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Post-Flood Recovery and Resilience Strengthening of a Women-Led Household MSME Through Digital Transformation and Sustainable Business Management: A Case Study of Dapur Binros in Bireuen Regency

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ABSTRACT
Background: A flash flood caused by extreme rainfall struck Blang Panjoe Village, Bireuen Regency, in November 2025, paralyzing household micro-enterprises, including "Dapur Binros," a bakery run by a woman MSME actor. Production equipment was damaged, business records were lost, and the partner had no marketing or digital record-keeping system at all, causing production capacity to plunge to around 5% of normal levels and requiring comprehensive intervention to recover.
Contribution: This community service program offers a post-disaster MSME recovery model that integrates production facility recovery, digital marketing transformation, and the preparation of a Business Continuity Plan (BCP), specifically for women-led household enterprises in hydrometeorological disaster-prone areas.
Methods: The approach applied the Asset-Based Community Development (ABCD) framework, carried out through four engagement stages — Discovery and Dream (socialization and assessment), Design (production and digitalization training, technology implementation), and Destiny (mentoring and evaluation, business sustainability strengthening) — over eight months, with the partner engaged throughout as a co-creator rather than a passive recipient.
Results: The partner's production capacity recovered from around 5% to 100% (±200 units/week), two active digital marketing channels were established, a digital financial record-keeping system with cloud-based data backup was implemented, and a BCP document was prepared as a guide for future disaster risk mitigation.
Conclusion: The integration of production facility recovery, digital transformation, and BCP preparation proved effective in strengthening the resilience of a women-led micro-enterprise after a disaster and has the potential to be replicated in other household MSMEs in similarly disaster-prone areas.

Keywords
MSME; Post-Disaster; Digitalization; Women's Empowerment; Business Sustainability

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Introduction

Micro, small, and medium enterprises (MSMEs) now have more open avenues to market products, manage finances, and reach wider markets at relatively affordable cost, thanks to digital transformation. Behind this progress, however, micro-enterprises generally remain highly dependent on physical assets and face-to-face relationships with customers, making them vulnerable whenever a natural disaster strikes. Bireuen, like most other coastal and lowland areas of Aceh, has long been prone to hydrometeorological hazards. Unfortunately, most household MSME actors in this region still lack a mitigation strategy, let alone the habit of backing up their business data.

Previous research in Aceh has shown that digital transformation helps boost the competitiveness of household enterprises, particularly in marketing and record-keeping (Maihani et al., 2024). The use of artificial intelligence and digital marketing strategies has also been shown to help micro-enterprises expand their markets while reducing promotional costs (Maihani, 2023; Maihani et al., 2023). Among women-managed enterprises, digitalization has even strengthened their entrepreneurial orientation and their intention to sustain their businesses (Maihani & Shafira, 2024). Meanwhile, earlier marketing mentoring experience with food MSMEs in Bireuen paints a different picture: household enterprises there generally still rely on conventional marketing methods and rarely record their business systematically (Hurri et al., 2021; Royani et al., 2017).

This problem becomes more serious when a micro-enterprise is struck by a disaster. The loss of physical assets is usually followed by the loss of business data that had been kept manually — from production recipes and customer lists to supplier records. Several community service studies on food MSMEs in Aceh have already noted that strengthening digital marketing needs to go hand in hand with strengthening business governance, so that its impact does not stall midway (Said et al., 2022). Studies abroad have indeed touched on the importance of a business continuity plan for MSMEs affected by disasters or crises (Sakijege, 2024), as have studies on post-earthquake MSME recovery in Indonesia (Maryanti et al., 2019), yet so far few studies have combined all three elements at once: production capacity recovery, digital marketing transformation, and the preparation of a post-disaster business continuity plan, particularly for women-led household MSMEs in hydrometeorological disaster-prone areas.

This is exactly what happened to Dapur Binros, a household bakery in Blang Panjoe Village, Kutablang Subdistrict, Bireuen Regency. The business has been run by Rosita, a 42-year-old woman, since 2017; it already holds a halal certificate and supports around 70% of her family's income. Before the disaster, production ranged from 150–200 cake units per week across eight product variants, handled by four permanent workers. On 26 November 2025, extreme rainfall caused the area's main river to overflow — even though the area had never previously been mapped as flood-prone, leaving residents unprepared. The flood damaged most of Dapur Binros' production equipment and wiped out all of its manually recorded business documentation. Production plummeted to fewer than 20 units per week, or around 5% of normal conditions, while marketing came to a complete halt and most customers were lost.

