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**TRAN NHU HAI**

**COMMUNICATION IN BUILDING GREEN BRANDS OF FOREIGN  
DIRECT INVESTMENT (FDI) ENTERPRISES IN VIETNAM**

**DOCTORAL DISSERTATION ABSTRACT  
PUBLIC RELATIONS AND ADVERTISING**

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At ..... o'clock ..... minutes, on ..... day ..... month ..... year 2025.

## INTRODUCTION

### 1. Rationale for Selecting the Topic

In recent years, amid the context of environmental pollution and a global ecological crisis that has been adversely impacting nations and human life, environmental protection has emerged as one of the most urgent concerns worldwide. From a practical perspective, many organizations and enterprises around the globe have strived to establish and implement environmentally-friendly production systems, innovate environmental management, and develop green brands (GB) in pursuit of sustainable development. In Vietnam, many enterprises, including foreign direct investment (FDI) companies, have actively implemented green activities and built green brands, making important contributions to the community and society. However, alongside these achievements, practice also reveals certain limitations in the green transition of FDI enterprises. Some FDI companies have been found to engage in “greenwashing,” meaning that they announce environmental protection activities that are, in reality, largely superficial and mainly aimed at polishing their brand image.

From a policy point of view, the Party and the State have been promoting policies and strategies for environmental protection, green economy development, green consumption, and sustainable development. At the same time, as economic conditions improve, consumers increasingly show interest in green products that are beneficial to health and the environment. Consequently, enterprises, including FDI enterprises, have been actively building GB, making tangible contributions to the community and society. At the same time, the growing trend of green consumption, sustainable supply chains, and increasing demands for transparency from international partners have created urgent requirements for researching communication in building green brands of FDI enterprises in Vietnam. This is necessary not only to meet domestic policy orientations but also to adapt to global standards and competitive pressures.

From a scientific perspective, although there have been some studies related to brand communication and green brand building, most of them remain at a general level, focusing on conceptual aspects, characteristics, roles, green business strategies, corporate social responsibility, or green marketing. They have not yet clarified the concepts, characteristics, roles, and communication skills for building GB in FDI enterprises, nor conducted specific case studies to accurately assess the issues and propose comprehensive solutions to improve the quality and effectiveness of GB communication. This theoretical gap poses an urgent requirement for comprehensive research on communication in building green brands of FDI enterprises in the context of sustainable development in Vietnam today.

Stemming from the urgency in both theoretical, policy and practical aspects, the author decided to select the topic “*Communication in building green brands of FDI enterprises in Vietnam*” as the doctoral dissertation. The dissertation will focus on examining three typical FDI enterprises -Formosa, Samsung, and Heineken-since these are all large corporations

with wide-ranging influence in key industries, and have implemented various communication activities related to green brand building in Vietnam. The selection of these three cases not only reflects the diversity of business sectors (heavy industry, electronics–technology, and consumer beverages) but also helps to highlight both successes and limitations in communication practices. From this, the dissertation aims to provide comprehensive evaluations and propose scientific and practical solutions and recommendations.

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

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

The dissertation aims to clarify theoretical and practical issues in communication for building green brands (GB) of FDI enterprises (F.E) in Vietnam, thereby proposing recommendations and solutions to enhance the quality and effectiveness of such communication activities.

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

To achieve the above objectives, the dissertation undertakes the following tasks:

- Systematize relevant theoretical and practical foundations for communication in building green brands (GB) of FDI enterprises (F.E).
- Analyze and assess the current state of communication activities for building green brands (GB) among three selected FDI enterprises (F.E) —Formosa, Samsung, and Heineken—in Vietnam.
- Identify the strengths, limitations, and causes of these limitations in communication for building green brands (GB) of FDI enterprises (F.E).
- Propose orientations, solutions, and recommendations to improve the quality and effectiveness of communication in building green brands (GB) of FDI enterprises (F.E) in Vietnam.

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

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

The subject of the dissertation is: Communication for building green brands (GB) of foreign direct investment (FDI) enterprises in Vietnam, focusing on the following main research aspects: Theories on communication for building GB; Current status of communication for building GB of FDI enterprises; Solutions and recommendations.

### ***3.2. Research Scope***

#### ***- Survey scope:***

The dissertation conducts a survey at FDI enterprises Formosa, Samsung, and Heineken in Vietnam.

#### ***- Surveyed communication channels:***

The survey covers all communication channels used by Formosa, Samsung, and Heineken to communicate for building green brands (GB) during 2023–2024, including: press channels, social media channels, corporate websites, event organization channels, conference and seminar channels, and brand ambassador channels.

- ***Surveyed communication products:***

The survey covers all GB communication products of the three enterprises, including news articles, reports, videos, livestreams, and events (if any).

- ***Survey period:***

From January 2023 to December 2024.

**4. Research Questions:**

*Research question 1:* In the context of Vietnam, to what extent has communication in building GB of FDI enterprises been studied and approached? Have there been any comprehensive and direct studies that cover all aspects, including communication actors, content, forms, emerging issues, as well as proposed solutions and recommendations to improve the quality and effectiveness of communication?

*Research question 2:* In order for communication activities aimed at building GB of FDI enterprises to be effective and of high quality, which models or theoretical frameworks should be applied, and what specific criteria should be used to assess communication quality and effectiveness?

*Research question 3:* How are FDI enterprises in Vietnam currently implementing communication for green brand building? What achievements have these activities gained, what limitations still exist, and what are the underlying causes?

*Research Question 4:* What issues are currently being raised in relation to communication for building green brands of FDI enterprises in Vietnam? What solutions and recommendations are needed to enhance communication quality and effectiveness in the future?

