

Social Media Management Strategies for Village Tourism Development: A Case Study of BUMDes Sinar Usaha Budo

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Abstrak

Penelitian ini bertujuan untuk mengeksplorasi penerapan manajemen pemasaran digital BUMDes Sinar Usaha Budo di Minahasa Utara. Latar belakang penelitian ini didasarkan pada potensi Desa Wisata Budo yang cukup besar sebagai destinasi wisata unggulan, namun pengelolaan media sosial yang belum optimal menghambat upaya promosi dan kunjungan wisatawan. Dengan menggunakan pendekatan kualitatif dengan desain studi kasus, metodologi penelitian ini melibatkan wawancara mendalam, dokumentasi, dan observasi. Informan penelitian ini adalah pimpinan BUMDes, dokumentasi berupa dokumen visual platform media sosial BUMDes, dan observasi berupa proses bisnis. Temuan penelitian ini menunjukkan bahwa keterlibatan media sosial berperan signifikan dalam meningkatkan jumlah pengunjung. Namun demikian, tantangan seperti kekosongan posisi administrator, keterbatasan akses informasi, dan konten yang ketinggalan zaman merupakan kendala utama. Kesimpulannya, promosi digital yang efektif memerlukan kerangka tata kelola media sosial yang terstruktur, meliputi penggantian administrator dan penerapan Prosedur Operasional Standar (SOP). Implikasi penelitian ini memberikan rekomendasi praktis untuk meningkatkan strategi promosi digital dan meningkatkan kunjungan wisatawan.

Kata Kunci: Pemasaran Digital; Bumdes; Keterbatasan Akses Informasi; Ketinggalan Zaman.

Abstract

This research aims to explore the implementation of digital marketing management of BUMDes Sinar Usaha Budo in North Minahasa. The study's background is based on the substantial potential of Budo Tourism Village as a prioritized tourist destination; however, suboptimal social media management impedes promotional efforts and tourist arrivals. Employing a qualitative approach with a case study design, the research methodology involves in-depth interviews, documentations and observation. The informant for this research is the head of BUMDes, the documentation is the visual document of BUMDes social media platform, and the observation the business process. The findings of this study indicate that social media engagement plays a significant role in enhancing visitor numbers. Nevertheless, challenges such as the vacancy of the administrator position, limited information access, and outdated content represent key obstacles. In conclusion, effective digital promotion necessitates a structured social media governance framework, encompassing the replacement of the administrator and the implementation of Standard Operating Procedures (SOPs). The implications of this research provide practical recommendations for enhancing digital promotion strategies and increasing tourist visitation.

Keyword: Digital Marketing; BUMDes; Limited Information; Outdated Information.

1. Introduction

Indonesia's considerable tourism potential, stemming from its diverse destinations, significantly contributes to global economic growth through foreign exchange, job creation, and cultural promotion (Sabon *et al.*, 2018). Effective tourism management can establish a strong regional brand, subsequently increasing visitor numbers (Mumtaz & Karmilah, 2022). Village tourism, offering authentic experiences rooted in rural uniqueness (Sudibya, 2018), benefits from community involvement in its governance, fostering local economic growth through employment and entrepreneurship. Promotion, a communication tool for disseminating product information and encouraging purchase (Nufus & Handayani, 2022), has evolved into Digital Promotion, leveraging social media and the internet to broaden reach and enhance brand visibility. Budo Tourism Village, recognized for its natural and cultural assets and designated as a Super Priority Destination, exemplifies village tourism potential. Its accolade as the ADWI 2022 Digital and Creative champion (Mairi *et al.*, 2023) under-scores this potential. In the digital era, digital marketing via social media is crucial for tourism promotion (Wirdana, 2024), with effective content marketing positively impacting visitor arrivals, revenue, and economic growth (Fatimah & Fitri Yuliani, 2023). However, Budo Tourism Village faces social media management challenges due to limited resources, hindering information dissemination and potentially underutilizing its tourism revenue potential despite its ADWI win. Given the increasing importance of digitalization, this research aims to explore the impact of social media engagement on visitor numbers at Budo Tourism Village. This exploration is crucial for empowering stakeholders to optimize their marketing and promotion strategies, thereby sustaining and enhancing the destination's performance.

