline in MSME activities at Cemara Beach. Although visitor data is not recorded directly, activities are still seen to be busy, especially at certain moments such as the Lebaran Topat holiday and weekends. Local MSMEs, especially those engaged in the culinary sector such as fish food stalls, remain active and are a special attraction for domestic tourists. As conveyed by SD as follows:

"During the Eid holiday or weekends, it's busy. If it's there, it's because we don't record the impact of the decline in tourists,"

The agency also emphasized the importance of improving the quality of products and services, including in terms of presentation, cleanliness, uniqueness of taste, and affordable prices. They encouraged business actors to be more creative in processing and presenting products, taking examples from culinary tourism areas such as Jimbaran in Bali, which have succeeded in transforming seafood into attractive dishes at premium prices. As conveyed by SD as follows:

"Well, if we want to improve the quality, the quality that is dominated there is the food stalls, what is the name of the fish, on average fish cuisine, yes, that's like I said, how to be creative to attract visitors."

Collaboration between the Cooperatives Office and the Tourism Office is also established in supporting tourism events, where local MSMEs are directly involved as participants or providers of services and products. This is part of the strategy to strengthen the local economy-based tourism ecosystem, which aims to improve the tourist experience while empowering small business actors around tourist destinations. As conveyed by SD as follows:

"One of our supporters, for example the Tourism Office holds events, keep in touch with us for cooperation, please prepare the UKM to take part."

In the future, the Cooperatives Office hopes that the management of MSMEs in Pantai Cemara will be more organized, both in terms of managing business premises, product packaging, and readiness to face changes in tourist trends. They also emphasized the importance of improving supporting infrastructure, such as road and bridge access, which are believed to further revive tourism and open up more opportunities for the growth of local MSMEs. As conveyed by HY as follows:

"Why should the suspension bridge be built, what is the urgency, the main bridge should be rebuilt first. If the bridge is wider to the right and then if the road access is better, God willing, tourism will advance, SMEs will advance, West Lombok PAD will advance."

3.3.3 Perspective of the Head of South Lembar Village

Based on the results of an in-depth interview with the Head of Lembar Selatan Village, it is known that the development of Cemara Beach as a tourist destination did not happen instantly, but rather through a long and gradual process. Initially, this area was a fishing village. Over time, outsiders began to visit to relax and enjoy the natural beauty of the beach, especially the stunning sunset views and the coastline of approximately 5 kilometers. As conveyed by MS as follows:

"Heading to Cemara Beach and seeing the beach is very nice, and very beautiful, especially in the afternoon to see the sunset, then the cleanliness, the water, the area is very long, as long as there are 5 km stretching from north to south or from south to north."

Initially, there were no culinary facilities, only fishermen were active. However, the friendly attitude of the fishermen to visitors became one of the factors that encouraged the increase in tourist visits. When fishermen began to change professions, they developed culinary businesses along the coast. As these facilities increased, the number of visitors increased significantly. The addition of other facilities such as mangrove plants and flyovers that also function as disaster evacuation routes also boosted the appeal of this area. As conveyed by MS as follows:

"It has become a tourist attraction until now, a famous tourist attraction, even now we have a very interesting icon, namely a flyover, which was built by the center yesterday, the Provincial DPR, eh, the Province proposed to the center, finally we initially built a flyover for use, if a tsunami or flood occurs, to become an evacuation route, that's why it is higher and also at the same time becomes a tourist attraction because of its beauty."

The Lembar Selatan Village Government actively supports the development of tourism and MSMEs around Cemara Beach. One form of support is through strengthening village regulations (*perdes*), which regulate tourism management, security, and environmental cleanliness. The village government also provides an appeal to keep culinary prices affordable, and ensures the comfort and safety of visitors through adequate security and public facilities. As conveyed by MS as follows:

"So the village government always provides support, whether in the form of security, cleanliness, especially garbage, that is what the village government always directs its efforts."

The village head emphasized that the increase in tourist visits has a direct impact on the growth of local MSMEs, such as food stalls, canoe rentals, and lodging. The village government also encourages innovation in local products such as mangrove coffee, shrimp paste, and processed crab products through cooperation with CSR (corporate social responsibility) companies and assistance with production equipment from partners such as PLN. As conveyed by MS as follows:

"Yesterday, PLN provided CSR regarding mangrove coffee grinding machines. Mangrove coffee, the beans are made into coffee, mixed with real coffee."

