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**TRAN NHU HAI**

**GREEN BRAND BUILDING COMMUNICATION OF  
FDI ENTERPRISES IN VIETNAM**

**DOCTORAL DISSERTATION SUMMARY  
ON PUBLIC RELATIONS AND ADVERTISING**

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**The research was conducted at  
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***The scientific guidance:* 1. Assoc. Prof. Truong Thi Kien  
2. Assoc. Prof. Nguyen Thanh Loi**

**Chairman of the Council:**

**Reviewer 1:**

**Reviewer 2:**

**Reviewer 3:**

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# INTRODUCTION

## 1. Rationale for topic selection

In recent years, in the context of environmental pollution and global ecological crisis that are negatively affecting countries and human life, environmental protection has become one of the most urgent concerns worldwide. Many organizations and businesses around the world have tried to create and deploy a product production system, innovate environmental management, and build green brands (GB) to reach sustainable development. In Vietnam, our Party and State are promoting policies and guidelines on environmental protection, green economic development, green consumption, and sustainable development. At the same time, in the context of economic development, people tend to be interested in consuming green products, which are beneficial to health and the environment, enterprises, including FDI enterprises, are also actively building GB, making practical contributions to the community and society. However, besides enterprises actively implementing GB construction, there are still many FDI enterprises with the phenomenon of "fake green", "green change", with the sole purpose of increasing revenue and profit. Some enterprises create negative impacts, causing public outrage, environmental pollution... Many companies or corporations are considering social responsibility to the environment and labor as a "burden" or just a marketing method. Therefore, one of the important tasks that FDI enterprises need to implement is to actively carry out green activities, for the community, and promote GB communication.

Among FDI enterprises in Vietnam, Formosa, Samsung, Heineken are three strong enterprises, known by many people. In recent years, enterprises have carried out many activities to build GB, at the same time, implementing communication to build GB. However, like many other FDI enterprises, Formosa, Samsung, Heineken also have certain successes and limitations in building GB communication, which need to be comprehensively researched and surveyed to evaluate, analyze, identify successes, limitations, causes, from which, there is a basis propose solutions and recommendations to further improve the quality and effectiveness of building GB communication of FDI enterprises.

From a scientific perspective, up to now, according to the author's survey, there

has not been any project that directly and comprehensively researches the issues of communication to build GB of FDI enterprises. Therefore, there are a number of questions being raised, requiring answers to guide communication activities to build GB for enterprises.

Based on the above reasons, the author would like to choose the topic of “*Communication to build green brands of FDI enterprises in Vietnam*” as the topic for this dissertation.

## **2. Research Objectives and Tasks**

### ***2.1. Research Objectives***

On the basis of systematizing theoretical and practical issues related to communication on building GB of FDI enterprises, the thesis builds the necessary theoretical framework, from which, surveys, analyzes, and evaluates the current status of communication on building GB of FDI enterprises in Vietnam, represented by 3 FDI enterprises Formosa, Samsung, Heineken, identifies successes, limitations, causes, as a basis for proposing solutions and recommendations to further improve the quality of communication on building GB of FDI enterprises in Vietnam.

### ***2.2. Research Tasks***

- Systematize theoretical issues related to GB communication among FDI enterprises, thereby forming a theoretical framework for analyzing and identifying real-world factors that impact GB communication activities in Vietnam.
- Conduct a survey and analysis of the current state of GB communication at Samsung, Formosa, and Heineken; assess their successes, limitations, and the reasons behind these outcomes in Vietnam.
- Identify key challenges arising from the current state of GB communication among FDI enterprises in Vietnam and propose solutions and recommendations to improve the effectiveness of GB communication in the future.

## **3. Research Subjects and Scope**

### ***3.1. Research Subjects***

The subject of this dissertation is *The GB building communication of FDI enterprises in Vietnam*, with main research perspectives: Green brand strategy and green brand communication; Current status of content and form of green brand communication of FDI enterprises and system of solutions and recommendations.

### **3.2. Research Scope**

- *Survey Scope*: The dissertation surveys the current state of GB communication of FDI enterprises, specifically Formosa, Samsung, and Heineken in Vietnam.

- *Surveyed Communication Channels*: The survey covers all communication channels used by Formosa, Samsung, and Heineken for GB communication during 2023–2024. These include press channels, social media, corporate websites, event organization, conferences, seminars, and brand ambassador channels...

- *Surveyed communication products*: The research covers all GB communication materials from the three enterprises, including news articles, reports, videos, livestreams and events (if any).

- *Survey Period*: From January 2023 to December 2024.

### **4. Research Questions:**

*Question 1*: Building GB and communicating GB of enterprises in general, FDI enterprises in particular, have been discussed from which perspectives by domestic and foreign researchers, and what academic gaps need to be further researched?

*Question 2*: What role does the communication to build GB of FDI enterprises play for FDI enterprises and the community? In order for the communication activities to build GB to be of high quality and effective, what communication model should be applied, and how should the criteria for evaluating quality and effectiveness be determined appropriately?...

