Research Article

The Role of Strategic Management Dimensions on Power of Political Parties in Georgia and Its Approach from Operation to State Level

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ARTICLE INFO	ABSTRACT
	Strategic management plays a fundamental role in shaping the longevity, adaptability, and electoral success of political parties. While extensively studied in corporate settings, its application to political organizations remains underexplored, particularly in transitional democracies. This research examines how strategic management dimensions—such as ideological positioning, resource allocation, and leadership strategies—affect the performance and stability of political parties within Georgia's evolving political landscape. Through qualitative analysis and comparative evaluation, the study assesses how structured, proactive strategic planning contributes to party resilience, voter trust, and long-term governance effectiveness, while reactive or short-term approaches can lead to internal fragmentation and fluctuating public support. The findings indicate that political entities with clearly defined strategies and institutionalized decision-making frameworks tend to maintain greater stability, while those lacking a cohesive strategic vision experience governance inconsistencies and challenges in sustaining electoral momentum. Furthermore, the research highlights structural differences among political organizations, where some parties exhibit comprehensive strategic frameworks, while others demonstrate more limited strategic planning capacities. As Georgia progresses toward European Union integration, the study underscores the importance of institutionalized, evidence-based strategic management in enhancing democratic consolidation and political stability. By bridging political science and strategic management, this research contributes both theoretical insights and practical recommendations for policymakers, analysts, and political leaders seeking to strengthen governance effectiveness in a competitive and evolving democratic environment.

Keywords: Strategic management, political party strategy, electoral performance, governance effectiveness, party resilience, decision-making, state-level strategy, transitional democracies |

Introduction

Georgia's political landscape has been marked by growing public dissatisfaction with the ruling Georgian Dream party, as criticism mounts over governance failures, economic stagnation, and democratic backsliding. Protests, opposition movements, and international concerns over judicial independence and electoral integrity indicate a deepening political crisis. While the party initially gained popular support for stabilizing the economy and reducing political turbulence, its prolonged rule has led to accusations of oligarchic control, suppression of dissent, and a lack of strategic policy direction. The increasing frustration among political activists, opposition groups, and civil society raises critical questions about how strategic management—or the lack thereof—shapes the performance and longevity of political parties in Georgia.

Understanding the strategic mechanisms behind party success and decline is essential, not only for academic inquiry but also for policymakers, analysts, and political actors navigating Georgia's evolving political arena. As Moghimi (2025) states, "Without a structured, adaptable, and forward-thinking strategy, political entities become reactionary forces rather than proactive agents of change, ultimately diminishing their ability to shape national progress" (p.

214). This principle applies directly to the Georgian Dream and other political factions, whose strategic missteps or successes determine their ability to maintain influence in a polarized and competitive environment.

Beyond the immediate political climate, this study situates its analysis within the broader discourse of political strategy and governance. Political parties, much like corporations, must engage in long-term strategic planning, resource allocation, and ideological positioning to remain competitive. Strategic management encompasses more than just electoral campaigns—it determines how parties respond to crises, manage internal structures, and sustain public trust. While the field of corporate strategic management has been extensively studied, its application to political party systems in transitional democracies remains underexplored, particularly in the Georgian context.

To address this gap, this research examines the role of strategic management in shaping the power dynamics of political parties in Georgia, focusing on the extent to which proactive or reactive strategies influence electoral success, party stability, and public perception. The study is guided by the following research questions:

- How does the strategic management approach of political parties in Georgia influence their long-term electoral success and party stability?
- What role does strategic management play in shaping public perception and voter loyalty in Georgian political parties?
- To what extent does proactive vs. reactive strategic management impact political party adaptability in a rapidly changing geopolitical landscape?
- How do different dimensions of strategic management (e.g., resource allocation, branding, ideological positioning) contribute to the power dynamics between ruling and opposition parties in Georgia?
- What lessons can emerging political-parties in Georgia learn from past strategic management successes and failures?

By addressing these questions, this study contributes to both theoretical and practical understandings of political party strategy, offering insights that extend beyond Georgia to other transitional democracies facing similar governance and stability challenges. The findings aim to inform political leaders, analysts, and scholars on the strategic mechanisms that drive party resilience, adaptability, and influence in an increasingly complex political environment.

Theoretical foundations of research

Democratic Political Parties in Georgia

A Party in a democratic system has the responsibility to affiliate their goals and short and long term plans to country's constitutions and cultural and social values. In Georgia parties must have official registration and address and members. From the perspectives of the law, starting and registering a party is very easy and efficient in Georgia and law preserves such rights of political activities for citizens very firmly and clearly. Values that parties are focusing and promoting are usually Economic, Security, Education, Health Care, Natural Resources, Public Safety. Justice System, Integrity and Relationship with Europe and similar challenges. The available researches about these factors sometimes not showing very positive situations in Georgia showcasing some incompetencies in the state-level decision making. (Moghimi and Monemizadeh, 2025)

Main Parties in Georgia

Country of Georgia currently has many active political parties and groups that are mostly united around two main parties of "Georgian Dream" and "United National Movement". Some of the other parties – that are usually united with one of the above two main players -are People's power, For Georgia, Girchi, European socialists, Progress and freedom, State for the people, Lelo for Georgia, Strategy Aghmashenebeli, Citizens, Republican Party, Law and justice, National Democratic Party and ALT-Info.

Strategic management in the country

There are several ways that a political party organization in any country can communicate with actual and projected change using strategic management. In some cases, the organization automatically evolves in response to environmental changes without any conscious action and without any influence on the outcome of the change. Such a change may later be assessed as detrimental to the organization's capacity to achieve its goals. Or worse, it could be the news of the end of that political party. In this case, the party, in the real sense, has become the plaything of

external actors and circumstances. At the other end of the spectrum, the party organization may take control of its own destiny by actively examining its environment in an effort to anticipate environmental changes. Between these two extremes, we can place adaptive action, where the side recognizes environmental changes and makes gradual adaptations to deal with them. and reactive action, where the party affected by the consequences of unforeseen changes may experience crisis and change in response. Table-1 shows a range of ways in which a political party might communicate environmental change. This continuity moves away from the idea that the higher the degree of predictability, the greater the capacity for timely and effective adjustment, taking the party's future into its own hands and enhancing its capabilities in the future. It is the duty of party leaders and managers (i.e. political figures as well as party organizational heads) to effectively guide their party through the complexity and uncertainty of its environment. The underlying premise of this tool is that leaders and managers perform best if they act on the basis of a carefully developed strategic plan that uses a dialogical process of internal and external analysis, drafting, and implementation of the plan. By dialogue we mean that, to an important extent, the involvement of relevant internal stakeholders determines the success of the process. The tools presented in this book provide aid providers and political parties with the practical tools they need to anticipate change and design and implement effective strategies to address these changes. This tool gives the parties the opportunity to take charge of their internal performance and external position. More precisely, it involves more informed, coherent and effective planning and action, so that sustainability is improved and long-term results are more likely to be achieved.

