

# I. Detailed outline

## 1/Executive Summary (150 words)

### Hint

#### **The flow you should follow:**

- Briefly introduce the topic: the impact of changing business practices in Vietnam on employers and workers.
- Summarize key findings: the extent and nature of skill shortages and the issues affecting workers' lives.
- Highlight proposed solutions to address these challenges.
- Outline the strategic recommendations made in the report.

### Example

This report focuses on labor shortages and worker-related challenges in the manufacturing industry, a vital part of economic development. Vietnam's economic growth has led to increased labor demand, but skill mismatches persist due to an education system emphasizing theory over practical skills. Workers face hazardous conditions, low wages, and gender inequalities, impacting productivity and social harmony. Proposed solutions include employee training, technological adoption, and Public-Private Partnerships (PPPs) to combat labor shortages, along with policies incentivizing labor movement to reduce regional disparities. Improving working conditions, diversity, and communication can enhance worker well-being. Collaboration with universities to enhance employee skills is recommended, with short-term steps involving dialogue and tailored programs, and long-term efforts including internships and research initiatives. These solutions aim to address labor challenges, contribute to economic growth, and create a resilient, future-ready workforce.

## 2/ Introduction ( 200 words)

### Hint

**The flow you should follow:** Background → Introducing company and its current situation → Importance of changes → Conclusion with the aim

- Introduce the current dynamics and trends within Vietnam's business sector.
- Specify the industry of the company
- Provide a brief background and the size of the company
- Elaborate on the specific challenges or issues the company is currently encountering
- Detail the different groups within the company that are specifically affected by these issues, such as senior staff, manual labor workers in factories, etc., supported by relevant data
- Emphasize how resolving skill shortages and addressing workers' concerns are crucial for the sustained success of the business.
- Outline the scope of the report, focusing on skill shortages and worker issues.
- Conclude with the aim of the report, which is to propose solutions and recommendations.

### **Tips**

- Tips for selecting companies:
  - Choose companies from industries in technology, manufacturing, retail, or services, where the impact of globalization, technological advancements, and policy reforms are most evident.
  - Companies with a diverse workforce can offer insights into different worker issues, including training needs, skill development, and adaptation to new technologies or business models
  - If possible, include companies from different regions of Vietnam to understand how regional differences might affect the impact of changing business practices.
  - **For examples:**
    - Viettel Group: the forefront of technological innovation
    - FPT Corporation: a company adapting to global tech trends → approaches to talent development and handling tech-driven business changes
    - Trung Nguyen Coffee: the context of the global coffee market and its impact on local workers and skills could provide a unique perspective.
- Provide Detailed Background:
  - technological advancements
  - globalization
  - policy changes
  - market shifts

### **Example**

This document explores the obstacles faced by the manufacturing sector, specifically Chanh Thu Import-Export Limited Company, in light of recent shifts in business dynamics, encompassing technological progress, international competition, outsourcing, and globalization. Specifically, attention is directed toward challenges related to labor shortages and worker-centric issues. The primary objective of the report is to thoroughly analyze these concerns and present viable solutions for the company. It follows a well-organized structure comprising an Executive Summary, Introduction, Literature Review, Findings, Proposed Solutions, Recommendations, Conclusion, and References. The intention is to provide the company with guidance on nurturing a robust and competitive workforce.

### **Tips**

## **3/ Literature Review and Findings (600 words)**

### **Hint**

**The flow you should follow:** Review Global and Local Trends → Skill Shortages → Analysis Impact on Workers → Present Findings

- Review global trends (digitalization, sustainability, globalization) and contrast with local Vietnamese trends (e-commerce growth, shifts in manufacturing).

- **Example**

- Population aging trend: Developed nations, namely Japan, and multiple Europe countries record a decline in labor counts, suggesting an upcoming labour shortage.
    - Manufacturing industries migrate to Asia, where inexpensive labours are plentiful
    - Artificial intelligence is prone to replace multiple fields of the job market.
    - Related to the company: AI can be used to aid labour shortage

- **Example**

- Vietnam faces a significant labor shortage that affects various industries nationwide. Economic growth has driven increased labor demand, particularly in processing, manufacturing, and services. However, the youthful population is insufficient to meet this demand, creating a quality gap in the labor market. Urbanization and rural-to-urban migration worsen labor shortages in rural areas. Skill mismatch is another issue, with a misalignment between workforce skills and industry requirements. Research by Nguyen et al. (2019) highlights a shortage of highly skilled individuals in sectors like technology, engineering, and manufacturing, attributed to an education system that prioritizes theory over practical skills.

