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CORPORATE SOCIAL RESPONSIBILITY IMPLEMENTATION BY VIETNAMESE ENTERPRISES

Case: Vinamilk Corp.

Kinh Do Corp.

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ABSTRACT

While the application of corporate social responsibility (CSR) into business for sustainable development is becoming a popular trend in developed countries, this issue is considered relatively new to developing countries, particularly in Vietnam. In addition, CSR studies conducted in Vietnam remain very scarce. Most of the enterprise do not have adequate understandings of CSR's aspects, but the meaning of philanthropy. Hence, the thesis aims at examining the current understandings and implementation of CSR by Vietnamese enterprise.

The theoretical framework provides readers an overview of CSR issue, including definition, three CSR models, and followed by an analysis of CSR in developing countries. The empirical part covers two large-listed company case studies as Vinamilk Corp. and Kinh Do Corp. The case studies present several CSR practices in four recent years, from 2009-2012, and reveal the achieved results. Using the inductive reasoning, together with the Qualitative research method, the thesis focuses on content analysis based on companies' reports, websites, personal observation, and half-structured interviews with staff from two companies.

In conclusion, the collected data from case studies are compared and collated to research question answers. The study findings state that Vietnamese enterprises have a greater perception of sustainable development in implementing corporate social responsibility practices.

Key words: CSR practices in Vietnam, CSR applications, CSR implementation by Vietnamese Enterprise, CSR and marketing.

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LIST OF ABBREVIATIONS

CDCR	Consumer-Driven Corporate Responsibility
COCs	Code of Conducts
CPV	Communist Party of Vietnam
CSR	Corporate Social Responsibility
FDI	Foreign Direct Investment
MOLISA	Ministry of Labor, Invalids and Social Affairs
MNCs	Multinational Companies
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
SD	Sustainable Development
SMEs	Small-and-Medium-Size Enterprise
SOEs	State-Owned Enterprise
UN	United Nations
WBCSD	World Business Council for Sustainable Development

1 INTRODUCTION

1.1 Background information

The “sustainability” issue is widely acknowledged across the world in recent years for many reasons. Firstly, people have to suffer the consequences from natural disasters and external environmental occurrences due to global warming and climate change. Secondly, the global economic uncertainty level during recent years has increased remarkably; for instance; the financial crisis in the USA (2008) ignited regression among Asian and European countries, and the current debt crisis in the EU has huge influence on other areas. Thirdly, we have to face the matter of restraint resource because of the over-exploitation of natural resources in centuries. Particularly, in business environment, CSR is a tool to approach sustainable development and becomes a regular norm in many enterprise.

Since “Doi Moi” 1986 (Renovation process), the Vietnamese economy has opened and transformed from an agricultural and centralized planned economy to a market-oriented one. By issuing renovated policies, the government encourages internal restructuring. By September 2000, Foreign Direct Investment (FDI) was \$36 billion with 25,000 projects. In addition, the fact that Vietnam became an official member of WTO in 2007 boosts the country’s reputation. Vietnam was estimated as one of Asia’s most attractive destinations for foreign investors (McKinsey, 2012). Thus, in order to achieve a higher global integration, Vietnam needs to act in compliance with international standards and practices approved by other countries such as implementing a CSR program which generates numbers of benefits for the economy, society, and environment.

In order to attract greater foreign investment, the business entities must demonstrate their capabilities to win profits, as well as to act corporately responsibly towards community and environment. During the internship period, the author had the opportunity to work on a CSR project called “Gan KetYeu Thuong” Campaign (“Connecting Compassion”). This campaign aims at holding a charity foundation for diseased children who do not have enough financial support

for medical care. The socio-culture conditions in Vietnam, including high rate of poor population with low living standards (daily income: under \$1-2), especially in the rural areas, is one of the main reasons that CSR is usually known as philanthropic responsibilities like charitable activities, and helping the poor. In fact, CSR studies and researches in Vietnam remain very rare; thus the enterprise do not fully understand the CSR meaning: CSR is not only for charity purpose, but also the responsibilities to their employees, surrounding community, and environment. Therefore, this campaign has urged the author to start the study on CSR's understandings and practices among Vietnamese enterprise as its results will provide an overview of CSR in Vietnam for readers.

1.2 Thesis objectives & research questions

This study is aimed at analyzing the current understanding of CSR among Vietnamese companies and the administrative role of government. The second objective is to examine how Vietnamese enterprise implement CSR practices into their operation with two case studies. The thesis is conducted corresponding to several research questions listed below:

- Why is CSR needed in Vietnam?
- How is CSR perceived by Vietnamese enterprise?
- What CSR practices do the Vietnamese enterprise implement?
- What do the Vietnamese companies achieve from the implementation of CSR?

1.3 Research methodology

An overview of research methodology is illustrated in the Figure 1.

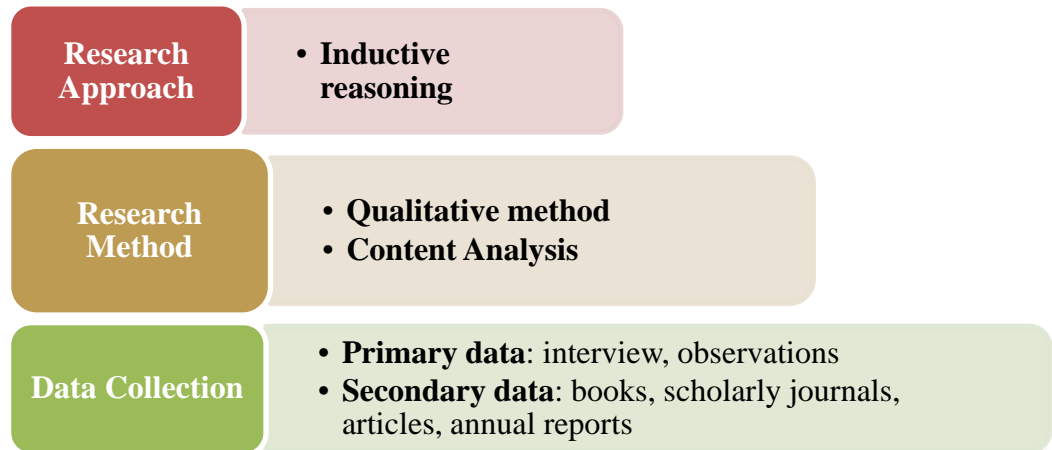


FIGURE 1. Diagram of research methodology

In terms of research approach, there are three main concepts to logically reason: induction, deduction, and combination. The research approach used in this thesis is the inductive reasoning which means that we conclude generalizations and theories based on specific observations and collected and analyzed data. By contrast, deductive reasoning moves from a theory and then it is applied to test the hypothesis. The combination is a mix of both reasoning methods: induction and deduction.

Based on the nature of inductive reasoning, the research methods chosen are qualitative method for data collection and content analysis. Ghauri *et al.* (2002, 88) state that qualitative research method is the most common application for induction since the researchers can be led to hypothesis building and explanation. Usually, it is used to explain a phenomenon in social sciences.

The collected data throughout this research are based on the primary and secondary sources. The primary data are collected from the interviews of staff from two studied cases, i.e Vinamilk Corp. and Kinh Do Corp., as well as the author's observation through companies' reports. Subsequently, the articles, books, and reports focusing on the CSR topic are considered the secondary source. Most of the information is issued in 2000-2012 which likely provide the most up-to-date data in this specific field.

1.4 Theoretical framework

There are two main parts in the thesis, the theoretical and empirical parts, which are approached differently. The theoretical framework consists of several literature reviews related to CSR such as:

- Popular CSR models
- Leadership skills and capabilities to manage CSR
- Statistics of CSR practices in SMEs and large companies
- CSR drivers in developing countries
- CSR Pyramid in developing countries

The content for theoretical framework is synthesized from previous research published in international scholarly journals within the past two decades, and published sources such as books, articles focusing on CSR and concepts related. Meanwhile, the context in the empirical part is gathered by the interviews from two companies' staff: Ms. Nguyen Huu Ngoc Tran-Acting Executive Director Marketing from Vinamilk Corp., and Mr. Tran Ngoc Thanh-Executive Marketing Manager from Kinh Do Corp.

1.5 Thesis structure

The thesis consists of two main parts: the theoretical framework and empirical study, divided into seven chapters (See Figure 2)

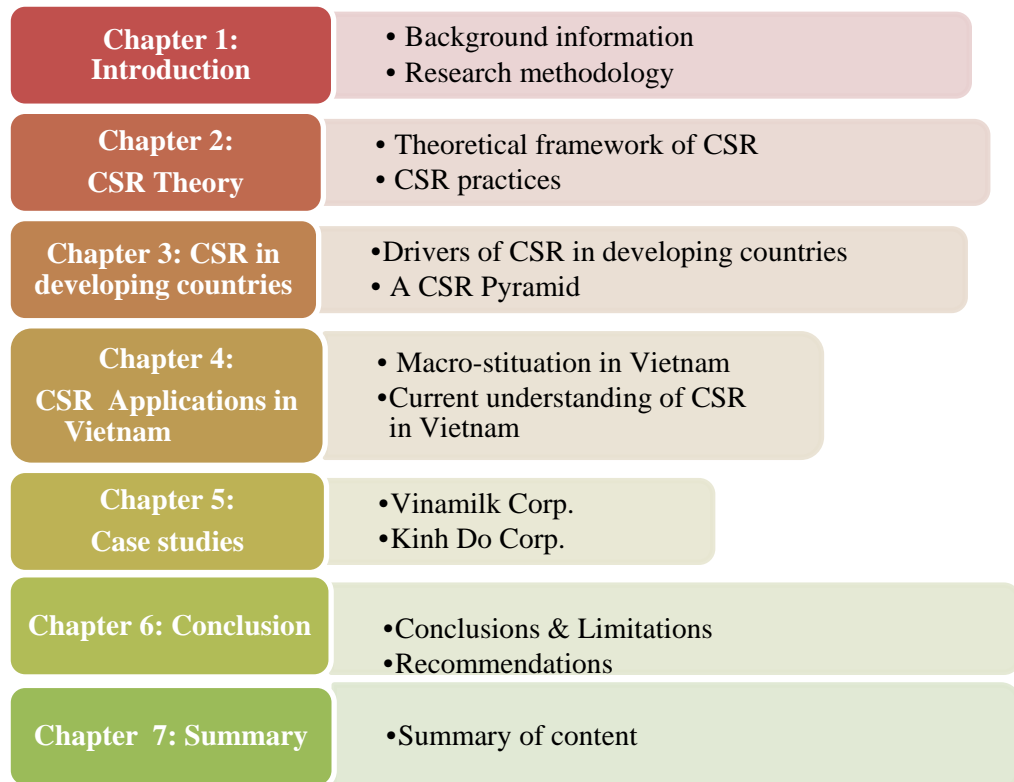


FIGURE 2. Thesis Structure

Firstly, chapter 1 provides the readers general information on the thesis topic, including research objectives and research questions, the theoretical framework, research methods, and data collection. Chapters 2 and 3 cover the theories and concepts related to CSR. Chapter 2 will go through the definition of CSR, three CSR models, and some statistics concerned the CSR practices implemented by the companies in developed countries. Subsequently, chapter 3 presents factors that drive CSR in developing countries, as well as proposed a CSR pyramid for developing countries compared to developed one.

The next part is an empirical study, including chapter 4 and 5. The focus idea in chapter 4 is to analyze the current situation in Vietnam by using PEST-analysis tool and state the understanding of CSR from Vietnamese enterprise' point of view. Then, chapter 5 introduces two case studies: Vinamilk Corp. and Kinh Do Corp. to present more detail on CSR practices applied by companies. Finally, chapter 6 concludes the whole context and state some findings on the topic, the limitations, as well as suggestions for further research, while chapter 7 summarize the entire thesis with key aspects.

2 CORPORATE SOCIAL RESPONSIBILITY THEORY

This chapter aims at providing the readers with knowledge of Corporate Social Responsibility definition and the related theories. Afterwards, three CSR models, which are *The Pyramid of CSR*, *CSR 2.0*, and *Consumer-Driven Corporate Responsibility*, will be addressed. The last sub-chapter will discuss how to put the CSR strategies into practice.

2.1 What is Corporate Social Responsibility?

The term of 'Sustainable development' (SD) has come into existence since 1980s; the World Commission on Environment and Development (1987) defines as "SD is a development that meets the needs of the present without compromising the ability of future generations to meet their own needs" in the Brundtland report. It is regularly agreed that SD requires "a convergence and harmony between three pillars of economic development, social equity, and environmental protection" (United Nations, 2010) (Figure 3).

