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Strategic communication and promotion key factors for successful implementation of national strategies

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Abstract

The effectiveness of a national strategy depends not only on its policy design but also on its strategic communication and promotion planning. This study synthesizes two major sources: the marketing plan of a national strategy, which operationalizes communication through defined target groups, multipliers, phases, and evaluation metrics; and international research on the strategic communication, which identifies how governments build sector reputations and balance similarity and differentiation in their messaging. By systematically comparing these frameworks, the paper identifies four critical elements Strategic Communication, Digital and Media Engagement, Public Trust, and Stakeholder Collaboration that underpin successful dissemination of national strategies. The findings contribute to the literature by offering an evidence-informed conceptual framework that policymakers can adapt to enhance public acceptance, stakeholder alignment, and long-term policy sustainability.

Keywords: National strategy, strategic communication, marketing plan, public trust, stakeholder collaboration, digital engagement

1. Introduction

The successful implementation of national strategies is contingent not only upon the rigor and coherence of policy design but also on the effectiveness of strategic communication and promotion planning. Governments face increasing complexity in aligning diverse stakeholders, fostering public trust, and ensuring that policy objectives are clearly understood and accepted by the population. In this context, communication and promotion are not merely supplementary activities but central components that influence the adoption, legitimacy, and long-term sustainability of national strategies.

Strategic marketing communication in the public sector encompasses the deliberate and coordinated dissemination of information to target audiences to achieve specific policy objectives. Unlike traditional marketing in the private sector, these tactics must be adapted through a public sector filter, which accounts for the unique characteristics of governmental operations, such as transparency, accountability, and the need to serve the public interest. This adaptation ensures that marketing strategies are not only persuasive but also ethical, credible, and aligned with broader societal goals. Also marketing communication involves crafting messages that balance consistency with adaptability, ensuring that communications resonate with diverse stakeholder groups while maintaining the legitimacy and trustworthiness of government institutions. Effective promotion planning, in parallel, operationalizes these communications through structured approaches, defining target audiences, selecting appropriate channels, timing interventions strategically, and establishing performance metrics to maximize reach and policy impact. By integrating marketing principles with public sector norms, governments can enhance message effectiveness, stakeholder engagement, and overall policy success.

Digital and media engagement have become essential components of contemporary policy implementation. Governments increasingly utilize social media, online platforms, and multimedia content to communicate directly with citizens, address concerns in real time, and foster interactive dialogues that enhance public understanding, participation, and trust. The proliferation of digital channels necessitates that policymakers integrate both traditional and new media strategically within comprehensive communication frameworks. Moreover, advances in artificial intelligence are transforming digital engagement by enabling

governments to analyze large volumes of data, personalize messaging, predict citizen concerns, and optimize communication strategies for greater reach and impact. AI-powered tools, such as chatbots, automated content generation, sentiment analysis, and recommendation systems, allow public institutions to respond more efficiently and proactively to public needs while maintaining a consistent and evidence-based communication approach. The integration of AI into strategic communication thus enhances both the effectiveness and responsiveness of policy promotion in increasingly complex digital environments.

Public trust and stakeholder collaboration are additional critical determinants of successful strategy execution. Research demonstrates that policies are more likely to achieve intended outcomes when citizens perceive transparency, accountability, and fairness in governmental processes, and when relevant stakeholders are actively involved in shaping and supporting policy initiatives. Consequently, communication strategies must extend beyond message dissemination to include mechanisms for fostering trust, facilitating dialogue, and coordinating multi-stakeholder engagement.

Despite the growing recognition of these factors, there remains a gap in integrating insights from strategic communication theory with practical frameworks for national strategy marketing and promotion. This study addresses this gap by synthesizing theoretical and applied perspectives, identifying four critical elements Strategic Communication, Digital and Media Engagement, Public Trust, and Stakeholder Collaboration that collectively underpin effective dissemination and implementation of national strategies. By doing so, it provides policymakers with an evidence-informed conceptual framework that can guide the design, execution, and evaluation of communication and promotion efforts, ultimately enhancing the effectiveness, acceptance, and sustainability of national strategies.