Table 1- Types of organizational measures in the influence of strategic management

Proactive action	Adaptive action	Reactive action	Environmentally determined change
Actively scan environment; anticipate Youth changes, Initiate the Values	Recognize environmental change; make incremental change to cope	Hit by implications of unforeseen change; experience crisis; change in response and values	Flexible for implications of unforeseen change; experience crisis; change in response

Strategic Management in the political parties

The term 'strategy' is used in connection with political parties in multiple ways. Perhaps the first that comes to mind is a party's strategy to maximize its votes in an election. In this sense, strategy is closely related to campaigning; that is, reaching the electorate and convincing as many voters as possible to vote for party X. While this is certainly a crucial strategic aspect of any political party, it is not the type of strategy primarily addressed by this tool. The focus of this tool is on organizational strategy rather than campaigning strategy; that is, integrating an organization's functions and units into a more cohesive, broader strategy. This kind of strategic management involves the ability to improve the party organization as a whole under conditions of complexity and uncertainty. More specifically, political parties often face changing landscapes. Constitutional and other legal reforms affect their organizations' requirements in areas such as the number of local branches a party must have, its membership base or its financial reporting. A party's capacity to act and organize can also be subject to sudden change, depending on the continuity of funding. New parties come and go, making the competitive environment somewhat unstable. That is not to say that there is no link between this tool and campaigning strategy, since voter support is one of the most crucial legitimizing and authorizing sources for a political party, and in many ways its raison d'être. In practice, there is often an overlap between electoral strategy and organizational strategy. A good organizational strategy places the party in a better position to successfully campaign and grow electorally. So when we talk about organizational strategy, electoral strategy is often automatically involved. However, this tool separates the two types of strategy as far as possible, emphasizing the challenges and opportunities presented by organizational planning, and mostly leaving electoral campaigning strategies aside. Based on these considerations, it is clear that strategic planning and the implementation of strategic plans are quite different from everyday management and standard operational activities. Different types of management can be visualized as a pyramid (see Figure blow). At the bottom of the pyramid, we find operational processes: the day-to-day activities that keep the political party organization going. One level above is the management level; here, decisions about resource allocation are made, performance is monitored and periodic assessments can be made about the degree to which operational goals are being achieved. Strategic planning takes place at the level above 'normal' management: this is where questions are raised and answered concerning the

political party's vision, mission, branding, positioning, long-term organizational goals, broader legitimizing programmers and so on. The types of questions addressed by this tool are positioned at this level of the pyramid, but at the same time concern the whole organization. This approach to strategic planning is intended to be as inclusive as possible, meaning that individuals from each level of the organization will be involved in the strategic planning effort. In addition, the closer one gets to implementing individual strategies to tackle specific strategic sub-issues, the more important the management and operational levels become.
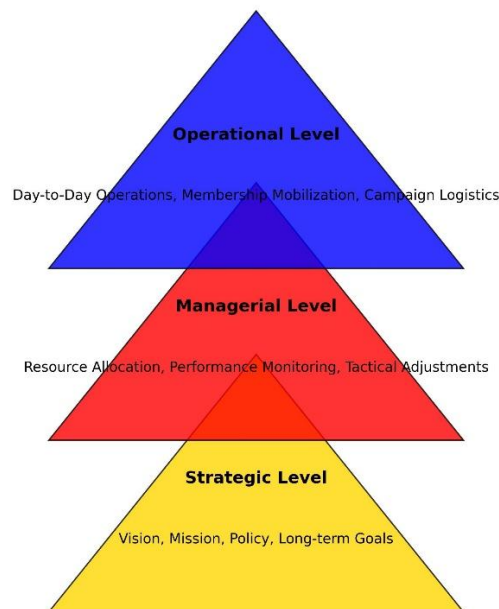

Figure 1- Different levels of organizational action in relation to strategic management

Research methods

The purpose of this research is to investigate the effectiveness and dimensions of strategic management on political parties and its approach in Georgia. For this purpose, in order to examine this effectiveness, we must separate the political parties of Georgia and examine the strategic management of each one in order to get the best possible result. In the following, using the role of strategic management on the political parties of Georgia, we should examine the effectiveness with using graphical quantities to see if the desired result and efficiency will increase, or if it does not increase, strategic management should be applied in different approaches and dimensions. In this article, an attempt has been made to evaluate the approach of political parties in Georgia by using the scope of strategic management and its branches. In this study one hundred and ninety-one activists had finalized and acceptable responds. For clear reasons the head of ruling party and prime minister were not interviewed.

The method of calculating and obtaining power

To measure the power of the party and its changes and dynamics from methods and techniques it used strategically; we determined its subsequent power. A ranking system should be put in order to place that political party in relation to itself and others in the context of time and in the geopolitical system. Obviously, parties with more size and weight shall have more power and better status and a superior position in the system, but here we looked in strategic decisions and long-term management systems and how it affected the party. Methods and the techniques used to measure the strength and ranking of parties are mainly as follows are:

Correlation coefficient model

Correlation coefficient model that can be developed for socio-economic, cultural variables, It is geographical and political about the countries of the world. In Ray's model. S. Kalin, land and population, economic capacity, military

capacity, coefficient The national strategy and the corresponding national goals are included in the national strategy; The said model of interest It is specific to academic and defense circles; The model consists of:

Formula 1- Determining power using the correlation coefficient formula

$$p_P = (C + E + M)(S + W)$$

P_p = political party power;

C = The main values of the population and territories of the political party;

E = Economic capacity including the income and budget of the political party;

M = Strategic balance plus military capacity;

S = Political party strategic management factor;

W = The demands and goals of the political party.

Clifford German model

In this multi-variable nonlinear model, the variables of strategic capacity and land size and population and Industry and military are included as follows:

Formula 2- Calculating political party power using the Clifford German model

$$G = Party\ power = N(L + P + M + I)$$

G = Political party power;

N = Strategic capacity;

L = Size of political party area;

M = The size of the military force;

I = The industrial infrastructure of the political party;

P = Population size.

Model Walter S. Jones

This model, which is mostly proposed to evaluate the potential of military and strategic power, consists of the following formula:

Formula 3- Calculating military and strategic power using the Walter S. Jones model

$$Internal\ power = \frac{Income \times Tax\ demand}{population}$$

Tax demand is the ratio or relationship calculated between the tax capacity of the economy (based on the gross product of the political party) and the willingness of the government to exert pressure to obtain it sufficiently needed to wage an effective war; This formula, like most other formulas, has basic limitations and as such It is stated that it is probably relevant in the estimation of military and strategic power.

