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Optimization Of The Role Of Village-Owned Enterprise (BUMDES) In Developing Tourism Communication Strategies Based On Social Media

Intan Permata Dewi Winarto[1], **Inco Hary Perdana**[2]
Universitas Multimedia Nusantara
intan.winarto@student.umn.ac.id, inco@umn.ac.id

Abstract

This research examines the roles of the Village-Owned Enterprise (BUMDes) in shaping tourism communication strategies via social media, concentrating on Tumpeng Menoreh, a tourist site in Kulon Progo, Yogyakarta. The study arises from the region's tourism potential and the challenges in successfully engaging a wider audience. The reviewed literature highlights the critical role social media plays as a dynamic tool in destination marketing, along with the application of rhetorical theory to establish credibility (ethos), appeal to emotions (pathos), and build logical arguments (logos) within communication strategies. A qualitative approach is used for this research, employing a case study method that involves semi-structured interviews and document analysis. The findings reveal that the Village-Owned Enterprise (BUMDes) leverage Instagram to boost Tumpeng Menoreh's visibility through visually compelling content and engaging cultural stories. The use of rhetoric on social media has successfully built emotional connections with potential tourists and boosted engagement. However, while the Village-Owned Enterprise (BUMDes) communication strategy incorporates rhetorical elements effectively, there is room for improvement through more refined analytical tools and better-defined goals. This research sheds light on the crucial role of social media in tourism marketing and emphasizes the significant contribution of the Village-Owned Enterprise (BUMDes) in developing community-focused communication strategies.

Keywords: *BUMDes, tourism, social media, communication strategy, rhetorical theory.*

INTRODUCTION

The expansion of tourism-related businesses can significantly contribute to the expansion of the economies of many regions (Suarja et al., 2021). The objectives of the Indonesian tourism industry include boosting economic growth, enhancing welfare, reducing poverty, addressing unemployment, preserving the environment, promoting culture, and enhancing the image of the country. A promising strategy for achieving these goals is the establishment of tourist villages, which use local resources and community involvement to create one-of-a-kind tourism experiences (Dwiatmojo et al., 2022). However, it is difficult to successfully promote and market these tourist villages because many of them lack effective communication strategies for reaching potential visitors (Suarja et al., 2021).

Kulon Progo is a regency belonging to Yogyakarta, situated in a geographically strategic area, neighboring Sleman—home to the famous Prambanan Temple—and Bantul, known for the popular Parangtritis Beach. Thus, the geography is strategic—in the north is part of Menoreh Hills, while the west and east are lowland rolling hills, and the south is lowland—leading Kulon Progo to be a popular tourist destination for domestic and international visitors (BPS Kulon Progo, 2022). Menoreh Hills is part of a larger ecosystem called Merapi Merbabu Menoreh Biosphere Reserve, one of three designated biosphere reserves in Indonesia. The forest ecosystem has various flora and fauna; thus, the reserve is for sustainable ecosystems and biodiversity use. There is much potential for tourism in the Kulon Progo Regency as many attractions exist (Muhamad et al., 2021). For example, the northern part is hillier, leading down to a lowland area; the middle has attractions like the Sermo Reservoir located as well as regional points of interest; the south is where the coastal experience is found.

One of the main attractions in Kulon Progo Regency is Tumpeng Menoreh, a distinctive destination that highlights the stunning landscapes of the Menoreh Hills and the rich cultural heritage of the local community. Operated by the Village-Owned Enterprise (BUMDes), Tumpeng Menoreh plays a significant role in the area's development and promotion (Kussujaniatun et al., 2019). However, this spot is still not widely recognized, partly because access is quite difficult, making it hard for people to reach. Because of this, utilizing social media with interesting and informative content becomes crucial in attracting more visitors (Subakti et al., 2018).

Tourism fundamentally relies on communication to flourish and remain sustainable. One of the most important components of destination marketing is offering travelers the information they need to help them make decisions about where to go. The rapid progress in digital technology has also significantly influenced how destinations are promoted (Prajarto & Purwaningtyas, 2021). Social media has opened up fresh possibilities, allowing for more engaging and interactive communication with potential travelers (Prajarto & Purwaningtyas, 2021). This research focuses on how the Village-Owned Enterprise (BUMDes) can craft effective strategies to promote tourism, using Tumpeng Menoreh as a case study. The findings may shed light on the roles of the Village-Owned Enterprise (BUMDes) in boosting tourism and show how social media can help make tourist destinations more visible and accessible.

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LITERATURE REVIEW

Rhetorical theory is essential for developing effective communication tactics in the tourism industry. According to Aristotle, rhetoric is the art of persuasion using *ethos* (credibility), *pathos* (emotions), and *logos* (logic). The goal of applying this theory to tourism communication tactics is to craft narratives that have an emotional and rational impact on the audience. The Village-Owned Enterprise (BUMDes) use rhetorical techniques on social media to ensure their content is not only informative but also emotionally compelling, blending cultural stories with captivating visuals. This research underscores the importance of rhetorical theory, especially since the Village-Owned Enterprise (BUMDes) depends on social media as its main communication tool. It helps you catch the attention of potential tourists, earn their trust, and build emotional bonds with them using content that is culturally rich. That is where rhetorical theory enters to provide a way of evaluating just how effective these communication efforts actually are.