*Question 3*: How are FDI enterprises in Vietnam implementing GB building communication? What are their achievements, limitations and why?

*Question 4*: What issues are being raised regarding GB building communication of FDI enterprises in Vietnam today? What solutions and recommendations need to be implemented to contribute to improving the quality of GB building communication of FDI enterprises in the coming time?

## **5. Theoretical basis and research methods**

### **5.1. Theoretical basis**

The theoretical foundation of the dissertation is based on the ideology of Marxism-Leninism, Ho Chi Minh's thought, and the viewpoints, guidelines of the Party, as well as the policies and laws of the Vietnamese government regarding the economy, environment, the operations of FDI enterprises in Vietnam, communication,

corporate branding in general and FDI enterprises in particular, and the communication for GB development of FDI enterprises in Vietnam.

In the dissertation, the author applies several communication theories as the theoretical basis, including: Consumer perceived value; Theory of Planned Behavior; Framing theory; Brand Positioning; IMC- Integrated Marketing Communication.

### **5.2. Research Methods**

- Secondary document research method.
- Content analysis method
- Statistical, comparative and synthetic methods.
- Sociological survey method.
- In-depth interview method

### **6. New contributions of the Dissertation**

- The dissertation systematizes, supplements, and develops theoretical aspects of GB communication by FDI enterprises, clarify the nature of communication to build GB of FDI enterprises, analyze and compare the relevance of the terms green brand, green economy, green consumption and sustainable development, determine the communication model to build GB, communication factors and propose a set of criteria to evaluate the quality of communication to build GB of FDI enterprises.

- The comprehensive analysis and evaluation of the content, form, and methods of GB communication by FDI enterprises, along with conclusions regarding the successes, limitations, and underlying causes in GB communication presented in the Dissertation, will help FDI enterprises reassess their GB building strategies. From there, they can develop appropriate GB communication strategies, serving as a foundation for improving the quality and effectiveness of their communication efforts.

-The system of solutions and recommendations proposed in the Dissertation not only supports FDI enterprises such as Formosa, Samsung, and Heineken, but also serves as a reference and a valuable lesson for GB communication among FDI enterprises in general. Particularly, the GB communication model proposed in the Dissertation is new, and if applied, will certainly bring about improvements in the quality and effectiveness of GB communication.

### **7. Theoretical and practical significance of the Dissertation**

### ***7.1.Theoretical significance:***

From a scientific perspective, the Dissertation contributes to the refinement of the theoretical framework on GB communication by FDI enterprises, including: the concepts and roles of GB communication for FDI enterprises; the factors influencing GB communication by FDI enterprises; and the development of a set of criteria for evaluating the quality of GB communication by FDI enterprises. Furthermore, the Dissertation provides additional practical arguments and evidence to reinforce theoretical perspectives on GB communication by FDI enterprises.

### ***7.2. Practical significance:***

- The Dissertation serves as an essential reference material for FDI enterprises operating in Vietnam in general, and specifically for the GB communication departments of FDI enterprises in Vietnam, including Formosa, Samsung, and Heineken.

- The Dissertation provides resources to support the management of green brand communication activities among FDI enterprises in Vietnam, thereby contributing to the development of a green economy and sustainable development.

- It offers materials to support research and teaching on GB communication by FDI enterprises in Vietnam, and provides scientific arguments to assist relevant sectors and authorities in formulating policies related to GB communication by FDI enterprises in Vietnam.

**8. Structure of the Dissertation:** In addition to the Introduction, Conclusion, References, and Appendices, the main content of the dissertation is structured into four chapters:

Chapter 1: Overview of research on the topic

Chapter 2: Theoretical issues on Green Brand communication by FDI enterprises

Chapter 3: Current status of Green Brand communication by FDI enterprises in Vietnam

Chapter 4: Emerging issues, solutions and recommendations for enhancing the quality of GB communication by FDI enterprises in Vietnam.

## **CHAPTER 1**

### **OVERVIEW OF RESEARCH ON THE TOPIC**

#### **1.1. Overview of Research on Communication, communication strategies, corporate branding, and Green Brand communication by FDI enterprises**

Within the scope of the research, the author of the Dissertation reviews of several research works published in Vietnamese and English over the past 20 years.

##### ***1.1.1. Research on Communication***

Researchers, both domestic and international, have focused on studying: Communication theories, Communication Strategies, the role of communication, the development of communication technology, and the impact of communication on socio-cultural aspects; mass communication; marketing and its relationship with communication; public relations and the interconnection between public relations and communication...

##### ***1.1.2. Research on Branding and Communication Development by Enterprises***

Scholars have emphasized the analysis of concepts, structures, and the role of branding for FDI enterprises. The issues of building and managing FDI enterprise brands, as well as developing GB, have also received significant research attention.

##### ***1.1.3. Research on Green Branding Communication by Enterprises and FDI Enterprises***

Several studies have examined the issue of GB communication by enterprises, providing in-depth analysis of the relationship between marketing and consumer purchasing decisions for environmentally friendly products. Some research highlights that green marketing serves as a positive driver toward enterprise sustainability, while consumer behavior in green purchasing and its impact on brand marketing strategies form the foundation for enterprises to optimize their marketing efforts and create value.

