



Resilience of Micro, Small, and Medium Enterprise (MSME) Actors “Pasar Kamu” in the Development of Kampoeng Lama Tourism Village

Annisa Utami Wallad^{1*}, Entoh Tohani², Agus Basuki³

¹²³ Universitas Negeri Yogyakarta, Indonesia

Colombo Street Number 1, Depok, Sleman, Yogyakarta

*Author Correspondence. Email: annisautami.2022@student.uny.ac.id, Phone: +6282362586681

Received: 19 January 2025; Revised: 12 February 2025; Accepted: 18 March 2025

Abstract: This research aims to describe the resilience of MSME actors through aspects of resilience, resilience abilities, and independence of MSME actors in developing “the Pekan Breakfast Karya Anak Muda” (*Pasar Kamu*) tourist village. This research uses a qualitative method with a phenomenological approach. Data were collected through observation, interviews, and documentation. This research ensures data validity through source, technical, and time triangulation. Data analysis included data collection, condensation, presentation, and conclusion drawing. The research results show that (1) “*Pasar Kamu*” MSME players utilize digital marketing training and community involvement to increase product exposure and strengthen commitment. With an efficient management system, stress management strategy, and collaboration with business actors and the government, they support the sustainability of tourist villages through continuous improvement. (2) MSME players manage emotions and make measured decisions by discussing, exercising, and self-reflecting with mentors. They avoid impulsive decisions with a policy of overnight sleep and team consultation. Optimism and empathy are driven by achievement celebrations, motivational books, and community support, while systematic analysis increases efficiency and profitability. (3) “*Pasar Kamu*” MSME players overcome operational challenges through cooperative loans, strategic location selection, and cooperative assistance for production capacity. They implement appropriate strategic planning and management systems and use data-based performance evaluation to support sustainable growth.

Keywords: resilience, micro, small, and medium enterprises, tourism village development, kampoeng lama

How to Cite: Wallad, et al (2025). Resilience of Micro, Small, and Medium Enterprise (MSME) Actors *Pasar Kamu*” in the Development of Kampoeng Lama Tourism Village. *JPPM (Jurnal Pendidikan dan Pemberdayaan Masyarakat)*, 12 (1), 89-104. doi: <https://doi.org/10.21831/jppm.v12i1.82700>



INTRODUCTION

Deli Serdang Regency, whose capital is Lubuk Pakam, comprises 22 districts, 14 urban villages, and 380 rural villages. According to Law Number 6 of 2014, villages play a crucial role in improving community welfare through services, empowerment, and community participation, as well as strengthening regional competitiveness by considering the principles of democracy, justice, and the uniqueness of villages within the Unitary State of the Republic of Indonesia. One of the efforts to develop villages is through rural tourism, which emphasizes the contribution of rural communities and environmental conservation, with culturally valuable tourism products that possess traditional characteristics.

According to Dewi, (2013), rural tourism is an experience of staying in a village to learn about rural life. The development of rural tourism is a response to the rapid growth of the tourism



industry and can become a significant source of income for the region. Proper development can create jobs and business opportunities for the local population, increase community income, and allow the community to be involved in managing their tourism resources. In addition, Micro, Small, and Medium Enterprises (UMKM) play a crucial role in local economic development, creating jobs, reducing unemployment, and improving the standard of living of rural residents by utilizing local raw materials and supporting sustainable development (Afifah & Ngatilah, 2020). A tourist village is a tourism destination that develops in rural areas by highlighting authenticity and local uniqueness. Its development is not only aimed at attracting tourists but also at preserving culture, traditions, and the environment. In addition, tourist villages encourage local community participation in the tourism industry, improve welfare without sacrificing traditional values, and at the same time reflect the concept of sustainable tourism (Hamida et al., 2023).

One example of rural tourism is Kampeong Lama Tourist Village in Denai Lama Village, which is known for its Malay culture and local crafts. This village was selected for the “Anugerah Desa Wisata Indonesia 2021” socialization due to its cultural literacy and craft products. Kampeong Lama Tourist Village, managed by the Village-Owned Enterprises (BUMDes), aims to improve the community's economy, local revenue, and public safety, while empowering the population through UMKM. As a result, the community, which previously relied solely on farming, now earns additional income and plays an active role in the village economy, increasing the turnover of UMKM. This aligns with Vinatra (2023), who stated that UMKM play a crucial role in driving economic growth, creating employment opportunities, and reducing social inequality.

The research findings of Musyafa et al. (2024) show that the implementation of Community Based Tourism (CBT) has had a positive impact on the welfare of local communities, with the economic dimension being the most prominent aspect through development funds, the creation of new jobs, and the increase of residents' income that drives economic progress. CBT itself is a tourism destination development concept that emphasizes the empowerment of local communities through their involvement in planning, management, and decision-making related to tourism development (Putri, 2017). With proper management, CBT holds great potential in improving the community's economic welfare, provided that governance and marketing strategies are effectively carried out (Kontogeorgopoulos et al., 2014). Each CBT program also has both direct and indirect access to tourists, making the strengthening of these two accesses crucial. Direct access can be strengthened through improving the quality of accommodation management, lodging, websites, transportation, local culinary offerings, tour guides, and tour activities, while indirect access can be enhanced by building communication and cooperation with tour operators, travel agencies, local governments, as well as non-profit organizations in the fields of tourism and culture. In this regard, tourism awareness groups (pokdarwis) play an important role as CBT managers to strengthen these accesses (Hutagalung et al., 2024).

Kampoeng Lama Tourism Village in Denai Lama Village is a tangible example of the potential of rural tourism that can improve community welfare through the development of UMKM (Micro, Small, and Medium Enterprises). This village demonstrates how cultural heritage, nature, and fascinating traditions can enhance the local economy by providing additional income for the community besides farming. The development of UMKM, which involves support from the government, business world, and society, aims to empower micro, small, and medium enterprises through facilities, guidance, and assistance to improve their competitiveness. UMKM plays a crucial role in the global and local economy, significantly contributing to economic growth, job creation, and poverty reduction. A study by Tambunan, (2013) shows that UMKM in East and Southeast Asian countries such as South Korea and Singapore play a key role in economic growth through efficiency and competitiveness. UMKM contributes significantly to exports, industrial output, and job creation in developing countries like India and Africa. In Indonesia, UMKM plays a strategic role in both local and national economies, particularly in rural areas and for low-income families. The trickle-down effect concept by Hirschman emphasizes the importance of UMKM in spreading economic development benefits to the broader society. Government support in

financing, training, and market access is essential to ensuring the sustainability and growth of UMKM, which in turn contributes to a sustainable and equitable economy (Haqiqi et al., 2020).