**4.2. Research Hypotheses**

The dissertation proposes several research hypotheses as follows:

*Firstly*, although there have been numerous studies on communication, brand communication, and GB, there has not yet been a comprehensive and direct study on GB communication in FDI enterprises in the context of Vietnam, covering aspects such as stakeholders, communication content, communication forms, emerging issues, as well as solutions and recommendations to improve communication quality and effectiveness.

*Secondly*, communication for green brand building of FDI enterprises can only achieve quality and effectiveness if it is guided by a comprehensive and scientific theoretical framework, which clarifies the nature of green brand communication; accurately identifies appropriate models, theoretical frameworks, and criteria for evaluating the quality and effectiveness of green brand communication in a clear and relevant manner.

*Thirdly*, FDI enterprises in Vietnam have implemented various communication activities to build green brands and have achieved certain results; however, limitations remain due to weak communication resources, lack of long-term strategies, insufficient audience research, and fragmented supporting policies.

*Fourthly*, communication for GB building of FDI enterprises is currently facing multiple challenges, such as the gap between awareness and “green actions”; competitive pressures; limited communication resources; policy barriers; technological application capacity; and public

challenges. Therefore, there is a need for comprehensive and synchronized solutions, ranging from strategic planning and implementation, resource development, to policy and communication environment improvement, in order to enhance the quality and effectiveness of communication, thereby contributing to the sustainable development of both enterprises and the nation.

## **5. Theoretical Basis and Research Methods**

### **5.1. Theoretical Basis**

The dissertation is conducted on the theoretical foundation of Marxism–Leninism, Ho Chi Minh’s thought, and the viewpoints, guidelines of the Communist Party, as well as the policies and laws of the Socialist Republic of Vietnam concerning the economy, environment, and operations of FDI enterprises in Vietnam; communication; corporate brand building in general and for FDI enterprises in particular; and communication for the development of corporate green brands (GB) in FDI enterprises in Vietnam.

### **5.2. Research Method**

- *Secondary document research method.*

- *Content analysis method:* The total number of works from the three surveyed FDI enterprises amounted to 1,570 items across media channels such as newspapers, corporate websites, YouTube, Facebook, etc. The author randomly selected 10% (approximately 150 items) for in-depth content analysis.

- *In-depth interview method:* Conducted with 21 participants across three distinct groups:

- Group 1 (6 participants): Communication staff at the three FDI enterprises — Formosa, Samsung, and Heineken.

- Group 2 (12 participants): Senior and mid-level communication officers at the three FDI enterprises.

- Group 3 (3 participants): Workers from the three FDI enterprises.

- *Comparative and synthesis method.*

- *Sociological survey method:* The survey respondents were customers of the FDI enterprises who had read, listened to, or watched communication products for GB building disseminated by the enterprises through various communication channels, and who were actual customers of the enterprises.

The number of valid questionnaires collected: 585 customers from the three enterprises.

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

- The dissertation systematizes, supplements, and develops theoretical issues on communication for green brand (GB) building in FDI enterprises, clarifies the nature of GB communication in FDI enterprises, analyzes and compares the interrelations among the concepts of green brand, green economy, green consumption, and sustainable development, identifies the GB communication model, communication factors, and proposes a set of criteria for evaluating the quality of GB communication in FDI enterprises.

- The comprehensive analysis and evaluation results regarding the content, format, and methods of GB communication in FDI enterprises, along with the conclusions on successes,

limitations, and causes in GB communication presented in the dissertation, will assist FDI enterprises in rethinking their GB-building strategies. This, in turn, will enable them to design appropriate GB communication strategies, thereby forming a basis for enhancing the quality and effectiveness of communication.

- The system of solutions and recommendations proposed in the dissertation will not only benefit the FDI enterprises Formosa, Samsung, and Heineken but will also serve as a reference and practical lesson for GB communication in FDI enterprises in general. In particular, the GB communication model proposed in the dissertation is novel and, if applied, will undoubtedly improve 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 perfecting the theoretical framework on green brand (GB) communication in FDI enterprises, including: concepts, roles, models, communication theories, analytical frameworks; factors in GB communication of FDI enterprises; and the development of a set of criteria for evaluating the quality of GB communication in FDI enterprises. In addition, the dissertation provides further empirical arguments and practical evidence to reinforce theoretical viewpoints on GB communication in FDI enterprises.

### ***7.2. Practical Significance***

- Serves as an essential reference material for FDI enterprises in Vietnam in general, and for the GB communication departments of Vietnamese-based FDI enterprises such as Formosa, Samsung, and Heineken in particular.

- Provides materials for research and teaching on GB communication in FDI enterprises in Vietnam, as well as scientific arguments for governmental sectors and authorities in formulating policies related to GB communication in FDI enterprises in Vietnam.

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

- Chapter 1: Overview of Research Situation
- Chapter 2: Theoretical and Practical Issues in GB Communication of FDI Enterprises
- Chapter 3: Current Status of GB Communication in FDI Enterprises in Vietnam
- Chapter 4: Emerging issues, solutions and recommendations for enhancing the quality of GB communication in FDI Enterprises in Vietnam

## Chapter 1

### OVERVIEW OF RESEARCH SITUATION

#### 1.1. Overview of several research works related to the Topic

##### *1.1.1 Communication and Corporate Communication*

###### *1.1.1.1. Communication*

Domestic and international researchers have focused on studying: the concept of communication, communication theories, the role of communication, communication models, and the elements that constitute communication activities. Studies also affirm that communication not only provides information but also strengthens social relationships and stimulates community actions...

