

## I. Detailed Outline

### 1. Introduction (suggested 100 words)

#### Hint

#### The flow you should follow:

- Opening Statement:
  - Mention Vinamilk's position in the market.
    - State Vinamilk's ranking in the dairy industry.
    - Mention its market share and influence regionally or globally.
  - Briefly touch on its reputation for innovation and sustainability.
    - Highlight specific innovative practices Vinamilk has adopted.
    - Mention any awards or recognitions related to sustainability.
- Purpose of the Presentation:
  - Clarify the focus on the Green Farm initiative.
    - State that the presentation aims to explore how the Green Farm project aligns with Vinamilk's vision for sustainable dairy farming.
    - Mention the timeliness of the project in the context of global environmental concerns.
  - Highlight its importance to Vinamilk's strategy.
    - Discuss how the project contributes to Vinamilk's strategic goal of becoming a global dairy leader.
    - Explain that the project supports Vinamilk's commitment to producing high-quality, eco-friendly dairy products.
- Overview of Content:
  - List the sections: Background, Project Overview, Stakeholder Analysis, Problem Analysis, Conclusion.
  - Briefly state what each section will cover.

### 2. Company Background (suggested 200 words)

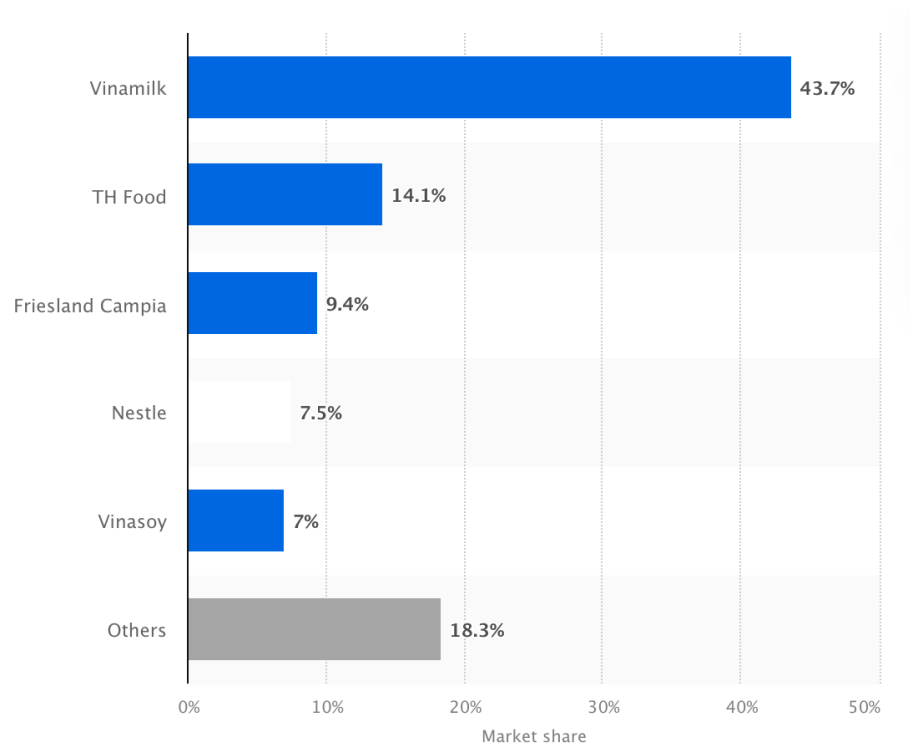
#### Hint

#### The flow you should follow:

- Discuss Vinamilk's Founding and Growth:

- Founding:
  - Year of Establishment: 1976.
  - Initial Vision: Providing nutritious dairy products to improve public health in Vietnam.
- Early Milestones:
  - First Major Products: Initially focused on condensed milk and powdered milk.
  - Market Expansion: Discuss the expansion from local to national distribution in Vietnam.
- Growth Over the Years:
  - Increase in Production: Detail the increase in production facilities and capacity over time.
  - Product Line Expansion: From basic milk products to flavored milk, yogurt, and cheese.
  - Technological Advancements: Adoption of modern dairy processing technologies.
- Strategic Decisions:
  - Key Acquisitions: Mention significant acquisitions, like dairy farms or smaller dairy companies.
  - Partnerships: Collaborations with international dairy firms for technology exchange.
- Outline its Current Market Presence:
  - Market Share:

- Vietnam Market Share: Specific percentage of the dairy market Vinamilk holds in Vietnam.



