

## RESEARCH ON CORPORATE STRATEGIC COMMUNICATION AND MANAGEMENT BETWEEN CHINA AND GREECE

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**Abstract.** The purpose of the study is to investigate the practices of the international corporate strategic communication and management of Chinese enterprises to improve the bilateral trade between Greece and China. The quantitative research design was chosen to provide an accurate outcome for the needs of our investigation. The data collection is held by the online distribution, of 101 questioners, through Google forms, completed by employees in various positions in Chinese enterprises. The research focused on different variables, such as social media usage, government and regulatory compliance. The research analysis gives a clear view of the differences between the models of corporate strategic communication and management utilized by the enterprises of the two countries, as well as suggestions for further adaptation of multi-platform approach to optimize the bilateral trade.

**Keywords:** trading partners, international business, corporate marketing strategies, social media marketing.

**JEL Classification:** M140, M150, M160, M31, F23.

### 1. Introduction

The corporate world, especially after the end of the international crisis caused by the Covid pandemic, has seen a tremendous change at the adopted practices by international enterprises. Social media play a crucial role on the strategic corporate communication practices (Baryshnikova et al., 2021). Simultaneously, the impact of governmental decisions and regulatory compliance is significant for the sustainable development of international business (Christen et al., 2022).

Sino-Hellenic relations are based on trustful cooperation which is enhanced via the Belt and Road Initiative. The two countries during the Covid pandemic reinforced their relations, despite the business and trade difficulties that were caused due to unprecedented circumstances. The end of this crisis marked as a new beginning for further bilateral collaboration. For this reason, it is necessary to examine the enterprises' perception of the role of governments and regulatory compliance (Zhang, 2020).

On the other hand, social media development has changed the corporate strategies and marketing in the international trade. At this point it is interesting to have feedback of the perception of Chinese enterprises for social media platforms in Greece. Through this way it will be easier to find a common ground to expand and shift the communicational management and strategies in order to improve the bilateral trade. Understanding the different forms of communications and the usage of social media, will aim to a more sustainable bilateral development based on shared knowledge for enterprises located in both countries. (Katsikeas et al., 2020).

This paper attempts to offer a clear view of exploring and understanding the new directions of corporate strategic communication and management between enterprises based in China and Greece.

At this point it is necessary to explain the research design, sampling methods, data collection procedures and statistical analyzes used in this study. The aim is to provide a comprehensive and transparent account of the methodological choices made, thus enabling the

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reproducibility and critical evaluation of research findings (Creswell, 2014).

Beginning by describing the research design, which is based on a quantitative paradigm. This choice is based on the aim of the study to generalize the findings to a larger population and to statistically analyze the relationships between multiple variables. Following this, the paper delves into the specifics of the population and sample, detailing the criteria for selecting participants and the final sample size. Since the participants work in various positions in Chinese enterprises related to international trade, the sampling methods are designed to capture a wide range of perspectives.

Data collection procedures are then developed, with an emphasis on the design and distribution of an online questionnaire through Google forms. Also discusses the data control techniques used to ensure the quality and reliability of the data set, including the exclusion of outliers and missing questionnaires.

A comprehensive section is devoted to the variables used in the study, which range from ordinal and scale variables to nominal variables. This section aims to provide a detailed understanding of the nature of each variable and its relevance to the research questions.

Finally, the paper concludes with an overview of the statistical analyzes performed, including both descriptive and inferential statistics. The choice of specific statistical tests is justified based on the research questions and the types of variables involved.

In conclusion, it is emphasized that this chapter aims to provide a rigorous methodological framework that aligns with the study's objectives and research questions. By following established methodological standards, this research seeks to contribute valuable knowledge to the field of international corporate communication.

## 2. Literature Review

In this section it is crucial to declare the importance, relevance, and topicality of this empirical research. To begin with, it is necessary to understand the bilateral connections between Greece and China, and on extend to that the cooperation of enterprises located in the two countries. It would be considered a negligence if we would not take under consideration the fact that Greece is a Member State of the European Union, and under this aspect adopts the European principles, values, laws as well as the Strategic Agendas developed by the European Council (European Union, 2019).

