

**PERBANDINGAN PENERAPAN STRATEGI MOONTON DI PASAR
GIM MOBILE MOBA INDONESIA-VIETNAM PADA MOBILE
LEGENDS**

SKRIPSI

Diajukan kepada Universitas Islam Negeri Sunan Ampel Surabaya untuk memenuhi salah satu syarat memperoleh Gelar Sarjana Ilmu Sosial (S.Sos) dalam bidang Hubungan Internasional



Wingga Dwi Setia

NIM 10020221070

Program Studi Hubungan Internasional

Fakultas Ilmu Sosial dan Ilmu Politik

Universitas Islam Negeri Sunan Ampel Surabaya

Juni, 2025

PERTANGGUNGJAWABAN PENULISAN SKRIPSI

Bismillahirahmanirrahim, yang bertanda tangan di bawah ini, saya:

Nama : Wingga Dwi Setia

NIM : 10020221070

Program Studi : Hubungan Internasional

Judul Skripsi : Perbandingan Penerapan Strategi Moonton di Pasar Gim *Mobile MOBA* Indonesia-Vietnam pada Mobile Legends

Menyatakan dengan sesungguhnya, bahwa

1. Skripsi ini tidak pernah dikumpulkan pada lembaga pendidikan manapun untuk mendapatkan gelar akademik apapun,
2. Skripsi ini adalah benar-benar hasil karya saya secara mandiri dan bukan merupakan plagiasi atas karya orang lain,
3. Apabila Skripsi ini di kemudian hari terbukti sebagai karya plagiasi, maka saya bersedia menanggung segala konsekuensi hukum yang berlaku.

Surabaya, 28 Mei 2025

Yang Menyatakan



Wingga Dwi Setia
NIM 10020221070

PERSETUJUAN DOSEN PEMBIMBING

Setelah melakukan bimbingan terhadap skripsi yang ditulis oleh:

Nama : Wingga Dwi Setia

NIM : 10020221070

Program Studi : Hubungan Internasional

Berjudul *Perbandingan Penerapan Strategi Moonton di Pasar Gim Mobile MOBA Indonesia-Vietnam pada Mobile Legends*, saya berpendapat bahwa Skripsi tersebut dapat diujikan sebagai salah satu persyaratan bagi yang bersangkutan untuk memperoleh Gelar Sarjana Sosial (S.Sos.) dalam bidang Hubungan Internasional

Surabaya, 28 Mei 2025

Dosen Pembimbing,



Nur Luthfi Hidayatullah, S.IP., M.Hub.Int.

NIP 199104092020121012

PENGESAHAN

Skripsi oleh Wingga Dwi Setia dengan judul ***Perbandingan Penerapan Strategi Moonton di Pasar Gim Mobile MOBA Indonesia - Vietnam pada Mobile Legends*** telah dipertahankan dan dinyatakan lulus oleh Tim Pengaji Skripsi pada tanggal 13 Juni 2025.

Tim Pengaji Skripsi

Pengaji I

Pengaji II


Nur Luthfi Hidayatullah, S.IP., M.Hub.Int.
NIP 199104092020121012


Dr. Zudan Rosyidi, SS. MA
NIP 198103232009121004

Pengaji III

Pengaji IV


Zaky Ismail, M.S.I.
NIP 198212302011011007


M. Fathoni Hakim, M.Si.
NIP 198401052011011008

Surabaya, 13 Juni 2025

Mengesahkan,

Universitas Islam Negeri Sunan Ampel Surabaya

Fakultas Ilmu Sosial dan Ilmu Politik

Dekan





UIN SUNAN AMPEL
SURABAYA

**KEMENTERIAN AGAMA
UNIVERSITAS ISLAM NEGERI SUNAN AMPEL SURABAYA
PERPUSTAKAAN**

Jl. Jend. A. Yani 117 Surabaya 60237 Telp. 031-8431972 Fax.031-8413300
E-Mail: perpus@uinsby.ac.id

**LEMBAR PERNYATAAN PERSETUJUAN PUBLIKASI
KARYA ILMIAH UNTUK KEPENTINGAN AKADEMIS**

Sebagai sivitas akademika UIN Sunan Ampel Surabaya, yang bertanda tangan di bawah ini, saya:

Nama : Wingga Dwi Setia
NIM : 10020221070
Fakultas/Jurusan : Ilmu Sosial dan Ilmu Politik/Hubungan Internasional
E-mail address : winggadwisetia03@gmail.com

Demi pengembangan ilmu pengetahuan, menyetujui untuk memberikan kepada Perpustakaan UIN Sunan Ampel Surabaya, Hak Bebas Royalti Non-Ekslusif atas karya ilmiah :
 Sekripsi Tesis Desertasi Lain-lain (.....)
yang berjudul :