###### *1.1.1.2 Corporate Communication*

Domestic and international researchers have affirmed that corporate communication plays a strategic role in building, maintaining, and developing the image, reputation, and relationships between a business and its relevant publics. Communication is no longer merely an activity of providing information but has become an important management tool, contributing to shaping perceptions, strengthening trust, and promoting positive actions from customers, partners, and the community. It is a core element of organizational structure, directly affecting a company's adaptability and innovation in an ever-changing environment.

##### *1.1.2 The relationship between communication and corporate branding*

###### *1.1.2.1. Brand and Brand Building*

Domestic and international authors have clarified the concept of a brand, the development process of corporate brands, and analyzed how businesses build and manage brands, as well as the methods, strategies, and tools for brand development. Some authors have identified the procedures and necessary factors to build a strong corporate brand, as well as the ways to promote and protect the brand to create value and enhance competitiveness in the market.

The literature on green branding and green brand building has also been discussed from the perspective of their social role, focusing on how to create a green brand and how to integrate green communication with green brand building.

###### *1.1.2.2. The Impact of Communication on Brand Building*

Researchers have affirmed that the process of building and maintaining a brand is

profoundly influenced by communication activities, which are no longer confined to one-way information delivery but have become an interactive tool that creates value and fosters lasting perceptions in the minds of the public. As a channel connecting businesses and stakeholders, communication is increasingly regarded as a strategic driving force in shaping brand image, enhancing emotional engagement, and building trust.

### **1.2. Evaluation of the Research Landscape**

- An overview of domestic and international studies shows a strong and expanding trend in the field of communication, especially corporate communication and green communication, within the context of globalization, digital transformation, and the demands of sustainable development.

- Both international and domestic scholarly works provide a broad knowledge framework on communication, corporate communication, in-depth studies on corporate communication, brand building, and green communication.

- However, most current studies still focus on consumer behavior, green communication in marketing domestic consumer products, or general aspects of brand identity; there remains a lack of research on green communication in the context of foreign direct investment (FDI) enterprises in developing countries like Vietnam, where cultural, legal, and communication characteristics are highly specific.

### **1.3. Issues Requiring Further Research**

*First*, it is necessary to clarify the relationship between green brand building and green brand communication of FDI enterprises in Vietnam.

*Second*, further research is needed to improve the theoretical framework for green brand communication of FDI enterprises in Vietnam.

*Third*, there is a need to better identify the current state of green brand communication among FDI enterprises in Vietnam.

## Chapter 2

### THEORETICAL AND PRACTICAL ISSUES REGARDING GREEN BRAND-BUILDING COMMUNICATION OF FDI ENTERPRISES

#### 2.1. Theoretical issues in green brand-building communication by enterprises

##### 2.1.1. Key concepts related to the research topic

###### 2.1.1.1. Communication and corporate communication

- *Communication*: Communication is the process of sharing and exchanging information among individuals, organizations, and groups in society, with the aim of enhancing knowledge and mutual understanding, thereby shaping attitudes and changing behaviors in accordance with the objectives and developmental needs of individuals, organizations, communities, and society.

- *Corporate communication*: Corporate communication refers to the use of different methods, tools, and media to build a corporate brand image, develop corporate culture, and promote products and services to a wide range of customers.

###### 2.1.1.2. Brand, green brand, and green brand-building

- *Brand*: A brand is a system of identifiers of an enterprise, representing its reputation and prestige in the minds of customers; it is the element that evokes customers' awareness and trust toward the products/enterprise, and can bring financial value and profit to the enterprise. In other words, a brand is both an intangible and tangible asset of the enterprise.

- *Green brand*: A green brand of an enterprise is established from the reputation and value of its green products, green services, and green activities. A green brand carries attributes that are environmentally friendly, beneficial to consumers' health, contributing positively to green consumption, green growth, the green economy, and the nation's sustainable development.

Related to the green brand are several associated terms such as: sustainable development, green economy, green consumption/sustainable consumption, green marketing, green enterprise...

It is also necessary to distinguish between a genuine green brand and the phenomenon of greenwashing (false environmental claims) – an important issue to be emphasized in the FDI context. An enterprise can only convince the public when it proves, through concrete evidence, such as: certificates, accreditations, videos, authentic images of its green activities...

- *Green brand-building*: Green brand-building is the process in which an enterprise develops brand value, establishes brand strategy, forms a brand identity system, promotes

the brand, conducts brand evaluation and performance measurement, with the ultimate goal of creating the image and reputation of a socially responsible enterprise, contributing to the promotion of green consumption, the green economy, and national sustainable development, as well as strengthening the trust of employees – customers – partners... in the enterprise's brand.

#### *2.1.1.3. FDI enterprises in Vietnam*

FDI is the abbreviation of *Foreign Direct Investment*, meaning direct foreign investment, which is considered an important factor in creating new opportunities, transferring technology, and promoting economic growth for both the host and investing countries. It allows foreign investors to participate in managing the operations of an enterprise or project in the country where they invest. In summary, FDI enterprises in Vietnam are enterprises with investment capital from foreign countries into Vietnam, operating in various business sectors such as manufacturing, services, trade, and technology...

#### *2.1.1.4. Green brand-building communication by FDI enterprises*

Green brand building communication by FDI enterprises is a step in the green brand building process of FDI enterprises. It is a set of communication activities implemented by FDI enterprises according to specific strategies and plans, with defined content, methods and communication channels, aiming to establish in the public's mind an image of FDI brands as transparent, authentically green and distinctive, thereby spreading commitments to green production and green consumption, fostering sustainable development, enhancing public trust and long-term relationships, while also making practical contributions to the sustainable development of both enterprises and society.