By using the mentioned formulas, it is possible to evaluate the power of each political party from a strategic point of view, and only by changing the strategic quantity in each of these formulas, the new power of that party can be predicted, and by using this Karr considered the amount of new power as the progress of that political party.

In fact, by changing the components of "S" in formula 1 and changing the component of "N" in formula 2 and using formula 3, we were able to learn about the new power of political parties in this article and by using their previous power as well as the power obtained Let's draw graphs using formulas and compare the impact of strategic management on political parties and its approach.

Investigating the "Georgian Dream" Party and the role of strategic management on its approach

Like many parties of power, Georgian Dream lacks a clear ideology. The reasons that were given for this range from the party's history as an all-encompassing front of diverse parties opposed to the United National Movement government to the standard opportunism associated with such parties. Levan Lortkipanidze, a political science student at Tbilisi State University, described it as "a party of nomenclature, public servants, 'intelligentsia', medium and large businessmen, and technocrats – a party, which is held together through loyalty to its charismatic leader and the opposition to the government of the 'Rose Revolution. The party evolved from the public movement Georgian Dream, launched by Bidzina Ivanishvili as a platform for his political activities in December 2011. At that moment in the party's inaugural session, the lawyer Manana Kobakhidze was elected as an interim, nominal chairman of the Georgian Dream – Democratic Georgia. The party also includes several notable Georgians such as the former diplomat Tedo Japaridze, chess grandmaster Zurab Azmaiparashvili, security commentator Irakli Sesiashvili, writer Guram Odisharia and famed footballer Kakha Kaladze. The role of strategic management performance on the electoral performance of this party is shown as a diagram in Figure 1 and it shows that most of the leaders of this party used charisma and strategic management in their years to get more votes and a stronger party, they were creating. At the time that this research was finishing, Bidzina Ivanishvili that claimed to leave the politics – although many people were accusing him to be the real leader of the "Dream" – returned back to politic and was chosen again as honorary head of the Georgian Dream Party. It is worth mentioning that the role and power of president and prime minister changed in the last twelve years and statistics here is referring to the prime ministers as the first administrative job from ruling party and is not monitoring the current prime minister's period either. The researchers observed significant failure in people's perception toward the "Dream" performance and strategic success in current years but as a researcher, we followed neutral side and did not involve the unfinished period of current prime minister.

Chart 1- Examining the role of strategic management in increasing the power of the "Dream" political party in different years
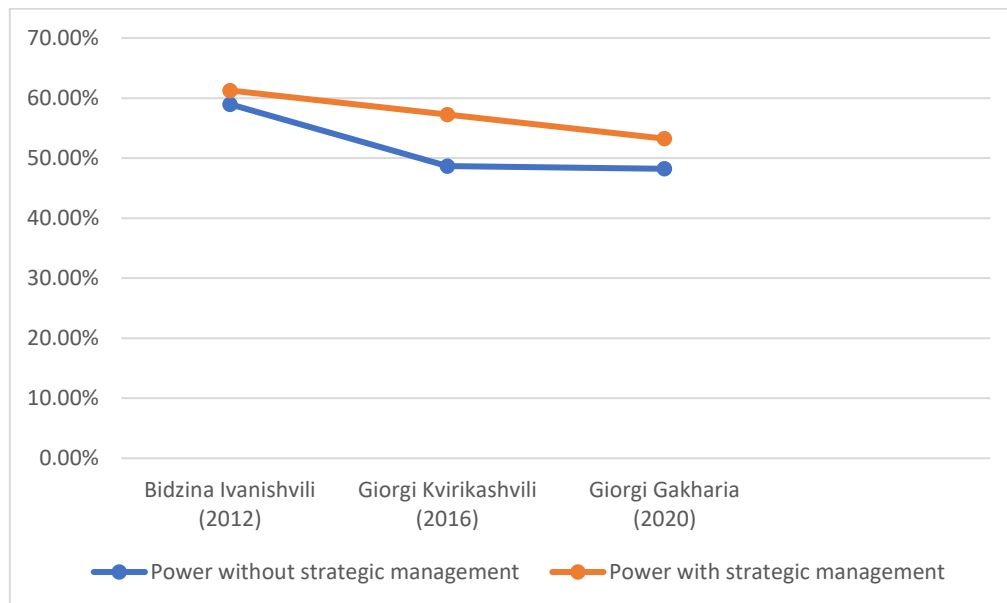

Investigation of the "United-National Movement" Party and the role of strategic management in its approach

Originally a center-left party, the UNM moved its position to center-right since the Rose Revolution and combines political, economic and cultural liberalism with cultural and civic nationalism. Its main political priorities include fighting corruption and crime, strengthening law and order, improving social services to the poor and reducing administrative barriers for doing business. It supports small government, privatization, free market and policies of economic liberalism. The party advocates attracting foreign direct investments through business-friendly environment, low tax rates, abolition of capital control, and political stability with a goal of stimulating high economic growth in a short time frame. The UNM also supports increasing of government spendings in the social protection, education, military and infrastructure. Its economic model strongly resembles that of Four Asian Tigers. The