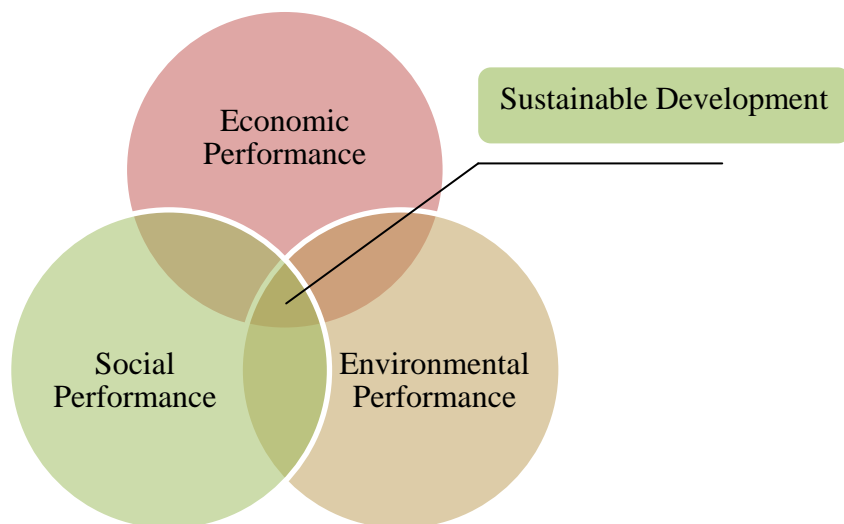


FIGURE 3. Three dimensions of Sustainable Development

While the term SD is considered relatively new, the concept of corporate social responsibility (CSR) has become an increasingly common term in the political, academic and business realm since its first emerging in 1940s (Claydon, 2011, 405). The World Business Council for Sustainable Development (WBCSD)

defines CSR as “the commitment of business to contribute to sustainable economic development, working with employees, their families and the local communities” (WBCSD, 2001). On the other hand, the Commission of European Communities (2001) conceptualizes CSR as “business’ commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life”. Or Carrol, who invented the Pyramid of CSR, has a definition that “CSR involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. To be socially responsible then means that profitability and obedience to the law are foremost conditions when discussing the firm’s ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent. Thus, CSR is composed of four parts: economic, legal, ethical and voluntary or philanthropic” (Carroll 1983, according to Carroll 1999, 286).

Nevertheless, by any means, the influence that business has on the society and the environment is increasing along with the globalization progress. CSR emphasizes on two key points: first, business must conform to the legislation and morality; second, business must be responsible for whoever involves in, not just for the stockholders (Chang, 2009, 420). Many scholars believe that SD concept serves as the basis for CSR. DesJardins (1998) indicates the term of SD only refers to governments and individuals, which does not mention the role of enterprise. Meanwhile, CSR concept addresses the corporate responsibility of companies to meet the requirements of its stakeholders and the environment. To achieve the sustainable development, the enterprise should pay attention to the CSR, as well as concern their performances in three above-mentioned dimensions. Therefore, business development has strong interaction with SD, by which many companies often utilize the CSR to create their reputation and competitive advantage.

2.2 CSR models

This sub-chapter provides three CSR models respectively: the Pyramid of CSR proposed by Carroll (1991), who is the pioneer to raise the idea of CSR model. The second one CSR 2.0 is introduced by Visser (2010), an author with huge

contribution to CSR research, who improves the limitations in Carroll's model. The third model which turns the idea of CSR upside down by starting from the consumers' demand on CSR is called Consumer-Driven Corporate Responsibility (Claydon, 2011).

2.2.1 The Pyramid of CSR

The Pyramid of CSR model (Figure 4) was first introduced by Carroll in 1991 and this has been empirically tested and supported by many other authors (e.g. Aupperle, Carroll & Hatfield, 1985; Pinkston & Carroll, 1994). As mentioned in the above definition, Carroll listed four components in his pyramid as follows: (1) Economic responsibilities of business should perform an obligation to be productive and profitable and meet the consumer needs. (2) Legal responsibilities of business indicate a concern that economic performance should be conducted along with the written law. (3) Ethical responsibilities of business reflect unwritten codes, norms, and values implicitly derived from society. (4) Philanthropic responsibilities of business are volitional, conscious in nature, and also difficult to allocate or evaluate (Aupperle *et al* 1985, 455; Carroll 1991, 40-43).

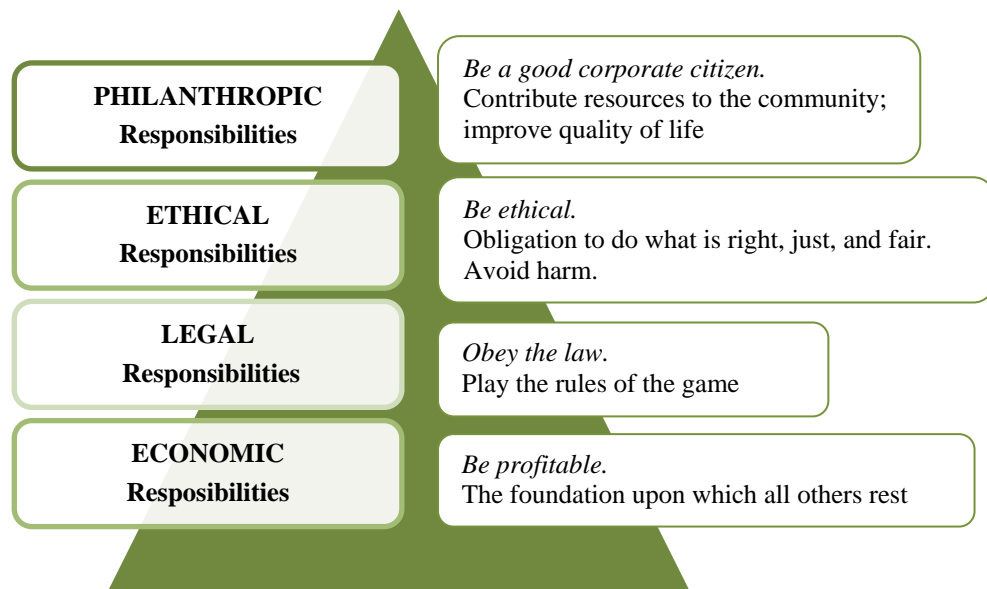


FIGURE 4. The Pyramid of CSR (Carroll, 1991, 42)

However, the model faces numerous of critics. For instance, Campbell (2007) claims that the economically-weak companies are likely less engaging in CSR activities as they have fewer resources (time, money, effort) to invest in. Thus, their performance could not meet the threshold of socially responsible behavior. Furthermore, he also argues that the relationship between the economic conditions and corporate behavior is affected by: public and private regulations; non-governmental institutions and organizations that monitor corporate behavior; institutional norms regarding appropriate corporate behavior; associative behavior amongst corporates themselves; and organised dialogues among corporations between them and their stakeholders (Campbell, 2007). Hence, the simple structure of pyramid proposed by Carroll is not adequate to explain the complicated relationship between business, society, and environment.

2.2.2 CSR 2.0

Visser (2005) also makes a critic of Carroll's pyramid that it is lack of consideration of environmental management and corporate sustainability. He asserts with various facts and figures which highlight that the global ecological footprint has tripled in 40 years. Following this critic, he proposes a new model of CSR which signifies a shift from a mono-dimensional "CSR 1.0" to a multi-dimensional "CSR 2.0".

"CSR 2.0" lists five principles (C), (S), (R), (2), and (0). (C)onnectedness urges company practice to break the monopoly of shareholders, and build up a multi-stakeholder approach to business relations. (S)ustainability criticizes the model projects of CSR and sustainability that many companies often perform in small scale over short time span, rather than long-term goals. (R)esponsiveness requires a bolder respond to the community needs. Duality (2) challenges the notion of "either/or"-that the company has to decide whether to be socially responsible or not. Lastly, circle(0) is based on the notion of three basic rules of sustainability, that waste equals food, nature runs from current solar income, and nature depends on diversity (Hawkins, 1994) (Claydon, 2011, 413).

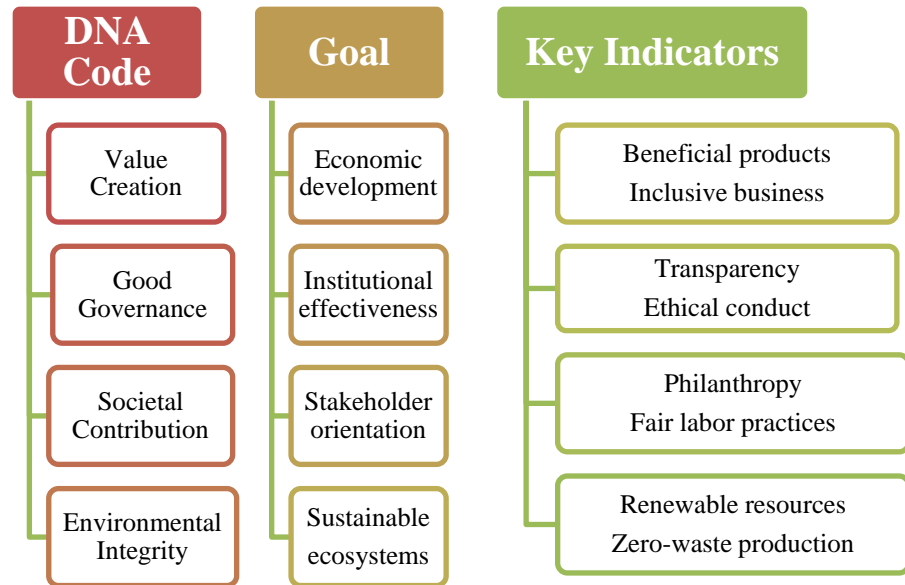


FIGURE 5. CSR 2.0 double helix model (Visser, 2010, 10)

The Figure 5 presents four DNA Responsibilities Bases, including Value creation, Good governance, Societal contribution, and Environmental integrity. First and foremost, Value creation base indicates the goal of economic development, which means not only to enrich the shareholders and executives, but also improve the business in which a company operates such as creating more jobs, providing skills development, etc. The Good governance base denotes the goal of institutional effectiveness that is as important as the social and environmental ideals. If the institution is not transparent and fair, it would waste the effort that CSR is trying to accomplish. Thirdly, the Societal contribution addresses the goal of stakeholder orientation. The philanthropy is placed at its right position in CSR, while it emphasizes the importance of fair labour practices. Finally, the Environmental integrity sets the goal of sustainable ecosystems which does not mean to minimize the negative effect on environment; yet it states some sense of the ambition as 100 percent renewable energy and zero waste (Visser, 2011). Unfortunately, the CSR 2.0 model is noted that it is solely normative and does not provide corporations with a practical tool that the companies could implement effectively (Claydon, 2011, 413).

2.2.3 Consumer-Driven Corporate Responsibility

According to numerous studies in recent years, consumers are increasingly concerned with social and environmental issues, as well as they have greater expectation for a company to act socially responsibly (Frederick, 2006). For instance, a survey conducted by the Boston Consulting Group found that more consumers purchased green products in 2008 than in 2007 regardless of the higher price. Moreover, 73 percent of consumers believed that companies should have high ethical standards and treat their employees fairly. As stated in a project by Coca-Cola Inc. (2011), consumers would like to support their local farmers using green technology in manufacturing through their purchase. Those examples demonstrate that consumers have greater demand for socially and environmentally responsible products/services and corporate behaviour.