Based on this, the community service program was designed to restore Dapur Binros' production capacity, build a digital marketing presence the partner had never had, and simultaneously establish a business management system and a post-disaster business continuity plan. This program is also aligned with the Sustainable Development Goals (SDGs), particularly SDG 1 (no poverty), SDG 5 (gender equality), and SDG 8 (decent work and economic growth), and supports the Government's Asta Cita agenda for strengthening women's roles and equitable economic development from the village level. Before going to the field, the team first conducted a needs assessment together with the partner and the Blang Panjoe Village officials, so that the proposed intervention genuinely addressed the problems faced, rather than simply transferring technology from the university. This assessment revealed three priority needs of the partner, in

order: recovery of production facilities, the establishment of digital marketing channels, and strengthening business management to be better prepared for future disaster risks.

The contribution of this program lies in a post-disaster recovery model for women-led micro-enterprises that integrates production facility recovery, digital marketing transformation, and Business Continuity Plan preparation into a single series of interventions. This model is expected not only to restore Dapur Binros to its pre-disaster operational condition, but also to be replicable in other household enterprises in hydrometeorological disaster-prone areas, both in Aceh and in other regions with similar characteristics.

Method

This community service program applied the Asset-Based Community Development (ABCD) framework (Kretzmann & McKnight, 1993), an engagement methodology that positions the partner not as a recipient of training and technology but as a co-creator who identifies her own assets, sets priorities, and helps shape the interventions carried out at every stage. The subject was Dapur Binros, a household bakery run by Rosita together with four other members, located in Dusun Ie Meuse, Blang Panjoe Village, Kutablang Subdistrict, Bireuen Regency, Aceh Province. The selection of the partner and the form of cooperation were agreed through deliberation with village officials and the business owner, and set out in a cooperation agreement letter. The program ran for eight months with a minimum of eight field visits, involving three cross-disciplinary team members from retail management, informatics, and architecture/environment, assisted by two student technical facilitators. Implementation followed the four ABCD engagement stages — Discovery and Dream, Design, and Destiny — translated into five concrete activities: socialization and assessment (Discovery and Dream); production and digitalization training and technology implementation (Design); and mentoring and evaluation and business sustainability strengthening (Destiny), as summarized in Table 1 and Figure 1.

Table 1. Stages of Community Service Implementation

ABCD Engagement Phase	Activity	Activity Description
Discovery & Dream	Initial socialization and assessment	Program socialization and exploration of the partner's actual post-disaster business condition, followed by joint identification of her remaining assets and a shared work plan reflecting her own priorities
Design	Production and digitalization training	Training on production process organization, business social media management, and digital financial record-keeping, with topics and pacing set jointly with the partner based on the gaps she identified in her own routine
Design	Technology implementation	Rehabilitation of production facilities, creation of digital marketing accounts, and implementation of cloud-based record-keeping, with each option presented to the partner for approval and adjusted to her practices before being adopted
Destiny	Mentoring and evaluation	Routine visits and periodic evaluation of progress in production, marketing, and business management
Destiny	Business sustainability strengthening	Preparation and socialization of a Business Continuity Plan (BCP) co-developed with the partner to reflect her own operational routines, as a disaster risk mitigation guide

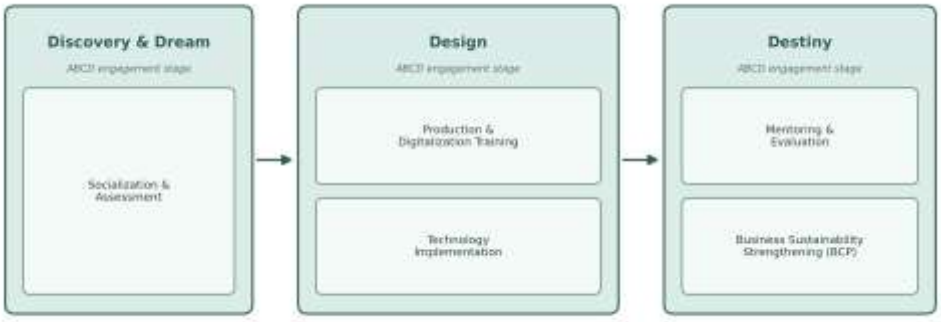


Figure 1. ABCD Engagement Stages (Discovery & Dream, Design, Destiny) and Their Corresponding Implementation Activities

Initial Socialization and Assessment

This stage was used to align understanding between the proposing team and the partner regarding the program's objectives, scope, and targets. Socialization was conducted openly with the business owner and Blang Panjoe Village officials, and was also used to map the post-disaster business condition — from production equipment and business processes to marketing and administrative management. This socialization and assessment formed the basis for drawing up a joint work plan tailored to the partner's needs in the field. Rather than the team prescribing a fixed order of interventions, the partner herself, together with the team, weighed the post-disaster condition and set the priority order — production facility recovery first, followed by digital marketing, then business management strengthening — reflecting the Discovery and Dream stages of the ABCD approach, in which the community identifies its own assets and envisions the direction of recovery before any intervention is designed.



