

## **Proposed IMC Strategy of BMW Motorrad Indonesia Sport-Line-Up to Increase Brand Awareness in Premium Superbike Segment**

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### **Abstract**

The premium motorcycle industry in Indonesia is shifting from a functional market to a high-involvement lifestyle sector. In this competitive landscape, BMW Motorrad Indonesia dominates with its Adventure (GS) series, but this success has created an internal strategic imbalance where the adventure image heavily overshadows the sport segment. Consequently, the flagship sport lineup (S1000RR and M1000RR) suffers from low top-of-mind awareness and internal cannibalization, despite possessing superior product technology and global brand heritage. This study adopts a qualitative-descriptive approach to formulate a new Integrated Marketing Communication (IMC) strategy. Data were collected through semi-structured interviews with key internal stakeholders (General Manager, Sales, and Marketing) and in-depth interviews with ten external respondents from the target market. The data were analyzed using strategic frameworks including VRIO, Porter's Five Forces, and SWOT for internal diagnostics, while external consumer insights were processed using NVIVO thematic analysis to identify behavioral drivers. Based on the analysis, this study designs an "Active Digital & Physical Visibility" strategy to disrupt market perception and prioritize brand awareness. The proposed strategy integrates four key components: Visual Decoupling to separate the sport identity from the adventure series; an Influencer Partnership Program to penetrate social algorithms with lifestyle content; Mobile M-Gallery showcases for organic street awareness; and Open Riding Invasions to utilize social proof. This structured IMC plan serves as a roadmap to increase the brand awareness of the sport bike lineup.

**Keywords:** Brand Awareness; Integrated Marketing Communication (IMC); Premium Motorcycle; Sport Bike; Digital Marketing Strategy; Brand Positioning.

### **INTRODUCTION**

Indonesia's premium motorcycle market is changing fast. What used to be a purely functional industry focused on getting people from point A to point B is now evolving into something much more lifestyle-driven. As urbanization continues and disposable incomes rise, especially among the middle and upper classes, motorcycles are becoming symbols of personal identity, aspiration, and community (Al-Hasan et al., 2015; Lenshie et al., 2022; Qian, 2015; Sopranzetti, 2018).

More people are moving into cities, and with that comes a shift in how they view mobility. Motorcycles, especially premium ones, offer not just convenience but also a sense of freedom and individuality. Riders aren't just looking for performance, they're looking for something that reflects who they are. This is especially true in the sport bike segment, where design, speed, and prestige play a huge role in consumer appeal (Hoor, 2022; McEwan et al., 2018; Turpin, 2018).

According to the Organisation for Economic Co-operation and Development (2024) latest economic outlook, Indonesia is on a solid path of recovery and growth. Inflation is stabilizing, productivity is improving, and digital access is expanding. These trends are reshaping consumer behavior. People are spending more time online, engaging with brands through social media, and making purchase decisions based on digital experiences. For motorcycle brands, this means that having a strong online presence and

a compelling story is no longer optional; it's essential (Hossain, 2022; Pinto et al., 2022; Sarker, 2024; Sujarittanonta, 2021).

The premium motorcycle segment in Indonesia represents a niche yet increasingly influential segment within the broader automotive market. Characterized by high-performance engineering, advanced technology, and distinctive design, premium motorcycles cater to a consumer base that values both functionality and lifestyle appeal. These motorcycles, often equipped with engines above 500cc and features such as ABS, ride modes, and connectivity systems, are positioned as aspirational products for urban professionals and enthusiasts. The segment is shaped by global brands like BMW Motorrad, Ducati, and Harley-Davidson, which have cultivated strong brand identities and loyal communities in Indonesia. Beyond transportation, premium motorcycles are often seen as symbols of status and personal expression, contributing to their appeal among middle- to upper-income consumers. This dynamic has led to the emergence of riding clubs, lifestyle events, and brand-led experiences that reinforce the emotional and cultural value of owning a premium motorcycle.

Globally, BMW Motorrad is known for its engineering excellence and innovation, especially in the sport bike category. Models like the S1000RR and M1000RR are celebrated for their racing DNA and cutting-edge technology. But in Indonesia, BMW's sport lineup doesn't enjoy the same level of visibility as its adventure bikes. The GS series, for example, is heavily promoted and supported by community events, while the sport models often fly under the radar.

This gap is even more noticeable when compared to competitors like Ducati, another manufacturer from Europe, who actively push their sport bikes through influencer campaigns, track events, and consistent digital content. BMW's sport bikes, despite their technical superiority, aren't getting the same emotional connection or top-of-mind recognition among Indonesian riders.

Understanding this gap is crucial. Brand awareness is not just about recognition; it is about relevance. Situmorang (2025) argues that in the automotive sector, consumer purchase decisions are significantly driven by the intensity of the customer experience and relationship marketing rather than just product specifications. Furthermore, Soldat et al. (2024) emphasize that for luxury purchases, branding serves as a critical mechanism for 'happiness' and lifestyle validation. Therefore, digital marketing strategies must bridge the gap between mere brand presence and deep emotional engagement to be effective.

That's where this research comes in. It aims to explore how BMW Motorrad Indonesia can reposition its sport bike lineup, making it more visible, more relevant, and more desirable to the local market. Because in the end, brand awareness isn't just about being known, it's about being remembered when it matters most.

This research is guided by two main questions concerning the current Integrated Marketing Communication (IMC) strategy of BMW Motorrad Indonesia and how IMC efforts can be optimized to enhance brand awareness in the sport segment. Accordingly, the objectives of this study are to identify and analyze the limitations of the existing IMC strategy implemented by BMW Motorrad Indonesia and to propose a more effective IMC

strategy aimed at optimizing brand awareness for BMW Motorrad Indonesia's sport segments.

