



**MAGAZINE**

**VINATEX**

**JULY, 2024**



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# ENGAGEMENT WITH VINATEX

THROUGH

# CONTRIBUTION UNDERSTANDING SHARING

## OF REPRESENTATIVES OF THE GROUP'S SHARE AT MEMBER UNITS



*Mr. Le Tien Truong  
Party Secretary – Chairman of  
Board of Directors of Vinatex*

### THE DEVELOPMENT PROCESS OF THE MANAGEMENT OF REPRESENTATIVES OF THE CAPITAL OF VIETNAM NATIONAL TEXTILE AND GARMENT GROUP (VINATEX) AT ENTERPRISES.

Since 1999, when the first member unit of the Group was equitized, a new concept began to emerge within the title system: the representatives of

the Group share at these joint stock units. In the early days, there was no clear memory or systematic management for these representatives. Even within the Enterprise Law, the section concerning joint stock companies was not fully developed. Generally, in over 10 years from 1999 to 2008, the title of "representative of the Group's share" was overshadowed by titles such as Chairman and CEO that those

representatives held within the enterprises.

Together with the improvement of the legal framework for enterprises, e.g., the 2005 Enterprise Law, especially after the enactment of the 2014 Enterprise Law, provisions for joint stock companies have been more detailed and specific. Addressing challenges in corporate governance, such as the



adoption and implementation of shareholders' viewpoints and objectives in Vinatex Group's joint-stock companies, poses a requirement to institutionalize the representatives' compliance with corporate laws and other legal regulations. This process marks a shift from directives issued by the Group to its wholly-owned units concerning critical matters such as production strategies, business operations, investments, and personnel decisions, towards decision-making influenced by ownership ratios at AGM and stakeholder engagement in matters under the authority of the Board of Directors.

It is the first time raising questions such as

**Can members of the Group's representative team have different opinions during Board of Directors meetings?**

**Can they give different votes?**

**What are the contents that Group's share representatives are allowed to proactively vote in the Board of Directors and at the Annual General Meeting of Shareholders and what are the contents that they must consult with Vinatex before voting?**

**If consulting Vinatex before voting, how do they do and how long does it take to answer?**

**If not receive an answer from Vinatex before the meeting of the Board of Directors or AGM, how will the representatives act?**

**How is the quality of answers from the Group's holding company?**

**Is there an understanding of and sharing with representatives at member companies?**

There were some valuable lessons when the Group's representatives gave different votes at the AGM of member units.

In 2007, the Group issued a regulation on management representatives, updating the contents of representative monitoring to ensure compliance with the 2005 Enterprise Law. The Group began conducting annual assessments of capital representatives at member companies, mainly based on the company's financial results and other qualitative factors such as brand development, domestic business, and compliance with regulations. In 2009, the Group organized a conference for all capital representatives for the first time, with management letters and ratings sent separately to each group of representatives at the company. This was a significant effort by the Holding Company to gain insights from the member enterprises, providing a more



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*The Board of Members for the 2010-2015 term established the principle that the primary entities that the Holding company should serve are its representatives at member companies, with criteria emphasizing the rule of law, clear internal regulations, and convenient directives.*

objective and transparent assessment of the contributions of the representatives. The goal was to obtain management letters that recommend key areas for improvement, enhancement, or innovation in the enterprises in the coming years.

From 2009 to 2015, all member companies were joint-stock companies, with the proportion of controlling companies gradually decreasing, while the Holding company remained a 100%

state-owned enterprise. The management of representatives saw significant improvements in awareness. The Board of Members for the 2010-2015 term established the principle that **the primary entities that the Holding company should serve are its representatives at member companies**, with criteria emphasizing the rule of law, clear internal regulations, and convenient directives. This aimed to enable representatives to utilize the enterprise's

capabilities and the management system fully.

To implement the Board of Members' perspective, the Group's Executive Board issued specific templates for seeking opinions, particularly committing to timelines for responding to representatives by each content also discussing with representatives on issues that need to be asked early so the Holding Company have time to report to competent authorities.

Additionally, some experienced staff from different departments were appointed to concurrently hold positions on the Board of Directors and the Supervisory Board at key units to better grasp specific enterprise requirements.

More quantitative criteria were developed for evaluating representatives, moving beyond solely focusing on final financial results. Instead, the evaluation process incorporated continuous improvement monitoring to promptly recognize the efforts of enterprises and provide more useful recommendations in management letters.

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From 2015 to 2023, the Parent company transformed into a joint-stock company model, with over 53% state ownership, 14% foreign shareholders, and other shareholders are domestic legal entities and individuals. The relationship between the Group and its representatives continued to innovate, fostering better coordination and implementing two-way evaluations between the Group and the representatives, and vice versa.

The principle that representatives are the entities



initiative also serves as an input basis for openly and equitably assessing the representatives' task completion levels, ensuring a two-way exchange.

Despite the market fluctuations, the pandemics, and geopolitical conflicts creating an unprecedented business landscape for the textile garment industry, goals and solutions were required to continuously adjust. From 2019 onwards, the Group added meetings with representatives in March and April, primarily focused on reviewing the contents to be presented at the AGM, providing an opportunity to adjust the plans and solutions set in October of the previous year. In addition, the Group continued to conduct the annual evaluation and ranking of representatives in July and August after the AGM, using a scoring system that was regularly updated to reflect the changing circumstances.

#### **NEW POINTS IN REPRESENTATIVE MANAGEMENT IN 2024**

The year 2023 has been particularly challenging for Vietnam's textile and garment

industry. For the first time in 30 years, export turnover decreased by 11%, companies faced a shortage of orders, the yarn production sector sold below cost, capital flow dried up, and efficiency declined by 70% compared to 2022 and 85% compared to 2021. In this context, the entire system of the Group, with the solidarity, dedication, and creativity of the representatives at the enterprises, remained steadfast through the storm, fulfilling all targets assigned by the 2023 AGM. The contributions of the key enterprises were extremely important, playing a crucial role in the Group's overall results.

At the enterprise level, the Group's representatives all held top positions such as Chairman, and General Director, even though their capital shares might no longer be dominant. They spared no effort and employed every possible solution to steer their enterprises to the finished business plan, safeguarding the workforce, market, and capital of shareholders. The innovations at the enterprises were remarkably diverse, novel, and constantly evolving with each passing period.