#### **1.2. Evaluation of Research Status**

From the overview of scientific studies related to GB communication by FDI enterprises in Vietnam, the dissertation author observes the following:

*Firstly*, research on communication and Communication Strategies provides both a broad and in-depth perspective on communication with diverse dimensions...

*Secondly*, existing studies offer a relatively comprehensive body of knowledge on branding, brand development, and GB.



*Thirdly*, there have been initial studies on GB communication, including research specifically on GB communication by FDI enterprises.

### **1.3. Problems that require further research.**

*Firstly*, it is necessary to clarify the relationship between develop GB and communication on GB of FDI enterprises development in Vietnam.

*Secondly*, further study is required to establish a theoretical and practical foundation for FDI businesses' GB communication.

*Thirdly*, the existing state of communication in the development of GB of FDI businesses in Vietnam needs to be more precisely identified.

## CHAPTER 2

### THEORETICAL ISSUES ON COMMUNICATION FOR BUILDING GREEN BRANDING OF FDI ENTERPRISES

#### **2.1. Concepts pertaining to the research topic**

##### **2.1.1. Communication.**

The author affirms: *Communication is the process of sharing and exchanging information between individuals, organizations, and groups of people in society, with the aim of improving knowledge and mutual understanding, leading to forming attitudes and changing behaviors in accordance with the goals and development needs of individuals, organizations, communities, and society.*

##### **2.1.1.2 Brand**

*A brand is a system of indicators that denotes a company, its status and reputation in the eyes of consumers, a factor that raises consumer awareness and confidence in the company and its goods, and it can generate revenue for that company. Put otherwise, a brand is a company's intangible asset.*

##### **2.1.1.3 Green Branding Concepts**

*A company's green branding is established based on its reputation and the value of its green products, green services, and environmentally friendly activities. GB encompasses attributes that are eco-friendly, beneficial to consumer health, and contribute positively to green consumption, green growth, the green economy, and the nation's sustainable development.*

Related to *the concept of a green branding* are several proximate terminologies, including *sustainable development, green economy, green/sustainable consumption, green marketing, and green enterprise.*

It is crucial to differentiate between genuine green branding and the phenomenon of greenwashing – a significant concern within the context of foreign direct investment (FDI). A corporation can only effectively persuade the public by providing concrete evidence, such as certifications, testimonials, and authentic visual documentation of its green initiatives.

##### **2.1.1.4. Green Branding Development**

*GB development is the process through which a corporation cultivates brand value, formulates brand strategies, establishes a brand identity system, conducts brand promotion, and evaluates brand performance. The ultimate objective is to foster an image and reputation of a socially responsible corporation, thereby contributing to the*

*advancement of green consumption, the green economy, and national sustainable development, while simultaneously bolstering the trust of employees, customers, and partners.*

#### *2.1.1.5. Foreign Direct Investment (FDI) Enterprises in Vietnam*

Foreign Direct Investment (FDI) refers to an investment made by a foreign investor into a business or project in another country, where the investor has a direct management stake. FDI is widely recognized as a crucial driver of economic growth, fostering new opportunities, technology transfer, and enhanced productive capacity for both the host and investing countries. *In Vietnam, FDI enterprises are business entities with foreign capital, operating across diverse sectors such as manufacturing, services, trade, and technology. These enterprises play a pivotal role in Vietnam's economic development, contributing to job creation, export growth, and the modernization of the economy...*

#### *2.1.1.6. Communication of GB Building by FDI Enterprises*

*GB communication of FDI enterprises is a step in the green branding process of FDI enterprises, a set of communication activities carried out by FDI enterprises according to specific strategies and plans, with certain content, methods and communication channels, aiming to create a strong and consistent impression in the minds of the receiving public (employees - customers - partners) about the GB, contributing to making the brand different and memorable compared to competitors, spreading brand value, promoting production and consumption of green products and services of enterprises, making practical contributions to the sustainable development of society.*

### **2.2. Models and elements of green branding communication activities of FDI enterprises**

#### **2.2.1. Communication Models Employed in GB Development by FDI Enterprises**

In the communication of building GB of FDI Enterprises in Vietnam, C. Shanon's two-way communication model is applied.

#### **2.2.2. The subject factors, message, communication channels, and target audience in the branding communication activities of FDI enterprises**

##### *2.2.2.1 Source*

##### *2.2.2.2 Message*

##### *2.2.2.3 Communication Channel*

##### *2.2.2.4 Receiver*

##### *2.2.2.5 Effect*

#### *2.2.2.6. Noise*

### **2.3. The viewpoints of the Communist Party and the policies of the State on green brand development and the role of FDI enterprises and communication in building green brand in relation to economic, social, and sustainable development in Vietnam**

#### ***2.3.1. The viewpoints of the Communist Party and the policies of the State on green brand development in association with environmental protection and sustainable development***

The Party's viewpoints and orientations and the State's policy system have created favorable conditions for the operations of FDI enterprises in Vietnam, and at the same time, promoted FDI enterprises to participate more actively in building GB in general and in communicating GB building in particular.