### ***2.1.2. Theories and models of green brand-building communication***

#### *2.1.2.1. Communication theories:*

To conduct this dissertation, the author applies several communication theories as the basis for the research problem: Integrated Marketing Communication theory (IMC – Integrated Marketing Communication); Value–Belief–Norm Theory; Brand Positioning Theory; and Social Responsibility Theory.

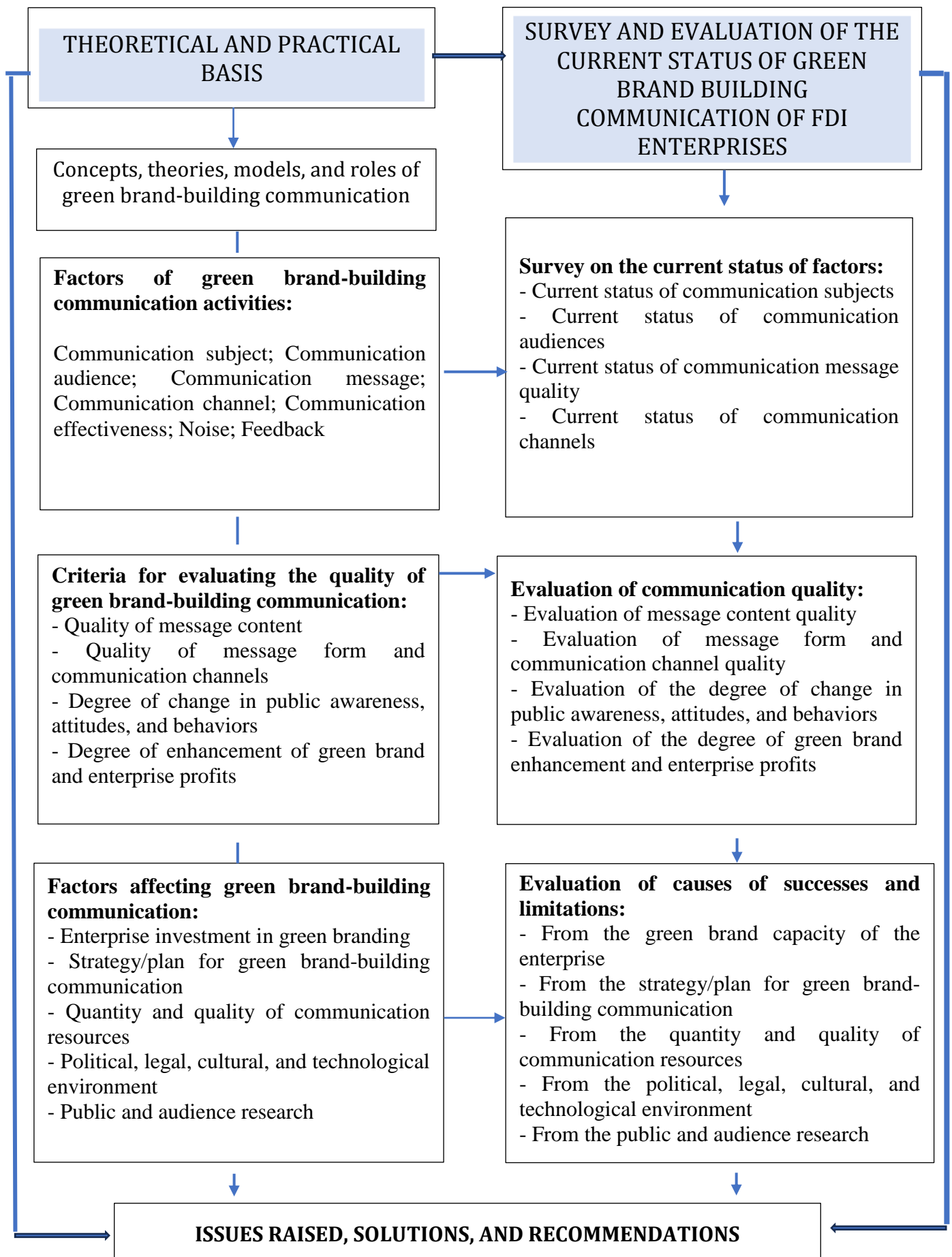
#### *2.1.2.2. Communication model applied in green brand-building by FDI enterprises*

In green brand-building communication by FDI enterprises in Vietnam, C. Shannon's two-way communication model is applied.

#### ***2.1.3. Elements in green brand-building communication by FDI enterprises***

*-Subject/Source; Message; Channel; Receiver; Effect; Noise*

### 2.1.4. Proposed analytical framework



## **2.2. Practical issues in green brand-building communication by FDI enterprises in Vietnam**

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

The FDI sector plays an important role in the socio-economic development of Vietnam, contributing to enhancing Vietnam's position and reputation in the international arena. However, along with the increasing number of FDI enterprises in Vietnam, besides those that actively contribute to green development and sustainable development, environmental protection issues posed by FDI enterprises still remain and require due attention and resolution.

### ***2.2.2. The role of green brand-building communication by FDI enterprises***

#### ***2.2.2.1. The role for FDI enterprises themselves***

- Broadly promoting the enterprise's green products, green services, and green activities, making these green products and services appear more frequently in the minds of employees - customers - partners...

- Communication contributes to enhancing prestige and affirming the enterprise's standing and position in the competitive market.

- Green brand-building communication helps FDI enterprises better fulfill commitments to environmental protection and community welfare, and effectively implement green growth and sustainable development strategies set forth by the Government.

#### ***2.2.2.2. The role for the public***

- Green brand-building communication by FDI enterprises helps the public choose green products and services that meet their personal needs.

- Green brand-building communication by FDI enterprises provides the public with feedback channels and additional forums to voice their opinions through mass media.