government of the National Movement has been characterized as "perhaps the freest market government in the world" drawing influence from the theories of Friedrich Hayek and Milton Friedman, and policies of Margaret Thatcher in the UK and Ronald Reagan in the US. The party has been varying on the topics of the social and cultural politics. Innovative moves such as signing of the memorandum with the Tbilisi Pride on LGBT rights in May 2021 has cemented its status as a culturally liberal party. Nevertheless, the party itself tries to avoid clear association with either cultural liberalism or conservatism and tries to garner support from both sides. For example, in 2019 Mikheil Saakashvili has stated that he was always in support of traditional Georgian values and blamed Giga Bokeria for devaluing the image of the National Movement in the eyes of the conservative public. The role of strategic management performance on the electoral performance of this party is shown as a diagram in Figure 2 and it shows that most of the leaders of this party used charisma and less strategic management in their years to get more votes and a stronger party, they were creating. Yet still all interviews were clearly mentioning that the time on "National Movement" had the most successful strategic approaches in modern and contemporary Georgia.
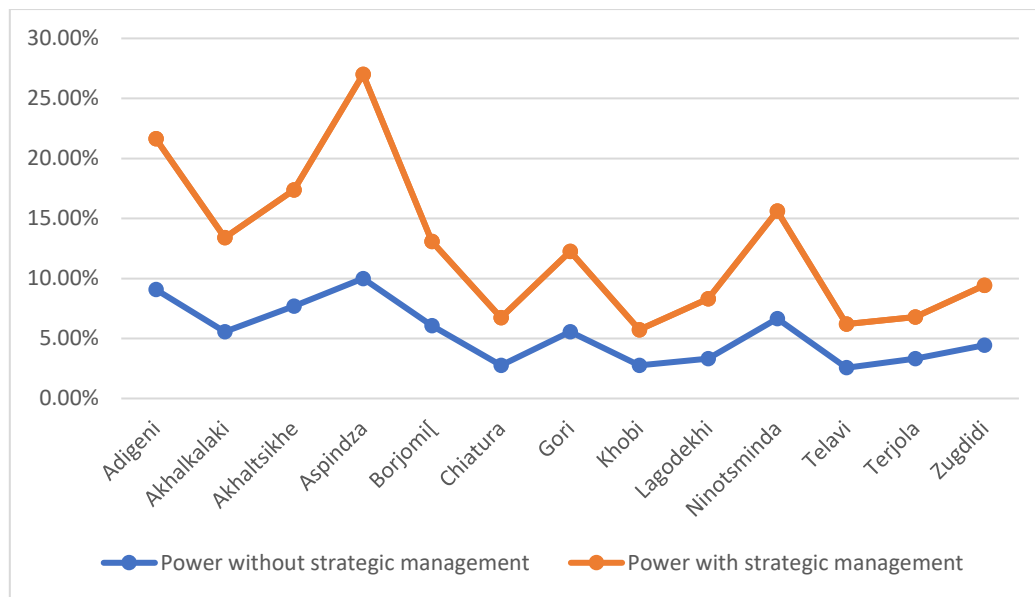
Chart 2- Investigating the role of strategic management in increasing the power of the "United-National Movement" political party in different years
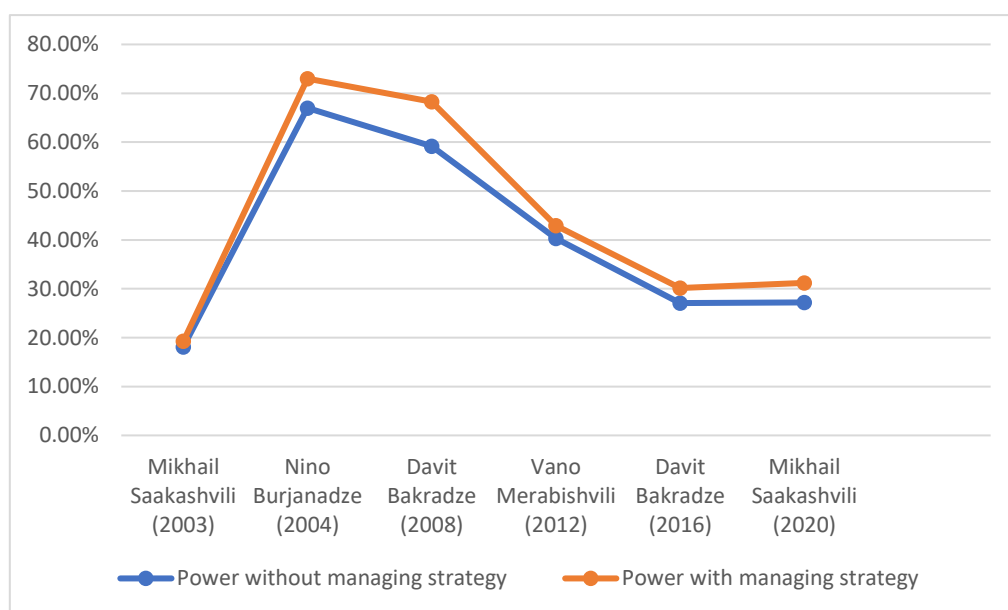
Investigation of the "People's Power" Party and the role of strategic management in its approach

The movement was founded on August 2, 2022. The founders of the movement said that they remain in agreement with the Georgian Dream on core values, but had tactical differences from the Georgian Dream. According to them, the main goal of the movement will be to "bring to the public more truth that is hidden behind the scenes of Georgian politics". As of October 2022, 9 deputies had already joined the movement, depriving the Georgian Dream of its parliamentary majority.[6] The deputies in People's Power decided to remain in the ruling majority, supporting the government. The movement has notably criticized the United States foreign policy in Georgia. In a number of public letters, its members have questioned US funding for Georgia, saying that it only served to strengthen American interests in Georgia at the expense of Georgia's state institutions and sovereignty. It has accused the United States Embassy of interfering in the country's internal affairs and undermining the Georgian judiciary. The movement has accused a number of Georgian political parties (including the largest opposition party, United National Movement) and NGOs of being American agents. The movement has accused the USAID of "attacking Georgia's sovereignty" and "trying to subjugate the Georgian judiciary to foreign control". The role of strategic management performance on the electoral performance of this party is shown as a diagram in Figure 3 and it shows that most of the municipal council of this party used charisma and strategic management in their years to get more votes and a stronger party, they were creating.

Chart 3- Investigating the role of strategic management in increasing the power of the "People's Power" political party in different years

Investigation of "For Georgia" Party and the role of strategic management in its approach

For Georgia seeks to develop pragmatic economic policy based on free market principles, create social protection system which will provide basic social services for the most vulnerable groups of population, strengthen rule of law and checks and balances, reform education system to create competitive human capital (Moghimi and Gegeshidze, 2024), reduce bureaucracy and centralization, take active measures against corruption and influence of interest groups on government agencies, and further integration of Georgia into European Union and NATO. The role of strategic management performance on the electoral performance of this party is shown as a diagram in Figure 4 and it shows that most of the municipal council of this party used charisma and strategic management in their years to get more votes and a stronger party, they were creating.

Chart 4- Investigating the role of strategic management in increasing the power of "For Georgia" political party in different years


Investigation of State for "Strategy Aghmashenebeli" and the role of strategic management in its approach

The party was originally named as New Georgia. During the 2017 Tbilisi mayoral elections, the party's candidate was its leader Giorgi Vashadze, who came sixth, obtaining 1.95 percent of the vote During the 2018 presidential elections'

campaign, New Georgia joined the largest opposition coalition Strength Is in Unity. On 30 July 2020, New Georgia changed its name to Strategy Aghmashenebeli. Its new name refers to medieval Georgian monarch Davit Aghmashenebeli (Aghmashenebeli is a Georgia word which is translated as Builder). Ahead of the 2020 parliamentary election, the party and Law and Justice split from Strength in Unity coalition and created their own coalition, which was also named Strategy Aghmashenebeli. The coalition obtained 4 seats in the Georgian Parliament. The party ran in 2021 local election as a member of the Third Force coalition. On 11 December 2021, Strategy Aghmashenebeli officially became a full member of the ALDE Party. The role of strategic management performance on the electoral performance of this party is shown as a diagram in their Figures and it shows that most of the leader and municipal council of this party used charisma and strategic management in their years to get more votes and a stronger party, they were creating.