Beyond its academic contribution to integrated marketing communication literature in the premium automotive context, this research offers practical benefits for BMW Motorrad Indonesia's management by providing a data-driven roadmap to rebalance brand equity between adventure and sport segments. For marketing practitioners, the findings serve as a reference for designing "attention-driven" IMC strategies that prioritize visibility over short-term transactions in high-rivalry niche markets. Additionally, this study provides strategic insights for other premium brands facing similar internal cannibalization challenges, demonstrating how visual decoupling, influencer ecosystems, and experiential activations can collectively reposition a sub-brand without diluting its core heritage.

## **METHOD**

This chapter explains the methodological approach used to address the business issue identified in Chapter I by employing a qualitative–descriptive research design. The study integrates internal organizational insights from BMW Motorrad Indonesia with external consumer perspectives to ensure both strategic relevance and practical applicability. Primary data are collected through semi-structured interviews with key internal stakeholders (sales and marketing leadership) and in-depth interviews with ten external respondents representing premium motorcycle enthusiasts, a sample size justified by the principle of qualitative data saturation as supported by Hennink and Kaiser (2022). The research is exploratory in nature and guided by a conceptual framework that combines Integrated Marketing Communication (IMC) theory with strategic management tools, including the VRIO framework, Porter's Five Forces, and SWOT analysis. These frameworks provide a structured lens for understanding internal capabilities, external competitive dynamics, and alignment between organizational strengths and market opportunities. Secondary data from company materials, academic literature, and industry reports further reinforce the theoretical foundation and contextual validity of the study.

This study builds upon prior research in the fields of Integrated Marketing Communication (IMC), brand awareness, and consumer behavior in the premium automotive sector. Previous studies, such as those by Šerić et al. (2020) and Oancea (2015), have emphasized the importance of IMC consistency in building brand equity, particularly in service and hospitality contexts. However, these studies largely focused on general consumer goods or the automotive mass market, leaving a gap in understanding how IMC strategies function within niche, high-involvement segments such as premium superbikes. Furthermore, while research by Liu et al. (2021) and Mahmood et al. (2025) highlights the growing role of digital content and influencer marketing in shaping consumer perceptions, few studies have examined how internal brand cannibalization—such as the dominance of one product line over another—affects brand awareness in a two-wheeler luxury context.

The novelty of this research lies in its dual-layered approach that integrates internal strategic diagnostics (using VRIO, Porter’s Five Forces, and SWOT) with external consumer behavior analysis (using NVIVO-based thematic coding). This combination allows the study to not only identify communication gaps but also trace them back to organizational resource misalignment. By focusing specifically on the sport segment of a global premium motorcycle brand in the Indonesian market, this study offers a context-specific IMC framework—termed “Active Digital & Physical Visibility”—that addresses both internal cannibalization and digital invisibility. This framework contributes to both academic literature and practical marketing strategy by proposing a model that is diagnostic, actionable, and grounded in real-world consumer insights.

Data analysis is conducted using thematic analysis, descriptive statistics, and strategic synthesis. Qualitative interview data from internal and external stakeholders are systematically coded and analyzed to identify key themes such as top-of-mind brand awareness, brand associations, digital content preferences, community influence, and perceived brand positioning. NVIVO software is used to support rigorous thematic coding for external interview transcripts, while internal insights are analyzed using VRIO, Porter’s Five Forces, and SWOT to assess resource advantages, industry pressures, and strategic fit. The findings from internal and external analyses are triangulated using a TOWS Matrix and a triangulation matrix to identify communication gaps and strategic opportunities. This integrated analysis culminates in the formulation of an actionable IMC strategy—“Active Digital & Physical Visibility”—supported by a structured implementation roadmap and academic justification, ensuring that the proposed strategy is theoretically sound and responsive to the Indonesian premium motorcycle market context.

## RESULTS AND DISCUSSION

### A. VRIO Framework

To evaluate the internal strategic capability of BMW Motorrad Indonesia specifically within the sport bike segment, a VRIO framework (Value, Rarity, Imitability, Organization) was applied to key resources identified during the preliminary research. The objective of this analysis is to determine which internal resources provide a sustained competitive advantage and which areas represent strategic weaknesses contributing to the identified business issue of low top-of-mind awareness.

**Table 1.** The ratings below were validated through interviews and structured assessments with key internal stakeholders, including the General Manager, Sales and Marketing Manager.

Resource / Capability	V	R	I	O	Status
Global Brand Heritage (Prestige)	Yes	Yes	Yes	Yes	Sustainable Advantage

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Resource / Capability	V	R	I	O	Status
Product Technology (S1000RR DNA)	Yes	Yes	Yes	Yes	Sustainable Advantage
“M” Line Prowess	Yes	Yes	Yes	Yes	Sustainable Advantage
Sport Community Management	Yes	No	No	Yes	Competitive Parity
After-Sales Service Standards	Yes	Yes	No	Yes	Temporary Advantage

*(Source: Internal Interview Data and Validation, 2025)*

### **Sustainable Competitive Advantages: Brand & Technology**

The analysis confirms that BMW Motorrad’s core strategic strength lies in its tangible product assets and intangible brand equity.

- **Global Brand Heritage:** Stakeholders identified the "BMW" brand reputation as the primary driver of trust and status for Indonesian consumers. This resource is classified as a Sustainable Competitive Advantage because it is both rare (few competitors possess a century-long history) and inimitable (a new entrant cannot "buy" history). The organization is fully aligned to capitalize on this through premium showroom experiences that reinforce the luxury narrative. Also the BMW car department influenced the image of BMW Motorrad too.
- **Product Technology:** The technical superiority of models like the S1000RR and M1000RR is also a Sustainable Competitive Advantage. Features such as "ShiftCam" technology, their aerodynamics and the bike's racing DNA provide distinct value that stakeholders described as "the hardest thing for competitors to copy." The sales force is well-trained to communicate these technical specifications, ensuring the organization captures this value.
- **“M” Line Prowess:** The prowess of the “M” line bikes that derived from their “M” division that have made many “M” cars that have been known from their top of the line performance, it makes people that chase prestige and top performing vehicles attracted to it.