- Discuss skill shortages in detail.

- Present data and studies highlighting skill shortages in key Vietnamese sectors. Analyze the types of skills in demand (technical, managerial, soft skills) and the factors leading to these shortages.
  - Causes:
    - Labour sources are plentiful but mostly are underskilled.
    - Technological advancements and globalization have brought Vietnam's labour source challenges in equipping essential skills of foreign languages and technology utilization.
    - Inexpensive labour costs lowered incentives for workers to stay local, worsening the current brain drain problem.
  - Examine the impact of these skill shortages on business performance and growth, using statistical data and case studies for support.
  - Sources:
    - [Foreign Companies Report Labor and Skills Shortage in Vietnam](#)
    - [Vietnam needs highly skilled labour force](#)
  - Related to the company:
    - Inability to hire suitable positions staggers company's operations
    - Labour which lacks aforementioned skill sets can cause company troubles in expanding their business internationally.
    - Labour expenses are inflated by being forced to utilize overseas labour sources.
  - Impact on Workers' Well-being and Job Security:

- Discuss research findings on how business practice changes, especially in technology and manufacturing, are affecting workers in Vietnam. This should cover aspects like job displacement, the need for reskilling, and changes in work conditions.
- Analyze the implications for workers' mental health, job satisfaction, and career stability.
- Sources:
  - [Workers' skills, physical and mental health important to economic growth](#)
  - [Employment security and the future of skills for Vietnamese workers in digital transformation](#)
  - [Vietnam Q3 Labor Market Update: Increase in Workers, Employment](#)
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- Present findings specific to Vietnam, highlighting challenges in skill development, adaptation to new technologies, and policy responses.

### **Example**

A study by Douglas Holtz-Eakin and Tom Lee, titled "Projecting Future Skill Shortages Through 2029," highlights significant upcoming skill shortages in the US labor market, estimating a shortage of nearly 800,000 workers with an associate degree or some college and over 8.5 million workers with a bachelor's degree or higher. This shortage is expected to lead to nearly \$1.2 trillion in lost economic output, indicating a substantial impact on the economy (Holtz-Eakin & Lee, 2029; American Action Forum).

- **Comprehensive Trends Review:**
  - Review global trends (digitalization, sustainability, globalization) and contrast with local Vietnamese trends (e-commerce growth, shifts in manufacturing).
  - Sources:
    - [Digitalization](#)
    - [Globalization](#)
    - [Sustainability](#)
    - [E-commerce Growth](#)
    - [Shifts in Manufacturing](#)
- Discuss skill development in detail.

***Present findings specific to Vietnam, highlighting challenges in skill development, adaptation to new technologies, and policy responses.***

- Present Findings Specific to Vietnam:
  - Synthesize the reviewed literature to present findings unique to the Vietnamese context. Highlight the specific challenges faced due to skill gaps, technological changes, and globalization.

- Discuss the adequacy of current policy responses in Vietnam to these challenges, citing local government or industry reports.
- Sources:
  - [More efforts needed to reach the skill gap in Việt Nam](#)
  - [Vietnam's workforce must tackle digital skill gap: PwC's CEO](#)
  - [Digital transformation in Vietnam: Skills must transform too](#)

### **Suggested flow**

- 1st - 2nd sentences: Highlight the unique challenges faced by Vietnam in terms of skill development and adaptation to new technologies.
- Next 2-3 sentences: Discuss specific findings related to Vietnam, such as gaps in workforce skills or policy responses to these challenges.
- Final 1-2 sentences: Conclude by emphasizing the importance of addressing these challenges for Vietnam's future economic and workforce development.

### **Example**

Vietnam is experiencing rapid digital growth, with its internet economy projected to reach \$150–\$220 billion by 2030. The country has a high internet penetration rate (70.3%) and a youthful demographic eager to embrace technology. Notably, 42% of Vietnamese respondents are excited about including technology in their work, significantly higher than the global average (CSIS).

### **Tips:**

#### **Sources of literature:**

- [Yang J and Tran ATB \(18 August 2022\): "Connecting Vietnam's youth to high-skilled jobs: What does it take?"](#) This article from the World Bank Blogs can provide insights into the challenges and strategies for connecting young Vietnamese workers to high-skilled jobs.
- [Vietnamnews \(2 February 2023\): "Solving housing issues for workers a key target for the labour sector: PM."](#) This news article discusses governmental targets and initiatives related to labor issues in Vietnam, such as housing for workers.
- [Vietnamnews \(21 December 2022\): "Support for workers is needed as difficulties still lie ahead: officials."](#) This piece highlights the need for support for workers in Vietnam, addressing current challenges in the labor sector

## **4/ Proposed Solutions (500 words)**

- Propose comprehensive employee training and upskilling programs.
- Suggest adoption of new technologies to improve efficiency and reduce labor dependency.
- Advocate for public-private partnerships to bridge skill gaps and support workforce development.
- Recommend policy reforms to facilitate labor mobility and address regional disparities.