- Green brand-building communication by FDI enterprises creates trends in lifestyle, consumer culture, and environmental behavior that are positive and humane among the public and customers.

#### ***2.2.2.3. The role for the State and the national economy***

- Communication helps stimulate shopping and consumption, creating demands for the products and services of FDI enterprises, thereby promoting the circulation of goods and services in society, increasing employment opportunities, and fostering sustainable development.

- Communication activities are also an important economic sector of the country, providing employment for communication staff and media agencies.

***2.2.3. The Party's viewpoint and the State's policies on green brand development and green brand-building communication***

The Party's orientations and the State's policy system have created favorable conditions for the operation of FDI enterprises in Vietnam, while also encouraging FDI enterprises to participate more actively in green brand-building in general and green brand-building communication in particular.

***2.2.4. Factors affecting green brand-building communication of FDI enterprises in Vietnam***

*2.2.4.1. The level of investment in green brand-building by enterprises*

*2.2.4.2. The enterprise's green brand-building communication strategy*

*2.2.4.3. The level of investment in communication resources by FDI enterprises*

*2.2.4.4. Vietnam's political, legal, and cultural environment*

*2.2.4.5. The modern communication technology environment*

*2.2.4.6. The public's capacity to access communication products*

***2.3. Criteria for evaluating the quality of green brand-building communication by FDI enterprises***

***2.3.1. Criteria for evaluating communication content quality***

- Communication content complies with the Party's orientations and the State's policies.

- Communication content must have diverse topics, be accurate, timely, and suitable to the needs and culture of the Vietnamese public.

***2.3.2. Criteria for evaluating the quality of communication forms***

Communication forms and methods must be attractive and convenient for public reception.

***2.3.3. Producing positive changes in the public's awareness, attitudes, and behaviors***

***2.3.4. Contributing to enhancing the reputation and revenue of FDI enterprises***

### Chapter 3

## CURRENT STATUS OF GREEN BRAND-BUILDING COMMUNICATION OF FDI ENTERPRISES IN VIETNAM

### 3.1. Overview of surveyed FDI enterprises

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

Samsung is a multinational corporation from South Korea, founded in 1938 in Seoul. In Vietnam, Samsung Electronics Vietnam Co., Ltd. (SEV) was granted an investment license on March 25, 2008, and officially began operations in April 2009.

#### 3.1.2. *Hung Nghiep Formosa Steel Corporation (FHS)*

Formosa Ha Tinh Steel Corporation (Formosa Vietnam) is a subsidiary of Formosa Plastics Group (Taiwan), which was 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, organized as a multinational enterprise. In Vietnam, Heineken Vietnam is a joint venture between Heineken and Saigon Trading Group (SATRA), established in 1991, with a proud history of 30 years of achievements.

### 3.2. Survey on the status of green brand-building communication of Samsung, Formosa, and Heineken FDI enterprises

#### 3.2.1. *Status of green brand-building communication subjects of FDI enterprises*

At the three FDI enterprises Formosa, Samsung, and Heineken, the subjects of green brand-building communication include multiple components:

Firstly, internal communication subjects within the enterprise: the Board of Directors, the Management Board of the FDI enterprise; leaders of the Communication Department/Marketing Department (corporate communication units); communication officers in these units.

Secondly, external communication subjects hired by Formosa, Samsung, and Heineken to support and cooperate in green brand communication: press agencies; brand ambassadors, KOLs, Influencers...

#### 3.2.2. *Green brand-building communication target audiences*

At the three enterprises Samsung, Heineken, and Formosa, there are two main communication recipient groups: the public consisting of employees at the FDI enterprise and the public consisting of customers.

### ***3.2.3. Status of green brand communication messages***

#### ***3.2.3.1. Strategies and plans for green brand-building communication messages***

DI enterprises have not yet developed or issued specific strategic documents on green brand communication; instead, green brand activities are embedded within the general development orientation of the enterprise. However, the leaders of Samsung and Heineken have clearly defined orientations for implementing green brand communication in practice. Formosa's green brand communication method is a "silent strategy," "doing more than talking."

#### ***3.2.3.2. Construction of green brand communication message content***

A survey conducted over the years 2023-2024 showed:

Firstly, green brand communication of Samsung, Formosa, and Heineken focuses on three groups of content: communication about the enterprise's green activities, green products, and green services. Among them, messages about green activities are the most frequently communicated, while messages about green services are the least frequent.

Secondly, Samsung and Heineken pay more attention to green brand communication. On the press, social networks, and enterprise websites, their communication content is more diverse and richer than Formosa's.

Thirdly, the communication content/messages across the channels of all three enterprises are consistent in portraying a green brand, with numerous green activities and eco-friendly products that benefit consumer health and make practical contributions to sustainable development.

#### ***3.2.3.3. Forms of green brand communication messages***

##### ***- Types of green brand communication works of the three FDI enterprises***

All three FDI enterprises use three types of works, including: News works (202 out of 1,570 works); PR works (137 out of 1,570 works); Advertising works (99 out of 1,570 works).

##### ***- Frequency of communication on communication channels***

Samsung emphasizes multi-channel green brand communication, followed by Heineken. Formosa appears not to pay attention to updating green brand-building information, especially on social media channels and communication through events, conferences, and seminars.

##### ***- Timing of green brand communication by FDI enterprises***

In the third and fourth quarters approaching Lunar New Year, FDI enterprises often intensify green brand communication more than other months. Besides, enterprises often try to associate communication with periods of notable activities and events.

*- Language of green brand communication*

All three enterprises have leveraged the characteristics of each communication platform to use language accordingly: television language, social media language, direct language at events and community activities...