The Belt and Road Initiative, established in 2013 by the Chinese President Xi Jinping, is considered to be one of most important international policy initiatives in Chinese and global history (Huang, 2016). 151 countries have signed the Memorandum of Understanding, yet approximately 146 to 151 are officially members of the Belt and Road Initiative, since there are some doubts upon the MoU (Nepodil, 2023). Greece joined the Belt and Road Initiative in August 2018, when the Greek Foreign

Affairs Minister Nikos Kotzias and the Chinese Foreign Affairs Minister Wang Yi signed the "Memorandum of Understanding" (OBOReurope, 2018).

Implementing the BRI, the member countries have the advantage of expanding their cooperation based on five major goals/categories: policy coordination, facilities connectivity, unimpeded trade, financial integration, and people-to people bond. The implementation of these five goals is based on the mechanisms and the strategies that are utilized in order to enhance the cooperation between the BRI countries and on extent to that Greece and China (Nepodil, 2022).

As it is mentioned by Chen Xuechen & Gao Xinchuchu, the countries and the enterprises that belong to the European Union and China should close the perceptions gap between them and develop a new strategic plan of cooperation (The State Council the People's Republic of China, 2015) based on the Belt and Road Initiative (Xuechen & Xinchuchu, 2021). Furthermore, this communication gap creates boundaries in the Sino-EU relations as well as in policies, media representation and the public opinion (Zhang, 2022).

When it comes to the Sino-Hellenic relations and communication it is important underline the necessity of building "bridges" between the two parties. As the Greek Prime Minister emphasized, during his official visit to China, the creation of communication channels is important and will be beneficial for the international trade and the economy (Prime Minister of the Hellenic Republic, 2023).

Through the Belt and Road Initiative enterprises located in China and EU (Greece) will be able to increase the economic development via transparent and updated communication strategies, as well as through the contribution of stakeholders, such as governments (BusinessEurope, 2020). Taken all these under consideration, this paper serves as the research blueprint, offering a detailed roadmap for exploring the modern complex dynamics of international corporate strategic communication and management between enterprises located in Greece and China. The main goal is to find and understand the potentials of the strategic corporate communication of enterprises, based on social media platforms via the possible optimum assistance and collaboration of governments and the regulatory compliance.

## 3. Methodology

### 3.1. Research Design

The research design serves as the blueprint for the entire study, guiding the collection, measurement, and analysis of data. In this study, a quantitative research design was used to investigate international corporate strategic communication and management between Greece and China. This section clarifies the rationale behind choosing a quantitative approach.

The research questions in this study are structured to yield numerical data. Variables such as "Engagement\_Level",

“SocialMediaMarketing” and “GDPR Issues” are quantifiable and can be subjected to statistical analysis. The quantitative design allows for a more objective evaluation of the data, thus aligning with the nature of the research questions (Hoepfl, 1997).

Quantitative research offers the advantage of precision. It allows multiple variables to be measured simultaneously, which is especially useful given the extensive list of variables in this study. Additionally, findings from a quantitative study are more generalizable to a larger population, making them more applicable to a broader context (Gable, 1994).

The quantitative design facilitates robust statistical analysis. Given the ordinal and scalar nature of most variables, statistical tests can be applied to establish relationships, test hypotheses, and make predictions. This is particularly important for variables such as “Trade relations”, “Environmental sensitivity” and “Policy change”, among others (Chenery-Morris et al., 2020).

The sample size of 101 respondents, after data control, is sufficient for a quantitative study, providing a balance between reliability and practical time and resource constraints. Quantitative research often requires larger sample sizes to achieve statistical significance, and this study meets that criterion (Lakens, 2022).

The quantitative research design was chosen for its appropriateness to the research questions, its applicability to the target population, and its ability to produce accurate, generalizable, and statistically robust results. This design aligns well with the aims of the study, providing a rigorous methodological framework for the investigation.

### 3.2. Hypothesis

Based on the needs of the needs of the research two research question are developed that lead to two hypotheses.