### **Competitive Parity: Sport Community Management**

While community is often cited as a strength for BMW’s Adventure (GS) segment, the analysis reveals a different reality for the sport segment.

- **Sport Community Management** is classified as Competitive Parity. The organization *is* organized to support riding clubs (O=Yes), providing necessary infrastructure for customer retention. However, this resource is not rare (R=No); competitors such as Ducati and Kawasaki also possess highly active and passionate sport bike

communities. Therefore, while having a community is "table stakes" (essential to compete), it does not currently serve as a unique differentiator that separates BMW from its rivals in the sport category and need an improvement to make the community bigger.

○ **Strategic Synthesis**

In summary, the VRIO analysis highlights a significant strategic disconnect. BMW Motorrad Indonesia possesses world-class product and brand resources (Sustainable Advantages). The brand relies heavily on the engineering to "sell itself," while the product is excellent, but on the other hand the mechanism to make the market *aware* of it is under-resourced.

**Porter’s Forces**

**Table 2. Porter’s Forces**

Force	Intensity Level	Key Driver of Intensity
Competitive Rivalry	High	Aggressive "Brand Warfare" and digital share-of-voice competition from Ducati and Kawasaki.
Threat of Substitutes	Medium to High	Internal: BMW GS Adventure series (cannibalization). External: Luxury cars and lifestyle hobbies.
Bargaining Power of Buyers	Medium to High	Customers are highly price-sensitive relative to value and influenced by social trends/status.
Bargaining Power of Suppliers	Medium	Global factory quotas exist, but cross-border stock indentation (e.g., from Singapore) mitigates severe shortages.
Threat of New Entrants	Low to Medium	High barriers to entry (technology, capital, distribution network) protect established players.

*(Source: Internal Interview Data & Validation, 2025)*

**High Competitive Rivalry**

- The analysis indicates that rivalry is the strongest force in the current market.
- The premium superbike segment in Indonesia is becoming increasingly competitive and complex. Competitors such as Ducati (Panigale series) and Kawasaki (ZX series) are aggressively vying for consumer attention not just through performance, but through "emotional connection" and "lifestyle relevance".
- As noted in the preliminary data, competitors like Ducati achieve significantly higher engagement on social media. Stakeholders confirmed that the battle for market share is effectively a battle for "Share of Voice," making top-of-mind awareness the critical deciding factor.

**High Threat of Substitutes**

- A critical finding from the analysis is the dual nature of substitutes facing the sport segment.

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- Stakeholders identified a unique "internal substitute", the BMW GS Adventure series. Due to its overwhelming popularity and community support in Indonesia, potential sport bike customers are often swayed toward the Adventure segment, viewing it as the "default" choice for a premium BMW motorcycle.
- Externally, BMW Motorrad has numerous alternatives for leisure spending, including luxury cars or high-end travel. The sport bike must compete as a "lifestyle asset," not just a vehicle.

### **High Bargaining Power of Buyers**

- Buyers in this segment possess significant leverage.
- Buyers now find it easier to compare the specification of the bike, where the potential premium sport bike buyer can compare the value to price of the bike itself and also the brand prestige.
- Because the purchase is driven by passion rather than necessity, customers can easily switch brands if they feel another manufacturer offers a more compelling "status" or community experience. This forces brands to constantly innovate in their engagement strategies to retain loyalty.

### **Medium Bargaining Power of Suppliers**

- While BMW Motorrad Indonesia is subject to global factory allocations, the bargaining power of suppliers is moderated by regional flexibility. Stakeholders indicated that stock shortages for specific models can often be mitigated by indenting units from neighboring markets, such as Singapore. This cross-border logistical capability reduces the risk of long wait times, ensuring that the supply chain remains relatively fluid compared to competitors who may rely solely on direct factory shipments.

### **Low Threat of New Entrants**

- The premium superbike market requires immense capital for R&D, advanced technology (engines >500cc), and a sophisticated after-sales network. These barriers effectively shield established players from new, small-scale entrants, keeping the competition focused among the existing giants (BMW, Ducati, Honda, Kawasaki, Yamaha).

### **SWOT Analysis**

- Strength

#### **Global Brand Heritage and Prestige**

The analysis confirms that the BMW brand carries immense equity in the Indonesian market. With over a century of history, the brand is synonymous with "German Engineering," reliability, and luxury status. Stakeholders identified this reputation as a sustainable competitive advantage because it is both rare and inimitable; while new market entrants can replicate features, they cannot manufacture a century of heritage. This strength creates a high baseline of trust, allowing the brand to command premium pricing even in a competitive market.

- **Product Technology and Racing DNA**

The S1000RR and M1000RR models possess superior technological attributes, such as ShiftCam technology and high-performance electronics, that are recognized as best-in-class. Internal validation confirms that this product superiority is the brand's "hardest asset to copy." The product itself serves as a strong retention tool; once a customer experiences the technology, the barrier to switching brands increases due to the unique riding character of the machine.

- **Dealer Network Competence**

BMW Motorrad Indonesia benefits from a highly professional dealer network with advanced after-sales service standards. The sales force is technically proficient and the service centers are equipped with specialized diagnostic tools. While this is currently a strength that builds trust, VRIO analysis suggests it is a *temporary* advantage, as competitors like Ducati and Kawasaki are actively investing in upgrading their own service infrastructure to match these standards.

