

Research Article

# Strategic Decision-Making in Proposing a New Marketing Strategy for ORCA Powergear Using TOWS-AHP

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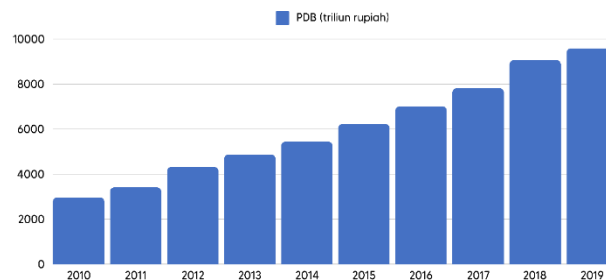
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**Abstract:** This paper is aimed at analyzing and developing a new market strategy for ORCA Powergear with the TOWS matrix and AHP. According to the analysis done, the top-ranked criterion can be explained by Market Expansion with a score of 0.63. As per the AHP analysis, the top-priority strategy that emerged was WO1, which spoke to expanding international market penetration through strategic collaborations. Through its association with international athletes and brands, and participation in global motocross events, ORCA Powergear builds better visibility and a reputation in new markets. Therefore, the plan enhances the weakness—the limited reach of the international market—by capitalizing on opportunities for strategic collaborations that help gain valuable insights into international consumer preferences. Implementing this strategy is expected to increase market exposure, enhance competitiveness, and drive significant company growth. The findings highlight the importance of market expansion and strategic collaborations for the growth and development of ORCA Powergear.

**Keywords:** Analytical Hierarchy Process (AHP), Marketing Mix, Motocross Apparel, Porter’s Five Forces, STP, TOWS Matrix.

## I. INTRODUCTION

According to data from the Ministry of Cooperatives, Small and Medium Enterprises in 2023, there were approximately 66 million MSMEs (Micro, Small, and Medium Enterprises) in Indonesia. The MSME sector in Indonesia employs around 117 million people, which constitutes about 97% of the labor absorption capacity of the business world. This demonstrates the significant impact and contribution of MSMEs in reducing unemployment rates in Indonesia. In 2023, MSMEs contribute 61% to Indonesia’s Gross Domestic Product (GDP), which is equivalent to Rp9,580 trillion. According to Bank Indonesia, MSMEs also show economic resilience, therefore contributing to the stability of the financial system and the economy.



**Fig. 1 Contribution of MSMEs to GDP in Indonesia**

MSMEs play a crucial role in Indonesia’s economy, consistently contributing to economic growth. The data shows a steady increase in the GDP contributed by MSMEs over the years. The MSME contribution to Indonesia’s GDP has been linear and upward for the past years. As indicated in, the contribution of MSMEs toward Indonesia’s GDP has increased drastically from 2,970 trillion IDR in the year 2010 to 9,580 trillion IDR in the year 2019. This steady rise thus indicates how crucial MSMEs are for the country’s economic growth.

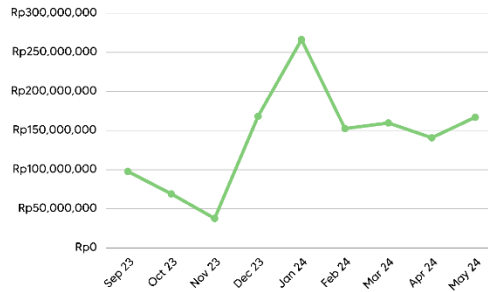
Within the past years, Indonesia has significantly developed in motocross at all levels of participation and economic impact. It has been one of the proud countries that host the international event called the Motocross Grand Prix, which is popularly known as MXGP. Indonesia has a significant history of hosting the MXGP series since 1995 when it first hosted it in Yogyakarta. Indonesia was again picked to host the MXGP eight times. Indonesia’s selection as the host for the MXGP is considered important for boosting the skills of Indonesian motocross athletes and bringing investment and economic growth to the host regions. The MXGP event held in Indonesia is expected to consistently have a positive impact on various tourism sectors, such as accommodation and lodging in Indonesia. These repeated hostings underscore Indonesia’s growing prominence in the motocross



world and its capability to organize significant international sporting events. The increased interest in motocross has also encourage the development of local motocross apparel and equipment sectors, contributing to the overall economy.