**PERBANDINGAN PENERAPAN STRATEGI MOONTON DI PASAR GIM
MOBILE MOBA INDONESIA-VIETNAM PADA MOBILE LEGENDS**

beserta perangkat yang diperlukan (bila ada). Dengan Hak Bebas Royalti Non-Ekslusif ini Perpustakaan UIN Sunan Ampel Surabaya berhak menyimpan, mengalih-media/format-kan, mengelolanya dalam bentuk pangkalan data (database), mendistribusikannya, dan menampilkan/mempublikasikannya di Internet atau media lain secara **fulltext** untuk kepentingan akademis tanpa perlu meminta ijin dari saya selama tetap mencantumkan nama saya sebagai penulis/pencipta dan atau penerbit yang bersangkutan.

Saya bersedia untuk menanggung secara pribadi, tanpa melibatkan pihak Perpustakaan UIN Sunan Ampel Surabaya, segala bentuk tuntutan hukum yang timbul atas pelanggaran Hak Cipta dalam karya ilmiah saya ini.

Demikian pernyataan ini yang saya buat dengan sebenarnya.

Surabaya, 30 Juli 2025

Penulis

()

Wingga Dwi Setia

ABSTRACT

Setia, Wingga Dwi. "Perbandingan Penerapan Strategi Moonton di Pasar Gim Mobile MOBA Indonesia-Vietnam pada Mobile Legends." Universitas Islam Negeri Sunan Ampel Surabaya, 2025.

This research aims to describe the differences of Moonton strategy implementation in the Indonesian-Vietnamese MOBA mobile game market on Mobile Legends and try to answer why these differences occur. The method used is qualitative-comparative approach with documentation technique. The Miles & Huberman interactionist data analysis technique combined with the comparative way of Eser and Vliegenthart is used in presenting the research results. The results of the study show that Moonton company implemented difference multidomestic strategy in Indonesia by opening branch offices and partnership with network operator, while in Vietnam Moonton collaborated with VNG company to fulfill local policy requirements for release. In implementing the product in Indonesia, Moonton provides customer service and local servers connected to the global, while in Vietnam the product is separate customer service and local servers with a lighter version of the product than the global version. The implementation price in both countries is different due to the influence of the domestic economy. The implementation strategy place in Indonesia uses the popular Play Store and App Store platforms, while in Vietnam there is an additional implementation place through local VNG platform. The implementation of promotion in the Indonesia market is characters with local culture, consistent esports and community, and collaborating with influencers, while in Vietnam there is language localization and collaborating with streamers as promotion.

Keyword: Strategy, Moonton, Indonesia, Vietnam, Market

**UIN SUNAN AMPEL
S U R A B A Y A**

ABSTRAK

Setia, Wingga Dwi. “Perbandingan Penerapan Strategi Moonton di Pasar Gim Mobile MOBA Indonesia-Vietnam pada Mobile Legends.” Universitas Islam Negeri Sunan Ampel Surabaya, 2025.

Penelitian ini bertujuan untuk menggambarkan perbedaan penerapan strategi Moonton di pasar gim *mobile MOBA* Indonesia-Vietnam pada Mobile Legends dan mencoba menjawab mengapa perbedaan tersebut terjadi. Metode yang digunakan adalah kualitatif-komparatif dengan teknik pengumpulan data berupa dokumentasi. Teknik analisis data interaksionis Miles & Huberman yang dikombinasikan dengan cara komparatif Esser dan Vliegnhart akan digunakan dalam memaparkan hasil penelitian. Hasil penelitian menunjukkan bahwa perusahaan Moonton melakukan perbedaan penerapan pada strategi *multidomestic di Indonesia* berupa membuka kantor cabang serta *partnership* dengan operator jaringan, sedangkan pada Vietnam Moonton melakukan kerjasama dengan perusahaan VNG dalam memenuhi ketentuan kebijakan lokal untuk perlilisan. Pada penerapan *product* di Indonesia Moonton memberikan *customer service* dan *server* lokal yang terhubung ke global, sedangkan pada *product* Vietnam ada pada *customer service* dan *server* lokal terpisah dengan versi produk yang lebih ringan dari versi global. Penerapan *price* di kedua negara terdapat perbedaan karena pengaruh ekonomi dalam negeri. Penerapan strategi *place* di Indonesia menggunakan *platform* populer Play Store dan App Store, sedangkan pada Vietnam terdapat tambahan penerapan *place* berupa *platform* lokal VNG. Penerapan *promotion* di pasar Indonesia berupa karakter dengan budaya lokal, penggung *esport* dan komunitas yang konsisten serta menggandeng *influencer*, sedangkan pada Vietnam terdapat lokalisasi bahasa dan menggandeng *streamer* sebagai cara promosi.

