

Marketing Strategy Analysis of Defense Industry Strengthening in the International Arena: A Case Study of PT. Pindad

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Abstract

This study aims to analyze the marketing strategy of defense equipment in supporting the strengthening of the defense industry in the international arena with the object of study PT Pindad. The methods used include interviews, documentation, literature studies, and website media analysis. The data obtained were analyzed using data reduction techniques and presented narratively. The results of the study indicate that to maximize the potential of the defense industry, product innovation with the latest technology, development of a strong research team, and in-depth market analysis are needed to understand customer needs and preferences. In addition, the development of domestic raw material independence through collaboration with the government and the private sector is also an important strategy. This study is expected to provide insight for policy makers in increasing the competitiveness of the Indonesian defense industry in the international market.

Keywords: Strategy, Marketing, Defense Equipment

INTRODUCTION

State sovereignty is a fundamental principle that must be maintained to ensure the independence and integrity of a country. As explained by Hinsley (1986), state sovereignty refers to the highest authority possessed by a country to regulate domestic and foreign affairs without interference from other countries. This sovereignty is the basis for a country's defense and security, which includes not only military power but also the country's ability to manage human resources and the defense technology that supports it. Military power, as part of the country's defense capacity, has a very important role in maintaining the unity and sovereignty of the country, as well as preventing threats or attacks from other countries.

In this context, the Defence White Paper published by the Australian government (2009) explains that a country with strong defense capabilities will be able to maintain its sovereignty and protect its territorial integrity from external threats. A well-managed military force also serves as a disincentive for other countries that have the potential to threaten.

To achieve the national goal of ensuring the survival of a country, national defense is a very essential factor, as stated in Law No. 3 of 2002 concerning National Defense. This law stipulates that national defense must be organized nationally and can involve all resources owned by the country, whether through the development of human resources, technology, or sophisticated defense equipment.

The main weapon system or defense equipment is an important means of maintaining the security and sovereignty of the country. Defense equipment is used to secure the country's territory from various threats, both internal and external. Morphet (1994) stated that defense equipment is not only a military tool, but also a symbol of state power that provides political influence in international relations. Therefore, the development of defense equipment is an integral part of the country's defense strategy to face ever-changing threats.

The development and maintenance of defense equipment based on cutting-edge technology is very important, because defense technology continues to develop, and countries must be able to adapt to these developments. Mahnken (2008) emphasized that countries that do not update and develop their defense equipment will be left behind in terms of military strength and may risk losing competitiveness on the international stage.

In addition, Albrecht (2014) explains that defense equipment plays a very vital role in conflict prevention. With adequate defense equipment capabilities, a country can demonstrate its capacity to defend itself and minimize the chances of conflict with other countries.

The defense industry is a key component in strengthening state sovereignty. Clark (2005) stated that having its own defense industry will give the country significant strategic power, especially in reducing dependence on weapons imports from other countries. Dependence on imports of defense equipment often has negative impacts, including the potential loss of control over the defense equipment and limitations in the development of local technology.

In the context of Indonesia, having an independent defense industry is very important to strengthen national defense capabilities. For example, PT Pindad, PT PAL, and PT Dirgantara Indonesia are companies involved in the production of domestic defense equipment which is very important for the development of Indonesia's military strength. Siregar (2018) explained that one of Indonesia's strategic steps is to maximize domestic defense equipment production through collaboration between the government, private sector, and research institutions to improve the technological capabilities of the defense industry.

Law No. 16 of 2012 on Defense Industry regulates the government's role in encouraging the development of the domestic defense industry. It states that strengthening the defense industry must be supported by policies that support the independence of domestic raw materials, which will ultimately reduce dependence on imported products.

In order to improve the competitiveness of the defense industry in the international arena, the country needs to make great efforts to strengthen its production capacity. Albrecht (2011) emphasized the importance of building strong infrastructure, updating technology regularly, and involving the private sector in defense technology research and development.

One way that can be done is by optimizing existing sectors, such as PT Pindad, to produce defense equipment that not only meets domestic needs but is also ready to compete in the international market. Strengthening this competitiveness must also be supported by the ability to influence export and import markets, where Indonesia can play a role as an important player in the global defense equipment trade.

