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**TRẦN TRỌNG HẢI**

**POLICY COMMUNICATION ON DIGITAL TRANSFORMATION  
OF MINISTRY-LEVEL AGENCIES IN VIETNAM TODAY**

**SUMMARY OF DOCTORAL DISSERTATION IN PUBLIC RELATIONS**

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***Scientific Supervisors:***

**Dr. Nguyen Thi Minh Hien**

**Assoc. Prof., Dr. Pham Huong Tra**

***Reviewer 1:*** .....

***Reviewer 2:*** .....

***Reviewer 3:*** .....

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## INTRODUCTION

### 1. Rationale of the study

Amid the strong development trend of the digital era, the Fourth Industrial Revolution is exerting profound impacts on all areas of economic, political, and social life on a global scale. In Vietnam, the Party and the State soon recognized the importance of this wave, as reflected in the promulgation of Decision No. 749/QĐ-TTg dated June 3, 2020 by the Prime Minister approving the “National Digital Transformation Program to 2025, with orientations toward 2030.” This is a macro-level strategic decision that requires the determined participation of the whole society, from public authorities and the business community to every individual citizen. This creates an urgent requirement for policy communication activities of state administrative agencies, especially ministry-level agencies - actors that play a core role in the system of policy formulation, coordination, and implementation at the macro level.

In the current context, administrative and public service agencies are urgently implementing Resolution No. 18-NQ/TW on renewing and reorganizing the apparatus of the political system to make it streamlined, effective, and efficient. The practice of organizational merger under Resolution No. 141/KH-BCĐTKNQ18 has witnessed fundamental changes in organizational structure, typically the merger of the Ministry of Information and Communications into the Ministry of Science and Technology, and the merger of the Ministry of Planning and Investment into the Ministry of Finance. This structural transition leads to fundamental changes in the strategy, methods, and content of policy communication on digital transformation through different periods. Therefore, conducting a comprehensive survey and assessment of digital transformation policy communication activities of ministry-level agencies is extremely necessary, both bearing profound scientific and theoretical significance and meeting the

practical requirements of national governance in the digital era. For these reasons, the author decides to select the topic “Policy communication on digital transformation of ministry-level agencies in Vietnam today” as the topic of the doctoral dissertation in Public Relations.

## **2. Research purpose and tasks**

The research purpose of the dissertation is, on the basis of systematizing theory and practice, to develop a scientific analytical framework to survey and assess the current quality of policy communication activities on digital transformation of ministry-level agencies in Vietnam today, thereby proposing a functional model and practical solutions and recommendations to improve the quality of these activities in the coming period. To achieve this purpose, the dissertation carries out four specific research tasks, including:

- Systematizing and synthesizing domestic and international research works related to the topic, clarifying approaches and theoretical frameworks, and identifying existing scientific gaps.
- Systematizing instrumental concepts; clarifying the characteristics and role of policy communication on digital transformation in state administrative agencies; and combining this with the practical political line in Vietnam to develop the analytical framework of the dissertation.
- Surveying the current situation of policy communication activities on digital transformation of the ministry-level agencies included in the survey, including analysis of actors, content, and message forms across communication channels, and surveying the awareness, attitudes, and behaviors of the receiving publics.
- Assessing advantages, limitations, and existing causes; thereby proposing a functional model and a system of highly feasible solutions and recommendations to improve the quality of policy communication on digital transformation of ministry-level agencies in Vietnam.

### **3. Research object, research subjects, and scope**

The research object of the topic is policy communication activities on digital transformation of ministry-level agencies in Vietnam today.

The research subjects focus on four ministry-level agencies that play key roles in the system of coordination and implementation of national digital transformation policy, including: the Office of the Government (the central unit for intersectoral coordination and operation of digital government), the Ministry of Science and Technology (the agency leading the foundation of science, technology, and innovation), the Ministry of Finance (ensuring macro-level financial resources), and the Ministry of Industry and Trade (representing the group that implements policies in the economic and production sectors). To ensure historical continuity and accurately reflect the actual practice of organizational merger, for the Ministry of Information and Communications and the Ministry of Planning and Investment, the author studies policy communication activities until the end of 2024, and then synthesizes the corresponding results with the Ministry of Science and Technology and the Ministry of Finance due to the merger decision under Central Resolution No. 141/KH-BCĐTKNQ18.