Figure 2. Socialization of the Community Service Program to the Partner and Village Officials and Assessment of the Partner's Post-Disaster Business Condition and Production Facilities

Production Training and Digitalization

Training was delivered directly through hands-on practice at the partner's business, rather than through theory alone. The material covered reorganizing the production process and quality standardization, managing social media and marketplace accounts, and simple financial record-keeping through digital applications. The case examples used were drawn from the partner's own business, making the material easier to absorb and directly applicable in daily practice. Facilitators from the team tailored each session to their respective areas of expertise, assisted by two student technical facilitators.



Figure 3. Digital Transformation Training: Marketing, Payment, and Business Record-Keeping

Technology Implementation

Technology implementation was tailored to the solutions jointly agreed upon with the partner. Rather than the team selecting tools on the partner's behalf, each option was first demonstrated to her; only those she found workable within her daily routine were adopted, and details such as account names, product categories, and record-keeping formats were set according to her own preferences instead of a standard template — consistent with the Design stage of the ABCD approach, in which the community, not the facilitating team, has final say over the form each solution takes. On the production side, the main production facilities were rehabilitated and reorganized so the business could operate again at adequate capacity. On the marketing side, Instagram Business and WhatsApp Business accounts were created, along with registration on a marketplace platform. On the management side, a simple digital financial record-keeping system with cloud-based data backup was implemented. All the technologies chosen were deliberately easy to use, low-cost, and suited to a household business scale.



Figure 4. Mentoring Practice for Managing the Partner's Digital Marketing Accounts

Mentoring and Evaluation

Mentoring was carried out continuously throughout the program to ensure that all the implemented solutions genuinely functioned. The team regularly visited and communicated with the partner to help resolve obstacles related to production, marketing, or business management. Evaluation was conducted periodically by comparing business progress against the initial condition, for example increased production activity, functioning digital marketing, and regularity of financial record-keeping. Data were collected through field observation, interviews with the

partner, and documentation of business progress before, during, and after the intervention, then analyzed descriptively.

Strengthening Business Sustainability (Business Continuity Plan)

As a further risk mitigation step, the team and the partner jointly prepared and socialized a Business Continuity Plan (BCP) document containing risk identification, procedures for safeguarding business assets, and a cloud-based data backup mechanism. This document was created so the partner would have a practical guide for maintaining business continuity should a similar disaster occur again. The program's sustainability was also encouraged by helping the partner build the habit of independently recording the business and managing digital marketing channels without continued reliance on the team's mentoring.



Figure 5. Preparation and Socialization of the Business Continuity Plan (BCP) with the Partner

Result

This program brought about change in the three aspects targeted by the intervention: production, marketing, and business management. On the production side, rehabilitating the main equipment — a dough mixer, a three-tray gas oven, a cooling showcase, and other supporting cooking equipment — enabled the partner to produce stably again. Production capacity, which had fallen to around 5% of normal conditions, gradually rose to reach ±200 units per week, equivalent to pre-disaster capacity, while the defect rate fell from an uncontrolled level to around 5%.



Figure 6. The Partner's Production Activity After Production Facility Rehabilitation

On the marketing side, the partner, who previously had no digital presence at all, now

manages two active channels — Instagram Business and WhatsApp Business accounts, plus a product showcase on a marketplace — which has expanded market reach from purely local to regional scale. On the business management side, the partner began recording finances digitally with cloud-based data backup, replacing the manual bookkeeping destroyed by the disaster, while also completing a Business Continuity Plan (BCP) document containing risk identification and procedures for safeguarding business assets.



Figure 7. Dapur Binros Products Back on the Market After the Recovery Program

A comparison of the partner's condition before the disaster, after the disaster, and after program implementation is presented in Table 2.

