

# **A Dynamic Narrative Communication System in Indonesian B2B Manufacturing: Constructing Identity, Legitimacy, and Strategic Integration**

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## **Abstract**

In the contemporary digital communication landscape, manufacturing organizations face mounting pressure to move beyond episodic messaging toward sustained, systems-level narrative frameworks. This study investigates how strategic storytelling functions as the operational core of a Dynamic Narrative Communication System (DNCS) within the Marketing Public Relations (MPR) activities of a business-to-business (B2B) manufacturing company in Indonesia. The research employed a qualitative case study methodology, collecting data through in-depth interviews with key communication practitioners, systematic analysis of digital documents, and multi-platform observational studies across corporate websites, social media channels, and regulatory submission materials. Findings demonstrate that storytelling in this context operates across three interconnected dimensions: organizational identity construction, social legitimacy acquisition in relation to government regulatory compliance, particularly Indonesia's green industry standards and domestic component requirements, and strategic communication integration. The DNCS model proposed herein conceptualizes narrative not as a discrete tactical instrument but as a dynamic systemic mechanism through which manufacturing firms maintain reputational stability and adaptive capacity amid shifting government policies and evolving digital environments. This research contributes a theoretically grounded, empirically validated framework that extends storytelling scholarship into the underexplored domain of B2B manufacturing communication and government-industry relations.

**Keywords:** *Storytelling; Marketing Public Relations; Social Legitimacy; Organizational Identity; Government Regulation*

## **1. Introduction**

Over the past two decades, the field of organizational communication has undergone a profound paradigmatic transformation. This transformation is not merely technical, encompassing new media channels and digital platforms, but is fundamentally epistemological, redefining how organizations construct meaning, assert legitimacy, and negotiate their identities before multiple publics. The emergence of interconnected digital ecosystems has compelled companies to abandon the linear, one-directional message-control models of the twentieth century and embrace more dialogic, multi-layered, and temporally sustained communicative architectures.(Pradiani, 2018) In this context, the rapid digitalization of corporate communication channels requires firms to develop high dynamic agility, ensuring that their narrative fluidity matches the fast-paced nature of digital interactions without eroding core organizational truths(Rantona et al., 2024). Communication, in this reconfigured landscape, is no longer a supplementary organizational function; it is a primary site of meaning production in which organizational identities are continuously performed and contested (Couldry & Hepp, 2018; Cornelissen, 2023).

For manufacturing sector organizations, this transition is particularly consequential and paradoxical(Rachmawati & Gunawan, 2020). Manufacturing, by its very nature, deals in tangible, technical, and often complex products and processes that resist easy narrative packaging. Yet it is precisely within this sector that the need for robust, sustained communicative frameworks is most acute. Manufacturing firms operate within dense regulatory environments that require continuous documentation and communication of compliance; they depend on the trust of institutional clients, government agencies, and civil society stakeholders whose confidence must be earned and maintained over extended periods; and they manage supply chains and production processes whose complexity demands that organizational narratives function as integrating mechanisms rather than mere marketing embellishments (Sen et al., 2016; Hasley & Gregg, 2010).

Beyond their operational functions, manufacturing companies play a strategic role in supporting national economic development, industrial competitiveness, and technological innovation. Consequently, understanding how these organizations communicate their identity and legitimacy has become increasingly important. Effective communication is no longer limited to promoting products or services; it is essential for

maintaining stakeholder trust, securing regulatory support, and sustaining long-term organizational resilience in rapidly changing institutional environments. Failure to establish coherent communication may undermine organizational credibility and weaken relationships with key stakeholders, particularly government agencies and industrial partners.

To understand this transformation within the Indonesian industrial sector, we must establish a concrete, evidence-based research gap rather than relying on broad philosophical assertions. In the Indonesian context, this challenge is further sharpened by the government's proactive industrial policy agenda. Ministerial regulations pertaining to green industry certification, the *Tingkat Komponen Dalam Negeri* (TKDN) or domestic component content requirements, and environmental impact assessment standards have created a complex regulatory matrix that manufacturing companies must navigate communicatively as well as operationally (Setyawan, 2017; Wahyuni et al., 2019). Compliance with these regulations is not merely a legal obligation; it is a communicative act that requires companies to articulate, demonstrate, and narrativize their adherence in ways that satisfy regulatory authorities, reassure investors, and build public legitimacy (Deephouse et al., 2017; Deephouse et al., 2017).

