

Strategic Marketing Communication for the N219 Amphibious Aircraft: Aligning Technology and National Policy

Value Proposition,
Strategic Marketing
Communication

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ABSTRACT

The N219 Amphibious Aircraft, developed by PT Dirgantara Indonesia, is positioned as a strategic solution to Indonesia's persistent challenge of inter-island connectivity, particularly in remote and underdeveloped regions. As part of the national strategic project, the aircraft carries both technical significance and symbolic value in supporting economic development, defense readiness, and national industrial transformation. However, its limited market impact highlights the need for a more integrated and narrative-driven marketing communication strategy. This study analyzes the current communication approach of the manufacturer and proposes enhancements based on four key theoretical perspectives: customer value proposition design, market-driving strategy, purpose-driven branding, and strategic narrative theory. Using a qualitative method that includes stakeholder interviews and narrative analysis, the research reveals that existing communication remains overly technical and fragmented. To address this, a multidimensional communication model is proposed, connecting product-level messaging with broader national policy narratives. The conclusion emphasizes that the N219 must be framed not merely as a transportation product, but as a national policy tool that advances Indonesia's development goals, technological sovereignty, and global positioning. These insights contribute to the strategic marketing of high-technology products in public sector and defense-oriented industries.

Keywords: Amphibious Aircraft, Aerospace Industry, Customer Value Proposition, Strategic Marketing Communication, Strategic Narrative.

ABSTRAK

Pesawat N219 Amphibious, yang dikembangkan oleh PT Dirgantara Indonesia, diposisikan sebagai solusi strategis terhadap tantangan konektivitas antar-pulau di Indonesia, khususnya di wilayah terpencil dan kurang berkembang. Sebagai bagian dari proyek strategis nasional, pesawat ini memiliki makna teknis sekaligus simbolik dalam mendukung pembangunan ekonomi, kesiapan pertahanan, dan transformasi industri nasional. Namun, dampak pasarnya yang masih terbatas menunjukkan perlunya strategi komunikasi pemasaran yang lebih terpadu dan berbasis narasi. Penelitian ini menganalisis pendekatan komunikasi yang diterapkan oleh produsen dan mengusulkan penyempurnaan berdasarkan empat perspektif teoretis utama: customer value proposition design, market-driving strategy, purpose-driven branding, dan strategic narrative theory. Dengan menggunakan metode kualitatif yang mencakup wawancara pemangku kepentingan dan analisis naratif, hasil penelitian menunjukkan bahwa komunikasi yang ada masih bersifat terlalu teknis dan terfragmentasi. Untuk mengatasinya, penelitian ini menawarkan model komunikasi

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multidimensional yang menghubungkan pesan pada tingkat produk dengan narasi kebijakan nasional yang lebih luas. Kesimpulan penelitian menegaskan bahwa N219 harus diposisikan bukan semata sebagai produk transportasi, tetapi sebagai alat kebijakan nasional yang mendorong tujuan pembangunan Indonesia, kemandirian teknologi, serta posisi strategis di tingkat global. Temuan ini berkontribusi terhadap pengembangan strategi pemasaran produk berteknologi tinggi dalam sektor publik dan industri pertahanan.

Kata kunci: Pesawat Amfibi, Industri Dirgantara, Proposisi Nilai Pelanggan, Komunikasi Pemasaran Strategis, Narasi Strategis.

INTRODUCTION

In the era of globalization and contemporary geopolitical dynamics, the aerospace industry plays a strategic role not only as a pillar of economic growth but also as a symbol of sovereignty and technological strength, which can be categorized as a nation-branding leverage (Hatch & Schultz, 2008; White, 2024). Countries capable of developing and marketing high-value aerospace products, such as military and multifunctional civil aircraft, often leverage this sector to strengthen their diplomatic leverage and expand economic influence. In Indonesia, one of the flagship projects in this sector is the development of the N219 amphibious aircraft by PT Dirgantara Indonesia (PTDI), the sole manufacturer of aircraft in Southeast Asia (Liem, 2018).

