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## Analysis Of Social Media Management Strategies: A Case Study Of Bekelir Tourist Village

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**Abstract:** Bekelir Tourism Village is a community-based destination that has successfully transformed from a slum area into a thematic village with colorful mural identities. However, the number of tourist visits declined in 2021–2024 because social media management was not optimal. The research problem formulation is how the social media condition of Bekelir Tourism Village is and what the management strategy is. This study aims to formulate effective social media management strategies to support sustainable tourism promotion. The research method uses a qualitative approach with techniques such as interviews, observation, documentation, SWOT analysis, and POAC (Planning, Organizing, Actuating, Controlling) strategy implementation. There were 9 respondents in this study. The results show that Bekelir Tourism Village has strengths in the form of unique mural identity, community support, and strategic location, but faces weaknesses in the form of limited human resources and lack of content consistency. The implementation of POAC can be a solution through content planning, team organization, digital training, and continuous promotion monitoring.

**Keywords:** Strategy, Management, Social Media, POAC, Bekelir Tourism Village.

### Article info:

**Submitted:** October 18, 2025 | **Revised:** June 5, 2026 | **Accepted:** June 15, 2026

### How to cite:

Sungoro, M. W., & Setiawan, B. (2026). Analysis of Social Media Management Strategies: A Case Study of Bekelir Tourist Village. *Jurnal Sains Terapan Pariwisata*, 11(2), 188–203. <https://doi.org/10.56743/jstp.v11i2.712>

## INTRODUCTION

A tourism village is a residential area in an urban environment with a solid community that is used as a tourist destination because it has the potential to attract tourists. Tourism villages are not only useful as places to live but also as tourist destinations (Khasanah et al., 2024). The phenomenon of the transformation of tourism villages in Indonesia shows that area development involving community participation can strengthen the identity and appeal of a destination. This can also be seen in the significant changes that have taken place in Bekelir Tourism Village, which has successfully created a new image through collaboration between its residents (Sulistyaningsih et al., 2022)



**Figure 1.** Condition of Bekelir Village in 2025  
Source: Researcher Documentation,(2025)

Bekelir Tourism Village has successfully transformed from a slum area into a colorful and beautiful village, thanks to the active participation of the community and creative ideas from the younger generation, as shown in Figure 1 above. The goal of this transformation is to create a clean environment while improving the economy of the residents (Zahran & Hermansah, 2022; Pratiwi et al., 2024). Since its inauguration in 2017, this village has formed a new identity that has a higher appeal (Permatasari et al., 2022). This transformation is in line with the trend of community-based tourism, where the use of social media has proven to be effective in expanding promotion, attracting tourists, and strengthening the local economy.

Social media such as Instagram and TikTok can help Bekelir Tourism Village attract visitors (Natasya et al., 2025). This study adopts the theory of social media, which is a type of platform on the internet that provides opportunities for individuals to create, interact, share, and build social relationships online (Fitriani, 2021; Maria et al., 2020; Baskoro et al., 2023; Omar & Ondimu, 2024). Currently, social media has become a new method for people to communicate and influence various aspects of life with three main objectives: introduction, communication, and cooperation (Rafiq, 2020).

This is supported by research conducted by Khairatul Jannah & Hermansah (2022) which shows that TikTok is an effective culinary promotion medium in Kampung Wisata Bekelir, because it can expand the audience reach and increase local income (Khairatul Jannah & Hermansah, 2022). Optimizing social media through content training in other tourist villages has also been proven to enhance promotion and increase the number of tourist visits (Sutisna et al., 2022).