#### 3.2.1. Hypothesis (1)

**Research Question 1:** “What is the impact of different social media platforms - namely Facebook, YouTube, Instagram and WhatsApp - on companies’ marketing strategies?”

#### **Null hypothesis (H0)**

There is no significant relationship between companies’ marketing strategies and the independent variables FacebookUsage, YouTubeUsage, InstagramUsage and WhatsAppUsage.

#### **Alternative hypothesis (H1)**

There is a significant relationship between companies’ marketing strategies and at least one of the independent variables of FacebookUsage, YouTubeUsage, InstagramUsage, and WhatsAppUsage.

#### 3.2.2. Hypothesis (2)

**Research Question 2:** “What is the impact of companies’ relationships with the Greek and Chinese governments,

regulatory compliance, and GDPR-related issues on their business success?”

#### **Null hypothesis (H0)**

There is no significant relationship between the companies’ operational success and the independent variables GreekGov\_Relationship, ChineseGov\_Relationship, FollowRegulations and GDPR\_Issues.

#### **Alternative hypothesis (H1)**

There is a significant relationship between the companies’ operational success and at least one of the independent variables of GreekGov\_Relationship, ChineseGov\_Relationship, FollowRegulations and GDPR\_Issues.

### 3.3. Sampling

The sampling technique used in this study is non-probability convenience sampling. This approach was chosen due to its practicality and effectiveness in reaching a specific group of professionals in a short period of time. Although convenience sampling has its limitations, such as potential bias and lack of generalizability, it is often used in exploratory research where the goal is to gain initial insights into a phenomenon (Jager et al., 2017.).

An initial sample size of 101 participants was selected based on a power analysis, which took into account the number of variables in the study, the expected effect size, and the desired statistical power level of 0.80 (Serdar et al., 2021). This sample size is considered sufficient to conduct multiple regression analyzes and to ensure that the study has sufficient power to detect even small effect sizes (Field, 2013).

After applying the data screening techniques, the final sample remained at 101 questionnaires. Outliers and incomplete questionnaires were excluded from the analysis to ensure data quality. The final sample was subjected to further statistical analyses, including tests for normality, linearity, and homoscedasticity, among others.

### 3.4. Data Collection

Data for this study were collected through a quantitative research approach, which is appropriate for examining relationships between variables and generalizing to a larger population (Creswell, 2014). An online questionnaire was used as the main data collection tool. Online questionnaires are a common method in quantitative research and offer the advantages of cost-effectiveness, convenience, and the ability to reach a geographically dispersed sample (Reynolds et al., 1993).

The questionnaire was designed to capture data related to the study’s research questions, including variables such as product quality, marketing strategies, use of social media, government relations, and import-export factors. The questionnaire was created and distributed through Google Forms, a widely used platform for online surveys. Google Forms allows for easy data collection and analysis and provides various types of questions to suit research needs (Yaddanapudi & Yaddanapudi, 2019).

Google Forms was chosen for its user-friendly interface and ability to export data directly to statistical software for analysis. It also offers anonymity to respondents, which is critical for ethical reasons in research (Vasanth & Harinarayana, 2016).

The collection period lasted four weeks, from the 3rd of July 2023 until the 30th of July 2023, via emailing to potential respondents working in various positions in Chinese enterprises related to international trade. A follow-up reminder was sent two weeks after the data collection period to encourage participation.

### 3.5. Data Control and Preparation

The data control and preparation phase are crucial to ensure the quality and reliability of the data set. The initial step in the data preparation process involved data cleaning to ensure the quality and integrity of the data set. Data cleaning methods were used to identify and correct errors, inconsistencies and inaccuracies in the data set. These methods included range checks for numerical variables, cross-validation for categorical variables, and consistency checks for all variables (Eyisi, 2016).

Outliers were identified using statistical methods such as Z-scores and panel analyses. These outliers were then assessed for their potential impact on the study results. In cases where outliers were found to be errors or outliers that could distort the findings, they were excluded from the data set. The decision to handle outliers is consistent with established practices in quantitative research (Vickers, 2005).