Capital is a key factor in the development of MSMEs; however, limited capital often becomes a major obstacle in expanding businesses, whether for purchasing raw materials, increasing production, or innovating business processes. The government and financial institutions play an important role in providing financial support through capital assistance, low-interest loans, and financial management guidance to enhance competitiveness, support local economic growth, and create job opportunities (Safrianti, 2020). Another challenge faced by MSMEs is the additional costs and uncertainties resulting from changes in sales locations, such as transportation and equipment expenses, which affect their ability to retain customers and attract new visitors. In Denai Lama Village, MSME actors receive capital assistance from cooperatives, which contributes to increasing production capacity, expanding market reach, and strengthening business sustainability, underscoring the importance of financial support in overcoming challenges and driving the local economy. Furthermore, the government supports MSMEs through the National Economic Recovery (PEN) policy, which includes grants for start-ups, additional funds for LPDB, interest subsidies, and easier access to credit such as People's Business Credit (KUR), as well as the use of digital platforms for adaptation and product innovation (Sofyan, 2021). However, MSME actors in Kampeong Lama Tourism Village still face major obstacles related to limited access to technology and online marketing, so they rely only on direct sales and tourist visits. This lack of digital infrastructure has become a serious challenge in dealing with an increasingly competitive market, because without adequate access to technology and digital training they find it difficult to utilize online platforms for marketing and transactions. Therefore, creativity, cultural uniqueness, and business diversification have become the main strategies to attract visitors, one of which is through the development of culinary businesses. Culinary businesses, namely the trade of food and beverages carried out by individuals or groups with organized planning to gain profit, relatively do not require large capital, making them more flexible to run (Harfaz et al., (2022). In addition, the development of culinary businesses is also supported by new ideas and innovations that give birth to culinary trends, thereby attracting the interest of many consumers through creative menus and innovative recipes (Hidayatullah et al., 2018).

The Tourism Village in Deli Serdang Regency, specifically *Pasar Kamu*, is a real example of developing a tourism village based on local wisdom without relying on e-commerce platforms. The implemented innovations, such as using natural materials for business establishments, focusing on traditional products, and culture-based hospitality, demonstrate a unique strategy for attracting visitors. This success can serve as a model for other tourism villages by emphasizing the importance of creativity, community empowerment, and authentic experiences as key attractions. By understanding this approach, other tourism villages can adopt similar strategies to enhance their competitiveness without relying entirely on digital technology.

UMKM actors in *Pasar Kamu* have demonstrated resilience and relevance, successfully attracting visitors through the uniqueness and authenticity of their products and the atmosphere offered. The development of the tourist village, focusing on local potential and community involvement, has become a key factor in maintaining its sustainability, in line with the findings of Shan & Septemuryantoro (2023), who concluded that active community involvement in decision-making and the promotion of tourist villages is crucial for the sustainability of the destination. Their study also emphasizes the importance of adaptation, innovation, and collaboration between managers, the government, the community, and other stakeholders to face challenges in the New Normal era. However, to truly grow and compete long-term, improving access to and understanding technology for UMKM actors in this village remains an important priority. One of the efforts of Kampeong Lama Tourism Village to survive is through innovation, with distinct features such as providing UMKM spaces made entirely of wood and bamboo, selling only traditional food and drinks, and welcoming visitors with traditional dances at the entrance. Thus,

even though UMKM actors do not use e-commerce platforms to market their products, they can still thrive and survive amidst competition through these unique innovations.

The success of *Pasar Kamu* in Kampeong Lama Tourism Village is a concrete example of how innovation, uniqueness, and community involvement can become key pillars in facing competition and challenges without relying on modern technologies such as e-commerce. Located in Denai Lama Village, Pantai Labu District, *Pasar Kamu* was founded by the Kawan Lama Area community with support from the public. One unique innovation is the use of “tempu,” a special currency for transactions within the market, which strengthens local identity and offers an authentic experience for visitors. Additionally, *Pasar Kamu* is a culinary destination with more than 220 traditional menus and a center for creative economy based on culture, involving the entire community in various cultural and educational activities such as traditional dance and music. By offering a unique experience and rich culture, *Pasar Kamu* has attracted attention and continues to develop, even though the UMKM actors face various obstacles, such as limited market access and competition with modern products. By prioritizing local potential and cultural identity, *Pasar Kamu* has survived and become the No. 1 Tourism Village in Deli Serdang Regency, proving that success can be achieved through the right innovation and strong community support.

Several previous studies have shown that the resilience of MSMEs in facing challenges, particularly during the Covid-19 pandemic, is influenced by various factors and strategies. Research by Dewi et al. (2023) on tofu-based MSMEs in Kediri Regency found that resilience is supported by three main factors: social support (I Have), personal strength (I Am), and the ability to act (I Can). Similarly, (Zaenuddin, 2021) study on village-based MSMEs in Bantaeng Regency also referred to Grotberg’s theory, with findings indicating that resilience is built through social support, personal strength, and the ability to take action. Meanwhile, Hilfanisa (2022) research on the development strategies of MSMEs at Manggeng Market emphasized the importance of capital, human resource quality, and government support, concluding that SO strategies could be applied since traders’ strengths were more dominant than their weaknesses. Akmal & Arifa (2023), in a case study of batik MSMEs in Yogyakarta, highlighted survival strategies such as price adaptation, the use of digital marketing, cost efficiency, product innovation, and building relationships with the government, universities, and consumers. Furthermore, Sofyan (2021) study underscored the role of resilience and innovation of MSMEs as drivers of economic recovery in West Sumbawa Regency, with results showing that the utilization of environment-based technology potential can generate high-quality added value while strengthening the economic and tourism sectors in a creative and innovative way.