Kata Kunci: Strategi, Moonton, Indonesia, Vietnam, Pasar

**UIN SUNAN AMPEL
S U R A B A Y A**

DAFTAR ISI

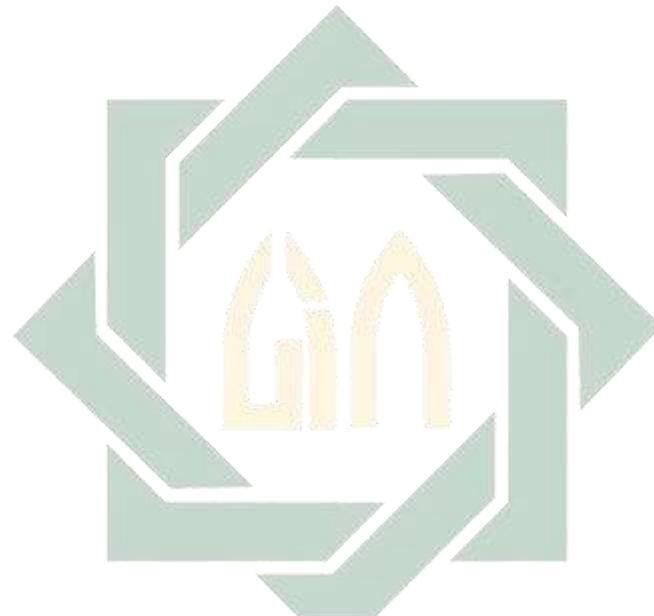
Persetujuan	i
Pengesahan.....	ii
Motto	iii
Pernyataan Pertanggungjawaban Penulisan Skripsi	iv
Abstrak.....	v
Kata Pengantar.....	vi
Daftar Isi	vii
Daftar Tabel	x
Daftar Gambar	xi
BAB I PENDAHULUAN.....	1
A. Latar Belakang Masalah	1
B. Fokus Penelitian	11
C. Tujuan Penelitian	11
D. Manfaat Penelitian	12
1. Manfaat Praktis.....	12
2. Manfaat Akademis	12
E. Kajian Pustaka	12
F. Sistematika Penulisan Skripsi.....	21
BAB II PERPEKTIF TEORITIS DAN ARGUMENTASI UTAMA	23
A. Definisi Konseptual	23
1. Strategi Perusahaan	23
2. Strategi Pemasaran	26
3. Moonton	29
4. Mobile Legends.....	30
B. Argumentasi Utama	33
BAB III METODE PENELITIAN	35
A. Jenis dan Masalah Penelitian.....	35

B.	Unit dan Peringkat Analisis.....	36
C.	Teknik Pengumpulan Data	37
D.	Teknik Analisis Data	38
1.	Kondensasi Data.....	38
2.	Penyajian Data	38
3.	Penarikan Kesimpulan	39
E.	Teknik Validasi Data	39
BAB IV PEMBAHASAN.....		40
A.	Moonton <i>Headquarters</i>.....	40
B.	Moonton di Indonesia	43
1.	<i>Multidomestic Strategy</i> Moonton di Indonesia	46
2.	<i>Product Strategy</i> Moonton di Indonesia.....	48
3.	<i>Price Strategy</i> Moonton di Indonesia	49
4.	<i>Place Strategy</i> Moonton di Indonesia.....	50
5.	<i>Promotion Strategy</i> Moonton di Indonesia	51
C.	Moonton di Vietnam	60
1.	<i>Multidomestic Strategy</i> Moonton di Vietnam	62
2.	<i>Product Strategy</i> Moonton di Vietnam.....	63
3.	<i>Price Strategy</i> Moonton di Vietnam	65
4.	<i>Place Strategy</i> Moonton di Vietnam.....	66
5.	<i>Promotion Strategy</i> Moonton di Vietnam	67
D.	Perbandingan Penerapan Strategi <i>Multidomestic, Product, Price, Place, Promotion</i> Moonton di Indonesia-Vietnam.....	70
BAB V PENUTUP		82
A.	Kesimpulan	82
B.	Saran.....	83
DAFTAR PUSTAKA.....		84

DAFTAR TABEL

Tabel 1.1. Pendapatan Kejuaraan Mobile Legends Negara Asia Tenggara 10

Tabel 4.1. Perbandingan Penerapan Strategi Moonton di Indonesia dan Vietnam..... 71