### 3.6. Statistical Analysis

Given the quantitative nature of this research, a variety of statistical tests will be used to analyze the data. Parametric tests such as t-tests and Analysis of Variance (ANOVA) will be used for normally distributed data. However, as the data violate the assumption of normality, non-parametric tests such as the Kruskal-Wallis test and Spearman's rho will also be used (Damasceno, 2020). These tests are particularly useful for analyzing ordinal or non-normally distributed data and are considered robust to violations of normality (Rahman & Mukhtadir, 2021).

The statistical software package SPSS version 25 will be used for all statistical analyses. SPSS is widely recognized for its user-friendly interface and extensive range of statistical tests, making it an appropriate choice for this research (Masuadi et al., 2021).

To ensure the reliability of the study, Cronbach's Alpha will be calculated for each subscale. This measure provides an estimate of the internal consistency of the items in each subscale. The corrected match-total correlation values in this study ranged from 0,525 to 0,679, indicating good reliability (Holm, 2002.).

To establish research validity, the study will use construct validity by correlating the subscales with other established measures. In addition, the study will use Confirmatory Factor Analysis (CFA) to confirm that the

data fit the hypothesized measurement model. The use of multiple statistical tests also adds to the validity by cross-referencing the results (Allen, 2017).

Statistical analysis and measures of reliability and validity have been carefully selected to align with the research questions and the nature of the data collected. These methods are supported by existing literature, ensuring that the study meets the highest standards of academic rigor.

### 3.7. Ethical considerations

Informed consent is a cornerstone of ethical research, ensuring that participants are fully aware of the purpose, procedures, and potential risks or benefits of the study (Saunders et al., 2014). In this study, participants received an informed consent form along with the online questionnaire. The form described the aims of the study, the voluntary nature of participation and the applicable confidentiality measures.

To maintain the ethical principle of beneficence, the study ensured anonymity and confidentiality. Participants' identities were not revealed, and data were stored securely, accessible only to the research team. This aligns with the ethical considerations emphasized in nursing and other scientific research, where the protection of human subjects is paramount (Suri, 2008).

### 3.8. Limitations of the Methodology

The distribution of the variables necessitated the use of alternative statistical methods, which may limit the generalizability of the findings.

The sample size of 101 participants, all employed in various positions in Chinese enterprises related to international trade, may not be representative of the wider population. This limits the external validity of the study and requires caution in generalizing the results.

## 4. Results

In this section the results of the variables (social media usage, government, and regulatory compliance), are presented.

### 4.1. Investigating Research Question 1 - Hypothesis (1)

“What is the impact of different social media platforms – namely Facebook, YouTube, Instagram and WhatsApp – on companies' marketing strategies?”

Since the data are not normally distributed, it is suggested to use non-parametric tests such as Spearman's rank correlation to analyze the relationship between these variables.

**Type of analysis: Spearman's Rank Correlation.**

**Variables to include**

For the needs of investigating the present research question, the creation of the hypervariable “Engagement\_Level”



is deemed appropriate. Using variables: “SocialMediaMarketing”, “Web\_SEO\_Marketing”, “Email\_Newsletter” and “TraditionalAds” as proxy variables to quantify the level of customer interaction with a company is a common practice in research when the variables become necessary to draw useful conclusions are not readily available in the set of key variables of the survey questionnaire. The assumption here is that higher scores on the aforementioned marketing variables indicate higher levels of engagement with the target audience.

Variables: Engagement\_Level, FacebookUsage, YouTubeUsage, InstagramUsage and WhatsAppUsage.

#### Null hypothesis (H0)

There is no significant relationship between companies' marketing strategies and the independent variables FacebookUsage, YouTubeUsage, InstagramUsage and WhatsAppUsage.

#### Alternative hypothesis (H1)

There is a significant relationship between companies' marketing strategies and at least one of the independent variables of FacebookUsage, YouTubeUsage, InstagramUsage, and WhatsAppUsage.

Since the data are not normally distributed, it is more appropriate to use non-parametric tests such as Spearman's rank correlation to analyze the relationship between these variables.