This research will explore the resilience of the UMKM actors in “*Pasar Kamu*” in the development of Kampeong Lama Tourism Village. It will examine how the UMKM actors overcome barriers and challenges through aspects, capabilities, and resilience independence they have implemented to develop Kampeong Lama Tourism Village in Deli Serdang Regency. Through a deep understanding of UMKM resilience, UMKM actors can understand how rural tourism development can be a key to improving the welfare of local communities while preserving culture and the environment.

METHOD

This study focuses on analyzing the resilience strategies of micro, small, and medium enterprises (UMKM) actors in developing a tourist village, using a qualitative method appropriate for deeply understanding the lives of the community and social dynamics (Nugrahani, 2014). “*Pasar Kamu*” is the focus of this research due to its success in developing a tourism village based on local wisdom without relying on e-commerce platforms. This market presents a unique concept that prioritizes cultural authenticity, such as using natural materials for buildings, transactions using the special currency “tempu”, and welcoming visitors with traditional dances. This uniqueness attracts tourists and demonstrates how MSME actors can survive and grow through community-based innovative strategies.

This study employs a phenomenological approach, designed to explore the subjective experiences of key informants regarding the resilience of MSME actors in “*Pasar Kamu*,” located in the Kampoeng Lama Tourism Village, Deli Serdang Regency. This method enables an in-depth understanding of how UMKM actors interpret and overcome challenges, as well as leverage opportunities in the development of the tourist village. This study involves three key informants who are MSME actors in *Pasar Kamu*, Desa Wisata Kampoeng Lama, Deli Serdang Regency. They are IR, the owner of the traditional beverage business Air Mata Pengantin, which has been running for three years; VA, a food entrepreneur with Belut Lincah, who has two years of experience; and AS, the owner of the Kue Tradisional business, which has been sustained for three years. These informants were selected because they are the most involved individuals in the sustainability of *Pasar Kamu* and have extensive knowledge of the market’s operations and dynamics in this tourist village. In addition to running their businesses, they also maintain the market’s appeal by offering unique products based on local wisdom. Their experiences in facing economic challenges, attracting visitors, and adapting to market conditions make them highly relevant and insightful sources of information. With their direct involvement in the *Pasar Kamu* ecosystem, their perspectives provide a comprehensive understanding of MSME resilience strategies in sustaining their existence within an evolving tourist village environment.

Data were collected through observation, interviews, and documentation. Unstructured observation allows the researcher to capture the natural interactions and dynamics of the market, while interviews aim to explore the perceptions and strategies of UMKM actors (Creswell, 2017). Documentation techniques involve gathering notes, articles, and official documents to support the research (Engwa & N. M. Ozofor, 2015). Data validity is tested through triangulation, which consists of comparing data from various sources to ensure the accuracy and credibility of the information (Mekarisce, 2020). Data analysis is conducted through an interactive process that includes data collection, condensation, data presentation, and drawing conclusions (Miles & Huberman, 2014). This study is designed to provide valuable insights into the resilience strategies of UMKM actors and the challenges they face in developing a tourist village.

RESULTS AND DISCUSSION

RESULTS

Profile of Pekan Sarapan Karya Anak Muda (*Pasar Kamu*)

Pasar Kamu in Deli Serdang Regency, North Sumatra, is a growing culinary tourism destination. The market offers a variety of traditional dishes and is open only on Sundays from 7:00 AM to 11:00 AM. The founder of *Pasar Kamu*, Dedy Sofyan, explained that “*Pasar Kamu*” stands for Pekan Sarapan Karya Anak Muda, to preserve traditional Malay and Javanese cuisine that is increasingly rare. The Kawan Lama Area community established *Pasar Kamu* and involves the Masyarakat Sadar Wisata (Masata) of Deli Serdang. The market is located in Desa Denai Lama, Pantai Labu District, about 32 kilometers from Medan. Dedy and his three friends founded this market in response to the lack of productivity among the youth in Kampeong Lama. They utilized local resources such as rice fields, rivers, and beaches to create agro-tourism and boost the local economy.

In addition to culinary offerings, *Pasar Kamu* also provides various cultural and educational activities, such as traditional dance, traditional music, and commemorative events. As such, *Pasar Kamu* has become a culinary tourism spot and a center for creative economy based on culture, engaging the entire Kampeong Lama community. *Pasar Kamu* attracts approximately 700-800 weekly visitors from outside Pantai Labu, such as Medan, Lubuk Pakam, and Tebing Tinggi. This high number of visitors highlights the market’s appeal as a tourism destination rooted in local wisdom. In addition to enjoying a unique cultural experience, visitors also contribute to increasing the income of UMKM (Micro, Small, and Medium Enterprises) entrepreneurs. The average weekly income that traders generate in *Pasar Kamu* reaches 5-6 million rupiahs. The stability of visitor numbers and revenue reflects the market’s success in creating a sustainable economic ecosystem,

where culture-based innovation and community involvement play a key role in maintaining the competitiveness of UMKM in the tourism village.

Upon arrival at *Pasar Kamu*, visitors are welcomed by an extensive sign reading “*Pasar Kamu*” and captivating traditional dance performances, creating a warm and friendly atmosphere from the beginning. Visitors must purchase “tempu” at the entrance, a special currency used exclusively within *Pasar Kamu*. This currency is necessary for all transactions within the market area. Visitors can exchange their money for “tempu” before exploring the market.



Figure 1. Signage and Welcome at *Pasar Kamu*

Pasar Kamu is an interactive space that strengthens social connections between UMKM entrepreneurs, the local community, and tourists. More than just a marketplace for economic transactions, it acts as a platform for cultural education and community empowerment by promoting traditional knowledge and fostering regional identity. Additionally, it creates job opportunities for the surrounding community, directly through vendors and indirectly through supporting sectors such as transportation and tourism. With a strong emphasis on togetherness and social engagement, *Pasar Kamu* exemplifies an inclusive and sustainable community-based economy. Visitors enhance their experience by exchanging their money for “tempu”, the market’s unique currency, before exploring the neatly arranged stalls that offer a variety of traditional and modern delicacies, further immersing themselves in the rich cultural atmosphere.