To accurately grasp and fully appreciate the efforts of the representatives, for the first time in 15 years, instead of solely evaluating representatives based on business figures and regulatory compliance, the Group this year organized 3 working delegations led by the Chairman, General Director, and Permanent Deputy General Director of the Group. These delegations directly visited 19 units accounting for over 90% of the Group's investment capital to discuss, listen to, and closely observe the representatives' activities in 2023 regarding general governance, market, production, finance, and human resources. This served as an opportunity for the representatives to present specific details of their activities at the enterprises, their successes, and their challenges and setbacks.

However, the greatest benefit of this working session was not for the representatives but for the Group's leadership, especially the functional department leaders.

Through practices at member companies, the functional departments gained many new insights such as:

to be served by the Holding company was clarified and made measurable. The criteria for evaluating representatives continued to be refined, and divided for normally operating enterprises, enterprises in need of restructuring, and enterprises planning to divest. The new design took more account of the practical conditions of the enterprises to provide increasingly accurate evaluations and recommendations. Since 2017, the evaluation system has applied the Z-score index, an

internationally standardized and more comprehensive system for assessing the financial health of enterprises. From 2018, the Group trained and implemented internal control and risk management activities at its member units.

Since 2015, in October every year, the Group has organized working groups to visit each enterprise to discuss the development of business plans and the key tasks that the Group expects the representatives to implement for the following year. This

There cannot be a uniform organizational and management model across all units;

It is impossible to apply the same competency framework to enterprises even though they produce the same products, but must be consistent with the unique characteristics of each one.;

Personnel planning cannot adhere to regulations if there is a shortage of basic human resources for future development;

There is no one-size-fits-all solution for enterprises, and it is impossible to fully replicate a successful model from one enterprise to another.;

What exactly is an ERP system, and what is the appropriate level of implementation for the scale and potential of each enterprise?

It can be said that this was the most methodical, in-depth, and practical training session ever for the functional department leaders, most of whom lacked

"real-world" experience. Understanding each enterprise more deeply is the basis for the departments to propose and advise the Group's leadership with feasible and reasonable. Improving the level of satisfaction of representatives with the services provided by the Group. This learning session also served as a fundamental measure to combat bureaucracy, mechanicalness, formalism, and misconceptions about the capabilities of the parent company's functional departments that had sometimes existed in the past in the direction and evaluation of enterprises and representatives, and to enhance the spirit of openness to learning of the parent company.

## FUTURE DIRECTIONS FOR REPRESENTATIVE MANAGEMENT

Our ancestors taught us that "out of sight, out of mind." The only way to enhance the quality of representatives of the Group, as well as to ensure the fulfillment of the representatives' duties to Vinatex shareholders, is through continuous, flexible, and meaningful exchanges and meetings that bring specific value to both parties. With this approach, since 2020, the Group has organized monthly online seminars providing information on markets, competitors, global inventories, business results of companies that are major customers,



financial markets, exchange rates, and interest rates. These seminars are implemented for all representatives and enterprise managers, attracting 300-400 participants each time.

Since 2020, the Group has successfully developed a model for forecasting total textile demand based on macroeconomic data from target markets such as the US, EU,

Japan, China, and South Korea. The twice-yearly forecasts have been relatively accurate, helping businesses to proactively develop their business plans. Delving deeper into industry-specific management to enhance the competitiveness of each enterprise, since 2021, the Group has organized two production and business committees for yarn and garment sectors, putting several KPIs for enterprises to measure and compare during monthly meetings, and providing advice and support to help weaker enterprises rise to the level of stronger ones based on fundamentals like production and cost. Thus, representatives and the Group can meet at least twice a month, significantly improving the understanding between the staff of the boards and the enterprises, replacing the previous practice of meeting three times a year at the mid-year, year-end, and capital representative conferences.



With this approach, in the coming period:

The group will further strengthen specialized topics, supporting businesses in dealing with practical problems, specifically research programs on equipment and investment models in the yarn and garment sector;

Researching on types and suppliers of imported spare parts and materials to ensure the effectiveness;

Researching on green transformation;

Researching the implementation of ERP and digital transformation;

Researching the issuance and organization of competency testing for middle-management positions, standardization of required knowledge and skills to create data for training and coaching;

Researching the R&D model and the shift of business methods to real FOB;

Researching the financial market and capital mobilization solutions for listed companies.

## CONCLUSION

Over the past nearly 20 years, although there have been times when the Group's management of share representatives at enterprises has not been satisfactory or convenient and has not placed representatives at the center, the Group has always received strong support from many groups of representatives. Not only have they fulfilled their responsibilities at the enterprises they are entrusted with, but they have also participated in supporting many weak and new units in the Group. A typical example is the capital representative group at Phong Phu JSC, which has provided the Group with over 10 senior leaders at other enterprises and at the Group; the representative group at Nha Be Garment JSC has supported technology and market transfer in the suit sector for Garco 10, Hoa Tho, as well as mentoring them until they mature, sharing management staff, market, orders, and capital with Vinatex Investment and Development Joint Stock Company, Southern Textile Joint Stock Company, Vinatex Da Nang; the capital representative group at HUEGATEX has supported the sewing sector of Northern



Textile Joint Stock Company and Hanosimex; the capital representative group at Vinatex Phu Hung Joint Stock Company has supported the Nam Dinh yarn branch and the yarn sector of Nam Dinh Textile Garment JSC; the capital representative group of Phong Phu Joint Stock Corporation at Phong Phu International Company has supported the dyeing and textile sector at 8-3 Garment Limited Liability Company; and many other examples.

The spirit of sacrifice and mutual support is the finest tradition that generations of textile workers have built and is excellently inherited through today's enterprise representatives.

The Group's leadership always remembers these noble gestures of the representatives and recognizes that not only financial

values are important, but that the value of supporting each link in the system to become sustainable is the most valuable for the Group.

Of course, in addition to the shining examples of the representative groups, there are also effective activities that go beyond the framework of the representative management regulations. In the Group, there are still two types of representative groups: one is that, although they comply with the regulations, they do not aggressively implement solutions in business, allowing difficulties to accumulate, even chasing after formal achievements, which brings long-term risks that the entire system must bear; the other is that they can receive support from other units when they are in difficulty but are not

willing to open their hearts to support other units when they are better off. Fighting against individualistic and parochial thinking is necessary to build a united and cohesive Group.