The transition from global communication trends to the specific realities of Indonesian manufacturing highlights a significant tension: how a single B2B company can successfully build long-term narrative relationships with strict bureaucratic regulators. It is within this intersection of digital communication transformation, organizational identity management, and government regulatory compliance that the concept of storytelling acquires its strategic significance. Unlike traditional marketing communication, which tends toward campaign-based, product-centric messaging, strategic storytelling operates as a narrative architecture that organizes and sustains meaning across time, channels, and stakeholder groups (Vaara et al., 2016; Vaara et al., 2016; Abramson et al., 2008). This alignment is deeply linked to structured frameworks of social behavior change and behavior modification communication, where corporate narratives serve to minimize cognitive dissonance and resistance among institutional bodies and society at large (Solihin, 2021; (Solihin et al., 2023b)). A well-constructed organizational narrative does not merely describe what a company does; it articulates why the company exists, what values animate its operations, how it has grown and adapted over time, and, crucially, how its activities align with broader social norms and regulatory expectations (Gill, 2015; Frandsen & Johansen, 2016).

Despite its evident relevance, the scholarly literature on organizational storytelling remains disproportionately focused on business-to-consumer (B2C) contexts, where narrative strategies are evaluated primarily through the lens of brand engagement and consumer emotional attachment. The B2B manufacturing domain, by contrast, has received far less systematic analytical attention, despite the fact that the narrative challenges confronting manufacturing firms, integrating technical credibility, regulatory legitimacy, and stakeholder trust within a coherent and sustained communicative framework, are arguably more complex and consequential than those faced by consumer-facing brands (Nurjati, 2021; Bossuroy et al., 2019).

Despite these developments, several important gaps remain in the existing literature. First, prior studies have predominantly examined storytelling within business-to-consumer (B2C) environments, leaving the business-to-business (B2B) manufacturing context relatively underexplored. Second, previous research tends to analyze organizational identity, legitimacy, and communication strategy as separate constructs rather than as interconnected elements of a unified communication system. Third, limited empirical evidence is available regarding how Indonesian manufacturing firms employ storytelling to simultaneously address regulatory compliance requirements, stakeholder expectations, and long-term organizational reputation. These theoretical and practical limitations indicate the need for further investigation into integrated narrative communication systems within highly regulated manufacturing environments.

This research addresses this gap by investigating how one B2B manufacturing company in Indonesia has developed and operationalized a Dynamic Narrative Communication System (DNCS) through its Marketing Public Relations (MPR) activities. Specifically, the study analyzes how the company's storytelling practices perform three interconnected functions: constructing and sustaining a coherent organizational identity, building and maintaining social legitimacy in the eyes of government regulators, and integrating diverse communication channels and stakeholder-specific messages within a unified strategic narrative framework. The DNCS model proposed in this research offers a theoretically grounded and empirically validated contribution to the study of organizational communication, corporate narrative strategy, and government-industry communicative relations (Subianto, 2019).

Therefore, this study aims to examine how a B2B manufacturing company in Indonesia develops and operationalizes a Dynamic Narrative Communication System (DNCS) through its Marketing Public Relations activities. Specifically, the study seeks to understand how strategic

storytelling contributes to organizational identity construction, social legitimacy toward government regulators, and the integration of communication activities across multiple communication channels.

This study investigates the implementation of a Dynamic Narrative Communication System (DNCS) in an Indonesian B2B manufacturing company. The analysis focuses on three interconnected dimensions, namely the construction of organizational identity through strategic storytelling, the development of social legitimacy in relation to government regulatory institutions, and the integration of communication activities across multiple channels and stakeholder groups. By examining these dimensions simultaneously, the study aims to explain how storytelling functions as a strategic communication mechanism that supports organizational continuity, regulatory compliance, and stakeholder engagement within a complex industrial environment.

Answers to these questions yield insights that are applicable not only to the specific case under examination but to a broader range of manufacturing organizations confronting similar communicative challenges in contexts of intensifying regulatory scrutiny and digital media complexity. Theoretically, this study is situated at the intersection of narrative organizational communication (Boje, 2018), institutional legitimacy theory (Deephouse et al., 2017; (Suchman, 1995)., and the integrated marketing communication tradition as extended into public relations scholarship (Cornelissen, 2023; (Macnamara, 2017). Together, these frameworks provide a robust analytical scaffolding for understanding how narrative operates not merely as a rhetorical device but as an organizational mechanism with systemic properties, capable of integrating identity, legitimacy, and strategy within a dynamic and adaptive communicative system.