The research scope is specifically defined as follows:

- Time scope: The research focuses mainly on the period from 2022 to 2025, with an extended comparison to the start-up period of the national digital transformation program from 2020 to 2021.
- Spatial scope: The research focuses on policy communication activities on digital transformation after policies have been approved and promulgated (excluding communication to collect opinions on draft policies before promulgation), targeting publics outside the agency. The research surveys communication environments including ministry-owned channels (portals, websites, affiliated press outlets, official Facebook accounts) and

non-ministry-owned channels (central electronic newspapers, television, business events, and community technology teams).

#### **4. Research methods and survey sample**

The study applies an interdisciplinary methodological system of communication science and sociology to collect and process information comprehensively:

- Document analysis method: Reviewing more than 300 documents, including monographs, scientific articles, decrees, circulars, and legal documents related to policy communication and digital transformation.
- Content analysis method: Establishing a coding sheet to analyze the form and content of 545 news articles on electronic newspapers and websites (after filtering from 10,800 original search results) and 257 Facebook posts of the ministries included in the survey.
- Questionnaire survey method (Anket): Distributing purposive-random questionnaires through Lark Suite Form and QR codes at seminars, obtaining 738 valid public survey samples, of which 228 samples are business owners representing the core beneficiary group.
- In-depth interview method: Conducting 12 interviews divided into two groups, including 06 communication officers in the ministries and 06 communication experts, technology experts, and macro-level managers.
- Participant observation method: Directly participating in and analyzing the content and messages of 27 major digital transformation events and seminars chaired by the ministries.

## **CHAPTER 1**

### **OVERVIEW OF THE RESEARCH SITUATION**

Communication is a typical social phenomenon that has been systematically studied by world science since the early twentieth century. Classical paradigms of mass communication theory have clarified the operating mechanism of information flows, from the linear models of W. Lippmann (1922) and H. Lasswell (1948) to powerful-effects theories such as the “magic bullet” or “hypodermic needle” theories. Subsequently, macro theories explaining the social role of communication emerged, such as Lazarsfeld’s “Two-step Flow of Communication” (1948), M. McCombs and D. Shaw’s “Agenda-Setting Theory” (1972), and E. Rogers’s “Diffusion of Innovations Theory” (1962). In Vietnam, since the 2000s, studies by Tạ Ngọc Tấn (2001), Nguyễn Văn Dũng (2001, 2006, 2011), Lưu Văn An (2008), Lương Khắc Hiếu and Dương Xuân Sơn (2015) have systematized theories of journalism and mass communication in association with the role of orienting public opinion under the leadership of the Party. Going deeper into policy communication, international scholarship has demonstrated that this is an activity with a long historical basis, operating on the combination of behavioral psychology and political science. The works of J. L. Miller and R. E. McKerrow (2010), and B. McNair (2011), have positioned policy communication within the components of political communication and public governance. S. Koch-Baumgarten and K. Voltmer (2010) provided in-depth analysis of the interaction between mass communication and the processes of legislation and policy decision-making. In Vietnam, the textbook “Theory and Skills of Policy Communication” by Lương Ngọc Vĩnh (2021) is a pioneering work that develops a specialized theoretical foundation for this activity, clearly identifying the structure of the apparatus, messages, communication channels, and quality assessment criteria for policy communication in accordance with the practical context of Vietnam’s political institution. Nguyễn Văn Dũng (2016) emphasized the role of communication in social criticism and consensus-building within the policy cycle. Doctoral dissertations by Nguyễn Thị Minh Hiền (2018) on communication by central administrative agencies, Nguyễn Thu Trang (2023) on policy communication in

public policy formulation, and Đinh Quỳnh Anh (2023) on economic policy communication in online newspapers have contributed valuable arguments on the mechanisms of official statements and press relations of public authorities.

The overview of the research situation indicates that Vietnam's policy communication activities have distinct institutional characteristics, are subject to the absolute leadership of the Communist Party of Vietnam, and operate in a disciplined mainstream communication environment. National digital transformation creates an urgent requirement to renew policy communication methods in order to adapt to digital society. Nevertheless, scientific research practice still contains major gaps:

- First, in-depth studies on digital transformation policy and communication for overall digital transformation policies remain very limited; most have focused only on purely technical aspects or individual information technology applications.
- Second, there has not been a systematic integration of modern digital communication theories, change management theories, and characteristics of the digital transformation process into policy communication research.
- Third, no specialized scientific study has comprehensively surveyed the current situation of digital transformation policy communication by ministry-level agencies specifically - especially ministries undergoing restructuring and organizational merger under Resolution No. 18-NQ/TW.