Community support and local opposition were found as key determinants of a tourism destination's performance in several studies (Nunkoo et al., 2012; Yuan et al., 2022; Cañet et al., 2023). The future growth of the tourist business depends on raising awareness of the importance of the sector, as it is often portrayed as having both positive and negative effects on local populations. Social media has become a formidable force in destination marketing, enabling dynamic and interactive communication with potential visitors (Andiani et al., 2023). Studies demonstrate that the internet and social media have a significant impact on the number of tourists visiting a destination, making them exceptionally effective promotional tools (Soegoto et al., 2018).

Businesses can be impacted by how they approach social media (Palaniswamy, 2021). Consumers or followers might perceive the company's social media platforms not just as marketing tools but as sources for promotional information they seek (Zeng & Gerritsen, 2014). Additionally, these accounts can serve non-marketing purposes, such as providing details on job openings and other significant information (Quesenberry, 2019). Crafting a social media strategy can assist destinations in staying competitive (Kiráľová & Pavlíčeka, 2015). Tourist destinations are distinct entities with unique conditions and characteristics different from others, and visitors develop mental images and expectations about a place based on various sources like past experiences, word-of-mouth, press coverage, advertisements, and general beliefs.

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Although employing social media for destination marketing offers numerous advantages, it's important to acknowledge that it can also lead to negative effects. Social media exerts a dual influence on the tourism industry, impacting potential travelers' decisions in both positive and negative ways. The posts and personal experiences that other users share on these platforms play a significant role in shaping this impact (Cañet et al., 2023). This research employs five stages of social media strategy formulation, according to Quesenberry (2019):

1. Identifying to determine the company's or organization's objectives using SMART objectives.
2. Analyzing the company or organization through a SWOT analysis.
3. Collecting data related to the company.
4. Determining market segmentation through the target audience.
5. Evaluating and coordinating for future projects.

The purpose of utilizing these stages is to assist the Village-Owned Enterprise (BUMDes) in developing an effective social media strategy to promote tourist destinations sustainably and impactfully.

In the first stage of this process, determination of objectives is conducted using SMART, which is an acronym for: (*Specific*) Clear presentations are needed for objectives such as increasing sales or raising awareness; (*Measurable*) Objectives are not useful unless they can be measured. For example, if an organization aims to increase awareness by 40%, they must know the current level of awareness and devise a plan for future improvements; (*Achievable*) Setting attainable goals is crucial, as overly ambitious planning can lead to futile results due to insufficient resources; (*Relevant*) The objectives must align with benchmarks and be relevant; and (*Timely*) It is essential to establish time-based achievements, including the timeline used and deadlines for reaching the goals.

After setting its objectives, the organization can perform a SWOT analysis to assess internal strengths and weaknesses alongside external opportunities and threats. Collecting data is also a critical step in shaping a social media strategy, as it enables the organization to comprehend its target audience, how they use different platforms, and the engagement levels with its content. Situation analysis is one of the most important processes in strategy formulation, and SWOT analysis is one of the most powerful methods for determining an organization's strengths, weaknesses, opportunities, and threats. The two components of SWOT evaluated are internal and external factors. Internal factors consist of an organization's strengths and weaknesses, whereas external factors include opportunities and threats stemming

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from uncontrollable external sources (Quesenberry, 2019). Recognizing these factors offers valuable insights into the significance of SWOT analysis, social media strategies, and the potential of the Village-Owned Enterprise (BUMDes) in crafting effective communication strategies for tourism (Goranczewski & Puciato, 2011; Namugenyi et al., 2019; Tafida & Fiagbomeh, 2021).

Important steps in the strategic planning process include creating a catchy tagline that encapsulates the organization's goal, figuring out what the USP is, and understanding how the target audience perceives it (Heras-Pedrosa et al., 2020). Creating a strong foundation sets the stage for later steps, like gathering relevant data and deepening one's comprehension of the company and how it operates. The compilation of an extensive data management system informs more successful communication strategies and strategic decision-making (Mei et al., 2004). If the company can accurately identify its identity, vision, and goals and gather enough data to build a proper understanding of market segmentation, the company may come up with a very strong and targeted communication plan that will speak directly to its target customer.

Determining the target audience is a critical step in formulating an effective social media strategy (Esfahani & Johnson, 2018). This group consists of specific individuals who will receive communication messages via social media platforms (Putri & Irwansyah, 2020). Clearly identifying and defining the target audience is essential (Riserbato, 2020). Using this technique, entities may customize their communication strategies, messaging, and content to conform to the preferences, requirements, and attributes of the target audience (Chaney et al., 2017). The target audience must be defined using demographics like age, gender, income, education, and location in mind (Chen & DiVall, 2018). Psychographic factors—such as interests, values, attitudes, and lifestyle traits—are also crucial (EPA - U.S. Environmental Protection Agency, 2019). Moreover, organizations must identify specific user segments within the broader target audience—like existing customers, potential new clients, industry influencers, or other key stakeholders—to develop content and outreach strategies that resonate most effectively with each distinct group (Luo et al., 2019).

An evaluation and coordination procedure to assess the working of the social media strategy after a thorough identification of the target audience and the necessary changes or improvements, if any required, are made for future efforts is what comes next. During this stage of evaluation, the utilization of social media as a marketing tool is weighed against those quantitative metrics, for instance engagement or conversion, traffic on a website, lead generation, etc. (Maresova et al., 2020). The fifth phase is a deep dive into social media

evaluation. This means that you are auditing and evaluating every single conversation on all your social media channels that the business is involved in, whether or not it is directly related to your business. Deep dives: Bias tracking is impossible without this; it will also help companies and organizations understand the nature and topic of current discussions so that they can track these conversations periodically. Various software programs or industry communities may be used to carry out this audit and obtain deeper insights into the conversations around the company's social media presence for a more expert and thorough study (Quesenberry, 2019).