2. Literature review

2.1 Strategic communication in national policy contexts

Strategic communication has undergone a profound conceptual transformation over the past decades, evolving from a managerial activity of message transmission into a multidimensional process of meaning construction, stakeholder alignment, and legitimacy building. In the context of public administration, it is defined as a deliberate, coordinated, and sustained effort by governments to communicate policy objectives, public values, and expected outcomes to relevant audiences. This definition marks a paradigmatic shift from communication as an instrumental tool of persuasion toward communication as an integral element of governance one that actively shapes the legitimacy, inclusiveness, and sustainability of national strategies (Alon-Barkat, 2019) [1].

Effective communication in public organizations relies not merely on one-way dissemination of information but on symmetrical dialogue that is, reciprocal communication enabling institutions to listen, adapt, and co-create meaning with their publics. This dialogical model enhances mutual understanding, fosters trust, and ensures that communication is participatory and reflexive rather than reactive. Within national policy frameworks, such a model is crucial for transforming abstract policy goals into narratives that

citizens can relate to, evaluate, and ultimately support (de Benedictis-Kessner, 2021) [3].

In the implementation of national strategies, strategic communication serves several interrelated purposes. First, it shapes public understanding of a strategy's rationale and vision by framing policies within coherent narratives that connect technical objectives with social values and citizen needs. Second, it maintains alignment among institutional and societal partners, ensuring message consistency across ministries, agencies, and policy networks. Third, it legitimizes government actions through transparent and coherent messaging, thereby fostering accountability and reducing resistance to reform. Empirical research consistently demonstrates that policy initiatives embedded in coherent and transparent narratives exhibit higher levels of public acceptance, compliance, and long-term sustainability (OECD, 2021).

Strategic communication also functions as both a governance mechanism and a learning system. It enables governments to translate complex policy goals into accessible messages while simultaneously collecting feedback and adapting to evolving public sentiments (Hyland-Wood, *et al*, 2021) [7]. This cyclical process communicates, engage, learn, and recalibrate enhances both the effectiveness and legitimacy of governance. The integration of digital and media tools has further expanded this dynamic. Governments increasingly rely on omnichannel communication ecosystems, combining traditional media with digital and social platforms to reach diverse audiences, measure engagement in real time, and correct misinformation through evidence-based framing (Sidiq, *et al*, 2023) [22].

Nevertheless, the implementation of strategic communication in national policy contexts faces significant challenges. Fragmented institutional structures may lead to message inconsistency, while declining levels of public trust can undermine credibility. Furthermore, the proliferation of misinformation and algorithmic bias in digital platforms complicates the creation of unified policy narratives. The use of AI-driven analytics and personalized targeting introduces additional ethical considerations related to transparency, accountability, and data privacy (Kurniawan, *et al* 2024) [12]. Addressing these challenges requires building institutional communication capacity, fostering inter-agency coordination, and embedding ethical frameworks into digital governance systems.

Ultimately, strategic communication must be recognized as a core component of modern governance, rather than a post-decision dissemination function. It is through communication that governments justify, negotiate, and sustain policy choices. When grounded in transparency, reciprocity, and evidence-based design, strategic communication becomes a vehicle for collective understanding, legitimacy, and social cohesion. In this sense, the communicative dimension of policy is not merely supportive but constitutive it shapes not only how policies are perceived but also how they succeed (GSTF, 2016).

2.2 Marketing communication and the public sector

Marketing-communication theories traditionally emphasise how messages influence awareness, perceptions, and behaviour. Within the private sector, frameworks such as segmentation, targeting, positioning and promotional tactics dominate how organisations attempt to shape consumer

decisions. However, when the implementation of marketing is transferred into the public sector, these tactics require substantial adaptation. As Philip Kotler and Nancy Lee (2007) [11] argue in their seminal work *Marketing in the Public Sector: A Roadmap for Improved Performance*, “public marketing” must operate through an ethical and societal lens, emphasising a service mindset oriented to citizens rather than mere consumer persuasion. They emphasise that public agencies must approximate the “4 Ps” of marketing (product, price, place, promotion) but recast them to reflect citizen-value, not market-share (Kotler & Lee, 2007) [11].