- In 2021, Vinamilk accounted for 43.7 percent of the total market share of dairy companies in Vietnam. ([Statista](#))
- International Market: Briefly mention the presence in key international markets.
  - Geographic Reach:
    - Global Presence: Number of countries where Vinamilk products are sold.
    - **E.g:** Many products of Vinamilk are now present at the points of sale of more than 54 countries and territories. ([Source](#))
    - Overseas Facilities: If any, mention overseas manufacturing or distribution facilities.
  - Product Range:
    - Innovative Products: Specific products that showcase Vinamilk's innovation.
    - Market Leaders: Identify which products are best-sellers or have a significant market share.
- Highlight Achievements:

- Awards and Recognitions:
  - Quality Awards: Specific awards won for product quality.
  - Business Excellence: Awards recognizing Vinamilk's business strategies or growth.
- Sustainability Initiatives:
  - Green Energy: Specific renewable energy initiatives, like solar power in farms.
  - Waste Reduction: Measures taken to reduce waste in production processes.
- Social and Community Contributions: Specific community programs, like nutrition education or local development projects.

### **Example**

Vinamilk, founded in 1976 from the former State-owned Vietnam Dairy Company, is Vietnam's leading dairy enterprise.

With a vision to be a world-class brand, Vinamilk focuses on manufacturing and distributing dairy products like fresh milk, powdered milk, and fermented milk. (Vinamilk's annual report 2022)

Vinamilk has been honored as the "National Brand" for an impressive six consecutive times, spanning from 2010 to 2020. (Vinamilk's annual report 2020)

Vinamilk holds the 36th position in the global rankings of dairy companies by revenue, boasting over USD 2.8 billion in earnings for the year 2022. (Vinamilk's annual report 2022)

→ These achievements solidify Vinamilk's dominant role in the dairy sector of Vietnam and Southeast Asia, underpinned by its unwavering commitment to providing top-quality dairy offerings to consumers across the globe.

## **3. Overview of Green Farm Projects (suggested 250 words)**

### **Hint**

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

- Describe the Project's Inception and Objectives:
  - Inception:

- Year of Launch: "Initiated in 2018..."
- Initial Market or Environmental Trend: "In response to increasing consumer demand for environmentally responsible products..."
- Objectives:
  - Sustainability Targets:
    - Greenhouse Gas Emission Reduction: "Targeting a 30% reduction in methane emissions from dairy cows by 2024..."
    - Increase in Organic Farming: "Aiming to convert 50% of farms to fully organic practices by 2025..."
  - Enhancing Product Quality:
    - Nutritional Improvement: "Focus on enriching milk with natural vitamins through organic feed..."
    - Taste Enhancement: "Using natural grazing methods to improve the taste profile of milk..."
  - Community Involvement Goals:
    - Farmer Education Programs: "Implementing annual workshops on organic farming techniques..."
    - Technology Assistance: "Providing advanced milking and farming equipment to enhance efficiency..."
- Explain its Environmental and Economic Impacts:
  - Environmental Impacts:
    - Emission Reduction Details:
      - Specific Practices: "Adopting rotational grazing to reduce soil compaction and methane emissions..."
    - Biodiversity Initiatives:
      - Wildlife Conservation Efforts: "Establishing protected areas within farms to conserve local bird species..."
    - Water and Soil Conservation:
      - Irrigation Methods: "Implementing micro-irrigation systems to reduce water usage by 40%..."

- Soil Health: "Using compost and organic fertilizers to enhance soil fertility..."
- Economic Impacts:
  - Farmers' Income:
    - Income Increase: "Documented increase in farmer income by 25% due to premium pricing on organic milk..."
  - Consumer Trends and Sales:
    - Market Response: "Tracking a 15% year-over-year increase in sales of products originating from Green Farms..."
- Future Economic Outlook:
  - Cost Savings: "Analyzing long-term cost reductions due to decreased reliance on chemical fertilizers..."