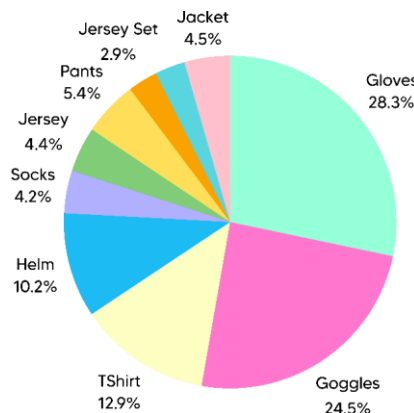
PT Orca Moto Indonesia, hereinafter referred to as ORCA Powergear, is a company that produces and supplied apparel and equipment for motocross sports in Indonesia. ORCA is a leading brand in the field of motocross sports in Indonesia. Also, ORCA was a merchandise partner for MotoGP in Mandalika in 2022, demonstrating the high quality and acceptance of ORCA's products on an international stage (Tempo, n.d.). This partnership not only shows that ORCA is dedicated to excellence, but it also shows its ability to meet the standards of globally recognized events.

Fluctuations, such as changes in sales, can cause issues in a business. This study found that the monthly sales levels of ORCA Powergear are unstable or exhibit fluctuations. The monthly sales levels of ORCA Powergear can be observed in the following graph.



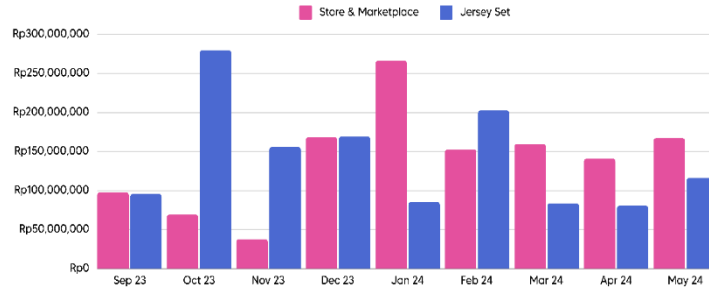
**Fig. 2 ORCA Powergear Monthly Sales**

This monthly sales data illustrates the fluctuating sales performance of ORCA Powergear from September 2023 to May 2024. These fluctuations reflect a highly variable dynamic in ORCA Powergear's sales performance over the observed period. The data above shows that the highest sales level occurred in January 2024. This high sales level is attributed to the successful marketing strategy implemented by ORCA Powergear. A common marketing strategy employed is offering discounts or promotions to ORCA Powergear consumers. Towards the end of the year, ORCA Powergear typically conducts a clearance sale by offering higher discounts to consumers. Additionally, this discount period is extended into the beginning of the following year. This practice results in a significant increase in sales during these two months. These fluctuating sales could be a symptoms of a poor marketing strategy. After identifying the monthly sales, data on product sales per category at ORCA Powergear were also obtained. The results can be seen in the chart below.



**Fig. 3 Total Sales per Category**

Based on the chart above, the sales distribution per product category shows that gloves represent the highest proportion of sales at 28.3%. Goggles follow closely with 24.5% of the sales. However, the data above does not account for the overall sales of jersey sets, as ORCA Powergear maintains a separate financial report for these items. Jersey sets are primarily sold through a pre-order system, and therefore, their sales are typically not included in the regular sales reports from stores and marketplaces. Analysis of the jersey set sales data reveals substantial sales volumes, with monthly sales occasionally surpassing the total monthly revenue from both store and marketplace sales combined. Figure 4 presents a comparison between the total revenue generated from stores and marketplaces and the revenue from jersey set sales.



