Guidelines and Innovation Insights for Developing an AI Smart Communication Platform for Sustainable Investment Promotion: The Thailand Board of Investment (BOI) Case

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Abstract

This study explores guidelines and innovation insights for developing an AI smart communication platform for sustainable investment promotion by the Thailand Board of Investment (BOI). A qualitative methodology was employed through in-depth interviews with 31 key informants from four stakeholder groups: platform developers, platform users, communication officers, and academic, technical, policy, or professional experts. The study addressed three objectives: the conceptual framework for platform development, the platform's form and content, and the factors influencing successful implementation. The findings indicate that platform development should be understood as a transformation of government communication infrastructure rather than as an isolated technological upgrade. Key priorities include integrated systems and databases, redesigned processes, clearer user guidance, proactive and interactive communication, and institutional mechanisms such as a Corporate Communication Center and BOI-AI Academy. The proposed platform should be integrated, data-driven, AI-assisted, user-centered, transparent, traceable, and action-oriented. The study proposes the VP Model, integrating Value-driven Government Communication with Platform-based Smart Communication. The V dimension emphasizes public value, reduced uncertainty, decision support, stakeholder engagement, and trust. The P dimension connects data, processes, AI, dashboards, notifications, knowledge systems, and personalized user journeys. The study contributes to research on digital government, government communication, and sustainable investment promotion by positioning communication as strategic infrastructure for digital transformation and public-value creation.

Keywords: innovation insights, AI smart communication platform, digital government, public-sector communication, sustainable investment promotion

Introduction

The current global economic, political, and social landscape is marked by increasing uncertainty. Geopolitical tensions and climate-related pressures are reshaping investment flows toward sustainability (United Nations Conference on Trade and Development [UNCTAD], 2024), while subdued growth complicates long-term planning for businesses and international investors (World Bank, 2025b). Institutional gaps further intensify these pressures. Across the 101 economies assessed in Business Ready 2025, economies were, on average, only about 60 percent of the way toward a favorable business environment, underscoring the need for effective regulations, accessible public services, and efficient implementation (World Bank, 2025a). Government communication must therefore move beyond passive promotion and one-way information distribution toward strategic infrastructure that provides reliable, timely, and actionable support for investment decisions and operations.

Government communication must also become intelligent and value-oriented. Such a shift can reduce administrative burden, strengthen trust, limit procedural risk, and help stakeholders respond to changing conditions. As Thailand's principal investment-promotion agency, BOI must communicate policies and incentives in ways that support the United Nations Sustainable Development Goals (SDGs) (United Nations, 2024). The transition from static channels to dynamic communication ecosystems supported by data, AI, and user-centered design is therefore both a technological development and a strategic requirement. It reflects digital-government and GovTech principles emphasizing data-driven administration, government as a platform, proactive services, transparency, and integrated delivery (OECD, 2020, 2024; World Bank, 2020).

Literature Review

Digital Government and Smart Communication

Digital government refers to the strategic use of digital technologies to improve public administration, services, and governance. The OECD Digital Government Policy Framework identifies six dimensions: digital by design, a data-driven public sector, government as a platform, open by default, user-driven services, and proactiveness. These dimensions require public organizations to redesign services around users, data, and public value rather than merely transferring paper-based procedures online (OECD, 2020, 2024).

Smart government communication extends this perspective to interactions between public organizations and stakeholders. Traditional communication commonly relies on websites, manuals, announcements, and official documents, whereas contemporary users expect timely responses, personalized information, interactive tools, and seamless service experiences. AI, data analytics, automation, and digital platforms can support relevant and actionable communication. AI-assisted interaction has also been associated with improvements in clarity, satisfaction, trust, and perceived understanding (Zhang & Nie, 2025). Chatbots and natural language processing can therefore strengthen both informational delivery and relational communication.

The World Bank's GovTech approach emphasizes citizen- and business-centered services, whole-of-government reform, public engagement, and digital enablers. These principles are especially relevant to investment promotion, which involves multiple systems, documents, agencies, and user groups. A smart platform can reduce fragmentation by connecting

knowledge, procedures, data, and user assistance within a coherent service environment (World Bank, 2020, 2021).