**3.2.4. Green brand communication channels of Samsung, Formosa, and Heineken**

The survey shows that Samsung and Heineken use diverse and flexible communication channels, while Formosa mainly communicates through corporate websites and the press; besides these two channels, Heineken and Samsung also have about nine green campaigns and projects.

*3.2.4.1. Green brand communication through the press*

Samsung and Heineken actively maintain press relations with many articles introducing their green activities and green products. Formosa does not pay attention to press communication.

*3.2.4.2. Green brand communication through green campaigns and projects*

Communication activities on green campaigns and projects of FDI enterprises are limited. Formosa does not organize any green campaigns and accordingly does not implement green brand communication campaigns.

*3.2.4.3. Green brand communication through events, conferences, and seminars*

Samsung, Heineken, and Formosa organize some events, conferences, and seminars related to green brand-building. Formosa does not integrate green brand communication into these events, conferences, or seminars.

*3.2.4.4. Communication through corporate websites and social media channels*

Websites and social media are the most common communication channels of Samsung and Heineken. Particularly for Formosa, the website is the most useful and most utilized channel for green brand communication.

*3.2.4.5. Green brand communication through brand ambassadors, combined with KOLs and Influencers*

Samsung and Heineken select brand ambassadors to promote their products. Formosa does not have communication activities through brand ambassadors, KOLs, or Influencers.

### **3.3. Evaluation of the quality of green brand-building communication of Formosa, Samsung, Heineken and its causes**

#### **3.3.1. Successes**

##### *3.3.1.1. Success in communication message content*

- The communication messages of the three enterprises all comply with the Party's orientations and the State's policies on environmental protection and sustainable development.

- The communication messages of the three FDI enterprises are diverse in themes, accurate, and aligned with the needs of the audience.

##### *3.3.1.2. Success in communication message form*

- The green brand-building communication channels used by the three FDI enterprises are convenient for the public's reception.

- Many news, PR, and advertising works of the three enterprises have vivid and engaging forms

##### *3.3.1.3. Contribution to changing the awareness, attitudes, and behaviors of leadership, employees, and the enterprises' publics*

##### *3.3.1.4. Green brand-building communication contributes to enhancing the reputation and profitability of enterprises*

- Enhancing the green brand reputation in alignment with the established communication objectives.

- Green brand-building communication contributes to promoting green brand-building activities of the enterprises.

- Green brand-building communication contributes to generating profits for the enterprises.

#### **3.3.2. Limitations**

##### *3.3.2.1. Limitations in the quality of communication message content*

- The information content in some works is not truly attractive, lacking emotional connection with the public; information is not "rich" or "deep" enough.

- Green brand-building content has not been strongly communicated or promoted in some product advertisements, campaigns, projects, and enterprise events.

- The green brand-building content groups ensure diversity but are not comprehensive or multidimensional enough, lacking depth and detail to build strong customer trust.

- Green brand communication content is quite fragmented and scattered, lacking dedicated pages or key sections to attract the public.

### *3.3.2.2. Limitations in the quality of communication message form*

*- The format of certain communication works remains insufficiently vivid and engaging, creating barriers to public reception.*

*- The number of communication products for building a green brand, particularly in the case of Formosa, remains limited, thereby constraining the brand's ability to resonate with the public.*

*- There has been insufficient utilization of diverse communication channels, especially in the case of Formosa.*

*3.3.2.3. A segment of employees and customer publics have yet to change their perceptions, attitudes, and behaviors after receiving the message*

*3.3.2.4. The profit levels of all three enterprises in 2024 have not been particularly high*

### **3.3.3. Causes of successes and limitations**

#### *3.3.3.1. Cause of successes*

*- All three FDI enterprises have invested in building a green brand as the foundation for their communication activities.*

*- Two FDI enterprises -Heineken and Samsung -have paid attention to developing communication plans.*

*- Most corporate managers have a correct understanding of the importance of green brand communication.*

*- FDI enterprises have received strategic guidance from the Party and the State regarding green brand development.*

*- FDI enterprises have shown a certain degree of attention to public needs.*

*- Heineken and Samsung, in particular, have paid notable attention to training communication staff, as well as to developing communication plans and processes.*

#### *3.3.3.2. Causes of Limitations*

*- The enterprises have not yet developed or issued specific strategic documents for communication in building a green brand.*

*- The number and quality of communication personnel for green brand development in FDI enterprises have not yet met practical requirements.*

*- The leadership of FDI enterprises has not allocated sufficient funding for communication activities in green brand building.*

- *A lack of close integration with Vietnamese culture has resulted in communication content on green branding that lacks emotional resonance and appeal.*
- *FDI enterprises have not yet conducted comprehensive research on their publics.*

## **Chapter 4**

### **ISSUES, SOLUTIONS, AND RECOMMENDATIONS TO IMPROVE THE QUALITY OF COMMUNICATION STRATEGIES FOR BUILDING GREEN BRANDS OF FOREIGN DIRECT INVESTMENT (FDI) ENTERPRISES IN VIETNAM**

#### **4.1. Emerging issues in communication for building green brands of FDI enterprises in vietnam**

4.1.1. Awareness of the green economy, green consumption, sustainable development, and Green Brand building in Vietnam remains relatively new, leading to certain confusion among FDI enterprises in designing content and communication approaches.

4.1.2. Many FDI enterprises possess accurate awareness of green branding and Green brand communication but fail to actively implement these in practice.

4.1.3. Resource constraints act as barriers preventing FDI enterprises from allocating due attention to Green brand communication in alignment with sustainable development requirements.

4.1.4. There exists a gap between advancements in science–technology and the capacity of FDI enterprises to apply them in Green brand communication.