- Weakness

- **Low Digital Organization and Engagement**

The most critical weakness identified is the lack of organizational focus on digital channels for the sport segment. Unlike the Adventure (GS) series, which enjoys robust content support, the sport lineup suffers from low digital visibility. The analysis reveals a significant "Share of Voice" gap compared to competitors like Ducati, whose digital strategy is more aggressive and lifestyle-oriented. This "passive" digital approach has resulted in low top-of-mind awareness among younger, digital-native consumers.

- **Internal Cannibalization**

The overwhelming success of the GS Adventure series has created an internal imbalance. Marketing budgets, community management efforts, and dealership floor space are heavily skewed toward the Adventure segment. Consequently, the sport lineup is often treated as a secondary priority. This lack of dedicated focus prevents the S1000RR from establishing its own distinct brand identity, leaving it "overshadowed" by its off-road sibling.

- **Passive "Wait-and-See" Marketing Strategy**

Current marketing efforts rely heavily on the product's reputation to attract buyers (Pull Strategy) rather than actively targeting new prospects (Push Strategy). Stakeholder interviews indicated that the brand often waits for customers to visit the showroom rather than creating "interruptive" campaigns that force the brand into the consumer's consciousness. In a high-rivalry market, this passive stance contributes to the awareness gap.

- Opportunity

- **The Rise of "Digital Lifestyle" Consumption**

The target market for premium superbikes consumes high volumes of digital content, particularly on platforms like Instagram and YouTube. There is a growing opportunity to capture this audience by shifting content strategies from "technical specification" to "lifestyle aspiration." By leveraging influencers and cinematic video

content, the brand can tap into the algorithm-driven discovery process that currently benefits competitors.

- **Demand for Experiential and "Adrenaline" Events**

Consumer feedback indicates a strong desire for experiential marketing. Potential buyers are looking for safe, high-adrenaline environments, such as track days or riding clinics, to test the performance limits of superbikes. There is a clear market opportunity to differentiate BMW by becoming the leader in "Track Experiences," offering access that competitors currently lack or provide inconsistently.

- **Cross-Border Supply Chain Buffers**

While global supply shortages affect all manufacturers, BMW Motorrad Indonesia possesses the logistical advantage of being able to indent stock from regional hubs like Singapore. This capability offers an opportunity to promise faster delivery times compared to competitors who may face longer wait times for direct factory shipments, providing a tangible selling point in the sales process.

- Threat

- **High Competitive Rivalry and "Brand Noise"**

The premium superbike segment is characterized by intense rivalry, specifically regarding brand visibility. Competitors like Ducati and Kawasaki utilize aggressive marketing tactics and cultivate "fanatical" brand loyalty through constant community engagement. This high "noise level" poses a threat to BMW's market share, as the "quiet" approach of the current strategy risks making the brand irrelevant in the conversation.

- **The Threat of Internal Substitutes**

A unique threat to the BMW sport business is the internal substitute of the BMW GS series. In Indonesia, the "Adventure" lifestyle is dominant, and without a strong counter-narrative for the "Sport" lifestyle, potential customers will default to buying a GS simply because "everyone else has one." This trend threatens to permanently relegate the sport bike business to a niche sideline.

- **Fickle Loyalty and High Buyer Power**

Premium buyers are highly price-sensitive relative to perceived value and status. Porter's analysis shows that switching costs are low; if a customer feels that the BMW community is inactive or "boring" compared to a competitor's group, they can and will switch brands. The threat is not just losing a sale, but losing the customer's lifetime value to a rival ecosystem.

## **TOWS Matrix**

To convert the diagnostic findings of the SWOT analysis into actionable business solutions, a TOWS Matrix was developed. This framework pairs internal factors (Strengths/Weaknesses) with external factors (Opportunities/Threats) to generate specific strategic options. The resulting strategies directly inform the proposed Integrated Marketing Communication (IMC) plan.

The TOWS analysis reveals that BMW Motorrad Indonesia must pivot from a "passive" reliance on brand heritage to an "active" engagement strategy.

- **SO Strategies (Strengths-Opportunities):** Capitalize on the superior Product Technology (S) by creating high-adrenaline content and hosting Experiential Track Days (O), meeting the market's demand for excitement.
- **WO Strategies (Weaknesses-Opportunities):** Address the Low Digital Visibility (W) by partnering with influencers ("Sport Squad") and using Smart Competitor Targeting ads (O) to aggressively capture market share from rivals.
- **ST Strategies (Strengths-Threats):** Use Brand Prestige (S) to differentiate the S1000RR as a "Sophisticated Athlete," protecting it from the Internal Threat of the GS Adventure series.
- **WT Strategies (Weaknesses-Threats):** Minimize the Community Isolation (W) by formalizing a distinct Sport Owners Club, preventing customers from defecting to louder competitor communities (T).

This strategic framework confirms that the most effective path forward is to combine Digital Aggression (WO) with Physical Experience (SO).

### **Current IMC Strategy**

Based on in-depth interviews with internal management and an audit of current marketing activities, the existing Integrated Marketing Communication (IMC) strategy for the BMW Motorrad sport segment was analyzed. The current approach can be characterized as "Passive Prestige," where the brand relies heavily on its global reputation and dealership network rather than active, high-visibility engagement.

The following analysis evaluates the performance of the five primary IMC tools currently in use.

- **Advertising**

Advertising expenditure for the sport segment is minimal compared to the Adventure segment. The existing ads are primarily still around their Adventure segment.

- **Digital Marketing**

As identified in the interview, digital channels are under-utilized for the sport lineup. The social media content calendar is heavily dominated by Adventure touring content (approx. 80%), reflecting the sales volume of the GS series. Sport bike content is sporadic and often informational rather than emotional.