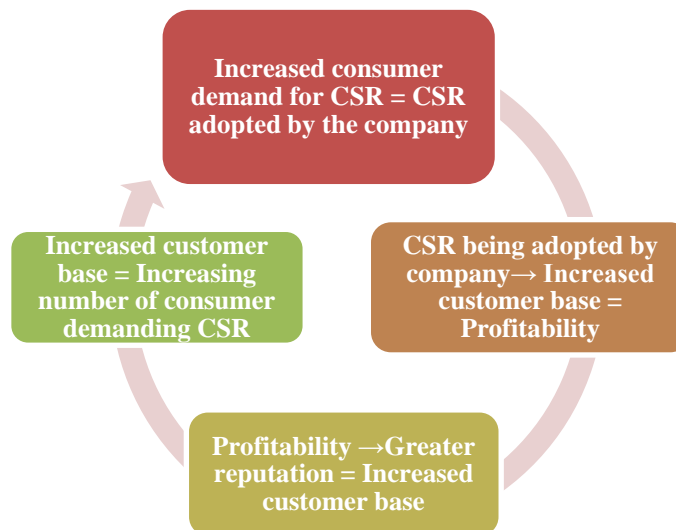


FIGURE 6. The model of Consumer-Driven Corporate Responsibility (Claydon, 2011, 416)

The model of Consumer-Driven Corporate Responsibility starts from the consumers' increased demand for CSR (Figure 6). The company, in order to remain profitable, should adopt a framework of CSR that meets consumers' demand. As a result, the corporation does not only generate profits, but also involve in socially and environmentally responsible behaviour. Furthermore, the company would obtain a higher reputation and esteem from the public, which create a competitive advantage and attract more customers to purchase (Claydon, 2011, 415). This model offers a win-win solution for people: firstly, consumer's

demand is met which is the prior concern in the marketing field; secondly, other stakeholders and the environment have the requirements met; thirdly, the company generates profits as well as public reputation. Lastly, the corporation should be maintained, upgraded, and improved to serve a larger amount of customers.

2.3 CSR practices

This part denotes how the companies acknowledge and implement CSR into their operations. The data are collected from three studies: the first one has been carried out in 2009 across over 65 organisations, consisting of both for profit and non-profit, located in the USA, the UK, Continental Europe, Africa and Australia (Kakabadse *et al.*, 2009). The second study identifies the CSR strategies and practices within European SMEs (Santos, 2011). The third research was conducted by McKinsey at global scale in 2011, including full range of regions, industries, company sizes, and functional specialities (McKinsey, 2011). From the findings in those reports, ten essential skills and capabilities for leaders in order to operate CSR will be synthesized, and some CSR practical statistics will be presented by the author.

2.3.1 Leadership skills and capabilities

In a company, the leaders or the Board of Managers should be the first actors to perceive and suggest the implementation of CSR. Thus, the skills and capabilities to strategize and manage are necessary for the companies' leaders. Regardless of the country of residence or size of company, research findings (Kakabadse *et al.*, 2009) reveal three stages of CSR implementation: the decision-making stage, the formulation stage, and the commitment stage (Table 1.)

Stage one: CSR Decision

Within the first stage, the capabilities of awareness, integrity, and clarification of CSR goals are key points to an individual's ability to provide initial direction for CSR in the company or organisation (Kakabadse and Kakabadse, 2003). The consciousness of CSR is a crucial factor in leading CSR actively and successfully

as the awareness and knowledge of CSR provide the preparation to craft a new future and change of old behaviours. Once the awareness is adopted, the reflexivity of the moral and organizational issues becomes prominent. Reflection calls for examination of company's reality to consider the current circumstances. For example, what is the opportunity cost of investing in CSR with respect to financial performance, as well as shareholder's value? (Kakabadse *et al*, 2009, 53). The capability to interpret the reality and anticipate possible scenarios is a critical aspect of learning and re-assessment. This enables leaders to have influence and act upon available information within their context, while allows them to reconsider their experience and learn new lessons.

Stage two: CSR Formulation

The second stage, which bridges the paper strategy to the action in the real world, can be formed through acquisition of a set of six additional skills: using business case language, persuading, handling paradoxes and conflicts, consistency of application, appropriately measuring CSR, and the discipline to follow through. Firstly, skill is to present CSR goals as a real business case that increases the firm's well-being. An effective business case is supported once it shows that CSR activities are reducing business risk, protecting reputation, or increasing customer's base (Kakabadse *et al*, 2009, 54).

In addition, movement through this stage is feasible after an internal journey through persuasion and handling paradox. Both the leaders and the managers are required to deal with the problematic logic of mediating between contrasting assumptions, whereas maintaining a right attitude to personal choice and interpretation. The skill of handling paradox is very important for the survival of initial CSR goals, such as resource management as well as making money. In fact, this requires awareness of risks and opportunities, and the ability to recognize difficulties and the legitimacy of other perspectives and stakeholders (Kakabadse *et al*, 2009, 54).

Stages	Capabilities	Description
1. CSR decision	CSR awareness	Awareness and knowledge of CSR provides conviction and wisdom to craft a new future and change of old behaviour
	Integrity	Reflects on issues and actions throughout the organization
	Clarify CSR goals	Clarifying what is and what is not a CSR goal requires definition and commitment to sustainability
2. CSR formulation	Using business case language	Ability to present CSR as a business case rather than just as emotional appeal for doing “good” or moral argument
	Persuasion	Ability to get buy-in from others to support and own CSR initiatives
	Handling paradoxes and conflicts	Able to see a way forward when confronting with two or more contrasting forces pulling in different directions, whilst at the same time not being able to simply opt for one or the other, but having to reconcile both alternatives that are contradictory, or accept their temporal or permanent coexistence
	Consistency of application	Consistent application of CSR message through all organisational activities
	CSR Measurement	Ability to know and define clearly what success will look like so that appropriate measures can be designed, ability and willingness to monitor CSR performance for accountability
	Follow through	Ability to follow through from initiative to application, which requires discipline and passion for results
3. CSR commitment	Will to act	Staying power combined with sense of purpose and mission to make CSR vision work

Table 1. Stages and capabilities of CSR leadership (Kakabadse *et al.*, 2009, 52)

Another necessary skill is to design appropriate measurement and feedback mechanism to monitor CSR performance in order to ensure a successful implementation. In most situations, measurement and control have a beneficial effect on performance; if poorly handled, the impact might reverse (Kohn, 1993).

Stage three: CSR Commitment

At the third stage, the tenth skill “Will to act” must be presented for long-term commitment which demands for the company’s CSR vision to work over time, by way of many organisational systems and processes, across boundaries. Thus, reaching the stage of commitment is a huge achievement.

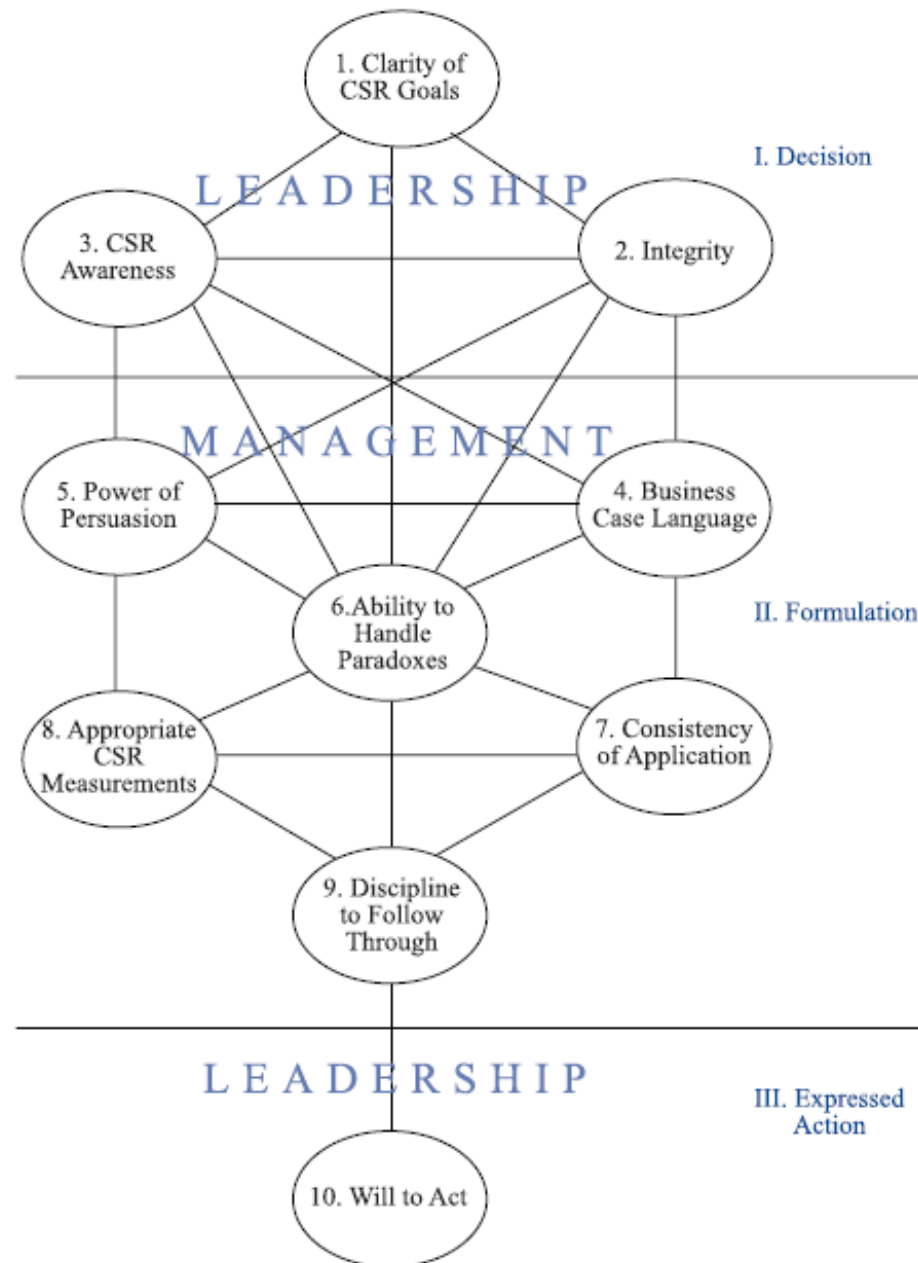


FIGURE 7. CSR Leaders Road Map (Kakabadse *et al.*, 2009, 56)

The above figure illustrates that ten skills are inter-connected, in the sense that all need to be employed at many points over the timespan, and in that they need to be often used together to face inevitable challenges against the implementation of

CSR. The CSR leadership requires the individual capability to cover up all ten skills that allows him/her to act in a coherent manner that makes sense to the outside world and runs the organization forward. A lack or misuse of any one of the skills would undermine the effectiveness of others along the way (Kakabadse *et al*, 2009, 55). Therefore, three stages and ten skills should be deliberately concerned by the board of leaders.

2.3.2 CSR practices in Small-and-Medium-sized Enterprises (SMEs)

The European Commission defines a SME is an enterprise with the staff of 50-250 employees, and either the turnover or balance sheet total fluctuates in €10-50 million (European Commission 2003). In terms of CSR, it is easy to identify that CSR practices in large companies, especially multinational companies, are given in their promotional company profile; yet it does not happen at the SMEs level (Tilley, 2000; Perrini *et al.*, 2007). Santos (2011) believes that although the SMEs play key component in European economic growth, the research on this specific field seems rare. A study conducted in 2011 on the European SME's CSR (Santos, 2011) shows that the SMEs also recognize their responsibility not only to their employees but also to the community and the environment.

The applied CSR strategy is closely associated with increasing economic performance or being financially viable. Practices linked to the cost reduction through more eco-efficient management, improvements to service standards, higher quality levels, boosting employee's satisfaction, and better environment management (UNIDO, 2002).

Economic CSR dimension

SMEs integrate CSR in manufacturing process, after-sale services, customer's satisfaction, credibility to the suppliers and partners (Table 1). Within this scope, adopted practices cultivate the customer's and suppliers' relationship. For instance, after receiving feedback from the complaint-handling system, the company has to adapt product/service to client need (75 percent). To the suppliers, the company has committed to pay by agreed due date (68 percent).

Factors	Practices	%
Clients	Adapting product/service to client needs	75
	Complaint-handling system	61
Products/services	Information on utilization	72
	Aspects of safety, reliability and service in product utilization	65
Commercial suppliers	Guarantee of payment by agreed deadline	68

Table 2. Most common business CSR practices (Santos, M. 2011, 494)

Social CSR dimension

This dimension includes a diverse range of practices focusing on actors beyond the company such as the poor, the students, social organizations (Table 3.). For example, the SMEs focus on the local community (associations, local councils, etc.) to improve the living standards for local citizens through greater social cohesion. Besides, they contribute through sponsorship and donation activities, or offer internships and study grants for students.

Factors	Practices	%
Sponsorships and donations	Awarding donations	62
	Sponsorship of sporting events	56
Social employment	Internships and study grants	50
Partnerships & cooperation	Partnership with other organizations	28
Social cohesion	Participation in education, training, employment, environmental and urban renovation activities	12
	Release human resources for voluntary activities	8

Table 3. Most common social CSR practices (Santos, M. 2011, 496)

Environmental CSR dimension

To the environmental aspect, according to the data obtained, SMEs' effort and involvement in improving their performance are not primarily due to the voluntary integration but rather about meeting the regulatory framework, market demands, and likely the search for competitive advantage (Santos, 2011, 496). Table 4 shows that SMEs involve in more practices seeking to reduce the impact of "pollution and waste" than "environmental management system".