The Defense Equipment Import Graph shows that large countries such as the United States, Russia, and China dominate the world's defense equipment market. However, countries such as Indonesia must continue to strive to develop their domestic strengths in order to compete with these countries, both through product innovation and strengthening an independent defense industry. The following is a graph of countries from the largest defense equipment importers, including the following:

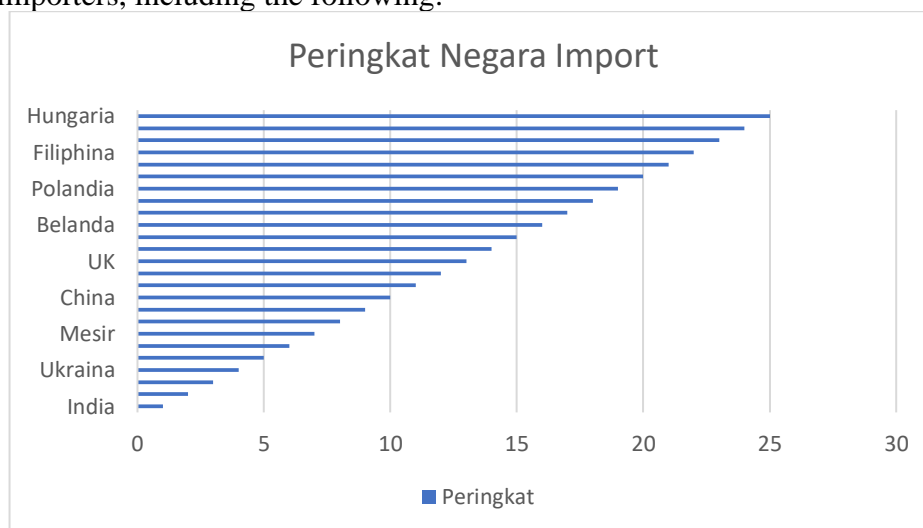


Figure 1 Largest Defense Equipment Importing Countries 2019 – 2023

According to international arms transfer data published by SIPRI, countries such as India,

Qatar, Pakistan, Egypt, and South Korea are recorded as the largest importers of defense equipment between 2019 and 2023. Indonesia is ranked 23rd with an import percentage of around 0.4% of total global imports, occupying the top position among Southeast Asian countries, just below Turkey, Algeria, and Poland. This position shows Indonesia's commitment to strengthening national defense. Significant imports of defense equipment reflect Indonesia's need to strengthen national defense capacity, but also provide an opportunity to take advantage of this position in encouraging defense industry cooperation with exporting countries. This cooperation is expected to accelerate technology transfer and development of the domestic defense industry, which will ultimately reduce dependence on imports and increase Indonesia's competitiveness in the global market (SIPRI, 2023; Cheng, 2015). Then in terms of exports, Indonesia is still far below the ranking with the following graph:

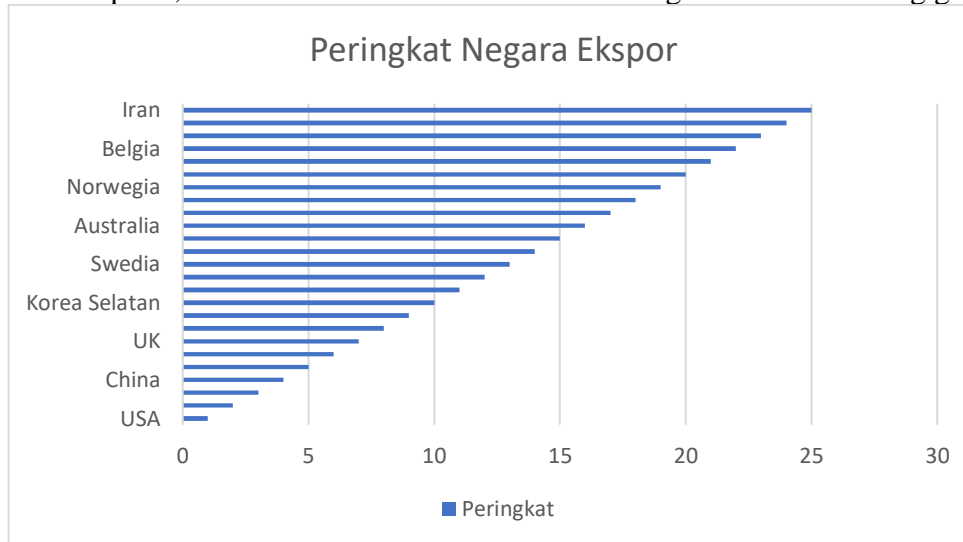


Figure 2 Largest Defense Equipment Export Countries 2019-2023

On the other hand, export capability is one way to show a country's defense industry. Indonesia is not a country known for its defense equipment exports. According to a SIPRI study, the three countries that exported the most weapons in the 2019-2023 period were the United States (42%), Russia (11%), and France (11%). The Asian countries that exported the most weapons were China (5.8%), South Korea (2.0%), Turkey (0.9%), and the United Arab Emirates (0.3%). Currently, Indonesia is still ranked 48th. To enter the list of the 20 largest exporting countries in the world, Indonesia must have exports of at least 0.4%, or to enter the list of the 20 largest exporting countries in the world. In 2021, Indonesia's exports only included the CN235-220.96 Maritime Patrol Aircraft. To maintain high competitiveness in the international market, Indonesia must continue to improve the quality of its domestic products. The following is the total defense equipment exports made by Indonesia to other countries, namely

Table 1 Table of Indonesian Exports to Other Countries

Country	2019	2020	2021	2022	2023	Note
Nepal	1	9	0	0	0	Aircraft
Philippines	0	0	0	2	6	Ships and Aircraft
Senegal	0	0	17	0	0	Aircraft
UAE	0	0	0	0	1	Ships

Source: SIPRI 2019 -2023

Based on the table above, there is still a lack of exports to other countries, so more efforts are needed to improve the Defense Industry so that Indonesia becomes one of the countries that should be taken into account in defense affairs, based on the report from the Ministry of Trade regarding Indonesia's Defense Equipment Imports as follows:

Figure 3
Import Chart
Trade
In the



by Ministry of

2018-2023

Indonesia's

defense

equipment imports occurred in 2020, which was worth USD 835.18 million or 3.45 thousand tons. After 2020, defense equipment imports continued to decline to reach USD 311.21 million in 2022. In 2023 until May, Indonesia's defense equipment imports were worth USD 128.18 million (up 28.70% YoY) or 1.16 thousand tons (up 35.69% YoY). Judging from this data, the large number of imported raw materials or basic materials in making defense equipment means that the development of defense equipment is not yet optimal, so that independence in the defense industry in Indonesia is not optimal. Based on data from the Stockholm International Peace Research Institute, the following is Indonesia's export data

Table 2. Countries that Export to Indonesia

Country	Year					Defense equipment
	2019	2020	2021	2022	2023	
Australia	20	0			15	Armored Vehicle
USA	5				3	Aircraft
Canada			4			Aircraft Engine
Ukraine		2				Armored Vehicle
Czech					28	Artillery
Brazil		27				Artillery
Italy					1	Sensor
German					2	Boat
Switzerland		4				Fire Sensor
French					8	Aircraft
Sweden					4	Ship Weapons
Denmark					8	Ship Sensor

Source: SIPRI 2019-2023

Based on the table above, the Comparison of Import and Export Trends in Indonesia is very contrasting, so that Indonesia has not yet increased in terms of exporters to other countries. Indonesia has a large Defense Industry Company, one of which is PT. Pindad located in Bandung, based on defense news data that released Defense Industry companies at the Top 100 level, here is the TOP 10 Defense Equipment Manufacturers table:

Table 3TOP 10 Global Defense Equipment Manufacturers

This year's rank	Last Year's Rank	Company	Leadership	Country
1	1	Lockheed Martin ^{1 2}	James D. Taiclet, Chairman, President and CEO	U.S.
2	2	Raytheon Technologies ¹	Gregory J. Hayes, Chairman and CEO	U.S.
3	3	Boeing	David Calhoun, President and CEO	U.S.
4	4	Northrop Grumman	Kathy J. Warden, Chair, CEO and President	U.S.
5	5	General Dynamics	Phebe Novakovic, Chairman and CEO	U.S.
6	6	Aviation Industry Corporation of China	Tan Ruisong, Chairman of the Board, and Hao Zhaoping, Director and General Manager *	China
7	7	BAE Systems ¹	Charles Woodburn, Group CEO	U.K.
8	10	China State Shipbuilding Corporation Limited ³	Lei Fanpei, Chairman, and Yang Jincheng, Director and General Manager	China
9	8	China North Industries Group Corporation Limited	Liu Shiquan, Chairman, and Liu Dashan, President *	China
10	9	L3Harris Technologies ⁴	Christopher E. Kubasik, Vice Chair and CEO *	U.S.