The final stage of the strategic planning process involves continuous monitoring, evaluation, and adjustment of the social media strategy as needed. This includes consistently tracking key performance indicators (KPIs) and metrics related to the organization's social media presence and engagement, such as follower growth, post engagement, website traffic, lead generation, and sales conversions. By incorporating insights from this continuous monitoring process back into the strategic planning cycle, organizations can make data-driven decisions about tuning social media strategies, optimizing content, and modifying overall communication strategies to better align with changing audience preferences and market conditions. Utilizing social media, the Village-Owned Enterprise (BUMDes) may create and execute efficient communication plans to advertise the Tumpeng Menoreh tourism area.

METHODS

The current study is informed by a post positivism paradigm, which seeks to describe the phenomenon under study to assess its tangible as well as its intangible features. The post-positivist paradigm recognizes the importance of observer stand and the existence of the many types of connections that are put at the heart of scientific research (Denzin & Lincoln, 2018). This research is based on a qualitative research method; thus, the data collection tools employed include interviews and document reviews. The research design adopts a case study approach because it creates an ability for identifying the specific characteristics of the context and the nature of the Tumpeng Menoreh tourism destination and the strategies used through social media by the Village-Owned Enterprise (BUMDes). Case study research aims at describing and explaining the meanings of action, social interactions and context, and phenomena in light of the multiple views of stakeholders (Hakim & Handalusia, 2023).

A case study is particularly suited to addressing complex situations involving multiple compelling variables, as the data collected enables comparative analysis (Yin, 2018). Moreover, a case study becomes even more relevant when the questions posed to a company

or organization require a comprehensive and in-depth description of a phenomenon or problem. This strategy was chosen to provide a comprehensive understanding of the social media strategies used by the Village-Owned Enterprise (BUMDes) to promote Tumpeng Menoreh as a tourist destination. This work employs rhetorical communication tradition (Craig & Muller, 2007; Littlejohn et al., 2017; West & Turner, 2020). In encounters, rhetorical communication techniques are employed to influence others or market goods to customers. This strategy uses strategies including narrative style, emotional appeal, cohesive and disciplined logic, and engaging language to provide a persuasive argument in order to persuade the audience. The research design employed in this study utilizes data collection methods that include:

1. In-depth interviews with key stakeholders involved in the management and promotion of the Tumpeng Menoreh tourism destination, including village officials, tourism management organizations, and local community representatives.
2. Observation of social media platforms and digital marketing activities used by the Village-Owned Enterprise (BUMDes) to promote the Tumpeng Menoreh tourism destination.
3. Analysis of relevant documents and archives, such as strategic plans, promotional materials, and social media analytics.

Subsequently, the researchers performed a thematic analysis on the collected data, aiming to determine key themes and patterns related to the social media strategies applied by the Village-Owned Enterprise (BUMDes). This entailed an analysis of the information gathered with the aim of identifying patterns, trends, or ideas that bear repeated incidences. The thematic analysis approach comprised several steps:

1. Thoroughly reviewing and comprehending transcripts, field notes, and documents to achieve a comprehensive understanding of the data.
2. Developing initial codes to highlight relevant aspects of the data, such as specific communication strategies, stakeholder roles, and challenges in tourism promotion.
3. Organizing these codes into broader themes that represent the overall concepts and patterns emerging from the data. These themes were then refined and structured to provide a coherent and in-depth analysis of the social media strategies used by BUMDes to promote the Tumpeng Menoreh tourism destination.

Additionally, the SWOT framework was incorporated to evaluate the strategic positioning and effectiveness of the Village-Owned Enterprise (BUMDes)' social media communication efforts.

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RESULTS AND DISCUSSION

This study demonstrates that the Village-Owned Enterprise (BUMDes) of Tumpeng Menoreh has effectively harnessed social media, particularly Instagram, to elevate the destination's visibility through compelling visual content and cultural storytelling. By employing captivating images and immersive narratives, they have established an emotional connection between the locale and its audience. This strategy aligns with Zeng and Gerritsen's (2014) findings, which highlight how social media facilitates dynamic interactions between destinations and prospective tourists. In Tumpeng Menoreh's case, emphasizing local cultural values through evocative visual communication has been a key factor in drawing tourist interest.

One of the significant findings of this study is that the Village-Owned Enterprise (BUMDes)' communication strategy effectively integrates *ethos*, *pathos*, and *logos* to engage prospective visitors. *Pathos* is employed through visual storytelling of local culture and breathtaking natural landscapes, which evoke emotions and captivate the audience, as highlighted by Roque & Raposo (2015). *Logos* is evident in the clear presentation of Tumpeng Menoreh's three primary tourism objectives:

1. **Human Resource Empowerment**: With 99% of the workforce sourced locally, this goal underscores a strong commitment to community welfare.
2. **Educational Initiatives**: The establishment of Does University's second campus in Ngargoretno Village aims to enhance local skills and attract more tourists.
3. **Economic Driver**: Tumpeng Menoreh serves as a catalyst for local economic growth through the Gelang Projo initiative, which promotes well-organized tourism efforts.