Figure 2. “tempu” Currency at *Pasar Kamu*

The transaction system using “tempu” at *Pasar Kamu* is a unique visitor attraction that reinforces the traditional ambiance the market aims to present. After exchanging money for “tempu”, visitors can explore various stalls neatly arranged according to the types of food and beverages offered. The bamboo-structured stalls enhance the natural feel and align with the concept of a tourism village based on local wisdom. Visitors can enjoy a different shopping experience by selecting various dishes, from traditional regional foods to modern snacks. The culinary diversity available delights the taste buds. It reflects the richness of local food culture, making *Pasar Kamu* a tourism destination that seamlessly integrates economic, cultural, and authentic experiential elements in one place.

Visitors to *Pasar Kamu* do more than just shop; they engage in an immersive, interactive experience with local vendors. They can sample various dishes before purchasing, allowing them to explore the distinctive flavors. Some vendors also provide live demonstrations on preparing traditional foods, such as grinding spices or cooking with conventional tools. Additionally, visitors can engage in direct conversations with vendors, who enthusiastically share stories about the origins and philosophy behind each dish, including the natural ingredients used and the cultural values embedded within them. This interaction fosters a closer connection between tourists and the local community, reinforcing *Pasar Kamu*'s role as an educational space and preserving regional culinary heritage.



Figure 3. Stalls at *Pasar Kamu*

Pasar Kamu offers more than 220 types of traditional food and beverages sold by local MSME (Micro, Small, and Medium Enterprises) vendors, reflecting the richness of local wisdom-based cuisine. Visitors can enjoy a variety of traditional delicacies made directly by the community, such as gatot, tiwul, dodol, grontol, apem gula merah, kue rasida, kue dangai, kue kekaras, kue lempeng torak, kue pulut panggang, and kue makmur. Each dish provides an authentic taste and holds historical and cultural value passed down through generations.



Figure 4. Food and Beverage Menu at *Pasar Kamu*

In addition to its delicious culinary offerings, visitors can also enjoy traditional music and dance performances that enrich the cultural experience at *Pasar Kamu*. Various spots within the market serve as stages for artistic performances featuring the distinctive melodies of Malay and Javanese music, reflecting the cultural diversity of the local community. Gambus music and Dendang Melayu are often played to accompany the Zapin dance, which is known for its lively and graceful movements. Meanwhile, Javanese cultural traditions are strongly represented through karawitan performances, which utilize instruments such as the gamelan and the Lenggèr and Jaran Kepang dances, showcasing the richness of Javanese artistry.



Figure 5. Entertainment at *Pasar Kamu*

Visitors can relax on mats in designated areas to savor food and drinks. Enjoying a meal while soaking in the market's lively atmosphere creates a pleasant and relaxed experience.



Figure 6. Atmosphere of *Pasar Kamu* Visitors

Furthermore, *Pasar Kamu* regularly hosts various events, both traditional and creative. These events are designed to entertain visitors and provide a different experience with every visit. Whether it's a cultural festival, a handicraft exhibition, or a creative competition, there is always something intriguing to enjoy at *Pasar Kamu*.



Figure 7. Activities at *Pasar Kamu*

Aspects of Resilience Among UMKM Actors in Developing Pekan Sarapan Karya Anak Muda (*Pasar Kamu*) in Kampoeng Lama Tourism Village, Deli Serdang Regency

a. Perseverance

The perseverance of MSME (Micro, Small, and Medium Enterprises) actors in Denai Lama Village in supporting the development of the tourism village is reflected through various systematic and sustainably implemented strategies. Active participation in training and workshops organized by the Department of Tourism, particularly in digital marketing strategies, enables MSME actors to increase their product exposure online, ultimately attracting more tourists to the village. Additionally, the involvement of families and the community in MSME activities creates a

supportive environment and provides motivation, strengthening the sense of ownership and commitment to business success. Clear goal setting, short-term and long-term, and celebrating each achievement, encourages MSME actors and their teams to continue growing. Strategic partnerships with other business players and local governments further enhance synergy in tourism village development, such as by creating integrated tour packages that increase the village's appeal. Moreover, continuous innovation in products and services, including developing unique village souvenirs and adopting eco-friendly product trends, provides a competitive advantage for MSMEs in the local market. A strong commitment to quality and sustainable production, such as selecting high-quality raw materials and implementing environmentally friendly production practices, also contributes to maintaining customer satisfaction and building a strong reputation. In facing challenges, including declining sales due to the pandemic, family, friends, and community support are needed to maintain business morale and resilience. Furthermore, utilizing financial assistance from village cooperatives, adopting new technologies to improve operational efficiency, and building an MSME community network are effective adaptation strategies to ensure MSME sustainability and growth. Through these efforts, MSME actors in Denai Lama Village can withstand economic challenges and significantly contribute to developing a more sustainable and attractive tourism village for visitors.

b. Equanimity

The resilience and emotional stability of UMKM (Micro, Small, and Medium Enterprises) actors in Desa Denai Lama are reflected in their strategies for managing capital and overcoming business challenges. Most entrepreneurs start their businesses with personal savings accumulated over the years, allowing them to purchase raw materials and equipment without relying on external loans. Additionally, local cooperatives are crucial in providing low-interest loans with flexible requirements to support business growth. Some UMKM actors also utilize bank loans and online lending platforms to meet larger capital needs, with banks offering competitive interest rates and long-term repayment options. In contrast, online platforms provide quick access to emergency funds. Besides prudent financial management, they also adopt stress management strategies, such as meditation and light morning exercise, to maintain calmness and focus when facing business challenges. Moreover, they implement emergency planning by setting aside reserve funds to cover operational needs for several months, ensuring stability during difficult situations. When making decisions, they take a moment to think clearly, avoiding rushed choices and ensuring that every business move is strategically beneficial in the long run. By combining effective capital management strategies with proper stress management techniques, UMKM in Desa Denai Lama can sustain and grow their businesses, strengthening their market position while contributing to the local community by creating job opportunities and enhancing economic welfare.

c. Meaningfulness

UMKM actors experience a profound sense of meaning in their work due to their significant contributions to the local community and socioeconomic empowerment. Personal satisfaction is gained when the public appreciates their products and when they create job opportunities for the village residents, directly improving their standard of living. This endeavor also brings invaluable happiness, especially when seeing returning customers and receiving positive feedback. Through their businesses, UMKM actors develop new skills, expand their social networks, and contribute to developing the tourism village through environmentally friendly practices and community collaboration. By involving the community in every stage of development, UMKM actors ensure a tangible positive impact and create an inclusive and sustainable environment.