To maintain the sustainability of tourism, the village continues to strive to maintain friendliness, comfort, and affordability of services. In addition, programs such as the construction of playgrounds, live music, and plans to build permanent bridges and aesthetic facilities such as embankments and bars on the beach are priorities for future development. The village government also actively invites the community to work together to maintain the cleanliness of the beach, especially after the flood. As conveyed by MS as follows:

"But after the flood was over, we worked together. Both traders and the village government directed the community to clean it up again. To make it comfortable again for tourists."

Through these various strategies, the village government is optimistic that Cemara Beach will develop into one of the leading tourism icons in West Lombok Regency, competing with other popular destinations such as Senggigi and Gili Trawangan.

3.3.4 Perspectives of MSMEs in Pantai Cemara

Based on the results of in-depth interviews with several MSME actors in the Pantai Cemara area, it is known that tourism conditions in this area have declined in recent years. MSME actors said that tourism development is stagnant and even tends to decline compared to previous years. This decline is felt directly through the decline in the number of visitors and its impact on sales turnover. As conveyed by ST as follows:

"Wow, we can't just keep progressing like this from last year, instead it's getting worse."

According to the source, the main factor causing the decline in tourism is the worsening condition of infrastructure, especially damaged roads and bridges that hinder visitor access. The source also criticized the policy of building tourist bridges that are actually impassable for large vehicles, even motorbikes are sometimes prohibited from crossing instead of rebuilding the main bridge, they build suspension bridges for tourism on the grounds that they are also evacuation routes during disasters. This is considered not to answer the main needs of the community and business actors. As conveyed by ST as follows:

"The road that needs to be repaired immediately should be the main bridge, why is the government building a bridge for tourism that cannot be passed by cars, but only motorbikes, sometimes even motorbikes are prohibited, only people can pass there."

This opinion was clarified through observations made by the researcher as shown in the following image:



Figure 2. (a)
Bridge and (b)
Damaged Road

The decline in tourist visits has a significant impact on the income of MSMEs. At certain times such as Lebaran Ketupat, turnover which usually reaches more than IDR 6 million has decreased to less than IDR 4 million. As a form of adaptation, MSMEs have made various improvements such as repairing seats, adding pavilions, installing lights, and maintaining cleanliness to improve customer comfort. In addition, they also increase the variety of products sold, such as bottled drinks and snacks, to remain relevant to visitors' needs. As conveyed by ST as follows:

"This is by updating the seating, adding chairs, adding lights to make my shop even better and the most important thing is cleanliness, where cleanliness is the main factor in attracting customers, which is what I do."

This opinion was clarified through observations made by the researcher as shown in the following image:

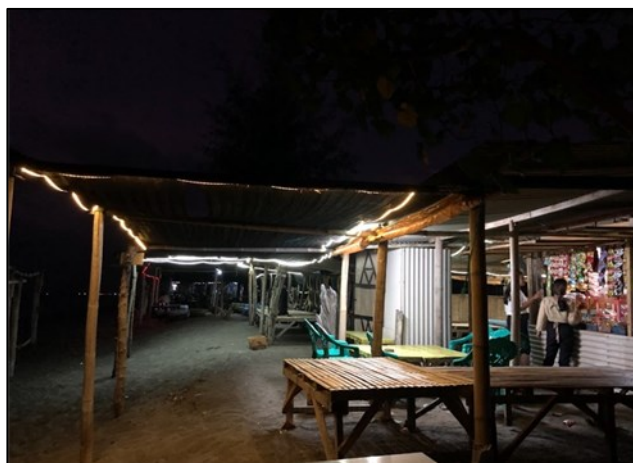


Figure 3. UMKM
Shop Update
Image

However, the source admitted that he did not have the ability or knowledge to market products online. Interaction with customers is maintained through friendly, polite, and optimal service even though customers only buy in small quantities. As conveyed by ST as follows:

"There is nothing I don't do and I probably don't understand how to market the products I sell online to keep customers coming back to me. What I do is be friendly"

to customers, polite, provide good service even if the buyer only makes a small purchase."