To address these scientific gaps, the dissertation proposes a comprehensive approach: developing an integrated theoretical framework between policy communication and the strategic components of digital transformation; using empirical sociological research methods to assess the quality of policy communication by the ministries; and from there identifying causes and proposing appropriate solutions and recommendations.

## **CHAPTER 2**

### **THEORETICAL AND PRACTICAL FOUNDATIONS OF POLICY COMMUNICATION ON DIGITAL TRANSFORMATION OF MINISTRY-LEVEL AGENCIES IN VIETNAM**

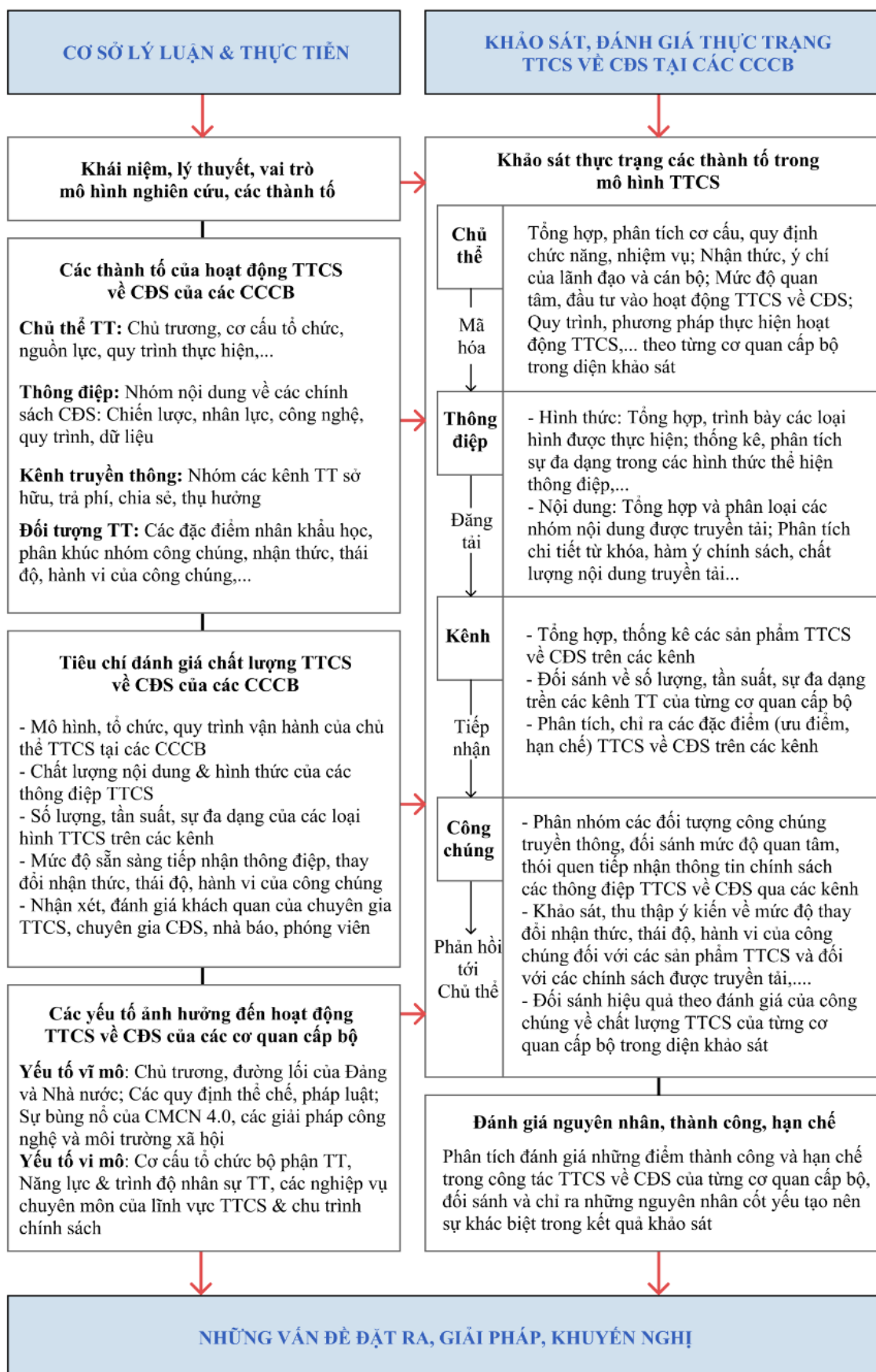
Regarding the theoretical foundation, the study operationalizes and scientifically defines foundational concepts that serve as the basis for the entire dissertation:

- Communication: A process of transmitting thoughts and content from a subject to one or more objects through channels (media) in order to change the awareness and behavior of the object; this process takes place through a multi-dimensional interactive mechanism.
- Public policy: A set of systematic and legal decisions of the ruling political institution that stipulates objectives, solutions, and action frameworks to address issues arising in society toward common development.
- Policy communication: A process within the policy cycle, understood as the transmission of content concerning agreed decisions and action programs of the incumbent political institution to individuals and organizations, in order to build understanding, consensus, and orientation of social behavior.
- Digital transformation: A comprehensive process of changing the awareness and actions of individuals and organizations in applying new technologies to all fields in order to optimize processes, improve operational efficiency, and create new values.
- Ministry-level agency: A central-level state administrative agency with the function of state management by sector or field, playing an advisory role and organizing the implementation of laws and macro policies.
- Policy communication on digital transformation of ministry-level agencies in Vietnam: The process of transmitting the macro-level decisions of central state management agencies through the media concerning the process of changing awareness and actions in applying new technologies to optimize

social processes, based on public understanding, consensus, and consistent action to serve sustainable development.

The dissertation develops an analytical framework based on the integration of modern scientific theories, including Agenda-Setting Theory by M. McCombs and D. Shaw; Diffusion of Innovations Theory by E. Rogers (2003); Political Communication Theory by P. Norris (2000); Policy Cycle Theory by H. Lasswell; Policy Communication Theory (Academy of Journalism and Communication); the principle of development in Marxist-Leninist philosophy: interpreting digital transformation from the perspective of the law of quantitative and qualitative change (the accumulation of digital awareness leading to changes in digital behavior), the law of contradiction (the conflict between traditional governance models and the requirements of digitalization), and the law of negation of the negation (the inheritance and development of new technologies); G. Vial's theoretical framework of digital transformation (2019) (Model 2.7) and the strategic components of T. Chamorro-Premuzic (2021) (Model 2.8): identifying the content structure of digital transformation as consisting of five fundamental pillars: Strategy - People - Process - Technology - Data. This is the basis for analyzing the content of policy communication messages.

Based on the synthesis of these theories, the dissertation proposes an analytical framework as a guideline for the survey, including: Subject (Structure, resources, process) -> Message (Strategy, personnel, process, technology, data) -> Channel (Owned, paid, shared, beneficiary) -> Publics (Demographics, Awareness, Attitude, Behavior).



Analytical framework of the dissertation (proposed by the author)

Regarding the practical foundation, Vietnam's political system under the sole leadership of the Communist Party of Vietnam has created a coherent legal corridor for policy communication activities on digital transformation. Strategic national legal documents include Resolution No. 52-NQ/TW of the Politburo on proactively participating in the Fourth Industrial Revolution, the Documents of the 13th National Congress of the Party emphasizing the goal of developing the digital economy and digital society, and Decision No. 1690/QĐ-TTg approving the project on consolidating the digital transformation apparatus.

In particular, the “Digital Transformation Law” (effective from 2026) has legalized and standardized the digital transformation process at the national level, clearly stipulating the obligations of state agencies to develop mass communication programs to improve digital skills for the people. Decision No. 407/QĐ-TTg approving the Project on policy communication for policies with major impacts on society and Directive No. 07/CT-TTg of the Prime Minister have clearly shaped the requirement that administrative agencies must proactively and promptly provide information and use digital technology and social networks to engage in dialogue with the public. The survey of international experience offers valuable lessons for Vietnam:

- South Korea applies a centralized policy communication model through the Korea Press Foundation (KPF) in coordination with the Ministry of Culture, Sports and Tourism, helping digital transformation messages to be consistently and creatively designed and oriented directly toward the practical benefits of the people.
- The United Kingdom and Nordic countries optimize the integrated GOV.UK portal system, develop the “Digital by Default” principle, and maintain strict information discipline from the Prime Minister's Office down to the ministries.

- The United States implements the “Open Government” strategy through the open data repository data.gov, promotes multi-channel interaction on social networks, and coordinates closely with non-governmental organizations to disseminate digital knowledge.

These international models indicate that the success of policy communication on digital transformation requires a close combination between discipline and consistency of messages at the central level and flexibility and diversification of modes of expression at the grassroots level.