Factors	Practices	%
Environmentalsystem	Employee awareness	62
	Temperature control system maintenance	51
Pollution and waste	Recycling	75
	Separation of wastes	64

Table 4. Most common environmental CSR practices (Santos M. 2011, 497)

2.3.3 Putting into practices

Realizing the importance of sustainability, many companies have actively integrated sustainable principles into their business. The McKinsey survey (2011) reveals how companies understand and manage issues related to sustainability in order to achieve their short- and long-term value. According to the survey, there are many reasons that companies are pursuing CSR practices for sustainable development. For instance, the share of respondents saying their companies's top reasons for addressing sustainability include improving operational efficiency and lowering costs (33 percent). The reputation obtaining is the second most cited reason (32 percent), and new growth opportunities (27 percent) (McKinsey, 2011, 2).

The areas that most companies are taking action are reducing energy usage and reducing waste in operations. Companies are also integrating sustainability across many processes: 57 percent say their companies have intergrated sustainability into strategic planning. The most integrated areas are mission and value, while the least integrated areas are supply chain management and budgeting (McKinsey, 2011, 4). Executives who are in the leaders' group also report that employees at all levels are knowledgeable about their companies' sustainability activites-and that sustainability is more important for attracting and retaining employess. This finding suggests that the integration of sustainability extends far beyond business practices at these companies (McKinsey, 2011, 8).

Global warming and climate change became hot topic discussed recent years which all enterprise should take into consideration in their operation. Moreover, constrained resources and tighter regulatory requirements, as well as growing demand for sustainable products and services, good corporate governance, and social responsibility urge the enterprise to have quick action. McKinsey estimates that the clean-tech product market will reach \$1.6 trillion by 2020 (McKinsey, 2011, 12). Hence, more businesses have to engage the sustainability issue as key value creation factor in a long-term strategic view.

3 CSR IN DEVELOPING COUNTRIES

Developing country is defined as “a country with lower GDP relatively to other countries, is characterized by little industry and a high dependence on foreign aid. Developing countries are major borrowers from organizations such as the World Bank; most countries do not belong to the Organization for Economic Co-operation and Development” (OECD) (Financial Dictionary 2012). Visser (2008) indicates that the challenge for CSR in developing countries is framed corresponding to the Millennium Development Goals by the United Nations (UN)—“a world with less poverty, hunger and disease, greater survival prospects for mothers and their infants, better educated children, equal opportunities for women, and a healthier environment” (United Nations, 2006:3). This chapter will present ten drivers of CSR in developing countries: six internal drivers, and four external ones (Figure 8) to show why CSR is needed in developing countries; comes along with the CSR Pyramid model applied in those countries (Figure 9).

3.1 CSR drivers in developing countries

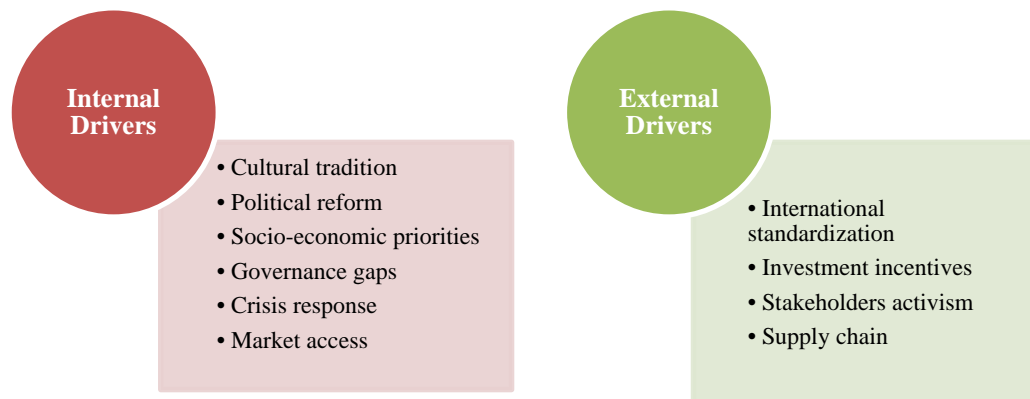


FIGURE 8. Drivers of CSR in developing countries (Visser, 2008, 481)

3.1.1 Internal drivers

Cultural tradition

Visser (2008, 481) believes that cultural traditions of philanthropy, business ethics, and community embeddedness have deep-rooted from the religions such as Hinduism, Buddhism, Islam, Christianity dated back thousands years. He

concerns this cultural feature is the leading driver of CSR in developing countries. In Vive's survey (2006) of over 1,300 SMEs in Latin America, he concludes that the region's religious beliefs are one of the major motivations for CSR.

Political reform

A just-reformed political system in developing countries will drive CSR practices to act corresponding to the new regulation. For instance, in South Africa, the political changes towards democracy have been a significant driver for CSR, through the practice of improved corporate governance (Roussouw *et al.*, 2002), more business actions for society (Fourie and Eloff, 2005), and business ethics (Malan, 2005).

Socio-economic priorities

The socio-economic environment in which firms operate influences directly on their CSR practices. Amaeshi *et al* (2006) claims that CSR in Nigeria addresses the socio-economic development challenges of the country, including poverty reduction, health-care provision, infrastructure development, and education. Michael Spicer, CEO of the South Africa Foundation, believes that CSR practices operated under the socio-economic priorities of the country or region is simply good business (Middleton, 2005).

Governance gaps

In developing countries, CSR is a way to fill in the 'governance gaps' that government does not have adequate resources to support (housing, roads, electricity, healthcare, education, etc.) (Visser, 2008, 483). Blownfield and Frynas (2005) see it as 'an alternative to government'.

Crisis response

Various kinds of crises including economic, social, environmental, health-related, or industrial events with immediate impact require CSR practices, especially of the philanthropic kind, to respond promptly. The corporate response to the Asian tsunami in Japan (2004) is a typical case at this point (Fernando, 2007).

Market access

The companies in developing countries could apply CSR to access markets in the developed world, to obtain new business opportunities, create and develop new markets (Visser, 2008, 485).

3.1.2 External drivers

International standardization

Codes and standards issued by the International organizations become the key drivers for CSR in developing countries. Baskin's survey (2006) presents that the increasing adoption rates of ISO 140001 and the Global Reporting Initiative's Sustainability Reporting Guidelines in emerging markets. Usually, the multinational companies urge its subsidiaries to follow the CSR standards towards achieving global consistency in operation (Visser, 2008, 486)

Investment incentives

Gabriel (1972) concerns that multinational investment closely linked with the social welfare of developing countries is not a new phenomenon. Goyal (2006) also believes that CSR may serve as a signal device for developing countries to obtain foreign direct investment proposals from foreign firms.

Stakeholders' activism

There are four stakeholder groups that play the most powerful role for CSR, including development agencies (Jenkins, 2005), trade unions (Kaufman *et al.*, 2004), international NGOs (Christian Aid, 2005), and business associations (WBCSD, 2000). These groups give support to the local NGOs that do not always have adequate resources to provide advocacy for CSR. The media is the promoting factor and also a driver for the CSR practices (Vivarta and Canela, 2006).

Supply chain

The last driver for CSR in developing countries is derived from the multinationals requirement on their supply chains. The SA 8000 standard is now widely used as

a screening mechanism for multinationals in selecting their suppliers in developing countries (Kolk and Van Tulder, 2002).

3.2 CSR Pyramid for developing countries

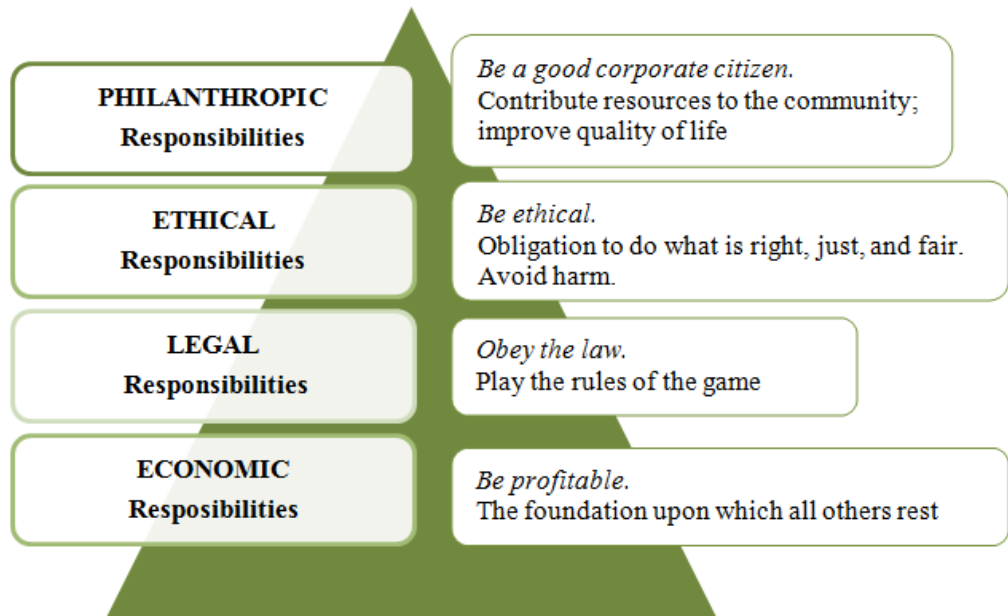


FIGURE 9. The Pyramid of CSR (Carroll, 1991, 42)

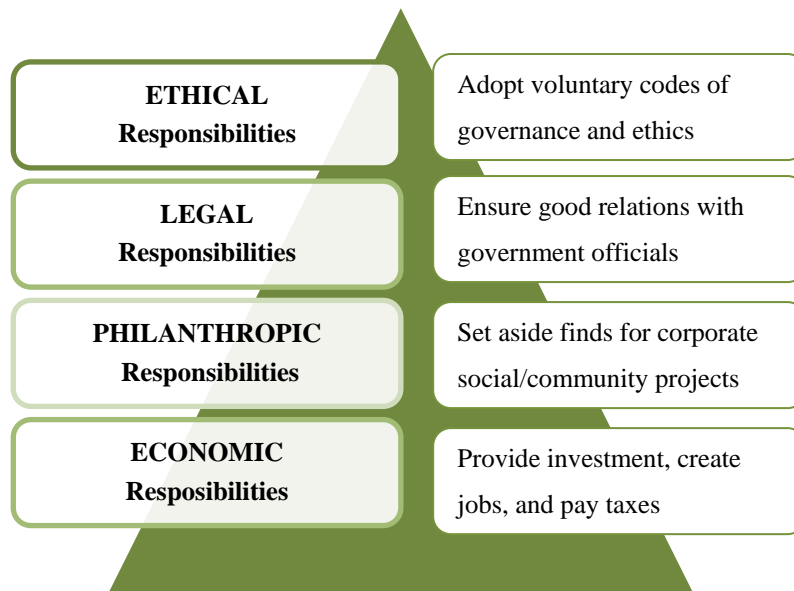


FIGURE 10. CSR Pyramid for developing countries (Visser, 2008, 489)

In comparison with the CSR Pyramid proposed by Carroll (Figure 9), the pyramid in Figure 10 demonstrates a different order of four responsibilities respectively as

economic responsibilities with the highest priority, philanthropic responsibilities- the second highest, legal responsibilities, and finally ethical responsibilities. Each aspect will be discussed in succession.

Economic Responsibilities

Most of developing countries suffer from an insufficiency of foreign direct investment, from high unemployment rate, as well as widespread poverty. It is obvious to recognize the government highly appreciates the economic contribution of companies in developing countries (Visser, 2008, 490). Therefore, CSR practices must emphasize on the capability to get new investment and income, manufacture safe products and services for consumers, create more jobs, construct infrastructure, etc (Nelson, 2003).

Philanthropic Responsibilities

As mentioned in the previous part “Drivers of CSR”, the socio-economic situation and the crisis response that demand for CSR actions aiming at philanthropic purpose is a regular norm. This is seen as a direct path to improve firm’s image and reputation within community. Generally, developing countries are in the early stage of maturity in CSR, they even consider CSR and philanthropy equally (Visser, 2008, 490).