These three objectives not only enhance the destination's image as an economic and social catalyst but also create a logical and structured narrative for the audience. Emphasizing local community empowerment and education within the communication strategy strengthens the destination's *ethos*, showcasing its strong commitment to sustainability and community well-being. Jaya & Prianthara (2020) affirm that involving the local community in destination development boosts tourists' trust in the destination.

Additionally, using Instagram influencers further enhances the destination's *ethos* and credibility. By leveraging influencers to promote the destination through authentic content, the Village-Owned Enterprise (BUMDes) effectively expands its promotional reach and deepens emotional connections with the audience. This approach aligns with Rashad & Asri's (2020)

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findings, which indicate that collaborations with influencers can create emotional appeal and increase prospective tourists' trust in the destination. However, it also outlined several issues in the structure planning of the strategy, the only utilized analytical tools, and the poor evaluation of social media performance. This is in concord with Namugenyi et al.'s (2019) discoveries regarding SWOT and applying SMART aims to others for further measurable strategies. Although through the Village-Owned Enterprise (BUMDes), the awareness of Tumpeng Menoreh has been raised, there is the problem of performance appraisal that is not structurally implemented, which further implies that for sustainability to be affected, a structured system of performance appraisal must be charged.

Additionally, Quesenberry (2019) opines that using a higher level of analysis can go a long way in making a fair evaluation of the social media approaches. For Tumpeng Menoreh, despite the social media adoption where the Village-Owned Enterprise (BUMDes) has been posting to reach out to the social media fans on Instagram to visit its site, more assessments on social media campaigns need to be made, for instance, the conversion of tourists from the social media, to help fill the gap in the *logos* element needed in the communication strategy.

Overall, this research reinforces previous studies that highlight the importance of social media in tourism marketing and the significance of rhetorical elements in creating persuasive and effective communication. The communication strategy implemented by the Village-Owned Enterprise (BUMDes) Tumpeng Menoreh—encompassing local empowerment, educational initiatives, and economic drivers—has helped establish a strong and credible destination image. However, to achieve long-term sustainability, improvements in more measurable planning and data-driven evaluation are necessary.

Objective Analysis of Tumpeng Menoreh

The primary aim of the Village-Owned Enterprise (BUMDes) Tumpeng Menoreh's communication strategy is to promote the tourist attraction on social media, particularly Instagram. They achieve this by utilizing rhetorical devices such as *ethos* (credibility), *pathos* (emotions), and *logos* (logic). This approach seeks to forge a deep emotional connection with potential visitors while simultaneously enhancing the destination's visibility. By offering immersive experience through visually striking content and engaging cultural narratives, they effectively captivate their audience.

The three primary goals of Tumpeng Menoreh—human resource empowerment, educational initiatives, and economic drivers—strengthen the destination's *ethos* as a credible

entity committed to the social and economic well-being of the local community. This finding is consistent with Jaya and Prianthara's (2020) argument that the involvement of the community to manage tourist destinations has positive image perception, quality, and authenticity in experiential tourism from tourists' perspectives. This means that Tumpeng Menoreh also has almost the full participation of local human resources, confirming that Kiramadh is committed to supporting its neighboring village. The powerful part of the ethos is central for creating a lot more confidence as well as dedication using the readers. The destination is successful in promoting itself as a great place to visit by presenting an image of community empowerment.

Additionally, *pathos* is present in images that depict emotional stories. The beautiful and authentic place images (Roque & Raposo, 2015) showcased at Instagram activities of natural views, territory´s stories use part of the culture to evoke positive emotions among potential visitors. Their research states that visual communication that can touch the audience's emotions is more effective in creating engagement and increasing the desire to visit. Tumpeng Menoreh leverages the power of this narrative to set itself apart from other destinations by highlighting the uniqueness of its local culture and authentic natural beauty. The incorporation of content that illustrates the emotional bond between the local community and their environment enriches the tourism experience for visitors, a strategy that is becoming increasingly pertinent in contemporary destination marketing, as noted by Sarmiadi et al. (2021).

Although *logos* are present in the communication strategy of the Village-Owned Enterprise (BUMDes), it still requires improvement. The investigation demonstrated that the utilization of data and analytics in the evaluation of the efficacy of social media strategies is inadequate, which impedes the objective assessment of the campaign's effects on visitor visits. These findings are consistent with Namugenyi et al. (2019), who emphasize the significance of SWOT analysis and SMART objectives in the development of more logical and quantifiable strategies. Despite the fact that the Village-Owned Enterprise (BUMDes) has achieved certain objectives, such as increasing social media visibility and engagement, the overall efficacy of the strategy remains uncertain due to the absence of clear metrics to evaluate the impact on tourist visits.

The use of *logos* in the communication strategy can also be enhanced by delivering more logical and systematic information about accessibility, facilities, and the experiences offered by the destination. In line with Quesenberry (2019), deeper use of data analytics would help the Village-Owned Enterprise (BUMDes) make more evidence-based decisions, allowing

them to optimize content strategies according to audience preferences and increase conversions from social media engagement to physical visits. Additionally, leveraging influencers on Instagram enhances the *ethos*. Collaborating effectively with influencers has proven to boost the destination's credibility and expand its reach among potential visitors. Jaya and Prianthara (2020) highlight that influencers play a crucial role in building trust and enhancing the destination's reputation through their personal charm. At Tumpeng Menoreh, the authenticity narrative is further strengthened by influencer involvement, creating a powerful emotional appeal for a wider audience by showcasing the close ties between the local community, culture, and nature.