### **Example**

Vinamilk's Green Farm project is a visionary endeavor aiming for eco-friendly and sustainable advancements within the dairy industry. Established in 2021, this project spans three farms located in Thanh Hoa, Quang Ngai, and Tay Ninh (Vinamilk n.d.).

It focuses on three key aspects: selective sourcing, regenerative farming practices, and innovative technologies (Vinamilk n.d.). Selective sourcing ensures the authenticity of inputs, such as cow breeds and farming locations, guaranteeing the highest milk quality.

Regenerative farming practices are pivotal, minimizing environmental impact by utilizing renewable energy, non-synthetic pesticides and fertilizers, and advanced cooling systems for barn temperature control. Additionally, all wastewater is rigorously treated to protect the environment. (Anh Duong 2021)

Vinamilk's commitment extends to achieving carbon neutrality by 2050 through adherence to PAS 2060 standards (Vinamilk 2022). This holistic approach aligns with corporate social responsibility (CSR) principles, promoting sustainable consumption (Thu Phuong 2022).

#### 4. Stakeholder Analysis (suggested 300 words)

##### **Hint**

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

- Key Stakeholders:
  - Government:
    - Identification: Regulatory bodies, government officials, policymakers, and agencies related to agriculture, environment, and trade.
    - Relationship: The government sets industry regulations, offers incentives or subsidies, and collaborates with Vinamilk to promote sustainable dairy production. Their relationship involves compliance, negotiation, and policy influence.
  - Employees:
    - Identification: From field workers to corporate staff, including research and development, marketing, and sales teams.
    - Relationship: Influence of company policies on job security, work culture, training needs, and career progression opportunities.
  - Consumers:
    - Identification: Health-conscious individuals, environmentally aware consumers, families, corporate clients.
    - Relationship: Expectations for product quality, interest in the company's environmental footprint, and product sourcing transparency.
  - Investors:
    - Identification: Individual shareholders, institutional investors, sustainable investment funds.
    - Relationship: Focus on financial returns, interest in corporate social responsibility, and long-term sustainability of the company.
- Stakeholders' Concerns/Problems:
  - Environmental Concerns:

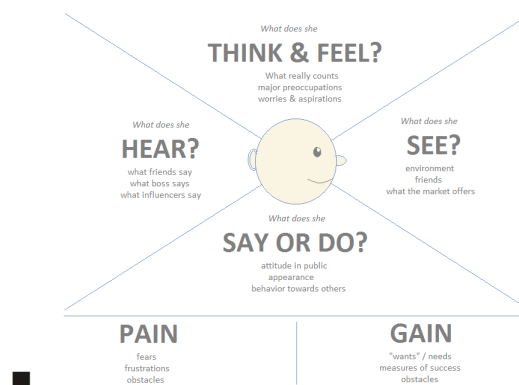
- Government: Ensuring that Vinamilk's Green Farm projects comply with environmental regulations and standards, minimizing the ecological impact of dairy production..
- Consumers: Assurance of organic and eco-friendly product sourcing, concerns about the ecological footprint of dairy products.
- Economic Challenges:
  - Employees: Adaptation to new technologies or processes, potential changes in job roles due to sustainable initiatives.
  - Investors: Concerns about the cost and ROI of implementing sustainable practices, impact on company profitability.
  - Government: Balancing economic growth with sustainability goals, potential investments in green technologies, and supporting the dairy industry's development.
- Social Implications:
  - Community: Effects on local employment, land use changes due to sustainable farming, Vinamilk's involvement in local community development.
- Empathize with Stakeholders:
  - Empathy-Driven Strategies:
    - General Approach: Recognizing the unique challenges and perspectives of each stakeholder group, showing willingness to address their specific needs.
    - You can apply theories such as the **Empathy Map** and **Journey Map** to facilitate this process.
    - **Customer journey map example:**





→ In the awareness phase, there is a lack of promotional activities focused on health, nutrition, and pollution, leading to an information gap among potential customers. During the consideration stage, consumers may be unaware of sustainable development, organic products, and health concerns related to their choices. The purchase phase is impacted by low income levels, with organic food consumption often correlating with higher education and income, as suggested by Iqbal (2015). Advocacy remains minimal in this journey. To improve retention, Vinamilk can implement promotions, special deals, and discounts to incentivize customers to stay engaged with the Green Farm project.