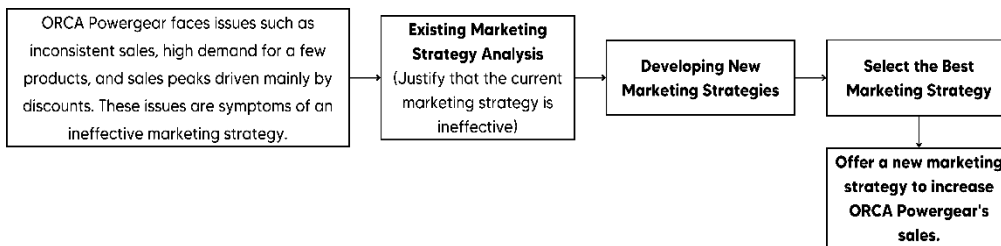
**Fig. 4 Comparison of Total Revenue from Store and Marketplaces versus Jersey Set Sales**

The sales data of jersey sets from September 2023 to May 2024 shows that these products significantly contribute to ORCA Powergear's total revenue, often surpassing the combined monthly income from store and marketplaces. The data of this sort is purposeful, for it is evident that ORCA Powergear's sales heavily depend on the sales of jersey sets, gloves, and goggles, which are the most widely purchased products among its customers. The effects of this dependency are multifold. On the one hand, it points to the popularity and strong demand of this particular product; this could be advantageous in the sense of keeping revenue streams reasonably strong in the short term. But such high dependency also carries with it much exposure to risk. Among the biggest risks is that changing moods of the consumer lead to a turn of fortune away from jersey sets, gloves, goggles, etc., and force ORCA Powergear to suffer large declines in one-time revenue. For example, any emergence of a new competitor that either has better or more innovative or lower cost products can cause the sales of ORCA Powergear to fall suddenly. This indicates fluctuating sales, high demand for only a few products, and peak sales driven purely by monthly discount factors; hence, it needs further probing into the reasons. Obviously, the present research inherently shall attempt to deeply analyze the existing marketing strategies adopted by ORCA Powergear and suggest a set of improved marketing strategy options in the direction of enhancing sales in other product categories at ORCA Powergear.

**II. LITERATURE REVIEW**

**A) Conceptual Framework**

This is the conceptual framework that was used in the research, starting with the identification of the issues faced by ORCA: the inconsistent sales patterns, high demand limited only to a few product categories, and spikes of sales that seem to happen quite often in periods of discount only. This simply shows that there may be some weakness in the marketing of the company as such. It is followed by an in-depth analysis of the current marketing strategy employed by ORCA Powergear. This analysis seeks to establish the effectiveness of the current marketing practices in place and further seek to justify why they may not realize the desired outcomes. SWOT analysis will also be done to articulate the internal strengths and weaknesses with the external opportunities and threats. This SWOT analysis will provide a structured way of understanding the factors that affect the marketing success of ORCA and its failure. This will be followed by research in developing new marketing strategies to help resolve the issues identified herein. A number of potential strategies will be proposed, all tailored to improve the position of ORCA in the marketplace while improving its overall sales performance. The best strategy will then be chosen using the tools of decision making analysis. A new marketing strategy will finally be proposed to improve sales at ORCA Powergear.



**Fig. 5 Conceptual Framework**

**B) Marketing**

Marketing is a social process where individuals and groups obtain what they need and want by creating, offering, and freely exchanging valuable products and services with others (Kotler, 2002). According to Dharmmesta & Handoko (2011), marketing involves the planning activities in managing goods from their creation to their promotion and distribution, aiming to earn a profit. Rusdi (2019) interprets marketing as efforts directed toward satisfying consumer needs and wants to achieve the desired profit through the process of exchange or transaction.

**C) Marketing Strategy**

According to Assauri (2017), marketing strategy is a set of goals and objectives, policies, and rules that guide the company’s marketing efforts over time at each level, serving as a reference and allocation, primarily in response to the ever-changing competitive environment. Meanwhile, Dharmmesta & Handoko (2011) defines marketing strategy as an overall system of business activities through planning, pricing, promoting, and distributing goods and services that satisfy and meet buyers' needs. Marketing strategies are fundamental for the growth and competitiveness of Small and Medium Enterprises (SMEs). Effective marketing strategies help businesses reach their target customers, differentiate themselves from competitors, and ultimately increase sales.