The communication strategy of the Village-Owned Enterprise (BUMDes) Tumpeng Menoreh, which is based on rhetorical theory, has been successful in increasing the visibility of the destination and creating a strong emotional connection with potential tourists. This is something that can be said. The *logos* component, on the other hand, needs to be strengthened by the implementation of more systematic planning and the utilization of data analytics in a more detailed manner. This will allow the communication strategy to be more effective, not only in terms of constructing an image and engaging the audience, but also in terms of dramatically boosting the number of tourists who visit.

SWOT Analysis on Tumpeng Menoreh's Social Media Strategy

Rhetorical theory provides great insights on the way *ethos* (credibility), *pathos* (emotions), and *logos* (logic) are included into the communication strategy that is applied in the process of evaluating the strengths, weaknesses, opportunities, and threats (SWOT) strategy of Tumpeng Menoreh's social media. Using this rhetorical device not only helps the Village-Owned Enterprise (BUMDes) to produce a convincing message but also improves the effectiveness of the communication they do. When employed, these elements could form a strong framework for the creation of a more homogeneous and audience-centered plan.

Strengths:

1. **The *ethos* built through Instagram**: The main strength of the Village-Owned Enterprise (BUMDes) strategy lies in the use of *ethos* on the Instagram platform, where collaboration with influencers and user-generated content builds credibility. As found in Yudhistira's (2021) study, influencers collaborating with destinations can strengthen positive imagery and enhance public trust. At Tumpeng Menoreh, this *ethos* is reinforced by the firsthand experiences shared by visitors, which create an authentic

narrative and strengthen the destination's reputation as a trustworthy and culturally valuable tourist spot.

2. ***Pathos* in user-generated content**: The emotive experiences that are communicated through user-generated content are indicative of the strong emotional connection that exists between visitors and the destination. The Village-Owned Enterprise (BUMDes) effectively leverages *pathos* to cultivate a sense of attachment and increase the desire of visitors to visit through captivating visuals and compelling narratives. This is corroborated by Roque & Raposo (2015), who discovered that the utilization of emotive visual content enhances audience engagement on social media.
3. ***Logos* through data-driven monitoring**: The Village-Owned Enterprise (BUMDes) employs data-driven monitoring through social media analysis to utilize *logos*, as recommended by Fiona et al. (2022). This method enables the Village-Owned Enterprise (BUMDes) to make strategic decisions based on real data, thereby enabling the refinement of content and communication strategies to be more relevant and measurable in accordance with audience preferences.

Weaknesses:

1. **The lack of structured goals and timelines**: The *logos* aspect of the strategy is hindered by the absence of planning and the establishment of structured objectives, even though Tumpeng Menoreh utilizes Instagram in its social media strategy. Without clear SMART goals, the strategy lacks the logical foundation needed to accurately assess its success. Yudhistira (2021) also notes that the absence of measurable goals complicates the evaluation of the actual impact of social media initiatives, which poses a challenge in developing more effective long-term strategies.
2. **Excessive dependence on influencers**: Placed too front-and-center, influencer-driven marketing can also make tourism promotion appear overly commercial and disingenuous, possibly turning away from an audience who is looking to feel emotionally connected to and invested in a destination. As Kurniawan et al. (2021) argue, consumers respond very negatively on social media to content that is perceived as overly commercial or inauthentic and, at worst, harm the image of a tourism destination and weaken any emotional bond tourists have formed with a place. What is more, overuse of influencers slightly borders on advertising ethics (Perdana, 2022), and the last thing influencers probably know exactly what it means.

3. **Suboptimal use of analytical tools**: the Village-Owned Enterprise (BUMDes) have utilized Instagram analytical tools, but they have not fully optimized *logos* for decision-making. Basit et al. (2020) emphasize the importance of conducting more comprehensive data analysis so that organizations can make more logical and evidence-based decisions, thereby enhancing the relevance and effectiveness of their content. By performing additional data analysis, the Village-Owned Enterprise (BUMDes) can improve the overall quality of their social media strategies.

Opportunities:

1. **Visually Immersive *Pathos***: Instagram— being a visual networking platform, we can boost *pathos* on this by producing compelling and visually striking contents. In line with the indications of Kurniawan et al. As explained by Sadhiyah et al. (2021), the Village-Owned Enterprise (BUMDes) can provide an experience of "*Instagrammable*" by adding unique photo spots and interactive installations to evoke emotions in the hearts of visitors. It creates an emotional stickiness in their connection with the place, which feeds back into building stronger loyalty and engagement.
2. **Platform and Audience Diversification**: One way could be to reach out on platforms like YouTube or TikTok, where *logos* can utilize structure and interactivity to provide more insights. Roque & Raposo (2015) point out that, for example, the diversifications to different social networking sites could be an opportunity for brands to reach a wider audience and customize messages through their profiles up to their preferences, especially because such diversifications are often more popular amongst the youth.

Threats:

1. **With the competitive nature of social media**: because of tourism sectors that are kept increasing and a lot of interesting, Tumpeng Menoreh must try to be different on Instagram. The Village-Owned Enterprise (BUMDes) *ethos* should always be reinforced through the credibility they put in their contents as well as foster a much deeper *pathos* with those who are willing to understand. This challenge, as per Sarkar & George (2018), demands to keep on innovating the nature of communication strategies to come into effect in the dynamically changing digital world.
2. **Changes in audience behavior and tastes**: social media is continually changing, and trends seem to turn obsolete overnight. According to Quesenberry (2019), the first step should be keeping up with new trends by monitoring them and analyzing whether and

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how they could fit into your business model. The Village-Owned Enterprise (BUMDes) are required to strengthen logodare in their plans by carrying out continuous standardized adjustments, because the end of any era of tastes that cannot be resurrected means it appropriates so much to meet the needs and desires of changing times.