**UIN SUNAN AMPEL
S U R A B A Y A**

DAFTAR GAMBAR

Gambar 1.1. Gim Mobile MOBA dengan Unduhan Terbanyak pada 2024	2
Gambar 1.2. Grafik Unduhan Mobile Legends 2017-2024.....	4
Gambar 1.3. Gim Seluler dengan Pendapatan Tertinggi di Asia Tenggara	4
Gambar 1.4. Peringkat Unduhan Negara Asia Tenggara terhadap Gim Seluler.....	6
Gambar 1.5.Turnamen Mobile Legendss dengan Penonton Live stream terbanyak	9
Gambar 2.1. Logo Perusahaan Moonton	29
Gambar 2.2. Tampilan di dalam Gim Mobile Legends	31
Gambar 4.1. Tampilan Hero Kadita.....	52
Gambar 4.2. Poster <i>MLBB Carnival 2019</i>	56
Gambar 4.3. Poster Kompetisi MGL ID 2021.....	57
Gambar 4.4. Poster Kompetisi Likee Moonton	59

**UIN SUNAN AMPEL
S U R A B A Y A**

DAFTAR PUSTAKA

Buku

- Amruddin, Istha Lenni Muskananfola, Erna Febriyanti, Fance Roynaldo Pandie, Maria Yasintha Goa, Yulia Martinaningshihh Karmila Letor, Reski Dewi Pratiwi, et al. *Metodologi Penelitian Kuantitatif Dan Kualitatif*. Media Sains Indonesia, 2022.
- David J. Collis and Cynthia A. Montgomey. *Corporate Strategy : A Resource-Based Approach*. 2nd ed. Boston: McGraw-Hill/Irwin, 2005.
https://archive.org/details/corporatestrateg0000coll_a3i8/page/n2/mode/1up
- Fiantika, Feny Rita, Mohammad Wasil, Sri Jumiyati, Leli Honesti, Sri Wahyuni, and Erland Mouw. *Metodologi Penelitian Kualitatif*. Global Eksekutif Teknologi, 2022.
https://www.researchgate.net/publication/359652702_Metodologi_Penelitian_Kualitatif.
- Fifield, Paul. *Marketing Strategy Masterclass: Implementing Market Strategies*. 1st ed. Amsterdam:Elsevier,2008.
<https://books.ms/main/F4B4CAD376E04D668869504AE53AA792>.
- Mas'oed, Mohtar. *ILMU HUBUNGAN INTERNASIONAL DISIPLIN DAN METODOLOGI*. Lembaga Penelitian, Pendidikan, dan Penerangan Ekonomi dan Sosial, 1990.
http://103.44.149.34/elib/assets/buku/ILMU_HUBUNGAN_INTERNASIONAL1.pdf.
- Mason A. Carpenter and Sanjyot P. Dunung. *Challenges and Opportunities in International Business*. 1st ed., 2011.
<https://2012books.lardbucket.org/pdfs/challenges-and-opportunities-in-international-business.pdf>.
- Matthew B. Miles, A. Michael Huberman, and Johnny Saldana. *Qualitative Data Analysis: A Methods Sourcebook 3rd Edition*. Sage Publications, 2014.
- Philip Kotler and Gary Armstrong. *Principles of Marketing*. 17th ed. Pearson, 2018.

Artikel & Jurnal

- Dellestrand, Henrik, Philip Kappen, and Olof Lindahl. “Headquarter Resource Allocation Strategies and Subsidiary Competitive or Cooperative Behavior: Achieving a Fit for Value Creation.” *Journal of Organization Design* 9, no. 1 (December 2020): 6. <https://doi.org/10.1186/s41469-020-00070-3>.
- Frank Esser, Rens Vliegenthart. “Comparative Research Methods.” In *The Esser International Encyclopedia of Communication Research Methods*, 1–22. John Wiley & Sons, Ltd, 2017.
<https://doi.org/10.1002/9781118901731.iecrm0035>.
- Feng, Junru, and Xiaolin Zhang. “Analysis of Mobile Game Intellectual Property Marketing Strategy: A Case Study of Honor of Kings.” *Applied Economics*