Based on the data above, global producers are still dominated by the USA while China is starting to catch up with its various producers, while Indonesia represented by PT Pindad is still outside the top 100 in the data released by Defense News. Then the report on the results of sales of defense equipment from the Defense Industry producer, namely PT Pindad itself, for export to international countries is as follows:

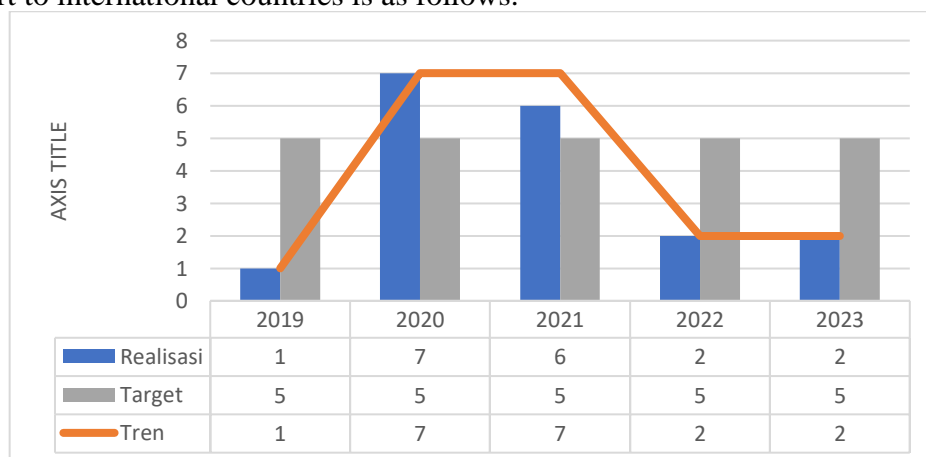


Figure 4. Export Sales

Source: Researcher Data

Based on the data above, PT Pindad's sales have increased overall so that in terms of national defense industry producers have dominated the national market, however, if viewed from the data of the Indonesian Export Country which is still minimal, as a representation and representative of Indonesia, PT Pindad will continue to innovate and develop competitively in order to penetrate the top 100 rankings in 2024 - 2025 in accordance with the direction of the

President of the Republic of Indonesia and the Defense Industry dominated by America and China, then the strengthening of globalization is driven by changes in demand and increasing costs of weapons production. To respond to an increasingly global market, the defense industry cantake strategic action by participating in the global supply chain. However, joining the global supply chain is not easy for a country like Indonesia that has medium defense production potential. This monograph provides ideas for the strategy of developing the Indonesian defense industry towards the global supply chain.

Marketing strategy is important in supporting the Indonesian defense industry because a good marketing strategy can help inform the market about the company's products, clarify their benefits and uses, and differentiate them from similar products offered by competitors, then improve the image and reputation of Indonesian defense industry producers, especially PT Pindad, to build a positive image and reputation in the international market. The benefits obtained by the company from an internal perspective are being able to realize the independence of domestic raw materials and reduce the cost of producing quality and innovative defense equipment, an effective marketing strategy is a key element in supporting the growth and sustainability of the Indonesian defense industry.

RESEARCH METHODS

This research was conducted at PT Pindad located at Jl. Gatot Subroto No. 517, Bandung, Indonesia. This research lasted for six months, starting from the proposal creation in 2023 until the completion of the research. This study chose PT Pindad because it is one of the important companies in the Indonesian defense industry that focuses on the development of the main weapon system (alutsista) and has a major contribution to strengthening the competitiveness of the national defense industry.

This study uses a purely qualitative approach, which aims to explore and analyze the phenomena that occur at PT Pindad in depth. According to Abdussamad (2021), qualitative research methods are used to examine objects in natural conditions with researchers as the main instrument. Data obtained from interviews, observations, and documentation are then analyzed inductively and presented narratively. This approach was chosen to gain a broader understanding of marketing strategies in supporting the strengthening of the defense industry in the international arena, as well as to explore the deep meaning of each process that occurs in it.

RESEARCH RESULT

1. Business Process Identification

PT Pindad is engaged in the manufacturing industry, services and trade of defense and security products and industrial products. The company markets products such as Weapons, Munitions, Special Vehicles, Heavy Equipment, Industrial Equipment and Services, Transportation Infrastructure, Mining Services and Cyber Security. The company has several partners from both the government and private sectors. The company also offers to the Overseas Market in making sales.