#### ***2.3.2. The role of FDI enterprises in economic, social and green development in Vietnam***

##### *2.3.2.1. The role for FDI enterprises*

- Widely promote green products, services, green activities of enterprises, making green products and services of enterprises appear more frequently in the minds of employees - customers - partners...
- Communication contributes to enhancing the reputation, affirming the position and position of enterprises in the competitive market.
- Communication in building the GB helps FDI enterprises better fulfill their commitments to protect the environment, for the community, and effectively implement green growth strategies and sustainable development set forth by the Government.

##### *2.3.2.2. Role for the public*

- Communication to build GB of FDI enterprises helps the public choose green products and services that suit their personal needs.
- Communication to build GB of FDI enterprises helps the public have a feedback channel, more forums to speak up their voices in the mass media.
- Communication to build GB of FDI enterprises creates trends in lifestyle, consumer culture, and good and humane environmental behavior culture among the public and customers.

##### *2.3.2.3. Role for the State and the National economy*

- Media helps stimulate shopping and consumption, creating demand for products and services of FDI enterprises, thereby promoting the circulation of goods and

services in society, increasing employment opportunities, promoting sustainable development

- Media activities are also an important economic sector of the country, solving jobs for media staff and media agencies.

#### **2.4. Criteria for evaluating the quality of communication to build GB of FDI enterprises**

2.4.1. FDI Enterprises must position their GB, build strategies, vision, and mission for communicating the GB

2.4.2. Communication messages to build GB of FDI enterprises must comply with the Party's orientation and the State's policies on environmental protection, promoting green growth, green consumption, building a green economy, and sustainable development in each period.

2.4.3. Communication messages to build GB of FDI enterprises must have diverse topics, be accurate, current, and suitable for the needs of the recipients and Vietnamese culture

2.4.4. Communication forms and methods must be vivid, impressive, and convenient for public reception

2.4.5. Communication to build GB of FDI enterprises must bring about changes in the awareness, attitudes, and behaviors of the public, partners, and customers in a positive direction

2.4.6. Communication to build GB contributes to increasing the reputation and revenue of FDI enterprises

### **CHAPTER 3**

#### **THE CURRENT STATE OF COMMUNICATIONS FOR BUILDING GREEN BRANDING OF FDI ENTERPRISES IN VIETNAM**

##### **3.1. Overview of FDI Enterprises under the survey**

##### ***3.1.1. Samsung Enterprise (Samsung Vietnam Complex)***

Samsung is a Korean multinational corporation, established in 1938 in Seoul. In Vietnam, Samsung Electronics Vietnam Co., Ltd. (SEV) was granted an investment license on March 25, 2008, and officially started operating in April 2009.

##### ***3.1.2. Formosa Ha Tinh Steel Corporation (FHS)***

Formosa Ha Tinh Steel Corporation (Formosa Vietnam) is a subsidiary of Formosa Plastics Group (Taiwan), granted an investment license in Vietnam on June 12, 2008.

### ***3.1.3. Heineken Enterprise***

Heineken Vietnam is a branch of the global Heineken Group, structured as a multinational corporation. In Vietnam, Heineken Vietnam is a joint venture between Heineken and Saigon Trading Corporation (SATRA), established in 1991. To date, it has a 30-year history with proud milestones and achievements.

## **3.2. Current status of communication factors for building GB of FDI enterprises Samsung, Formosa, Heineken**

### ***3.2.1. Communication subjects for building GB of FDI enterprises***

At 3 FDI enterprises Formosa, Samsung, Heineken, communication subjects for building GB include many components:

*First*, communication subjects at the enterprise, also known as *level 1 subjects*: Board of Directors, Board of Directors of FDI enterprises; Leaders of Communication Departments/ Marketing Departments (corporate communication units); Communication officers in communication units.

*Secondly*, external communication entities, **or** secondary communication entities, refer to communication agencies or professionals contracted by enterprises such as Formosa, Samsung, and Heineken to support and collaborate in executing green branding communication strategies: press; brand ambassador, KOLs, Influencers...

### ***3.2.2. Current status of developing communication strategies and plans to build GB of FDI enterprises***

FDI enterprises have not yet developed and issued documents on communication strategies to build GB in a systematic and specific manner, but the content of GB activities is integrated into the general development orientation of the enterprise. However, the leaders of the Samsung and Heineken have had clear orientations on implementing communication to build GB in practice. With Formosa in particular, Formosa's communication strategy to build GB is a "silent strategy", "act more, talk less".

### ***3.2.3. Target Audience of GB Communication***

Survey results from three enterprises: Samsung, Heineken, and Formosa, indicate two primary target audiences for green branding communication: (1) the general public comprising employees within FDI enterprises and (2) the broader public, including business partners and customers.

### ***3.2.4. Green branding communication messages***

#### ***3.2.4.1. Content of Green Branding Communication Messages***

A survey conducted during 2023–2024 reveals the following key findings:

*Firstly*, GB communication efforts by Samsung, Formosa, and Heineken center around three main themes: corporate green initiatives, green products, and green services. Among these, messages concerning corporate green initiatives receive the highest level of communication emphasis, whereas messages related to green services are disseminated with the lowest frequency.