**Table 1.** Data on the Number of Visitors to Bekelir Tourism Village

| No. | Year | Number          |
|-----|------|-----------------|
| 1.  | 2019 | 15,347 Visitors |
| 2.  | 2020 | 7,435 Visitors  |
| 3.  | 2021 | 13,775 Visitors |
| 4.  | 2022 | 12,674 Visitors |
| 5.  | 2023 | 510 Visitors    |
| 6.  | 2024 | 240 Visitors    |

Source: Data Proceed, 2025

Table 1, shows that the number of visitors from 2021 to 2024 has decreased. This is because Bekelir Tourism Village's has utilized Instagram, but the promotion is still not optimal, so a more appropriate promotion strategy is needed (Christantia & Prasetyo, 2024; Sihombing et al., 2024). Strategies themselves are interconnected and always related to implementation policies, the setting of objectives to be achieved, and the determination of methods or approaches for utilizing facilities and infrastructure. Therefore, strategies also need to be supported by the ability to anticipate available opportunities (Safitri & Juliprijanto, 2020; Jarzabkowski et al., 2021 Putri et al., 2021; Dhlamini, 2022; Ermawati & Satiti, 2023 ). Strategic management itself is a guideline or basic framework for organizations in planning, organizing, and directing/controlling resources effectively to achieve desired and intended goals (Gusrianto & Syaifudin, 2023).

Management strategies in their implementation cannot be separated from POAC, which can direct resources in a structured manner. POAC forms the basis of management in managerial organizations, covering management functions that are applied in every organization around the world to maintain organizational continuity. POAC is a series of management activities that include planning, organizing, actuating, and controlling. These functions are very important to ensure that organizational goals can be achieved (Hidayat, 2024).

Based on the POAC indicators consisting of planning, organizing, actuating, and controlling in the situation of Bekelir Tourism Village, the planning indicator can be seen from the plans that have been prepared or made by Bekelir Tourism Village in using social media as a medium and means of promotion for the long term, with a schedule for posting on social media only when there are events taking place in Bekelir Tourism Village. The organizing indicator is seen from the person who has the role as the admin of the Bekelir Tourism Village social media, who is also a member of the Bekelir Tourism Village Pokdarwis. The actuating or action indicator is seen from the absence of posts according to the schedule, namely when there are events taking place in Bekelir Tourism Village. This is due to the vacancy of the position of Pokdarwis Chair, which has resulted in no events being held. In the controlling indicator, there is no control or supervision in the management of social media because Bekelir Tourism Village's social media is not running and has not been used to its full potential.

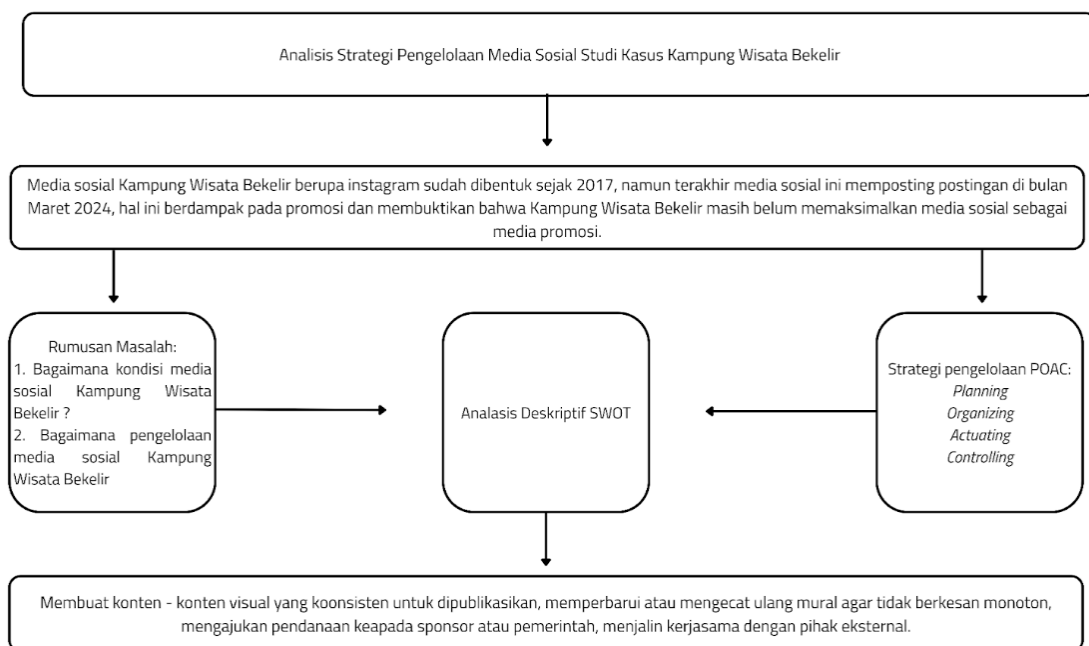
Based on the POAC indicators found in Bekelir Tourism Village, its implementation cannot be separated from promotion, which is an important element in marketing with the aim of providing information, persuading, and influencing consumers to be interested in services or products. Promotion theory emphasizes the importance of marketing communication to disseminate information, persuade, and build consumer loyalty (Rizal, 2020; Deviyanti et al., 2022; Setegn & Japee, 2025; Veseli et al., 2025; Kencanawati et al., 2025; Edelfin et al., 2025). In this context, digital promotion through the internet and information technology is considered effective in expanding reach and improving marketing (Moonik & Pomantow, 2023; Juliana et al., 2020).