The business process flow run by the company begins with the process of requesting the products needed according to the needs of the Consumer. The Marketing Team will provide suggestions and input on what types of products are needed according to the specifications of the project to be worked on, for more details, see the procedure below:

- a. Prospective customers send information requests via email by attaching a completed application form (an example of an application form can be seen in the attachment)
- b. The PT Pindad (Persero) Marketing Team will process requests for product/price information within a maximum of 3 working days.

- c. The PT Pindad (Persero) Marketing Team sends information related to products and price offers according to potential customer requests.
- d. Communication and further processes, such as negotiations, will be carried out via email or other communication media and then a meeting will be held as a follow-up to the process.



of company interest, the Export and Marketing Manager further explains the internal factors that are the company's strengths and weaknesses based on this information.

- a. Strength (power)
Having quality products where PT Pindad's manufacturing facilities and infrastructure are sophisticated and reliable so that they can produce high-quality products with optimal efficiency. Experience since 1808 is part of an advantage that PT Pindad has in this case, especially in the main weapon system equipment section in the land dimension or better known as the Army. This company is a member of the BUMN Defense Industry Holding where PT Pindad has a Privilege from BUMN regarding the development of the Company, besides that the Company also has good relations with local and international partners.
- b. Weakness (weakness)
The thing that needs attention is skilled human resources because it requires qualified skills or abilities. lack of special budget to focus on product marketing both domestically and abroad, besides that the result of minimal budget in marketing is the difficulty of product display to be brought to the International Exhibition so that prospective consumers will have difficulty in conducting a comprehensive product review. PT Pindad has various sophisticated products as evidenced by a diverse portfolio, but the company still depends on cooperation from the government so that this still needs to be the main focus in improving and advancing the company.

3. Identification of External Factors

- a. Opportunities
With the many competitions both domestically and abroad, it does not have a significant impact on the company. This makes it a distinct advantage for companies that are widely known by various partners both domestically and abroad so that they can provide opportunities to market products more widely throughout the world. The increasingly developing technology must also be considered in implementing it to the product because the technology is always updated. The company also opens up opportunities to negotiate as a representative in other countries in the form of bilateral meetings.
- b. Threat
The large number of similar companies in the international market has a negative impact on the company because in terms of raw materials that are still imported and difficult to develop domestically, so that product prices will increase more

expensive than other companies. The thing that currently needs attention is related to government regulations in making sales, due to the complexity of bureaucracy and administration in sales, especially internationally. Related to regulations, there is also political instability that can affect demand and market conditions of PT Pindad.

4. Formulation of Internal Factors and External Factors

Based on the results of identifying internal and external factors, the following conclusions can be drawn.

Table 2 Internal strategy factors

Internal Strategy Factors	
No	Strength
1.	Quality products
2.	Strong infrastructure
3.	Wide market partners
4.	Experience
No	Weakness
1.	Limited skilled human resources
2.	Depends on government cooperation
3.	Lack of budget for marketing
4.	Exhibition displays are difficult to carry

Table 3 Table of external factors

External Strategy Factors	
No.	Opportunities
1	International market share
2.	The latest technology is increasingly developing
3.	Good Brand Image
4.	Representative in other countries
No.	Threats
1.	Foreign companies
2.	Raw materials are hard to come by
3.	Regulation
4.	Competitive prices

5. Internal Factors Analysis Summary (IFAS) Analysis

The next step is the calculation of weight and rating which serves as the basis for determining the company's position in business. The determination of weight is based on the number 0-1, which is the accumulation of strengths with weaknesses and the accumulation of opportunities and threats. The value is determined based on the results of interviews between the author and the company owner represented by the export and marketing manager who is responsible for sales.

The weight and score of each element are added up. For strengths, they are added up with weaknesses, while opportunities are added up with threats. (Saragih, 2014). The calculation of weights for internal environmental variable indicators is determined by respondents who are the Managers and Marketing Parties.

The following is the calculation of IFAS weights in the table.