*Secondly*, Samsung and Heineken demonstrate a stronger focus on GB communication. Their communication strategies across various platforms - including the press, social media, and corporate websites - are more diverse and comprehensive than those of Formosa.

*Thirdly*, the content and messaging strategies employed by all three enterprises exhibit consistency across communication channels.

#### *3.2.4.2. Formats of GB Communication Messages*

##### *- Frequency of communication across GB channels*

Samsung adopts a multi-channel communication strategy for GB, followed by Heineken. In contrast, Formosa appears to place relatively less emphasis on updating GB information, particularly on social media platforms and through organized events conferences, and seminars.

##### *- Timing of GB Communication by FDI Enterprises*

During the third and fourth quarters, particularly in the period leading up to the Lunar New Year, FDI enterprises tend to intensify their GB communication efforts compared to other months. Additionally, these enterprises often align their communication strategies with key corporate events and milestones to maximize outreach and impact.

##### *- Language Used in GB Communication*

All three enterprises strategically adapt their communication language to the characteristics of each platform. This includes the use of television language, social media language, and direct communication language in events and community activities...

#### *3.2.5. GB communication channels of Samsung, Formosa, and Heineken*

Survey findings indicate that Samsung and Heineken employ a diverse and flexible range of communication channels, whereas Formosa primarily relies on its corporate website and the press. In addition to these two channels, Samsung and Heineken have launched approximately 9 green campaigns and projects.

##### *3.2.5.1. GB Communication through press*

Samsung and Heineken actively engage in press relations, with many articles

introducing the enterprise's green activities and green products. Formosa has not focused on press communications.

#### *3.2.5.2. GB Communication through carry out green campaigns*

There were not many communication activities about green campaigns and projects of FDI enterprises. Formosa did not organize any green campaigns, and accordingly, did not carry out communication campaigns to build GB.

#### *3.2.5.3. GB Communication Through Events, Conferences, and Seminars*

Samsung, Heineken, and Formosa have organized various events, conferences, and seminars related to GB. However, Heineken does not integrate GB communication within its conferences and seminars...

#### *3.2.5.4. Green Branding communication via corporate websites and social media*

Corporate websites and social media platforms serve as the most prevalent communication channels for Samsung and Heineken. Particularly for Formosa, the corporate website is the most extensively utilized platform for GB communication.

#### *3.2.5.5. GB Communication through Brand Ambassadors, KOLs, and Influencers*

Samsung and Heineken leverage brand ambassadors to promote their green products. However, Formosa does not engage in green branding communication through brand ambassadors, KOLs, or influencers.

### **3.3 Evaluation of Successes, Limitations, and Their Underlying Causes in GB Communication by Formosa, Samsung, and Heineken**

#### **3.3.1 Evaluation of Successes in GB Communication Among FDI Enterprises: Formosa, Samsung, and Heineken**

##### *3.3.1.1 Success in terms of building GB and communication strategy for building GB of enterprises*

- All 3 enterprises Samsung, Heineken, Formosa build GB
- Samsung and Heineken enterprise leaders have given instructions on communication strategies to build GB. The communication streaks to build GB of Heineken and Samsung are quite sharp on the media channels.
- Formosa is only interested in building GB, not really interested in communication to build GB.

##### *3.3.1.2. Success in terms of quality of communication content and formats*

###### *- Success in communication content*

+ The GB communication messages of all three enterprises align with environmental protection policies, green growth promotion, the development of a green economy, and sustainable development.



+ Their GB messages cover diverse topics and provide information that is accessible and relevant to the target audience.

*-Success in Communication Formats*

+ The GB communication channels utilized by the three FDI enterprises are well-structured for public accessibility and engagement.

+ The communication entities have made considerable efforts to produce dynamic and engaging multimedia content, including videos that enhance the appeal and effectiveness of GB communication

*3.3.1.3. Success in Terms of Communication Effectiveness*

*- Influencing Awareness, Attitudes, and Behaviors of Employees*

Between 90% and 100% of employees reported greater compliance with green production processes and increased participation in corporate and community green initiatives.

*- Influencing customer behavior towards the GB enterprises*

51.4% of customers modified their behavior after being exposed to GB messages from Formosa, Samsung, and Heineken.

*- Strategic Communication Consistency:* the communication strategies of these enterprises are well-aligned with the GB image they aim to establish.

Although the enterprises have not yet developed a communication strategy document to build a GB, in reality, they all have a specific "communication strategy", "communication goals", and are consistent with the GB they created. Through their communication efforts, Formosa, Samsung, and Heineken have successfully enhanced their green brand image in Vietnam.

*- GB communication contributes to strengthening corporate credibility and reputation:*

Customers who use products from these enterprises have developed a correct understanding of their GB efforts, corporate social responsibility, and commitment to sustainable values. The broader community has become more aware of these enterprises' GB initiatives through community engagement, environmental protection activities, various communication channels, and social interactions, thereby enhancing corporate social responsibility awareness among FDI enterprises.