One of the promotional strategies used to introduce the village as a tourist destination is to actively involve residents who act as marketers capable of accessing, using, and optimizing digital tools, especially social media (Sutisna et al., 2022). Bekelir Village itself also has opportunities through thematic village training that can strengthen program sustainability (Hernata, 2024). However,

challenges remain, such as low levels of education, community income, and community awareness (Zahran & Hermansah, 2022; Hernata, 2024). In addition, many destinations find it difficult to create interesting and consistent content, and do not take full advantage of interactive features and collaboration with tourists. Although Instagram is effective with visual content, Tiktok, which has viral potential, is still not being utilized optimally (Sinurat et al., 2024).

Based on the above, it can be said that this research is important to determine how to maintain the sustainability of Bekelir Tourism Village's. One way to do this is through promotion by developing a suitable promotional strategy that utilizes social media and is appropriate for Kampung Wisata Bekelir. Without proper promotion, Bekelir Tourism Village's risks losing its identity and appeal. Therefore, promotion is carried out to revive the potential of Bekelir Tourism Village's.

The purpose of this study is to formulate the right strategy to improve the effectiveness of Bekelir Tourism Village's social media management based on the results of the analysis conducted. Based on the problems found, it can be seen that the problems are: What is the condition of Bekelir Tourism Village's social media? How is Bekelir Tourism Village's social media managed?



**Figure 2.** Conceptual Framework  
Source: Researcher, 2025

From Figure 2, it can be seen that this research is motivated by the fact that the Bekelir Tourism Village's Instagram account has not been maximized as a medium and means of promotion. Then, the research uses the POAC management strategy theory with the following problem formulation: What is the condition of the Bekelir Tourism Village's social media? How is the Bekelir Tourism Village's social media managed? This research combines the existing problem formulation with the POAC management strategy theory using SWOT analysis. The SWOT analysis is conducted by analyzing internal factors consisting of strengths and weaknesses, and external factors consisting of opportunities and threats. Based on the analysis of this data, a new strategy will be developed that can help Bekelir Tourism Village remain competitive with other tourism villages.

## METHODS

The research method is a process of activities in the form of data collection techniques, data analysis, development, testing the validity of knowledge, and providing an understanding of the data and what is being studied (Sugiyono, 2024). In addition, research methodology is a framework or

plan used to guide the process of data collection, analysis, and interpretation in research (Gabriella et al., 2025). The research method used in this study is qualitative. The qualitative method is a research approach based on postpositivism philosophy. This method is used to investigate objects in their natural conditions, using triangulation or combination techniques for data collection, where the results of this qualitative research emphasize meaning rather than generalization (Maryetti et al., 2024; Sugiyono, 2024). It can be concluded that the qualitative method itself is an approach that emphasizes the analysis and understanding of writings and interview results aimed at revealing the meaning behind a phenomenon. Based on this research method, the type of research in this study is qualitative research. Qualitative research is research conducted to analyze a phenomenon that is currently occurring (Sundari et al., 2024).

The researcher applied this approach to gain deeper insights into the appropriate promotional strategies to support the sustainability of Bekelir Tourism Village. The qualitative research method provides an opportunity for researchers to explore information from the subjects' perspectives directly, including their experiences, understanding, and views regarding the promotion of tourism villages.