Business Ready 2025 complements the GovTech perspective by distinguishing among Regulatory Framework, Public Services, and Operational Efficiency across the firm lifecycle. Its global average Public Services score is nearly 23 percent below the Regulatory Framework score, indicating that formal rules are not always matched by accessible and effective services (World Bank, 2025a). The VP Model offers a conceptual and operational response by linking value-driven communication with platform capabilities that translate policies and requirements into integrated guidance, services, and support.

Digital government also contributes to sustainable development by improving service access, transparency, institutional capacity, and participation (United Nations, 2024). In this study, smart communication supports sustainable investment promotion by strengthening access to knowledge, decision support, government interaction, and compliance guidance. AI-driven content generation can use machine learning, natural language processing, and natural language generation to organize and present information efficiently (Wei & Qi, 2023). These technologies can support AI assistants and chatbots that interpret user needs and guide users through complex investment information.

KAP Framework

The Knowledge, Attitude, and Practice (KAP) framework provides a useful perspective for understanding behavioral change in digital transformation. Knowledge concerns the information and understanding needed to use digital services effectively. Attitude includes perceptions, confidence, trust, and acceptance of digital platforms and AI. Practice concerns the skills and behaviors required to complete procedures and adapt to digital service environments.

For investment promotion, users must understand eligibility requirements, incentives, procedures, conditions, timelines, and post-approval obligations. Knowledge alone is insufficient when information is complex or dispersed; communication must help users convert information into action through examples, step-by-step guidance, and AI-assisted recommendations. Platform acceptance also depends on perceived usefulness, usability, and trust, while successful practice requires digital skills among users and service capabilities among officers.

Attitude further involves digital empathy: the ability to recognize users' needs and concerns in online interactions. Digital empathy can improve understanding among platform users (Oranop na Ayutthaya et al., 2023). An outside-in BOI platform should therefore provide accurate information in a supportive and context-sensitive manner.

Organizational and Government Communication

Organizational communication connects internal structures, policies, personnel, and external stakeholders. In public organizations, it supports policy implementation, service delivery, stakeholder engagement, public relations, and trust. Strategic communication translates policy into clear messages, aligns units, and promotes organizational consistency.

In digital government, communication should be two-way, interactive, and seamless. Stakeholders should be able to ask questions, receive responses, track progress, and contribute to service improvement. For BOI, a coordinated framework, standardized knowledge management, real-time updates, and consistent internal and external information are essential because investment promotion involves multiple divisions, systems, procedures, and user groups.

Methodology

This qualitative study used in-depth interviews with 31 key informants from four stakeholder groups: platform developers, platform users, communication officers, and academic, technical, policy, or professional experts. It explored practical guidelines and innovation insights for a smart communication platform supporting sustainable investment promotion. The three objectives concerned the platform's conceptual framework, its form and content, and the factors influencing successful development.

Interview data were analyzed thematically and organized according to the three objectives. Recurring themes included fragmented systems, resource and budgeting constraints, user guidance, AI-assisted communication, data integration, two-way interaction, organizational communication, governance, and public-value creation. The themes were then synthesized into communication-focused findings across the stakeholder groups.

Findings

Conceptual Framework for Smart Communication Platform Development

The conceptual foundation should integrate digital architecture with communication governance. A fully digital and paperless flow from application to certification requires Enterprise Architecture, Single Sign-On, Master Data, and interoperability among relevant systems. This foundation would connect policies, procedures, data, and user support within a coherent environment rather than dispersed channels.

The platform should also adopt an outside-in design centered on the investor and company journey. Industry-specific navigation, personalized entry questions, company-based tracking, and a single investor view can organize information by user type, business activity, project portfolio, and investment stage. Consolidating projects and interactions under one company profile would improve continuity, reduce repeated data submission, and shift communication from an agency-centered structure toward investor-centered guidance.

Organizational communication is another core component. A coordinated Corporate Communication Center, standardized knowledge management, a Content Council or equivalent governance mechanism, and real-time updates would support one-voice communication, preserve institutional knowledge, and reduce inconsistencies across individuals and units.