### **Hint**

#### **The flow you should follow:**

Comprehensive Employee Training and Upskilling → Adoption of New Technologies →  
Public-Private Partnerships for Skill Development → Policy Reforms for Labor Mobility

### **Propose comprehensive employee training and upskilling programs.**

- Comprehensive Employee Training and Upskilling Programs
  - Specific Training Areas:
    - Digital skills for the modern workplace.
    - Leadership and management training for mid-level employees.
    - Specialized technical training relevant to industry-specific needs.
  - Customized Training Approaches:
    - Online learning platforms for remote accessibility.
    - In-person workshops for hands-on experience.
    - Mentorship programs pairing junior and senior employees.
  - Cost-Benefit Analysis:
    - Calculation of training costs versus expected productivity gains.
    - Analysis of employee turnover reduction and its financial impact.
    - Long-term benefits in terms of company innovation and competitiveness.
  - Effectiveness Metrics:
    - Pre and post-training skill assessments.
    - Employee performance reviews before and after training.
    - Feedback surveys from employees about training effectiveness.

### **Suggested flow**

- 1-2 sentences: Briefly introduce the concept of employee training and upskilling, emphasizing its relevance in the current business context.
- 3-4 sentences: Describe the components of the proposed training programs, including types of training (e.g., technical, soft skills), delivery methods (online, workshops), and target employee groups.
- 1-2 sentences: Summarize the expected outcomes, like enhanced employee skills and improved adaptability to business changes.

### **Example**

To effectively address the issue of labor shortages, the company should prioritize comprehensive employee training and development programs without changing the academic language or citation format. This approach may involve forming partnerships with universities and professional training organizations to ensure that employees have ample opportunities to stay up-to-date with the latest industry knowledge and skill sets. Additionally, establishing strong affiliations with universities can play a crucial role in preparing a future workforce with the necessary qualifications and proficiencies. Internal training initiatives and courses are equally essential in enhancing employees' competencies in their respective roles.

### **Tips**

Sources:

- [Customizing Corporate Training Programs for Enhanced Results](#)

- [How to Run a Cost-Benefit Analysis for Employee Training](#)
- [Measuring Training Effectiveness: Key Metrics and Evaluation Techniques](#)

**Suggest adoption of new technologies to improve efficiency and reduce labor dependency.**

- Adoption of New Technologies
  - **Relevant Technologies:**
    - Automation tools for repetitive tasks.
    - AI for data analysis and decision-making support.
    - Cloud computing for enhanced data storage and accessibility.
  - **Implementation Challenges:**
    - Budgeting for upfront technology costs.
    - Developing a training curriculum for new technology usage.
    - Managing change among employees adapting to new systems.
  - **Impact on Job Design:**
    - Creation of new tech-focused roles within the company.
    - Reshaping existing roles to integrate new technologies.
    - Potential job displacement and strategies for reassignment or retraining.

#### **Suggested flow**

- 1-2 sentence: State the importance of integrating new technologies to enhance business efficiency.
- 3-4 sentences: Specify the types of technologies recommended (e.g., automation, AI) and how they can be implemented in various business processes.
- 1-2 sentences: Conclude by highlighting the benefits such as increased efficiency, reduced labor dependency, and long-term cost savings.

#### **Example**

Furthermore, in order to tackle the challenge of labor shortages effectively, the company should proactively embrace technological advancements and automation to optimize work processes. By integrating cutting-edge technologies and automated systems, the company can enhance operational efficiency, reduce manual labor requirements, and mitigate the impact of the labor shortage. This approach not only boosts productivity but also allows the existing workforce to concentrate on more value-added tasks that require human expertise.

**Advocate for public-private partnerships to bridge skill gaps and support workforce development.**

- Public-Private Partnerships for Skill Development
  - Defined Roles and Responsibilities:
    - Government's role in providing funding and policy support.
    - Private sector's contribution in terms of expertise and resources.
    - Collaborative development of training curricula.
  - **Partnership Models:**
    - Jointly funded training centers or programs.
    - Apprenticeship models combining education and practical experience.

- Collaborative research and development projects.
- **Sustainability and Mutual Benefits:**
  - Long-term planning for partnership continuation.
  - Mutual benefits like skilled workforce for companies and employment opportunities for communities.
  - Evaluation and adaptation mechanisms for partnerships.