Chart 5- Investigating the role of strategic management in increasing the power of "Strategy Aghmashenebeli" political party in different years
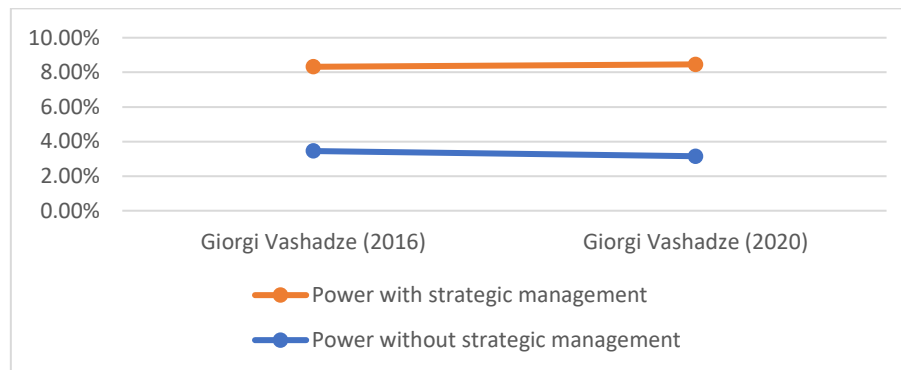
Investigation of "Republican Party" of Georgia and the role of strategic management in its approach

The Republicans were in moderate opposition to Saakashvili's administration until 2012. They joined other opposition parties in the 2007 anti-government demonstrations and supported the joint opposition candidate, Levan Gachechiladze, in the early 2008 presidential election. After the political setback suffered in the 2008 parliamentary elections, the Republican Party of Georgia forged an alliance with the New Rights Party on December 8, 2008. Both parties united in "The Alliance for Georgia" led by Irakli Alasania, Georgia's ex-envoy to the United Nations in February 2009. On July 8, 2009, the 13th National Congress of the Republican Party of Georgia was held. The congress adopted a new version of the party statutes. In addition. 35 members of the National Committee and 5 members of the Inspection Commission were elected on a competitive basis. David Usupashvili was elected as the chairman of the party at the congress. In 2012, it joined the Georgian Dream coalition that won the election against the incumbent government of the United National Movement. The then-party chairman Davit Usupashvili became the Speaker of the Parliament, whilst another representative of the Republican party, Paata Zakareishvili, was appointed as the Minister of Reintegration in the new Georgian government. In March 2016, the party left the coalition and announced that they were preparing for the 2016 parliamentary elections separately. In the following election the Republican Party failed to pass the five percent threshold and became extra-parliamentary. In the 2020 parliamentary elections, the party joined the UNM-led electoral coalition Strength Is in Unity and won two seats in Parliament. In 2002, the party forged an alliance with Mikheil Saakashvili's United National Movement (UNM) and shared its success in the 2003 parliamentary elections. The party was instrumental in the 2003 Rose Revolution which forced Shevardnadze into resignation, and played a prominent role in Aslan Abashidze's removal during the 2004 Adjara crisis. The Republicans ran independently in the Adjarian legislative election in June 2004, but managed to secure only 3 seats in Adjara's 30-member Supreme Council. The party accused the UNM of having rigged the election and the dispute resulted in the final split between the former allies. In 2005, the Republican members of Georgia's parliament united with the Conservative Party of Georgia and a few non-partisan MPs into the opposition Democratic Front faction led by Davit Berdzenishvili, the party's veteran member. The role of strategic management performance on the electoral performance of this party is shown as a diagram in Figure 8 and it shows that most of the leader of this party used charisma and strategic management in their years to get more votes and a stronger party, they were creating.

Chart 6- Investigating the role of strategic management in increasing the Republican Party of Georgia political party in different years
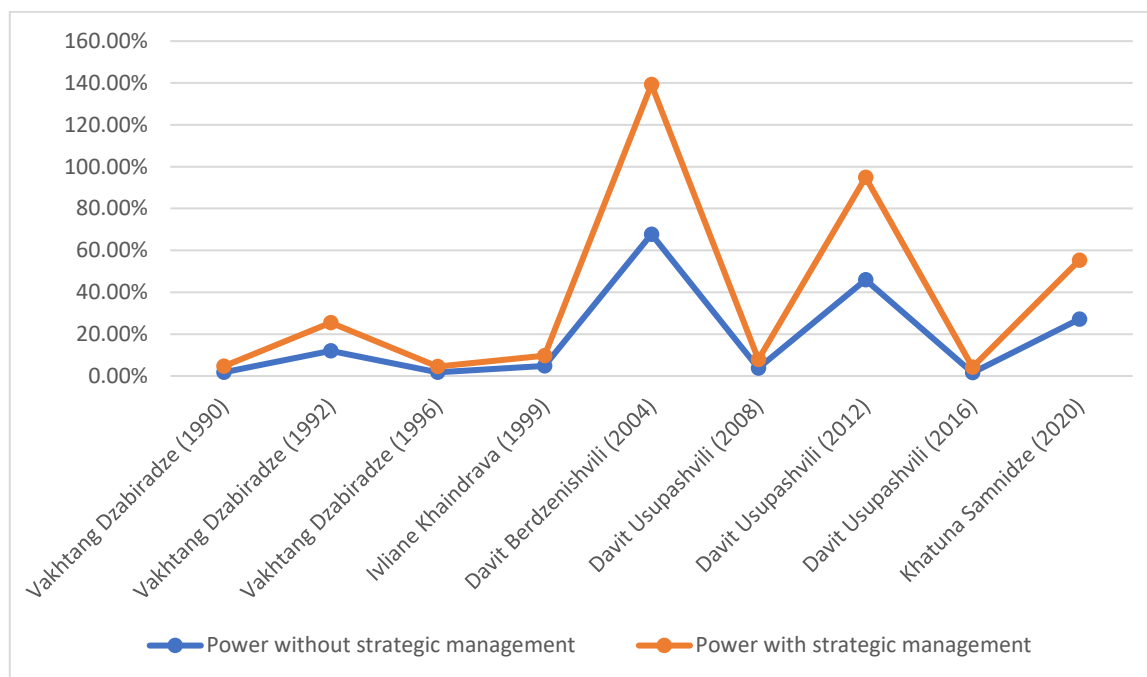
State-Level Evaluation of Strategic Success