The so-called public-sector filter arises when private-sector marketing techniques such as segmentation, branding or promotional campaigns are adapted to operations constrained by public governance imperatives like transparency, accountability, equality, and inclusivity. As one review of public-marketing literature notes, public institutions may “transfer” many private-sector practices (e.g., customer-driven strategy, visionary leadership, e-government) into the public domain, but such adoption must be calibrated to the constraints and normative expectations of public service. In essence, the filter ensures that marketing tactics are not imported wholesale but transformed to align with democratic values and collective orientation.

Empirical research supports the notion that public sector communication strategies which apply marketing principles carefully can strengthen citizen engagement and policy legitimacy. For example, a study of Nordic municipalities found that agencies employing audience segmentation, consistent messaging and brand-like recognition achieved higher levels of participation and satisfaction particularly when two-way feedback mechanisms were in place (Zumofen & Mabillard, 2025) [25]. Similarly, an analysis of Chinese government social-media use during public-health crises found that media-rich, varied-style messaging and credible source cues significantly predicted citizen engagement behaviour (Wang *et al.*, 2025) [24]. These findings reinforce the idea that marketing-inspired tools (segmentation, channel optimisation, brand design) can be effective but only when embedded within participatory and trustworthy frameworks.

At the same time, however, the literature issues a caution: overreliance on persuasive marketing without participatory mechanisms or without aligning to public values can generate skepticism, resistance or perceptions of manipulation. In their study of Israeli public communications, Alon-Barkat (2019) [1] found that symbolic elements (branding, visual cues) may increase initial trust but risk undermining scrutiny of substantive content and long-term legitimacy. Moreover, public sector communication scholars emphasise that legitimacy is built not only by messages but by visible processes of dialogue, input and accountability (Lee *et al.*, 2020) [12].

Therefore, the literature supports a balanced integration of marketing science and civic values: public promotion must be strategically planned, audience-aware and channel-diverse (marketing perspective) while simultaneously anchored in democratic accountability, transparency and stakeholder participation (governance perspective). The public-sector filter thus becomes a normative and operational lens, ensuring that marketing tactics serve citizens as stakeholders rather than consumers, and that

promotion supports collective rather than purely individual ends.

2.3 Digital and media engagement in governance

The digital transformation of governance has radically altered how governments communicate, disseminate information, and interact with the public. Early scholarship on e-government communication emphasised the enhancement of efficiency, accessibility and service delivery via digital platforms (Androutsopoulou *et al.*, 2019) [2]. As digital media matured, research shifted towards participatory governance social media, online platforms and interactive tools enabled governments to engage directly with citizens, solicit feedback and facilitate two-way communications (OECD, 2021). Social media in particular affords real-time feedback loops, message personalisation and the co-creation of narratives between citizens and public institutions, allowing for more responsive and citizen-centred communication ecosystems.

More recently, artificial intelligence has emerged as a key catalyst in this field. AI-driven tools such as natural language processing, predictive analytics and sentiment analysis enable governments to interpret public opinion dynamically, identify emerging issues and optimise the timing and tone of communications (OECD, 2025). For instance, pilot projects deploying chatbots or virtual assistants demonstrate how user-facing interfaces can enhance accessibility while algorithmic systems support internal communication planning and decision-making. Nonetheless, the incorporation of AI into public communication also raises crucial ethical and governance concerns. Scholars caution that issues of privacy, algorithmic bias, transparency of automated decisions and public trust must be addressed to avoid undermining legitimacy (De Rosa, 2025) [4].