Table 4 Internal Factors Analysis (IFAS) Weight Table

Internal Factors				
No.	Information	Weight (A)	Rating (B)	Scoring (AxB)
Strength				

1	Quality products	0.30	4.0	1.20
2	Strong infrastructure	0.27	4.0	1.08
3	Wide market partners	0.23	3.0	0.69
4	Experience	0.20	3.0	0.60
Total		1.00		3.57

Internal Factors				
No	Information	Weight (A)	Rating (B)	Scoring (AxB)
Weakness				
1	Limited skilled human resources	0.35	3.0	1.05
2	Depends on government cooperation	0.30	3.0	0.90
3	Lack of budget for marketing	0.20	2.0	0.40
4	Exhibition displays are difficult to carry	0.15	2.0	0.30
Total Weakness		1.00		2.65
Total IFAS		2.00		0.92

Source: data analysis results

From the results of the IFE matrix above, it can be seen that the number of IFE strengths is greater with a value of 3.57 than the number of IFE weaknesses, which is 2.65. In this case, it becomes a strength for the company to always make the best to defeat its weaknesses. And with this value, the company has a strong internal potential to always be able to compete and defeat its weaknesses.

6. External Factors Analysis Summary (EFAS) Analysis

External Environmental Analysis includes Opportunities and Threats at PT Pindad. External factors affect the increase in the company's sales turnover. The calculation of the weight of the external environmental variable indicators is determined by respondents who are the company's management who also conduct market analysis.

Table 5 External Factors Analysis (EFAS) Weighting Table

External Factors				
No.	Information	Weight (A)	Rating (B)	Scoring (AxB)
Opportunity				
1	International market share	0.31	3.0	0.93
2	The latest technology is increasingly developing	0.27	3.0	0.78
3	Good Brand Image	0.22	3.0	0.66
4	Representative in other countries	0.20	3.0	0.60
Total		1.00		2.97
External Factors				
No.	Information	Weight (A)	Rating (B)	Scoring (AxB)
Threats				
1.	Foreign companies	0.30	3.0	0.90
2.	Raw materials are hard to come by	0.28	3.0	0.84
3.	Regulation	0.25	3.0	0.75
4.	Competitive prices	0.17	3.0	0.51

Total	1.00		3.00
Total EFAS	2.00		-0.03

Source: data analysis results.

From the results of the EFE matrix above, it can be seen that the number of EFE threats is 2.97 and the number of EFE opportunities is 3.00, and with this value it means that the company has not been able to respond well to external threats, especially regarding regulations and raw materials that are difficult to obtain.

Weighted Value Recapitulation:

The weighted value of strength is 3.57

The weighted value of weakness is 2.65

Total = $3.55 - 2.55 = 0.92$, has a positive difference

The weighted value of the odds is 2.97

The weighted threat value is 3.00

Total = $2.97 - 3.00 = -0.03$

So the company's position can be described as follows:



Figure 6IE Matrix Positioning Diagram PT Pindad

With a positive strength-weakness factor weighted value of 0.92 and a negative opportunity and threat factor weighted value of 0.03, the company's marketing strategy position through products in the four-quadrant SWOT Matrix is located in quadrant II, because this quadrant indicates that the company has internal strength. The strategy that must be implemented is to use strength to take advantage of long-term opportunities that cover threats by strengthening facilities or markets, namely by innovating products with the latest technology and adding marketing strategy methods. This can be started with production according to orders and continued with production of stock or ready-made products. Thus, marketing in the development process can be based on market segmentation as an opportunity and internal strength as a strategy. The right strategy can be implemented by utilizing strength to reach a wider market so that the company can minimize external threats that occur (Sunarsi, D.2024). Companies can create new policies and new strategies to increase sales from various sectors, especially the international market where companies can cooperate in various countries without waiting

for bilateral cooperation between Government to government which will then lead to Business to Business to increase sales turnover. Companies can also improve skilled human resources through special training, which can have a significant impact on companies to create more sophisticated and efficient products.

A. SWOT Matrix Analysis Results

1. SWOT matrix analysis

The SWOT matrix is used to develop SO (strengths-opportunity), WO (weakness-opportunity), ST (strengths-threat), and WT (weakness-threats) strategies for the company's progress. From this method, several alternative Marketing Strategies will be obtained to increase sales at PT Pindad. The SWOT matrix indicators used are the same as the indicators used in the IFE matrix and EFE matrix. The following are the results of the SWOT matrix at PT Pindad, as follows:

Table 4.1 SWOT analysis matrix results

SWOT Matrix	Strength	Weakness
	<ol style="list-style-type: none"> 1. Quality products 2. Strong and sophisticated infrastructure compared to similar companies nationally 3. Wide market partners from various other countries 4. Experience since 1808 in making the main tools of the weapons system 	<ol style="list-style-type: none"> 1. Limited human resources skilled in making effective products 2. The budget is not optimal in carrying out marketing related matters 3. Large exhibition displays or product samples are difficult to carry to various places. 4. Depends on government cooperation
Opportunity	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. International market share that can be expanded even further 2. Good and well-known brand image among business partners 3. The development of the latest and most updated technology 4. Representative in another country when carrying out cooperation representation 	<ol style="list-style-type: none"> 1. Develop strategies in collaborating with business partners from national to international 2. Developing products by following increasingly new and sophisticated technology 3. Conducting Market Expansion 	<ol style="list-style-type: none"> 1. In addition to carrying out transfer of technology, we also carry out transfer of Human Resources to support competency development. 2. Adding business partners who can help in creating such displays in the country holding the exhibition 3. Conduct special management related to budget in supporting marketing of attractive products for potential consumers.
Threats	ST Strategy	WT Strategy
<ol style="list-style-type: none"> 1. Similar foreign companies that have high competitiveness 2. Raw materials are hard to get because they have to be imported from other countries first. 3. Competitive prices 4. Government Policy Regulation 	<ol style="list-style-type: none"> 1. Conducting product innovation with the latest technology 2. Create a more effective, efficient and competitive marketing strategy. 3. Developing domestic raw material independence by utilizing national natural resources. 4. Leveraging business partners in a particular country in developing strategies to meet the government regulations of that particular country. 	<ol style="list-style-type: none"> 1. Human resource training especially related to high level marketing skills 2. Adding business partners, especially in terms of raw materials at competitive prices or below market prices.

2. Research Analysis Results

Based on the results above, the following is the analysis in this study:

- a. What is the marketing strategy for defense equipment so far in supporting the strengthening of the defense industry on the international stage?

The strategy so far has not been optimal in terms of the independence of the defense industry to support strengthening in the international arena because there are still several obstacles related to government regulations in carrying out marketing activities.

- b. What should be the marketing strategy to support the strengthening of the defense industry in the international arena?

Companies need to develop products with better quality and more sophisticated technology implementation. Provide training to human resources related to the latest technology and competencies related to better marketing capabilities to increase sales effectively and efficiently. Expanding business partners in various countries is also very important, for example bilaterally between countries in this case such as government to government. Then develop independent raw materials by utilizing national natural resources and develop strategies in terms of regulations in the destination country so that products can enter the country.

DISCUSSION

This study reveals that the implementation of marketing strategies to support the strengthening of the Indonesian defense industry, especially through PT Pindad, has not been fully optimized. This is mainly due to several obstacles related to government regulations and dependence on marketing of defense equipment products through cooperation with the government. Along with the development of globalization and increasing competition in the defense industry, the strategies implemented need to be more focused on increasing industrial independence, including in terms of raw materials and more sophisticated technology. For this reason, collaboration between the government and the private sector is very important in reducing dependence on imports and accelerating the development of domestic production capacity. In addition, the importance of conducting in-depth market analysis to understand global trends and consumer needs is crucial so that the products produced are able to compete in the international market.

An effective marketing strategy must be able to strengthen PT Pindad's position in the international market. One step that can be taken is to focus on product innovation using the latest technology. In addition, developing partnerships with other countries and conducting technology transfer can give Indonesia a competitive advantage. This is in accordance with Albrecht's (2011) thinking which emphasizes the importance of innovation and strategic alliances in strengthening the defense industry amidst global competition. In addition, this study also suggests that PT Pindad improve the quality of human resources through training that focuses on technology and marketing, so that it can face global challenges more effectively. Thus, PT Pindad can optimize internal and external potential to achieve independence in the defense industry and increase competitiveness in the international market.

CONCLUSION

Based on the results of the study on the implementation of Marketing Strategy to support the strengthening of the defense industry in the international arena, it can be concluded that the strategy currently implemented is not optimal, especially related to the independence of the defense industry and government regulations that hinder marketing activities. To maximize potential, it is necessary to innovate products with the latest technology, form a strong research and development team, and conduct a more in-depth market analysis to understand customer needs. In addition, it is important to develop the independence of domestic raw materials through collaboration with the government and private sector and utilize international business partners to meet existing regulations. Alternative strategies that can be implemented include cooperation with national and international business partners, product development with the latest technology, and international market expansion.

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