2. Research Methodology

This research employs a qualitative case study approach to analyze BUMDes Sinar Usaha Budo's issues. Case studies offer in-depth analysis of entities within real-world contexts (Nilawati, 2018). The study explores BUMDes governance, focusing on social media's role in promoting Desa Wisata Budo and its impact on visitor numbers. The population is BUMDes Desa Budo; the informant is its Director, chosen for their operational knowledge (Asrulla *et al.*, 2023). Purposive sampling, relying on researcher judgment (Rai & Thapa, 2019), selects the Director as a key informant for in-depth data on social media management. Primary data comes from in-depth interviews with the Director (Ahmed *et al.*, 2022), supplemented by observations of Desa Wisata Budo's social media activity. This combination aims to provide a triangulation view of social media account governance and its impact. Data collection involves structured yet flexible interview guides, with participant agreements obtained beforehand. Semi-structured interviews are recorded and transcribed verbatim, followed by coding to identify key themes. Data analysis uses thematic analysis to find recurring themes (Lochmiller, 2021) and content analysis for broader transcript interpretation (Campos & Turato, 2009). These methods facilitate a deep and comprehensive analysis of qualitative data.

3. Results and Discussion

3.1 Results

This research finds that social media significantly influences the increase in tourist visits to Desa Wisata Budo. However, the village's social media accounts are inactive due to admin turnover, resulting in essential information not being conveyed and less-than-optimal potential visits. The main findings are categorized into the themes: Human Resource, Ineffective Social Media Management, Access to Information, Engagement, and Suggestions.

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Table 1. The result of qualitative analysis

Topic	Theme	Category
Human Resource	Vacant	Working Distance
		Commitment
		Working Procedure
	Ineffective Social	Access to Information
	Media Management	Engagement
		Underutilizing Social Media Platform

Desa Wisata Budo grapples with several interconnected challenges in its social media management, as highlighted by a key informant. The issue of vacant social media management is exacerbated by working distance, with the source person explaining, “Cuman dia da ba bilang pa kita dia masih suka lanjut disini, cuman kan nda bisa begitu to. Bagimana dia disana kong torang disini, bagitu no depe masalah,” revealing the difficulties of remote collaboration. Furthermore, a lack of commitment within the administration hinders progress, as the informant reveals, “Tu lalu kita suruh bale ulang, cuman disana dia ada mo coba kembangkan desa wisata disana,” suggesting divided priorities. The presence of unstructured working procedures also poses a significant obstacle, exemplified by the source person’s statement, “Dia pe akun itu kan, (cuman) dia yang tau. Jadi kalo di akun itu misalnya torang tau, nah akun itu dia kan bisa torang buka sendiri,” underscoring the lack of shared access and protocols. This is directly linked to the problem of limited access to information, as the informant mentions, “Tetapi akun itu cuman dia yang tau, dia nda kase (akses) itu.” Consequently, the village is underutilizing social media platforms, which directly impacts engagement, leading to a decline in visitors, as the source person states, “Menurun sih (jumlah pengunjung). Karena orang-orang le kan so nda lia-lia dia (desa wisata Budo) di postingan, bagimana (keadaan tempat wisatanya). Kalo dia aktif kan, torang mo lia depe presentase dar orang-orang mo like (engagement).”

This research affirms the significant role of social media in influencing tourist visits to Desa Wisata Budo, yet suboptimal management hinders its full potential. The findings support that effective digital promotion can increase interest and visits, emphasizing the need for appropriate resource management in tourism digital marketing. This is highly relevant to the Marketing 4E framework, where a compelling experience through social media is crucial for attracting tourists. This discussion aligns with Social Exchange Theory (SET), which views social media interaction as a value exchange between Desa Wisata Budo and potential tourists. The effectiveness of this exchange depends on content quality; engaging content drives engagement and visits, while less relevant content reduces interest. Furthermore, the Resource-Based View (RBV) highlights the importance of unique resources and capabilities, such as competent social media administrators and effective Standard Operating Procedures (SOPs), in creating a competitive advantage. Within the Marketing 4E context, competent admins create a rich experience, and good SOPs ensure an effective exchange of value. This research contributes to the understanding of digital marketing and tourism village management, emphasizing the importance of structured social media governance. Recommendations such as administrator replacement and SOP implementation offer practical solutions to enhance digital promotion and maximize the potential for tourist visits to Desa Wisata Budo, with a focus on improving the tourist experience and optimizing exchange within the Marketing 4E framework.