### **Suggested flow**

- 1-2 sentences: Introduce the concept of public-private partnerships as a solution to bridge skill gaps.
- 3-4 sentences: Elaborate on how these partnerships can be formed, potential areas of collaboration (like joint training programs), and the roles of each stakeholder.
- 1-2 sentences: Summarize the benefits, such as enhanced workforce development and shared expertise.

### **Example**

In addition to technological solutions, it is imperative for the company to explore the potential of Public-Private Partnerships (PPPs) as a comprehensive strategy to address labor market disparities. Collaborating with governmental bodies and private enterprises can result in the development of well-coordinated and holistic approaches to address labor shortages. By harnessing the combined resources and expertise of both sectors, PPPs can facilitate the creation of effective workforce development strategies that align with the evolving demands of the job market.

### **Tips**

Sources: [Public-Private Partnerships Gain Ground in Workforce Planning, Development](#)

### **Recommend policy reforms to facilitate labor mobility and address regional disparities.**

- Policy Reforms for Labor Mobility and Regional Disparities
  - Specific Policy Changes:
    - Relaxation of inter-regional work permits or restrictions.
    - Incentives for businesses to invest in low-skill regions.
    - Streamlined processes for workforce relocation.
  - Benefits Analysis:
    - Economic growth prospects from a more mobile workforce.
    - Reduction in regional skill shortages and unemployment rates.
    - Enhanced competitiveness of regions currently facing skill deficits.
  - Potential Challenges:
    - Addressing political and bureaucratic hurdles in policy implementation.
    - Mitigating potential social impacts, like community disruption.
    - Balancing national and regional interests in policy development.

### **Suggested flow**

- 1-2 sentences: Highlight the need for policy reforms to improve labor mobility.



- 3-4 sentences: Discuss specific policy changes needed, providing Benefits Analysis, or Potential Challenges.
- 1-2 sentences: Conclude by emphasizing how these reforms will contribute to a more dynamic and responsive labor market.

### **Example**

A crucial aspect of the solution involves implementing targeted policies to incentivize labor migration from regions with labor surpluses to areas facing shortages. These policies could encompass various aspects, such as offering relocation benefits, housing assistance, and improved living conditions in regions where labor is scarce. By addressing the logistical challenges and concerns associated with labor migration, the company can attract skilled workers to regions where their expertise is most needed.

### **Tips**

[How federal place-conscious policies can work to reduce regional inequality in the United States](#)

## **5/ Recommendation (400 words).**

- Stress the importance of university-industry collaboration for continuous learning and skill enhancement.
- Detail the implementation of collaboration through joint training programs, internships, and research initiatives.
- Suggest the creation of industry advisory councils to align academic curricula with industry needs.
- Propose government incentives to encourage such collaborations and investments in education.

### **Hint**

**The flow you should follow:** Importance of University-Industry → Collaboration Implementation through Joint Efforts → Industry Advisory Councils → Government Incentives

- Importance of University-Industry Collaboration
  - Application of Theory:
    - Case studies where specialist concepts are applied
    - Role of development for companies in this industry.
  - Skill Development:
    - Workshops on applications in industry.
    - Training sessions on
  - Networking Opportunities:
    - Industry conference participation.
    - Corporate guest speaker sessions at universities.

### **Suggested flow**

- Introduction (1-2 sentences): Begin by highlighting the critical role of university-industry collaboration in addressing current skill gaps and promoting continuous learning.

- Details (2-3 sentences): Elaborate on how these collaborations can bridge the gap between academic learning and practical industry skills, using relevant examples or statistics.
- Conclusion (1-2 sentences): Summarize the potential long-term benefits of such collaborations, including enhanced skill development and greater innovation.

### **Example**

Developing a strategic collaboration with universities to enhance employee skills and address labor shortages is crucial. Key steps include initial discussions with universities and oversight by HR, senior management, and university representatives.

- Implementation through Joint Efforts
  - Course Content Development:
    - Inclusion of a module
    - Developing a course
  - Mentorship in Internships:
    - Monthly review meetings with industry mentors.
    - Real-time project work under industry guidance.
  - Joint Research Topics:
    - Collaborative research on
    - Partnering on a study

### **Suggested flow**

- 1-2 sentences: Introduce the various forms of collaboration, such as joint training programs, internships, and research initiatives.
- 2-3 sentences: Describe each collaboration form, explaining how they can be effectively implemented and integrated into existing structures.
- 1-2 sentences: Conclude by emphasizing the expected outcomes, like improved job readiness of graduates and more industry-relevant research.