*-GB communication fosters further GB development efforts by Samsung, Formosa, and Heineken*

Recognizing their environmental impact, these enterprises have proactively pursued GB to transform into sustainable FDI businesses. They have implemented eco-

friendly production processes aimed at minimizing environmental pollution while simultaneously fostering economic growth. The positive shift in corporate awareness and actions has significantly contributed to advancing GB initiatives.

### ***3.3.2. Evaluation of Limitations in GB Communication by Formosa, Samsung, and Heineken***

#### ***3.3.2.1. Limitations on building and issuing communication strategie***

All 3 FDI enterprises have not yet developed and issued specific communication strategy documents for building GB. The communication strategies and plans for building GB are only shown through direct guidance from the group's leaders in meetings; the public can only recognize them through the series of communication activities carried out by the enterprises.

#### ***3.3.2.2. Limitations in GB Message Content***

- Some communication materials lack emotional engagement and fail to captivate the audience; the overall depth and density of GB information remain insufficient.

- GB content is not consistently highlighted across advertisements, campaigns, projects, and corporate events.

- While the messaging covers a variety of topics, it lacks multidimensional perspectives and depth to instill strong consumer trust.

- GB content remains fragmented and dispersed, with no dedicated sections or focal points to attract public attention effectively.

#### ***3.3.2.3. Limitations in Communication Formats***

- Certain communication materials lack vibrancy and appeal, creating barriers to audience engagement.

- The quantity of green branding communication materials—particularly for Formosa - remains limited, restricting brand visibility and outreach.

- The enterprises have not fully leveraged a diverse range of communication channels, with Formosa being particularly underutilized in this regard.

### ***3.3.3. Causes of Successes and Limitations in Green Branding Communication by Formosa, Samsung, and Heineken***

#### ***3.3.3.1. Factors Contributing to Success***

- FDI enterprises have benefited from the Party and the State promoting GB.

- Most corporate management teams within these enterprises recognize the importance of GB communication and possess effective communication management skills.

- FDI enterprises have actively assessed the effectiveness of their communication

strategies.

- Heineken and Samsung have invested in training communication personnel and in developing structured communication plans and processes.

- Samsung and Heineken prioritize employee engagement, fostering greater awareness and support for GB initiatives among their workforce.

#### *3.3.3.2. Causes of Limitations*

- FDI enterprises have not conducted thorough research on audience needs, reception characteristics, and Vietnamese public culture, so they do not really understand the needs, expectations, capabilities, and behaviors of each target group.

- The quantity and quality of GB communication personnel are not yet sufficient to meet practical demands.

- Corporate leadership has not allocated adequate resources to support GB communication initiatives.

- The lack of strong cultural integration with Vietnamese values results in GB communication messages that fail to establish deep emotional resonance with the local audience.

## **CHAPTER 4**

### **CHALLENGES, SOLUTIONS AND RECOMMENDATIONS FOR IMPROVING GREEN BRANDING COMMUNICATION QUALITY AMONG FDI ENTERPRISES IN VIETNAM**

#### **4.1. Challenges in Green Branding communication among FDI enterprises in Vietnam**

*4.1.1.* The concepts of the green economy, green consumption, sustainable development, and GB remain relatively new in Vietnam. As a result, many FDI enterprises face challenges in structuring their content and communication strategies.

*4.1.2.* While some FDI enterprises recognize the importance of GB and have formulated appropriate communication strategies, their actual implementation remains inconsistent and passive.

*4.1.3.* Although GB communication is a strategic priority, the allocation of financial and human resources to support these efforts remains insufficient to meet practical demands.

*4.1.4.* The rapid advancement of science and technology significantly influences communication practices. However, many FDI enterprises fail to capitalize on these technological advancements in their green branding communication strategies.

4.1.5. Existing policy frameworks still contain barriers that hinder effective GB communication, failing to align with the practical needs of enterprises.

4.1.6. There is a lack of collaboration among FDI enterprises and between these enterprises and relevant stakeholders in green branding initiatives, limiting the overall impact and consistency of messaging.

## **4.2. Solutions for enhancing Green Branding communication quality among FDI enterprises in Vietnam**

### ***4.2.1. Solutions for Green Branding communication entities at Formosa, Samsung, and Heineken***

*4.2.1.1. Communication subjects of FDI enterprises focus on building a communication strategy, improving communication skills to build a GB*

Only by issuing good communication strategies, managing the strategies well, having skilled and passionate communication, then FDI enterprises will have attractive GB communication products that attract the public.

*4.2.1.2. Equipping Communication Professionals with Green Branding Knowledge and Modern Communication Technologies*

GB communicators must acquire comprehensive knowledge of GB principles and FDI enterprises' sustainability strategies. They should also have a deep understanding of government policies, including the Green Economy Development Strategy, Circular Economy Principles, and Sustainable Development Goals (SDGs). Additionally, proficiency in environmental laws, corporate regulations, and foreign investment policies is crucial.