2.4 Public trust and strategic legitimacy

Public trust represents a cornerstone of effective governance and a critical determinant of communication legitimacy. It functions both as a mediator of communication outcomes and as a foundation of policy compliance. Trust is shaped by citizens’ perceptions of governmental competence, integrity, and benevolence dimensions that collectively determine whether communication is seen as credible and actions as legitimate. When messages are perceived as transparent, consistent, and responsive, citizens are more likely to endorse policy goals, engage constructively in dialogue, and comply with strategic initiatives (Kim & Lee, 2020) [10]. Conversely, inconsistent communication, misinformation, or opacity can rapidly erode legitimacy, producing cynicism and resistance (OECD, 2021).

Scholarly research in public administration and crisis communication has underscored that the trust-communication nexus is reciprocal: openness and dialogue foster trust, and trust, in turn, amplifies the effectiveness of communication (Lee & Van Ryzin, 2020) [13]. Particularly in high-uncertainty contexts such as public health crises, economic reforms, or environmental policies timely, evidence-based communication builds institutional resilience by signalling competence and empathy (Kim & Lee, 2020) [10].

Digital governance has further transformed trust-building mechanisms. The concept of digital transparency the public visibility and traceability of government actions, decisions,

and data has become central to strategic legitimacy. Open data platforms, online consultations, and participatory dashboards allow citizens to observe decision processes in real time, thereby reinforcing perceptions of fairness and accountability. At the same time, AI-enabled analytics are increasingly employed to enhance transparency and trust. These systems can detect misinformation, analyse sentiment, and tailor evidence-based responses that demonstrate responsiveness and factual accuracy (OECD, 2025). Yet scholars caution that AI-driven communication must remain governed by ethical frameworks ensuring privacy, explainability, and non-discrimination (Rahwan *et al.*, 2019; De Rosa, 2025) [20, 4].

2.5 Stakeholder collaboration and multi-level communication

The implementation of contemporary national strategies increasingly depends on communication frameworks that extend beyond traditional top-down exchanges between governments and citizens. Modern governance requires multi-level communication systems that connect a wide range of stakeholders public institutions, private enterprises, civil society organizations, and academic partners within a shared decision-making ecosystem. Such collaborative arrangements reflect a shift from hierarchical to networked governance, emphasizing coordination, trust, and shared accountability across policy domains (Leite, 2022; Ratner *et al.*, 2022) [15, 21].

Recent research highlights that stakeholder collaboration is not merely a participatory ideal but a strategic mechanism that enhances the legitimacy, adaptability, and innovation capacity of public policy. Leite (2022) [15] demonstrated that multi-actor innovation networks in smart-city initiatives produced higher social impact when communication and decision-making were distributed among diverse institutional partners. Similarly, studies in the fields of agriculture and forestry innovation confirm that multi-actor approaches promote co-creation of knowledge and strengthen long-term policy ownership by including stakeholders throughout the implementation process (Agricultural and Food Economics, 2022).

At the core of these findings lies the principle of collaborative governance, which prioritizes inclusivity, transparency, and mutual trust as preconditions for effective coordination. When inter-organizational communication channels remain iterative and responsive, they facilitate a continuous exchange of feedback and knowledge that strengthens vertical coherence (between national and local authorities) and horizontal integration (across policy sectors). This interactive flow of communication not only mitigates resistance but also reinforces a shared sense of responsibility among stakeholders (Ratner *et al.*, 2022) [21].

Digital transformation has further expanded the possibilities for collaboration. The emergence of AI-enabled participatory systems including automated stakeholder mapping, real-time engagement analytics, and virtual consultation platforms enhances governments' capacity to manage complex multi-actor ecosystems efficiently (Di Vaio *et al.*, 2023) [5]. However, as recent research in organizational behavior cautions, technological platforms cannot substitute the relational dimension of collaboration; trust, reciprocity, and authenticity remain essential for sustaining long-term engagement (Inter-Organisational Collaboration Structures, 2024).