3. **Negative reviews on social media**: Negative reviews from social media users can quickly damage a destination's image and diminish the *ethos* that have been established. Kurniawan et al. (2021) suggest that destination managers should have a solid crisis management protocol to address negative reviews and strengthen relationships with the audience. In the case of Tumpeng Menoreh, a swift and empathetic response to negative reviews can enhance *ethos* and *pathos* by demonstrating a commitment to the quality of the visitor experience.

Based on this SWOT analysis, it has been identified that Tumpeng Menoreh has successfully leveraged Instagram's strengths through influencer programming and user-generated content with regards to its social media strategy. However, the Village-Owned Enterprise (BUMDes) must enhance their insignia with some structured and data-driven goals so they can work better for their short existence. Even if influencer reliance is decreased, the dominance of *pathos* and rich visual experiences will heighten emotional attachment, thereby scaling visitor loyalty. Through improving the harmony *ethos*, *pathos*, and *logos* aspect, the Village-Owned Enterprise (BUMDes) can face the challenge in a rapidly changing digital era while having various advantages to establish sustainability.

Analysis of the 3A Approach in Tumpeng Menoreh's Social Media Strategy

Karyanto (2019) explained the 3A mechanisms, known as Accessibility, Amenities and Attractions. Within this promotion context of Tumpeng Menoreh, these elements can incorporate rhetorical theory into a powerful and effective communication tool. Incorporating some rhetorical devices such as *ethos* (credibility), *pathos* (emotions), and *logos* (logic) helped build a narrative that could both intrigue and captivate the audience while also implying rational arguments on why one should care about perusing the endpoint.

Accessibility:

The Tumpeng Menoreh Village-Owned Enterprise (BUMDes) has tried to facilitate tourism by improving physical infrastructure and providing alternative transportation through jeep and

ojek (motocycle taxi) desa. The initiatives and activities show a commitment from Tumpeng Menoreh to inclusivity, aligning with its values as a family-friendly and hospitable venue for all patrons. This is consistent with the findings of Sarkar & George (2018), who argue that well-managed accessibility increases the authenticity or credibility of a destination in the sight of potential tourists.

Another way, the introduction of gondolas and inclinator services, which are profoundly crafted for visiting guests with disabilities, pregnant mothers, or elderly persons, reflects on *logos* as a means that Tumpeng Menoreh is an inclusive destination where everyone can come. Clear, structured information about these facilities—as recommended by Quesenberry (2019)—makes a logical argument that convinces potential visitors of the convenience and ease at the destination. In addition, to improve *pathos*, the Village-Owned Enterprise (BUMDes) may use their social media accounts to post stories of or testimonials from visitors who have enjoyed the inclusive facilities. Emotional narratives of how the destination takes care of special needs may also trigger empathy and inspire intent to visit, consistent with Roque & Raposo (2015) on using emotional content to engage your audience.

Amenities:

The facilities available at Tumpeng Menoreh—from local food to children's play areas—not merely increase their comfort level but also, importantly, strengthen both *ethos* and *pathos*. For instance, local cuisine produced by village residents supports the destination´s pride of being an empowered part of the local society. According to Kurniawan et al. (2021), they argue that fostering tourism experiences between the visitors and members of the local community adds credibility to the destination due to a more authentic tourist experience.

In addition, *pathos* can be played up through user-generated content that shows the happiness of guests, i.e., families, benefiting from their services and facilities. Photographs and tales centered on the enjoyment that local families derive from all those fabulous amenities build an emotional story of happiness that can resonate with the hearts of the audience. Fiona et al. (2022) similarly demonstrated the power of creating a strong affective bond with people through visual narratives that show visitors being happy and satisfied.

Attractions:

A key finding from the analysis was under development in activities that can appeal to both domestic and international markets. Kurniawan et al. (2021) highlight the importance of visually interactive with spectacular visual routes to tourists, as well as commenting on the influences of social media. This is where *pathos* can be very key to triggering interest by giving

beautiful visual features and exciting exhibits, which create curiosity and urge to visit, e.g., Instagrammable photo spots or interactive exhibits.

To reinforce *ethos*, the Village-Owned Enterprise (BUMDes) could provide genuine cultural attractions, starting from the best dance in the village to Desa Gelang Projo cultural expos. According to Roque & Raposo (2015), this implies that the authenticity attached with cultural appeal helps in increasing the credibility of a destination, especially for tourists from external regions. Promos that include *logos* can do so by showing clean, well-organized information of their educational and cultural values. Cultural attractions help to capture history and heritage content and strengthen *logos* as a visit at Tumpeng Menoreh goes beyond mere entertainment. The story of the local community is one of those that supports his *ethos*, showing that there is a form of participation in the Village-Owned Enterprise (BUMDes) that indeed preserves the culture and empowers the people.

In the discussion above, it can be said that the 3A approach at Tumpeng Menoreh has reinforced the *ethos* and *logos* with its accessibility efforts to its amenity better than other approaches. Nevertheless, there needs to be a strong emphasis on the creative side of things—more visually and culturally appealing attractions need to be developed that evoke *pathos* and elevate the experience for its visitors. Sarkar & George (2018) state that the full integration of *ethos*, *pathos*, and *logos* in communication strategies can determine Tumpeng Menoreh to be more social, especially during their domestic or international audience outreach efforts. With that analysis, the Village-Owned Enterprise (BUMDes) can form a cohesive and convincing communication strategy based on the combination of those elements, which will thusly add value in terms of Tumpeng Menoreh tourism aspiration to become an inclusive, authentic, and visually appealing tourist destination.