Legal Responsibilities

As shown in the pyramid, legal responsibilities in developing countries place at the third priority which is lower than in developed country. The reason could be the poorly developed legal infrastructure and many lacks of independence, resources, and administrative efficiency. It does not necessarily mean that companies thread the law, yet there is less pressure for good conduct (Visser, 2008, 491). For instance, tax avoidance by companies is one of the most critical examples of irresponsible business behavior in developing countries (Christensen and Murphy, 2004)

Ethical responsibilities

Finally, ethics is put at the last priority on the CSR agenda which is a voluntary action encouraged by the government. According to Transparency International's Annual Corruption Perception Index and Global Corruption Barometer, developing countries usually have the poor rank. Many survey respondents approve that corruption still affects business to a large extent. Thus, there is a long way to embed ethical responsibilities in developing countries (Visser, 2008, 492).

In case of Vietnam, a developing country, the author utilizes Visser's Pyramid model instead of Carroll's model to explain the situation of CSR implementation by Vietnamese enterprise.

4 CSR APPLICATIONS IN VIETNAM

Although the CSR disclosure is commonly compulsory in developed countries, it is still a new concept in the developing one, particularly in Vietnam. This part will present a macro-situation analysis by using PEST-tool in case of Vietnam. Subsequently, the author will state current understandings of CSR within Vietnamese enterprise.

4.1 PEST analysis-Vietnam

In the first part of this chapter, the author will concisely describe the current situation in Vietnam by using the PEST-analysis tool which consists four main factors as the political, the economic, the socio-cultural, and the technological background. The PEST analysis is a framework designed to illustrate the external macro environment in which a business operates. According to the Businessballs (2000), this is a useful tool to understand market growth or decline, as well as to plan the long-term strategies.



FIGURE 11. PEST Analysis-Factors

4.1.1 Political background

To begin with, the political system in Vietnam combines three parts that are the Party, the State, and the Army. The country is regulated under a single-party system which is tightly organized and hierarchical by the Communist Party of Vietnam (CPV). Found in 1930, the CPV has implemented many programs to renovate, modernize, and industrialize the country (Government Web Portal 2005). In other words, the CPV is supreme and rules over the other two elements.

The CPV adopts Marxism-Leninism and Ho Chi Minh Thoughts as the concrete ideological foundations, serving as guidance for its activities, promoting the nation's traditions, and absorbing other nations' essential ideas (Government Web Portal 2005). In 2011, Vietnam held the 11th Congress of Vietnam Communist Party to elect the Party Central Committee for the new term 2011-2015. During the Congress, four significant decrees were issued:

- Approving the State budget;
- Agreeing on the program of building laws and ordinances in 2012;
- Making admenments and supplements of the 1992 Constitution;
- Issuing the additional tax measurement to remove difficulties for enterprises and individuals (Vietnam Congress 2011).

4.1.2 Economic situation

According to the World Fact Book (2011), Vietnamese economy is characterized by the typical indicators due to the following table

Economy of Vietnam	
GDP (purchasing power parity)	\$300 billion
GDP-real growth rate	5.9%
GDP-per capita	\$3,400
GDP-composition by sector	Agriculture 22%, Industry 40.3%, Services 37.7%
Unemployment rate	3.6%

Inflation rate	18.7%
Export	\$96.91 billion (clothes, shoes, marine products, crude oil, electronics, wooden products, rice, machinery)
Import	\$97.36 billion (machinery & equipment, petroleum products, steel products, raw materials for the clothing and shoe manufacturing industries, electronics, plastics, automobiles)

Table 5. Statistics of Vietnamese economy (The World FactBook 2011)

The year of 2011 was the first year in the latest Socio-Economic Development Strategy (2011-2020), with the goal of becoming an industrialized and modern economy by 2020. In order to meet this ambitious target, the government has identified key priorities such as stabilize the economy, build world-class infrastructure, create a skilled labor force, and strengthen market-based institutions (Anthony, 2011). However, the country has experienced much macroeconomic turbulence, for instance, double-digit inflation, depreciating currency, capital flight, and loss of international reserves-eroding investor confidence (Vietnam Development Report 2012, 10).

Currently, one of the most critical concerns is inflation, which rose over 20 percent for the second time in four years from 2008 to 2011 (see chart below). Vietnam becomes an Asian country with the highest inflation rate. Thousands of businesses have gone bankrupt, property prices have collapsed, while banks and state-owned enterprise (SOEs) involve in bad debts. There are several reasons for the slowdown. Firstly, the corrupt and wasteful SOEs weigh the economy down. Secondly, the low-wage, low-cost manufacturing no longer works as other developing countries such as Cambodia and Bangladesh are now competing with Vietnam in cheap labor cost (The Economist 2012).



FIGURE 12. Vietnam's GDP and inflation rate from 2005-2012 (The Economist 2012)

4.1.3 Socio-cultural conditions

Vietnam is the world's 13th-most-populous country, with approximately 87.84 million people (at the end of 2011), of which the Viet or Kinh ethnic group accounts for almost 85.8 percent of the population; and 53 ethnic minority groups constituted the rest. The official national language of Vietnam is Vietnamese, which is spoken by the majority of the population. The country has 64 provinces and cities. The biggest city is Ho Chi Minh City with approximately 7.6 million people, and Ha Noi, the capital, stands at the second one with approximately 6.67 million people (General Statistic Office 2011).

Due to the Confucian's ethics, education has been considered one of the most significant issues that the government needs to pay great attention. The literacy rate increased remarkably within a decade (1999-2009), with the rate for the population aged over 15 rose to 94.3 percent (from 90.3 percent in 1999 to 94 percent in 2009). However, there are still four million people who have never attended school (5.0 percent of the total population). Besides those successes, the education system faces many challenges, including poor infrastructure, lack of

teaching equipment and materials, low wages for the teachers, poor linkage of higher education with research (Anthony, 2011).

According to the official report by the General Statistics Office (2011), the population structure by age in Vietnam is in a positive change. The population in the working age is 46.5 million, slightly increased 0.12 percent compared to 2010. The proportion of workers in the agriculture, forestry and fisheries declined from 48.7 percent in 2010 to 48 percent in 2011; in industry and construction rose from 21.7 percent to 22.4 percent; and in the services maintained the same at 29.6 percent. The unemployment rate in the working age was 2.27% in 2011, relatively low compared to other Asian countries. This is believed to become a big opportunity for the industrialization and modernization of the country, if it takes advantage of the superiority Vietnamese on the labor force.

To the environmental aspect, the World Bank report on the environment in Vietnam (2010) claims that: “Rapid economic growth in Vietnam over the last ten years, and its associated industrialization, urbanization, as well as increased exploitation of natural resources, has created significant pressures for the environment”. One of the most obvious examples for illustrating the environmental pollution is the phenomenon of getting narrowed of the lakes in Ha Noi. Furthermore, Vietnam is among the countries that could be seriously influenced by climate change with many domestic natural disasters occurred in 2010-2011. Thus, the environment issue should be concerned as soon and as much as possible for a sustainable development.

4.1.4 Technological development

In term of technology, Vietnam is a relatively rapidly developing country. As mentioned above, the country sets the goal to become an industrialized economy by 2020. And hence, the Government will focus on scientific and technological renovation to sharpen the competitive edge of local products and assist businesses to purchase patents in some prioritized areas: biotechnology, information technology, nano technology, manufacturing technology and automation (Government Portal News 2011).

In addition, high-tech production is shifting to Vietnam; yet high piracy rate might deter investment (Truong, 2011, 2-3). Investors and manufacturers are choosing Vietnam as a new venue to manufacture products meant for the world market. For instance, in November 2006, Intel Corporation declared that it would increase its investment in an assembly-and-test facility from \$300 million to \$1 billion which is expected to be the largest factory in the Intel network. However, the property and intellectual rights become a severe issue in Vietnam. The International Intellectual Property Association (IIPA) has put Vietnam on its watch list for allowing intellectual rights violations, which result in huge losses for companies. According to IIPA estimation, the business software losses came to \$123 million 2008, 0.25 percent higher than in 2007. As a consequence, the investors might consider whether to make investment or not in areas which involve high levels of Research & Development (Truong, 2011, 2-3)

4.2 Current understandings of CSR in Vietnam

Vietnam belongs to the group of developing countries in which CSR concepts are still very new to domestic enterprise. The NGOs, MNCs, and Western agencies operating in Vietnam, *i.e.* Environmental Development Action in Third World, Gentle Fund Organization, KPMG Vietnam, Sony Ericsson, Honda Vietnam Co., P&G Corp., Unilever Corp., are the first actors to provide the CSR concept through the implementation of Code of Conducts (Hamm, 2012). These activities are rooted from customer-driven or to meet customer's requirements. Due to the Vedan scandal (2008), a Taiwanese food manufacturer was accused of illegally dumping waste in the Thi Vai River from its Monosodium Glutamate (MSG) plant for approximately 14 years (Nguyen & Pham, 2011). Hence, this topic has been taken up as an important concern in Vietnam.

In particular, first of all, CSR was perceived as the participation in manners of humanitarian and charity (the philanthropic responsibilities mentioned in the section 3.2). Moreover, firms consider CSR is a form of "brand protection" (Nguyen, 2011, 53). In fact, a large number of Vietnamese enterprise starts focusing on CSR and considered it an integral part of corporate development strategies. Yet, some have used CSR as a tool to "polish their prestige"

(Nghia2012). Mr. Pham Phu Ngoc Trai, chairman and CEO of Global Integration Business Consultants, argues that those choosing to fulfill CSR in that way have adopted a short-term strategy. He believes that companies should change its corporate strategies as in doing charity jobs, how to donate matters much more than what to donate (Nghia 2012). Thus, CSR is not only referred to humanity or charity.

Reported from the “Business and Society Seminar” hosted by the Saigon Times Foundation (April 2012), Trai indicates that CSR is not only a voluntary activity, but also an indispensable part of business strategies for the sustainable development of a company (Nghia 2012). Ms Truong Thi Thanh Thanh, vice chair of FPT, insists “A society plagued with inequality, poverty, and a lack of business ethics is an obstacle to corporate expansion” (Nghia 2012). During recent years in Vietnam, the public has increasingly showed keen interest in responsibilities, duties and transparency of big brands. Recent studies reveal that the reputation, business activities, and social commitments of manufacturers are critical factors affecting consumer behaviors (Dinh 2012).

Yet, the role of government and public sector in promoting CSR should be discussed in further detail. Vietnam became a full member of WTO in 2007, thus the Vietnamese enterprise have to work in compliance with the world-approved good business practices and standards through developing and implementing CSR (Nguyen, 2011, 55). The Government, together with the Ministry of Labor, Invalids and Social Affairs (MOLISA) issued the “Vietnam Agenda 21 for Sustainable Development” (2006) in which giving guidance to consumers and harmonising international demands with national and local conditions. However, in the following years, MOLISA did not take an active role in this respect. Currently, one of major characteristic of CSR in Vietnam is the lack of a coherent public CSR policy, as well as weak law enforcement and corruption (Hamm, 2012).

5 CASE STUDIES

In order to acknowledge how Vietnamese enterprise apply the CSR practices in their operation, the author chose two company cases that both operate in the food industry to study. The context in this part is gathered by the interviews from two companies' staff: Ms. Tran Nguyen-Acting Executive Director Marketing from Vinamilk Corp., and Mr. Thanh Tran-Executive Marketing Manager from Kinh Do Corp. First of all, a short introduction of companies will be presented, after that an analysis of companies' strengths, weakness, opportunities, as well as threats will be addressed. The main part 'CSR practices' will be demonstrated and stated how effective they were applied and the results of those CSR practices.

5.1 VinamilkCorp. case

5.1.1 Company in brief

Vinamilk Corp. was found in 1976 under the name of Southern Coffee-Dairy Company with six factories in operation. Until 1992, Vinamilk came under the direct management of the Ministry of Light Industry. Gradually, the company expanded and established new factories in different cities and provinces in South of Vietnam, and in the Northern later on. Currently, the company has three sale offices, ten operational factories, three factories under construction, two logistics enterprise, and one clinic. The below figure illustrates four subsidiaries, and two associates of Vinamilk (Vinamilk, 2011).

- Vision: To become the leading Vietnamese trusted brand on nutrient and healthy products for human life;
- Mission: Vinamilk commits to bring best-quality nutrition to communities that reflect their respect, love and responsibility for the people, life, and society (Vinamilk, 2011).