2.6 Synthesis and identified research gap

Across both theoretical and applied contexts, four interlinked factors consistently emerge as determinants of successful strategic dissemination:

1. Strategic Communication clear, consistent, and audience-tailored messaging aligned with policy goals.
2. Digital and Media Engagement multi-channel, interactive, and technologically adaptive communication.
3. Public Trust transparency, credibility, and evidence-based progress reporting.
4. Stakeholder Collaboration inclusive participation and co-ownership mechanisms that strengthen legitimacy.

However, empirical and conceptual studies often examine these dimensions in isolation. Few frameworks explicitly integrate marketing communication principles with governance, digital transformation, and trust-building mechanisms under a unified national strategy context. This paper addresses that gap by developing an evidence-informed conceptual framework that synthesizes insights across these domains. It aims to demonstrate how coordinated communication and promotion planning can operationalize national strategies more effectively by aligning institutional actions, engaging citizens, and sustaining public confidence in the digital age.

3. Methodology

This study is quantitative survey research design to examine the relationship between strategic communication, digital and media engagement, public trust, and stakeholder collaboration in the successful implementation of national strategies. The objective was to empirically test the proposed conceptual framework and assess the extent to which these four factors predict policy adoption and stakeholder engagement outcomes.

A structured online questionnaire was distributed between January and April 2025 to professionals involved in the planning, communication, and implementation of national strategies in Greece. Participants included policy experts, communication officers, academic researchers, and industry representatives with direct experience in public communication or strategic dissemination processes. A total of 210 questionnaires were distributed, and 176 valid responses were collected, achieving a response rate of 83.8%.

3.1 Survey Design

The survey was based on existing theoretical constructs identified in the literature review and designed to capture measurable perceptions of effectiveness across four key factors:

a. Strategic Communication

- Examined message clarity, consistency, and alignment with national strategy objectives.
- Measured transparency and responsiveness of communication practices.

b. Digital and Media Engagement

- Assessed the use of digital platforms, social media, and multimedia campaigns for policy dissemination.
- Measured the perceived impact of digital engagement on stakeholder awareness and participation.

c. Public Trust and Transparency

- Evaluated citizens' and stakeholders' perceptions of institutional credibility, openness, and fairness.
- Assessed whether transparent communication and evidence-based updates enhance confidence in government actions.

d. Stakeholder Collaboration

- Measured the perceived level of coordination among government, industry, academia, and civil society.
- Assessed how multi-sector collaboration contributes to successful strategy implementation.

Each factor was measured using five-point Likert-scale items ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire consisted of 24 closed-ended items, with six items corresponding to each construct. The dependent variable, policy implementation success, was operationalized as the perceived effectiveness of a national strategy in achieving its stated goals, also measured through Likert-scale items.

3.2 Hypotheses

The study tested four primary hypotheses, developed from the theoretical framework:

- H1:** Strategic communication positively influences the public acceptance of national strategies.
- H2:** Higher levels of digital and media engagement significantly enhance stakeholder awareness and participation.
- H3:** Public trust in government communication has a positive effect on policy adoption and institutional credibility.
- H4:** Effective stakeholder collaboration significantly predicts the overall success of national strategy implementation.

3.3 Data Analysis

The collected data were analyzed using SPSS. Prior to hypothesis testing, data screening was performed to check for missing values, outliers, and normality assumptions. Descriptive statistics (mean, standard deviation, skewness, kurtosis) were calculated to summarize respondent characteristics and overall variable distributions. Pearson's correlation analysis was applied to examine bivariate relationships among the independent variables (strategic communication, digital engagement, public trust, and collaboration) and the dependent variable (policy implementation success). Subsequently, multiple linear regression analysis was conducted to evaluate the predictive strength of each independent variable on policy implementation outcomes. The model was found to be statistically significant ($F = 18.92, p < 0.001$), explaining 68.5% of the variance ($R^2 = 0.685$) in the dependent variable. Among the predictors, strategic communication and public trust exhibited the strongest standardized coefficients, followed by digital engagement and stakeholder collaboration. To confirm robustness, ANOVA tests were performed to assess model significance, and multicollinearity diagnostics (Variance Inflation Factor, VIF < 3.0) confirmed the absence of excessive correlation between predictors.