- **Sales Promotion**

Promotional efforts are currently financial-driven (e.g., "0% Interest" or "Free general maintenance"). Physical product experiences are limited to standard street test rides around the dealership.

- **Public Relations & Community**

Current Status: Public Relations efforts rely on global press releases regarding new model launches or racing wins in WSBK (World Superbike). Community management is active but integrated into the general BMW Motorrad Club, which is overwhelmingly comprised of touring riders.

- **Personal Selling**

This is the strongest element of the current mix. Sales consultants are highly trained and possess deep technical knowledge of the S1000RR's specifications.

### Summary of Strategic Misalignment

The analysis of the current IMC strategy reveals a fundamental misalignment with the market reality.

- Market Reality: The premium sport bike segment is High-Rivalry and driven by "Digital Noise" and "Adrenaline."
- Current Strategy: BMW's strategy is "Quiet" and "Rational."
- Conclusion: The current IMC mix effectively serves the *existing* loyal customer base but fails to attract new customers or steal market share from aggressive competitors. This confirms the need for a new "Active Dominance" strategy that reallocates focus toward Digital and Experiential channels.

### Customer Analysis Findings

This section details the four major consumer themes derived from the coding structure, supported by NVIVO Hierarchy Charts. These figures visually quantify the dominance of specific concepts (nodes), providing empirical evidence of critical gaps regarding brand awareness, digital engagement, and community visibility within the sport bike segment.

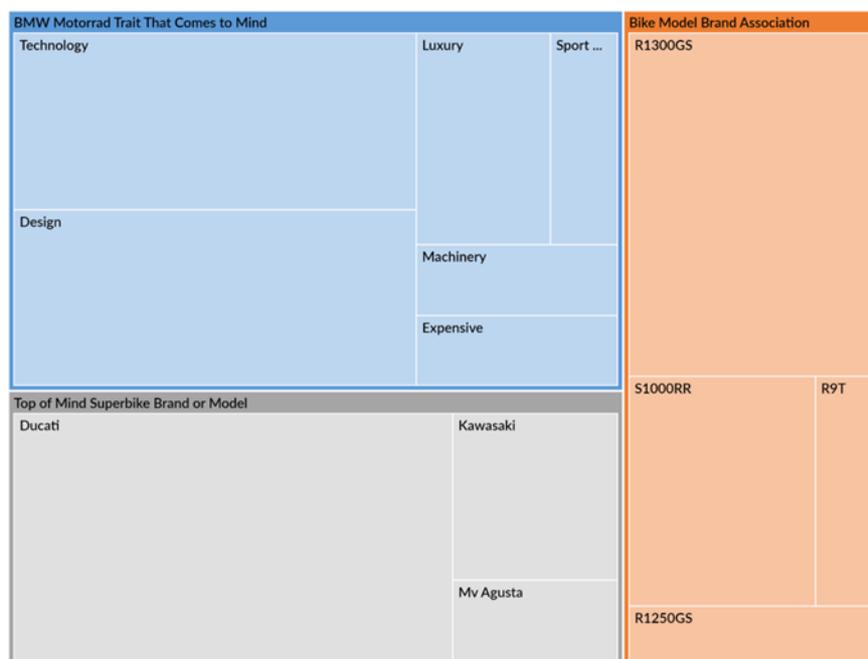


Figure 1. Customer Analysis Findings

### Brand association and awareness

- Based on the NVIVO Hierarchy Chart (Figure IV.1), a significant brand bias is evident in the consumer mindset. When respondents were asked about BMW Motorrad Traits, the dominant coded nodes were "Technology" and "Design," reinforcing BMW's reputation for engineering excellence. However, this positive trait does not translate into sport bike awareness; the Bike Model Association is

overwhelmingly dominated by the "R1300GS," while the "S1000RR" occupies a much smaller marginal space. Furthermore, regarding the Top-of-Mind Superbike Brand, "Ducati" occupies the largest share of the treemap, followed notably by "Kawasaki," while BMW remains secondary in this specific category. This visual disparity confirms that while BMW is respected for luxury and tech, it is not the immediate "Top-of-Mind" choice for the sport segment, validating the issue of internal cannibalization by the Adventure line.



**Figure 2.** Based on the NVIVO Hierarchy Chart

### The Digital Content Preferences

- a. The analysis of digital preferences (Figure.3) reveals a stark gap between consumer demand and BMW's current delivery.
  1. Content Style: Consumers overwhelmingly prefer "Lifestyle," "Review," and "Cinematic Video" content over standard photographs. Smaller specific nodes like "Rolling Shoot" and "Modification Video" also appear, indicating a desire for culturally relevant, aesthetic content.
  2. Source Credibility: The "Automotive Influencer" node is significantly larger than "BMW Official," indicating that buyers trust third-party personalities more than corporate channels to validate their purchase decisions.
  3. Visibility: The most alarming finding is the "BMW Motorrad Sport Line-up Content" block, which is entirely dominated by the node "No". This indicates that the target market is currently not being exposed to *any* relevant sport content from the brand, effectively creating a "digital blind spot."