The sampling technique used by researchers in this study is purposive sampling. Purposive sampling is a technique for selecting informants as data sources through a specific consideration process, whereby these informants are suitable for the research objectives (Sugiyono, 2024). In this study, the researcher uses the theory of William Edwards Deming (1900 - 1993), which states that each population is only a representative or small representation of a larger superpopulation. This means that the data obtained from the study is only a small part of a broader and more complex reality. This view is in line with model-based inference, which shows that research data can never be considered completely comprehensive. The data only provides a partial picture or overview, which can help us understand the phenomenon more comprehensively. The criteria selected by the researcher for informants are:

1. The head of the Bekelir Tourism Village Youth Organization, who is also a member of the Pokdarwis (Tourism Village Working Group) and represents the head of the Bekelir Tourism Village Pokdarwis, must have been involved in the management of Bekelir Village for at least one year, with a minimum of one person, regardless of age or gender.
2. Tourists have visited Bekelir Tourism Village's in the past year and are willing to provide information in the form of positive experiences in terms of promotion and their experiences while staying in Bekelir Tourism Village's Tangerang. There are five people, with no age or gender restrictions.
3. Three local residents of Kampung Wisata Bekelir, with no restrictions on age or gender.

**Table 2.** Informant Identities

| No. | Name                   | Position                                                                                                |
|-----|------------------------|---------------------------------------------------------------------------------------------------------|
| 1.  | Samsul                 | Chairman of Karang Taruna and Member of the Tourism Village Management Board of Bekelir Tourism Village |
| 2.  | Heru                   | Chairman of RT 1 Bekelir Tourism Village                                                                |
| 3.  | Saiful                 | Small and Medium Enterprise (SMEs) of Bekelir Tourism Village                                           |
| 4.  | Arya                   | Local Community of Bekelir Tourism Village                                                              |
| 5.  | Jessica Natania Vinata | Tourist at Bekelir Tourism Village                                                                      |
| 6.  | Elva Herlim            | Tourist at Bekelir Tourism Village                                                                      |
| 7.  | Kent Audrey            | Tourist at Bekelir Tourism Village                                                                      |
| 8.  | Stefanus               | Tourist at Bekelir Tourism Village                                                                      |
| 9.  | Metta                  | Tourist at Bekelir Tourism Village                                                                      |

Source: Data Proceed, 2025



The data collection technique used in this study is interviews, which is a data collection technique that directly interacts with informants so that the results obtained are more detailed and optimal. Interviews themselves are divided into three types, namely structured interviews, semi-structured interviews, and unstructured interviews (Sugiyono, 2024). Among these three types of interviews, the researcher chose to use the semi-structured interview technique. The semistructured interview technique is an interview that can identify problems in a more open manner and gives informants the freedom to answer questions asked by the researcher (Sugiyono, 2024). The freedom referred to here is that informants are free to give their opinions and views on the questions asked by the researcher.

Researchers also used observational data collection techniques, whereby they needed to directly observe the data they wanted to collect, such as objects, individuals (both local residents and tourists), and events or incidents that occurred in Kampung Bekelir (Sulistiyowati et al., 2022). In addition, researchers also used documentary data collection techniques, which can be used as evidence that researchers went directly to the field to search for data so that the data collected was declared valid and factual (Huda, 2024). The documentation data collection technique itself is a record of events that have occurred. Documentation can be in the form of writing, pictures, or monumental works from individuals. Documents in the form of writing include diaries, life histories, stories, biographies, regulations, and policies (Sugiyono, 2024).

Documents in the form of images include photographs, live images, sketches, and others. Documents in the form of works include paintings, sculptures, films, and others. In addition, documentation studies are a complementary method when combined with observation and interview methods. Researchers use image documentation data collection techniques, where the images or photos become evidence that the researchers went into the field and become strong evidence to support the data obtained by the researchers when they went into the field (Sugiyono, 2024).