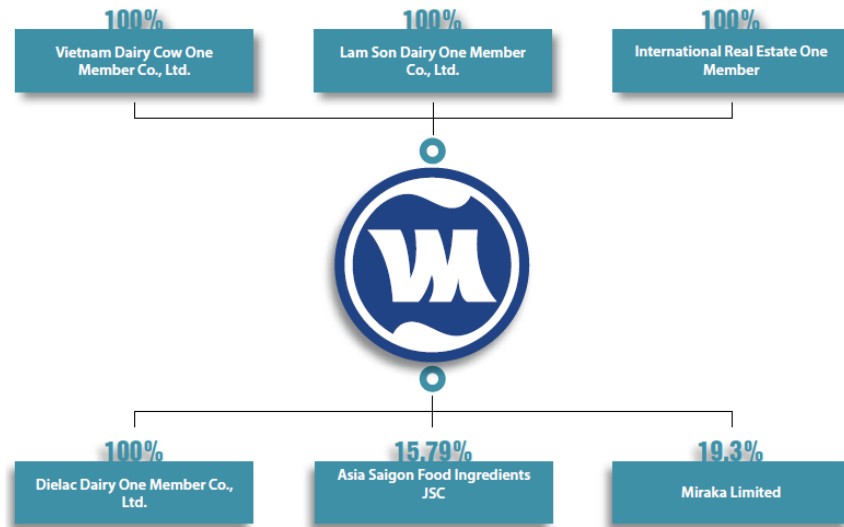


FIGURE 13. Vinamilk’s subsidiary companies

Actually, Vinamilk has become the leading producer of dairy products in Vietnam based on sales volume and revenue. The company’s products range from core dairy products such as liquid and powdered milk, to value-added dairy products as condensed milk, drinking and spoon yoghurt, ice cream, and cheese. The brand “Vinamilk” has been voted the top brand in the “Top Ten High Quality Vietnamese Goods” since 1995. In addition, one of the greatest successes in 2011 is further expansion of the company’s distribution system that 178,000 outlets appeared nationwide. In term of export, the company succeeds in exporting its products to over 16 countries, particularly in the Middle East, Cambodia, the Philippines, and Thailand (Vinamilk, 2011).

5.1.2 SWOT analysis



FIGURE 14. Vinamilk's SWOT Analysis (Tran 2013)

Strengths

Vinamilk actually has obtained the leading position of dairy market in Vietnam with a market share up to 75 percent, as well as high economies of scale.

Undoubtedly, it is the most familiar and trusted brand to consumers; hence, the company has succeeded in marketing to increase brand awareness towards consumers that they voted Vinamilk for top Vietnamese high-quality products in successive years. Moreover, an extensive distribution network locates nationwide and keeps expanding over time allow Vinamilk to deliver its core products to consumers in a fast pace and effective way. The products' range are researched and developed continuously which satisfy all demands from customers. Another important point contributes to Vinamilk's strength is that its range of modern factories among the country helps to reduce the transportation expenses and machinery, equipment system are improved as well as expanded annually which ensure its products to meet the international standards for export. In addition, the loyal and cooperative relationships with both local and oversea suppliers allow Vinamilk to maintain the material sources stably at a reasonable price. Lastly, the

company owns an experienced management team, and a transparent internal management system. A strong spirit of self-renovation for improvement of operation quality is absolutely penetrated from managers to employees (Tran 2013).

Weakness

Affected by the global economic crisis, and the high inflation rate in Vietnam, profits and sales revenue of the company decreased recently. Furthermore, most of raw materials for manufacturing are imported; thus the fluctuation of exchange rate affects the material-buying price. Exporting market includes countries in Asia, especially South East Asia. Therefore, it is still a long way to penetrate the EU or the USA market (Tran 2013).

Opportunities

Becoming a full member of WTO, Vietnam dairy industry, particularly Vinamilk, will have opportunities to broaden market, cooperate, and share experience with various partners. Recognizing the significance of dairy industry, in 2005, Ministry of Industry issued the decision 22/2005/QD-BCN to approve the development plan for Vietnam Dairy industry, period from 2010-2020. The government action assists to maintain the stability of raw material in coming years, thus Vinamilk could gradually reduce the proportion of imported material, and contribute to promote the domestic industry support. Currently, the company has invested 11 billion VND to build 69 tanks and milk processing factories (Tran 2013).

Threats

Global and domestic economic situation face many challenges such as the inflation, crisis which threatens all Vietnamese enterprise. In addition, once Vietnam becomes an official member of WTO, foreign companies will penetrate into the domestic market and compete with the local ones that will increase the competitiveness. Finally, the political uncertainties in exported countries as Thailand or Iran influence on the company's strategy as well (Tran 2013).

5.1.3 CSR practices

As one of the leading enterprises in Vietnam, Vinamilk has targeted the sustainable development goal for over a decade. In the company's Code of Conducts (COCs) and the Corporate Social Responsibility Policy, Vinamilk made a strong commitment on the sustainability to generate benefits for all stakeholders as well as to improve the surrounding environment, including five indicators as Product, Environment, Working Environment, Economic Development, and Community activities (Vinamilk, 2012). Hence, Vinamilk presents its business ethics and responsibilities towards community and society. The following analyses discuss the practices of environmental issue, and community activities implemented from 2009 to 2012.

Firstly, the manufacturing factories are equipped with modern production lines imported from France, Germany, Denmark, and Sweden in order to yield high quality products, save energy, and recycle the waste. In addition, the energy usage and wastage of electricity control systems are installed to reduce the unnecessary waste of natural resources, the pollution, whilst ensuring the products' quality. All sources of noise are isolated and located far from residential areas. Tran (2013) indicates every Vinamilk production plant have modern designs to meet the Hazard Analysis & Critical Control Points standards to set up a clean food safety environment, protect workers and vicinity.

- Waste water treatment--All factories are developing the infrastructure under the standard ISO14001. The water treatment system is certified by the provincial Departments of Natural Resources and Environment under the Vietnamese standard of TCVN 5945:2005 (QCVN 24:2009/BTNMT – National Standard methods for the Examination of Industry Wastewater). Treated water is used for watering trees, cleaning factories, and for waste smoke treatment;
- Smoke treatment--Every factory is equipped with the waste smoke treatment in compliance with TCVN 5939:2005 standards (QCVN 19:2009/BTNMT- National Technical Regulation on Industrial Emission of Inorganic Substances and Dusts);

- Reducing greenhouse gases—The advanced technologies such as the solar-powered light, biogas are applied at the cow farms;
- Using environmentally friendly packaging materials—Vinamilk is following the international trend in packaging process: using the light weight packaging materials that are easily recycled and destroyed. Thus, Vinamilk starts using lighter tin cans to reduce the package weight of sweetened condensed milk, and reducing the plastic packages of yoghurt cups;
- Participating in environmental protection activities in local provinces—Boards of Directors of factories maintain close communication with local authorities and residents to get their feedback and consider for improving the environment protection (Tran, 2013).

Figure 15 illustrates the average amount of natural resources used from 2009 to 2011 decreased remarkably. Compared to the data obtained in 2010, the savings of natural resources per ton of products in 2011 are as follows: electricity decreased by 5.5 percent; fuel oil reduced by 6.91 percent; water declined by 9.69 percent; waste water decreased by 3.41 percent. These positive differences prove the significant efforts from Vinamilk in managing the usage of natural resources and promoting environmental protection.

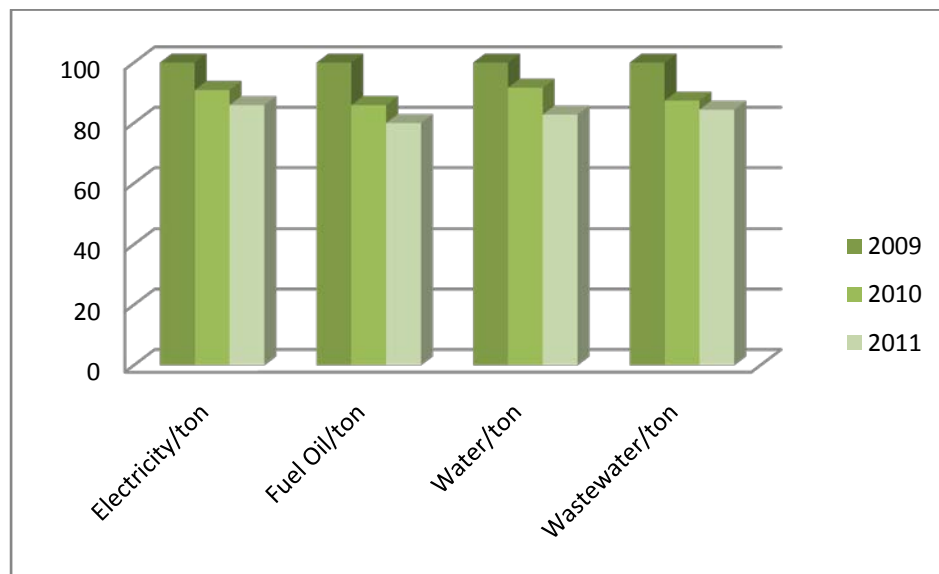


FIGURE 15. Comparison by percentage of average amount of natural resources used from 2009-2011 (Vinamilk, 2011)

Besides the investment to upgrade the manufacturing factories to cope with the regulations and international standards of environment, Vinamilk has granted billions of VND for different community activities since 1990s. It is noted that most of activities target to children, especially the needy one. According to Tran (2013), the future generations should be supported to grow and develop thoroughly, particularly children who live in difficulties such as the orphans, the disabled, the children in rural areas, etc. Another significant point is that these activities are fully appreciated by the governmental authorities which facilitate and urge the company to implement more similar activities in long-run.

- Vinamilk Scholarship Fund for the Talent Youth has been established since 2003, operated under the cooperation between Vinamilk and the Ministry of Education and Training. The scholarships are awarded to primary-school students with excellent study results; to students win high prizes in contests of culture, arts, and sports; to disabled students or those undergone special difficulties but having great efforts to achieve good study results;
- Milk Fund for the poor children—it starts up by the initial idea to improve the physical status and the height of Vietnamese future generations. The company cooperates with MOLISA, National Fund for Vietnamese Children, National Institute of Nutrition and Ministry of Education and Training to establish the fund in 2007. To begin with, Vinamilk implemented experimentally with “One million glasses of milk” and then “Three million glasses of milk” campaigns. Fortunately, both campaigns were unexpectedly successful and widely approved. Annually, the Milk Fund provides an average amount of six million glasses of milk to children nation wide. In 2010, the Milk Fund reached the highest record since its first implementation with eight million glasses of milk.

The following table presents the highlight community activities conducted by Vinamilk from 2009-2012

Year	Value (VND)
2009	
<ul style="list-style-type: none"> • VinamilkScholarshipFund: awarding 6,300 scholarships • Sponsoring for “Do Re Mi” program • Arsenal-VinamilkSoccer School 	3.15 billion
<ul style="list-style-type: none"> • “Milk Fund” for the poor children in Vietnam: 6 million free glasses of milk 	23 billion
<ul style="list-style-type: none"> • Employees contribute one-day salary to support the victims in the Central Region (Vietnam) 	2 billion
2010	
<ul style="list-style-type: none"> • Awarding 4,000 scholarships 	2 billion
<ul style="list-style-type: none"> • Milk Fund: providing 8 million free glasses of milk to 90,000 children in 63 provinces 	30 billion
<ul style="list-style-type: none"> • Sponsoring “Dancing with the stars” TV program • Sponsoring “DoRe Mi” program • Supporting for the storm and flood victims in the Central Region • Paying monthly allowance to the Heroic Mothers to honor their merit • Supporting the “Ho Chi Minh City Poor Patient Support Association” • Supporting people and soldiers in Truong Sa Islands in the program of “Millions Heart Toward the Islands” 	1.7 billion
<ul style="list-style-type: none"> • Supporting Agent Orange/Dioxin Victims 	500 million
2011	
<ul style="list-style-type: none"> • Awarding 6,000 scholarships 	3 billion
<ul style="list-style-type: none"> • Building the libraries for primary schools • Holding the competition “Vinamilk’sgot talent”- an useful playground for children (6-11 years old) to present their talent in literature, sport, and fine arts. 	
<ul style="list-style-type: none"> • Milk Fund: 5 million free glasses of milk 	20 billion
<ul style="list-style-type: none"> • Supporting vulnerable people in rural areas • Supporting Vietnamese Heroic Mothers for all their lives 	
<ul style="list-style-type: none"> • Employees devote one-day salary to the program “Contributing Stone to Build Truong Sa Islands” 	1.4 billion
<ul style="list-style-type: none"> • Helping the victims in flooding and storming areas 	500 million
<ul style="list-style-type: none"> • Supporting the “Ho Chi Minh City Poor Patient Support Association” 	500 million
2012	
<ul style="list-style-type: none"> • Awarding 6,000 scholarships 	3 billion
<ul style="list-style-type: none"> • Building new libraries for primary schools 	500 million

• Supporting the solar-powered light system at Con Dao	600 million
• Milk Fund: 6 million glasses of milk	
• Supporting the orphans, the disabled children in rural provinces	
• Supporting cardiac surgery, brain tumor surgery cases	
• Supporting Vietnamese Heroic Mothers	150 million
• Sponsoring for “One Million Trees in Vietnam” campaign	

Table 6. Vinamilk’s community activities from 2009-2012 (compiled by the author)

Moreover, Vinamilk does not only engage in charitable activities, but the company is involved in campaigns that are led by government authorities to support Truong Sa Islands in protection of the holy sovereignty of the Fatherland, including programs of “Million Hearts Towards the Islands” and “Contributing Stone to Build Truong Sa Islands” (Tran 2013). Recently, Vinamilk introduces the new campaign named “One Million Trees in Vietnam” under the cooperation with the Ministry of Natural Resources and Environment, with the aim of improving the living environment in the urban centres by planting one million trees by 2015. Within six months since the campaign introduction, 90,000 trees were planted in five biggest cities and provinces, such as QuangNinh, Ha Noi, Da Nang, Ho Chi Minh City, and Tien Giang (Tran 2013).