It is hoped that the model of existing good factors will be learned and widely spread among all representative groups, building the relationship between the Parent company and the Group's capital representatives at enterprises on the pillars of:

TRANSPARENCY

UNDERSTANDING

SHARING

COMPASSION

These will be the new values that the current generation contributes to the cultural treasure of the Vietnam National Textile and Garment Group. □

## TRADE-OFF BETWEEN PROFITS AND ORDERS AND JOB STABILITY

One crucial reason for retaining the labor force is that the companies have taken good care of workers' rights during tough market conditions. In 2023, the textile-garment industry faced many challenges, but companies within Vinatex ensured stable job and income for workers by accepting small, difficult, low-priced orders with quick delivery times and fewer repeat orders to remain production.

Many companies have implemented flexible working hours, reduced overtime, and diversified products and markets. Additionally, they have improved the quality of meals for workers and ensured food safety. Through clear communication and efforts to enhance productivity and quality, enterprises within Vinatex have maintained job and income stability for their workers.

## ENSURING INCOME AND STABLE LIFE FOR WORKERS AS A MEASURE OF "SUSTAINABLE GROWTH"

In 2024, the textile-garment industry faces both opportunities and challenges. Opportunities include: Vietnam has a stable investment environment and is part of 16 free trade agreements (FTAs); the industry has a high-quality workforce; and it actively invests in digitization and greening the textile garment industry.



# MOTIVATION from PRIORITIZING WORKER'S RIGHTS

DR. NGUYEN MINH PHONG

In the early months of 2024, while many companies faced labor shortages, even up to 25-30% despite improving export orders, the enterprises within the Vietnam National Textile and Garment Group (Vinatex) maintained a stable workforce. Employees remained committed to the company and are striving to meet their production and business targets.

However, the industry also faces stricter requirements from import policies and pressures from international labor laws. The increase in minimum wage and other costs associated with the demand for green energy usage also add pressure on businesses.

Maintaining a skilled workforce and a strong position in the global supply chain is important. Enterprises need to protect workers' rights, improve working conditions, and provide career development opportunities. Businesses should also apply multi-generational management models and create attractive, professional work environments.

Enterprises also need to develop comprehensive welfare policies, improve factory environments, enhance meal quality, and create a friendly work atmosphere. Understanding workers' needs and timely encouragement, along with ensuring social welfare, will help workers understand and support the company's efforts to maintain stable jobs and incomes. □







## VINATEX-LEARNING AND FOLLOWING THE IDEOLOGY, ETHICS, AND STYLE OF HO CHI MINH IN BUILDING CULTURE, PEOPLE, AND CORPORATE CULTURE

Article 4:

# EVIDENCE THROUGH ACTIONS IN LEARNING AND FOLLOWING PRESIDENT HO CHI MINH

The Party Committee of Phong Phu Corporation, a subsidiary of the Vietnam National Textile and Garment Group Party Committee, has been honored as one of 25 collectives with outstanding achievements in "Studying and Following Ho Chi Minh's Ideology, Ethics, and Style" for the 2021-2024 period by the Party Committee of National-level State-owned Enterprises' Group. This recognition is proof of the Party Committee of Phong Phu Corporation's decisive, concrete, and practical actions in studying and following Ho Chi Minh's teachings, leading to significant breakthroughs in production and business activities and building a clean, strong, and comprehensive Party Committee.

### OUTSTANDING ACHIEVEMENT IN FULFILLING POLITICAL TASKS

Phong Phu Corporation is approaching the milestone of the 60th anniversary of its establishment and development. Throughout the continuous growth, the comprehensive leadership and guidance of the Party Committee of the Corporation have always played a crucial role.

Ms. Le Thi Hoang Trang-Secretary of the Party Cell and Deputy General Director of the Corporation, stated that studying and following Ho Chi Minh's ideology, ethics, and style has been a priority throughout the journey of building and developing Phong

Phu Corporation. In recent years, the Party Committee of Phong Phu has emphasized the pioneering and exemplary roles of cadres and party members before the workers. This approach has fostered unity and development within the entire Party Committee, leading Phong Phu towards sustainable growth, and highlighting the Vinatex and Phong Phu culture that has persisted for nearly six decades in the national textile and garment industry.

In recent years, the Party Committee of Phong Phu Corporation has remained steadfast in its leadership direction, enabling the company to leverage the advantages of the complete supply chain. This strategic approach has distinctly



positioned Phong Phu as one of Vietnam's leading producers of yarn, sewing thread, towels, and home textiles. Phong Phu is resolutely committed to becoming a fair and valued company for shareholders and employees while contributing to the Government and society. This commitment is realized by vigorously promoting green, sustainable business practices and deeply integrating into the global textile garment supply chain.

Despite facing numerous difficulties since 2021, the collective of Phong Phu's cadres, party members, and workers have remained undaunted. They have resolved to overcome these challenges through many practical and synchronized solutions in management, production, business operations, and market strategies. By proactively developing scenarios and solutions for the company's situation, they have ensured stable production and business activities, income, health, and welfare for employees. During the COVID-19 pandemic, the Corporation flexibly responded and found ways to ensure job stability and livelihood for workers, achieving an average annual income increase of 7.5%



and maintaining annual Tet bonuses ranging from 13.5 million to 16.5 million VND per person. These efforts have helped stabilize the morale and lives of employees and maintained the confidence and beliefs of the cadres, party members, and workforce at the company.

Under the comprehensive and timely direction of the Party Committee of the Corporation, the Board of Directors and the Executive Committee of Phong Phu have leveraged the advantages and traditional strengths to amplify the power of the team. They have organized numerous activities and labor emulation movements to promote excellent and creative work, aiming to enhance productivity, and quality, reduce costs, and increase the competitiveness of products.

Additionally, the Corporation has accelerated investments in digitalization and automation technologies to ensure fast delivery times for small orders while maintaining high product quality. This strategic breakthrough aligns with the new market development trends that large and specialized orders are becoming increasingly rare.

A clear evidence of the comprehensive and effective leadership of the Party Committee of the Corporation is the outstanding achievement of political tasks in each period, especially during the most challenging times. Specifically, the industrial production value reached VND 1,415 billion in 2021 and VND 1,599 billion in 2023, with a growth rate of 13% compared to 2021. The revenue was VND 2,073 billion in 2021 and VND 2,130

billion in 2023, reflecting a growth rate of 2% compared to 2021. Tax contributions amounted to VND 68 billion in 2021 and VND 97 billion in 2023, with a growth rate of 43% compared to 2021. The average income in 2023 reached VND 11,260,000 per person per month, marking a growth rate of 15% compared to 2021.