This study also uses the trustworthiness method. This method is used to prove that the data and results of this study are reliable, consisting of 4 stages, namely credibility, transferability, dependability, and confirmability. Credibility is the extent to which the research results can be trusted and are in accordance with the experiences of the participants. Transferability is the degree to which the results can be applied or transferred to other contexts. Dependability is the consistency or stability of research results over time, where the results remain the same. Confirmability is the extent to which the research results truly originate from the data and are not the result of the researcher's subjectivity (Ahmed, 2024).

For this study, interviews were conducted by recording the interviews, and the recordings were then transcribed while for the data analysis technique that will be used in this study is qualitative data analysis. Based on an interview with the Chair of the Youth Organization, who is also a member of the Bekelir Tourism Village Community Tourism Group, digital promotion via social media is considered to have a significant impact on increasing the appeal and popularity of the tourism village. The interviewee stated that "In my opinion, digital promotion through social media is very effective, because what was initially unseen becomes visible, and currently many well-known content creators are producing content about the destination, which also makes the place more widely known." This statement indicates that social media plays a crucial role in expanding the reach of tourism promotion through engaging digital content. However, community support for the implementation of digital promotion is still not fully optimal. This is evident from the informant's statement that "it's a 50/50 chance that residents will support this initiative due to a lack of human resources and the fact that young people are already self-reliant." This situation highlights challenges in managing digital promotion, particularly regarding limited human resources and low youth participation in the development of the tourism village.

According to Qomaruddin & Sa'diyah (2024), data analysis techniques have three stages, namely data reduction, data presentation, and conclusion drawing. Data reduction itself is the process of selecting and simplifying the data that has been collected in the field so that the data

becomes meaningful and structured information. Data presentation is the process of selecting data that has been processed and presented or displayed in a form that makes it easier for researchers to draw conclusions, so that the conclusion process can be supported by the data that has been collected and analyzed by researchers. This study also uses the SWOT analysis technique. SWOT analysis itself is a strategic planning method used to assess internal and external factors. Internal factors such as strengths and weaknesses, and external factors such as opportunities and threats that can affect an organization or business (Mashuri & Nurjannah, 2020; Maulidasari et al., 2024).

## RESULT AND DISCUSSION

Visitor data in 2020 experienced a significant decline due to the COVID-19 pandemic, which necessitated restrictions on community activities throughout Indonesia. Subsequently, in 2021, during the new normal period, the number of visitors increased compared to the previous year, although it did not reach the number of tourists in 2019. Based on data from 2021 and 2022, there has been a decline in visitor numbers, which is one of the reasons for the discontinuation of several programs implemented in Kampung Bekelir (Hernata, 2024).

However, based on interviews conducted in 2025 with the Head of Karang Taruna, who is also a member of Pokdarwis, it was found that there were only about 20 tourists per month due to the replacement of the Head of Pokdarwis, which resulted in no programs or events being held, causing a drastic decline in the number of visitors. Looking at the number of visits in 2025, which was 20 tourists, compared to 2023 and 2024, the average number of visitors per year was only 240 tourists.

Interviews with the Head of Karang Taruna and local residents also revealed that the management of social media is still lacking in its implementation. Although the Tangerang City Culture and Tourism Office had previously held training programs on thematic villages, these only functioned or ran before COVID-19 hit. After COVID-19, all programs have not been running as they did before. In addition, there is a lack of human resources in social media management. This is due to a lack of education or training on digitization and the proper use and management of social media, from content creation to editing. This is also due to the fact that the residents of Bekelir Tourism Village are on average 40 years of age or older, while the younger generation is busy with their respective jobs. However, the residents want to revive Bekelir Tourism Village and bring it back to life as it was before. They have a strong desire and determination to reactivate Bekelir Tourism Village by starting over from scratch.

Based on interviews with five tourists, they said they visited because it was close to the old market culinary center and the place was full of paintings on the walls. However, there were also tourists who came because of recommendations from other people. But as a promotional opportunity, collaborating with tourists to create content-based promotions on social media. This opportunity also presents challenges. Based on the interviews, the challenges include limited human resources, unprofessional content management, and limited structured digital communication strategies.