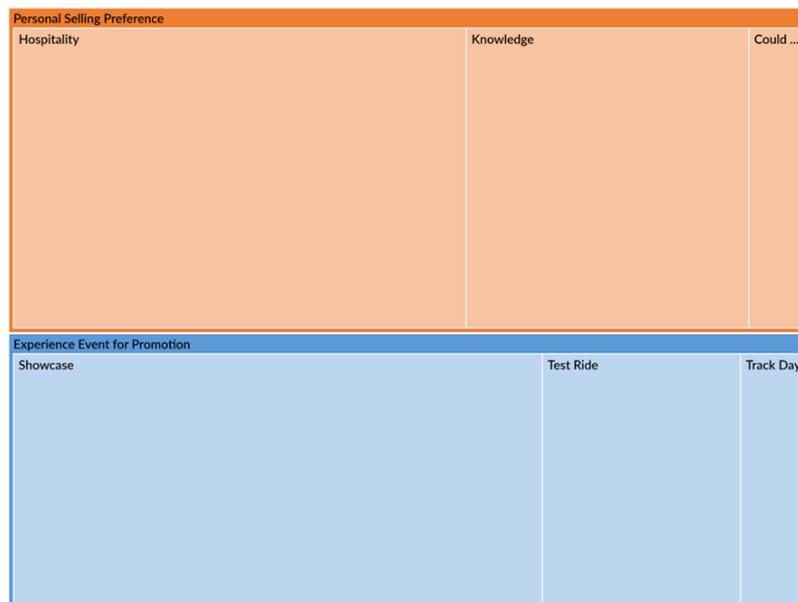
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**Figure 3.** The analysis of digital preferences

### Community Invisibility

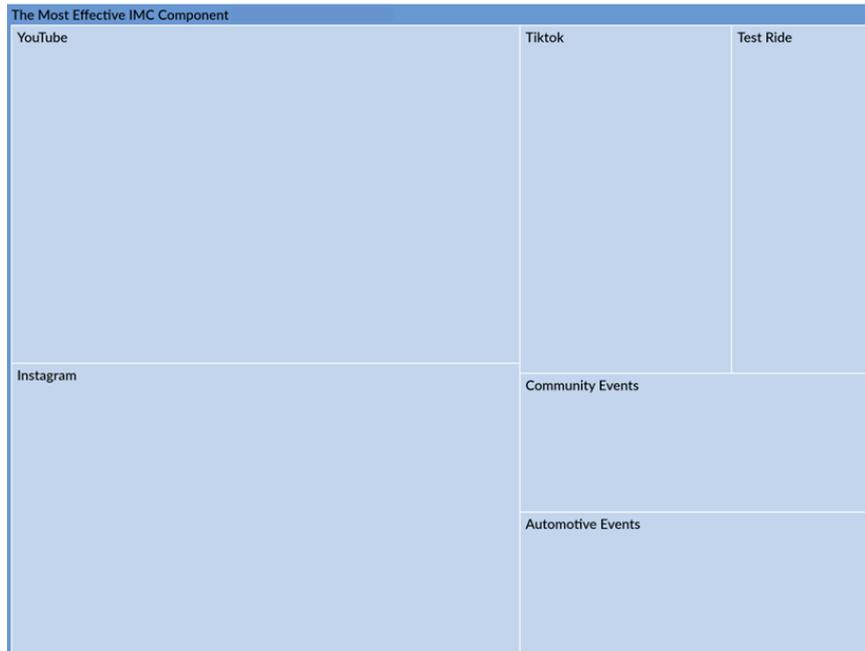
- a. The Public Relation analysis (Figure 4 ) highlights a critical weakness in the brand's social fabric. While the node "Community is important" dominates the upper chart, proving that social belonging is a key purchase driver, the perception of "BMW Sport Community Presence" is overwhelmingly coded as "Haven't Heard at All". A smaller portion of respondents noted they "Have Heard but it's Not Big," which contrasts sharply with the general perception of BMW's massive touring community. This confirms that sport bike owners feel isolated or unaware of their specific "tribe" within the brand ecosystem.



**Figure 4.** The Public Relation analysis

### Preference for Experience and Hospitality

- a. Regarding Sales Promotion Events and personal selling (Figure IV.4), respondents showed a clear preference for "Showcase" events and "Test Rides" over simple transactional interactions. For Personal Selling, the node "Knowledge" is almost equal in size to "Hospitality". This suggests that premium sport buyers value the *service experience* and how they are treated during the sales process just as much as they value technical specifications.



**Figure 5.** When identifying the Most Effective IMC Components

### Preferred IMC Channels Touchpoints

- a. When identifying the Most Effective IMC Components (Figure 5) to hook the target market to make them aware of the bike, "YouTube" and "Instagram" emerged as the massive dominant nodes, with "TikTok" appearing as a relevant secondary channel. This aligns with the previous finding regarding "Cinematic Video," as these platforms are video-centric.

### Triangulation Matrix

To translate the consumer insights into actionable business solutions, the external themes were cross-referenced with the internal TOWS strategies. The following matrix outlines how specific consumer pain points are addressed by the company's strategic capabilities, resulting in concrete IMC implications.

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**Table 2. Triangulation Matrix**