Although there were other political parties and activists, but since the answered items and respondents were not enough, the researchers could not reach to reliable statistics on strategic evaluation of the other known parties such as Girchi and ALT-INFO. However at the last part of this study, researchers asked all the interviewees to rate the success of the government from the perspective of strategic performance. The activists were all the above-mentioned parties and same level of randomly chosen Georgians that met one conditions: they were familiar with political parties and their presence in the state and in different groups and parties in the last twenty years. The reason for this part of the study is that in addition to operational and functional levels of strategic management, we always also evaluate the corporate level of strategic management and in this study instead of corporate level, researchers introduced "State-Level" to sum up the strategic performance evaluation of the general councils and government or in fact ruling parties long-term and strategic approach. The result is as follows:
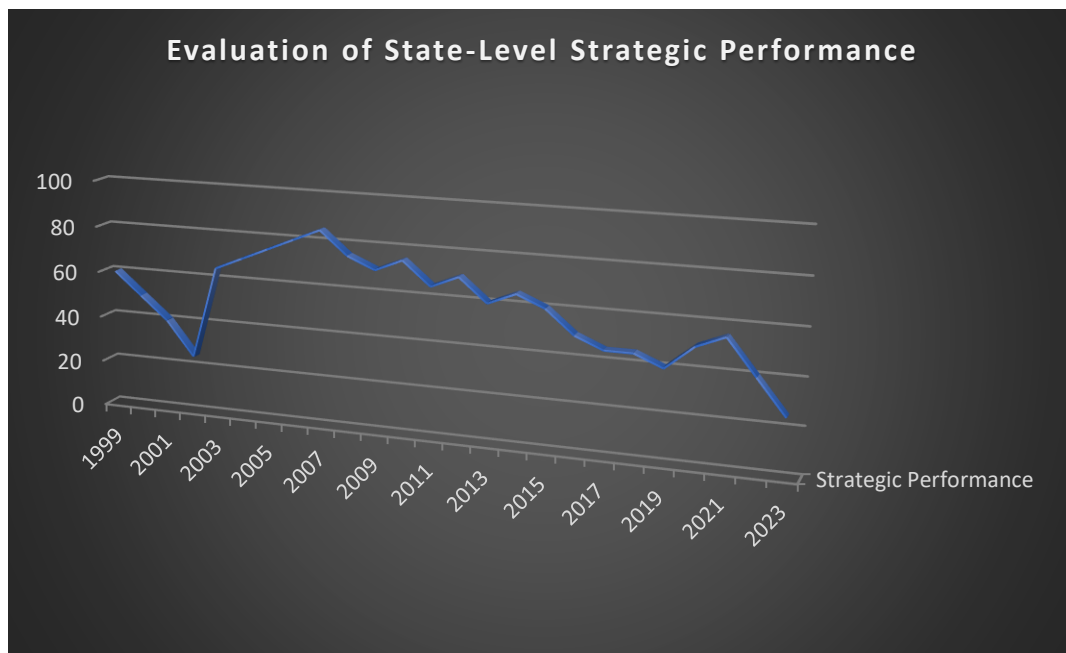
This simple 3D-chart that is based on nine strategic values evaluated by Georgian political activists is very simple and very clear about how Georgian political activists see the strategic performance of their government and state. It is safe that as one of the party leaders called "the golden times" of strategic success of the government of Georgia belongs to the decade from 2003 to 2013 and the values that were promoted and performed are still honored by the world and Georgian society is clearly proud of them.

Results and discussion

This study explored the critical role of strategic management in shaping the success, resilience, and adaptability of political parties in Georgia. Political parties, much like corporations, require structured governance, policy planning, and strategic execution to maintain their influence and secure electoral success. However, the research revealed that many Georgian political entities, particularly the ruling *Georgian Dream* party, have struggled to implement a cohesive and forward-looking strategic vision. Instead of employing data-driven, evidence-based strategies, the ruling party has increasingly relied on short-term political maneuvering, reactionary governance, and populist rhetoric, leading to a decline in both party credibility and long-term voter support.

Findings indicate that strategic management—when effectively utilized—can significantly bolster a party's ability to mobilize support, maintain organizational cohesion, and navigate complex political landscapes. The study found that political parties that proactively define their ideological stance, allocate resources efficiently, and engage with the electorate through strategic communication tend to enjoy greater electoral stability and public trust. Conversely, parties that fail to integrate strategic planning with public sentiment and geopolitical realities often experience internal fragmentation, voter alienation, and electoral setbacks.

The research highlights a direct correlation between strategic management approaches and electoral performance. Political parties that develop long-term policy roadmaps, institutional structures, and adaptable strategies tend to secure more stable electoral outcomes. The success of the *United National Movement* under Mikheil Saakashvili, for instance, stemmed from well-coordinated governance reforms, a clear economic development strategy, and an assertive foreign policy vision. By focusing on anti-corruption measures, economic liberalization, and integration with Western institutions, the party successfully positioned itself as a transformative force, earning strong voter loyalty and sustained electoral victories during its tenure.

In contrast, *Georgian Dream* has demonstrated inconsistency in governance and strategic planning, leading to policy reversals, internal party conflicts, and declining public trust. The party's inability to maintain a coherent economic strategy or deliver meaningful structural reforms has eroded its legitimacy, particularly among younger, pro-European voters. The reliance on short-term political tactics, instead of substantive policy advancements, has contributed to a widening disconnect between the ruling party and the electorate.

Moreover, opposition parties that fail to institutionalize strategic management also struggle with long-term electoral viability. Many of these parties, while often mobilizing short-term support through reactionary opposition to the government, lack the structured strategic vision necessary for sustained political impact. This absence of strategic cohesion prevents them from capitalizing on public discontent and translating voter dissatisfaction into consistent electoral gains.

Strategic management plays a fundamental role in shaping public perception and voter loyalty. A party's ability to engage voters, build trust, and maintain a clear, consistent political message is directly linked to its strategic communication and policy planning. The research findings suggest that *Georgian Dream* has failed to maintain voter trust due to its inconsistent messaging, lack of strategic vision, and failure to align policies with societal expectations.

The ruling party's wavering stance on European integration, failure to implement promised economic reforms, and growing authoritarian tendencies have led to widespread public frustration. While the party initially gained traction as an alternative to Saakashvili's administration, it has increasingly alienated core voter demographics, particularly urban, educated, and pro-European citizens. The lack of a stable governance framework and the reliance on reactionary populism rather than strategic leadership have contributed to a steady decline in party support.

In contrast, successful parties in Georgia's modern history have maintained a strong voter base by consistently delivering on key policy promises and effectively communicating their long-term vision. Voter loyalty is not solely based on ideological alignment—it is cultivated through transparency, credibility, and sustained political engagement. Without a recalibrated strategic approach, *Georgian Dream* risks further deterioration of its public standing and an irreversible loss of voter confidence.