Upon examination of the results of Spearman's rho correlation matrix (Table 1), several notable observations emerge that are relevant to the research question and the hypotheses under consideration. The research aims to distinguish the relationship between companies' marketing strategies, which act as “Engagement\_Level”

(Engagement\_Level) and various social media platforms, namely, Facebook, YouTube, Instagram and WhatsApp.

Statistical Significance: All correlations between “Engagement\_Level” and social media platforms are statistically significant with p-values of 0.000, which is below the conventional alpha level of 0.05. This suggests that the associations are unlikely to be due to random chance.

YouTube shows the strongest correlation with “Engagement\_Level” ( $\rho = 0.627$ ), followed by Instagram ( $\rho = 0.575$ ), Facebook ( $\rho = 0.543$ ) and WhatsApp ( $\rho = 0.459$ ).

The strength of these correlations ranged from moderate to strong, indicating a substantial relationship between the variables.

Cross-Platform Correlations: Social media platforms are also significantly correlated with each other, with coefficients ranging from 0.510 to 0.752. This suggests a potential multicollinearity issue if one were to include all of these variables in a regression model.

With a sample size of 101 for each variable, the study has sufficient power to detect even modest associations, lending further credence to the observed relationships.

The high intercorrelations between social media platforms suggest that these variables are not completely independent of each other.

While Spearman's rho indicates a relationship, it does not indicate causation. Using marketing strategies as a proxy for the level of interaction is a creative approach. The use of Spearman's rho is appropriate given the non-normal distribution of the data, as it is a non-parametric test that does not assume normality.

Table 1. Correlations Research Question 1 (Source: authors' processing, SPSS)

			Engagement_Level	Facebook	YouTube	Instagram	WhatsApp
Spearman's rho	Engagement_Level	Correlation Coefficient	1.000	0.543**	0.627**	0.575**	0.459**
		Sig. (2-tailed)		0.000	0.000	0.000	0.000
		N	101	101	101	101	101
	Facebook	Correlation Coefficient	0.543**	1.000	0.752**	0.705**	0.589**
		Sig. (2-tailed)	0.000		0.000	0.000	0.000
		N	101	101	101	101	101
	YouTube	Correlation Coefficient	0.627**	0.752**	1.000	0.752**	0.553**
		Sig. (2-tailed)	0.000	0.000		0.000	0.000
		N	101	101	101	101	101
	Instagram	Correlation Coefficient	0.575**	0.705**	0.752**	1.000	0.510**
		Sig. (2-tailed)	0.000	0.000	0.000		0.000
		N	101	101	101	101	101
	WhatsApp	Correlation Coefficient	0.459**	0.589**	0.553**	0.510**	1.000
		Sig. (2-tailed)	0.000	0.000	0.000	0.000	
		N	101	101	101	101	101

Based on the observed statistical significance and magnitude of Spearman's rho coefficients, the null hypothesis (H0) can be confidently rejected in favor of the alternative hypothesis (H1). There is a significant relationship between companies' marketing strategies and at least one of the independent variables of FacebookUsage, YouTubeUsage, InstagramUsage, and WhatsAppUsage. Thus, the study provides strong evidence that social media platforms play an important role in influencing companies' engagement levels with their target audiences. Future research should aim to disentangle the causal mechanisms underlying these associations and examine the potential impact of multicollinearity on outcomes.

#### 4.2. Investigating research question 2 – Hypothesis (2)

“What is the impact of companies' relationships with the Greek and Chinese governments, regulatory compliance, and GDPR-related issues on their business success?”

Given the ordinal nature of the “GDPR\_Issues” variable and the non-normal distribution of the data, non-parametric tests such as Spearman's rank correlation for scale variables and the Kruskal-Wallis H test or the Mann-Whitney U test for ordinal variables will be suitable for analyzing these relationships.