**Table 3.** POAC Aspects in the Internal Factors of Bekelir Tourism Village

| Aspect | Strengths                                                                                                                                                                                                                                                         | Weaknesses                                                                                                                                 |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| P      | <ol style="list-style-type: none"> <li>1. Creative mural-based promotional strategy.</li> <li>2. Social media content calendar to highlight the uniqueness of the village.</li> <li>3. Culinary tourism development plan with strategic locations near</li> </ol> | <ol style="list-style-type: none"> <li>1. Social media strategy is not yet optimal.</li> <li>2. Digitalization and social media</li> </ol> |

| Aspect | Strengths                                                                                        | Weaknesses                                                                              |
|--------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
|        | the Old Market and Cisadane River.                                                               | management training plan.                                                               |
|        |                                                                                                  | 3. Plan for improving or adding supporting facilities for tourists.                     |
|        |                                                                                                  | 4. Designing a schedule for publishing content on social media.                         |
| O      | 1. A dedicated digital promotion team for social media management.                               | 1. Forming a digital promotion team with clear roles and responsibilities.              |
|        | 2. Designing collaborations with external parties such as the government and sponsors.           | 2. Organizing regular training sessions with external support.                          |
|        |                                                                                                  | 3. Establishing a coordination structure to ensure a more organized management system.  |
| A      | 1. Publishing creative content on social media.                                                  | 1. Digital, photography, and videography training and workshops for residents.          |
|        | 2. The community is friendly and welcoming to tourists or guests who visit.                      | 2. Reactivating old programs.                                                           |
|        | 3. Community cooperation to maintain the cleanliness and beauty of the village.                  | 3. Digital promotion to raise residents' awareness of the importance of social media.   |
|        |                                                                                                  | 4. Encouraging residents to maintain and care for village facilities and cleanliness.   |
| C      | 1. Evaluating the effectiveness of digital promotions through tourist interactions and feedback. | 1. Evaluation of social media strategies and consistency of publications.               |
|        | 2. Monitoring the quality of murals.                                                             | 2. Monitoring of supporting facilities to ensure they are suitable for use by tourists. |
|        | 3. Evaluating the success of the creative village program.                                       | 3. Monitoring trends on social media.                                                   |
|        | 4. Monitoring collaboration with external parties.                                               | 4. Follow up on criticism, suggestions, and feedback from tourists.                     |

Source: Data Proceed, 2025



Based on Table 3, it can be seen that the internal factors are opportunities and threats. Internal factors show that Bekelir Tourism Village has strengths in supporting digital promotion planning, organizing creative teams, implementing mural events, and monitoring the quality of the village to keep it attractive. Kampung Wisata Bekelir also has weaknesses that require improvement strategies, including training for the community, forming a more organized digital promotion team, consistency in content publication, and improving basic facilities for tourists.

**Table 4.** POAC Aspects in the External Factors of Bekelir Tourism Village

| Aspect | Opportunities                                                                                                                                                                                                                                                                                                                                                                             | Threats                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P      | <ol style="list-style-type: none"> <li>1. Designing a continuous training program for social media management personnel.</li> <li>2. Developing content strategies in line with social media trends.</li> <li>3. Developing cooperation plans with sponsors (CSR, Pacific Plan).</li> <li>4. Designing collaboration strategies with the government, communities, and tourists</li> </ol> | <ol style="list-style-type: none"> <li>1. Developing a differentiation strategy to outperform competitors.</li> <li>2. Developing flexible promotional plans to deal with competition.</li> <li>3. Developing alternative funding strategies to anticipate sponsor instability.</li> <li>4. Designing a content calendar tailored to social media algorithm fluctuations.</li> </ol>                                    |
| O      | <ol style="list-style-type: none"> <li>1. Forming a digital promotion team after training with clearly defined roles (admin, photographer, videographer).</li> <li>2. Organizing events involving the community, sponsors, and government.</li> <li>3. Assigning community roles based on their potential to support the reality of the tourist village.</li> </ol>                       | <ol style="list-style-type: none"> <li>1. Forming a small research group to monitor competitors and promotional trends.</li> <li>2. Arrange roles within the promotion team to make the strategy more efficient.</li> <li>3. Organize collaborations with various parties to reduce dependence on sponsors.</li> <li>4. Developing a content monitoring system to remain relevant despite algorithm changes.</li> </ol> |
| A      | <ol style="list-style-type: none"> <li>1. Conducting ongoing digital training and social media management.</li> </ol>                                                                                                                                                                                                                                                                     | <ol style="list-style-type: none"> <li>1. Conducting promotions that highlight the unique strengths of Bekelir Tourism Village's.</li> </ol>                                                                                                                                                                                                                                                                            |