### **CHAPTER 3**

#### **CURRENT SITUATION OF POLICY COMMUNICATION ON DIGITAL TRANSFORMATION OF MINISTRY-LEVEL AGENCIES IN VIETNAM TODAY**

Based on the groups of criteria identified and the survey results, the overall quality of policy communication activities on digital transformation of ministry-level agencies can be assessed as follows:

##### **Regarding the communication subject factor**

With four groups of criteria, including organizational structure, professional expertise of human resources, resource investment, and communication goal orientation, it can be seen that the units included in the survey have made certain investments in organizing internal work for policy communication activities. The communication organizational structure of ministry-level agencies shows that implementation focal points have been formed relatively clearly, but the quality has not yet reached a scale or level of integration across units and ministries. Although there are communication units in charge, the function of policy communication on digital transformation is still dispersed among many units, resulting in limited interconnection and coordination. This also directly affects the professional capacity of practitioners. In terms of human resource quality, the communication

team has demonstrated a certain capacity to produce content, as reflected in the maintenance of news articles, specialized pages, events, and digital platforms. This is clearly shown in units such as the Office of the Government and the Ministry of Science and Technology, while some units such as the Ministry of Finance, before the Ministry of Planning and Investment was merged into it, still had limited implementation capacity; to date, only personnel in affiliated units have implemented it in a systematic manner. Content usually stops at providing information and reporting activities, while the capacity to analyze policy, explain benefits, design messages according to public groups, and create social interactions is not yet prominent. This shows that communication human resources are characterized more by journalistic-administrative professionalism than by the professional nature of modern policy communication. However, it is also necessary to acknowledge the resource investment in communication programs of the ministries. It can be affirmed that the ministry-level agencies included in the survey have made certain investments in policy communication activities on digital transformation, as reflected in maintaining multiple communication channels, organizing events, and producing a considerable volume of content. This is clearly reflected in the number of news articles and events implemented over the past years across various fields and environments. These results also reflect the vision and orientation of ministry leaders. The orientation of communication goals generally follows the policy of disseminating policies and promoting awareness of digital transformation in particular and the national digital transformation program in general. However, when surveying and assessing the awareness, attitudes, and behaviors of the public, the quality of goals still leans more toward information transmission than toward leading social behavior. This can be assessed as politically and administratively correct in direction, but not yet truly sharp in terms of strategic communication.

### **Regarding the communication channel factor**

With three groups of criteria, including channel diversity, coverage, and frequency of use, the policy communication programs of the surveyed units can be generally assessed at a relatively good level. The quality of the communication channel system is first reflected in high diversity: ministry-level agencies use not only the press, electronic portals, and websites, but also fanpages, events, seminars, and several other support forms, typically including some new and modern means such as Zalo community groups that have also been deployed by the Ministry of Finance. In terms of coverage, communication quality reaches a fairly good level in expanding information presence, especially in the press and on official platforms. The public in general has the ability to access information about digital transformation policies through many different paths. However, surveys and in-depth interviews with members of the units also reflect the fact that an integrated channel structure with sequential or logical characteristics has not yet been formed. Activities mainly stop at maximizing posting and news dissemination, without close, purposeful linkage among these channels. Communication frequency shows that this activity is not temporary but has been maintained relatively continuously during the survey period. This is a positive point in terms of organizational quality, because policy communication needs repetition and stability to create social influence. Therefore, it can be said that the current policy communication system on digital transformation of the ministries has achieved fairly good surface-level coverage, but needs to further improve in strategic quality and inter-channel linkage.

### **Regarding the communication message factor**

This is the most diverse and complex dimension of policy communication activities on digital transformation. Through groups of assessment criteria including: clarity and specificity of messages, suitability for target audiences, consistency and continuity, attractiveness, and persuasiveness, the communication message factor can be assessed as having achieved many bright spots. In terms of

clarity, communication messages generally have the advantage of being easy to read, not confusing or complicated, and suitable for the style of official information. Although specificity remains limited - as reflected in the fact that many policy names are not directly mentioned - the messages have nevertheless conveyed orientations and directions or reflected activities and explained important parts of the policy content. However, communication and information dissemination to define rights, responsibilities, and specific impacts for each target group are still not sufficiently specific. Communication content has targeted large public groups such as citizens, enterprises, and officials, but message differentiation according to the reception characteristics of each group remains unclear. When messages are still general, the public can easily recognize broad orientations but find it difficult to feel that the policy is directly related to their interests, obligations, or action decisions. This may be the main reason why survey results show that the public does not highly evaluate the attractiveness, creativity, and multidimensionality of communication content. This indicates that although the messages are directionally correct, they are not yet competitive enough in the digital communication environment, where the public consumes a very large volume of information. However, it is also necessary to assess message consistency and continuity as a dimension with a relatively good foundation. This comes from the fact that ministry-level agencies have maintained digital transformation communication for many years across many different channels, as analyzed above. This helps increase awareness across the whole society of digital transformation policies in particular and the national digital transformation program in general.