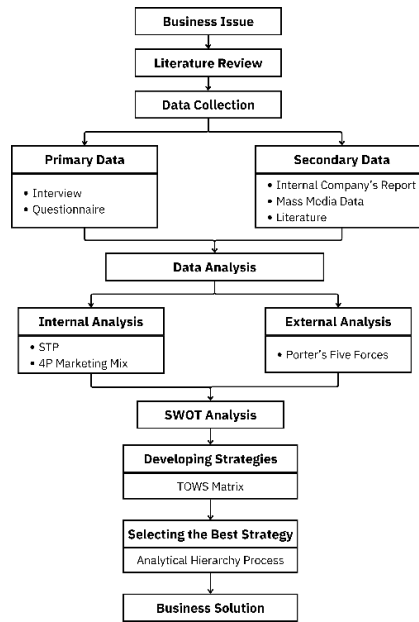
**D) SWOT**

SWOT analysis is a strategic planning tool used to identify and analyze the internal and external factors that can impact an organization's performance. SWOT refers to Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis, according to Gürel and Tat, 2017, gives a simple but overall framework of the strategic position of an organization. SWOT analysis is applied by businesses, as noted by Helms and Nixon, 2010, in strategic planning, identifying new market opportunities, and the enhancement of operational efficiency.

**E) TOWS Matrix**

The TOWS Matrix, developed by Heinz Weirich in the 1980s, is rather an extension of the SWOT analysis. This SWOT analysis identified the strengths, weaknesses, opportunities, and threats, but the TOWS Matrix goes a step beyond. It matches the internal strengths and weaknesses to external opportunities and threats. This tool helps the organization in designing the marketing strategies that utilize its strengths to seize the opportunities, minimize the weaknesses to counter the threats, and achieve its goals, as elaborated by Wheelen & Hungger in 2012.

**F) Research Design**



**Fig. 6 Research Design**

The research design starts by identifying problems through an analysis of the company's internal data, revealing issues like inconsistent sales patterns, high demand in only a few product categories, and sales spikes mainly during discount periods. These symptoms indicate potential weaknesses in the company's marketing efforts. To validate these findings, a preliminary interview with the marketing director is conducted, providing further insights and confirming the data analysis. Once identified, research questions are formulated to guide the study. The next phase involves conducting a SWOT analysis, including both internal and external evaluations. Internal analysis uses the STP (Segmentation, Targeting, and Positioning) framework and the 4P marketing mix, while external analysis applies Porter’s Five Forces. Following this, the research develops new marketing strategies, resulting in a creation of TOWS matrix. The most suitable strategy is then selected using the Analytic Hierarchy Process (AHP), which helps prioritize options based on a range of criteria. Based on these analyses, a comprehensive marketing strategy is proposed. Finally, detailed recommendations and a well-supported conclusion are provided to guide ORCA Powergear in implementing the proposed strategies.

### III. RESULTS AND DISCUSSION

#### A) STP Analysis

##### a. Segmentation

##### 1. Demographic:

- Age: Targeting individuals primarily between 18-45 years old.  
The survey results indicate that the majority of ORCA's consumers fall within the 25-34 age range, accounting for 70% of respondents. This age group is likely to be in a stage of life where they have disposable income to spend on hobbies and recreational activities, such as motocross
- Gender: Both male and female riders.  
In terms of gender distribution, the survey data shows that 83% of ORCA Powergear's consumers are male, reflecting the general trend in the motocross market where male riders predominate.
- Geographic: Urban and suburban areas with a strong motorcycle culture.  
From the questionnaire data, it is evident that ORCA Powergear has a significant consumer base in West Java, accounting for 36% of the respondents. The concentration of consumers in West Java, particularly around Bandung, where ORCA Powergear's physical store is located, highlights the brand's strong local presence.

##### 2. Psychographic

- Adventure Enthusiasts: This group consists of individuals who actively seek thrilling experiences and engage in outdoor exploration. The data from the questionnaire reveals that 42% of respondents participate in motocross activities several times a week, and another 37% engage in these activities several times a month. This high level of engagement indicates that a significant portion of ORCA Powergear's customer base falls into the Adventure Enthusiasts segment
- Performance Seekers: These individuals prioritize high-performance gear, indicating a preference for products that offer advanced features, durability, and superior performance.
- Style Conscious: This segment includes customers who value stylish and aesthetically pleasing riding gear. For Style Conscious individuals, the appearance of the gear is as important as its functionality. They are likely drawn to brands that offer unique, trendy, and visually appealing designs.
- Safety Conscious: These customers prioritize safety features in their gear, such as protective padding, durable materials, and high-quality construction. For the Safety Conscious segment, the primary concern is protection from injuries during rides.