At the ecosystem level, the framework should incorporate business process reengineering, Digital ID, open APIs, interoperable data, secure inter-agency links, and collaboration among government, private-sector, academic, and regional partners. Interviewees also proposed proactive referrals from VAT registration to relevant BOI services and regional investment coordination committees that connect national policy with local conditions. Together, these

mechanisms support a transition from regulator-centered administration toward proactive facilitation.

Form and Content of the Communication Platform

The platform's form and content should move beyond static information toward dynamic, interactive, visual, AI-assisted, and action-oriented communication. Complex policies and procedures should be presented in concise, searchable, understandable formats directly connected to the actions users must take.

Key functions include intelligent search, industry-specific navigation, roadmap dashboards, motion infographics, short videos, smart manuals, multilingual and text-to-speech guidance, AI assistants, chatbots, online expert clinics, customer relationship management, and intelligent help-desk services. These tools can help users locate relevant information, receive risk alerts, and obtain personalized guidance without relying exclusively on direct staff assistance.

BOI-AI Academy emerged as a central learning mechanism for internal and external users. It should provide structured learning paths, short modules, practical cases, self-assessment, standardized manuals, BOI Coach support, and post-approval guidance. This function would transform static documents into continuous learning and decision readiness throughout the project lifecycle.

Communication should also connect with service execution through smart forms, automated document screening, validation logic, auto-approval for rule-based cases, proactive notifications, real-time tracking, timestamps, trace logs, and audit trails. Streamlined onboarding and account deactivation—described by some respondents as "easy entry–easy delete"—could simplify user administration. Voice interaction, speech-to-text, hybrid intelligence, legal or tax chatbots, and metaverse-enabled virtual offices may further improve accessibility and decision support.

Overall, platform content should convert information into guided action by explaining requirements, recommending next steps, preventing avoidable errors, and supporting investors from initial awareness through approval, implementation, and ongoing compliance.

Success Factors in Platform Development

People, systems, data, governance, resources, trust, and ecosystem readiness are interdependent success factors. Platform development should therefore be managed as organizational transformation rather than as a technology project alone. Executive commitment, clear ownership, communication governance, and alignment between front-office services and back-office capability are essential.

Human readiness requires continuous capability development for officers, communication professionals, and technical personnel. On-the-job learning, mentoring, BOI Coach mechanisms, digital and data literacy, AI competence, service-minded communication, and knowledge continuity should be supported by performance indicators and change management.

Technical readiness depends on reliable systems, in-house capability, code ownership, cybersecurity, privacy protection, data sovereignty, Digital ID, interoperable databases, open

APIs, digital signatures, and audit trails. These elements should be combined with user-friendly Single Sign-On, transparent status information, and validation mechanisms that strengthen trust and reduce errors.

Governance and sustainability require flexible budgeting, Software as a Service where appropriate, maintenance resources, agile development, measurable service standards, and outcome-oriented evaluation. Sandbox testing, pilots, and hackathons can support controlled experimentation before scaling. Response time, accuracy, consistency, transparency, satisfaction, reliability, and learning from testing should be monitored. Cross-agency, public-private-academic, and regional collaboration is also necessary for long-term relevance and public value.

New Knowledge Contribution

The study contributes the VP Model, which integrates Value-driven Government Communication (V) and Platform-based Smart Communication (P). The V dimension explains how communication creates public value by reducing uncertainty, supporting decisions, strengthening trust, and engaging stakeholders. The P dimension translates these values into capabilities through integrated data and systems, AI-assisted guidance, user-centered experience, proactive services, and transparent, traceable processes. Figure 2 presents the two dimensions and their expected outcomes. The model's contribution lies in positioning communication not as a supporting activity alone, but as both a public-value mechanism and digital infrastructure for the investment ecosystem.

Within the model, BOI-AI Academy functions as a cross-cutting learning system that converts institutional knowledge into continuous guidance for investors and officers. It links knowledge management, communication governance, and user support across the investment journey through structured tutorials, coaching, short-form learning content, and ongoing advisory assistance. Figure 1 summarizes the implementation mechanisms identified in the interviews.