d. Self-Reliance

In managing limited resources and strengthening the self-reliance of UMKM, actors implement practical strategic steps. They maximize the use of raw materials and apply efficient inventory systems to reduce waste and operational costs. By continually attending training and online courses, UMKM actors enhance their digital marketing and financial management skills, allowing them to face business challenges with creative solutions. Collaboration with other UMKM

actors also strengthens self-reliance, sharing information and best practices, and the collective procurement of raw materials at more competitive prices. In managing the tourism village, UMKM actors develop effective internal management systems, create unique products that increase competitiveness, and utilize digital technology for independent marketing and sales. This approach not only improves efficiency and innovation but also expands the market and supports the independent growth of their businesses.

e. Existential Aloneness

Existential aloneness in the context of MSMEs refers to an individual's awareness in facing business challenges independently, including making strategic decisions and adapting to market changes. The research findings indicate that MSME actors with a high level of self-awareness can manage their businesses more effectively by regularly evaluating their strengths and weaknesses. Through SWOT analysis, listening to customer feedback, and participating in business communities, they can identify opportunities while addressing their challenges. This self-awareness is crucial in ensuring business sustainability, particularly by fostering innovation in marketing strategies and operational efficiency. Therefore, it is essential for MSME actors to continuously develop their adaptability and learn from experiences to remain competitive. As a recommendation, they should optimally utilize digital technology, build strategic collaborations, and cultivate an innovative mindset to navigate the ever-evolving market dynamics.

Resilience Capabilities of MSME Actors in Developing Pekan Sarapan Karya Anak Muda (*Pasar Kamu*) Desa Wisata Kampeong Lama, Deli Serdang Regency

a. Emotion Regulation

MSME actors successfully manage their emotions when facing business challenges through various effective strategies. They regularly discuss with mentors or business partners to gain objective viewpoints and use activities such as jogging or yoga to relieve stress and maintain creativity. Additionally, regular self-reflection helps them evaluate how emotions influence business decisions and develop better emotion management strategies. To maintain calmness, they practice deep breathing techniques, create priority lists, and take breaks when disappointed or frustrated. This approach allows them to stay focused, enhance productivity, and address problems effectively in a high-pressure business environment.

b. Impulsivity Control

MSME entrepreneurs effectively manage impulsive decisions by implementing structured strategies, allowing them to make more prudent business choices. For instance, IR, an MSME entrepreneur, waits overnight before making significant decisions. This approach enables them to consider the pros and cons before approving a project with considerable investment, reducing the risk of hasty actions. Meanwhile, VA consults with their team or close associates before making important decisions. When planning a major promotional campaign, they hold meetings with the marketing team to ensure the strategy is well-thought-out and accurately targeted. AS also follows standardized procedures in every business decision, including risk assessments and impact analyses. Before launching a new product, they follow predetermined steps to ensure business readiness. Some MSME entrepreneurs also seek input from various stakeholders before altering marketing strategies. For example, IR holds meetings with the marketing, sales, and finance teams to gain a more comprehensive perspective before making a final decision. VA also uses an evaluation checklist to assess major decisions, such as considering costs, risks, and potential returns on investment before expanding into international markets. Furthermore, AS organizes brainstorming sessions with their team to discuss the pros and cons of each decision, such as when considering significant changes in the supply chain, where the impacts are thoroughly analyzed before a decision is made. These approaches help MSME entrepreneurs make more strategic and well-measured decisions, minimize risks, and avoid negative impacts on their businesses, ultimately fostering more sustainable enterprises amid market competition.

c. Optimism

MSME actors demonstrate strong optimism through various approaches that support their motivation and belief. One actor celebrates each small achievement to keep the team's morale high, while another strengthens mental resilience through motivational books and stress management courses, viewing failures as learning opportunities. On the other hand, MSME actors who build support networks in the local business community remain motivated by sharing success stories and gaining new perspectives. Each MSME actor relies on their experiences, moral support from their team and family, and the willingness to learn and adapt to industry trends as sources of confidence in facing challenges and achieving business success.

d. Causal Analysis

MSME actors can analyze problems with systematic and effective approaches to address operational challenges. One actor regularly conducts internal audits and customer surveys to identify and address the production process's weaknesses and develop new products based on market feedback. Another actor uses daily operational data analysis to identify inconsistencies and compares them with industry standards to find areas for savings. Meanwhile, a third actor applies a team- and data-driven approach by gathering and analyzing sales, costs, and operational performance information to design savings strategies and improve profitability. These diverse approaches reflect the MSME actors' commitment to facing and overcoming challenges in adaptive and responsive ways.

e. Empathy

MSME actors show deep empathy toward fellow MSME actors through various concrete actions. One actor actively participates in the local community by organizing workshops on digital marketing strategies, providing moral support, and sharing experiences. Another actor builds collaborative relationships with other MSME actors, participating in joint exhibitions to promote local products. Meanwhile, a third actor mentors beginners, sharing knowledge on financial management and inventory control. They also strive to understand the needs and challenges of other MSME actors through satisfaction surveys, discussion forums, and networking events. These actions demonstrate a strong commitment to supporting and strengthening the MSME ecosystem.

Independence of MSME Actors in Developing Pekan Sarapan Karya Anak Muda (*Pasar Kamu*) Desa Wisata Kampeong Lama, Deli Serdang Regency

a. Formulating Strategies

In facing operational challenges, MSME actors in *Pasar Kamu* apply various strategies to formulate effective solutions and support business growth. The beverage MSME actor identifies market trends through social media and exhibitions, overcomes capital limitations through cooperative loans, and seeks strategic sales locations. The food MSME actor conducts market research and monitors economic developments, leveraging cooperative assistance for production capacity, and chooses stable sales locations. Meanwhile, the cake MSME actor analyzes sales data, joins discussion groups, collaborates with cooperatives for capital, and ensures effective communication when relocating. These strategies demonstrate a well-planned, data-driven approach to addressing challenges, strengthening their position in the market, and achieving their strategic goals sustainably.