### **Example**

Once the partnership is established, the company can create tailored training programs, including workshops and courses with industry experts as trainers. Regular feedback loops should be established to assess program effectiveness. In the long term, the partnership can expand to include internships and joint research, managed by a dedicated HR team. Training should align with daily tasks for immediate benefits, and regular assessments should measure its impact on performance.

- **Industry Advisory Councils**
  - Selection Criteria:
    - Criteria based on industry experience and academic insights.
    - Diversity in council member backgrounds.
  - Feedback Process:
    - Annual curriculum review meetings.
    - Regular updates on industry trends and necessary skills.

### **Suggested flow**

- Introduction (1-2 sentences): Start by introducing the concept of industry advisory councils.
- Details (2-3 sentences): Discuss the role of these councils in aligning academic curricula with evolving industry needs, including advising on course content and offering expert insights.
- Conclusion (1-2 sentences): Highlight the anticipated benefits, such as more relevant educational programs and stronger industry-academic ties.
  
- **Government Incentives**
  - Specific Tax Reliefs:
    - Tax deductions for companies investing in any aspects
    - Tax credits for businesses collaborating on research with universities.
  - Funding for Facilities:
    - Grants for developing joint research labs.
    - Funding for this major at universities.

### **Suggested flow**

- 1-2 sentences: Introduce the idea of government incentives to promote university-industry collaborations.
- 2-3 sentences: Detail potential incentives, like tax benefits, grants, or funding for collaborative projects, explaining how they can motivate participation from both sectors.
- 1-2 sentences: Conclude by discussing the expected impact, including increased investment in education and stronger partnerships between academia and industry.

## **6/ Conclusion (150 words)**

- Summarize the identified challenges of labor shortages and skill mismatches in Vietnam's manufacturing sector.
- Reiterate the significance of the proposed solutions and recommendations for fostering a skilled and adaptable workforce.
- Emphasize the importance of a collaborative approach involving government, industry, and academia for sustainable economic growth.

### **Suggested flow**

- ***Summary of Challenges: Recaps the identified labor shortages and worker issues (75 words).***
  - 1 Sentence: Recap the primary labor shortages and worker issues identified in the report.
  - 2 Sentences: Briefly reiterate the main findings and insights.
  - 1 Sentence: Highlight the overarching message of the report.
  
- ***Importance of Comprehensive Approach: Stresses the need for multi-faceted and sustainable solutions to these challenges (75 words).***
  - 1 Sentence: Stress the necessity of a multi-faceted approach to the identified challenges.

- 2 Sentences: Elaborate on the potential benefits of implementing the proposed solutions.
- 1 Sentence: Conclude with a call to action or a perspective on future implications.

**For example:**

The report concludes that addressing labor challenges in Vietnam's diverse industries requires a multi-pronged approach, combining immediate skill development initiatives with long-term educational reforms and policy changes.

## II. Tips & Tricks

Integration of Multidisciplinary Perspectives:

- Leverage insights from multiple disciplines such as economics, sociology, and business management to provide a richer, more comprehensive analysis.
- This multidisciplinary approach can enhance the depth of your literature review and recommendations.

Use of Real-World Examples:

- Incorporate case studies or real-world examples to illustrate the points you make in your report. This can make your arguments more tangible and relatable.
- Look for recent examples that are relevant to Vietnam's context or comparable economies.

## III. Sources

- Academic Journals: For in-depth, peer-reviewed insights into global business practices, labor markets, and management strategies, you can consult academic journals like "Journal of International Business Studies", "Harvard Business Review", and "Journal of Labor Economics".
- Industry Reports: Organizations like McKinsey & Company, Deloitte, and the World Economic Forum regularly publish reports on global business trends, skills shortages, and labor market changes. These reports offer valuable data and analysis that can support your research.
- News Articles: Reputable newspapers like The Financial Times, The Wall Street Journal, and The Economist provide current insights into global business practices and their implications on the workforce. They often feature case studies and expert opinions that can enhance your understanding of real-world implications.
- Government and International Agencies: Resources from the International Labour Organization (ILO), the World Bank, and various government labor departments can provide authoritative statistics and policy perspectives on work and employment issues globally.
- Academic Books: Books authored by experts in the field of labor economics, global business, and management can offer comprehensive background information and theoretical frameworks. Check university libraries or online academic databases for relevant titles.

- Online Databases and Libraries: Utilize online databases like JSTOR, Google Scholar, and your university's online library to access a wide range of academic papers, articles, and books on the topic.