Regarding government support, MSMEs stated that the assistance received was very minimal. One of the assistance received was bean bags (seats) which were given on credit and had to be paid in installments through Bumdes, at a price of around IDR 700 thousand per unit. The village government and related agencies have conducted surveys and promised assistance, but until now there has been no realization. Socialization and provision of assistance such as paranets were only received by some MSMEs, and were considered uneven. As conveyed by ST as follows:

"Oh, it's just bean bag assistance for tourists to sit on, but that's just assistance for us so we can pay in installments, so every month we pay in installments to pay for the bean bags via boomdash, each of which is valued at maybe 700 thousand rupiah. The government has conducted a survey of our shop with a promise to provide assistance, but until now there has been no such assistance."

Disappointment was also expressed regarding the management of entrance ticket retribution funds. The resource person stated that during the Lebaran Ketupat moment, the retribution funds decreased from IDR 80 million in the previous year to IDR 60 million, and some of the previous year's funds were reported to have "disappeared" without any clarity. This triggered distrust of financial management by village officials. As conveyed by MR as follows:

"During Lebaran Topat this year, we received funds of Rp60 million, but last year we received Rp80 million from there. It can be seen that there has been a decline in tourism in this area. Of the Rp80 million funds, it is said that Rp30 million was lost by the village apparatus, maybe that was just their trick."

In terms of cooperation between business actors, the resource person said that there has been no formal collaboration or organization. Business activities are still individual. Great hopes are conveyed to the government to focus on improving basic infrastructure such as main bridges and access roads to tourist areas. According to MSME actors, if access is improved and large vehicles such as buses can enter, then Cemara Beach tourism will be busy again and community businesses can grow better. As conveyed by AR as follows:

"As I said earlier, the bridge must be rebuilt so that it is good and big, the road must be smooth so that tourists can flock here, like big cars like buses, so that it also has a positive impact on our businesses, that's the only hope of the Cemare community."

If tourism conditions improve again, the resource person plans to expand his business by adding facilities such as seating, roofs, and umbrellas to increase customer comfort. As conveyed by ST as follows:

"If tourism on Cemara Beach has progressed, there are several things I would like to do to add to my shop, such as adding roof seating and umbrellas."

3.4 Discussion

The results of the interviews conducted indicate the existence of complex dynamics in the relationship between tourism development and the sustainability of micro, small, and medium enterprises (MSMEs) in the Cemara Beach area, South Lembar Village, Lembar District, West Lombok Regency. In general, tourism provides great opportunities for the growth of MSMEs, but is still faced with various structural, technical, and governance challenges [21].

3.4.1 Causes of Tourism Decline in Cemara Beach

Based on the results of interviews with various parties such as the Tourism Office, the Cooperatives and SMEs Office, the Village Government, and UMKM actors, it can be concluded that the decline in tourism in Cemara Beach is caused by several main interrelated factors. The lack of supporting infrastructure is the most dominant cause. Access to tourist locations, especially the condition of bridges and roads, greatly affects the comfort and ability of tourists to come, especially large vehicles such as tourist buses. This directly reduces the potential number of visitors. The lack of effective and segmented tourism promotion makes Cemara Beach less competitive with other destinations. The promotional efforts made, although they have been carried out by the Tourism Office through promotional videos and the involvement of Pokdarwis, have not been able to reach a wider tourism market consistently.

The absence of a strong and relevant destination management concept. The Tourism Office emphasizes the importance of a tourism concept that is in accordance with the geographical character of Cemara Beach (nature and educational tourism), but in practice, development is still ongoing and has not fully touched the needs of today's tourists. The lack of synergy between stakeholders, both between local governments, villages, communities, and business actors, is a challenge in itself. This can be seen from public criticism of development policies that are considered not to answer basic needs, such as the construction of a tourist bridge that cannot be passed by public vehicles. In addition, external influences such as negative assessments from international tourism advisors regarding security in the Asian region also contributed to the decline in foreign tourist visits.