##### 3. Behavioral

- Passionate about off-road racing and adrenaline-fueled rides
- Urban riders who use motorcycles for daily commuting
- Active participants in motorcycle communities and groups
- Riders engaged in competitive racing events

##### b. Targeting

Based on the segmentation analysis, the most strategic customer group to target is the demographic segment comprising individuals aged 25-34 years, predominantly male, located in urban and suburban areas, and identified as adventure enthusiasts and performance seekers.

##### c. Positioning

Positioning ORCA Powergear involves creating a distinct brand identity that appeals to the target market and establishes it as a leader in premium motocross gear. The aim is to offer top performance and quality to meet the needs of passionate motocross riders by highlighting the advanced features, durability, innovation, and rider safety. The gear is built to handle heavy use and provide top protection, allowing riders to confidently push their limits.

#### B) 4P Marketing Mix

##### a. Product

Motocross apparel and gear include goggles, gloves, helmets, t-shirts, socks, jersey sets, casual pants, hats, and jackets

##### b. Price

**Table 1: ORCA Powergear's Product Pricing**

No	Products	Selling Price
1	Goggle	Rp475,000 & Rp695,000
2	Gloves	Rp200,000
3	T-shirt	Rp150,000 - Rp200,000
4	Helm Vortex	Rp950,000
5	Helm Hyperion X	Rp3,250,000
6	Helm Hyperion Carbon	Rp4,250,000

No	Products	Selling Price
7	Socks	Rp175,000
8	Jersey Set (RS-1, RS-Pro, RS-Ultima)	Rp1,500,000, Rp1,900,000, Rp2,250,000
9	Casual Long Pants	Rp389,000
10	Casual Short Pants	Rp175,000 - Rp350,000
11	Hat	Rp65,000 - Rp250,000
12	Jacket	Rp250,000 - Rp499,000

**c. Promotion**

ORCA Powergear uses various promotional strategies to boost sales. They offer payday discounts on the 25th of each month and double-date promotions on dates like January 1 (1-1), February 2 (2-2), and so on. They also offer bundling promotions, offering products at a discounted rate when purchased together rather than separately. The company stays active on social media platforms like Instagram and TikTok to connect with customers and promote new products. ORCA Powergear has been a sponsor for the Malang Adventure Trail (MAT) event from MAT 7 through MAT 11. MAT is one of the largest and most prestigious trail adventure events in Indonesia.

**d. Place**

ORCA Powergear uses various distribution channels to make its products widely accessible and convenient for customers. The physical store in Bandung acts as a central hub where local customers can directly see and buy the products. Online sales are facilitated through ORCA Powergear's official website and e-commerce platforms such as Shopee and Tokopedia. They also accept orders via WhatsApp

**C) Porter's Five Forces**

**a. Threat of New Entrants**

New companies can easily enter the motocross apparel market due to low entry barriers and the ability to sell online with moderate investment. However, ORCA Powergear's strong brand, reputation for quality, and loyal customer base (Orca Legion) give it a competitive edge that can discourage new competitors. ORCA's focus on research, innovative products, and high-quality standards also make it hard for newcomers to compete.

**b. Threat of Substitutes**

The threat of substitutes in the motocross apparel market is relatively moderate due to the specialized nature of the products and the unique needs of riders. Motocross gear like helmets, gloves, and protective clothing are designed to meet specific safety and performance standards that generic sportswear can't match. However, there is some threat from general motorcycle apparel and other extreme sports gear, which could serve as substitutes.

**c. Bargaining Power of Buyers**

The bargaining power of buyers in this market is relatively high. Customers have a wide range of options to choose from when purchasing motocross apparel and gear. Many local and foreign brands exist that offer similar products. Well-established brands like Fox Racing, Alpinestars, and FLY Racing give the buyer competitive alternatives, thereby giving an upper hand in price negotiation or even better products.