4.1.5. Current policies contain numerous barriers and have yet to meet the requirements of Green brand communication.

4.1.6. There is a lack of coordination among FDI enterprises themselves and between these enterprises and relevant stakeholders in Green brand building and Green brand communication.

4.1.7. The phenomenon of “greenwashing” in communication undermines public trust and the overall effectiveness of green brand communication.

#### **4.2. Solutions to Improve the Quality of Green Brand Communication of FDI Enterprises in Vietnam**

##### ***4.2.1. Solutions for Communication staff in Green brand Building at FDI Enterprises Formosa, Samsung, and Heineken***

*4.2.1.1. Communication staff of FDI enterprises independently equip themselves with knowledge about green brand building.*

To communicate more effectively about green brand building of FDI enterprises, stakeholders must have a thorough understanding of green brands and the green brand building process of FDI enterprises.

*4.2.1.2. Communication actors need to be equipped with knowledge on Green brand building, possess expertise in modern communication technologies, and maintain strong commitment.*

Each communication staff must have a deep awareness of the importance of improving digital skills and self-learning in order to apply AI tools, thereby both reducing the time needed to create communication products and making them more innovative and engaging.

#### ***4.2.2. Solutions to Improve the Quality of Communication Content and Formats for building Green brand***

##### *4.2.2.1 Solutions to Enhance Content Quality*

*- Enhancing the appeal of message content to foster emotional connection with the public and improve reception effectiveness.*

Communication products, including news articles and messages, must be designed to be simple, easy to understand, sufficiently detailed, and contain all core information. Topics should be novel and topical; messages should relate directly to public interests, concerns, and daily life; details should be selected to directly promote the enterprise's green products and green activities, avoiding digression into lengthy background information.

*- Ensure that Green brand-building content is prominently communicated and promoted in advertisements, campaigns, projects, and events of the enterprise.*

*First*, the environmental friendliness, green features, and consumer health benefits of products should be promoted more strongly in advertisements on television, the press, and other corporate communication channels.

*Second*, Green brand communication content should be increasingly integrated into the campaigns, events, and projects of FDI enterprises.

*- Ensure multidimensionality, depth, and detail regarding Green brand-building aspects of FDI enterprises.*

Communication should focus on stories about the enterprise's Green brand-building journey; highlight the achievements of Green brand building in communities; and share stories about disadvantaged situations the enterprise has supported, thereby enabling the public to better understand the enterprise's socially responsible and humanitarian contributions. Green brand communication content should have depth, characters, storylines, and clear evidence.

- *Develop dedicated Green brand sections or columns for the public to follow consistently.*

Communication actors at Formosa, Samsung, and Heineken should develop specialized pages or columns such as *Green Brand Development*, *Green Products*, *Green Activities*, *Green Consumption*, or *Green Shopping* to provide the public with a familiar and consistent destination for Green brand-related information.

#### 4.2.2.2. *Solutions to Improve Green brand-building Communication Formats*

- *Enhance the appeal of language and length while ensuring simplicity and clarity of Green brand-building communication products.*

Communication actors and employees at FDI enterprises must clearly understand the need to innovate communication formats, notably by shifting from administrative language to everyday language, incorporating images, audio, or videos alongside text, and adding commentary, analysis, and explanations.

- *Increase the number of Green brand communication products, particularly for Formosa.*

Formosa should increase the volume of Green brand-building communication products on websites, social media, and in the press. Samsung and Heineken should focus on increasing the volume of press-based products, as the current quantity remains low.

- *Formosa Utilize diverse communication channels to convey green messages, especially for Formosa.*

Expanding and diversifying Green brand communication channels is essential. However, alongside this expansion, enterprises must maintain an accurate and comprehensive understanding of the role of the internet and social media and develop skills to manage social media platforms.

#### 4.2.2.3. *Enterprises Should Apply a Unified Green Brand Communication Model*

The Green brand-building communication model of FDI enterprises should be designed as an integrated process, starting with *the Source* - the FDI enterprises themselves. From here, the enterprise *builds its Green*, formulates a *Green brand communication strategy*, designs *Green brand communication messages*, and disseminates them through a diverse system of communication channels. Through this system, *the target public* receives the Green brand message, thereby enhancing *communication effectiveness*. The model also emphasizes public feedback and interaction.

### **4.3. Recommendations to enhance the quality of communication for building green brand of FDI enterprises in Vietnam**

#### **4.3.1. Recommendations for communication management entities in green brand Building - Leadership of FDI Enterprises**

*4.3.1.1. Leaders of FDI enterprises must continue to decisively develop the Green Brand as the foundation for Green Brand-building communication.*

Enterprise leaders need to take decisive actions in building the Green Brand, enhance transparency and disclosure of information on the enterprise's Green Brand activities, and establish mechanisms for evaluating effectiveness and gathering feedback from the community.

*4.3.1.2. Issuance of a "Green Brand Communication Criteria Framework" as a basis for communication activities.*

FDI enterprises should develop a set of criteria for Green Brand-building communication. Based on these criteria, each enterprise can adapt to its specific context to implement its Green Brand-building communication strategy, unify awareness and actions, and demonstrate strong determination to achieve effective Green Brand-building communication.

*4.3.1.3. Direct the development of communication strategies for building Green Brand.*

FDI enterprises must formulate a clear and sustainable Green Brand communication strategy. Such a strategy should be built upon a profound understanding of the community and the social issues the enterprise seeks to address, as well as align with the leadership perspectives and regulatory mechanisms of the Vietnamese Government in its FDI investment attraction policies.