- and Finance* 9, no. 4 (September 12, 2022): 1. <https://doi.org/10.11114/aef.v9i4.5707>.
- Hendra Ibrahim and Irna Rianti. "Strategi Ekspansi Perusahaan Global di Pasar Internasional : Analisis dan Tantangannya." *Jurnal Publikasi Manajemen Informatika* 4, no. 1 (January 31, 2025): 179–89. <https://doi.org/10.55606/jupumi.v4i1.3667>.
- Johannes Baptista Halik and Maiercherinra Daud. "Mobile Legends Sebagai Strategi Pemasaran: Game Mobile Penarik Pelanggan Dari Moonton." *Journal of Marketing Management and Innovative Business Review* 02, no. 2 (2024): 8.
- Leng, Ziming. "A Study on Marketing Strategies for Mobile Online Games from the Perspective of Consumer Behavior." *International Journal of Global Economics and Management* 4, no. 1 (August 27, 2024): 76–80. <https://doi.org/10.62051/ijgem.v4n1.12>.
- Miao, Jingxuan. "Mobile Game Marketing Strategy: A Case Study of PUBG Mobile." *BCP Business & Management* 33 (November 20, 2022): 7–11. <https://doi.org/10.54691/bcpbm.v33i.2711>.
- Niemczyk, Jerzy, Kamil Borowski, and Marek Nobel. "Strategy Approaches in the Video Game Industry. The Case Study of South Korea, the USA and Poland." *Informatyka Ekonomiczna* 2022, no. 4 (2022): 29–55. <https://doi.org/10.15611/ie.2022.1.04>.
- Sabella, Joanna Jessica. "Penerapan Strategi Freemium Pada Aplikasi Permainan Ponsel Online." *Jurnal InterAct* 10, no. 1 (July 30, 2021): 47–56. <https://doi.org/10.25170/interact.v10i1.2007>.
- Wang, Haoyang. "Understanding the Marketing Strategies: 4 Ps Marketing Mix or Other Strategies Used by Tencent Games in the Video Game Market:" In *Advance in Economic,Bussines and Managment Research*, 221:6. Zhuhai, China: Atlantis Press, 2022. <https://doi.org/10.2991/aebmr.k.220307.016>

Skripsi & Thesis

- Le, Hoang. "Social Media Marketing Strategies for Vietnamese Mobile Game Companies Based on Case Study of Play Together VNG." Metropolia University of Applied Sciences, 2024. https://www.theseus.fi/bitstream/handle/10024/855452/Le_Hoang.pdf?sequence=2#:~:text=This%20thesis%20explores%20Play%20Together%20VNG's%20marketing%20strategies,focusing%20on%20its%20utilization%20of%20social%20media%20platforms.
- Nguyen, Thi Thuy Linh. "Developing a Strong Brand Community for Mobile Massively Multiplayer Online Role-Playing Games on Social Media." LUT University, 2024.
- Ramadhani, Anisyah Isnaini. "Strategi Perusahaan HOYOVERSE dalam Mendominasi Pasar Gim Global melalui Genshin Impact." Universitas Islam Negeri Sunan Ampel Surabaya, 2023.

Website

- Abdul Khair. "MLBB Indonesia Community Cup Diperkenalkan, Jembatan ke Pro Scene!," September 15, 2023. <https://kincir.com/game/mlbb-indonesia-community-cup/>.
- "About Us-Develop Games and Fun for Players All over the World." Accessed November 18, 2024. <https://en.moonton.com/about/index.html>.
- Agnes Z. Yonatan. "95% Pengguna Internet Indonesia Bermain Video Games - GoodStats." Accessed June 20, 2025. <https://goodstats.id/article/95-pengguna-internet-indonesia-bermain-video-games-82uYx>.
- Agung Pratnyawan and Rezza Dwi Rachmanta. "Sebaran Pemain Mobile Legends Indonesia, Terbanyak di Pulau Ini." suara.com, 2021. <https://www.suara.com/tekno/2021/08/12/142903/sebaran-pemain-mobile-legends-indonesia-terbanyak-di-pulau-ini>.
- Ahmed Sherif. "Mobile OS Market Share Worldwide 2009-2025." Statista. Accessed June 22, 2025. <https://www.statista.com/statistics/272698/global-market-share-held-by-mobile-operating-systems-since-2009/>.
- Andrean W.Finaka. "Indonesia Pasar Gim Terbesar Ke-3 Di Dunia." Indonesia Baik, 2024. <https://www.indonesiabaik.id/infografis/indonesia-pasar-gim-terbesar-ke-3-di-dunia>.
- antaranews.com. "Likee-Moonton gelar kompetisi Mobile Legends antar influencer." Antara News, July 1, 2020. <https://www.antaranews.com/berita/1584038/likee-moonton-gelar-kompetisi-mobile-legends-antar-influencer>.
- App Growing Global. "Leading Vietnamese Mobile Game Developers & Publishers Latest Advertising Campaigns." AppGrowing Global, August 25, 2023. <https://appgrowing.net/blog/en/vietnamese-mobile-game-developers/>.
- "Beli WDP ML Murah Dan Top Up Diamond MLBB! - Insider Top Up." Accessed June 16, 2025. https://insidertopup.com/games/top-up-ml-murah?searchInput=2024&utm_source=chatgpt.com.
- Choiru Rizkia. "Ini Strategi Moonton agar Kinerja Mobile Legends Lebih Mulus." technologue.id, September 5, 2018. <https://technologue.id/ini-strategi-moonton-agar-kinerja-mobile-legends-lebih-mulus>.
- Craig Chapple. "Mobile Legends Revenue Passes \$500 Million as Southeast Asia Powers Explosive Growth," 2020. <https://sensortower.com/blog/mobile-legends-revenue-500-million>.
- Dellestrand, Henrik, Philip Kappen, and Olof Lindahl. "Headquarter Resource Allocation Strategies and Subsidiary Competitive or Cooperative Behavior: Achieving a Fit for Value Creation." *Journal of Organization Design* 9, no. 1 (December 2020): 6. <https://doi.org/10.1186/s41469-020-00070-3>.
- D.L.Tommy. "Top Up Diamond Mobile Legends Pakai GoPay Banyak Cashbacknya!" GGWP.ID. Accessed June 16, 2025. <https://www.ggwp.id/esports/moba/top-up-diamond-mobile-legends-meigopay-00-gfn19-lcl3r8>.