3.4 Reliability and Validity

Reliability was verified using Cronbach's Alpha, which produced an overall internal consistency coefficient of $\alpha = 0.89$, exceeding the accepted threshold of 0.70. Individual construct reliability ranged from 0.82 to 0.91, indicating strong internal coherence among measurement items. Construct validity was assessed through Exploratory Factor Analysis using principal component extraction and varimax rotation. The KMO value was 0.81, and was significant ($p < 0.001$), confirming sample adequacy and factorability. The results validated the four-factor structure of the measurement model, corresponding to the theoretical framework of strategic communication, digital engagement, public trust, and stakeholder collaboration.

3.5 Ethical Considerations

Participation in the study was voluntary and anonymous. All respondents were informed about the purpose of the research, and consent was obtained prior to data collection. No personally identifiable information was recorded, and data were analyzed in aggregate form to ensure confidentiality and compliance with research ethics standards.

4. Results

4.1 Participant Demographics

The survey included participants, representing a cross-section of professionals engaged in national strategy communication and policy promotion. Their professional distribution was:

- Policy analysts & ministry officials (35%):** Experts in policy formulation and operationalization, providing insights into both strategic planning and public reception.
- Communication & marketing professionals (30%):** Specialized in public sector messaging, digital platforms, and media outreach.
- Academic researchers (20%):** Focused on strategic communication, stakeholder engagement, and public trust studies.
- Industry & civil society representatives (15%):** Involved in co-creation processes, representing end-users and sectoral perspectives.

Experience in Policy Communication & Strategy:

- Less than 3 years:** 18% - Early-career professionals contributing operational insights.
- 3-5 years:** 40% - Mid-career experts experienced in executing strategic campaigns.
- More than 5 years:** 42% - Senior experts responsible for long-term strategy design, public engagement, and evaluation.

The sample provides a balanced and credible basis for assessing perceptions of national strategy communication. The mixture of operational, analytical, and policy-making expertise allows for nuanced insights across all four factors.

4.2 Descriptive Statistics

Table 1 presents descriptive statistics for the four critical factors measured in the survey.

Table 1: Descriptive Statistics of Key Factors

Factor	Mean	Std. Dev	Min	Max
Strategic Communication	4.18	0.53	2	5
Digital & Media Engagement	3.92	0.61	2	5
Public Trust	4.42	0.48	3	5
Stakeholder Collaboration	4.05	0.56	2	5

Public Trust shows the highest mean, confirming its pivotal role in effective national strategy dissemination. Participants emphasized that citizens' confidence in institutions strongly shapes strategy uptake.

Strategic Communication scores indicate that clarity, consistency, and audience-tailored messaging are widely regarded as essential, but slightly below public trust, suggesting room for refinement in message targeting and alignment.

Digital & Media Engagement shows moderate scores, reflecting current adoption of digital tools with recognized

potential for AI-powered personalization and real-time monitoring.

Stakeholder Collaboration suggests that co-creation and multi-level engagement are recognized as crucial, though its variability indicates differences in implementation practices across sectors.

Overall, these results suggest that trust-building mechanisms and inclusive stakeholder processes are perceived as more immediate drivers of strategy effectiveness, while digital engagement represents an evolving enabler that enhances reach and responsiveness.

4.3 Correlation Analysis

Table 2: Correlation Matrix of Key Factors

Factor	1	2	3	4
1. Strategic Communication	1			
2. Digital & Media Engagement	0.52	1		
3. Public Trust	0.6	0.55	1	
4. Stakeholder Collaboration	0.48	0.49	0.58	1

$p < 0.001$

Public Trust shows the strongest correlations, emphasizing its mediating role between communication strategies and perceived strategy effectiveness.

Digital Engagement correlates moderately with Strategic Communication, suggesting that effective messaging is enhanced through targeted digital channels, AI-powered analytics, and timely updates.

Stakeholder Collaboration correlates with all other factors, indicating that multi-level involvement strengthens both message reception and trust.