### **Regarding the communication public factor**

To assess the quality of policy communication programs, changes in public awareness, attitudes, and behaviors are the most important measure. With groups of criteria concerning the level of public recognition and attitudes, behavioral change after communication, and feedback and suggestions from the public, the

overall assessment is that policy communication programs on digital transformation have achieved effectiveness in changing awareness and attitudes but remain limited in changing behavior. Public recognition and attitudes toward digital transformation policy information can be considered fairly good, as a large segment has accessed information and identified several actor agencies. Many members of the surveyed public are both enterprises and individuals who participated in digital transformation programs and events organized by ministry-level agencies. Zalo groups each have several thousand business owners participating, and local people have warmly welcomed community digital technology teams. It can be assessed that the public has become aware of the existence of digital transformation policy information and has gradually formed interest and positive evaluations. However, in terms of behavioral change, the quality of these activities remains limited. The survey clearly shows that many communication publics only stop at reception and hardly take action to share or disseminate information. Although some groups such as business owners or officials show a more active disseminating role, in general, behavioral effectiveness has not been commensurate with the scale of communication activities implemented. Nevertheless, it is also necessary to make an objective assessment: in addition to information-sharing behavior, the participation of citizens, enterprises, and organizations in policy programs such as installing the VNeID application, declaring tax through eTax Online, and using public administrative services, to some extent, represents both compliance and a change in their behavior. At the very least, the absence of public resistance is also a certain success of policy communication activities, especially for new policies such as digital transformation policies. In terms of feedback, a positive point is that the public has expressed relatively clear needs for policy communication: it should be easier to understand, more visual, more closely linked to benefits, and more suitable for digital reception habits. This shows that the public is not entirely passive, but has formed certain expectations regarding communication quality.

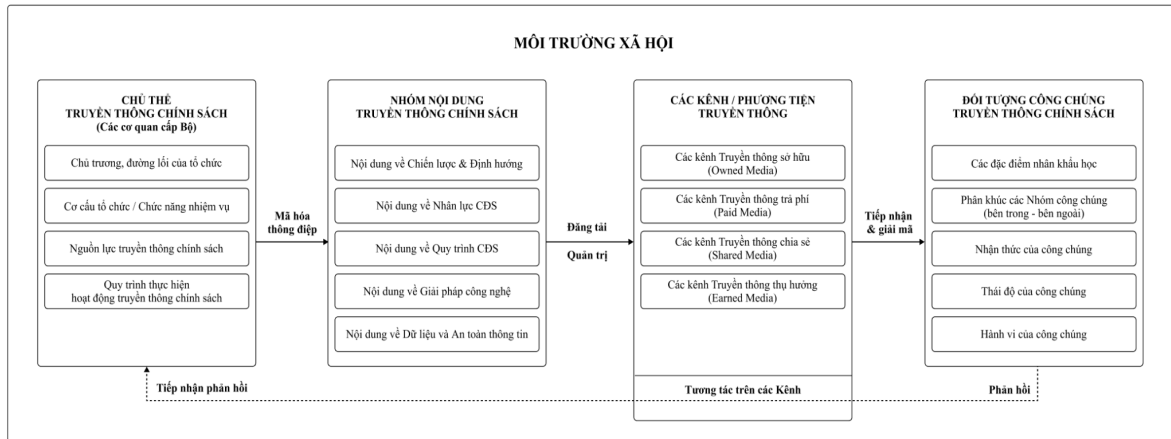
## **CHAPTER 4**

### **EMERGING ISSUES, SOLUTIONS, AND RECOMMENDATIONS TO IMPROVE THE QUALITY OF POLICY COMMUNICATION ON DIGITAL TRANSFORMATION OF MINISTRY-LEVEL AGENCIES IN VIETNAM**

Regarding the emerging issues, through the practical survey of the quality of digital transformation policy communication at ministry-level agencies, there are four major issues that need to be addressed to meet the requirements of modern state governance:

- First, the gap between general awareness and concrete action: The public easily agrees with the macro-level orientation of digital transformation but remains confused in implementation because communication messages lack practicality and do not clearly identify immediate benefits and specific application procedures for each target group.
- Second, fragmentation and lack of system-wide synchronization: Communication activities remain event-based and case-based around major events, and have not yet been designed as a consistent, interconnected, multi-channel communication strategy throughout the policy cycle.
- Third, the shortage of integrated communication human resources: Officers in charge at the ministries are mainly concurrently assigned or have expertise in traditional journalism; they lack skills in producing multimedia digital content and lack foundational knowledge of digital transformation technology.
- Fourth, risks from the digital information environment: The explosion of fake news and misinformation on cross-border platforms can easily erode public political trust in the Government's technology-related decisions if rapid response mechanisms and policy explanation mechanisms of the ministries are not improved.