| Aspect | Opportunities                                                                                   | Threats                                                                              |
|--------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| C      | 2. Creating and distributing trending content to attract tourists.                              | 2. Motivating the community to continue maintaining the village's appeal.            |
|        | 3. Organizing themed events (mural festivals, culinary bazaars, art competitions).              | 3. Adapting content dynamically according to social media algorithm trends.          |
|        | 4. Revitalizing tourist villages with support from sponsors, the government, and the community. |                                                                                      |
|        | 5. Encouraging active community involvement in promotional activities.                          |                                                                                      |
|        | 1. Evaluating the results of human resource training through social media performance.          | 1. Evaluating the effectiveness of differentiation strategies in facing competitors. |
|        | 2. Monitoring the effectiveness of events in attracting tourists.                               | 2. Monitoring the results of promotions in terms of visitor numbers.                 |
|        | 3. Overseeing the consistency of social media trend utilization.                                | 3. Monitoring the sustainability of sponsors and maintaining transparency.           |
|        | 4. Assessing the sustainability and transparency of sponsor support.                            | 4. Monitoring content performance in relation to algorithm changes.                  |
|        | 5. Monitoring community participation to ensure it is sustainable.                              | 5. Responding to changes in trends and competition by implementing new strategies.   |

Source: Data Proceed, 2025

Based on Table 4, it can also be seen that external factors include opportunities and threats. External factors indicate that Kampung Wisata Bekelir has ample room for growth through human resource training, utilization of social media trends, event organization, and collaboration with sponsors, the government, and the community. However, this success must be balanced with a strong differentiation strategy to face competitors, promotional management that is responsive to competition, and management of dependence on sponsors and the dynamics of social media algorithms. With proper planning, organization, implementation, and supervision, opportunities can be optimized while reducing the impact of threats, so that the sustainability and attractiveness of Bekelir Tourism Village are maintained.

This research was conducted using a qualitative approach through observation, in-depth interviews, and analysis of social media content utilized by Bekelir Tourism Village. Data was obtained through in-depth interviews with the head of the Bekelir Tourism Village youth organization, who also represents the head of the Tourism Village Working Group (Pokdarwis), micro, small, and medium enterprises (MSMEs), tourists, and observation of the social media used by the tourism village managers. This resulted in several management strategies that can be implemented by Bekelir Tourism Village, namely:

**Table 5.** SWOT Matrix

| <b>Strengths - Opportunities:</b> |                                                                                                          | <b>Weaknesses - Opportunities:</b> |                                                                                          |
|-----------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------|
| 1.                                | Creating consistent visual content for to be published on social media.                                  | 1.                                 | Providing training and education on digitalization and social media management.          |
| 2.                                | Organizing mural, art, and cultural events, then posting them as promotions for Bekelir Tourism Village. | 2.                                 | Collaborating with communities that are experts in professional content creation.        |
| 3.                                | Collaborating with tourists and the government.                                                          | 3.                                 | Adding popular photo spots favored by tourists for promotion.                            |
|                                   |                                                                                                          | 4.                                 | Seeking funding from sponsors or the government.                                         |
| <b>Weaknesses - Threats:</b>      |                                                                                                          | <b>Strengths - Threats:</b>        |                                                                                          |
| 1.                                | Establish a dedicated digital promotion team to ensure more structured management.                       | 1.                                 | Renovating or repainting murals that have begun to fade.                                 |
| 2.                                | Create a schedule for posting content to social media on a regular basis.                                | 2.                                 | Exploring the uniqueness of Bekelir Tourism Village, where murals serve as its identity. |
| 3.                                | Establish partnerships with external parties.                                                            | 3.                                 | Creating and developing tourism packages that can increase tourist visits.               |
| 4.                                | Maintain cleanliness and facilities so as not to change tourist expectations.                            |                                    |                                                                                          |