## **2. Method**

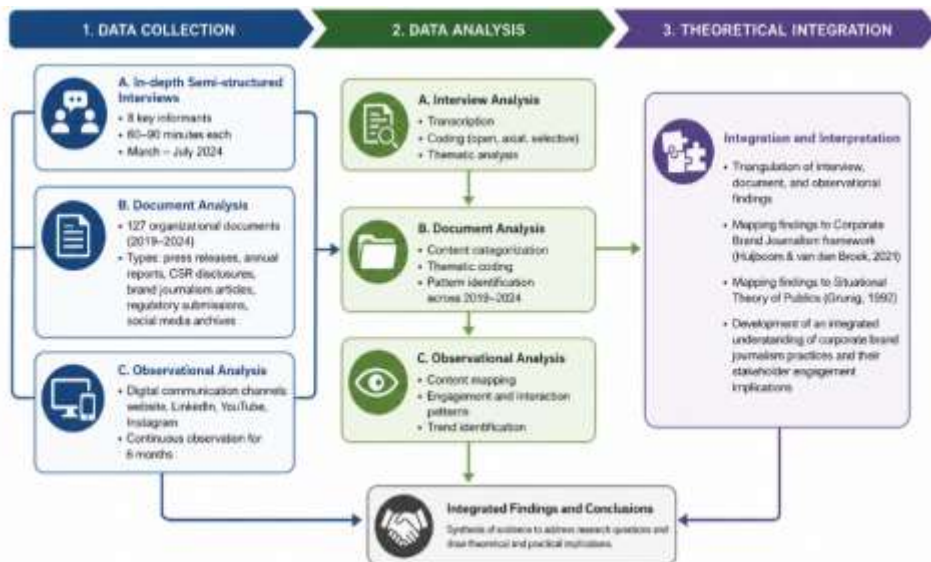
This research employs a qualitative case study methodology, selected for its capacity to generate thick, contextually grounded understandings of complex social phenomena within their natural settings (Yin, 2019; Creswell & Poth, 2018). The qualitative case study approach is particularly well-suited to this investigation because the Dynamic Narrative Communication System constitutes a socially constructed, context-dependent phenomenon that cannot be adequately captured through quantitative measurement instruments alone. The interpretive depth required to understand how narrative functions as a systemic organizational mechanism demands methodological tools capable of engaging with the meanings, processes, and relational dynamics that underpin communicative practice.

## **2.1. Research Design and Site**

The study was conducted as a single embedded case study focusing on a mid-sized B2B manufacturing company headquartered in West Java, Indonesia, operating within the industrial machinery and equipment sector. While single-case designs provide immense depth, we acknowledge that this choice naturally limits statistical generalizability to different industrial sectors, making the findings contextually transferable rather than universally applicable. This company was selected through purposive sampling on the basis of three criteria: (1) Active engagement in brand journalism and digital content strategy over a minimum five-year period; (2) Documented history of regulatory interaction with Indonesian government agencies, including the Ministry of Industry (Kemenperin); and (3) Accessibility of key communication practitioners and organizational documents for research purposes. The company's sustained investment in strategic communication and its navigation of Indonesia's complex industrial regulatory environment made it an information-rich case ideally suited to the study's investigative objectives.

## **2.2. Data Collection**

Data were collected through three primary methods. First, in-depth semi-structured interviews were conducted with eight key informants, including the Head of Corporate Communications, the Marketing Public Relations Manager, the Digital Content Strategist, two senior government relations officers, and three external stakeholders, including a journalist specializing in industrial affairs and two representatives from government regulatory bodies. To enhance transparency, all interview protocols, questions, and coding indices were systematically archived to allow verification and replicability. Interviews lasted between sixty and ninety minutes each and were conducted between March and July 2024. Second, systematic document analysis was performed on a corpus of 127 organizational documents spanning the period 2019–2024, encompassing press releases, annual reports, corporate social responsibility disclosures, brand journalism articles published on the company's digital platforms, regulatory submission documents, and social media content archives. Third, systematic observational analysis was conducted across the company's primary digital communication channels, including its corporate website, LinkedIn page, YouTube channel, and Instagram account, over a continuous six-month observation period.



**Figure 1.** Research Flow Diagram: Data Collection, Analysis, and Theoretical Integration Stages

### 2.3. Data Analysis

Data were analyzed using thematic analysis following the systematic procedures outlined by Braun & Eklund, (2019), supplemented by narrative analysis techniques drawn from Riessman (2008). The analytical process involved six iterative phases: data familiarization, initial code generation, theme identification, theme review and refinement, theme definition and naming, and final report production. To ensure analytical rigor, triangulation was performed across the three data sources: interviews, documents, and observation, and member checking was conducted with four key informants who reviewed and provided feedback on preliminary analytical interpretations. Atlas. TI software was employed to facilitate systematic coding and theme management across the extensive documentary corpus.

### 3. Results

The findings of this research are organized around three primary thematic dimensions that together constitute the Dynamic Narrative Communication System: (1) Narrative identity construction and organizational self-definition; (2) Legitimacy-building narratives directed toward government regulatory bodies; and (3) The systemic integration mechanisms through which diverse communicative outputs are unified within a coherent and adaptive narrative architecture. Each dimension is

presented below with reference to empirical evidence drawn from the interview, documentary, and observational data.