##### Type of analysis: Spearman's Rank Correlation, Kruskal-Wallis H Test.

For the needs of investigating the present research question, the creation of the hypervariable “Operational Success” is deemed appropriate. The use of the variables “ProductQuality,” “RD\_Innovation,” “GoodPartners,” and “StablePolicies” is evaluated as sufficient, as it is judged that these variables are the most representative for quantifying the level of operational success of a company. The assumption here is that higher scores on the aforementioned variables indicate higher levels of operational success.

##### Variables to include:

Variables: Operational Success, GDPR\_Issues, GreekGov\_Relationship, ChineseGov\_Relationship and FollowRegulations.

##### Null hypothesis (H0)

There is no significant relationship between the companies' operational success and the independent variables GreekGov\_Relationship, ChineseGov\_Relationship, FollowRegulations and GDPR\_Issues.

##### Alternative hypothesis (H1)

There is a significant relationship between the companies' operational success and at least one of the independent variables of GreekGov\_Relationship, ChineseGov\_Relationship, FollowRegulations and GDPR\_Issues.

A close examination of the presented statistical results, as listed in Tables 2–3, reveals several important points that warrant attention. The dataset includes 101 observations and uses Spearman's rho for correlation analysis, which is appropriate given the non-normal distribution of the data. The Kruskal-Wallis H test is also used to examine the relationship between operational success and GDPR issues, which is suitable for ordinal data.

A strong positive correlation ( $p = 0.752$ ,  $p < 0,01$ ) suggests that companies that have a good relationship with the Greek government are likely to have a similarly good relationship with the Chinese government. This could mean that firms that excel at diplomatic relations in one context may be competent in another, although causality cannot be inferred.

Both the variable GreekGov\_Relationship ( $\rho = 0.577$ ,  $p < 0,01$ ) and the variable ChineseGov\_Relationship ( $\rho = 0.482$ ,  $p < 0,01$ ) show moderate positive correlations with compliance with national and international regulations. This suggests that companies with better government relations are more likely to comply with regulations, which is an intuitive but important confirmation.

Table 2. Correlations Research Question 2 (Source: authors' processing, SPSS)

			Relationship with Greek Government	Relationship with Chinese Government and Authorities	Follow National, European and International Regulations
Spearman's rho	Relationship with Greek Government	Correlation Coefficient	1.000	0.752**	0.577**
		Sig. (2-tailed)		0.000	0.000
		N	101	101	101
	Relationship with Chinese Government and Authorities	Correlation Coefficient	0.752**	1.000	0.482**
		Sig. (2-tailed)	0.000		0.000
		N	101	101	101
	Follow National, European and International Regulations	Correlation Coefficient	0.577**	0.482**	1.000
		Sig. (2-tailed)	0.000	0.000	
		N	101	101	101

Table 3. Ranks Research Question 2 (Source: authors' processing, SPSS)

Do you think that there is any issue when it comes to the GDPR Regulation in Europe?	N	Mean Rank
Operational_Success	No	95
	Yes	6
	Total	101

Given the above analyses, the null hypothesis (H0) that posits no significant relationship between operational success and the independent variables cannot be fully rejected. While there are significant correlations between relationship with the Greek government, relationship with the Chinese government and regulatory compliance, the Kruskal-Wallis test does not find a significant relationship between operational success and GDPR issues.

The data presented provide partial support for the alternative hypothesis (H1) regarding government relations and regulatory compliance, but do not support a relationship with GDPR issues. Therefore, the null hypothesis cannot be rejected or fully accepted, indicating the need for further research.

## 5. Discussion

The present study aimed to investigate various aspects of international corporate strategic communication and management between the two countries under study (Greece and China).

The first research question presents a significant relationship between companies' marketing strategies and the use of social media platforms such as Facebook, YouTube, Instagram and WhatsApp. This aligns with existing research that highlights the growing importance of social media in corporate strategy (Gumussoy & Koseoglu, 2016).

According to previous study the social media usage plays a crucial role to the international corporate growth. The Chinese organizations utilize social media technologies to improve their organization performances. (Cao et al., 2018).