b. Strategic Planning

The strategic planning implemented by MSME actors in *Pasar Kamu* demonstrates how the right business strategies can help overcome capital challenges and market expansion. A beverage MSME actor successfully increased production capacity by utilizing cooperative capital to purchase new machines and open branches strategically. They offered special discounts during the initial opening phase to attract customers while ensuring operational efficiency in production and distribution. The food MSME actor applied a strategy to enhance production capacity and penetrate the online market by allocating capital to advanced equipment and improving logistics systems. Meanwhile, the cake MSME actor focused on market expansion through social media and

building a strong brand to remain competitive. When facing relocation challenges, they ensured location flexibility and maintained good customer communication to preserve loyalty. With well-planned strategic management, these MSME actors overcame capital constraints and created opportunities for sustainable and competitive business growth.

c. Strategy Implementation

Implementing MSME strategies requires adjustments in organizational structure and applying an effective management system to optimize the use of cooperative capital. The beverage MSME actor adds new positions, adopts an application-based management system to monitor inventory and sales in real-time, and manages the budget by allocating capital to key areas and setting aside contingency funds. The food MSME actor forms a dedicated team to manage relocation and promotions, implements a project management system with schedules and checklists, and creates a detailed monthly budget to monitor expenses. Meanwhile, the cake MSME actor recruits additional staff, establishes clear roles, and adopts a KPI-based management system to track progress while managing the budget for quality raw materials and transportation costs. With proper monitoring and control methods, these three MSME sectors ensure that resource use aligns with strategic plans and supports smooth operations, despite challenges such as relocating sales locations.

d. Strategy Evaluation

Evaluating the strategies of MSME actors requires a systematic approach to assess the effectiveness of cooperative capital usage and the achievement of business goals. The beverage MSME actor measures performance by monitoring sales and profit growth and evaluating the effectiveness of promotions at new locations. The food MSME actor uses indicators such as sales volume, the number of new customers, and customer satisfaction, conducting internal audits to assess capital use and strategy effectiveness. Meanwhile, the cake MSME actor focuses on sales growth, cost efficiency, and customer feedback, adjusting strategies based on evaluation results. All three MSME sectors identify and address deviations through appropriate corrective actions, whether in budgeting, operations, or marketing strategies, to ensure that business strategies remain effective and aligned with set goals.

DISCUSSION

Partnerships aim to ensure the sustainability of initiatives that have been implemented. Involving various stakeholders with an interest and concern in the issues addressed through collaboration is a strategic step to ensure that the efforts made do not go to waste. The more parties that participate, the greater the sense of ownership toward the jointly designed activities, fostering commitment and enthusiasm to continue what has been initiated (Novianti et al., 2018). Business partnerships are crucial in supporting the growth and sustainability of Micro, Small, and Medium Enterprises (MSMEs). MSMEs can access broader resources, including financing, technology, and marketing networks, by cooperating with other business actors, cooperatives, and local governments. This collaboration helps MSMEs overcome operational and competitive challenges, drives innovation, and improves product and service quality.

Micro, Small, and Medium Enterprises (UMKM) players establish partnerships with other business actors and local governments to create synergies in the development of tourist villages, innovate with attractive products and services, and are committed to the quality and sustainability of their products. They use high-quality raw materials and environmentally friendly production practices, improving customer satisfaction and supporting environmental sustainability. As stated by Widyani, (2013), the challenges faced by UMKM are still structural, which causes many deserving UMKM actors to be unable to obtain bank financing. One way to address this issue is through “Business Partnerships” between UMKM players and relevant parties. These business partnerships are hoped to quickly create mutually beneficial symbiotic relationships.

UMKM players manage their emotions when facing challenges in running their businesses with various effective strategies, such as discussing with mentors to gain objective views, exercising

like jogging or yoga to manage stress, and regularly practicing self-reflection to evaluate the influence of emotions on business decisions. Deep breathing techniques and priority lists are also key in maintaining calm and focus when facing business pressures. In this way, UMKM players can improve their performance and overall productivity, especially when facing urgent situations or disappointments.

UMKM players believe their business greatly benefits the local community when facing challenges. They see the direct positive impact, such as creating new jobs and increasing income for local suppliers. Support from family and the community for MSME (Micro, Small, and Medium Enterprises) entrepreneurs can take various forms, including financial assistance, labor support, and business promotion. Families often provide initial capital, assist with business operations, and offer emotional support to keep MSME entrepreneurs motivated. Meanwhile, the community contributes through various initiatives such as cooperatives, business communities, entrepreneurship training programs, and the provision of shared business spaces such as bazaars and local markets. Additionally, community groups can support MSMEs by consistently purchasing their products, providing positive reviews, and spreading information through social media, enhancing competitiveness and business sustainability. This aligns with (Pracoyo et al., 2022), where one of the challenges in managing micro-enterprises, including “Livelihood Activities” and “Micro Enterprises,” is related to entrepreneurial spirit and mentality itself. Lack of motivation and entrepreneurial spirit can hinder UMKM players in fully developing their businesses. This condition can be overcome by providing strong motivation and building a solid entrepreneurial mentality for UMKM players. Efforts to offer motivation include encouragement and alternative solutions so that UMKM players can survive and grow in the face of complex economic challenges.

UMKM players adopt various strategies to control impulsive decisions that could harm their businesses. They tend to delay big decisions until after sleeping on them, consult with their team or close individuals, and set standard procedures to assess risks and the impacts of the decisions. In addition, they use a systematic evaluation checklist to ensure that all relevant factors have been considered before making strategic decisions. This approach reduces the risk of impulsive decisions and increases long-term success opportunities in business management.

UMKM players implement various strategies to manage stress and maintain focus while facing business challenges. They routinely practice meditation and light exercise, such as jogging or yoga, every morning to start the day with a clear and fit mind. Additionally, they always have an emergency plan with sufficient reserve funds to meet operational needs for the next few months, reducing uncertainty in facing difficult situations. Finally, they take time to think calmly before making important decisions, ensuring that the decisions are best for their business. Emilisa et al. (2023) emphasize the importance of stress management for every business actor to ensure that stress remains under control and work performance stays optimal. While stress is a normal part of life, it should not be excessive. Identifying work pressure in the work environment can be an initial step in recognizing stress. Meditation or relaxation should be practiced if work pressure is excessive, as this can provide calm and restore work motivation and spirit for business actors.