3.4.2 Dynamics of MSMEs During the Tourism Decline

The decline in tourism has a direct impact on the economic activities of MSMEs in the Pantai Cemara area [22]. The dynamics that occur reflect two contrasting sides: tough challenges and creative survival efforts. Several MSMEs have experienced a decline in turnover, especially when there are no events or holidays. The income that is usually obtained at peak moments such as Lebaran Ketupat has decreased drastically. This has caused some business actors to reduce the scale of their businesses, even only being able to survive from daily profits. However, in the midst of this situation, adaptive actions have also emerged from MSME actors. They have made various updates such as adding seating facilities, maintaining the cleanliness of their business premises, and expanding the variety of products sold. Although not all have been able to utilize digital marketing, some have started to be active on social media, encouraged by training from the Cooperatives and MSMEs Service.

However, business actors complain about the lack of real assistance from the government, especially related to infrastructure [23]. The assistance provided, such as bean bags, even has to be purchased with an installment scheme. This causes disappointment because it is considered not equivalent to the promises and hopes built through surveys and formal approaches. Collaboration between MSME actors is also still weak, individual and not yet organized into groups or cooperatives. In fact, this kind of synergy is needed to strengthen the bargaining position of MSMEs in facing the dynamics of tourism. However, the enthusiasm of business actors to continue to serve customers politely and friendly, as well as hopes for infrastructure improvements, show that MSMEs in Pantai Cemara have the potential to survive and rise, as long as they are supported by the right policies and adequate infrastructure.

3.4.3 Perception Gap: Government Optimism vs. MSME Reality

When compared to the perspective of MSME actors, there is a gap between the optimism of the village government and the reality faced by business actors. MSME actors revealed that the current tourism conditions have actually decreased. The main factor mentioned was the damage to infrastructure such as roads and bridges, which had a direct impact on the decreasing number of tourist visits. This decline significantly affected MSME income. For example, at a moment like Lebaran Ketupat, turnover which usually reaches IDR 6 million has now decreased to below IDR 4 million. MSME actors also said that there was no significant assistance from the government, except for the installment scheme for bean bags (beach chairs). The promises of assistance conveyed in the government survey were never realized, and the distribution of assistance such as paranets was only received by a small number of business actors [24].

a) Governance and Transparency Issues

Financial management issues also emerged in the interviews. MSME actors stated that there were irregularities in the management of entrance ticket retribution funds, where the amount of revenue decreased significantly, and some funds in the previous year were said to be "lost" without any clarity on their use. This shows the need for transparency in the management of public funds that are directly related to the development of tourism areas.

b) Expectations and Recommendations

Both the government and MSMEs have high hopes for the revival of tourism in Pantai Cemara. However, the main priority conveyed by business actors is the repair of bridges and road access, because it is the main key to increasing the number of visitors and supporting local economic growth. MSMEs also hope for equal distribution of assistance, skills training (including digital marketing), and the formation of a forum or MSME container to be more solid and support each other.

4. Conclusion

This study reveals the dynamics of micro-enterprises in the tourism ecosystem at Cemara Beach, Lembar Selatan Village, West Lombok Regency, especially when the tourism sector is in decline. This decline is caused by infrastructure damage, weak promotion, minimal supporting facilities, and the lack of strong synergy between the government, community, and business actors. As a result, MSME actors experience a decline in turnover and business activities, and some even go bankrupt. However, there are positive indications in the form of adaptation initiatives by some MSME actors, such as product innovation, use of digital platforms, and informal cooperation between business actors. However, the gap in perception between the government and MSME actors, as well as weak governance of public funds, are serious obstacles that hinder the sustainability of tourism and local economic empowerment. Based on the findings of this study, the author provides several strategic recommendations as follows: (a) The local government needs to immediately improve basic infrastructure such as road and bridge access to Cemara Beach in order to improve tourist comfort and accessibility. (b) Management of retribution funds and social assistance needs to be carried out transparently and accountably by involving the community in the monitoring and reporting process.

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6. Declaration

Author contributions and responsibilities - The authors made substantial contributions to the conception and design of the study. The authors were responsible for the data analysis, interpretation, and discussion of the results. The authors read and approved the final manuscript.

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7. How to Quote

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