On extend to that, cross border e-commerce in China via the utilization of a variety of online platforms has a significant impact in the economy and the Chinese enterprises. (Fan, 2019) Based on the Belt and Road Initiative, e-commerce is highly connected to the goals for further economic growth. (Shenggaio, 2023).

The second research question aimed to understand the impact of companies' relations with the Greek and Chinese governments, regulatory compliance, and GDPR-related issues to their business success. Results were mixed, showing significant associations with government relations but not with GDPR issues. This suggests that while political ties are important, GDPR compliance may not be as critical in the context of Greece and China.

Greece throughout the years of collaboration with China has proven that government relations can affect positively the bilateral corporate collaborations. An example to that is the Cosco's investment at Piraeus Port. Also, the complex Sino-EU regulatory system can benefit from the positive Chino-Hellenic relations. (Tzogopoulos, 2020)

The importance of governments' relations and regulatory compliance is highlighted, mentioning that through mutual collaboration EU countries and China will be highly benefited via the implementation of the Belt and Road Initiative. Once again, the support of the Hellenic part is mentioned through the investment at Piraeus Port (García-Herrero et al., 2017).

As it is understood, according to the study, the government relations play a crucial role on the perception for future collaborations between Chinese and Greek enterprises.

## 6. Conclusions

In the context of this research, the International Corporate Strategic Communication and Management of Greece and China was investigated. This section summarizes the key findings and their implications. The empirical study used a quantitative approach, analyzing data from 101 questionnaires completed by employees in various positions in Chinese enterprises engaged in international trade. The research particularly sought to delve variables such as social media usage, government, and regulatory compliance.

### 6.1. Impact of social media

The study strongly supports the role of social media platforms such as Facebook, YouTube, Instagram, and WhatsApp in shaping companies' marketing strategies. This finding is crucial for the management of social-environmental crises, as effective communication through these platforms can significantly influence public perception. (Jin et al., 2014)

### 6.2. Government Relations and Regulatory Compliance

The study found partial support for the impact of Greek and Chinese government relations and general regulatory compliance on operational success. However, GDPR topics did not show a significant association. This highlights the complexity of navigating regulatory landscapes in international settings.

### 6.3. Methodological Considerations

It is worth noting that the data violated the assumption of normality, necessitating the use of alternative statistical methods. This is a limitation that future research should seek to address.

The study provides a complex picture of the factors influencing international corporate strategic

communication and management in Greece and China. While some hypotheses were supported, others were not, indicating the multifaceted nature of these issues and the need for further future research.

#### 6.4. Suggestions for practical application

The findings of this research offer several avenues for practical applications. While the study has its limitations, the insights gained may be instrumental to policy makers, corporate strategists, and socio-environmental advocates. Following are specific suggestions based on the research findings.

##### 6.4.1. Governments and Regulatory Compliance

The study found significant correlations between companies' relationships with the Greek and Chinese governments and their operational success. Based on all the above, it would be of great help if companies invest in lobbying and relationship building activities with government agencies for smoother operational workflow and crisis management (Coombs, 2007)

Despite the lack of a significant relationship between GDPR issues and business success, companies should not overlook GDPR compliance due to the legal implications and potential impact on consumer trust.

Companies could further focus on market research and trend analysis to import and export decisions, rather than relying solely on internal factors such as sales volume.

##### 6.4.2. Popular Chinese platforms – Perhaps a promising medium of interest for both Greek and Chinese enterprises

From a practical standpoint, the findings suggest that organizations should adopt a multi-platform approach. Therefore, organizations could strategically select platforms based on the nature and requirements of their sector. As Chinese platforms grow (such as Taobao, JD, Douyin, Alibaba and more) have affected the e-commerce corporate communication strategies. (Gai, 2023) It would be beneficial to find a common ground of getting to know more about the possibilities of development of the Sino-Hellenic e-commerce via the use of media as well as the marketing practices that are implemented in both sides.

The practical applications proposed here aim to guide companies and policy makers in making informed decisions in the areas of marketing strategies, social media, and government relations. While the study provides fundamental insights, implementation of these recommendations should be tailored to specific organizational contexts and aligned with broader corporate strategies and regulatory frameworks.

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