UMKM players feel a deep sense of satisfaction from their business due to its significant contribution to the local community. They feel proud when their products are well-received by the local community and receive positive appreciation. Their company also creates job opportunities for village residents, directly improving their standard of living. Thus, through this business, UMKM players play an essential role in village development and the socio-economic empowerment of the local community. This is also conveyed by Vinatra (2023), who highlights that UMKM is vital in driving economic growth, creating jobs, and reducing social inequality. In this journal, we present a comprehensive literature review on the contribution of UMKM to the economy and the factors influencing UMKM success. We also explore policy initiatives that support UMKM development and provide recommendations for increasing the role of UMKM in the economy.

In facing business challenges, UMKM players maintain their spirit and optimism by celebrating small achievements, strengthening mental fortitude through motivational books and

stress management courses, and building a support network in the local business community. They view failure as an opportunity to learn and rely on past experiences and support from their team and family as sources of confidence to overcome obstacles. With a willingness to continue learning and adapting, UMKM players show that optimism, spirit, and confidence are key factors in achieving long-term success in a dynamic business environment. UMKM players demonstrate commitment in analyzing root causes and finding effective solutions through various approaches, such as internal audits, daily operational data analysis, and team brainstorming. They routinely conduct customer surveys to gather feedback, compare performance with industry standards, and identify factors influencing business performance. This approach enables them to improve product quality, optimize production costs, and adjust business strategies in line with market changes, thus facing operational challenges with systematic and measurable solutions.

In managing tourist villages, UMKM players develop effective internal management systems to reduce dependence on external support and create unique products from the village. This improves competitiveness in the local and regional markets and increases appeal to tourists. The rapid growth of technology-based startups is driven by digital innovation, shifts in consumer behavior, and easy access to capital and technological infrastructure. Startups that adopt advanced technologies such as artificial intelligence, e-commerce, and application-based services are increasingly dominating various industrial sectors. Additionally, support from the government and investors has further accelerated the development of the startup ecosystem. However, challenges such as intense competition, market adaptation, and business sustainability remain key concerns for startup entrepreneurs (Wardhana, 2024). Rahmah et al. (2023) conclude that digital marketing in the tourism industry has several advantages, such as lower costs to reach a broader market, retaining customers through subtle communication, targeting specifically, and ease in measuring effectiveness. Digital marketing for tourist destinations can utilize various online platforms such as websites, social media, mobile applications, and online ads.

The MSMEs in *Pasar Kamu* face significant challenges in utilizing digital technology due to limited infrastructure and a lack of access to digital training. Without relying on e-commerce platforms, they depend on creativity and local wisdom as their main strategy to attract visitors. The innovations implemented include using natural materials in business space design, offering traditional products, and cultural interactions such as transactions using the special currency “tempu” and welcoming guests with traditional dances. This approach strengthens local cultural identity and enhances tourism appeal, making *Pasar Kamu* a model for other tourist villages. By emphasizing creativity, community empowerment, and authentic experiences, the MSMEs in *Pasar Kamu* can sustain and grow amidst competition without relying on digital technology while demonstrating the potential for community-based economic development.

UMKM players show strong empathy toward fellow business actors by getting involved in the local community, building collaborative relationships, and mentoring newcomers in the industry. They actively listen and understand the needs and challenges other UMKM players face through surveys, discussion forums, and networking events. This collaborative approach strengthens the relationships between UMKM players and strengthens the overall UMKM ecosystem, allowing them to better face complex economic and market challenges together.

CONCLUSION

The research concludes that UMKM actors in *Pasar Kamu* have demonstrated strong resilience, independence, and adaptability in developing the Kampoeng Lama Tourist Village. Their perseverance is reflected in effective management, digital marketing, community involvement, and the use of capital and technology, which increase product exposure and business sustainability. Resilience is shown through stress management, teamwork, measured decision-making, optimism, and systematic problem-solving, while independence is evident in sector-

specific strategies such as cooperative loans, online market entry, data-driven planning, and resource optimization. These efforts not only strengthen the local economy and community welfare but also serve as a model for sustainable community-based tourism. Government, academic, and private sector support through training, capital access, and pro-UMKM policies remain crucial, while future research should explore the effectiveness of digital training that respects cultural values, alternative marketing strategies like cultural storytelling, and the long-term impact of sustainability initiatives on local communities.

REFERENCES

- Afifah, N., & Ngatilah, Y. (2020). Analisis Perancangan Ulang Tata Letak Fasilitas Produksi Dengan Metode Systematic Layout Planning (SLP) Di PT. EJ. *JUMINTEN*, 1(4). <https://doi.org/10.33005/juminten.vii4.100>
- Akmal, N. H., & Arifa, C. (2023). Resiliensi Bisnis Pada Usaha Mikro Kecil dan Menengah dalam Masa Pandemi COVID-19 (Studi Kasus pada Pengusaha Batik di Daerah Istimewa Yogyakarta). *Accounting and Business Information System Journal*, 11(1), 1-34.
- Creswell, J. W. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.)*. Pustaka Pelajar.
- Dewi, M. H. U. (2013). Pengembangan Desa Wisata Berbasis Partisipasi Masyarakat Lokal Di Desa Wisata Jatiluwih Tabanan, Bali. *Jurnal Kawistara*, 3(2). <https://doi.org/10.22146/kawistara.3976>
- Dewi, R. W. Kusuma, Yuliati, Y., & Kustanti, A. (2023). Resiliensi Pelaku UMKM Tahu dalam Menghadapi Dampak Pandemi Covid-19 di Kabupaten Kediri (Studi Kasus Pada Desa Toyoresmi, Kecamatan Ngasem, Kabupaten Kediri). *Jurnal Ekonomi Pertanian dan Agribisnis (JEPA)*, 7(2), 769-782.
- Emilisa, N., Indriyarti, E. R., Yusran, H. L., Wahyuni, L., & Dizar, S. (2023). Pengabdian kepada Masyarakat: Penyuluhan Pengetahuan Manajemen Stres Bagi Pelaku UMKM di Azalea Depok. *Jurnal Pengabdian Dan Kewirausahaan*, 7(2). <https://doi.org/10.30813/jpk.v7i2.4766>
- Engwa, G. A., & N. M. Ozofor. (2015). *Fundamentals of Research Methodology*. Nova Science Publishers.
- Hamida, A., Muryanto, R. S., & Fauziah, R. (2023). Analisis potensi dan upaya pengembangan desa wisata Tambaksari, Kabupaten Karawang [Potential analysis and development of tourism villages in Tambaksari Tirtajaya Karawang]. *Jurnal Ilmiah Karawang*, 1(2), 27.
- Haqiqi, F., Susanti, R. D., & Ferawati. (2020). Analysis of the impact of working capital and production costs on the income increase of small and medium enterprises in Pongkar Village, Tebing District, Karimun Regency (2014–2018). *Jurnal Cafetaria*, 1(1), 63–72.
- Harfaz, M. H. H., Naufal, D. Z., Berliana, S., Febrianty, & Budilaksono, S. (2022). Strategi pengembangan UMKM desa wisata. Dalam *PROSIDING Seminar Nasional Dies Natalis ke-57 Universitas Atma Jaya Yogyakarta* (83-90).
- Hariana Restu Fadillah Rahmah, Siti Nur'Aini, Wilma Septia, Putriana Ramaida, Diah Novarida, Septiyani Aziz, & Betty Febryanti. (2023). Pemanfaatan Digital Marketing Bagi Destinasi Wisata Di Era New Normal. *Student Scientific Creativity Journal*, 1(4). <https://doi.org/10.55606/sscj-amik.vii4.1579>
- Hidayatullah, S., Yeremia, P., Adrian, T., Sarwinda, N., Lestari, F. W., Eka, A. A. G., & others. (2018). Eksistensi Transportasi Online (Go Food) Terhadap Omzet Bisnis Kuliner Di Kota Malang. *Jurnal Seminar Nasional Sistem Informasi (SENASIF)*, 2(1), 1423 -1429.
- Hilfanisa, Gita. (2021). Analisis Strategi Pengembangan UMKM Dalam Upaya Meningkatkan Perekonomian Pedagang Menurut Perspektif Ekonomi Syariah (Studi Terhadap Pedagang di Pasar Manggeng). *Thesis*. UIN Ar-Raniry.