### ■ Investor Empathy Map:



■ "See" the financial value in investing in Sustainable Development Goals (SDGs) and recognize the high initial investment required. However, they also "Feel" the pain of customers' low willingness to pay for organic milk and the challenge of balancing short-term economic profit with long-term sustainability goals. On the positive side, they "Gain" from maximizing profit and tapping into the sustainable trend in the market (Schramade, 2017; Jolink, 2015; Hart, 2017; Rodinger, 2015). Understanding these factors is essential for addressing investor concerns and attracting their support for the project.

#### ○ Communication and Engagement Methods:

■ Government: Regular consultations and briefings on Vinamilk's Green Farm projects, Collaboration on policy

development and alignment with government sustainability initiatives, Participation in sustainability-focused forums and initiatives.

- Employees: Regular updates on company policies, opportunities for skill upgrades, forums for expressing concerns or suggestions.
- Consumers: Transparent labeling of products, regular updates on sustainability efforts via marketing channels, customer feedback mechanisms.
- Investors: Detailed briefings on sustainable project outcomes, projections of long-term benefits, and transparency in financial reporting.

### **Example**

Vinamilk engages with diverse stakeholders: government, employees, consumers, and investors. Consumers, focused on health and environmental impact, expect high-quality, transparent products. Investors look for financial returns and company sustainability. Vinamilk addresses these varied concerns through targeted strategies, including updating policies from government, policy updates and skill development for employees, transparent product information for consumers, and detailed financial and sustainability reporting for investors.

## **5. Problem Analysis (suggested 350 words)**

### **Hint**

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

- **Identify Primary Concerns and Problems:** Identify key issues affecting stakeholders related to the Green Farm projects, ranging from environmental impacts to economic effects on local communities, using stakeholder feedback, company reports, and industry news.
  - Gather Information: Review stakeholder feedback, company reports, and industry news related to Vinamilk's Green Farm projects.

- List Key Issues: Identify issues such as environmental impacts (e.g., soil degradation, biodiversity loss), economic effects (e.g., changes in local employment, income fluctuations for farmers), and social implications (e.g., community perceptions, lifestyle changes); or you can Identify the problem from the perspective of government, employees, customers and investors
- Categorize Issues: Sort these issues into categories like environmental, economic, social, and logistical for better clarity.
- Sources:
  - [SUSTAINABLE DEVELOPMENT](#)
  - [Vietnam's leading dairy company Vinamilk commits to sustainable development with "Green farm" – the ecological dairy farm system at Global Dairy Congress](#)

### **Example**

- Environmental:
  - Specific soil health issues (e.g., nutrient depletion, erosion).
  - Types of local biodiversity affected (e.g., native species disruption).
  - Measures of carbon footprint reduction (e.g., greenhouse gas emissions).
- Economic:
  - Nature of job market changes (e.g., new job types, job losses).
  - Detailed analysis of farmers' income (e.g., fluctuations, sources of income).
  - Impact on product pricing (e.g., cost increases for sustainable products).
- Social:
  - Specific community responses (e.g., acceptance, resistance).
  - Lifestyle changes in local residents (e.g., adoption of new farming methods).
- Investor problem:
  - + Little profit
  - + High risk associated with sustainability projects.