- ekonomi. “Daftar Negara Terkaya dan Termiskin ASEAN.” Accessed June 21, 2025. <https://www.cnnindonesia.com/ekonomi/20250522113301-532-1231959/daftar-negara-terkaya-dan-termiskin-asean-ri-peringkat-berapa>.
- EsportsID. “Dapat Izin Rilis, Mobile Legends Segera Terbit di Tiongkok! | Esports ID.” EsportsID. Accessed June 17, 2025. <https://esports.merahputih.com/index.php/read/dapat-izin-rilis-mobile-legends-segera-terbit-di-tiongkok-12374>.
<https://doi.org/10.1002/9781118901731.iecrm0035>.
- FAPtv* *Dại Chién Bé Chanh & Team Nữ Illuminati.*, 2019. <https://www.facebook.com/MobileLegendsGameVN/videos/1622924637853456/>.
- gamek.vn. “Mobile Legends: Bang Bang VNG game thủ hối nhà phát hành trả lời.” gamek.vn, November 17, 2018. <https://gamek.vn/mobile-legends-bang-bang-vng-game-thu-hoi-nha-phat-hanh-tra-loi-20181116232938408.chn>.
- Hệ thống pháp luật Việt nam - hethongphapluat.com. “Decree no. 27/2018/nd-cp dated march 1, 2018 on amendments 72/2013/nd-cp on management, provision and use of internet services and online information.” Accessed May 26, 2025. <https://hethongphapluat.com/decrees/no-27-2018-nd-cp-dated-march-1-2018-on-amendments-72-2013-nd-cp-on-management-provision-and-use-of-internet-services-and-online-information.html>.
- ID, Esports. “Mobile Legends: Bang Bang Gelar Acara Komunitas Pertama dengan Sentuhan Budaya Jepang | Esports ID.” Accessed May 25, 2025. <https://esports.merahputih.com/mobile-legends/news/2024/05/ffb72475a81de0e95b910ffad039f5c2/mobile-legends-bang-bang-gelar-acara-komunitas-pertama-dengan-sentuhan-budaya-jepang>.
- . “Moonton Sambangi Kotamu, Meriahkan MLBB Carnival! | Esports ID.” Accessed May 25, 2025. <https://esports.merahputih.com/mobile-legends/news/2019/09/c819904dde95535c60452b16c1c494f6/moonton-sambangi-kotamu-meriahkan-mlbb-carnival>.
- Instagram. “Fakultas Teknik UGM on Instagram: ‘Kata-Kata Hari Ini Pak Anies,’” March 5, 2025. <https://www.instagram.com/teknikugm/reel/DGxkie1SLRb/>.
- Investopedia. “Corporate Headquarters (HQ): Definition, Importance, and Example.” Accessed June 17, 2025. <https://www.investopedia.com/terms/c/corporate-headquarters.asp>.
- Jonno Nicholson. “FunTap Games Named Mobile Legends: Bang Bang Publisher in Vietnam.” Esport Insider, 2025. <https://esportsinsider.com/2024/07/funtap-games-named-mobile-legends-bang-bang-publisher-in-vietnam>.
- Kementerian Komunikasi dan Digital. “Kominfo Minta Penerbit ‘Mobile Legends’ Buka Kantor Di Indonesia.” Accessed May 5, 2025. <https://www.komdigi.go.id/berita/sorotan-media/detail/kominfo-minta-penerbit-mobile-legends-buka-kantor-di-indonesia>.