**d. Bargaining Power of Suppliers**

The bargaining power of suppliers of ORCA Powergear would be relatively low to medium. Even though the firm would try to source the best quality of raw materials and components, there are many suppliers out there. Having many choices of supply decreases the dependence of the firm up on any single supplier, thus reducing their bargaining power.

**e. Competitive Rivalry**

Competition for motocross gear is very tight. ORCA Powergear is always pitted against other local and international brands offering a wide array of motocross apparel and gear. Well-known global brands with large marketing budgets and wide product ranges add to the competitive market of Fox Racing, Alpinestars, and FLY Racing. **SWOT & TOWS Matrix**

**D) SWOT Analysis**

**a. Strengths:**

- S1 Diverse Product Range
- S2 High-Quality Standards
- S3 Active Sponsorships

- S4 Innovative Product Offerings
- S5 Strong Local Brand Identity
- S6 Loyal Customer Base (ORCA Legion)

**b. Weaknesses:**

- W1 Limited Physical Presence
- W2 Limited International Market Penetration
- W3 Narrow Focus on R&D

- W4 High Competition
- W5 Inadequate Promotion of Casual Products

**c. Opportunities:**

- O1 Increasing Involvement in Community Events and Sponsorships
- O2 Expanding Market Reach

- O3 Forming Collaborations and Partnerships with Athletes and other Brands
- O4 Improving Customer Engagement

**d. Threats:**

- T1 Changing Consumer Preferences
- T2 Economic Downturns

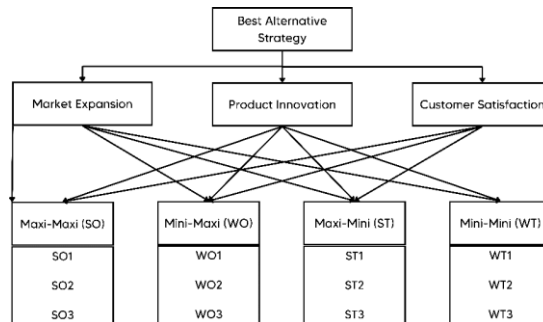
- T3 Regulatory Challenges

**TOWS Matrix**

<b>Internal Factors</b>	<b>STRENGTH (S)</b> Identify the internal factors that contribute to the company's strengths.	<b>WEAKNESSES (W)</b> Determine the internal factors that contribute to the company's weaknesses.
<b>External Factors</b>	<b>SO STRATEGY</b>	<b>WO STRATEGY</b>
<b>OPPORTUNITIES (O)</b> Identify the external factors that present opportunities for the company.	<b>SO1</b> Promote Innovative Product Offerings through Collaborations <b>SO2</b> Utilize Active Sponsorships and Strong Local Brand Identity to Improve Customer Engagement <b>SO3</b> Capitalize on Loyal Customer Base to Increase Community Event Involvement	<b>WO1</b> Expand International Market Penetration through Strategic Collaborations <b>WO2</b> Increase Promotion of Casual Products through Enhanced Customer Engagement <b>WO3</b> Enhance Physical Presence by Leveraging Community Events
<b>THREATS (T)</b> Identify the factors that pose threats to the company.	<b>ST STRATEGY</b>	<b>WT STRATEGY</b>
	<b>ST1</b> Adapt Product Offerings to Changing Consumer Preferences <b>ST2</b> Use Strong Local Brand Identity to Navigate Economic Downturns <b>ST3</b> Utilize Sponsorships to Address Regulatory Challenges	<b>WT1</b> Mitigate Limited Physical Presence by Enhancing Online Presence <b>WT2</b> Address High Competition by Improving Product Promotion <b>WT3</b> Improve International Market Penetration to Mitigate Regulatory Challenges

**E) Analytical Hierarchy Process (AHP)**

After a detailed SWOT analysis and the prepared TOWS, the next step is to make the choice of strategy that best fits ORCA Powergear. This can be achieved with the help of the Analytical Hierarchy Process (AHP), i.e., a structured technique for organizing and analyzing a set of different but interrelated problems. We start with defining the objectives of AHP analysis: to choose the best strategy. The criteria to select the best alternative strategy are, next, determined to be Market Expansion, Product Innovation, and Customer Satisfaction. The alternatives in this study are strategies formed by joining or matching the strengths and opportunities, weaknesses and opportunities, strengths and threats, and weaknesses and threats from the TOWS matrix explained above. Once the criteria and alternatives have been set, it becomes important to subsequently develop a diagram for the AHP hierarchy analysis.