A key takeaway from this research is the dynamic relationship between charismatic leadership and strategic management in determining long-term party success. While charismatic figures can galvanize public support and generate short-term electoral victories, sustainable governance requires structured, institutionalized strategic planning. President *Mikheil Saakashvili* exemplified how visionary leadership, coupled with strategic governance, can transform a country's political trajectory. His administration's emphasis on economic modernization, transparency, and governance reforms ensured that Georgia remained competitive in the regional and global arena.

On the other hand, *Georgian Dream* has struggled to balance leadership appeal with structured governance. The party's reliance on individual figures rather than well-defined strategic frameworks has led to erratic policy decisions and internal instability. Moreover, charismatic leadership in the absence of strategic foresight often results in authoritarian tendencies, policy inconsistency, and voter disillusionment. Effective political leadership requires both personal appeal and a well-organized strategic apparatus that can sustain governance beyond individual personalities.

Strategic management alone is insufficient for electoral success. However, when coupled with charismatic, competent leadership that resonates with societal values, it becomes a powerful tool for long-term party resilience. Georgian political parties must recognize that charisma should not be an isolated political asset—it must be strategically woven into party identity, policy execution, and voter engagement efforts.

Georgia's geopolitical orientation has been a defining factor in its political evolution, and the ruling party's strategic miscalculations have significantly impacted the country's global positioning. *Georgian Dream's* failure to maintain strong ties with the West, particularly the European Union and the United States, has weakened Georgia's diplomatic leverage and economic prospects. The government's gradual drift towards Russia, China, and Iran has fueled public discontent and heightened political tensions.

Georgian society overwhelmingly favors European integration, yet the ruling party's foreign policy inconsistencies and lack of strategic clarity have created distrust among international allies and domestic stakeholders. Unlike previous administrations that actively pursued NATO and EU membership, *Georgian Dream* has exhibited hesitation and diplomatic ambiguity, undermining Georgia's long-term aspirations.

The absence of a documented, forward-looking strategic foreign policy has allowed external pressures to dictate Georgia's geopolitical path rather than intentional, calculated policymaking. The findings of this research suggest that without a structured, strategically grounded foreign policy, Georgia risks becoming a peripheral player in global politics, caught between competing influences with little agency over its own future. To counteract these trends,

Georgian political entities must embrace a clearly articulated, strategically managed diplomatic vision that aligns with public expectations and long-term national interests.

Conclusion and Recommendations

This study underscores a crucial reality in Georgian politics—strategic management is not a luxury, but a necessity for party longevity and national stability. While charisma and personal appeal remain powerful political tools, they must be complemented by well-structured policies, clear long-term planning, and a commitment to democratic values. The failures of *Georgian Dream* illustrate the dangers of ignoring strategic frameworks, alienating public sentiment, and pursuing short-term political gains at the expense of long-term national interests. Only by reclaiming a principled, strategy-driven governance model can Georgia navigate its challenges and secure a future that aligns with its democratic aspirations and geopolitical commitments.

Practical Recommendations for Georgian Political Parties

To sustain political influence and voter confidence, Georgian political parties must establish a strong, forward-thinking strategic vision that aligns with the country's democratic values, economic priorities, and geopolitical aspirations. This vision should not only be well-articulated but also consistently upheld in both domestic policies and international relations. Without a long-term strategic approach, parties risk becoming reactionary forces, dictated by shifting political winds rather than proactive architects of governance.

Instead of relying on short-term populist measures, parties should create institutionalized frameworks for policy planning, incorporating expert advisory bodies, research institutions, and structured policy councils to guide decision-making. Strategic planning must be accompanied by policy stability and transparency, ensuring that political decisions are rooted in data-driven assessments and broad public engagement rather than impulsive reactions to immediate crises. Without consistency in governance, trust in political institutions will continue to erode, further fragmenting the already polarized electorate.

Political leadership should not be dependent on individual charisma alone. While strong and engaging leaders can inspire movements, a party must cultivate a pipeline of competent, well-trained leaders who can ensure continuity and adaptability in governance. By investing in leadership development, political parties can reduce their reliance on singular figures and foster a resilient, well-organized internal structure capable of long-term success.

A significant portion of Georgia's electorate, particularly young, pro-European voters, demands modern governance. To maintain voter trust, political parties must actively engage with civil society organizations, grassroots movements, and youth-led initiatives. Engagement should not be limited to election cycles but must be an ongoing process of dialogue and collaboration, ensuring that the needs and expectations of citizens are truly reflected in policy-making.

Political marketing and public relations have also evolved, requiring parties to modernize their communication strategies. Utilizing digital platforms, data analytics, and targeted outreach, parties can build sustained voter engagement and trust. In an era of misinformation and political skepticism, authenticity and clarity in messaging are crucial. Strategic management in communication should emphasize transparency, accessibility, and responsiveness, ensuring that political narratives align with public concerns rather than dictated by elite political calculations.

To avoid internal fragmentation, parties must embrace internal democracy, open debates, and transparent leadership selection processes. Factionalism and opaque decision-making weaken party cohesion and alienate potential supporters. A party that fosters inclusive internal dialogue is better equipped to navigate external political challenges and maintain its credibility in a rapidly changing landscape.

Beyond Georgia, political parties operating in transitional democracies must recognize that strategic adaptability is key to long-term survival. Successful political movements are those that anticipate socio-political shifts and adapt their policies accordingly, integrating future-oriented governance models that reflect economic, technological, and geopolitical realities.

While charismatic leadership remains an essential element of political success, it must be reinforced by structured governance models. Over-reliance on individual personalities can be destabilizing, particularly if leadership changes abruptly. Political parties must build resilient institutions that endure beyond election cycles, ensuring that governance remains policy-driven rather than personality-centered.

Institutionalizing governance structures also involves establishing policy institutions, advisory bodies, and independent research divisions that provide long-term strategic insights. Without a structured approach to governance, political entities risk becoming reactionary and ineffective, making them vulnerable to electoral volatility and public disillusionment.

Public trust is another essential factor in democratic legitimacy. Political parties must uphold ethical governance, transparency, and accountability. Corruption and nepotism are major obstacles to credibility, and adopting strict ethical codes, transparent financial reporting, and independent oversight mechanisms will reinforce voter confidence.

To strengthen their democratic foothold, political parties must engage with global political networks and international best practices. Learning from successful democratic transitions and fostering international cooperation can provide valuable insights into effective governance models. Strategic alliances with democratic institutions worldwide can enhance policy credibility, political stability, and institutional strength.