Under Prabowo Subianto's leadership, the N219 amphibious aircraft has been designated as one of the 77 national strategic projects in the 2025–2029 national medium-term development plan, coordinated by the Ministry of Defence and executed by PTDI. This designation reflects government support for advancing Indonesia's aeronautical technology while promoting economic growth and regional connectivity through local products. As the world's largest archipelagic country with around 17,000 islands, Indonesia faces significant transportation challenges, particularly in 3T areas (frontier, outermost, left behind, and border), or underdeveloped, remote, outermost, and inland. Amphibious aircraft, capable of operating on both land and water, provide an effective solution to these access limitations and hold potential for boosting marine tourism. The manufacturer projects a domestic demand of 54 units over the next decade, positioning the N219 amphibious as a strategic product for national development and economic opportunities (Oancea & Brinzea, 2010; Day, 2023).

The success of the N219 amphibious program relies on a marketing communication strategy that highlights its strategic value and technological advantage to diverse stakeholders (Zerfass & Huck, 2007; White, 2024). Global competition in the amphibious aircraft industry is intensifying, driven by rising demand for tourism, disaster relief, and humanitarian missions. The market is valued at USD 502 million, with projected annual growth of 12.1% over the next decade. Technological advances, including hybrid-electric and electric propulsion systems, are reshaping the sector to reduce costs and improve sustainability (Liem, 2018). Currently, the market is dominated by leading manufacturers from the United States, Europe, and East Asia, such as Dornier SeaWings (Germany), ShinMaywa Industries (Japan), and Textron Aviation (U.S.), while China's AG600, produced by Wuhan Sanjiang, stands as the largest civil amphibious aircraft worldwide.

Unfortunately, a significant gap remains between the strategic potential of aerospace products like the N219 amphibious and their success in penetrating global markets. Several studies indicate that the primary challenges in marketing high-tech export products stem from poor adaptation of communication strategies to target markets, low brand literacy, and underutilization of integrated digital media platforms (Timmor & Zif, 2005; Mohr, 2011; Usmonova & Ahmedova, 2024). As for Indonesian context, limited promotional budgets and the absence of strategic alliances with global partners further diminish the effectiveness of communication strategies for defense-related products (Gabriel, 2002). Yet the success of exporting such strategic products depends heavily on a nation's ability to construct a compelling narrative that resonates in international

markets (Singh, 2008). Moreover, the manufacturer marketing mostly focuses on one market sector that is exclusive and inflexible, such as the government market.

However, despite the strategic importance of the N219 amphibious aircraft, there is still limited research that examines how state-owned aerospace industries in developing countries implement effective marketing communication strategies that align with nation branding and export competitiveness. Most existing studies focus on technological innovation and production efficiency, while the communication aspect, particularly in connecting strategic products with public perception and global positioning, remains underexplored. This study, therefore, seeks to fill that gap by applying an interdisciplinary framework that integrates customer value proposition design, market-driving strategy, purpose-driven branding, and strategic narrative theory. The objective is to analyze the effectiveness of PTDI's marketing communication for the N219 amphibious aircraft in strengthening national branding, export positioning, and economic inclusion in 3TP regions, as part of Indonesia's National Strategic Project agenda.

LITERATURE REVIEW

Customer Value Proposition

The concept of Customer Value Proposition (CVP) and market driving strategy are two important elements in a modern marketing strategy that complement each other. The customer value proposition has evolved from just a product promise to a customer-oriented approach, where success depends on a deep understanding of consumer needs (Kumar et al., 2000; Payne et al., 2017; Baskoro, 2021). Rintamäki and Saarijärvi (2021) added that an effective customer value proposition is able to combine functional, emotional, and symbolic values to create a competitive differentiator in a dense retail market. In contemporary business environments, digital transformation has reshaped how firms design and deliver customer value propositions (Verhoef et al., 2021). Value-based selling requires organizations to quantify and communicate the economic impact of their offerings rather than relying on feature-based positioning (Eggert et al., 2018).

At its core, CVP represents the sum of benefits that a vendor promises to deliver to customers in exchange for their payment and loyalty (Kotler & Keller, 2006). The theoretical foundation of CVP draws heavily from value theory, which posits that customer perceived value is the trade-off between benefits received and sacrifices made (Zeithaml, 1988). This conceptualization has evolved to encompass multiple dimensions: functional value (utility and performance), economic value (price and cost savings), emotional value (feelings and experiences), and social value (status and identity) (Smith & Colgate, 2007).