### 3.1. Narrative Identity Construction

Analysis of the company's communication materials reveals a sophisticated and deliberately managed narrative of organizational identity that operates across multiple temporal registers: the historical, the present, and the aspirational. The company's corporate website, annual reports, and brand journalism articles consistently articulate what informants described as the company's "founding mission", a narrative of technical innovation, domestic industrial capacity-building, and commitment to Indonesian economic sovereignty. This founding myth is not static; it is actively re-narrated in each successive communication period to incorporate current achievements and future commitments, creating what the Corporate Communications Head described as "a living story that grows with us".

Particularly notable is the company's use of what may be termed "compliance narratives", stories that explicitly connect the company's operational practices to Indonesia's industrial development agenda. These narratives appear consistently in both external communications directed at government stakeholders and internal communications directed at employees, creating an integrated sense of organizational purpose that spans institutional boundaries. Through these ongoing narrative efforts, hard technical data is translated into a shared social reality, helping internal teams realize that their compliance directly reflects national industrial independence. The TKDN compliance narrative, for example, is not presented merely as regulatory adherence but is woven into a larger story of contribution to national industrial development, creating a double legitimating function: it demonstrates legal compliance while also positioning the company as a patriotic actor within Indonesia's developmental narrative (Deephouse et al., 2017).

**Table 1.** Narrative Identity Dimensions and Communicative Manifestations

<b>Dimension</b>	<b>Narrative Theme</b>	<b>Communicative Channel</b>
Historical	Founding mission; technical innovation legacy; national industry contribution	Annual reports; corporate website; brand journalism
Present	TKDN compliance; green industry certification; CSR activities	Press releases; LinkedIn; government submissions

<b>Dimension</b>	<b>Narrative Theme</b>	<b>Communicative Channel</b>
Aspirational	Industry 4.0 readiness; carbon-neutral commitment; global competitiveness	CEO communications; investor reports; social media
Relational	Government partnership; community engagement; supply chain trust	CSR reports, community events, and regulatory documents

Informant testimony consistently supported the interpretation that narrative identity construction in this company is not a spontaneous or ad hoc process but a deliberate, coordinated, and continuously monitored organizational practice. The Marketing Public Relations Manager described a formal "narrative audit" process conducted annually to assess whether the company's storytelling across all channels remained coherent with its stated identity and strategic objectives. This institutionalization of narrative management is itself a significant finding, suggesting that the DNCS operates not merely as a communication strategy but as an organizational governance mechanism through which identity is actively maintained and adapted.

### **3.2. Government Legitimacy Narratives**

The second major thematic dimension concerns the company's deployment of storytelling as a mechanism for acquiring and sustaining social legitimacy in relation to Indonesian government regulatory bodies. Suchman's (1995) foundational distinction between pragmatic, cognitive, and moral legitimacy provides a useful analytical framework for understanding how the company's legitimacy-building narratives operate across different registers simultaneously.

Pragmatic legitimacy is built through narratives that demonstrate direct compliance with specific regulatory requirements. These include detailed documentation of TKDN compliance ratios published in annual reports and submitted directly to Kemenperin, environmental impact assessment narratives presented in sustainability reports, and process documentation demonstrating adherence to ISO and SNI standards. What distinguishes the company's approach from mere bureaucratic compliance reporting is its narrative framing: compliance data is embedded within broader stories of organizational improvement and contribution, transforming regulatory requirements from external impositions into narrative occasions for demonstrating organizational excellence.

Furthermore, this dynamic changes the old bureaucratic view from a cold, standard transactional report into a highly communicative

relationship, which reduces natural friction or resistance from regulators. Moral legitimacy, by contrast, is built through narratives that position the company as a responsible actor whose values align with broader Indonesian social norms and development goals. The company's green industry certification narrative is exemplary in this regard. Rather than presenting certification as a regulatory milestone, the company constructs it as an expression of core organizational values, environmental stewardship, community responsibility, and long-term thinking that transcend mere legal compliance. This narrative is deployed consistently across press releases, social media content, and direct communications with government officials, creating a coherent and self-reinforcing legitimacy framework (Frandsen & Johansen, 2017).