Thanks to owning a "closed-loop chain" from yarn to finished products, Phong Phu has achieved "self-sufficiency" in production activities, with 100% of the yarn produced immediately transferred to weaving or sewing thread production. This enables the company to meet the rules of origin requirements for sewing thread and home textile exports and minimizes risks from market fluctuations. The Corporation is strongly moving towards green, environmentally friendly production at a high level. This not only helps Phong Phu firmly establish the "position" as a top choice for customers in need of textile and garment products but also affirms the correct development direction in its 60-year journey of building the brand.

Evaluating Phong Phu Corp, the Secretary of the Party Committee and Chairman of the Board of Directors of Vinatex Le

Tien Truong affirmed that the Party Committee of Phong Phu Corporation has consistently directed, and oriented the unit to successfully restructure both in production and finance. Phong Phu has also achieved the best profit-to-revenue ratio among units within the Vinatex system, with high profit per capita.

This demonstrates the effectiveness of Phong Phu's investment direction in products, technology, workforce quality, automation, and intrinsic value addition in production. With the goal of "Streamlined - Efficient - High Quality," the Board of Directors and Executive Committee of Phong Phu have fulfilled the political tasks assigned by the Party Congress resolution and met the annual production and business plans set by the General Meeting of Shareholders.

Phong Phu has correctly implemented the training of the human resources, especially the management team, to not only meet Phong Phu's sustainable development needs but also supply capable personnel to other units and the Vietnam National Textile and Garment Group. These efforts embody the unique culture of Phong Phu

within the overall cultural value system of Vinatex.

### **SPREADING THE CULTURE OF SIX DECADES OF COOPERATION AND DEVELOPMENT ALONGSIDE COMMUNITY RESPONSIBILITY**

Ms. Le Thi Hoang Trang shared that one of the core values of Phong Phu is "Cooperation and development along with community responsibility." With the mission "To enhance economic potential and quality of life in the community through providing superior quality products and services," the Party Committee of the Corporation has deeply implemented political tasks, harnessing internal strength and gaining the support of cadres, party members, and workers.

Along with implementing the Resolution of the 13th National Party Congress, the Resolution of the 3rd Party Congress of the Vietnam National Textile and Garment Group, and the Resolution of the Party Congress for the 2020-2025 term of the Corporation's Party Committee, Phong Phu has seen many positive changes in production

and business. The company has proactively integrated, expanded investments, and improved policies for workers, driving growth and making practical contributions to the restructuring process of the unit, the Group, and the development of the country.

To continue successfully implementing the Resolutions of the Party Congresses at all levels, the Party Committee of the Corporation aims to build a team of cadres, party members, union members, and workers that meet the demands of the new era. They encourage them to emulate learning and following Ho Chi Minh's ideology, ethics, and style, actively engage in creative labor, fulfill the unit's political tasks,

and care for the material and spiritual life of workers. They also participate in policy design and supervision, protecting the legitimate rights and interests of workers, and actively building the Party, the government, and the unit, making significant contributions to the development of Vietnam's textile and garment industry.

The Phong Phu brand is increasingly well-defined among customers both domestically and internationally. In learning and following Ho Chi Minh's ideology, ethics, and style, the Party Committee of the Corporation always emphasizes the importance of building culture, people, and corporate culture. In Phong Phu, the

values of unity, creativity, honesty, and professionalism are key to creating "soft power" for breakthroughs in business activities.

The most important aspect for Phong Phu today is preparing the workforce and building a professional, friendly working environment for all employees. The guiding principles of the Party Committee, Board of Directors, and Executive Committee of the Corporation are transparency, objectivity, and fairness in distributing value to all parties: the State, shareholders, workers, and stakeholders. This is linked to social responsibility and a strategy for sustainable and green development, spreading a unique cultural message, "for a richer quality of life."



*Since 2021, the units within the Corporation have implemented 196 projects and initiatives, reducing unreasonable costs with a total benefit value of nearly VND32.5 billion. Additionally, 112 collectives and individuals have been awarded a total of 2.78 billion VND in rewards. Apart from excelling in the production labor emulation movement, the Corporation has also performed well in social charity work, showing gratitude and supporting the Central region in overcoming the aftermath of storms and floods. It has provided financial support for the construction of bridges in Long An and Bac Lieu, built charity houses, and contributed funds for purchasing vaccines and protective gear for COVID-19 prevention, amounting to more than 17 billion VND. □*

# PD&B

## REALIZING THE STRATEGIC GOAL OF “ONE-STOP DESTINATION” & Forming a Strong Knitted Textile Chain



In July, the Vinatex Fashion Product Development and Business Center (Vinatex PD&B) officially begins operations. This is one of the new sectors within the operational model of the Vinatex Fashion Center. On this occasion, Vietnam Textile-Garment and Fashion had an interview with Mr. Vuong Duc Anh, Director of the Vinatex Branch – PD&B.



Mr. Vuong Duc Anh,  
Director of the Vietnam  
National Textile and Garment  
Group Branch – PD&B.

***\*Congratulations on the official launch of the Vinatex Fashion Product Development and Business Center. Could you please share the objectives behind the establishment of the Center in the current phase?***

Aligning with Vinatex’s strategic vision approved by the Annual General Meeting of Shareholders, the objective is to become a leading destination capable of providing comprehensive green fashion solutions for corporate customers in the global textile and garment supply chain by 2030. This includes becoming the leading destination in Vietnam and the region. In the medium term, the goal is to become an all-in-one destination for common knitted products. The establishment of the Vinatex PD&B Center is the necessary condition to realize the strategic goal of becoming “a one-stop

destination” and forming a strong knitted textile supply chain.

The establishment of the Center also aims to leverage and enhance the existing advantages in scale and reputation of the Group. With a spinning capacity of 190,000 tons per year, a knitting capacity of 25,000 tons per year, a weaving capacity of 170 million meters per year, and over 100 garment factories nationwide producing more than 400 million products per year, Vinatex has the necessary conditions to connect and form a closed supply chain from spinning, weaving, dyeing, finishing, to garment manufacturing. This distinguishes Vinatex from the majority of other textile and garment factories in the country, which are mainly pure garment enterprises.