Recent research emphasizes that successful CVPs are co-created with customers rather than imposed upon them (Payne et al., 2017). The co-creation process involves active dialogue and engagement with customers to understand their evolving needs, pain points, and desired gains (Vargo & Lusch, 2017). Furthermore, the rise of platform business models has introduced new dimensions to value proposition design, where network effects and ecosystem orchestration become critical components of value delivery (Hein et al., 2020).

Strategic Marketing Communication

Strategic marketing communication represents the deliberate orchestration of communication efforts to achieve specific organizational objectives through consistent messaging across multiple touchpoints. This approach transcends tactical, campaign-based activities by embedding communication as a core organizational capability that drives long-term competitive advantage. As emphasized in contemporary scholarship, strategic marketing communication requires the integration of purpose-driven branding with coherent strategic narratives to ensure consistency across stakeholder touchpoints, strengthening credibility, authenticity, and relational value (Cornelissen, 2023).

The essence of strategic marketing communication lies in its alignment with broader business strategy. Organizations must ensure that all communication strategies are

directly linked to the organization's overall strategic goals, making communication efforts support and reinforce these objectives rather than operating independently (Van Ruler, 2020). This alignment encompasses positioning strategy, audience segmentation, message architecture, and channel selection, all coordinated to create synergistic impact. Recent research demonstrates that IMC has evolved from a tactical communication tool to a sophisticated strategic framework capable of realigning organizational structures, driving value creation, and shaping overall marketing processes, positioning communication as instrumental in achieving sustainable competitive differentiation (Qi et al., 2025).

Digital transformation has fundamentally reshaped strategic marketing communication practices. According to Qi et al. (2024), in the evolving realm of digital marketing, digital integrated marketing communication has emerged as a critical factor in building and maintaining brand equity. Modern practitioners must navigate an increasingly complex ecosystem where artificial intelligence enables hyper-personalized messaging, consumer-generated content challenges traditional brand control, and omnichannel integration demands unprecedented coordination. Success requires balancing technological capabilities with authentic brand narratives while ensuring message consistency and cultural relevance across diverse markets and platforms.

RESEARCH METHODS

This study used a qualitative method to explore the marketing communication strategy of the N219 amphibious aircraft by Indonesia's state-owned aircraft manufacturer as part of the national strategic project under Prabowo Subianto's era. This study adopts stakeholder interviews as a primary method and a conceptual paper approach grounded in integrative and exploratory literature analysis. This strategy was chosen to develop a comprehensive conceptual framework for strategic marketing communication, specifically for promoting nationally strategic aerospace products, focusing on the N219 amphibious aircraft designed and developed by Indonesia's state-owned aerospace manufacturer. This approach is well-suited for exploring complex, interdisciplinary phenomena that combine strategic marketing theory with national political-economic interests, without relying on primary field data but instead deriving insights through theoretical reasoning and synthesizing valid academic literature.

The primary data sources for this study consist of interviews with relevant stakeholders at Indonesia's state-owned aerospace manufacturer and external parties. The secondary data sources use academic literature, including peer-reviewed journal articles, scholarly books, and policy documents accessible via open-access platforms such as Consensus, DOAJ, ScienceOpen, and institutional repositories. The selected literature spans conceptual and empirical works published primarily within the last five years to ensure topical relevance and academic rigor, with exceptions for seminal theories foundational to the theoretical framework. The data analyzed includes conceptual models, case study findings, and theories relevant to formulating communication and branding strategies in strategic and defense-related industries. To complement the conceptual findings and provide practical insights, this study also incorporated stakeholder interviews with internal actors from Indonesia's state-owned aerospace manufacturer. These interviews aimed to understand the rationale behind the aircraft's development and the current marketing communication strategies from the perspective of key decision-makers.