The data also reveal that cognitive legitimacy, the taken-for-granted quality of being perceived as a natural, necessary, and socially appropriate organizational actor, is built cumulatively through narrative consistency over time. Government relations officers interviewed for this study noted that the company's long-standing and consistent communication with regulatory bodies has created a "narrative memory" within regulatory institutions: an accumulated record of communicative interaction that predisposes government officials to view the company as a trustworthy and cooperative partner. This finding resonates with Deephouse et al.'s (2017) argument that legitimacy is not acquired in discrete episodes but is constituted through ongoing communicative processes that build over time. This continuous communicative architecture transforms standard bureaucratic procedures into shared institutional realities, where repetitive compliance messaging over multiple fiscal periods cements the company's structural presence within the state's industrial matrix.

Furthermore, this dynamic shifts the traditional, rigid bureaucratic view from a cold, standard transactional reporting format into a highly interactive, communicative relationship, which systematically reduces natural friction, institutional skepticism, or active resistance from state regulators. This evolutionary mechanism operates effectively by aligning corporate messaging with broader social and behavior change communication frameworks, wherein consistent and familiar narrative outputs strategically minimize cognitive dissonance among external monitoring bodies (Solihin et al., 2023). By maintaining a predictable and value-driven storytelling flow across digital and formal regulatory channels, the organization effectively institutionalizes its trustworthiness, ensuring that its operational adjustments are perceived as proactive contributions to national development goals rather than mere reactive compliances.

### 3.3. Strategic Communication Integration

The third thematic dimension, and the one most directly bearing on the DNCS model, concerns the mechanisms through which the company achieves integration across its diverse communication channels, stakeholder-specific messages, and temporal narrative registers. Analysis of the company's communication architecture reveals a sophisticated multi-level integration framework operating simultaneously at the message, channel, temporal, and relational levels.

At the message level, all organizational communications, from technical product documentation to CSR reports to social media posts, are organized around a small set of core narrative themes that function as the company's "master narrative" (Salmon, 2022). These master narrative themes include: Indonesian industrial leadership and national contribution; technical excellence and continuous innovation; environmental responsibility and sustainable production; and community partnership and inclusive development. Every communication output, regardless of its specific purpose or audience, is required to connect with at least one of these master narrative themes, ensuring a consistent and recognizable narrative identity across all touchpoints.

**Table 2.** Strategic Communication Integration Matrix: Channels, Audiences, and Narrative Functions

<b>Channel</b>	<b>Primary Audience</b>	<b>Narrative Function</b>	<b>Integration Level</b>
Corporate Website	Institutional; Government	Identity & Legitimacy	Primary Hub
Annual Report	Investors; Regulators	Compliance & Credibility	Documentary Archive
LinkedIn	B2B Partners; Professionals	Expertise & Innovation	Professional Network
Brand Journalism	Media; Public	Storytelling & Values	Content Amplification
Instagram/YouTube	General Public; Talent	Culture & Community	Visual Engagement
Regulatory Docs	Government Agencies	Legal Compliance	Formal Accountability

At the channel level, integration is achieved through what the Digital Content Strategist described as a "content ecosystem" model in which each communication platform has a defined role within the overall narrative architecture, with content flows systematically planned to ensure complementarity and mutual reinforcement rather than redundancy or

contradiction. The corporate website functions as the narrative hub, the authoritative statement of organizational identity and values to which all other communication channels refer back. Brand journalism articles produced for the corporate blog amplify and elaborate specific narrative themes, providing the evidential substance that supports the broader identity claims made on the website. Social media channels translate these narratives into formats appropriate for their specific audience demographics and engagement dynamics, ensuring that the company's narrative reaches diverse stakeholder communities in contextually adapted forms.

At the temporal level, the DNCS achieves integration through what may be termed "narrative periodization", the deliberate structuring of communication outputs across the calendar year in ways that create a coherent narrative arc. Key narrative moments, product launches, regulatory certifications, annual report publications, and CSR project completions are positioned within an overarching annual narrative plan that anticipates how each communicative act will contribute to the cumulative development of the company's story. This temporal discipline ensures that the company's narrative does not merely react to events but proactively shapes its own narrative trajectory.

#### **4. Discussion**

The findings of this study yield several significant contributions to scholarly understanding of organizational storytelling, marketing, public relations, and government-industry communicative relations. This discussion develops four key analytical insights that emerge from the data: the systemic character of narrative integration, the constitutive role of narrative in legitimacy production, the adaptive function of DNCS in contexts of regulatory flux, and the implications of the model for communication theory and practice.

##### **4.1. The DNCS as a Systemic Organizational Mechanism**

Perhaps the most theoretically significant finding of this research is that storytelling in the company under study does not operate as a collection of discrete communicative acts but as a genuinely systemic organizational mechanism with emergent properties that exceed the sum of its parts. This finding resonates with and extends Vaara, Sonenshein, and Boje's (2022) conceptualization of narrative as "organizing practice", a dynamic process through which organizational realities are constituted and sustained through ongoing communicative action. When communication becomes highly digitalized, this organizing practice cannot rely on static procedures; it requires an active systemic infrastructure capable of managing multi-directional conversations

without breaking the integrity of the corporate persona (Rantona, Solihin, & Abdullah, 2024).