Consumer Theme	Link to TOWS Strategy	IMC Strategy Implication
<p>1. Brand Association and Awareness</p> <p>Consumers overwhelmingly associate BMW with Touring/Adventure, overlooking the Sport lineup entirely.</p>	<p>Differentiation Strategy (ST Strategy)</p> <p>Position the S1000RR as a Sport enthusiast distinct from the GS to reduce internal cannibalization.</p>	<p>Advertising &amp; Visual Identity:</p> <p>Develop a distinct "M-Sport" visual language (using dark tones, carbon textures, and track environments) that is visually separate from the "Adventure" marketing materials to disrupt the touring bias.</p>
<p>2. The Digital Content Void</p> <p>Consumers demand "Cinematic" and "Lifestyle" content from "Influencers," but currently see "No" content for BMW Sport.</p>	<p>Influencer Partnership Program (WO Strategy)</p> <p>Partner with external influencers to bypass organizational rigidity and rapidly generate Share of Voice.</p>	<p>Digital Marketing (Content):</p> <p>Shift budget from static corporate posts to a Video-First Strategy. Collaborate with selected Automotive Key Opinion Leaders (KOLs) to create high-octane "Sunmori" and lifestyle content that matches the consumer preference for cinematic visuals.</p>
<p>3. Community Invisibility</p> <p>The perception of BMW Sport Community is "Haven't Heard at All," leading to a feeling of isolation.</p>	<p>Community Segmentation (WT Strategy)</p> <p>Formalize a distinct 'Sport Owners Club' to prevent customers from defecting to louder competitor communities.</p>	<p>Public Relations:</p> <p>Officially establish and support a sub-community with exclusive, sport-focused gatherings (morning runs, track clinics) separate from the general touring agenda to build club loyalty.</p>
<p>4. Preference for Experience and Hospitality</p> <p>Buyers prefer "Test Rides" and "Showcases" over standard promos, and value "Hospitality" highly in personal selling.</p>	<p>"M-Track Experience" (SO Strategy)</p> <p>Monetize the superior product technology (S1000RR) by hosting experiential track days or test rides to satisfy the demand for adrenaline.</p>	<p>Sales Promotion &amp; Personal Selling:</p> <p>Launch a signature experiential event (e.g., "BMW M-Track Days") as a primary sales tool. Retrain sales staff to focus on "Hospitality"—selling the premium lifestyle and service experience rather than just technical specifications.</p>
<p>5. Preferred IMC Channels Touchpoints</p> <p>Respondents identified YouTube and Instagram as the massive dominant nodes for generating awareness.</p>	<p>"Digital Racing DNA" (SO Strategy)"</p> <p>Leverage the superior product technology to create high-adrenaline digital content that visually demonstrates the bike's limit.</p>	<p>Digital Marketing (Channels):</p> <p>Concentrate the awareness budget on YouTube (Long-form Reviews) and Instagram/TikTok (Short-form Lifestyle). Use these platforms as the primary "Hook" to expose the "Digital</p>

Consumer Theme	Link to TOWS Strategy	IMC Strategy Implication
		Racing DNA" to the target audience.

The triangulation of internal capabilities and external consumer insights confirms that BMW Motorrad Indonesia's sport segment is currently under-performing not due to product inferiority, but due to a strategic misalignment in communication.

### **Business Solution**

Based on the triangulation of internal strategic capabilities and external consumer insights, the proposed business solution focuses on shifting BMW Motorrad Indonesia's sport segment communication from a "Passive Prestige" model to an "Active Digital & Experiential Dominance" strategy.

The core objective is to disrupt the current market perception where BMW is seen solely as a "Touring Brand" (The GS Shadow) and establish the Sport lineup (S1000RR/M1000RR) as the top-of-mind choice for performance and lifestyle. The strategy is structured around five key IMC components.

1. Advertising: The Sport Visual Identity
  - a. The consumer analysis confirmed a "Brand Association Bias" where the brand is overwhelmingly viewed as "Touring" or "Adventure". The current visual identity is too similar across models, causing the Sport lineup to be cannibalized by the GS.
  - b. Implement a distinct Visual Decoupling strategy.
    - Action: Create a separate visual guideline for Sport ads that utilizes sporty aesthetics, high-contrast blacks, carbon fiber textures, and neon track lighting, completely distinct from the bright, nature-focused imagery of the GS series.
    - Objective: To visually signal to the subconscious mind of the consumer that the "M" lineup is a different "tribe" within BMW, appealing to the "Rebel/Adrenaline" need rather than the "Exploration" need.
2. Digital Marketing: The "Influencer Partnership Program"
  - a. The "Digital Content Void" finding revealed that consumers demand "Cinematic" and "Lifestyle" content from "Automotive Influencers," but currently see "No" content for BMW Sport. Furthermore, "YouTube" and "Instagram" were identified as the primary channels for Awareness.
  - b. Shift from corporate broadcasting to Influencer-Led Storytelling.
    - Action: Launch the "Influencer Partnership Program." Contract select Automotive KOLs (Key Opinion Leaders) not just for reviews, but to produce "Lifestyle Vlogs" (e.g., Sunmori culture, modification journeys, track days).
    - Objective: To penetrate the "For You Page" (FYP) algorithms of the target audience with organic, relatable content that corporate accounts cannot replicate.

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3. Sales Promotion: The "Mobile M-Gallery" & Pop-up Test Rides
  - a. Respondents showed a clear preference for "Showcase" events and "Test Rides" over simple transactional promos. The goal is to maximize physical visibility in high-traffic areas, not just at the dealership.
  - b. Bring the bike *to* the customer (Active Visibility).
    - Action: Launch the "Mobile M-Gallery" series. Instead of waiting for customers to visit the showroom, BMW will set up premium pop-up installations in luxury lifestyle hubs (e.g., PIK Golf Island, Senayan City) on weekends. These pop-ups will feature the S1000RR displayed as an "Art Piece" and offer on-the-spot Pop-up Test Rides in the surrounding area.
    - Objective: To generate organic "Street Awareness" and create Instagrammable moments for passersby, effectively turning the product into a magnet for attention outside the motorcycle community.
4. Public Relations: The "M-Owners Club" Sub-Community
  - a. The "Community Invisibility" finding showed that sport bike owners feel isolated, with the sport community perception coded as "Haven't Heard at All".
  - b. Create a Micro-Tribe within the brand.
    - Action: Formally establish and support the "M-Owners Club Indonesia." PR efforts will focus on documenting and publishing exclusive sport-focused gatherings (e.g., Morning City Runs, Garage Visits, Tech Talks) that are separate from the general touring agenda.
    - Objective: To create a sense of "Exclusivity" and "Belonging" specifically for sport riders, preventing them from defecting to competitor communities that offer a stronger sense of tribe.
5. Personal Selling: Hospitality-Led Sales
  - a. For Personal Selling, the node "Hospitality" was found to be as important as "Knowledge".
  - b. Elevate the sales role to Lifestyle Concierge.
    - Action: Retrain Sales Consultants to focus on the *ownership experience*. This includes offering premium hospitality perks (e.g., private viewing sessions with refreshments, pick-up service for test rides) and focusing the sales pitch on the "M Lifestyle" status rather than just technical specifications.
    - Objective: To differentiate the purchase journey from mass-market brands and justify the luxury positioning through superior human interaction.