Implications and Contributions of the Research

This research provides a comprehensive analysis of how strategic management principles influence the power and longevity of political parties in Georgia. By applying established strategic frameworks to the political landscape, the study offers a novel perspective on how parties can enhance their organizational resilience, electoral performance, and public trust. The findings highlight the critical role of proactive strategy formulation in political success, emphasizing that parties with a structured approach to leadership, resource allocation, and voter engagement tend to maintain long-term relevance. Beyond theoretical contributions, this study serves as a practical guide for political leaders, policymakers, and analysts, helping them understand the strategic mechanisms that drive party sustainability in a rapidly evolving democratic environment. Moreover, the research sheds light on Georgia's political dynamics, offering insights that can be valuable for emerging political movements and democratic transitions in other post-Soviet states. By bridging the gap between strategic management and political science, this study contributes to both fields, demonstrating how businesses' strategic methodologies can be effectively adapted to political organizations.

As Georgia advances toward European Union (EU) integration, its political parties must recognize that strategic management is not merely an electoral tool but a fundamental necessity for sustaining governance, public trust, and policy coherence. The EU accession process is a rigorous, multi-dimensional transformation that demands stability, institutional reforms, and long-term strategic planning. While Georgia's society has consistently demonstrated a commitment to Western democratic values, political inconsistency and short-term governance approaches have created uncertainty. To maintain credibility in the EU accession process, political parties must shift away from reactionary populism and adopt structured, data-driven governance models that align with European expectations. The ability to maintain policy consistency, foster institutional resilience, and ensure alignment with EU regulatory frameworks will define Georgia's success in achieving its European ambitions. Failure to establish structured governance and long-term strategic planning could lead to delays in accession, eroding both public enthusiasm and international confidence in Georgia's democratic trajectory. Political entities must recognize that European integration is not just a government-led initiative but a national commitment that requires broad political consensus. Fragmentation and excessive polarization weaken Georgia's case for EU membership, making it imperative for political parties—regardless of ideology—to work toward a shared strategic vision. Establishing credibility with European partners through structured diplomatic engagement, policy alignment, and institutional reform will enhance Georgia's position within the EU accession framework.

Beyond internal reforms, Georgian political parties must develop strategies to sustain public engagement and trust throughout the lengthy EU accession process. While European integration promises long-term economic and political benefits, structural reforms may introduce short-term socio-economic challenges, potentially fueling Euroskeptic sentiments if not properly managed. To prevent this, political leaders must communicate transparently, counter misinformation, and ensure that public discourse remains informed and supportive of the EU path. Additionally, Georgia's geopolitical positioning demands a balanced foreign policy strategy that reinforces its Western orientation while mitigating external pressures from regional actors. A well-structured approach to strategic management, encompassing domestic governance, public engagement, and foreign policy alignment, will be crucial in navigating Georgia's European future. The findings of this study highlight that political parties must

institutionalize strategic planning, moving beyond electoral cycles and focusing on long-term governance stability. Without a structured approach, Georgia risks becoming politically fragmented, reducing its ability to meet the EU's stringent requirements. This research underscores the urgency for Georgia's political leadership to adopt a disciplined, long-term vision that ensures sustained progress toward European integration. By embracing structured governance, policy consistency, and strategic communication, Georgian political entities can transform their EU aspirations from a distant goal into a tangible political reality.

Limitations of the Research

While this study provides valuable insights, it is not without its limitations. One primary constraint is the reliance on qualitative data from interviews with political activists, which, despite efforts to ensure neutrality, may carry inherent biases based on respondents' personal affiliations and perceptions. Additionally, the study does not account for real-time political developments that may significantly alter strategic landscapes, limiting the applicability of findings to future political contexts. Another limitation is the exclusion of certain political figures and ruling party leaders from direct interviews, which restricts access to firsthand strategic decision-making perspectives. Furthermore, while the study employs strategic models to evaluate political party power, these models are adapted from business strategy frameworks and may not fully capture the complexities of political maneuvering, coalition-building, and ideological shifts. Future research could benefit from a more extensive data set, incorporating quantitative electoral trends and longitudinal studies to further validate the findings. Despite these limitations, the research lays the groundwork for continued exploration of strategic management in politics, offering a foundation for scholars and practitioners to build upon.

One of the key limitations of this research is the uneven depth of analysis across different political parties in Georgia. While major parties such as Georgian Dream and the United National Movement have been extensively examined, smaller parties have not received the same level of detailed evaluation. This is primarily due to the structural reality of Georgia's political landscape, where many smaller parties lack independent strategic management frameworks or long-term policy documents. Several parties are either informal proxies of the ruling Georgian Dream party or operate as short-lived political entities without clear ideological direction, making it difficult to assess their strategic planning in a meaningful way. Additionally, some parties consist of only a handful of active members, with minimal organizational capacity and almost no publicly available strategic documentation. The absence of detailed policy roadmaps, electoral strategies, or institutional structures among these parties created a natural research gap, as their influence is largely reactive and episodic rather than a result of deliberate strategic governance. As a result, this study prioritizes parties with established political relevance, structured decision-making mechanisms, and measurable strategic outputs. While this limitation does not undermine the overall findings, future research could explore emerging political movements in greater depth, particularly as new parties evolve in response to Georgia's shifting political dynamics.

Final Thoughts

Georgia's political trajectory is deeply intertwined with its historical resilience and the unwavering commitment of its people to freedom, self-determination, and European integration. Situated at the crossroads of civilizations, Georgia has endured centuries of external pressures, yet its national identity has remained firmly rooted in the principles of independence and democratic governance. The findings of this research underscore that political parties, much like the nation itself, must adopt a long-term strategic vision to ensure stability, credibility, and effective governance. In the context of Georgia's democratic aspirations, strategic management is not merely an operational necessity but a foundational pillar for sustainable political success. The study reveals that political entities that embrace structured planning, adaptability, and public engagement are more likely to maintain voter confidence, withstand geopolitical uncertainties, and contribute to the country's broader democratic development. By analyzing the role of strategic management in shaping political parties' influence, this research provides valuable insights into the mechanisms that underpin political longevity and institutional resilience, offering a roadmap for strengthening party structures in transitional democracies.

Georgia's aspiration to join the European Union reflects not only a geopolitical alignment but also a deep-seated societal commitment to democratic values, transparency, and good governance. However, achieving this goal requires more than diplomatic negotiations; it necessitates the internalization of strategic governance principles across all levels of political leadership. This research contributes to that effort by demonstrating that political stability

and democratic consolidation depend on the ability of political parties to develop structured, evidence-based strategies rather than relying on short-term populist approaches. While the nation continues to navigate complex regional dynamics, the strategic management of its political landscape will play a decisive role in shaping its future. By fostering a political environment where decision-making is driven by institutionalized strategy rather than reactionary politics, Georgia can further solidify its place within the European democratic framework. It is the hope of the authors that this study will serve as both an academic contribution and a practical resource, aiding policymakers, political leaders, and civil society in reinforcing the strategic foundations necessary for Georgia's continued democratic progress and eventual integration into the European Union.

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