The dissertation proposes a functional model of policy communication on digital transformation at ministry-level agencies in order to address the current fragmentation.



### Functional model of policy communication on digital transformation at ministry-level agencies

According to this model, it is necessary to establish a specialized policy communication unit under the Ministry Office, serving as the central coordinating body. This unit has the function of interconnection, closely linking specialized departments and agencies that draft policies with press agencies, affiliated portals, and the ministry spokesperson. This mechanism ensures that the communication unit participates from the policy drafting stage, developing a communication plan that accompanies the entire policy cycle instead of only passively reporting news after the policy has been promulgated.

Some solutions to improve the quality of policy communication on digital transformation of ministry-level agencies include:

- It is necessary to quickly develop periodic in-depth training and capacity-building programs for officers in charge of policy communication at the ministries. The training content should integrate two knowledge areas: modern communication skills (infographic design, short-video production, social media crisis management, application of data analytics technology)

and foundational knowledge of digital transformation and information security. In the long term, the ministries need to improve recruitment mechanisms and attract professional personnel with degrees in public relations and digital communication to work in public policy communication positions.

- Applying digital technology to policy communication itself. To implement policy communication “in the true spirit of digital transformation,” the ministries need to invest in developing and applying modern technological solutions to activity management: using artificial intelligence (AI) to analyze big data on social networks (Social Listening); using shared content management systems (CMS) interconnected among units; investing in security and information safety solutions for online systems; and developing rapid-response scenarios for cyberattacks that sabotage policy information.

Some recommendations to improve the quality of policy communication on digital transformation of ministry-level agencies in Vietnam:

- Strengthening the mechanism of coordinated accompaniment with key press agencies: The ministries need to proactively establish regular and close cooperative relationships with national key news and press agencies instead of only passively sending press releases. They need to coordinate in developing specialized columns, in-depth topics, and discussion programs that provide multidimensional analysis of the progress, difficulties, and solutions of macro-level digital transformation projects in order to scientifically orient public opinion.
- Promoting the critical and orienting role of experts and social organizations: To increase the persuasiveness and multidimensionality of policy information, the ministries need to proactively invite reputable experts in technology, the digital economy, and law to participate in policy analysis, commentary, and criticism in scientific and journalistic forums. Independent and objective

assessments from experts will contribute to increasing credibility and promoting society's policy acceptance in a natural manner.

- Strengthening awareness education and improving community digital skills: Policy communication must go hand in hand with improving the public's capacity to receive information. It is recommended that the ministries coordinate closely with the Ministry of Education and Training, the Ho Chi Minh Communist Youth Union, and associations and mass organizations to integrate digital skills and information security literacy into general education, higher education programs, and grassroots movements. When the community's level of digital awareness is improved, the ability to understand and accompany the Government's digital transformation policies will achieve sustainable effectiveness.

## **CONCLUSION**

The dissertation was formed in the context in which digital transformation is becoming a key driver of national development, where policy communication plays the role of organizing social consensus, building awareness, and changing public attitudes and behaviors toward digital transformation in general and the digital transformation policies of ministry-level agencies in particular.

After the research and survey process, the author draws answers to the main questions posed:

First, from the theoretical perspective, the dissertation has synthesized theories and models to clarify that policy communication is a process within the policy cycle, with fundamental layers of components including: subjects, message content, transmission channels, publics, and the social environment. Linking theories of agenda-setting, diffusion of innovations, policy communication models, digital transformation models, digital transformation content models, and others allows the dissertation to form an analytical framework and research model with

indicators and scales appropriate to the research scope. In parallel, the dissertation also examines influencing factors and identifies criteria for assessing the quality of policy communication activities on digital transformation of ministry-level agencies in Vietnam. This research result has contributed to filling the academic gap regarding policy communication on digital transformation in the public sector in particular and policy communication in general.