- Khun, Riswan. "Kelebihan Mobile Legends VNG, Apa Yang Beda?" Esportsku, April 15, 2021. <https://esportsku.com/kelebihan-mobile-legends-vng-apa-yang-beda/>.
- Kompasiana.com. "Sejarah Mobile Legend: Perjalanan Sukses MOBA Mobile." KOMPASIANA, February 13, 2024. <https://www.kompasiana.com/roby56522/65cac216de948f0c42100b42/sejarah-mobile-legend-perjalanan-sukses-moba-mobile>.
- kumparan. "Mobile Legends Buka Kantor Cabang dan Rekrut Karyawan di Indonesia." Accessed June 16, 2025. <https://kumparan.com/kumparantech/mobile-legends-buka-kantor-cabang-dan-rekrut-karyawan-di-indonesia-1536132732892023479>.
- Lavinda. "Pasar Game Mobile Indonesia Terbesar Ketiga di Dunia." Katadata, April 19, 2023. <https://katadata.co.id/digital/teknologi/643f7867520fd/pasar-game-mobile-indonesia-terbesar-ketiga-di-dunia>.
- Liputan6.com. "Pengembang Mobile Legends Bakal Buka Markas di Indonesia." liputan6.com, September 5, 2018. <https://www.liputan6.com/tekno/read/3637159/pengembang-mobile-legends-bakal-buka-markas-di-indonesia>.
- Liquipedia Mobile Legends: Bang Bang Wiki. "MPL Indonesia Season 1." Accessed May 25, 2025. https://liquipedia.net/mobilelegends/MPL/Indonesia/Season_1.
- "Majalah ICT – Mobile Legends: Bang Bang Siap Menjadi Legenda Masa Depan di Indonesia." Accessed June 16, 2025. <https://www.majalahict.com/mobile-legends-bang-bang-siap-menjadi-legenda-masa-depan-di-indonesia/>.
- malik, Azal. "Understand regional pricing and how it impacts the costs of games on platforms like Steam, Epic...." Medium (blog), November 29, 2024. <https://medium.com/@azalmalik01/understand-regional-pricing-and-how-it-impacts-the-costs-of-games-on-platforms-like-steam-epic-f79261189aa3>.
- Mas'oed, Mohtar. *ILMU HUBUNGAN INTERNASIONAL DISIPLIN DAN METODOLOGI*. Lembaga Penelitian, Pendidikan, dan Penerangan Ekonomi dan Sosial, 1990. http://103.44.149.34/elib/assets/buku/ILMU_HUBUNGAN_INTERNASIONAL1.pdf.
- MLBB Fandom. "Mobile Legends: Bang Bang." Mobile Legends: Bang Bang Wiki, February 13, 2025. https://mobile-legends.fandom.com/wiki/Mobile_Legends:_Bang_Bang.
- Mobile Legends: Bang Bang.* Accessed May 26, 2025. <https://www.facebook.com/MobileLegendsGameVN/posts/-gi%E1%BB%9Bi-thi%E1%BB%87u-d%E1%BB%8Bch-v%E1%BB%A5-ch%C4%83m-s%C3%B3c-kh%C3%A1ch-h%C3%A0ng-mobile-legends-bang-bang-%EF%B8%8F-mobile-legend/2757848057878203/>.