SMART Objective Analysis at Tumpeng Menoreh

Based on the approach of SMART Objective (Specific, Measurable, Achievable, Relevant, and Timely), the communication strategy applied by the Village-Owned Enterprise (BUMDes) Tumpeng Menoreh in promotional tourist destinations has succeeded effectively. The approach also represents the strong use of *logos* (logic), as every objective is situated on a specific and measurable performance indicator, which is connected to findings from Akasse & Ramansyah (2023). This means that through setting SMART objectives, businesses as co-decoders are provided with a logical and data-driven communication strategy, thus solidifying the rational base in communication.

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However, not a definite program schedule for the whole destination, this Instagram account regularly maintains and reviews its content to map what market segmentation and followers mostly want. It explains the fact how *ethos* (professional credibility) and *logos* work in this process together. According to Quesenberry (2019), consistency and continued attention are a few of the tools with which data-centric messaging communications can help bolster an organization's reputation. *Ethos* at Tumpeng Menoreh also reflected in the Village-Owned Enterprise (BUMDes) swift actions in evaluating communication performance, and *logos* were clearly present in the data collection and analysis to understand what we were writing about before making decisions on how to get more effective content.

The Village-Owned Enterprise (BUMDes) prepares its target audience in such a way, adopting an inclusive approach where the Village-Owned Enterprise (BUMDes) improves the economic capacity of the community without leaving opportunities for each group to enjoy naturality from Tumpeng Menoreh. More Relevant: This approach definitely will make the *ethos* strong of the Village-Owned Enterprise (BUMDes) while proving their social responsibility and active participation for the welfare of local society. Kurniawan et al. (2021) note that the success of a communication strategy also relies on local community empowerment to drive credibility perception towards a destination. Hence, by referring to social and economic values, Tumpeng Menoreh is no longer just an ordinary tourism spot but a sign of sustainable social change.

Pathos (emotions) is also used to intentionally generate an emotional connection between the visitor and destination. The Village-Owned Enterprise (BUMDes) are done through evocative visuals and narratives of local community empowerment. According to Roque & Raposo (2015), this type of storytelling, which includes real situations and emotional experiences, can also promote building deeper relationships with the audience. This is the strategy that Tumpeng Menoreh uses to promote the diversity of these destinations, becoming a narrative that can be emotional for visitors and an unforgettable personal experience.

Most of the social media is taking place on Instagram, as it is the primary channel that we are using to communicate with our target audience. Sarkar and George (2018) noted globalization digital platforms such as Instagram are great at appealing to *pathos*, with breathtaking tourism landscape photos, traveler testimonials, and local community success stories related to tourism. The team at Tumpeng Menoreh selects its visual content meticulously, knowing they need to stand out, making people feel something, and prompting them to book a visit.

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While, on the other hand, choosing Instagram gives these front-page *logos* a boost in their communication strategy. Suitable destination managers may want to use the analytical tools that Instagram provides to better measure how their content is performing (Akasse & Ramansyah, 2023). With these analytics, the Village-Owned Enterprise (BUMDes) can start taking smarter, data-based decisions around their communication and affirming that their communication strategy is indeed working or not, based on the hard facts determining the degree of content effectiveness. The SWOT analysis performed by the Village-Owned Enterprise (BUMDes) to review the strategic position of Tumpeng Menoreh is also valuable for them to know the strengths, weaknesses, opportunities, and threats. For rhetoric, the natural beauty of the destination and grandiose views can be a great use of *pathos* for social media strategies. Kurniawan et al. (2021) highlight that pleasing natural aesthetics can evoke a sense of awe and wonder back, which in turn boosts desire to visit the destination.

On the flip side, accessibility issues show the importance of *logos* in solving the right problems. In simple logic, the Village-Owned Enterprise (BUMDes) can increase the value of Tumpeng Menoreh to tourists (and other visitors), among others, by providing suitable infrastructure and offering alternative transportation options (such as jeeps or village motorcycle taxis) to counter their weak argument that it is difficult to reach all parts of the area. This aligns with Basit et al. (2020), who note that physical accessibility is a part of the primary (in their context, rational) appeal mechanisms that feature audience needs.

Collaboration with influencers strengthens the destination's *ethos* through the involvement of individuals with reputation and influence on social media. Jaya & Prianthara (2020) highlight that influencers can enhance a destination's credibility through their personal reputation. However, this strategy must be carefully managed to avoid creating an impression of excessive commercialization, which could damage the destination's *ethos* if perceived as overly profit-driven and lacking authenticity.

Another combination of *ethos* and *logos* is managing feedback over social media. By being a responsive manager, the Village-Owned Enterprise (BUMDes) even reinforces its *ethos* through listening to visitor reviews and suggestions through social media. Such data from this feedback, Quesenberry (2019) proposes, can assist in evidence-based improvements that will further improve the quality of visitor experiences at the destination.

The development of local cultural heritage in Tumpeng Menoreh through cultural performances from Ngargoretno, Benowo, and Nglinggo villages enables the Village-Owned Enterprise (BUMDes) to leverage *pathos* to create deep emotional experiences. According to

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Sarkar & George (2018), authentic local culture can heighten emotional appeal for visitors, increase engagement, and add value to the tourism experience.