Table 2. Comparison of the Partner's Condition Before the Disaster, After the Disaster, and After Program Implementation

Aspect	Before the Disaster	After the Disaster (Start of Program)	After the Program	Description of Change
Production capacity	150–200 units/week	<20 units/week (±5%)	±200 units/week (100%)	Increased by ±95 percentage points
Business turnover	±IDR 20,000,000/month	Dropped drastically, not yet stable	Increasing gradually	Target increase of ±40% from the post-disaster condition
Workforce	4 permanent workers + owner	Activity halted	2–4 workers re-engaged	Recovery of local employment
Marketing channel	Direct sales, consignment, simple WhatsApp	Customer base lost, no digital channel	Instagram Business, WhatsApp Business, marketplace	2 new active digital channels
Business record-keeping	Manual	Business documents destroyed	Digital with cloud backup	Full transformation to a digital system

These achievements show that an intervention targeting production, marketing, and

business management simultaneously was able to restore Dapur Binros' operations to a level equivalent to before the disaster, while adding something the partner had never had before: a digital presence and a risk mitigation document.

Beyond these output-level indicators, the mentoring and evaluation stage also produced early evidence that the new practices were beginning to be internalized rather than merely performed under the team's supervision. By the later mentoring visits, the partner was observed updating her digital financial records and posting to her marketing accounts without being prompted, and on at least two occasions she adjusted her production schedule and pricing on her own initiative after reviewing the cloud-based sales record, rather than waiting for the team's recommendation. She also took the lead in walking Blang Panjoe Village officials through the BCP document during its socialization, rather than having the team present it on her behalf. These instances of unprompted, self-directed use of the digital tools and the BCP — decisions the team did not initiate — are treated here as early indicators of institutionalized behavioral change, distinct from the technical recovery outputs reported above; whether this autonomous use persists once mentoring ends remains an open question addressed in the Limitations below.

Discussion

This shows that recovering a post-disaster MSME is not enough through replacing damaged physical assets alone; digital capacity and business governance also need to be strengthened at the same time. The recovery of Dapur Binros' production from around 5% to 100% shows that rehabilitating equipment scaled to a household level, rather than large industrial equipment, is more appropriate for accelerating the recovery of a micro-enterprise that has just been shaken by a disaster. This is consistent with findings that the adoption of appropriate technology genuinely contributes to MSME competitiveness (Maihani et al., 2024), and is also consistent with post-disaster MSME recovery studies elsewhere that emphasize the importance of strengthening production capacity as a first step before market expansion (Sakijege, 2024; Maryanti et al., 2019). The new digital channels established also directly addressed the loss of the customer base caused by the absence of digital record-keeping before the disaster. This finding reinforces the argument that digital marketing and data utilization can expand market reach while maintaining relationships with consumers (Maihani, 2023; Maihani et al., 2023), as also seen in other studies on food MSME marketing strategies in Aceh (Hurri et al., 2021; Said et al., 2022). Unlike MSMEs not affected by disaster, here digital transformation was not merely a market expansion strategy but also served as a risk mitigation measure — business data stored in the cloud becomes a safety net if physical damage occurs again. On the management side, the preparation of a Business Continuity Plan document is something rarely found in typical MSME mentoring practice, consistent with the importance of management literacy and business sustainability planning for women business actors (Maihani & Shafira, 2024; Veranita et al., 2023; Marthalina, 2018). This finding further reinforces the argument that the sustainability of post-disaster MSMEs strongly depends on integrating digital technology with strengthening customer value, rather than merely recovering physical assets (Saputra et al., 2026).

The partner's active involvement from the assessment stage through to evaluation also shows that this program was not merely a one-way transfer of knowledge from the university to the community. Discussions with the partner and village officials at the start of the activity helped the team align intervention priorities with actual needs in the field, while ongoing mentoring gave the partner room to raise technical obstacles directly. Such an approach is particularly important in a post-disaster context, since business actors who have just lost assets and documentation usually need time to adapt psychologically before they are ready to adopt new ways of working, including switching from manual record-keeping to a digital system.

Theoretically, the psychological adaptation observed in this case can be read through the