### **Implementation and Justification**

To achieve the strategic objective of increasing brand awareness within 12 months, the implementation is divided into three phases. The roadmap prioritizes Digital Reach first to fix the "Content Void" before moving to Physical Presence to fix the "Community Invisibility".

**Table 3.** Implementation and Justification

Phase	Timeline	Primary Objective	Key Activities
Phase 1: Visual Reset & Identity	Month 1 - 3	Definition (Establishing the sporty side Look)	<ul style="list-style-type: none"> <li>• Launch distinct sporty aesthetic brand guidelines to separate Sport from GS.</li> <li>• Asset Creation: Production of high-contrast "Hero Assets" (Photo/Video).</li> </ul>
Phase 2: The Viral Engine	Month 4 - 8	Digital Noise (Flooding the Feed)	<ul style="list-style-type: none"> <li>• Influencer Kick-off: 5 Key KOLs begin the "Lifestyle" content series (Sunmori/Daily Vlogs).</li> <li>• Algorithm Push: High-frequency posting (Reels/TikTok) to penetrate the "For You Page."</li> </ul>
Phase 3: Physical Hype	Month 9 - 12	On-Ground Visibility (Being Seen in Real Life)	<ul style="list-style-type: none"> <li>• "M-Gallery" Pop-ups: Weekend static showcases and test rides at high-traffic big bike places.</li> <li>• Open Riding Invasion: Official BMW packs joining public Sunmori rides to generate "Street Sightings."</li> </ul>

#### 1. Justification for Influencer-Led Visibility (Digital)

- **Consumer Data:** The NVIVO analysis revealed a "Digital Content Void" and a specific preference for "Automotive Influencers" over official corporate channels.
- **Strategic Logic:** The strategy pivots from corporate broadcasting to "Algorithm Hacking." Since the target audience ignores official ads but engages with creators, partnering with influencers is the only effective way to bypass "ad blindness."
- **Academic Support:** This is supported by Mahmood et al. (2025), who argue that influencers create "parasocial relationships"—a psychological bond where consumers trust the creator's recommendation as if it were a friend's, significantly boosting brand visibility.

#### 2. Justification for Sport Identity Visual Decoupling (Advertising)

- **Consumer Data:** The "Brand Association Bias" confirmed that the GS (Adventure) image overshadows the Sport lineup, creating a cognitive barrier where consumers don't even *notice* the sport models.
- **Strategic Logic:** By strictly using more sporty aesthetics, BMW leverages a psychological trigger to separate the Sport bike from the Adventure bike in the consumer's mind, effectively launching it as a "New Brand" without changing the logo.
- **Academic Support:** Escobar-Farfán et al. (2024) emphasize that in cluttered social feeds, distinct "Brand Identity Visualization" (unique colors and tones) is the single most important factor for increasing immediate recall rates.

### 3. Justification for "Mobile M-Gallery" Showcases (Events)

- Consumer Data: "Showcase" was identified as a top effective touchpoint alongside Test Rides.
- Strategic Logic: Placing the bike as an "Art Piece" in luxury malls generates organic "Street Awareness." It creates a "Sensory Imprint" for passersby who may not search for the bike online but will stop to look at it in person.
- Academic Support: Situmorang (2025) confirms that for high-value automotive products, the "Service Scape" (the physical environment where the product is shown) directly influences the perceived value and luxury status of the brand.

### 4. Justification for "Open Riding" Integration (PR)

- Consumer Data: The "Community Invisibility" finding showed that the sport community is currently perceived as "Haven't Heard at All".
- Strategic Logic: By joining *public* rides (Open Sunmori) rather than hiding in closed clubs, BMW utilizes "Social Proof." Seeing a pack of S1000RRs on the street validates the existence of the "tribe" to potential buyers more effectively than a press release.
- Academic Support: Soldat et al. (2024) highlight the importance of "Social Signaling" in luxury consumption, noting that brands become desirable only when they are visibly consumed by a relevant peer group in public spaces.

## CONCLUSION

This study concludes that the low top-of-mind awareness of BMW Motorrad Indonesia's sport bike lineup (S1000RR/M1000RR) is primarily driven by internal cannibalization from the dominant GS Adventure series and the limitations of a "Passive Prestige" IMC strategy that relies on global brand heritage, pull-based dealership strength, minimal digital engagement, and a touring-centric community focus, resulting in weak visibility and near-zero share of voice for sport models compared with aggressive competitors such as Ducati and Kawasaki; to address this gap, the study proposes a strategic shift toward an "Active Digital & Physical Visibility" IMC approach that emphasizes attention creation rather than transactional promotion through five integrated actions—visual decoupling via a distinct sporty advertising identity to separate sport models from the GS line, influencer partnership-based digital marketing to authentically penetrate target audiences, active sales promotion through mobile pop-up showcases in premium lifestyle spaces, public relations based on open riding activations to generate visible social proof, and a lifestyle-oriented hospitality-based personal selling model to reinforce premium positioning; managerial recommendations to support this strategy include prioritizing brand visibility metrics over short-term sales conversion within a 12-month horizon, formalizing a dedicated sport segment champion to prevent strategic dilution by the GS culture, reallocating marketing budgets toward awareness-building assets rather than lead-only campaigns, and leveraging cross-border supply chain agility as a value-added service narrative during the sales process to strengthen customer confidence and brand equity.

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