3.2 Discussion

The findings of this study underscore that effective social media management is a crucial pillar in advancing village tourism. Field observations reveal a heavy reliance on social media administrators to maintain information flow and engagement with prospective visitors. The absence of an administrator, as seen at BUMDes Sinar Usaha Budo, has led to stagnant content and declining audience interaction. This phenomenon echoes the conclusions of Amelia and Radianto (2017), who found that the success of promotional strategies is closely tied to the continuity and quality of digital media management. Limited access to information where social media accounts are controlled by a single individual hampers

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knowledge transfer and content innovation. Nufus and Handayani (2022) highlight the importance of accessibility and collaboration within social media teams to ensure promotional continuity, especially in community-based digital marketing. In Budo's case, the lack of Standard Operating Procedures (SOP) and absence of information backup systems resulted in missed promotional opportunities, even though the village's potential as a leading destination has been nationally recognized (Mairi *et al.*, 2023). From a marketing perspective, Hult, Pride, and Ferrell (2012) emphasize that effective promotion must be grounded in a deep understanding of the target audience and the selection of appropriate communication channels. Social media, as the main digital promotion channel, demands consistent content updates and the construction of an authentic destination narrative (Pongtuluran *et al.*, 2024). When accounts are left inactive, potential tourists lose a primary source of information, which directly reduces their interest in visiting. Thematic analysis applied in this research aligns with the approach of Lochmiller (2021), who stresses the significance of identifying key themes through in-depth interviews and observation. The use of purposive sampling (Rai & Thapa, 2019; Asrulla *et al.*, 2023) ensured that informants truly understood the internal dynamics of BUMDes, producing relevant and accountable data. From a resource management standpoint, the Resource-Based View (Sukma, 2017) emphasizes the unique internal capabilities, such as digital skills of administrators and structured work mechanisms. Budo Tourism Village has yet to fully leverage these advantages, and as a result, the competitive edge that could be achieved through digital marketing remains underutilized. This finding reinforces Nilawati's (2018) conclusion that institutional governance and human resources are pivotal factors in the success or failure of BUMDes management.

Furthermore, the experience-based marketing strategy (Marketing 4E) discussed by Sharidevy Anggira (2025) requires destination managers to go beyond merely providing information, but also to foster emotional engagement through creative content. Static, irrelevant content risks driving audiences toward other, more active destinations. Support from the literature by Mairi *et al.* (2023) and Pongtuluran *et al.* (2024) confirms that promotion through social media, especially Instagram, significantly influences local tourists' visiting behavior in Budo Tourism Village. However, such success is highly dependent on internal factors such as resource readiness, SOPs, and managerial commitment. Methodologically, the content analysis conducted follows Campos and Turato (2009), who highlight the importance of deep interpretation in qualitative studies to yield comprehensive understanding. This approach strengthens the validity of findings regarding both obstacles and opportunities in social media management at the village level. Overall, this discussion confirms that the main challenges in BUMDes digital marketing do not solely lie in technical aspects, but also in governance, human resources, and organizational culture. Improvements should focus on establishing clear SOPs, appointing competent administrators, and fostering internal collaboration. Without these measures, the considerable potential of Budo Tourism Village will remain just a statistical note, lacking tangible impact on local economic growth (Sabon *et al.*, 2018; Rori *et al.*, 2016).

4. Conclusion

This research aimed to explore the extent to which social media engagement with digital marketing content of Budo Tourism Village correlates with an increase in visitor numbers. The central research question addressed was: To what extent does social media engagement with digital marketing content of Budo Tourism Village relate to an increase in visitor numbers? The analysis revealed a significant influence of social media engagement on the augmentation of visitor numbers to Budo Tourism Village. However, suboptimal social media management, including the absence of an administrator, limited information accessibility, and outdated content, impeded the full potential for increased tourist arrivals. These findings support the hypothesis that effective digital promotion via social media can enhance tourist interest and visitation. The research aligns with Social Exchange Theory (SET), which posits that social media interactions represent a value exchange between Budo Tourism Village and potential tourists; engaging and informative content tends to elicit higher engagement, ultimately driving visitation.

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Furthermore, the Resource-Based View (RBV) is pertinent, as the study identifies human resources (e.g., social media administrator) and organizational capabilities (e.g., SOPs) as crucial factors in establishing a competitive advantage for the tourism village. This research contributes significantly to the fields of digital marketing and tourism village management, particularly highlighting the importance of structured and sustainable social media governance. Recommendations such as administrator replacement and SOP implementation offer practical solutions to enhance the effectiveness of digital promotion and maximize the potential for tourist visits to Budo Tourism Village.

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