*Source:* Data Proceed, 2025

Implementation of the POAC management strategy within Bekelir Tourism Village includes:

### 1. *Planning*

Planning is the effort to optimally utilize the resources owned by an organization or company to achieve predetermined goals (Siregar, 2021). Implementation strategies that can be carried out:

- A. Developing a social media action strategy based on creative murals with a social media content calendar.
- B. Designing digital training programs for the community and developing collaboration plans with external parties.
- C. Developing a plan for periodic mural updates or repainting to maintain appeal and prevent monotony.
- D. Developing SOPs for digital promotion and publication schedules to overcome human resource limitations and anticipate fierce competition.

### 2. *Organizing*

Organizing is the process of establishing, grouping, and arranging various types of activities, as well as determining the main tasks and authorities of leaders to employees or members in order to achieve organizational goals (Siregar, 2021). Implementation strategies that can be carried out:

- A. Forming a digital promotion team consisting of social media

administrators, photographers/videographers.

- B. Organizing collaborations with the government and sponsors to support promotional programs.
- C. Creating a simple coordination structure to prevent content management from becoming chaotic.

### **3. Actuating (Implementation)**

Actuating is an effort made to achieve company goals based on planning and organizing (Siregar, 2021). Implementation strategies that can be carried out:

- A. Consistently publish content to social media according to the established schedule.
- B. Organizing digital marketing training programs and workshops on photography and videography for the community to assist in the content creation process going forward.
- C. Conducting social media promotions to anticipate algorithm changes.
- D. Encouraging the community to maintain the cleanliness and facilities of the village so that tourists' expectations align with reality

### **4. Controlling (Supervision)**

Controlling is a management function that involves evaluating and correcting actions to ensure they align with procedures or directives from leadership, thereby ensuring implementation proceeds in accordance with preestablished objectives (Siregar, 2021). Implementation strategies that can be adopted:

- A. Evaluating the results of collaboration with external parties such as other communities, tourists, and the government in increasing the number of visitors.
- B. Monitoring the consistency of mural updates and repainting.
- C. Monitoring and tracking popular trends to ensure content remains relevant and up to date.
- D. Conducting regular monitoring of tourist feedback on social media.
- E. Follow up on any criticism, suggestions, or input from tourists.

## **CONCLUSION**

Bekelir Tourism Village has great opportunities and also faces challenges in implementing its social media management strategy. The POAC management strategy, which consists of planning, organizing, actuating, and controlling, serves as the foundation for management in managerial organizations, covering various management functions applied in every organization around the world to ensure organizational sustainability. The researcher can provide recommendations to Bekelir Tourism Village. In addition, Bekelir Tourism Village should compile a regular schedule for publishing content on social media and follow up on suggestions, input, and criticism provided by tourists.

The development of digital content and promotions for the Bekelir Tourism Village in Tangerang from 2017 to 2019 showed significant progress through the use of social media, which showcased creative murals, art activities, and the atmosphere of the tourism village, thereby successfully attracting the attention of tourists. However, in 2020, the COVID-19 pandemic caused a drastic decline in visitor numbers and halted various promotional programs. From 2021 to 2024, digital promotion has resumed, but it has not yet been fully optimized due to limited human resources, a lack of training in digitalization, and inconsistencies in social media content management. Nevertheless, the community continues to strive to revitalize digital promotion through creative content, collaborations, and the use of social media to increase tourist visits

The limitation of this study lies in the social media of Kampung Wisata Bekelir in the form of Instagram, which has been operating since 2017, but the social media of Kampung Wisata Bekelir last operated in March 2024. The implementation of the POAC management strategy focuses on

a study that only covers the social media of Kampung Wisata Bekelir, so the results cannot be compared with the management strategies of other tourist destinations. In addition, the data used mostly comes from managers and local communities, so the perspectives of tourists and external stakeholders are still limited. The use of SWOT and POAC analysis also tends to emphasize internal factors and managerial aspects, so that external dynamics such as social media algorithm trends, changes in tourist preferences, or government policies are not fully accommodated.



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