5.1.4 Results

Vinamilk Corp. has experienced and achieved numerous successes over two decades implementing CSR practices. The company’s continuous effort in reducing negative effect on environment year by year indicates that Vinamilk Corp. operates to become an eco-enterprise (Tran 2013). Moreover, the traditional activities, which are carries out annually such as the Scholarship Fund and the Milk Fund, receive huge approval from the staff, the public, and the government. Tran (2013) believes that the increasing volume of sales clarifies the consumers’ trust in the brand, as well as their appreciation of Vinamilk actions towards community. In addition, the creative ideas for the CSR practices enhances the brand’s image; for instance, the “Vinamilk’s got talent” or “Arsenal-Vinamilk Soccer School” create a joyful and wholesome playground for children to

facilitate their talent development. Hence, it is obvious that Vinamilk becomes the leading brand in the dairy production industry.

With the sustained effort in contributing to the economic development, improving the living environment, and supporting the community, Vinamilk has proved its efficiency in implementing the corporate social responsibility practices. In the harsh time of global crisis, the company still remains steady and generates profits. Therefore, Forbes estimated Vinamilk as “Asia’s 200 Best under A Billion” in 2010, and Ms. Mai Kieu Lien-Vinamilk Chairman and CEO- is voted as one of “Asia’s 50 Power Businesswomen” in 2012 (Forbes 2012) (Tran 2013).

5.2 Kinh Do Corp. case

5.2.1 Company in brief

Kinh Do Corp. was founded in 1993; during 20 years of developing, nowadays, the company has become a system of corporations in the field of confectionary including: cake, candy, beverage, ice-cream, and dairy products. The development strategy of company is to maintain as one leading confectionary group in Vietnam and orient to become a multi-sector group such as: confectionary manufacturer, real estate, finance and retail in order to ensure the sustainable development in the future (Kinh Do 2011).

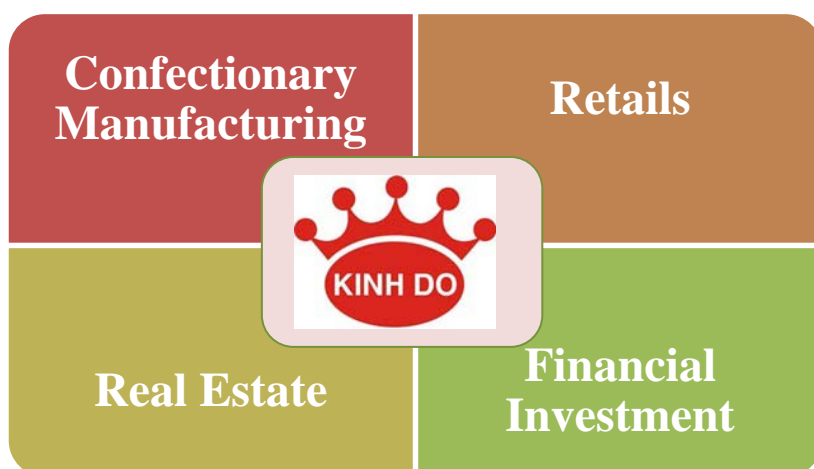


FIGURE 16. Kinh Do Corp. Business (Kinh Do 2011)

Currently, the company employs over 7,500 persons with total charter capital is 3,483.1 billion VND. In 2011, total revenue reaches 3,471.5 billion VND, in which the revenue of foodstuff accounts for 99.2% (756.1 billion VND).

- Vision: Flavor your life-Kinh Do creates life's flavor through wholesome, healthy, nutritious, and convenient foods
- Mission:
 - ✓ To consumers: to identify and produce affordable staple and packaged foods, snacks, bakery products, beverages and juices, confectionaries and condiments, instant foods. The products are pioneering market-leaders, hygienic, healthy, and available to all consumers.
 - ✓ To shareholders: to maximize investment returns over the long-term and to manage risks in operation.
 - ✓ To staff: to nurture and develop skills and abilities of company's staff to meet the professional demands of their work, and satisfy their personal needs. Kinh Do creates a dynamic, creative, innovative, and dependable community within the company.
 - ✓ To community: to contribute to the communities through sponsorship programs and support activities (Kinh Do 2011).

Kinh Do Corp. owns a wide range of products under the Kinh Do trademark selling nationwide through a diversified distribution system including 524 distributors, 31 Kinh Do Bakery shops and 200,000 retail outlets as well as franchised distribution systems with a growth rate of 30 percent per year. In the export aspect, Kinh Do have succeeded to sell in 35 countries; particularly Kinh Do has conquered the most difficult customers such as Japan, the USA, France, Germany and Singapore, etc (Kinh Do 2011).

5.2.2 SWOT analysis



FIGURE 17. Kinh Do Corp.' SWOT Analysis (Thanh 2013)

Strengths

Kinh Do succeeds in its marketing strategy, especially the branding strategy that enhances customer's brand awareness. According to the report issued in 2011, the company is holding 30-35 percent market share in the confectionary industry. In addition, although company comes to existence for 17 years, it has variously diversified product lines with reasonable selling price including cookies, buns, crackers, snack, cake, candies, ice-cream, yogurt, and moon cake, from which the cookie category achieves the highest revenue (52.3 percent in 2011) (Kinh Do, 2011). The extensive distribution systems among the country, together with the diversity of product portfolio with guaranteed food safety satisfy all customers' taste. Thirdly, the investment of modern machinery mostly imported from the EU in manufacturing factories contributes to the company's confidence to compete effectively (Thanh 2013).

Weakness

The company operates under the hereditary system which is transferred from generation to generation. Although it has huge number of experienced employees, the human resource management is not efficient to attract staff to work continuously and long lastingly. Another point of weakness is Kinh Do does not put equivalent effort for marketing product lines. For instance, cookie category is invested higher marketing budget, whilst the ice-cream and yogurt category is less concerned. Lastly, Kinh Do does not export its own products as stated; mostly, the company process products for foreign partners under their brand name (Thanh 2013).

Opportunities

Being a member of WTO is a great advantage for Vietnamese enterprise since it opens opportunities to cooperate with international partners and generates more commercial benefits through import-export. Hence, Kinh Do has the same opportunities as Vinamilk mentioned above. Furthermore, confectionary market in Vietnam still has much potential to develop and diversify (Thanh 2013).

Threats

In the current crisis period, Kinh Do Corp. also faces many difficulties as other enterprise. On one hand, it must deal with the foreign competitors entering Vietnamese confectionary market since consumers perceived foreign brands better than domestic brands. On the other hand, it has to respond to the higher and stricter export standardizations from its partners (Thanh 2013).

5.2.3 CSR practices

The sustainability and corporate responsibilities in Kinh Do Corp. are concerned earnestly by the board of managers. The company has committed to the sustainable development goal for ten years, and put much effort to achieve it through various activities. The movement of manufacturing factories to the Industrial Park Tan Tao (Ho Chi Minh City) with the modern improved technology that certified to meet the environmental legislation proves that KinhDo

takes interest in the surrounding environment. However, the data related to the usage of natural resources in operation process are not presented in detail.

Besides, to increase the working productivity, the company usually holds short-term training courses to improve their workers' skills. For instance, in 2010, Mr Thomas Bruenger, a 25-year-experience expert in the bakery industry, was assigned to be "Product Manager". He has implemented a number of training programs by which workers are equipped with multiple skills. Moreover, the Research and Development Department cooperates with foreign experts to study the natural local ingredients that could be processed effectively. Kinh Do Corp. believes that their acts would encourage and support domestic agriculture, particularly the local farmers (Thanh 2013).

Towards community activities, the following table summerizes highlight actions of Kinh Do Corp. from 2009 to 2012.

Year	Value (VND)
2009	
<ul style="list-style-type: none"> Offering 3,000 presents for children on 1st June 	200 million
<ul style="list-style-type: none"> Establishing a foundation for Dioxin victims and the handicapped 	100 million
<ul style="list-style-type: none"> Supporting students by offering 100,000 fresh ALOHA-bread 	250 million
<ul style="list-style-type: none"> Sponsoring the SIFE (Students in Free Enterprise) competition for university students 	
<ul style="list-style-type: none"> Offering 1,200 presents for children in the rural areas. Each includes a school bag, books, stationeries and 150,000VND in cash 	300 million
2010	
<ul style="list-style-type: none"> Giving 6,500 presents to indigent households for the Tet holidays 	250 million
<ul style="list-style-type: none"> Sponsoring for the flower festival on Nguyen Hue Boulevard (HCMC) 	
<ul style="list-style-type: none"> Offering 2,400 health insurance card for the poor (HCMC) 	
<ul style="list-style-type: none"> On the Independence Day (30th April), giving 500 presents to the war invalids 	800 million
<ul style="list-style-type: none"> 4,200 presents for children on the 1st June 	
<ul style="list-style-type: none"> Visiting and aiding people who suffered from the natural disasters (Central Region): ten tons of breads 	

2011		
• Giving 1,500 presents to needy children (1 st June)		110 million
• Supporting students from rural areas during the entrance exams with 50,000 fresh Scotti-breads		400 million
• In the Mid-Autumn festival, giving 5,000 presents to children		300 million
• Offering 5,000 presents for various charity programs for Tet holidays 2012		500 million
2012		
• Cooperating with many universities and colleges, hosting meetings to share the experience to students and having them visiting the manufacturing factories		
• In December, giving 2,600 bus/train tickets to workers to support them travelling back hometown during Tet holidays		1.3 billion

Table 7. Kinh Do Corp.'s community activities from 2009-2012 (compiled by the author)

The most notable point is that Kinh Do Corp. invests and supports for education significantly besides the charitable activities which account most of CSR practices. Thanh said that supporting education is a practical operation from which human resources are cultivated. For example, Kinh Do is one of four sponsorships for the SIFE competition that involves students to develop the skills to become socially responsible business leaders. Participants form groups to work on different community projects that cope with the sustainability and business ethics. While the charitable activities suggest the short-term solutions, the investment on education would offer more long-term benefits such as fostering the talented that could serve the community later on (Thanh 2013).

Reflecting on the ten drivers for CSR and the pyramid of CSR in the developing countries (Section 3), it is obvious to recognize most CSR practices by Kinh Do Corp. address the philanthropic responsibilities which derive from the cultural traditions, socio-economic priorities, crisis response, and international standardizations. The following figure presents the most traditional community activities that Kinh Do conducts annually, which base on the specific national holidays or occurrences. Firstly, the Lunar New Year is the biggest traditional festival in Vietnam that people believe helping and sharing with the poor are strongly appreciated as the happiness at the beginning will follow through the year end. In addition, much people in the rural areas live under the poverty threshold,

yet they usually face huge amount of natural disasters, such as the floods and the droughts which lead to a more dramatic situation. For many years, through the fact-finding trips, Kinh Do has witnessed the difficulties that people have to suffer in such circumstances. Therefore, the company usually engages the community activities in those areas at top priority (Thanh 2013).