This indicates that while each factor independently contributes to effective strategy dissemination, their interactions amplify overall impact. For instance, AI-supported digital engagement can boost both transparency (trust) and collaborative participation.

4.4 Multiple Regression Analysis

Regression was performed to quantify the relative influence of the four factors on perceived effectiveness of national strategy dissemination.

Table 3: Regression Results of Key Factors

Variable	Beta, Standardized Coefficient	t-value	p-value
Public Trust	0.4	7.12	<0.001
Digital & Media Engagement	0.31	5.38	<0.001
Stakeholder Collaboration	0.28	4.95	<0.001
Strategic Communication	0.24	4.21	<0.001

Model is significant ($F = 22.95, p < 0.001$), with $R^2 = 0.68$, indicating that the four factors explain 68% of the variance in perceived strategy effectiveness.

Public Trust is the strongest predictor, highlighting that maintaining institutional credibility, transparency, and responsiveness is paramount.

Digital Engagement and Stakeholder Collaboration contribute substantially, reinforcing the importance of

interactive platforms, AI-powered personalization, and co-creation processes.

Strategic Communication, while slightly lower, ensures message clarity and consistency, forming the foundation for the other factors to operate effectively.

The results suggest that trust and engagement mechanisms are more influential than messaging alone, emphasizing the necessity of integrated strategies combining communication, digital tools, trust-building, and stakeholder collaboration.

4.5 ANOVA

Table 4: ANOVA Results for Regression Model

Source	Sum of Squares	df (Degrees of Freedom)	Mean Square	F-statistic	p-value
Regression	45.32	4	11.33	22.95	<0.001
Residual	21.23	171	0.12		
Total	66.55	175			

The significant F-statistic confirms that the combined effect of the four factors is highly significant in explaining national strategy effectiveness. This reinforces the notion

4.6 Factor Analysis

Table 5: Factor Analysis of Key Factors

Factor Name	Eigenvalue	Variance Explained (%)	Key Variables Included
Public Trust	5.12	33.8	Credibility, openness, ethical leadership, progress reporting
Digital & Media Engagement	4.25	28.2	AI integration, social media campaigns, online platforms, interactive tools
Stakeholder Collaboration	3.7	22.1	Multi-stakeholder partnerships, inclusive discussions, co-design processes
Strategic Communication	3.15	16	Clarity of messaging, policy objectives articulation, public awareness campaigns

Public Trust dominates, confirming its central role in strategy adoption and acceptance.

Digital & Media Engagement demonstrates the critical role of AI, predictive analytics, and interactive platforms in expanding reach and responsiveness.

Stakeholder Collaboration underscores the importance of co-created processes for multi-level alignment.

Strategic Communication ensures message clarity, alignment, and consistency across channels and audiences.

4.7 Integrated Interpretation

The analysis demonstrates that all four hypotheses are supported:

- Strategic Communication (H1) - positively influences stakeholder understanding and perception of national strategies.
- Digital & Media Engagement (H2) - enhances participatory feedback and responsiveness, particularly with AI-enabled tools.
- Public Trust (H3) - strongest predictor, mediating the effectiveness of other communication strategies.
- Stakeholder Collaboration (H4) - fosters ownership, co-creation, and broader acceptance of national strategies.

AI and digital platforms act as amplifiers, strengthening both trust and collaborative mechanisms by facilitating rapid, personalized, and evidence-based engagement. Multi-factor integration is key: isolated improvements in messaging or digital tools are less effective without accompanying trust-building and stakeholder collaboration. Policymakers should prioritize trust, AI-enhanced digital communication, and co-created engagement frameworks to maximize strategy effectiveness in complex governance environments.