The literature collection process followed a systematic and selective search protocol. Key terms included "strategic marketing communication," "customer value proposition," "market-driving strategy," "purpose-driven branding," "strategic narrative," "aerospace industry," and "national branding." Searches were filtered for peer-reviewed publications, publication years between 2019 and 2024, and open-access availability. The retrieved literature was manually reviewed to assess topical relevance, source credibility, and potential contribution to conceptual development (Xiao & Watson, 2019). The study employs a narrative synthesis technique for data analysis, which involves an interpretive process of categorizing, integrating, and comparing findings from diverse literature sources to construct a coherent and relevant conceptual framework (Popay et al., 2006).

This synthesis was conducted manually through systematic note-taking, thematic grouping, and logical mapping of existing models and the development of a new integrated framework. Accordingly, the methodological structure applied in this study is designed to accommodate the conceptual complexity, theoretical flexibility, and depth of synthesis required to develop a literature-based contribution to strategic marketing communication in national aerospace programs (Baumeister & Leary, 1997; Tranfield et al., 2003).

RESULTS

Existing Marketing Communication Practices

This section synthesizes the findings, integrating empirical insights with theoretical models to evaluate the strategic positioning of the N219 Amphibious Aircraft in the market, based on the conceptual framework and stakeholder perspectives delineated in the methodologies section. Indonesia's 8.300.000 km² area, which includes 6.400.000 km² of ocean and 3.110.000 km² of archipelagic waterways, makes many regions difficult to access due to limited land and marine transit options. The population of chartered aircraft in Indonesia is below average, limiting the fulfillment of flying routes to 3T locations (distant, outermost, and lagging). This significantly influences economic growth in the region, as transportation is a crucial component in the distribution of products and services to the 3T areas.

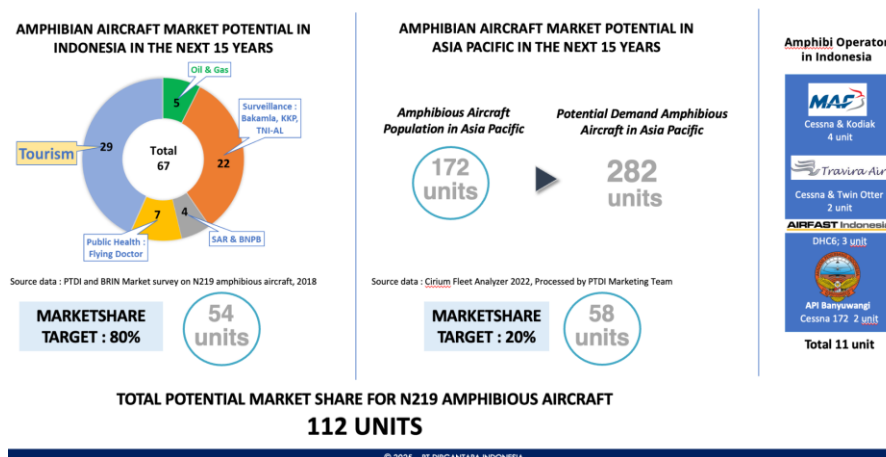


Figure 1. Potential Market Share for N219 Amphibious Aircraft

Recognizing that Indonesia is one of the world's largest archipelagic countries, amphibious aircraft offer an innovative option for enhancing connectivity between islands, particularly for passenger and cargo transportation (Liem, 2018). Indonesia now has four (4) water-based airports that support amphibious aircraft flights, with intentions to extend to ten (10) in the coming years. The prospective market for amphibious aircraft in Indonesia is varied and multifunctional. Figure 1 shows that a marketing study conducted by the PT DI and National Research and Innovation Agency (*Badan Riset dan Inovasi Nasional/BRIN*) teams in 2018 found that the national market potential for amphibious aircraft is 80%, while the international market potential is 20% over the next 15 years. According to the study, the N219 amphibious aircraft competition is De Havilland's DHC 6-300 A Twin Otter, which has similar performance. The N219 A has a spacious cabin with a designed payload of up to 1.300 kg and is able to carry 17 passengers. Compared to its competitor, N219 A has high local content, which adds more strategic and economic value for Indonesia's local companies (Bradley, 2003; Mohr, 2011).