Figure 1

Strategic Outcomes and Implementation Mechanisms Emerging From the VP Model

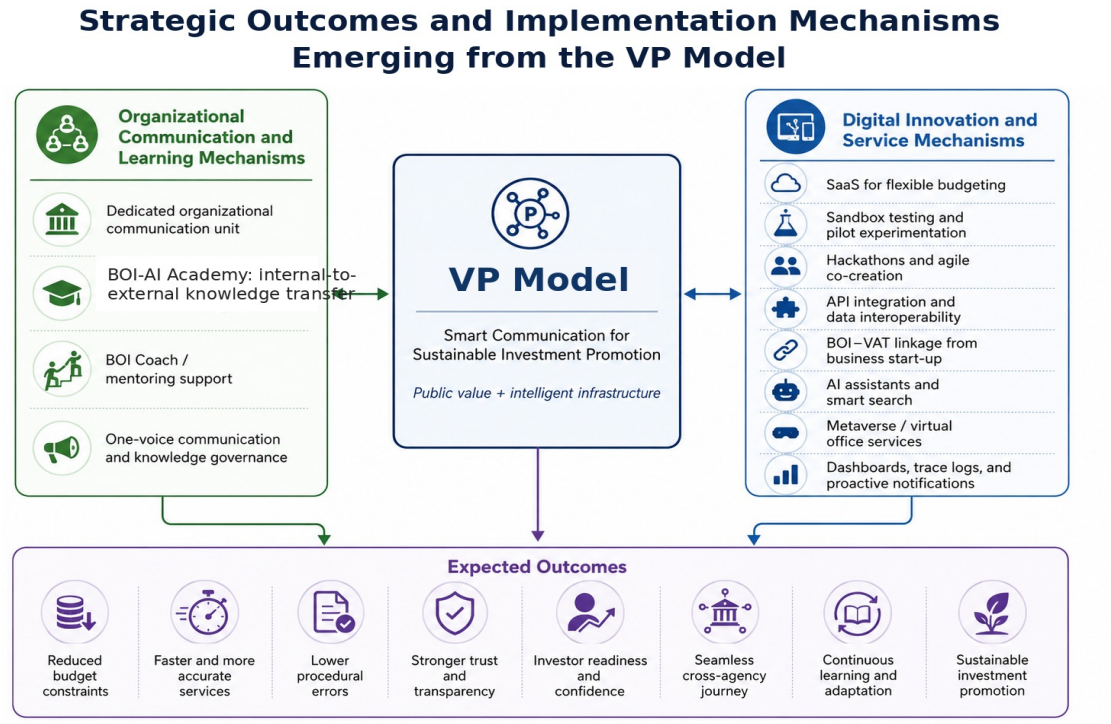
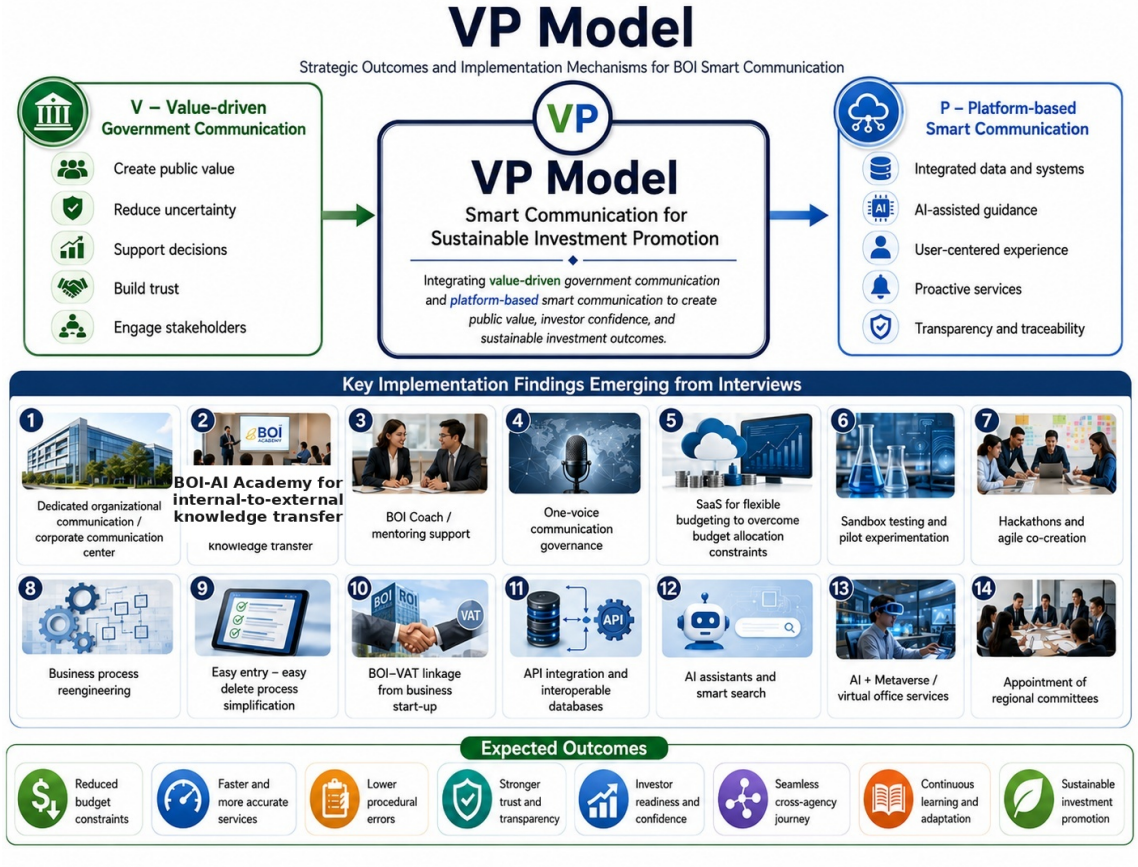