This finding both confirms and extends prior empirical work in organizational storytelling. Gill (2015), in a study of B2C firms across multiple industries, demonstrated that storytelling primarily functions as an employee engagement and CSR value-addition tool, operating largely at the campaign level. Similarly, Frandsen and Johansen (2016) documented narrative as a crisis management instrument deployed episodically in response to organizational threats. The present study diverges from these findings in a significant respect: storytelling in the B2B manufacturing context does not function episodically or reactively, but operates as a continuous, proactively governed systemic mechanism. This difference is attributable to the distinctive regulatory environment of Indonesian manufacturing, wherein ongoing government compliance requirements, particularly TKDN and green industry certification, necessitate sustained narrative output that cannot be structured around discrete campaign cycles. In other words, the regulatory context compels what in B2C environments remains optional: systemic narrative integration.

The DNCS model proposed in this research captures this systemic character by identifying three interconnected subsystems, identity narrative, legitimacy narrative, and integration architecture, that function interdependently to produce organizational narrative coherence. The identity narrative subsystem defines and sustains the company's sense of self; the legitimacy narrative subsystem deploys that identity strategically to secure external validation from regulatory and social stakeholders; and the integration architecture subsystem coordinates these narrative functions across channels, audiences, and temporal registers. The interdependence of these subsystems means that disruption to any one dimension has cascading effects throughout the system, underscoring the importance of holistic narrative governance rather than piecemeal communication management (Cornelissen, 2020; Macnamara, 2021).

From a practical standpoint, this systemic finding carries direct implications for communication managers in Indonesian manufacturing companies. Rather than organizing their communication work around individual campaigns or product launches, practitioners are advised to develop a master narrative governance document, analogous to the "narrative audit" framework identified in this study, that maps all communication outputs to core identity themes. This structural discipline, the data suggest, is what enables a manufacturing firm to maintain narrative coherence across regulatory cycles, digital platform changes, and shifts in government policy.

#### **4.2. Narrative as Legitimacy Production in Regulatory Contexts**

The second major analytical insight concerns the specifically productive, rather than merely expressive, role of narrative in legitimacy acquisition. The Suchman (1995) framework of pragmatic, cognitive, and moral legitimacy provides a useful starting analytical vocabulary, but the present findings suggest that the relationship between narrative and legitimacy in regulatory contexts is more dynamic and mutually constitutive than this typology implies. In the case under study, the company's narrative activities do not merely represent or reflect a pre-existing legitimacy status; they actively produce legitimacy through the ongoing performance of compliance, competence, and civic responsibility.

This performative understanding of legitimacy finds partial support in Deephouse et al.'s (2017) institutional review, which argues that legitimacy is constituted through sustained communicative engagement with institutional audiences rather than acquired through single compliance events. However, Deephouse et al.'s framework was developed primarily from North American and European organizational contexts characterized by more stable regulatory environments and longer-established institutional norms. The present study, situated in the Indonesian manufacturing sector, reveals an additional dimension: legitimacy production here is complicated by the relative novelty and ongoing evolution of the regulatory frameworks themselves, particularly the TKDN and green industry standards that were still being operationalized during the study period. This context means that companies cannot simply conform to established legitimacy templates; they must actively co-construct what regulatory legitimacy looks like through their communicative practices. This is a meaningful divergence from Deephouse et al.'s findings and reflects the distinctive institutional conditions of emerging industrial economies.

Comparably, Wahyuni et al. (2019) and Setyawan (2017), studying compliance communication in Indonesian public sector organizations, found that legitimacy-building narratives tend to be predominantly pragmatic, focused on demonstrating procedural adherence, with limited investment in moral or cognitive legitimacy dimensions. The present study finds a more complex pattern: the B2B manufacturing company studied here actively cultivates all three legitimacy registers simultaneously, weaving moral and cognitive narrative threads into what could otherwise be purely procedural compliance reporting. The most plausible explanation for this difference lies in the company's B2B market position: unlike public sector organizations whose legitimacy is institutionally guaranteed, private manufacturing firms must earn and continuously re-earn their legitimacy before both government regulators and institutional

clients, creating stronger incentives for multi-dimensional narrative investment.