The authors conducted interviews with the program manager of the N219 Amphibi, Budi Sampurno, responsible for the aircraft's operation and manufacturing efficiency, and

the vice president of sales, Palmana Banandhi. It was explained that Indonesia's geographical characteristics, which include several islands without runways, served as the impetus for the construction of the N219 amphibious aircraft. Consequently, it is more cost-effective and efficient to design an airplane capable of landing on water by substituting wheels with floats than to construct airports. This approach is anticipated to stimulate economic development and tourism in the area. The government, including the National Development Planning Agency (*Badan Perencanaan Pembangunan Nasional/Bapenas*) and the Ministry of Defence, unequivocally supports this initiative, as it is deemed essential for enhancing access to 3T regions and bolstering national tourism. The communication plan must be comprehensive and extensive, addressing all stakeholders from the central to the regional levels, including pertinent ministries. The national aerospace manufacturer is partnering with international firms, including Aerosat (Federal Aviation Administration/FAA-certified), to expedite the development of the float kit. Composite floats were selected because of their 200–250 kg weight advantage over metal floats, allowing for an increased passenger capacity of three individuals. Composite floats offer enhanced resistance to saltwater corrosion, resulting in reduced maintenance costs and an extended lifespan. The N219 amphibious aircraft is deemed better than its rivals, especially regarding capacity and efficiency. Aircraft direct competitor can transport only 10 people from Batam to Pulau Bawah, but the N219 can accommodate 13–15 passengers due to its reduced float weight. This feature enhances economic value and competitiveness within the regional market (Keller & Swaminathan, 2020).

Identified Strategic and Communication Gaps

The analysis of field-based marketing feedback highlights a set of practical constraints that reinforce and contextualize this study's conceptual findings. These various issues, derived from customer responses and case-specific examples, validate the strategic gaps previously identified and underscore the urgency of developing a more adaptive and customer-centered marketing communication framework for the N219 amphibious aircraft (Abdillah et al., 2024). First issue, price sensitivity in target export markets emerges as a critical challenge. The company's final price offering has not aligned with potential buyers' constrained defense budgets, where the unit cost exceeds their allocated expenditure. This reinforces the earlier finding that customer value must be tailored not only through functional attributes but also through economically viable offers that reflect the financial realities of the market (Payne et al., 2017). Second, the product readiness gap, where the company's current lead time exceeds 24 months, substantially constrains its ability to respond to customer procurement cycles that generally demand delivery within 12 months. This confirms the relevance of the market-driving strategy, as the manufacturer's current model is reactive rather than anticipatory. A lack of agile production readiness diminishes its perceived reliability among foreign buyers.

Third, customer engagement mechanisms remain suboptimal. The manufacturer has yet to establish fully accessible and digitized Customer Relationship Management (CRM) systems, limiting responsiveness and customer proximity. This limitation further undermines its ability to maintain continuous relationship-building, a key factor in long-cycle B2G (business-to-government) sales. Fourth, customer experience remains underdeveloped, particularly through demonstration media and training support. These deficiencies suggest that purpose-driven branding must be expanded to include experiential touchpoints that resonate emotionally and operationally with stakeholders. Fifth, the promotional efforts for the N219 amphibious aircraft remain limited in effectiveness, as they are still essentially embedded within the broader production framework of the standard N219 model, rather than being articulated as a distinct strategic platform with its market identity. Yet most importantly, limited financing schemes offered to domestic customers represent a fundamental barrier to commercial expansion. The absence of bundled financial packages makes the product less attractive in competitive procurement environments, where competitors often offer turnkey solutions. This again

illustrates the importance of integrated value narratives that encompass financing, support, and after-sales services (Baskoro, 2021).

Strategic Narrative Framework for the N219 Amphibious Aircraft

Beyond technical features and operational justifications, a core component of the aircraft's success lies in how its strategic value is communicated to broader stakeholders. In this context, the company's senior leadership highlighted the importance of narrative development and policy alignment in influencing stakeholder perceptions. In relation to strategic communication, the primary objective is to construct a narrative of connective communication. In this context, the N219 Amphibious Aircraft is framed not merely as a transportation tool but as a strategic asset that integrates connectivity, economic development, and national defence (Schmitt, 2018). This narrative is deliberately directed toward various levels of government, including central and local authorities, the Ministry of Defence, and other institutions involved in policymaking.