Figure 2

The VP Model for Smart Communication and Sustainable Investment Promotion



Discussion

From Information Delivery to Value-Driven Government Communication

The findings support a shift from information dissemination toward value creation. Investors need more than access to documents and announcements; they need communication that reduces ambiguity, supports decisions, directs action, and builds trust. This reflects public-value approaches to digital transformation, in which technology is a means rather than an end.

The V dimension of the VP Model captures this transition. It emphasizes communication that helps users understand opportunities, identify incentives, navigate procedures, comply with requirements, and trust official information. Policy framing can sustain trust during uncertainty (Anggraeni et al., 2023), while status dashboards, timestamps, trace logs, and audit trails can make processes more transparent. The importance of clear, consistent, and accountable presentation also aligns with communication-quality assessment approaches (Yuwakosol et al., 2023).

This perspective is consistent with GovTech principles prioritizing user-centered services, whole-of-government transformation, participation, and improved delivery (World Bank, 2020, 2021), as well as the United Nations view that digital government can accelerate the SDGs through accessibility, responsiveness, and institutional capacity (United Nations, 2024). For sustainable investment promotion, communication should explain available support, application requirements, and connections to national development priorities so that investors can make informed and responsible decisions.

Platform-Based Smart Communication as Digital Infrastructure

The findings add an organizational communication dimension that extends beyond technical integration. Respondents emphasized a dedicated communication unit or Corporate Communication Center responsible for governance, standardized knowledge, coordinated messaging, and internal-external alignment. BOI-AI Academy should function as a strategic learning hub supporting internal capability, investor education, short videos, guided learning, mentoring, and BOI Coach-style assistance throughout the investor journey.

Distinctive implementation proposals included Software as a Service and flexible procurement to address budget constraints; sandbox testing, pilots, hackathons, and agile co-creation; business process reengineering; streamlined onboarding and account deactivation; company-based tracking and a single investor view; and regional investment coordination committees. API integration and interoperable databases could enable secure data exchange and VAT-to-BOI referrals at business start-up. AI assistants, predictive alerts, document screening, virtual offices, dashboards, trace logs, and proactive notifications further indicate that smart communication should be adaptive, experimental, and ecosystem-based.

The P dimension positions communication within a platform connecting data, processes, AI, user experience, and organizational communication. AI, machine learning, natural language processing, and natural language generation can automate, organize, and present information (Wei & Qi, 2023). These technologies support AI assistants, chatbots, smart manuals, document screening, and recommendation systems as a cognitive communication layer.