- + Uncertainty about the project's long-term profitability.
- Customer problem:
  - + Find Green Farm products too expensive
  - + Limited availability of Green Farm products in local stores.
  - + Difficulty in understanding the differentiation of Green Farm products from regular ones.
- **Analyze Each Problem: Analyze the implications and causes of these problems, considering environmental, social, economic, and logistical factors, supported by data, case studies, and expert opinions.**
  - Causes and Implications: For each identified problem, delve into its root causes. Consider factors such as changes in farming practices, market dynamics, or policy shifts.
  - Data and Case Studies: Use specific data, statistics, or case studies from similar projects to support your analysis. Look for expert opinions to provide depth.
  - Comparative Analysis: Compare the situation with similar initiatives in the industry or other regions to understand broader trends and implications.
  - Sources:
    - [Vinamilk bags two int'l awards for sustainable development](#)
    - [SUSTAINABLE DEVELOPMENT](#)

### **Example**

Customer Problem: Green Farm products are perceived as too expensive.

- Causes:
  - + High production costs due to sustainable farming practices.
  - + Limited economies of scale.
  - + Lack of government incentives for consumers.
- Implications:
  - + Limited accessibility to eco-friendly dairy products.
  - + Reduced consumer adoption of sustainable options.
  - + Competitive challenges from lower-priced conventional products.
- Data and Case Studies:

- + Studies show consistent price disparities between organic and conventional dairy products, attributed to higher production costs in sustainable farming.
- Comparative Analysis:
  - + Similar price challenges exist in organic food markets globally, indicating the need for affordability solutions like government incentives, improved economies of scale, and consumer education.
- Customers perceive Green Farm products as too expensive. This issue stems from the high production costs associated with sustainable farming practices, limited economies of scale, and a lack of government incentives for consumers. Consequently, these factors restrict the accessibility of eco-friendly dairy products, decrease consumer adoption of sustainable options, and create competitive challenges against lower-priced conventional products. Studies in the organic food market consistently demonstrate price disparities between organic and conventional products, highlighting the need for affordability solutions such as government incentives, improved economies of scale, and enhanced consumer education.
- Assess Broader Impact: Evaluate the immediate and long-term impacts of these issues on the Green Farm projects and stakeholders, using impact studies, strategic documents, and industry forecasts.
  - Immediate Impact: Evaluate how these issues currently affect the Green Farm projects and stakeholders. Consider factors like productivity changes, employee morale, and public perception.
  - Long-term Impact: Look into future implications. Use strategic documents from Vinamilk, industry forecasts, and impact studies to predict long-term effects on the environment, economy, and society.
  - Sources:
    - [Vinamilk bags two int'l awards for sustainable development](#)

## **Example**

Let's consider the perspective of consumers as an example to analyze according to the provided content:

Consumers may have concerns about the affordability and accessibility of these sustainable and organic products. They may fear that the higher prices of Green Farm products could strain their budgets, impacting their ability to afford a healthy diet. Conversely, consumers might hope that these products offer superior health benefits and environmental sustainability. A survey by the IBM Institute for Business Value (IBV) in 2021 of 14,000 people from 9 countries said that 90% of people surveyed answered that, Covid- 19 has changed their perspective on issues related to the environment and sustainable consumption. Choosing the "green" factor, many consumers are now more interested in how Vinamilk's products are made, including environmentally friendly factors and natural protection in that process. (TN&MT)

### **Suggested flow**

#### **Tips**

- **Recap Key Points:** Briefly summarize the main findings from your analysis, including the essential aspects of the Green Farm projects, stakeholder perspectives, and identified challenges.
- **Offer Insights or Solutions:** Propose practical solutions or improvements based on your analysis, aimed at addressing stakeholder concerns, enhancing sustainability practices, and strengthening CSR efforts.
- **Final Thought or Call to Action:** Conclude with a powerful statement or a call to action, underscoring the significance of sustainability in the dairy industry and envisioning future initiatives.

### **6. Final Remarks and Acknowledgements (suggested 100 words)**

- Thank the audience for their attention.
- Acknowledge any sources or assistance received during your research.

### **Suggested flow**

- 1-2 Sentences: Express your sincere gratitude towards the audience for their attention and participation.
- 2-3 Sentences: Recognize the sources, individuals, or organizations that have significantly contributed to your research.
- 1 Sentence: End with a closing remark that leaves a positive and lasting impression on the audience, reflecting the spirit of gratitude and collaboration.