This performative conception of legitimacy has significant implications for understanding government-industry communicative relations. It suggests that regulatory compliance is not a binary state, either compliant or non-compliant, but a continuous narrative accomplishment that must be actively sustained through consistent, credible, and contextually appropriate storytelling. This ongoing dynamic aligns with broader social and behavioral change frameworks, where consistent corporate outputs aim to build familiarity, reduce institutional skepticism, and achieve full alignment with national development paths (Solihin et al., 2023a). For Indonesian manufacturing companies navigating the complex regulatory environment created by Kemenperin's green industry initiative and TKDN requirements, this insight has direct practical implications: regulatory legitimacy is not secured once and maintained automatically but must be continuously earned through disciplined narrative management (Wahyuni, 2019; Setiadarma et al., 2024).

In practical terms, this means that compliance documentation, annual reports, regulatory submissions, and environmental impact assessments should not be treated as purely bureaucratic outputs but as narrative opportunities. Communication teams and legal compliance divisions within manufacturing firms are advised to collaborate in framing compliance data within broader organizational stories, transforming procedural records into legitimacy-building instruments. The findings suggest that this integration between legal compliance and strategic storytelling is one of the key structural features that distinguishes high-legitimacy manufacturing organizations from those that merely meet minimum regulatory thresholds.

#### **4.3. Adaptive Capacity and Narrative Resilience**

To avoid overstating claims of narrative resilience based purely on retrospective accounts, we must carefully analyze the boundary conditions and contextual limitations of the proposed framework. One of the most striking features of the company's narrative system, as revealed through longitudinal document analysis, is its capacity to absorb and integrate significant environmental changes, including the COVID-19 pandemic disruption, shifts in Indonesian government industrial policy, and the accelerating pace of digital media change, without losing narrative coherence or identity continuity (Yusuf & Negara, 2022).

This finding resonates with Boje's (2018) concept of "antenarrative" resilience, wherein organizations that maintain flexible narrative pre-structures are better equipped to reframe disruptive events within existing identity frameworks without requiring wholesale narrative reconstruction.

However, Boje's theoretical model was developed largely from retrospective textual analysis of narrative artifacts and did not empirically trace the organizational mechanisms through which resilience is produced in real time. The present study adds empirical granularity to Boje's framework by identifying specific practices, the annual narrative audit, the master narrative architecture, and the content ecosystem model, that operationalize narrative resilience as a governable organizational capacity rather than an emergent, unpredictable outcome.

However, this resilience operates within strict boundaries: the DNCS framework functions optimally in environments with a baseline of regulatory stability, and its effectiveness weakens during highly volatile political transitions where regulatory rules change overnight. This adaptive capacity is not accidental; it is a structural property of the DNCS that is deliberately cultivated through several organizational practices. The annual narrative audit process mentioned by informants functions as a mechanism for detecting narrative drift, the gradual erosion of coherence that can occur when individual communication outputs are managed without reference to the overarching narrative framework. The master narrative architecture provides a stable semantic anchor that can be translated into contextually varied message forms without losing its essential identity (D.Dewbre et al., 2014). And the content ecosystem model ensures that narrative adaptation in one channel or for one audience segment does not produce contradictions that undermine credibility in other communicative contexts (Boje, 2018; Lim, 2021).

#### **4.4. Extending the MPR Framework for B2B Manufacturing**

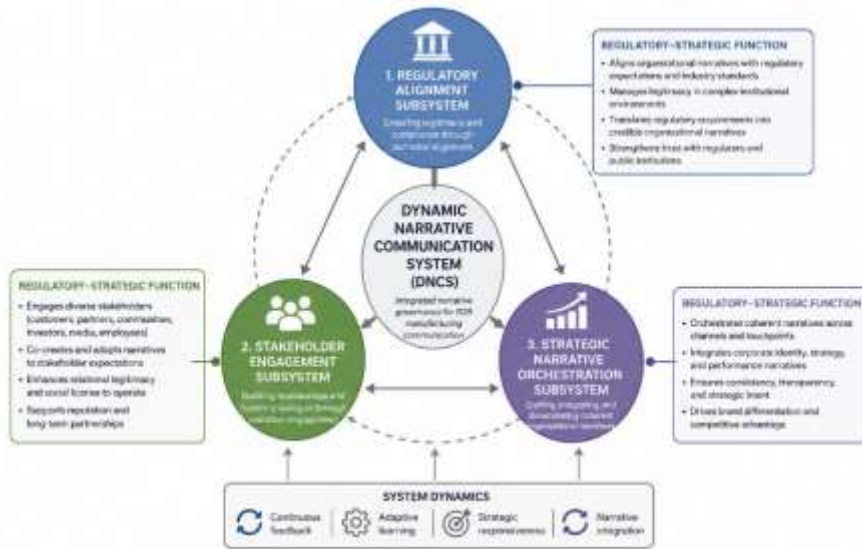
To provide necessary clarity, we must explicitly specify how the DNCS model differs fundamentally from established Integrated Marketing Communication (IMC) frameworks. Existing MPR and IMC scholarship has largely developed from B2C contexts in which the primary communicative challenge is building consumer engagement, emotional attachment, and brand loyalty (Peltier, Zahay, & Krishen, 2020). Unlike IMC, which heavily prioritizes consistent consumer-centric promotional messaging across touchpoints, the DNCS model focuses on balancing corporate identity, legal compliance, and long-term socio-political legitimacy across highly structured institutional spaces.