The involvement of the local community in various aspects of destination management also strengthens the Village-Owned Enterprise's (BUMDes) *ethos* as an organization committed to community empowerment. Kurniawan et al. (2021) affirm that local empowerment can foster a greater sense of ownership among residents, which in turn enhances service quality and the visitor experience.

CONCLUSION

To make sure marketing messages reach and inform the public about your destination's topographical qualities: how vast they are, which message takes account of strategic planning when it comes to writing, conveying these. Tumpeng Menoreh, which belongs to the Village-Owned Enterprise (BUMDes), takes the opportunity to use a special communication medium of Instagram @tumpengmenoreh as a way to convey promotional messages. By posting visually worthy content, the Village-Owned Enterprise (BUMDes) can really showcase the aesthetics and nature trails that have become the main character of the destination.

A key part of this communication strategy is the rhetorical approach, which helps to get the audience interested. With the help of *ethos*, *pathos*, and *logos* as well, scale-independent the Village-Owned Enterprise (BUMDes) communicate these facts while strengthening their credibility (*ethos*) by relying on known figures and local trust. How do they achieve this balance through producing emotions (rather than *logos*) with cultural narratives and natural beauty, but also logic (*logos*) through a clean informational veneer that emphasizes affordability before variety. By using the above such elements, the Village-Owned Enterprise (BUMDes) can "approach and be part of" and raise tourist interest to visit Tumpeng Menoreh.

The Village-Owned Enterprise (BUMDes) managing Tumpeng Menoreh has developed a strategic social media approach by incorporating steps outlined by Quesenberry (2019) and Karyanto (2019): analyzing target audiences, setting SMART objectives, selecting appropriate media platforms, conducting a SWOT analysis, and applying the 3A approach. Although certain aspects of the SMART objectives and the 3A approach remain incomplete, the overall social media strategy can still be evaluated using these frameworks. Specifically, the Instagram account @tumpengmenoreh has yet to establish clear benchmarks to measure the success of its social media efforts.

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The social media strategy adopted by the Village-Owned Enterprise (BUMDes) focuses primarily on monitoring quantitative metrics, such as account growth, dashboard insights, and follower counts. While these measures provide a general assessment of social media performance, evaluating the strategy's effectiveness in attracting visitors to the destination remains largely subjective. The Village-Owned Enterprise (BUMDes) has not set clear and measurable goals to objectively assess the impact of its social media efforts in driving visits to Tumpeng Menoreh.

The Village-Owned Enterprise (BUMDes) also realizes the need to solve the problem of accessibility with more focus on transportation options and infrastructure development. Furthermore, it strongly focused on the preservation of culture and community involvement by promoting local cultural entertainment and giving economic incentives to nearby villages. The various forms of communication and development have played a part in the growth and success of the Village-Owned Enterprise (BUMDes) in managing Tumpeng Menoreh, where through this research it is also seen to prove the capability of village-owned enterprises as a conceiver as well as executive of a tourist destination.

Recommendations for Future Research

The SMART Objectives that have been made and the communication strategy promote Tumpeng Menoreh and invite guests. The goals are specific, measurable, achievable, relevant, and time-bound steps related to an implementation process through the SMART model. The goals serve as concrete targets and indicators of success that the Village-Owned Enterprise (BUMDes) can use to measure whether they are effectively drawing visitor attention towards their destination.

Further research is suggested to perform in the areas focused on improving communication strategy and the development of the Village-Owned Enterprise (BUMDes) that manage Tumpeng Menoreh, as follows:

1. **Analyze in Depth the KPI of Social Media**: Comprehensive analysis of social media performance metrics for the Village-Owned Enterprise (BUMDes), reach, engagement, and conversion of all metrics that can provide feedback to assess how well current strategies drive visits to tourist destinations. This work informs the broader implications of how rhetorical mechanisms such as *ethos*, *pathos*, and *logos* affect

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audience engagement on social media and to what extent those metrics can provide evidence for the efficacy of rhetoric in influencing visitor decision-making.

2. **Explore More Social Media Platforms**: Create a way for the Village-Owned Enterprise (BUMDes) to be able to send information using Facebook, YouTube, etc. or mobile applications so that the channels are broader and more effective. Since the rhetorical functionality of each platform is different, all kinds of functions could be examined to map the best way to use narratives and visual rhetoric in order to leverage persuasion.
3. **Feasibility Study of User Generated Content and Influencer Marketing**: Observing the opportunity to implement user-generated content and influencer marketing as to increase the promotion for Tumpeng Menoreh. Within this scope, the rhetorical theory may be considered as an alternative way of looking at how he articulates the *ethos* of influencers—and *pathos* found in user-generated material—that can strengthen credibility and emotional bonds with prospective tourists.
4. **Economic Analysis**: Economic analysis of the influence of beneficiary the Village-Owned Enterprises (BUMDes) on local communities, analyzing the economic impact of the Village-Owned Enterprise (BUMDes) on local communities, such as benefit distribution and potential for self-empowerment for neighboring villages. Along with the economic benefits, this research may delve into how *pathos*-local culture-oriented narratives through rhetorical strategies promote destination advertising and raise public awareness and community participation for the tourism development of the tourist destination.

Communication tactics can be further improved to create information that is both compelling and instructive by incorporating rhetorical theory into this research. This will allow for more effective audience outreach and influence.

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