This orientation corresponds with OECD principles of government as a platform, data-driven administration, user-driven services, and proactiveness (OECD, 2020, 2024), and with World Bank GovTech principles concerning core systems, service delivery, participation, and digital enablers (World Bank, 2020, 2021). Five core capabilities follow: unified access; AI-assisted guidance; real-time transparency; proactive and personalized communication; and organizational learning through BOI-AI Academy and knowledge management.

The findings also address the operational-efficiency gap identified in Business Ready 2025. Globally, Operational Efficiency averages about 10 percent below Regulatory Framework, indicating that formal rules are not always matched by practical ease of compliance or effective services (World Bank, 2025a). Process reengineering, BOI-AI Academy, AI guidance, RPA-enabled workflows, dashboards, API integration, and proactive notifications provide practical mechanisms for narrowing this gap. The platform should therefore operate as strategic infrastructure connecting policies, processes, people, and data throughout the firm lifecycle.

AI-Enabled Government Communication, Smart Governance, and Investment Promotion Agencies

AI adoption in government should be treated as institutional and communication transformation rather than the introduction of isolated tools. AI can support classification, predictive analysis, personalization, multilingual assistance, and decision support, but its public value depends on data quality, organizational capacity, explainability, accountability, and alignment with public-sector values (Zuiderwijk et al., 2021). Trust in public-sector chatbots is also influenced by perceived competence, responsiveness, transparency, and human oversight (Aoki, 2020).

Smart-governance research shows that technology creates value when embedded in collaborative arrangements linking public organizations, businesses, universities, technology providers, and users (Nastjuk et al., 2022; Wirtz & Müller, 2023). Research on AI in local government identifies benefits alongside constraints such as limited internal capability, cost, data bias, ethical risk, and difficulty validating automated decisions (Yigitcanlar et al., 2023). These insights support regional committees, pilots, cross-sector collaboration, and human-centered implementation.

Data governance is central to this ecosystem. Integrated data can improve coordination and services, but it requires clear rules for sharing, privacy, security, accountability, and inter-organizational responsibility (Xie et al., 2024). Interoperable databases, Digital ID, APIs, trace logs, and audit trails should therefore function not only as technical components but also as communication mechanisms that make processes visible and trustworthy.

Investment Promotion Agencies increasingly act as facilitators and coordinators across investment ecosystems. Digital platforms can strengthen this role by integrating policy information, investor guidance, inter-agency coordination, data exchange, and post-establishment support. AI-assisted communication, interoperable data, proactive notifications, and personalized guidance can connect investors with relevant agencies and regional partners in line with investment-facilitation and digital-government directions (OECD, 2024; UNCTAD, 2024).

Within the VP Model, AI assistants, predictive alerts, Robotic Process Automation (RPA), workflow automation, dashboards, and immersive virtual services form an augmented

communication and service layer. Automation can support repetitive routing, status updates, notifications, and rule-based processing, while officers retain responsibility for sensitive or judgment-intensive cases. BOI-AI Academy can strengthen AI literacy, ethics, process knowledge, and organizational learning.

Generative AI can also support routine communication when governed appropriately. Tools such as ChatGPT can assist with plain-language explanations, document summaries, frequently asked questions, translation, and first drafts. Speech-to-text tools can turn meetings and voice notes into transcripts, action items, and draft minutes (OpenAI, 2025a, 2025b). Responsible officers should review outputs, protect confidential data, and retain control over official records and decisions.

Smart Communication and SDG-Oriented Investment Promotion

The SDGs provide a global framework for this study. Sustainable investment promotion should support economic growth, innovation, institutional effectiveness, and inclusive development. Smart communication can contribute by making public services more accessible, transparent, responsive, and efficient. The United Nations identifies digital government as an enabler of SDG implementation through improved services and institutional reform (United Nations, 2024).

In the BOI context, smart communication can support SDG-related outcomes by reducing administrative burden and broadening access for SMEs, regional firms, and emerging businesses; strengthening transparency through status tracking and trace logs; improving accountability through data governance, digital signatures, audit trails, and service standards; and encouraging innovation through AI, automation, digital ecosystems, and knowledge-based services.