A central component of this communication strategy is its alignment with the broader goals of national economic transformation and regional connectivity, particularly in underdeveloped and remote areas known as 3T regions. It was emphasized that communication across ministries must be coordinated, involving institutions such as Bappenas, the Ministry of Defence, the Ministry of Communication and Information Technology, and industrial stakeholders. The message conveyed must illustrate that the N219 Amphibious Aircraft is not solely a technical project developed by the national aerospace manufacturer but a critical tool for structural transformation in national development (Falkheimer & Heide, 2018).

Moreover, the strategy aspires to elevate the value of the aircraft beyond domestic relevance, positioning it as a symbol of Indonesia's capability in niche aerospace technologies. Since only a few countries possess indigenous amphibious aircraft, Indonesia holds the potential to emerge as a leader in this specialized segment. The communication approach, therefore, highlights the aircraft's novelty, technological independence, and locally generated value so that it is not only recognized within Indonesia but also seen as a representation of the nation's industrial advancement on the international stage (Saffira, 2021).

The communication strategy positions the N219 Amphibious Aircraft as more than a transport vehicle, framing it as a solution to connectivity gaps, border defence, and inclusive economic growth (Mills, 2023). Narratives, visuals, and presentations are tailored for diverse stakeholders to deliver a consistent and persuasive message. Three core themes emerge: expanding access to regions without airport infrastructure, strengthening maritime surveillance in border areas, and fostering regional development through tourism. The company's strategic messaging frames the N219 Amphibious Aircraft as key to improving accessibility, maritime defence, and economic opportunities in Indonesia's border and 3T regions, supporting its inclusion in the National Strategic Project. Highlighting Indonesia's limited global presence in indigenous amphibious aircraft, the narratives emphasize the N219's technological independence, local value, and potential to position the country as a leader in this specialized aerospace segment.

DISCUSSION

This study categorizes PTDI's communication strategy into four theoretical dimensions widely applied in high-technology and defense marketing. The first is a customer-oriented value proposition, which stresses understanding customer needs and motivations to design adaptive business models. Day (2023) highlights the role of market exploration and flexibility, while Lestari (2023) and Abdillah et al. (2024) emphasize data-driven segmentation in advanced sectors. The second is market-driving strategy and innovation, which shifts from reactive approaches to proactive demand creation, critical for products like the N219 that require market education. Agarwal and Bhagoliwal (2017) underline this in high-tech contexts, while Guangsheng and Yi (2009) argue such strategies demand corporate-level decisions to guide long-term directions.

The third is purpose-driven branding and strategic symbolism, where brands embody social, national, and emotional values. This is common in defense-related industries where identity differentiation is crucial. Saffira (2021) shows how emotionally resonant storytelling supports cross-cultural branding, while Van Loggerenberg and Coetzee (2017) emphasize authentic narratives for long-term loyalty. The fourth is strategic narrative framing and communication architecture, focusing on narratives that shape perceptions and legitimize products in national or geopolitical contexts. Mills (2023) shows strategic storytelling defines long-term value perceptions, while Crilley (2015) highlights its role in defense branding via mediated visuals. Literature shows marketing communication as a strategic, not just tactical, function requiring alignment between organizational goals and brand narrative (Bradley, 2003; Oancea & Brînzea, 2010; Falkheimer & Heide, 2018; Schmitt, 2018). This synthesis establishes a framework of customer value personalization, market creation, symbolic branding, and narrative framing for evaluating the national aerospace manufacturer's strategy for the N219 amphibious.

The national aerospace manufacturer has adopted modern strategic marketing to compete globally, drawing on customer value proposition design and market-driving strategy (Jaworski et al., 2000; Osterwalder et al., 2014). By integrating purpose-driven branding, the N219 is framed not only as a transport tool but also as a driver of socio-economic development (Kotler et al., 2012; Vernuccio & Ceccotti, 2015; Okonkwo et al., 2023). Applying strategic narrative theory, the company positions the aircraft as a representation of national pride and technological sovereignty. To reinforce customer orientation, it takes part in global exhibitions such as the Singapore Airshow and Indo Defence, complemented by direct engagements with prospective customers. These activities help communicate operational value and align with the PSN 2025–2029 under Presidential Decree No. 12/2025, which prioritizes infrastructure and regional economic development.