- Mobile Legends: Bang Bang.* Accessed June 16, 2025.
<https://www.facebook.com/MobileLegendsGameVN/posts/-h%C6%B0%E1%BB%9Bng-d%E1%BA%ABn-li%C3%AAn-k%E1%BA%BFt-t%C3%A0i-kho%E1%BA%A3n-game-qu%E1%BB%91c-t%E1%BA%BF-v%E1%BB%81-vng-v%C3%A0o-ng%C3%A0y-2011-%E1%BB%A9ng-d%E1%BB%A5ng-mobile-/2158454771150871/>.
- Mobile Legends: Bang Bang.* Accessed May 26, 2025.
<https://www.facebook.com/MobileLegendsGameVN/posts/-khuy%E1%BA%BFn-m%C3%A3i-l%E1%BA%A7n-%C4%91%E1%BA%A7u-n%E1%BA%A1p-qua-zalopay-nh%E1%BA%ADn-ngay-gi%E1%BA%A3m-gi%C3%A1-50-t%E1%BB%91i-%C4%91a-50k-th%E1%BB%9Di-gian-s/2169759280020420/>.
- “Mobile Legends: Bang Bang Live Player Count and Statistics,” July 11, 2022.
<https://activeplayer.io/mobile-legends-bang-bang/>.
- “Mobile Legends U.S. Revenue Grew 33% in Q1 as Arena of Valor and Other MOBAs Struggled.” Accessed November 18, 2024.
<https://sensortower.com/blog/mobile-legends-revenue-q1-2019>.
- Moonton. “About Us.” Accessed February 12, 2025.
<https://en.moonton.com/about/index.html>.
- . “About Us-Develop Games and Fun for Players All over the World.” Accessed May 23, 2025. <https://en.moonton.com/about/index.html>.
- Newzoo. “Gaming in Southeast Asia: The Playing, Spending & Viewing Behavior of a Fast-Growing Games Market.” *Newzoo* (blog), 2020.
<https://newzoo.com/resources/blog/southeast-asia-games-market-esports-game-streaming-spending-playing-engagement>.
- Quran.com. “Surah Al-An’ām - 32-42.” Accessed June 21, 2025.
<https://quran.com/id/binatang-ternak/32-42>.
- Sara Tan. “Top Grossing Mobile Games in Southeast Asia for December 2022,” 2023. <https://sensortower.com/blog/top-grossing-mobile-games-in-southeast-asia-for-december-2022>.
- Scribd. “Mobile Apps in Vietnam 2020 2025 Statista.” Accessed June 21, 2025.
<https://www.scribd.com/document/615156526/mobile-apps-in-vietnam-2020-2025-Statista>.
- Sensor Tower. “Southeast Asian Mobile Game Market Insight 2024.” Southeast Asian Mobile Game Market Insight 2024, 2024.
<https://investgame.net/wp-content/uploads/2024/10/State-of-Mobile-Games-in-SEA-2024-Report.pdf>.
- Shalabi, Caroline. “Esports: What Is It and How It Benefits Marketers.” EMARKETER. Accessed June 16, 2025.
<https://www.emarketer.com/learningcenter/guides/esports-ecosystem-market-report/>.
- Statista. “Mobile Games - Indonesia | Statista Market Forecast.” Accessed June 20, 2025.

- <http://frontend.xmo.prod.aws.statista.com/outlook/amo/media/games/mobile-games/indonesia>.
- Statista. “Mobile Games - Vietnam | Statista Market Forecast.” Accessed June 20, 2025.
<http://frontend.xmo.prod.aws.statista.com/outlook/amo/media/games/mobile-games/vietnam>.
- Tempo. “4 Skill Hero Kadita di Mobile Legends: Bisa Munculkan Tsunami | tempo.co,” Desember | 08.25 WIB 2018. <https://www.tempo.co/digital/4-skill-hero-kadita-di-mobile-legends-bisa-munculkan-tsunami-786619>.
- Tempo. “ByteDance Akuisisi Pengembang Game Moonton Rp 57,6 Triliun | tempo.co,” March 23, 2021. <https://www.tempo.co/digital/bytedance-akuisisi-pengembang-game-moonton-rp-57-6-triliun-528699>.
- Tempo.co. “Mobile Legends Jadi Cabang eSport Di SEA Games 2019 | Tempo.Co,” 2018. <https://www.tempo.co/digital/mobile-legends-jadi-cabang-esport-di-sea-games-2019-792132>.
- “The Most Played Video Game Genres.” Accessed November 18, 2024.
<https://seatongue.com/blog/business/the-most-played-video-game-genres-from-battle-royale-to-simulation/>.
- “THÔNG TIN - GIẢI ĐẤU 360mobi CHAMPIONSHIP SERIES - MÙA 2.” Accessed June 17, 2025. https://giaidau.360mobi.vn/tin-tuc/tin-tuc-giai-dau-1/thong-tin-giai-dau-360mobi-championship-series-m-a-2-176.html?utm_source=chatgpt.com.
- Top Earning Countries in Mobile Legends Esports | Mobile Legends Data, 2024.*
<https://www.youtube.com/watch?v=3fZZuduyxDs>.
- Tower, Sensor. “Mobile Legends: Bang Bang.” Mobile Legends: Bang Bang - Overview - Google Play Store. Accessed May 4, 2025.
<https://app.sensortower.com/overview/com.mobile.legend?country=ID>.
- “Vietnam: New market access conditions for foreign investment in electronic game business applicable from 14 January 2024.” Accessed May 26, 2025.
https://insightplus.bakermckenzie.com/bm/technology-media-telecommunications_1/vietnam-new-market-access-conditions-for-foreign-investment-in-electronic-game-business-applicable-from-14-january-2024.
- “VNG Games | LinkedIn.” Accessed June 22, 2025.
<https://vn.linkedin.com/company/vnggames>.
- “VNG và Câu Chuyện Đua Mobile Legends: Bang Bang về Việt Nam.” Accessed May 26, 2025. <https://vietnamnet.vn/vng-va-cau-chuyen-dua-mobile-legends-bang-bang-ve-viet-nam-i32984.html>.