### **Tips**

- Thank the Audience: Express sincere gratitude to the audience for their attention and engagement, showing appreciation for their time and interest.
- Acknowledge Sources and Assistance: Briefly acknowledge the key sources and any personal guidance received during your research, highlighting the contributions that aided your analysis.

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## **II. Tips & Tricks**

- Structured Approach: Start with an outline, dividing your presentation into clear sections - introduction, analysis of key stakeholders, problems identification, and conclusion.
- Research Thoroughly: Use a mix of primary sources (like company reports) and secondary sources (academic articles, news reports). This will provide a well-rounded perspective.
- Relevant Visuals: Use charts, graphs, and infographics to represent data relevant to Vinamilk's Green Farm projects, like environmental impact statistics, stakeholder distribution, or CSR performance.

## **III. Sources**

Sustainability Theories:

- Triple Bottom Line: Balances economic, social, and environmental aspects.

- Ecological Modernization: Aligns environmental improvements with economic growth.

#### Corporate Social Responsibility (CSR) Theories:

- Stakeholder Theory: Manages relationships with various stakeholders for mutual benefits.
- Corporate Citizenship: Emphasizes broad responsibilities of businesses beyond profit-making.

#### Stakeholder Management Theories:

- Salience Model: Prioritizes stakeholders based on power, legitimacy, and urgency.
- Resource Dependency Theory: Manages dependencies with resource-controlling stakeholders.

#### Environmental Management Theories:

- Natural Resource-Based View (NRBV): Views sustainable practices as a competitive advantage.
- Industrial Ecology: Aims for sustainable industrial systems mimicking ecological processes.

#### Change Management Theories:

- Theory of Planned Behavior: Understands attitudes towards the environment influencing behaviors.

- Vinamilk's Official Website: Visit the Vinamilk website for official company information, annual reports, and details about their Green Farm projects. Look for sections like "About Us", "Sustainability", or "Investor Relations".
- Academic Journals and Databases: Access Google Scholar at [scholar.google.com](https://scholar.google.com) and JSTOR at [www.jstor.org](https://www.jstor.org) for academic papers. Use search terms like "sustainability in the dairy industry", "Vinamilk CSR", or "stakeholder management in agriculture".
- Industry Reports: Websites of organizations like the Food and Agriculture Organization (FAO) or the International Dairy Foods Association (IDFA) often have industry reports. Access them at [www.fao.org](https://www.fao.org) and [www.idfa.org](https://www.idfa.org).



- News Articles: Use news databases like Google News or directly visit reputable newspaper websites. Search for terms like "Vinamilk Green Farm project" or "sustainability initiatives in dairy industry".
- Environmental NGOs and Agricultural Journals: Websites of relevant NGOs or journals in the environmental and agricultural sectors often have articles and reports. Search for these organizations online to find their official websites.
- Vinamilk's annual report 2020. [Read more here](#)
- Vinamilk's annual report 2022. [Read more here](#)
- Vinamilk (2022) VINAMILK SUSTAINABLE DEVELOPMENT REPORT 2022, Vinamilk website, <https://www.vinamilk.com.vn/static/uploads/article/1683632005-a8367043262056cdfbcedd116e02df5302f165403da2790ab1cb6d2c01c017a3e.pdf>
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- Thu Phuong (7 November 2022) 'Vinamilk được vinh danh các giải thưởng lớn trong Hội nghị CSR & ESG toàn cầu 2022', Phụ nữ Việt Nam, [Read more here](#)
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- Schramade, W. (2017) Investing in the UN Sustainable Development Goals: Opportunities for Companies and Investors. Journal of Applied Corporate Finance. 29 (2), 87–99.
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- Hart, O. and Zingales, L., (2017). Companies should maximize shareholder welfare not market value. ECGI-Finance Working Paper, (521).
- Rödiger, M. and Hamm, U.,(2015). How are organic food prices affecting consumer behavior? A review. Food Quality and Preference, 43, pp.10-20.
- TN&MT: For articles on economy, such as "Sustainable consumption - A trend that needs businesses to grasp and provide" (14/09/2022). [Read more here](#)
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