Market-driving innovation is seen in PTDI's partnerships with local representatives and resellers abroad, improving responsiveness to market signals. Expansion into Maintenance, Repair, and Overhaul (MRO) markets further ensures lifecycle support and sustainable value creation. For purpose-driven branding, the national aerospace manufacturer collaborates with the Ministry of Finance and the Indonesian Export Financing Institution (*Lembaga Pembiayaan Ekspor Indonesia*/LPEI) to provide National Interest Account (NIA) funding and the Indonesian Agency for International Development (AID) grants, embedding its offerings within developmental diplomacy, particularly in lower-income nations such as Senegal.

This extends the aircraft's symbolic value as technological solidarity. Through strategic narrative framing, the national aerospace manufacturer leverages defense diplomacy with the Ministry of Foreign Affairs and the Ministry of Defence through joint committees and forums, presenting the N219 as a symbol of sovereign innovation and regional leadership in Southeast Asia. These initiatives reflect the company's transition from product-oriented export strategies to strategic communication practices centered on value co-creation, diplomatic collaboration, and long-term partnership building. While still evolving, they show alignment with theoretical imperatives.

Findings affirm the relevance of customer value proposition design, which requires understanding customers' "jobs, pains, and gains" to differentiate in high-tech markets (Bradley, 2003). Market-driving strategies are equally critical in aerospace exports, where demand must often be cultivated (Nijssen & Frambach, 2001). Purpose-driven branding adds symbolic value, though Volpe (2023) warns that unsupported narratives risk undermining credibility. Strategic narrative framing is essential for positioning the N219 as a symbol of national identity and technological diplomacy (Hallahan et al., 2007). Practically, this study recommends that marketing strategies be coordinated across ministries and tailored to global audiences. Proactive narrative development, economic diplomacy, and strategic partnerships are key to positioning Indonesia within the competitive global aerospace ecosystem. These findings partially support Day's (2023) and Osterwalder et al. (2014) frameworks, showing that the company has started to

embrace customer value creation and market-driving approaches, although its current practices remain predominantly reactive. Compared with studies on Embraer in Brazil and HAL in India, PTDI's strategic communication is less institutionalized within global branding agendas. This implies that Indonesian state-owned industries need stronger integration between strategic narratives and market orientation to enhance competitiveness and nation-branding outcomes.

CONCLUSION

This study depicts that the N219 Amphibious Aircraft is not only a transportation solution; it serves as a strategic asset that enhances national connectedness, military preparedness, and industrial evolution. To enhance its effectiveness, PT Dirgantara Indonesia must implement a more cohesive and narrative-focused marketing communication plan. The existing methodology, mostly technical in nature, constrains wider stakeholder involvement and fails to fully use the aircraft's symbolic and strategic significance. By integrating customer value frameworks, market-driven innovation, purpose-oriented branding, and national narratives, the company can strengthen the N219's position in both national and international markets. The study results underscore that strategic communication must be tailored to engage various stakeholders, including government departments, military institutions, local governments, and worldwide markets. The N219 Amphibious Aircraft may be effectively positioned not just as a product but also as a national solution that aligns with Indonesia's development plan and geopolitical objectives. This research offers a pragmatic communication framework for state-owned firms in high-technology sectors and conceptually enriches discourse on marketing communication inside key public industries.

The results of this study imply that the N219 Amphibi communication strategy plays an important role in strengthening competitiveness, supporting the development of the 3T region, and affirming Indonesia's technological independence. This study has several limitations. The analysis primarily relies on qualitative interpretation and secondary data, which may not fully capture stakeholder perceptions or market reactions in real-time contexts. In addition, the research focuses mainly on domestic perspectives, thus limiting the generalizability of findings to international markets. For further research, it is recommended to study the effectiveness of communication strategies in international markets and customer experience-based analysis to see how strategic narratives affect stakeholder perception and loyalty.

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