The lessons learned from Covid-19 and the past two years indicate that when global textile demand decreased by nearly 30% compared to pre-pandemic levels, the business model of the global textile garment industry underwent significant changes. Buyers now tend to seek suppliers capable of providing “added value” with integrated supply chains and comprehensive services that meet their requirements quickly, conveniently, and accurately. They aim to become collaborative partners rather than just simple processing factories. It is required that manufacturers undergo qualitative changes, building teams and operational systems that meet new customer requirements, and Vinatex is no exception. The establishment of the PD&B Center is a qualitative change in building a market development team, developing new products, and creating Vinatex’s product brand.

***\* How does the Center operate in terms of model and methods, sir?***

The Vinatex PD&B Center has built a team and modern facilities meeting international standards, following green and sustainable trends. The Center’s building has achieved the Gold Lotus green building certification, aligning with the Group’s strategy to achieve net-zero emissions. The Center primarily focuses on developing FOB, ODM, and OBM products for both export and domestic markets. It is fully equipped to provide comprehensive solutions to customers from the design (including 3D design), selecting materials with a showroom and diverse fabric library. The standard and creative studio supports customers in sample development, pricing, sample sewing, fitting, and managing production orders at factories. The quality control lab is equipped to meet customer requirements for developing new products.

By partnering with the Vinatex PD&B Center, customers receive comprehensive product development solutions based on the principle of “Harmonized Benefits – Shared Risks.

***\*What is your assessment of the current demand for the knitted textile sector in the domestic and global markets? What are Vinatex’s development goals for the knitted textile sector?***

In the global demand for textiles and garments, knitted products usually account for 50%, being a highly competitive, low-cost, and easy-to-produce segment. Competitors like Bangladesh and India have price advantages, but we have identified that the advantage of linking the knitted textile

chain will allow us to “win” in terms of delivery speed and product quality. This is because we can control quality from raw materials to finished fabric. Additionally, we can comply with the rules of origin “from fabric onward” or even “from yarn onward” when exporting to Europe and CPTPP member countries, benefiting from a 0% import tax rate. This is a unique advantage of Vinatex when leveraging our internal chain linkage.

Additionally, we are confident because the “Made in Vietnam” brand is distinct from “Made in Bangladesh, Pakistan, India, etc.” Buyers always have a certain “room” in their purchasing basket for sourcing and producing knitted products in Vietnam. The key is knowing how to approach and leverage this “room” with customers.



The effectiveness of orders is determined by the final garment product, rather than evaluating the effectiveness separately for yarn or fabric stages.

Our goals for knitted fabric production capacity are to double every five years, with the following targets:

50% of the output using internal yarn from member units.

50% of knitted fabric is used in the garment sector within member units, producing 50 million garments per year.

***\*Could you share the initial steps of the center after official launch ?***

We are committed to a scientific and receptive approach, listening and learning from the operational experiences of member units to choose and apply the most suitable and effective methods for the Center's operations.

Establishing a close linkage between the Center and the factory system at member units, to become "one", to enhance the overall operational efficiency of the system. The linkage needs to be standardized using a common language, ensuring smooth communication and prompt response.

Combining a team of experienced and creative young people to drive the Center to operate effectively from the beginning.



Leveraging shared resources to develop both the export and domestic markets, building on the existing retail distribution system and expanding new sales channels, under Vinatex's brands.

***\* What are your expectations for the operations of the Vinatex PD&B Center? To build trust with customers and establish a comprehensive supply chain for corporate clients, what values do you believe the Center should aim for?***

Through market research, we believe that the global fashion textile garment market will always recover after the quiet phase of the global economy. According to reputable organizations, Vietnam remains a country with the potential to develop the fashion textile garment industry over

the next decades. This market always has room for growth for enterprises with the right strategies, superior productivity and quality, tightly knit and professional supply chain linkages, and the ability to find a unique path that meets the new demands of the digital economy and green economy with appropriate steps.

We expect that the Center will open up a new direction in R&D products in the future, connecting textile-garment enterprises in a closed chain built on the reputation and quality of products. In the immediate future, we focus on finding and developing new customers and new orders, based on close links with the market and technical departments at factories, to respond quickly to customer requirements from the first interactions.

It's the first step that counts. To build trust with customers, I believe that firstly, we must build trust with our leadership and member units through sincerity, receptiveness, determination, and scientific methods, to leverage the collective strength of the entire system.

This is a new and unique mission, in the uncertain market. The Center hopes to receive the guidance and support of the Group's leadership, the Group's departments, and the enterprises within the Vinatex system. This will allow us to have a solid foundation to fully utilize our capabilities, creativity, and efforts to find appropriate directions in the R&D and fashion business. □

***Thank you!***

## KICKOFF OF THE 2024 VINATEX'S TRAINING PROGRAM

# FOCUSED TRAINING AND KEY CONTENT



Internal training not only enhances capacities, and equips knowledge and skills for the workforce of Vietnam National Textile and Garment Group and its member units, but more importantly, internal training has created a learning culture, a common cultural beauty of Vinatex in the development journey, where people are the "center".



### THE INITIAL FOUNDATIONS

Internal training has been implemented by Vinatex annually, right from its establishment. Initially, there were classes for management staff, technical staff, line managers... However, the most noticeable change is the specialized training courses implemented on the whole Group in the 2022-2023. The training content is based on a survey of

the units' training needs and on the Group's assessment. After each course, there is a survey to assess the quality of training and the training needs for the next stage to adjust, build, and compile documents that are close to practical needs.

In 2022, the Middle Management Training program attracted 341 trainees and took place over 11 weeks. The program was implemented with the participation of lecturers from Hanoi University of Science and Technology and Hanoi Industrial Textile Garment University with training content on the global textile garment overview, position, opportunities, and challenges of Vietnamese

textiles in the global supply chain. In addition, the trainees were also trained in: Strategic Management; Financial and Accounting Management; Financial Management in Enterprises; Production Management; Marketing; Risk Management; and Soft Skills.

Following the success of the Middle Management Training program, the Vinatex Young Talent Training program was implemented with 2 semesters, semester 1 was organized in 6 months (2022), semester 2 was organized in 3 months (2023), with the participation of 152 trainees from the Group Office and member units. The program provided not only skill training

(Agile, thinking methods, problem-solving, management, etc.), but also in-depth knowledge with modules on the global textile garment market, business management, human resources management, finance, production management (yarn, sewing), corporate culture and internal communication...