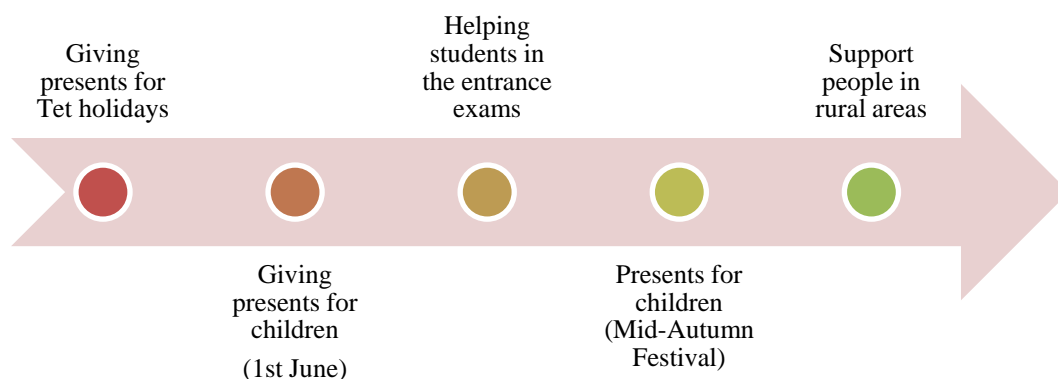


FIGURE 18. Annually traditional CSR activities of Kinh Do Corp.

5.2.4 Results

Through community activities, Kinh Do has initiatives to support and improve the lives of communities and societies as a whole. The greatest achievement that Kinh Do Corp. obtained is its actions are widely approved and supported by the citizens through their consumption. Furthermore, Thanh (2013) indicates that the consumer's brand perception has increased remarkably. According to a survey in 2011, Kinh Do was selected the Number One confectionery and snack brand and made up the Top Ten list of best brands in Vietnam. Thus the company's economic objective is fully gained by the growth of sale. In term of human resources, the cooperation between Kinh Do and the universities and colleges to hold different competitions is an initial stepping-stone to approach the talented. Thanh (2013) agrees that the investment in education from the enterprise's perspective has many advantages. The company will possess a young, enthusiastic, dynamic, and competent staff in near future.

6 CONCLUSIONS

This final chapter will summarize the main findings by answering four research questions mentioned in the first chapter, followed by the presentation of thesis's limitations, as well as suggestions for further research on the corporate social responsibility.

6.1 Conclusions and comparison of two company cases

Why is CSR needed in Vietnam?

The Communist Party of Vietnam is the most powerful institution and rules over every aspect such as politics, economy, socio-culture, education, and environment, etc. It is obvious to realize the central administrative system is relatively cumbersome; thus the governance does not work 100 percent effectively in the scenario that Vietnamese economic situation develops quite fast with a reliance on the FDI. In addition, corporate social responsibilities less formalized in developing countries compared to the developed one. Under normal circumstances, CSR which associates with philanthropy or charity, engages in the provision of social services that would be seen as government's responsibility in developed countries; for instance, investment in infrastructure, schools, hospitals, and housing. The governance gaps leave a place for the enterprise to work in term of CSR. Another significant reason is that the spirit and CSR practices are strongly interacted with traditional values and religious concepts. For example, on the special occasions as Tet holidays or Mid-Autumn festival, traditional culture belief presents the mutual affection between the rich and the poor. Hence, the enterprise usually give presents to support the vulnerable people.

How is CSR perceived by Vietnamese enterprise?

Visser has proposed the Pyramid of CSR model in developing countries with the respective order that entrepreneurs concern once implementing CSR as: the economic responsibilities, philanthropic responsibilities, legal responsibilities, and ethical responsibilities. In case of Vietnam, after the economic responsibilities are fulfilled which mean more job creation and the contribution to national economic development, the enterprise will focus on the community activities or

philanthropic performances. For instance, responding to crisis events and occurrences, the enterprise will immediately establish a charitable foundation to support the victims. On the other hand, the environmental issues are not fully taken into consideration in comparison with those in developed countries which could be explained by the untight regulations and high rate of corruption. For sustainable development, three dimensions as the economic, social, and environmental performance must be met at the same time; however, most of Vietnamese enterprises seem to recognize only two dimensions of it, while leaving the environmental performance out. Therefore, CSR perception concentrates on the social aspect in which the enterprises execute numbers of philanthropic actions towards the community. In fact, CSR studies in Vietnam are underdeveloped; and hence, it is necessary to conduct research at regional, national, sector levels as well as to construct theoretical framework.

What CSR practices do the Vietnamese enterprises implement?

Currently, Vietnamese government does not have detailed standards in regulating the CSR implementation. In most circumstances, the enterprises come up with strategies-what, when, where, how, to perform, and report those activities by themselves. As the case studies indicated, there are several common points and differences in implementing CSR practices which are summarized in the following table.

	Vinamilk Corp.	KinhDo Corp.
Common features	<ul style="list-style-type: none"> • They are large-listed companies in food industry • They perform most of CSR practices with the meaning of charity (supporting the poor/the victims in natural disasters) • They have their own traditional activities executed annually <ul style="list-style-type: none"> ✓ Vinamilk Corp. operates the Scholarship Fund and the Milk Fund and supports the Heroic Mothers. ✓ Kinh Do Corp. performs CSR practices corresponding to national festival/holidays, and support students in the entrance exam period • Their manufacturing factories are equipped with the modern production lines imported from France, Germany, Japan, etc. and certified to meet the legislation and international standards of environment. 	

	Vinamilk Corp.	Kinh Do Corp.
	<ul style="list-style-type: none"> • They support and encourage local farmers by using their products 	
Differences	<p>The company focuses on performing activities that targets at children (Building libraries for children, Soccer School, Vinamilk's got talent, competition, Milk Fund, etc.)</p> <hr/> <p>Having higher perception in improving the living environment.</p> <ul style="list-style-type: none"> • Being creative with different activities than just charitable performance, i.e. "One Million Trees Fund" • Working to reduce negative effects on environment by setting target figure to achieve the greenhouse gases, the waste water, electricity used, smoke, etc. <hr/> <p>All CSR practices are reported formally</p>	<p>The company makes a commitment to invest in education by sponsoring students in order to get high-quality human resources later on.</p> <hr/> <p>There are no spesific actions on environment.</p> <p>The information of energy resources used (water, electricity, fuel oil) in the production is not provided</p> <hr/> <p>Information is not transparent to all stakeholders</p>

Table 8. Comparison of Vinamilk Corp. and Kinh Do Corp.

What do the Vietnamesecompanies achieve from the implementation of CSR?

Vinamilk Corp. and Kinh Do Corp. are both leading companies with many years of experience in the field, whose activities become examples for other companies to follow. Involving CSR practices into their business enhances their reputation and esteem, as well as increases consumers' brand awareness that shows in their growth of sales. Furthermore, through the charitable acts, the companies contribute to improving lives of vulnerable people in the rural areas in order to reduce poverty and narrow the gap between the rich and the poor.

6.2 Limitations

To begin with, CSR studies in Vietnam remain very limited; hence the thesis contributes on a small scale to the topic. Moreover, the administrative role from government does not work effectively on the CSR issue as there are no united regulations for the enterprise to implement and report CSR in their portfolio. The firms do not understand the CSR term thoroughly, but rather consider it with community activities and philanthropic responsibilities. Therefore, the collected data are not diversified as expected but mostly focusing on charitable actions from the companies.

The author only concentrates on the large-listed companies with two case studies, while the Vietnamese SMEs and non-listed companies are not included. Secondly, due to the hierarchical structure in companies, it is relatively challenging to approach the top managers. Fortunately, the author had opportunities to access interviews with two marketing managers in both companies whose cooperation was invaluable for the author to conduct this study. However, their subjective opinions on the CSR practices in their companies are prone to marketing and promoting from which the author could not clarify the criticism raised by some consumers. Thus, the study's reliability can be supposed to be moderate.

6.3 Recommendations for further study

CSR practices in Vietnamese SMEs

As mentioned in the "Limitations" part, the thesis only concentrates on analysing the CSR practices in two large-listed companies. Nevertheless, SMEs are the main drivers in national economy with substantial contribution to the GDP. In many cases, SMEs play the role of suppliers to the big firms. Thus, their impact on corporate social responsibility on the society and environment are relatively significant. The biggest challenges to the SMEs in implementing CSR are shortage of financial resources as well as the deficient understanding of CSR. As a result, further study and research concerning this specific topic is essential to work as guidance for the SMEs to carry out CSR.

CSR disclosure in reports

In order to have the transparency in doing business, the companies should involve their CSR activities in the annual reports besides the introduction, sales, strategy, and finance sections. The transparency of information does not only ensure the knowledge equality of a company's doings among its stakeholders, but also present its righteousness and dignity in business. However, CSR reporting in Vietnam is not seriously considered, and usually left out of the reports as the shareholders are more concerned with the financial statement than other parts. Recently, the acknowledgement of CSR reporting is rising higher but mostly not remarkably. Therefore, more research conducted on CSR reporting might instruct the enterprises to report their activities in a formal way, and encourage them to make regular reports as well.

7 SUMMARY

The author was inspired by the topic of corporate social responsibility when she spent six-month internship on building strategy for a CSR project. Through the project, the author realized that the importance of CSR implementation in business for sustainable development. The thesis's main objective is to examine how CSR is perceived and applied by Vietnamese enterprise; in addition, the thesis also addresses the administrative role of government in regulating and managing CSR actions.

The thesis is divided into two parts: the theoretical framework, and the empirical part. Firstly, the theoretical part consists of literature synthesized from the articles in journals, books, and reports, which review the definition of CSR, three CSR models, and ten essential skills for CSR leaderships. Within the three models, it is believed that the Consumer-Driven Corporate Responsibility model offers a win-win solution for all stakeholders as it derives from the consumers' demand for CSR, and companies have to satisfy their customers by implementing social and environmental actions which will enhance their reputation and esteem later on. Additionally, this part mentions ten skills and capabilities that a leader must gain to execute CSR in their firms or organizations, followed by some statistics of McKinsey related to CSR practices in SMEs and large companies globally. After that, the author analyzes ten drivers for CSR in developing countries, partitioned by internal and external drivers, and provides some critical points of current understanding of CSR in those countries in which it is viewed as actions for charity.

The empirical part includes two case studies to examine the theory mentioned in the previous part, which provide the readers an overview of CSR implementation by Vietnamese large companies, as well as clarify the research questions. The context is gathered by interviewing two companies' staff: Ms. Tran Nguyen-Acting Executive Director of Marketing from Vinamilk Corp., and Mr. Thanh Tran-Executive Marketing Manager from Kinh Do Corp. The common points of the two cases are that each company performs CSR practices mostly through charitable activities conducted annually as a commitment; moreover, the

companies ensure its manufacturing factories work in compliance with the environmental regulations from government, and meet the international standardizations on the environment issue. Notedly, Vinamilk Corp. are creative in coming up with other activities than solely charitable practices, such as a soccer school, talent competition targeted at children, and recently the Fund of “One million trees” to improve the living environment in urban cities. Meanwhile, Kinh Do Corp. focuses on the investment in education by supporting students, and has become the sponsor for competitions between universities and colleges. As a result, the case companies achieve remarkable success and win the consumers’ trust.

To sum up, the conclusion part answers four research questions and presents a comparison on two case companies. Furthermore, the author indicates some limitations of the thesis as the study concentrates on large listed companies without the inclusion of Vietnamese SMEs, and the collected data are not diversified as expected. Finally, the author suggests several ideas for further study; for instance, CSR practices in Vietnamese SMEs, and CSR disclosure in company annual reports to make the information transparent.

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APPENDIX

Interview questions-Vinamilk Corp.

1. Briefly introduce your company.
2. Describe your company's strengths, weaknesses, opportunities, and threats.
3. How does your company perceive CSR?
4. What is the motivation of doing CSR?
5. What activities does your company implement to improve the environment?
6. Describe your most popular community activity.
7. What do you achieve after each campaign/activity?

Interview questions-Kinh Do Corp.

1. Briefly introduce your company.
2. Describe your company's strengths, weaknesses, opportunities, and threats.
3. How does your company perceive CSR?
4. What activities does your company implement to improve the environment?
5. Describe your most popular community activity.
6. What do you think of investment in education?
7. What do you achieve after each campaign/activity?