*4.3.1.4. Facilitate the enhancement of both the quantity and quality of human resources for Green Brand-building communication.*

- *Increase the number of personnel engaged in Green Brand-building communication.*
- *Provide opportunities for communication staff to participate in training courses and professional development programs focused on Green Brand-building communication skills.*

*4.3.1.5. Strengthen the application of reward, disciplinary, and incentive mechanisms for staff engaged in Green Brand-building communication.*

*4.3.1.6. Invest in information technology, modern CMS systems, and intelligent websites to optimize Green Brand-building communication activities.*

*4.3.1.7. Conduct research and audience measurement for communication activities.*

FDI enterprises should develop serious plans and allocate budgets for researching

communication audiences, segmenting them to tailor content and methods that match the needs and reception capacity of each group; apply AI and analytical tools to assess campaign effectiveness and promptly adjust strategies; and expand charitable activities and direct events to increase interaction with the community.

*4.3.1.8. Analyze in detail the cultural and social factors in Vietnam that may influence the reception of communication messages.*

FDI enterprises should create a distinctive identity for both the enterprise and its Green Brand communication by adopting a multi-channel approach, developing commercial and digital communication channels, and emphasizing the green values of their products.

#### **4.3.2. Recommendations to the State and Local Authorities**

*4.3.2.1. The State should enact a Green Brand Law and Green Consumption Law to support FDI enterprises in advancing Green Brand-building development.*

Vietnam should promptly enact a Green Growth Law, Green Procurement Law, or Green Brand Law. Legalizing the forms of Green Brand building would serve as a powerful driver for FDI enterprises to assume greater responsibility in Green Brand-building communication.

*4.3.2.2. The State should establish a coordination mechanism between FDI enterprises, relevant stakeholders, and the media to support Green Brand-building communication.*

Such a coordination mechanism should clearly define: the common purposes/objectives; the specific tasks and suitable objects; and the content and scope of collaboration and support among relevant agencies.

*4.3.2.3. People's Committees and local departments, agencies, and sectors should strengthen the management of FDI enterprises within their jurisdictions and promptly support these enterprises in Green Brand building and communication.*

Mechanisms should be established to enhance the management of FDI enterprise activities; hold regular meetings and dialogues with FDI enterprises; and provide timely and comprehensive guidance on legal regulations related to environmental protection.

## CONCLUSION

The author draws several key conclusions as follows:

*First*, communication activities for building a green brand among foreign direct investment (FDI) enterprises play a crucial role in enabling these enterprises to widely promote their green products, services, and initiatives to the public. This, in turn, enhances brand recognition, reputation, and market position. Such activities help consolidate trust, influence customer attitudes and behaviors, and support enterprises in better fulfilling their commitments to environmental protection, sustainable development, and corporate social responsibility. To effectively conduct communication activities in the modern context, FDI enterprises should adopt a two-way communication model, in which communication messages are designed to be appealing and relevant, delivered across diverse channels to reach a broad audience, while emphasizing interaction and feedback to enhance the quality and effectiveness of communication.

The dissertation applied four foundational theories: Integrated Marketing Communications (IMC) Theory, Perceived Value Theory, Brand Positioning Theory, and Corporate Social Responsibility Theory. These provided a scientific basis for analyzing the current situation and proposing solutions to improve the effectiveness of green brand communication for FDI enterprises. In Chapter 2, the dissertation also identified criteria for evaluating the quality and effectiveness of green brand communication, affirming that the quality of both content and format is a decisive factor in positively influencing the awareness, attitudes, and behaviors of the target audience.

*Second*, the three FDI enterprises examined—Formosa, Samsung, and Heineken—are all major corporations that make significant contributions to the socio-economic development of their localities and the country as a whole. Each has departments responsible for green brand communication, with target audiences including both employees and customers. The survey results indicated that Formosa, Samsung, and Heineken have all prioritized building a green brand, offering numerous green products, activities, and services that are recognized by the government, local authorities, and the community. Among them, Samsung and Heineken employ more diverse communication channels and produce a greater volume of green brand communication materials compared to Formosa.

The dissertation identifies notable achievements in green brand communication quality for the three FDI enterprises: 1. Communication messages align with the Party's orientation

and the State's policies on environmental protection, green economy development, and sustainable growth; 2. Messages are relevant to audience needs, covering a broad range of themes; 3. Communication channels are accessible, comprehensible, and audience-friendly; 4. Green brand communication has contributed to changing the awareness, attitudes, and behaviors of employees and customers; and 5. It has enhanced corporate reputation and reinforced the enterprises' green brand identity.

However, due to limitations in budget and communication personnel, as well as insufficient focus on researching and measuring public communication needs, the green brand communication activities of all three enterprises still have certain shortcomings in terms of content, format, and the degree of change in public awareness, attitudes, and behaviors.

*Third*, there are multiple challenges facing green brand communication among FDI enterprises in Vietnam in general, and specifically in the three enterprises studied. Based on the above analysis, the dissertation proposes groups of solutions aimed at improving the quality and effectiveness of green brand communication. The core solutions include enhancing the knowledge and skills of communication practitioners; improving the quality of both content and format of green brand information; and, importantly, expanding communication channels and making messages more appealing and engaging to match the needs of different target audience groups—measures that should be implemented immediately.

The dissertation also offers recommendations for green brand communication managers—specifically, leaders of FDI enterprises—as well as for the State and local authorities. Most importantly, FDI enterprises must be determined in building a green brand, ensuring consistency between “words” and “actions,” and producing more green products, green activities, and green services that benefit the community and society. The State should focus on improving the legal environment, issuing laws on Green Consumption and Green Branding, thereby facilitating green brand communication in FDI enterprises in alignment with the development of a green economy, circular economy, and sustainable growth. Local governments should also establish mechanisms to provide more active and practical support for the green brand communication activities of FDI enterprises.

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