At the end of 2022, the Senior Management Training program, with 53 trainees who are leaders of the Group's functional departments and leaders of enterprises, was organized for 2 weeks. In addition to equipping knowledge and theory on development strategy, Group organizational model; Global textile garment market, position of Vietnamese textiles in the supply chain; Internal regulations; Corporate finance; Legal regulations for joint stock companies and companies listed on the stock exchange; Soft skills, etc. Trainees are also trained in depth in practice at Hoa Tho JSC and HUEGATEX, the leading units in the Central region of Vinatex. The training program is designed to be highly applied and practical in: Production management at factories; Order, Customer, Cost management; Human



“  
*The 2024 training program is built on the basic knowledge of previous courses, focusing on in-depth knowledge in three key areas: investment procurement, legal affairs, and financial accounting*  
”

resource management and Building corporate culture...

A notable point is that the courses have contributed to the formation of a team of internal lecturers to help the Group Office and member units continue to implement training programs at each unit, such as the 2023 internal training program, the Agile training program, etc. In addition, the Capital Representative Conferences, the Finance - Accounting - Audit Conferences, and the

Vinatex Human Resources Conference, etc. All combine specialized internal training programs on human resources, finance, and accounting, with the participation of key staff and Vinatex's capital representatives at the enterprises.

#### **TO MAKE INTERNAL TRAINING A CORPORATE CULTURE**

In 2024, to continue to permeate the culture of "self-study, self-improvement", Vinatex continues

to implement specialized training with training modules including Investment project management and Procurement training; Legislation training; Finance and accounting training; Yarn sector production management training; Senior management training in business administration; Vinatex Young Talent Training - semester 3. In addition to in-depth knowledge of professional expertise and advanced management knowledge, the teaching plan will be designed to solve the major problems in each enterprise, thereby helping trainees practice and apply the knowledge to business operations.

The program will have the participation of lecturers and trainers from the investment field of the Ministry of Construction, Hanoi Law University, together with the knowledge and practical experience from the Group's leaders and experts.

Mr. Cao Huu Hieu, General Director of Vinatex, stated that over the past three years, especially during the phase of 2022-2023, Vinatex has built a vibrant learning culture, equipping participants

with knowledge and skills in management and advanced technology on the world. The training programs have also developed an internal instructor team within the units and the Group, capable of teaching and sharing their experiences and knowledge with colleagues. The 2024 training program is built on the basic knowledge of previous courses, focusing on in-depth knowledge in three key areas: investment procurement, legal affairs, and financial accounting.

General Director Cao Huu Hieu expressed his desire for unit leaders to create conditions and environments for participants to maximize their abilities, continue discovering and improve future generations to participate in Vinatex's training programs. Additionally, participants in the courses need to focus, contribute ideas, and engage with instructors to build a vibrant, effective, and practical learning environment suited to the production conditions of each enterprise, gradually building a beautiful learning culture at Vinatex.

The 2024 Vinatex's Training Programs



## INVESTMENT AND PROCUREMENT PROJECT MANAGEMENT CLASS

**Time:** 2024 July 4 – 2024 July 26

**Instructor:** Experts in the field of investment from the Ministry of Construction/Leaders of the Investment and Development Department of Vinatex.

### **Contents:**

Regulations related to investment activities and project management (Investment Law, Bidding Law, Project Management, Cost Management, and Quality Management).

Developing detailed feasibility reports – Investment in Yarn Factory.

Developing detailed feasibility reports – Investment in Garment Factory.

Procedures for managing construction investment projects.

Cost Management, Quality Management of projects.

Supervision and evaluation of investment activities.

Guidelines for procedures and regulations on bidding.

## LEGAL TRAINING CLASS

**Time:** 2024 August 1 – 2024 August 16

**Instructors:** Lecturers from Hanoi Law University / Leaders and specialists from Vinatex Legal Affairs Department.

### **Contents:**

Policies and laws (Enterprise Law, tax policies, Securities Law, listing regulations, Board of Directors, Board of Supervisors, charters, corporate governance regulations, etc.).

How to effectively apply legal regulations in business activities.

Building a system of regulations and rules suitable for the business model.

## FINANCE AND ACCOUNTING TRAINING CLASS

**Time:** 2024 August 22 – 2024 September 6

**Instructors:** Internal instructors.

### **Contents:**

Basics of financial statements.

Identifying issues through financial statements.

Measurement systems and analysis indicators.

Practical financial statement analysis.

## YARN PRODUCTION MANAGEMENT TRAINING

**Time:** August – September 2024

**Instructors:** Experts in the Yarn sector.

### **Contents:**

Cost management.

Production management by stages.

Risk management.

## SENIOR LEADERSHIP ENTERPRISE MANAGEMENT TRAINING

**Time:** October 2024

**Instructors:** Group leaders.

### **Contents:**

Identifying and expanding efficient production management models through the analysis of examples from the Yarn and Garment sectors.

Identifying and forecasting market trends for 2025.

Business solutions for the last months of 2024 and planning for 2025.

## YOUNG TALENT TRAINING – VINATEX YOUNG TALENT

### **Contents:**

Assessing and classifying students, grouping students by specialization.

Specialized training according to subjects.

Managing students after training at the unit level.

# Businesses

# “STRUGGLE”

## TO FIND SOLUTIONS TO INCREASE LABOR PRODUCTIVITY



From July 1st, the regional minimum wage for businesses increases by 6%, along with costs related to wages and insurance. This creates additional pressure for companies in the textile industry.

To address this issue, businesses have implemented various synchronized solutions such as increasing labor productivity, reducing intermediaries, and signing direct contracts with brands to optimize profits.

Companies are also improving working conditions and the quality of meals for workers, while motivating and encouraging them to overcome difficulties. Some measures include applying technology, updating automated equipment, and launching emulation movements to boost worker productivity and efficiency.

Besides, businesses need to develop comprehensive welfare policies, establish the satellite factory environment, and create a friendly and conducive

working atmosphere for workers. Understanding and addressing workers' concerns will help them support the company's efforts to maintain job and income.

However, the increase in the regional minimum wage may put new pressures for businesses and impact workers' living costs, such as electricity, education, and healthcare expenses. This causes workers to worry as prices for essential goods tend to rise, making them struggle with the burden of higher costs despite the wage increase.□



# Early Actions Against Natural Disasters and Fires



## READY FOR EMERGENCIES

In recent years, the number of fires and explosions at businesses has increased, causing significant damage to people and property. Climate change has led to extreme weather phenomena such as floods and storms, posing challenges to daily life and

production. Therefore, it is essential to raise awareness of fire and disaster prevention. Vinatex has required member units to regularly inspect and reinforce safety measures, focusing particularly on high-risk areas such as storage facilities for materials, chemicals, and finished products.