Accordingly, the VP Model positions communication as a value-creating, platform-enabled process that conveys public value, strengthens trust, and supports sustainable investment decisions.

Conclusion

The findings confirm that BOI's smart communication platform should operate as strategic communication infrastructure. It should integrate policy knowledge, user support, interoperable data, AI-assisted technologies, and organizational communication to provide clarity, confidence, and continuity across the investor journey. Viewed through the firm lifecycle, these mechanisms support integrated services from business entry through operation, expansion, and restructuring (World Bank, 2025a), while strengthening the facilitative role of Investment Promotion Agencies in digital ecosystems (UNCTAD, 2024).

Future development should be integrated, data-driven, user-centered, transparent, and proactive. Smart search, AI assistants, dashboards, trace logs, notifications, document screening, and real-time tracking can clarify requirements and reduce procedural risk. BOI-AI Academy can provide lifecycle learning, while RPA-enabled workflows reduce repetitive work and allow officers to focus on complex cases.

Implementation should combine organizational learning with controlled experimentation. BOI-AI Academy, sandboxes, pilots, hackathons, phased API integration, company-based tracking,

VAT-to-BOI referrals, and regional coordination can test and refine innovations before scaling. Success also depends on communication governance, interoperability, organizational readiness, staff capability, sustainable budgeting, service reliability, and collaboration.

The VP Model integrates Value-driven Government Communication with Platform-based Smart Communication. Together, the two dimensions position smart communication as both a public-value mechanism and digital infrastructure for sustainable investment promotion. Future research may examine implementation readiness, user experience, organizational adoption, and measurable outcomes after practical testing, including adaptation to other public organizations and investment-promotion contexts.

Recommendations

Policy Recommendations

Position smart communication as strategic public-sector infrastructure. Investment Promotion Agencies and other public organizations should integrate communication with policy design, service delivery, data governance, regulation, and lifecycle support.

Establish integrated data and communication governance. Formal arrangements should define ownership, responsibilities, interoperability standards, content approval, security, privacy, and accountability across internal units and partner agencies.

Institutionalize measurable service standards. Service-level agreements and indicators should cover response time, accuracy, transparency, consistency, accessibility, user satisfaction, communication quality, and transaction completion.

Invest in sustainable capability and resources. Long-term policy should support staff development, BOI-AI Academy, in-house technical capacity, change management, flexible budgeting, maintenance, privacy protection, and responsible AI governance.

Strengthen ecosystem collaboration and public trust. Secure data exchange and coordinated communication should connect government agencies, industry associations, universities, regional actors, and private-sector partners while preserving transparency and institutional responsibility.

Practical Recommendations

Design around the user and company journey. Organize content and services from awareness and decision-making through application, approval, implementation, and compliance. Use company profiles, a single investor view, personalized entry questions, and streamlined onboarding and account deactivation.

Prioritize high-value smart functions. Initial development should focus on smart search, dashboards, proactive notifications, smart forms, document screening, real-time tracking, trace logs, multilingual guidance, and AI-assisted support.

Use generative AI and voice-to-text to improve communication productivity. Public organizations may use ChatGPT or equivalent tools to draft, summarize, translate, and simplify

routine content, while speech-to-text systems can produce transcripts, action lists, and draft minutes. Outputs must be reviewed for accuracy, confidentiality, bias, and compliance.

Automate routine workflows while retaining human accountability. RPA, workflow automation, and document intelligence can support routing, validation, updates, reminders, and rule-based processing; exceptional or sensitive matters should remain subject to officer review and escalation.

Develop BOI-AI Academy as a lifecycle learning hub. Provide structured pathways, short videos, manuals, cases, self-assessment, BOI Coach support, and updated post-approval guidance for investors and staff.

Pilot, test, and improve continuously. Implement in phases, conduct user research and usability testing, gather feedback, monitor service metrics, and refine content and workflows before expansion.

Maintain human support and professional judgment. AI and automation should complement expert consultation, ethical oversight, service-minded communication, and clear channels for complex cases.

Coordinate implementation across the ecosystem. Establish secure inter-agency APIs, including VAT-to-BOI referrals where appropriate, and develop regional investment coordination mechanisms that align data, standards, messages, timelines, and escalation procedures.

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