Furthermore, communication professionals must stay updated with cutting-edge communication technologies and modern media techniques to enhance the effectiveness of green branding campaigns.

### ***4.2.2. Solutions to improve the quality of content and forms of Green Branding Communication***

*4.2.2.1. Solutions to improve content quality*

*- Increase the appeal of the message content to enhance reception effectiveness.*

The news products, articles, and communication messages need to be designed simply and be easily understandable, with complete details and essential core information. The topic must be fresh and topical; the message content must be related to the benefits, concerns, and daily life of the public; Choose details that directly promote the green products and green activities of the enterprise, avoiding unnecessary focus on introducing too much background information.

*- The content about building a GB needs to be communicated and promoted strongly in the enterprise's advertisements, campaigns, projects, and events.*

*Firstly*, there needs to be promotion of green features, environmental friendliness, and consumer health protection for products advertised on television, newspapers, and corporate communication channels in general.

*Second*, in the campaigns, events, and projects of FDI enterprises, it is important to increase the integration of content promoting the building of GB.

*- Ensuring the multi-faceted, multi-dimensional, profound, and detailed aspects of the GB-building content of FDI enterprises.*

It is necessary to focus on news and media articles sharing stories about the journey of GB building for FDI enterprises; Communicate more clearly about the achievements of FDI enterprises in GB building within the community; Communicate about the difficult circumstances that the enterprise has supported and helped, thereby allowing the public to better understand the social responsibility and humanistic contributions of the FDI enterprise. The communication content for GB building has depth, characters, plot, and clear evidence.

*- Create specialized pages and sections about the GB of FDI enterprises for the public to follow closely.*

Communication entities such as Formosa, Samsung, and Heineken should build specialized pages and sections like: *Green branding, Green Products, Green Activities, Green Consumption, and Green Shopping...*, creating familiar addresses for the public to access.

#### *4.2.2.2. Solutions to enhance the quality of GB communication*

*- Enhance the attractiveness of the language, and content length, and ensure the simplicity and clarity of the materials for GB communication*

The communication entities and employees at FDI enterprises should also have a clear understanding of the need to innovate communication methods. Notably, the need to translate administrative language into everyday language, add images, sounds, or videos alongside written text, and incorporate comments, analysis, and explanations...

*- Increase the number of communication products for building a green brand, especially for the Formosa enterprise*

Formosa needs to increase the number of communication materials for GB on its website, social media, and in the press. Samsung and Heineken should focus more on the number of materials in the press, as currently, the number of press materials is still limited.

*-Leverage diverse communication channels to convey the GB.*

Expanding and enhancing multiple communication channels for GB is necessary. However, along with expanding these communication channels, it is also important to have a correct and thorough understanding of the role of the Internet and social media, and possess the skills to manage social media platforms effectively.

#### **4.3. Some recommendations to improve the quality of Green Branding communication by FDI enterprises in Vietnam**

##### ***4.3.1. Recommendations for the entities managing GB communication – leaders of FDI enterprises***

*4.3.1.1. Leaders of FDI enterprises must be determined to build GB, ensuring transparency of information as a foundation for building a green brand through communication.*

Leaders of enterprises need to be resolute in GB building, enhancing transparency, and publicly disclosing information about the enterprise's green brand activities. They should also establish mechanisms to assess effectiveness and gather feedback from the community.

*4.3.1.2 Issuing the "Set of Criteria for GB Building Communication" as a foundation for communication activities.*

FDI enterprises need to develop a set of criteria for GB building communication. Based on this, FDI enterprises should implement a GB communication strategy tailored to their specific circumstances, ensuring a unified understanding and action, with a firm commitment to building a green brand and achieving effective green-brand communication.

*4.3.1.3. Directing the development of long-term green branding communication strategies so that enterprises to maintain and expand GB communication.*

FDI enterprises must establish a clear, long-term GB communication strategy. The communication strategy needs to be built based on a deep understanding of the community and the social issues the enterprise aims to address, based on the leadership perspective and management mechanism of the Vietnamese State in the policy of attracting FDI investment.

*4.3.1.4. Creating conditions to enhance the quantity and quality of human resources for green brand communication.*

- Need to increase the number of staff for GB communication: additional communication personnel should be recruited, both at the enterprise's headquarters and at representative offices.

- Create conditions for communication staff to study and participate in training courses on GB communication skills. FDI enterprise leaders can also allow green brand communication staff to visit and exchange experiences in green brand communication in countries where the enterprise's headquarters are located.

*4.3.1.5. Increasing rewards, discipline and increase remuneration for staff implementing green branding communication.*

Leaders need to increase the income and benefits for communication staff to motivate them. If they receive higher remuneration and income, they will be more committed and dedicated to contributing to the enterprise.

*4.3.1.6. Invest in information technology, and a modern Content Management System, and build a smart website to optimize GB communication activities.*

Management should invest in Content Management System software, integrating many features. Need to guide to build a strong website with a diverse content structure and multiple topics related to GB communication..