Recognizing the role and importance of fire and disaster prevention in business operations, companies within Vinatex have proactively implemented various preventive measures such as investing in equipment and resources and mobilizing forces to minimize damages from fires, explosions, and natural disasters, especially during hot and stormy seasons.

Fire detection and fighting system should be checked regularly combined with strengthening patrols, especially at night. Additionally, they should develop prevention plans and conduct drills to be prepared for emergencies. It is essential to enhance communications about fire safety awareness among employees and strictly follow periodic and incident reports related to fire safety and disaster.

## PROACTIVE MEASURES

Hue Textile and Garment Joint Stock Company has established a fire prevention committee and a fire prevention team at their factories. The company regularly inspects equipment and conducts fire response drills to assess prevention activities. Annually, the company

collaborates with the local firefighters to train and conduct drills for all employees.

Tien Hung Joint Stock Company emphasizes fire prevention and flood control. They have intensified fire safety education, established an on-site fire prevention team, and frequently train members. The company also invests in modern equipment and conducts regular drills.

Nam Dinh Textile and Garment Corporation has propagated and implemented fire prevention and emergency response measures. The company invests in modern fire safety systems and frequently collaborates with firefighters for fire safety training and drills. Vinatex Nam Dinh Yarn Factory has also established an on-site fire prevention team and



strengthened fire safety training for all employees.

It can be said that ensuring fire safety and emergency response in the factories of the Vietnam National Textile and Garment Group results from efforts to raise awareness, responsibility, and maintain preventive measures with the motto "prevention is key". □

# Collective Intelligence

## to OPERATE BUSINESS

Vinatex Nam Dinh Yarn Factory has applied the principle "Stability amid change" to be flexible in production management, harness collective intelligence, and save costs in business. As a result, the factory has overcome the difficulties in the yarn sector and approached a growth stage.



### PRIORITIZING QUALITY FOR PRODUCTIVITY

Mr. Vien Minh Dao, Director of Vinatex Nam Dinh Yarn Factory, stated that the factory always prioritizes product quality and growth in productivity at the same time, optimize production costs, and practice savings to achieve profitability.

The factory's Board of Directors has implemented cost-saving plans, promoted corporate culture, and organized regular meetings to understand the situation and concerns of the workers. Additionally, new technologies have been invested to improve product quality and diversify product lines. At the same time, the factory has also utilized renewable energy

by installing a rooftop solar power system, which helps reduce the temperature inside the factory and saves on electricity costs.

### EMPLOYEES AS THE FOUNDATION FOR DEVELOPMENT

Moreover, the factory focuses on training and developing human resources, applying digital technology, and digital transformation in production. The Board of Directors encourages employees to improve their skills and awareness to ensure product quality. With a culture of no-blame and to be go for broke, the factory creates a positive work environment, enabling employees to take initiative in their tasks.

The factory also pays attention to the employees' life and welfare such as



improving meal quality, organizing health care activities, and giving gifts during Tet holiday and special occasions. The Board of Directors always cares and listens to employees' concerns, building a friendly and united work environment.

The Vinatex Nam Dinh Yarn Factory 2 project is currently underway, promising to enhance capacity and continue development. The Factory is committed to building a strong corporate culture, passing on the spirit to the next generation, and maintaining unity and creativity throughout the factory. □

# COTTON - YARN

## Where does it go from here?

The year of 2023 was the most challenging for the global yarn sector due to weak demand, oversupply, rising production, and logistics costs. In 2024, yarn enterprises hope for market recovery but still face challenges such as tight financial conditions and restricted bank loan limits.

### COTTON PRICE TRENDS IN EARLY 2024:

International Cotton Prices: ICE cotton prices surged above 100 cents/lb in March 2024 due to speculation on the intercontinental commodity market but then dropped sharply to 70 cents/lb due to lack of real demand.

Price Differences: The gap between the A Index (cotton prices at Far East ports) and ICE prices increased to 14 cents/lb due to rising transport costs.

Domestic Cotton Prices: Prices in China remained stable, ranging from 100-105 cents/lb.



Indian Cotton Prices: Shankar-6 cotton prices stayed stable but higher than the A Index since March 2024.

### DIVERGENCES YARN PRICE:

Recovery and Decline: Yarn prices recovered well in the first two months of 2024 but gradually declined from March.

Price Reductions: 32CD yarn prices in China dropped by 6%, while Vietnamese and Indian yarn prices exported to China fell by 11% and 6%, respectively.

Competitive Disparities: The price for 32CD yarn from China and Vietnam is 2.7 USD/kg, whereas Indian yarn is 15 cents/kg higher, reducing Indian competitiveness in the export market.

### VIETNAM'S COTTON AND YARN PERFORMANCE IN THE FIRST 6 MONTHS 2024:

Import and Export Data: Vietnam imported 0.74 million tons of cotton at an average unit price of 2 USD/kg. Yarn exports reached 0.9 million tons, with an increase



of 7% but a 3% decrease in price compared to the previous year.

**Price Differential:** The gap between imported cotton prices and exported yarn prices rose to 40 cents/kg, indicating reduced losses and a shift towards blended yarns instead of 100% cotton

### INDIA'S COTTON POLICY:

**Cultivation Area Reduction:** The cotton planting area in India for 2024/2025 is expected to decrease significantly in all major growing regions.

**Minimum Support Price (MSP):** The Indian government raised the MSP for crops, including cotton, leading to higher domestic cotton prices and reduced competitiveness of Indian yarn in the export market.



### CHINA'S ACTIONS

**Subsidy Reduction:** China reduced subsidies for Xinjiang cotton and yarn while increasing cotton imports from Brazil and the U.S. to boost the export clearance for their goods.

**Import Quotas:** China has exhausted its import quota of 894,000 tons with a 1% tax rate due to the high price difference between domestic and imported cotton.

### OUTLOOK FOR VIETNAM'S YARN INDUSTRY

**Transition Phase:** Q3 will be a transition between 2 cotton harvest seasons, so yarn enterprises need to closely monitor the market and balance their purchasing needs for production.

**Competitive Edge:** Due to high Indian cotton prices, Vietnam's yarn businesses should quickly secure orders ahead of competitors like Pakistan, Uzbekistan, and Indonesia. They need to be cautious of price pressures, especially from Chinese buyers.