5. Discussion

Findings from this study provide robust empirical evidence for the influence of Public Trust, Digital & Media Engagement, Stakeholder Collaboration and Strategic Communication on the perceived effectiveness of national strategy dissemination. The ANOVA results confirm that these four factors collectively account for a significant portion of the variance in strategy effectiveness ($F = 22.95$, $p < 0.001$), underscoring their critical role in shaping successful strategic communication and promotion planning. These results reinforce the theoretical foundations of strategic governance and public engagement, demonstrating that a multi-dimensional communication approach is

that integrated approaches leveraging trust, communication, collaboration, and digital engagement are essential.

essential for maximizing public acceptance and stakeholder alignment.

Public Trust & Transparency emerged as the most influential factor ($\beta = 0.40$, $t = 7.12$, $p < 0.001$), highlighting the necessity of credible, transparent, and consistent communication between government institutions and citizens. This finding aligns with prior research emphasizing that trust serves as the foundation of policy acceptance, compliance, and legitimacy. Variables such as ethical leadership, openness, and progress reporting were particularly critical in fostering confidence in governmental initiatives.

Digital & Media Engagement was also a strong predictor ($\beta = 0.31$, $t = 5.38$, $p < 0.001$), underscoring the growing importance of digital platforms in contemporary public policy communication. Integration of AI tools, social media campaigns, online platforms, and interactive engagement mechanisms enables governments to reach wider audiences, facilitate real-time feedback, and enhance participatory processes. The findings suggest that effective digital communication amplifies policy visibility and strengthens citizen involvement.

Stakeholder Collaboration & Co-Creation ($\beta = 0.28$, $t = 4.95$, $p < 0.001$) demonstrated the significance of multi-sector engagement. Policies co-developed with ministries, regional authorities, private sector partners, and civil society benefit from broader legitimacy, reduced resistance, and enhanced alignment between institutional objectives and societal needs. The study confirms that collaborative governance models and co-creation processes are central to effective national strategy dissemination.

Strategic Communication & Policy Awareness ($\beta = 0.24$, $t = 4.21$, $p < 0.001$) confirmed that clear, structured, and audience-tailored messaging improves understanding and perception of national strategies. This factor emphasizes the importance of framing complex policies in accessible ways, using consistent and persuasive communication to enhance public comprehension and engagement.

The correlation and factor analysis further support these findings, demonstrating that these four factors are interrelated yet distinct constructs that collectively explain a substantial portion of perceived strategy effectiveness (total variance explained = 100.1%). Public Trust & Transparency accounted for the largest share of variance (33.8%), followed by Digital & Media Engagement (28.2%), Stakeholder Collaboration & Co-Creation (22.1%), and Strategic Communication & Policy Awareness (16.0%). These results reinforce the conceptual model and validate

the four hypothesized predictors as critical determinants of successful strategic communication in national strategies. The findings highlight the necessity for a holistic, evidence-informed communication framework in public policy contexts. Governments should simultaneously prioritize transparency, leverage digital tools including AI, foster multi-stakeholder collaboration, and deliver clear and strategic messaging to maximize public support and policy adoption.

6. Conclusion

Study demonstrates the pivotal role of four interlinked factors Public Trust & Transparency, Digital & Media Engagement, Stakeholder Collaboration & Co-Creation, and Strategic Communication & Policy Awareness in shaping the perceived effectiveness of national strategy dissemination. The statistical significance of these results underscores that policymakers must design communication strategies that integrate trust-building, digital innovation, collaborative governance, and clear messaging.

Key takeaways include:

1. Public trust is the foundation of effective strategy adoption, necessitating transparency, credibility, and accountability in governmental communication.
2. Digital and media strategies must be optimized to reach broad audiences and facilitate interactive, AI-supported engagement in an era of fast-paced information dissemination.
3. Collaborative policymaking enhances legitimacy, as policies co-created with stakeholders are more likely to gain public acceptance and support.
4. Strategic communication is essential for framing policy narratives, simplifying complex information, and ensuring consistent public understanding.

Future research could explore the evolving role of AI-driven communication, personalized messaging, and advanced digital analytics in enhancing public engagement and decision-making. By integrating these insights, policymakers can develop more effective, inclusive, and widely accepted strategies, ensuring that governance remains responsive to societal needs and capable of achieving sustainable outcomes.

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