*4.3.1.7. Conduct research and measure the media audience for GB communication*

FDI enterprises need to seriously develop plans and allocate funds for researching the target communication audience and segmenting the audience to tailor content and communication methods that align with the needs and reception conditions of each group; apply AI, and use analytical tools to evaluate the effectiveness of campaigns and adjust strategies promptly; increase volunteer activities and live events to interact more with the community.

*4.3.1.8. Detailed analysis of cultural and social factors in Vietnam that may affect the reception of communication messages.*

FDI enterprises must know how to create a "unique quality" for the enterprise and GB communication by: using multiple channels, developing e-commerce and digital communication channels, and focusing on the green value of their products...

#### ***4.3.2. Recommendations to the State and local authorities***

*4.3.2.1. The State promulgates the Law on Green Branding and Green Consumption to support FDI enterprises in promoting green branding.*

Vietnam needs to soon promulgate the Law on Green Growth, Green Procurement, or Green Brand Law. At the same time, legalizing forms of GB also serves as a lever to encourage FDI enterprises to be more responsible in GB communicating.

*4.3.2.2. The State shall promulgate a coordination mechanism between FDI*

*enterprises and related parties, with the press, and support the communication of building green brands.*

In the coordination mechanism, it is necessary to clearly stipulate: Common goals/objectives; Clearly define tasks and objects of coordination; Clearly define coordination content and support content between related agencies...

*4.3.2.3. The People's Committee, local agencies, and departments strengthen the management of FDI enterprises' activities in the area, promptly respond to support enterprises in GB, and GB communicate, such as:*

Have a mechanism to strengthen the management of FDI enterprises' activities; Periodically troubleshoot and dialogue with FDI enterprises; and provide timely and comprehensive guidance on legal regulations related to environmental protection.



## CONCLUSION

The author draws several main conclusions as follows:

*First*, communication for building a GB is a step within the process of establishing a GB for FDI enterprises. It encompasses a set of communication activities carried out by FDI enterprises based on specific strategies and plans, with determined content, methods, and communication channels. The main elements in the communication activities for building a GB include the communicator, the message, the communication channel, and the target audience. To ensure the quality and effectiveness of communication for building a GB, FDI enterprises must first position their GB clearly, establish explicit communication strategies and objectives, and develop attractive content and communication methods to engage the public.

*Second*, each enterprise has departments or divisions responsible for communication related to building the GB, involving both primary and secondary actors. Their communication targets include both employees within the enterprise and customers. Formosa, Samsung, and Heineken have all placed considerable emphasis on developing a GB, offering many green products, green activities, and green services, which have been recognized by the government, local authorities and the community.

In terms of communication for building a GB, these three FDI enterprises focus on three main groups: communication about the enterprises' green activities; communication about their green products; and communication about their green services, utilizing various communication channels such as corporate websites, corporate social media platforms, press outlets, advertising, brand ambassadors, and the organization of green events.

*Third*, surveys indicate the notable successes in green brand communication by the three FDI enterprises - Formosa, Samsung, and Heineken - in which the communication messages align with the Party's orientation and the State's policies on sustainable development. The messages were tailored to meet the needs of the target audiences. Communication channels were convenient, easy to understand, and easily accessible. Communication efforts in building a GB have contributed to changes in perception, attitudes, and behavior among employees of Samsung, Formosa, and Heineken, as well as their customers, thereby enhancing the enterprises' reputations and affirming their GB..

However, due to limited budgets, a shortage of communication personnel, and the lack of focused research and measurement of the public's communication needs

regarding GB building, the communication activities for building the GB by all three FDI enterprises still face certain limitations in terms of content, form, and communication methods.

*Fourth*, several issues are emerging in the communication for building GB among FDI enterprises in Vietnam in general, and specifically among the three enterprises - Formosa, Samsung, and Heineken. These issues include limited awareness and green actions within the enterprises themselves, difficulties in investing resources for communication, inadequacies in coordination between FDI enterprises and related stakeholders in GB communication, and legal barriers.

*Fifth*, the dissertation proposes several groups of solutions aimed at improving the quality and effectiveness of communication in building GB. The key solutions include focusing on enhancing the knowledge and skills of communication actors, improving the quality of information content and presentation formats, expanding communication channels, and making communication messages more attractive and vivid.

*Sixth*, the dissertation offers recommendations to communication governance actors - the leaders of FDI enterprises - as well as to the State and local authorities, suggesting greater support in terms of human resources, funding, infrastructure, mechanisms, and policies for FDI enterprises. Among these, the most crucial recommendation is that FDI enterprises must take decisive action in building their GB, ensuring consistency between their words and actions, creating a greater number of green products, green activities, and green services beneficial to the community and society. From a communication perspective, it is necessary to develop a set of criteria for GB communication, to formulate scientific and feasible communication strategies, and to increase personnel and funding dedicated to GB communication. The State should focus on improving the legal environment by enacting laws on green consumption and green branding, thus creating favorable conditions for FDI enterprises to communicate their GB in connection with green economic development, circular economy, and sustainable development. Local governments should also establish more active and practical support mechanisms for the communication activities of FDI enterprises in building GB.

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