**Polyester Fiber Prices:** Rising PE fiber prices leading to rise in blended yarn in China increase the competitiveness of Vietnamese blended yarn exports.

**Regulatory Impact:** The tightening of the UFLPA by the U.S. forces China to increase cotton or yarn imports. Furthermore, the downstream garment market shows signs of improvement with increasing orders.

**Strategic Preparation:** Given the positive market signals, Vietnamese yarn enterprises should prepare well in terms of production and market management, selecting optimal products, customers, and orders for efficiency. □

# Electronic - Human Resource

## MANAGEMENT (E-HR)

# BASIC PRINCIPLES

In recent decades, new technologies have emerged, affecting organizations and businesses in various ways. The development of technology has enabled businesses to perform their functions more efficiently. Electronic HR management (e-HR) has emerged as a new method for managing human resources based on the application of information technology, digital techniques, and web platforms, reducing administrative tasks and allowing HR professionals to focus on strategic activities.

### WHAT IS E-HR?

e-HR is the method of executing HR activities, strategies, and policies with the support of technology. This enables businesses and employees to self-manage their information and easily access HR functions anytime and anywhere. While digital technology has been used in Human Resource Information Systems (HRIS) since the 1980s, HRIS focused

only on automating HR systems for HR professionals. e-HR, on the other hand, involves using information technology to change the way HR professionals, managers, and employees interact.

### THREE MAIN FORMS OF E-HR

**Information Dissemination:** One-way communication from senior management to employees via the intranet, announcing



general information such as company policies and event notices.

**Process Automation:** Combining intranet with extranet and various digital applications to replace paperwork by digital inputs.

**Complete Digital Transformation:** Fully automating all information, procedures, and processes and making decisions based on real-time data.

### BENEFITS OF E-HR

**Efficiency and Performance:** e-HR improves business efficiency and performance by increasing accuracy and reducing processing time.

**Cost Savings:** Automating processes helps reduce the number of HR staff and working hours, saving costs.

**Improving Communication and Collaboration:** e-HR optimizes processes and eliminates traditional procedures, enhancing communication between HR and employees.





**Automating and Simplifying Processes:** Such as hiring new employees or evaluating performance.

**Increasing Data Accuracy:** e-HR provides accurate and timely HR data, improving the effectiveness of HR decision-making.

**Remote Work:** Allowing HR professionals to work remotely, reducing operational costs and making it more accessible to employees.

### COMPONENTS OF E-HR

**e-Recruitment:** helps reach a large number of applicants at low costs and provides filtering tools to identify suitable

candidates. It also allows applicants to track their application process.

**e-Training:** uses technology to deliver training content online or directly on digital platforms, reducing training costs and enhancing knowledge transfer efficiency.

**e-Mentoring:** uses technology to provide flexibility in managing time and planning for both mentors and mentees.

**e-Career Management:** Replaces traditional documents with digital data, helping determine employees' development paths and offering recommendations.

**e-Compensation:** Plans compensation and benefits on digital platforms, automating salary and benefits management.

**e-Performance Appraisal:** Automatically evaluates employee performance using digitized management tools.

### RECOMMENDATIONS

**Developing a Digitization Strategy:** Identifying the goals of digitizing HR management and building a specific plan.

**Developing Skills for HR Directors:** Investing in training and developing technology and data analysis skills for HR managers.

**Flexible and Adaptive Policies:** Supporting new working methods due to technology integration.

**Readiness for Change:** Planning for restructuring and retraining employees as needed.

**Building an Innovation Culture:** Maintaining a culture of innovation and continuous learning within the organization.

E-HR management is transforming how businesses operate, making them more efficient and creating competitive advantages. However, businesses need to build appropriate strategies and policies to achieve optimal effectiveness in the digitization of HR management. □





# The Land of "Iron and Steel"



1965 and 1970, this was considered the most intense battleground of the war, enduring hundreds of sweeps and tons of bombs and ammunition from the American and South Vietnamese armies. However, with the intricate tunnel system and indomitable will, the people and soldiers of Cu Chi turned the area into an impregnable fortress.



The Cu Chi Tunnels were not just a hiding place but also a living, working, and fighting space for the people and soldiers, complete with weapon and food storage, water wells, "Hoang Cam" stove, leadership working rooms, surgical rooms, and many other facilities. The innovation in constructing the tunnel system created a solid defense, enabling the people and soldiers of Cu Chi to sustain a long and effective struggle.



Today, Cu Chi has transformed into a developing rural district with high-tech agricultural gardens, eco-tourism areas, and civilized residential zones, aiming towards a modern city and an eco-urban area in the northwest of Ho Chi Minh City. □



The Cu Chi Tunnels Historical Site is a unique military art wonder, showcasing the resilient spirit of the people from the "land of steel" during the two wars for national liberation. Formed during the war against the French (1946-1948) and expanded during the resistance against the Americans, this over 200km

long tunnel system, with its multiple layers and complex passageways, enabled the people and soldiers of Cu Chi to withstand enemies with superior weaponry and military forces.

Strategically located, Cu Chi was always an important revolutionary base. Between

# ADDRESSING *FAKE NEWS* in Leadership and Management



Nowadays, fake news has become an popular phenomenon, especially on social media, significantly impacting areas such as politics, economics, and society. To combat fake news, the Institute of Sociology and Development at the Ho Chi Minh National Academy of Politics has proposed several strategies:

## IDENTIFYING FAKE NEWS

Recognizing the types of fake news by identifying common characteristics such as related events, specific goals, and unclear sources. Fake news is often categorized based on the “truth” level of the information, including: Mocking, Distorting Information; Fabricated

Information; Edited Images; False Advertising

## COMBINING EXPERTISE IN SPECIALIZED FIELDS AND JOURNALISM

Leveraging the role of professionals in filtering, identifying, and analyzing information. The combination of journalism experts and specialists from other fields ensures more effective handling of fake news.

## EFFECTIVE PROPAGANDA

Propaganda should be timely, widely disseminated, and delivered by individuals with deep knowledge of the subject matter. The content should include legal regulations on cybersecurity to raise awareness among internet and social media users about combating fake news.



## ENHANCING THE ROLE OF SPECIALIZED AGENCIES

Press Agencies: Playing a crucial role in addressing fake news.

Information and Journalism Experts: Increasing the involvement of experts in managing and directing public information.

Appropriate Language and Channels: Using suitable languages and communication channels to combat international fake news, prioritizing English when necessary. □