**Fig. 7 Structure of the Analytical Hierarchy Process**

After creating the Hierarchy Diagram, the next step is to calculate the weights for each criterion and alternative. This calculation is done with input from the company's stakeholders, in this case, the Marketing Director as the decision-maker. These weights will determine the importance of each criterion and alternative. After assigning weights to the criteria, a normalization calculation is performed to obtain the vector results that will determine the priority of each criterion. Once the criteria weights and priorities are determined, the next step is to calculate the weights for each alternative. This process follows the same steps, starting with assigning weights by the decision-maker and then normalizing these weights to determine the priority of each alternative.

**Table 2: Criteria Priority Vector**

Criteria	Market Expansion	Product Innovation	Customer Satisfaction	Average
Market Expansion	0.65	0.69	0.56	0.63
Product Innovation	0.22	0.23	0.33	0.26
Customer Satisfaction	0.13	0.08	0.11	0.11

**Table 3: Result of AHP Analysis**

Ranking of Alternatives	Total	Priority
SO1	0.090	3
SO2	0.068	12
SO3	0.069	11
WO1	0.159	1
WO2	0.084	5
WO3	0.084	6
ST1	0.111	2
ST2	0.081	9
ST3	0.084	7
WT1	0.078	10
WT2	0.082	8
WT3	0.087	4

From the AHP analysis, the highest priority criteria is Market Expansion with a score of 0.63 as shown in Table 2. This criteria received the highest weight, indicating that expanding into new markets is deemed the most critical factor for the company's growth and development strategy. The significant weight suggests that focusing on market expansion will likely yield the most substantial benefits for the company. Based on the AHP analysis results, the top priority alternative is WO1, which is Expand International Market Penetration through Strategic Collaborations, as indicated in Table 3. This alternative involves developing partnerships with international athletes and brands to penetrate new markets more effectively. It is prioritized because it directly addresses the identified weakness of limited international market reach (W2) and leverages an opportunity (O3) for strategic collaboration.

ORCA Powergear understands that, at present, its marketability on an international level is minimal. To counter this weakness, it is the aim of the company to establish collaborative efforts with well-known international athletes and brands. There are ways in which these collaborations can greatly increase visibility and prestige for ORCA in new markets. Further, with a huge endorsement from international riders and involvement in the international motocross circuit, credibility will follow these associations to attract new customers for ORCA. Finally, events provide a platform on which the products of ORCA can be dispensed to the global audience, hence penetrating the market. Participating in such events would help ORCA understand better the expectations and standards required by international consumers. From such exposure, it would bring some really insightful ideas into what the international customers value in motocross gear, hence tailoring products to suit their needs more effectively. With this strategy, ORCA Powergear is bound to: Increase Market Exposure by participating in some highly competitive world-renowned events and sponsoring some renowned athletes, Enhance Competitive levels by knowing the international standards and consumer preferences will be able to prepare ORCA to work on products and marketing strategies better in order to be more competitive, and last but not least Drive Company Growth—going across geographies into new territories along with appropriate market strategies and appropriate collaborations likely to bring an upswing in the sales chart and the balance sheet as well.

**IV. CONCLUSION**

This research proves that the most critical factor for ORCA Powergear is market growth. Strategic collaborations to further increase international market penetration are the highest-priority strategy for this focus. ORCA Powergear can sponsor international athletes and brands, sponsor or participate in various international motocross events, increase market presence, and gather market insight, which will yield significant company growth. Implementing this strategy will not only address the



company's current marketing challenges but also position ORCA Powergear as a competitive player in the global motocross gear market.

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