Second, in practical terms, ministry-level agencies have been organizing apparatuses to implement policy communication programs on digital transformation in a dynamic manner. A great deal of policy content has been transmitted in various forms and across many different communication channels. These activities have created a vibrant atmosphere around digital transformation content and digital transformation policies targeting many layers of target publics, from citizens, workers, and business owners to journalists, reporters, organizations inside and outside the Government, and state officials themselves. The Office of the Government continues to perform well in organizing policy programs, providing timely, accurate, and sufficient information, and serving as an official reference point for information flows that society can trust and follow. Specialized ministries such as the Ministry of Science and Technology have clearly demonstrated their leading role in the digital transformation work assigned to them, building a broad communication environment that covers many complex issues in this new field. Although the Ministry of Finance does not directly manage this field, like the Ministry of Industry and Trade, it is also a strong supporting unit in the digital transformation process for enterprises in Vietnam. In the current context of the socialist-oriented market economy, when enterprises, especially small and medium-sized enterprises, are the backbone of the economy, these communication programs have been serving as bridges between enterprises and the State's policy programs. This shows that the role of policy communication has been properly recognized and is important not only to the national digital transformation program but also to the overall development of society today. The

dissertation has also compared policy communication results of state agencies before and after the merger under the Government's new regulations in 2025, thereby contributing one aspect to the assessment of the results of this program.

Third, through analyzing the successes and limitations of the above current situation, the dissertation has also proposed solutions to improve the quality of policy communication in line with practical conditions, helping digital transformation policy programs spread widely and have impacts on the awareness, attitudes, and behaviors of communication publics. In particular, applying the digital transformation process itself to policy communication activities is a solution that not only demonstrates the dialectical nature of these two fields but also reflects a fundamental value of digital transformation. Accordingly, this is a comprehensive transformation process from action strategy, capacity improvement and communication governance thinking, organizational methods, and use of communication tools to the awareness of synthesizing and exploiting communication data. Especially for policy communication, the collection of results and data is of great importance in adjusting and promulgating policies appropriate to the social situation. Ministry-level agencies themselves also need to consider and assess investment of resources commensurately with each policy content and program (digital transformation policies in particular and other policies in general) in order to ensure quality and effectiveness.

In the coming period, with the strong development of technology, especially in fields such as artificial intelligence (AI), virtual reality/augmented reality (VR/AR), blockchain technology, and others, society will be greatly affected. Therefore, policy work, especially policy communication on digital transformation, will always pose new challenges not only for communication officers of state agencies but also for professional communicators and business owners, who need timely awareness and action. Beyond state policies on digital transformation programs, even within the micro scope of each organization, agency, mass

organization, or enterprise, it is also necessary to manage and organize internal communication programs on this new activity. Therefore, although the dissertation still has certain limitations, it has initially opened up a new perspective on policy communication on digital transformation for ministry-level agencies and provided solutions and recommendations which, if applied systematically, will certainly contribute positive value to policy communication work of state agencies in the coming period.

### PUBLISHED SCIENTIFIC WORK

| No. | Scientific work                                                                                                                                                                               | Year | Publication / Source                                                                                                       |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------|
| 1   | Tran Trong Hai: <i>Brand building and brand management activities of securities joint stock companies in Vietnam</i>                                                                          | 2017 | Master's thesis                                                                                                            |
| 2   | Tran Trong Hai: <i>The communication industry in the context of digital transformation in Vietnam</i>                                                                                         | 2022 | <i>Nguoi Lam Bao Magazine</i> , Issue 458 – April 2022                                                                     |
| 3   | Tran Trong Hai: <i>Solutions for building an information technology infrastructure platform for journalism and communication training to meet current digital transformation requirements</i> | 2024 | National Scientific Conference on “Journalism and communication training in the context of current digital transformation” |
| 4   | Tran Trong Hai: <i>Some practical issues regarding the role of policy communication in the national digital transformation program</i>                                                        | 2025 | <i>Political Theory and Communication Journal</i> , Special Issue, Quarter 01/2025                                         |
| 5   | Tran Trong Hai: <i>Policy communication on digital transformation in Vietnamese online newspapers and news websites today</i>                                                                 | 2025 | <i>Political Theory and Communication Journal</i> , Special Issue, Quarter 02/2025                                         |

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| 6 | Tran Trong Hai: Simulation of the application of Artificial Intelligence in news production automation | 2025 | <i>Proceedings of the International Scientific Conference on “Journalism and communication in the context of AI development”, in cooperation with KOICA, 2025</i> |
|---|--------------------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|