This distinction becomes clearer when the DNCS is compared directly with the IMC model as applied in B2B service contexts. Bhattacharya and Sen (2018) examined integrated communication in B2B professional services firms and found that even in non-manufacturing B2B environments, communication integration tends to privilege client relationship management over regulatory legitimacy, reflecting the absence of dense compliance requirements that characterize the

manufacturing sector. Melewar and Skinner (2020), similarly, studied corporate identity communication in European B2B industrial firms and found that identity management and regulatory communication were typically siloed as separate organizational functions, with limited integration at the narrative level. The present study's finding that the company under examination has achieved systematic integration across these three dimensions, identity, legitimacy, and strategic communication, within a single narrative governance framework, represents a meaningful advance over these prior models, and one that appears to be specifically enabled by the intensity of Indonesia's regulatory compliance environment.

The difference in findings between this study and those of Melewar and Skinner (2020) is likely attributable to two contextual factors. First, the Indonesian regulatory context, particularly the TKDN domestic content requirements, creates a direct and institutionally enforced link between corporate identity claims and regulatory documentation, compelling integration that in European contexts remains optional. Second, the company's sustained engagement with brand journalism as a narrative bridge between identity communication and compliance reporting, a practice not documented in Melewar and Skinner's European sample, appears to function as a key integration mechanism that deserves further investigation in future comparative research.

The DNCS model proposed here extends the MPR framework to accommodate these distinctive features of manufacturing communication. By conceptualizing MPR not as a set of tactical communication activities but as a systemic narrative governance function, the model provides practitioners in the B2B manufacturing sector with an analytical framework capable of addressing the full complexity of their communicative environment. This extension is also theoretically productive: it demonstrates that narrative integration can serve as a unifying conceptual principle capable of bridging the identity, legitimacy, and strategy dimensions of organizational communication within a single coherent analytical framework (Bhattacharya & Sen, 2018; Melewar & Skinner, 2020).



**Figure 2.** Dynamic Narrative Communication System (DNCS) Model: Three Interdependent Subsystems and Their Regulatory-Strategic Functions

## 5. Conclusion

In synthesizing the insights of this study, we must ground our conclusions directly in empirical realities rather than high-level abstractions. This research has investigated how strategic storytelling functions as the operational core of a Dynamic Narrative Communication System in a B2B manufacturing company operating within Indonesia's complex industrial regulatory environment. The findings demonstrate that narrative, in this context, is not a supplementary communication activity but a primary organizational mechanism through which identity is constituted, legitimacy is produced, and strategic communication is integrated across diverse channels, audiences, and temporal registers.

The DNCS model proposed in this research makes three principal contributions to scholarly knowledge: (1) It demonstrates that organizational storytelling in B2B manufacturing contexts operates as a genuinely systemic mechanism with emergent adaptive properties that exceed those of any individual communicative act; (2) It provides empirically grounded support for a performative rather than expressive conception of organizational legitimacy, revealing how narrative consistency across time and channels constitutes, rather than merely reflects, regulatory and social legitimacy; and (3) It extends the MPR theoretical framework into the underexplored domain of B2B manufacturing communication, offering a model capable of integrating

the identity, legitimacy, and strategy dimensions of organizational communication within a unified analytical architecture.

From an actionable standpoint, industrial policymakers and regulatory agencies can utilize these insights to design co-regulatory systems that leverage corporate communication structures to track green industry compliance more transparently. For practitioners, the DNCS model offers a structured framework for diagnosing narrative coherence gaps, designing integrated communication architectures, and building the kind of sustained regulatory legitimacy that enables organizational stability and adaptive capacity in environments of policy flux.

However, this framework possesses clear methodological boundaries that require explicit recognition. First, our qualitative single-case design means the model relies heavily on manager self-reports and internal corporate archives, lacking direct audience reception data from grass-roots external publics. Second, the theoretical underpinnings of narrative analysis used here remain predominantly Western-centric, which may not fully capture the distinct cultural nuances of Indonesian relational communication (*silaturahmi*) within corporate spheres. Therefore, future research must implement comparative, multi-sector qualitative designs or deploy quantitative methodologies to statistically test, falsify, and refine the structural relationships between DNCS variables across diverse manufacturing landscapes.

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