lens of transformative learning theory, in which a disorienting event — here, the flood and the loss of the business's physical and documentary assets — creates the conditions under which an adult learner critically re-examines habitual ways of working and becomes open to a qualitatively different frame of practice (Mezirow, 1991). Framed this way, the partner's shift from manual to digital record-keeping was not simply a technology adoption decision but a change in what she took for granted about how her business should be run, triggered by the disaster rather than by the intervention alone; the team's role was to provide a structured, low-risk space in which that reflection could be translated into a workable new routine. This also connects the case to community resilience theory, which frames recovery not as the restoration of a prior state but as a community's capacity to access and mobilize economic, social, and informational resources adaptively after a disturbance (Norris et al., 2008). Read against that theory, Dapur Binros' recovery drew simultaneously on economic resources (rehabilitated equipment), information and communication capacity (digital channels and record-keeping), and social capital (the relationship with village officials and the team) — the same three capacities the theory identifies as jointly necessary, rather than sufficient on their own, for adaptive recovery. The gendered dimension of this process also deserves more explicit attention than post-disaster MSME recovery studies typically give it: because Rosita, as both owner and primary caregiver in her household, carried the disaster's economic and domestic burden simultaneously, her capacity to engage with training and mentoring was shaped by constraints — time, household responsibility, and decision-making authority within the family business — that a gender-neutral recovery model would not capture. This is consistent with case evidence from women-led community-based businesses recovering from other disasters in Indonesia and Japan, where women's leadership was found to build community networks that a purely technical or male-led recovery process did not replicate, but where sustaining that leadership over time required continued support rather than a single round of intervention (Matsumoto & Ishiwatari, 2024). Positioning the partner as a co-creator under the ABCD framework, rather than as a beneficiary of a standardized recovery package, is therefore not only a methodological choice but a way of taking that gendered burden seriously: it is precisely because her capacity was constrained that decision-making authority over the pace and form of the intervention needed to remain with her.

This program also has a number of limitations that should be acknowledged. It involved only one partner, so its achievements cannot yet be generalized to other post-disaster MSMEs with different characteristics. The sustainability of the partner's independent use of the digital record-keeping system and management of marketing channels after mentoring ends also cannot yet be fully confirmed — changing work habits usually takes longer than the program's eight-month duration. The evaluation of turnover growth and BCP effectiveness is also still a short-term estimate, so further monitoring is needed to assess its impact more comprehensively over a longer period. For this reason, continued mentoring and strengthening of networks with the surrounding MSME community remain necessary to sustain this program's achievements.

This community service program successfully restored Dapur Binros' production capacity from a condition that was nearly paralyzed after the disaster to a level equivalent to normal conditions, while also building a digital marketing presence and a business management system the partner had never had before. Integrating production facility recovery, digital transformation, and Business Continuity Plan preparation proved to be an effective framework for strengthening a women-led micro-enterprise's resilience against future disaster risk. This empowerment model is applicative in nature and has the potential to be replicated in other household MSMEs in hydrometeorological disaster-prone areas, particularly those managed by women as the main pillar of family income. Going forward, follow-up activities are recommended to evaluate the sustainability of digital system use and the effectiveness of the BCP over a longer period, after the team's mentoring has ended.

Conclusion

This community service program set out to restore Dapur Binros' production capacity, build a digital marketing presence, and establish a business management system together with a post-disaster business continuity plan; the production, marketing, and governance results reported above show that all three were achieved. Rather than restate those figures, the theoretical contribution of this case lies in what the engagement process itself indicates about post-disaster MSME recovery. First, it suggests that recovery is better modeled as a joint outcome of economic, informational, and social capacities acting together — consistent with community resilience theory (Norris et al., 2008) — than as physical asset replacement with digitalization and governance added on afterward; the early evidence of unprompted, self-directed use of the digital tools and the BCP indicates that this integration had begun to be internalized as routine rather than sustained only through the team's presence. Second, reading the partner's psychological adaptation through transformative learning theory (Mezirow, 1991) reframes the ABCD engagement stages used here not merely as a project management sequence but as a structure for enabling a disaster-disrupted business owner to critically re-examine and rebuild her own operating routines, with the team facilitating rather than directing that process. Third, this case adds to a still-thin body of evidence on the specifically gendered dimension of women-led MSME recovery: unlike a gender-neutral recovery model, positioning Rosita as a co-creator rather than a beneficiary took seriously the fact that her capacity to engage with training and mentoring was constrained by her simultaneous roles as business owner and primary household caregiver, a dynamic consistent with what has been found in women-led community-based recovery businesses elsewhere in Indonesia and beyond (Matsumoto & Ishiwatari, 2024). Contributing this single, closely observed case to that literature is a modest but concrete step toward the more explicit theorizing of women-led post-disaster resilience that the field still needs. Because this program evaluated only one partner over a single eight-month cycle, the persistence of these behavioral and psychological shifts once mentoring ends, and the extent to which this ABCD-based, gender-attentive model transfers to other women-led household MSMEs with different disaster severities, remain open questions for future research and community service activities to test.

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Conflicts of Interest

The authors declare no conflict of interest in the implementation of this community service program or in the writing of this article.

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