- Hutagalung, S., Rudiyanto, R., Sandrio, L., & Seran, M. Y. (2024). Penguatan kelembagaan dan tata kelola pokdarwis Ceria di desa wisata Wae Lolos. *Abdimas Pariwisata*, 5(2), 7–15.
- Kontogeorgopoulos, N., Churyen, A., & Duangsaeng, V. (2014). Success factors in community-based tourism in Thailand: The role of luck, external support, and local leadership. *Tourism Planning & Development*, 11(1), 106–124.
- Mekarisce, A. A. (2020). Teknik Pemeriksaan Keabsahan Data pada Penelitian Kualitatif di Bidang Kesehatan Masyarakat. *JURNAL ILMIAH KESEHATAN MASYARAKAT: Media Komunikasi Komunitas Kesehatan Masyarakat*, 12(3). <https://doi.org/10.52022/jikm.v12i3.102>
- Miles, M. B., & Huberman, A. M. (2014). *Qualitative data analysis: A methods sourcebook (3rd ed.)*. Sage Publications.
- Musyafa, A. Z. S., Yudistira, M., Octavanny, V., & Purnama, H. (2024). Pengembangan desa wisata Dieng Kulon dalam kajian dimensi Community Based Tourism. *Journal of Research on Business and Tourism*, 4(1), 62–69.
- Novianti, N., Suryono, Y., & Fauziah, P. Y. (2018). Partnership of non-governmental organizations in economic empowerment in the cocoa field school program. *Jurnal Pendidikan Dan Pemberdayaan Masyarakat (JPPM)*, 5(1), 74–84.
- Nugrahani, F. (2014). *Qualitative research methods in language education research*. Cakra Books.
- Pracoyo, A., Paulina, P., Wijaya, E., Bagasworo, W., & Rofianto, W. (2022). Sosialisasi QRIS Dalam Upaya Peningkatan Produktivitas UMKM Provinsi DKI Jakarta Article History. *Pengabdian Kepada Masyarakat*, 4(1).
- Putri, A. (2017). Pendekatan Community Based Tourism dalam membina hubungan komunitas di Kawasan Kota Tua Jakarta. *Jurnal Visi Komunikasi*, 16(1), 111–130.
- Safrianti, T. N. (2020). *The effect of online transactions (e-commerce), capital, and business duration on the increase in UMKM income in Tegal Regency* [Thesis]. Universitas Pancasakti Tegal.
- Satriaji Vinatra. (2023). Peran Usaha Mikro, Kecil, dan Menengah (UMKM) dalam Kesejahteraan Perekonomian Negara dan Masyarakat. *Jurnal Akuntan Publik*, 1(3). <https://doi.org/10.59581/jap-widyakarya.vi13.832>
- Shan, A. S. S., & Septemuryantoro, S. A. (2023). Management Of Tourism Village Governance In The New Normal Era. *ICTMT: Synergizing Global Trends in Digital Technology, Tourism, Economic and Education for Sustainable Futures*, 1(2), 145–151.
- Sofyan, A. T. (2021). RESILIENSI DAN INOVASI UMKM SEBAGAI PENGGERAK PEMULIHAN EKONOMI. *Jurnal Visionary: Penelitian Dan Pengembangan Dibidang Administrasi Pendidikan*, 9(2). <https://doi.org/10.33394/vis.v9i2.4828>
- Tambunan, T. (2013). *UMKM in Indonesia*. Ghalia Indonesia.
- Vinatra, S. (2023). Peran Usaha Mikro, Kecil, dan Menengah (UMKM) dalam kesejahteraan perekonomian negara dan masyarakat. *Jurnal Akuntan Publik*, 1(3), 01–08.
- Widyani, W. M. (2013). Pentingnya Pola Kemitraan Dalam Rangka Meningkatkan Peran dan Kinerja Usaha Mikro, Kecil, dan Menengah di Jawa Timur Periode 2006 – 2011. *Calyptra: Jurnal Ilmiah Mahasiswa Universitas Surabaya*, 2(2).
- Zaenuddin, K., Nurlinah, N., & Syamsu, S. (2023). Resilience of MSME Actors in Bantaeng Regency during the Covid-19 Pandemic. *Journal La Bisecoman*, 4(4), 141–147. <https://doi.org/10.37899/journallabisecoman.v4i4.999>