

The Project of Improving the Competitiveness Advantage of Specific Product of Roquette in Vietnam Food Market

CHI TRUNG TRAN

Master's Thesis
2025



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Department of Business Administration

Academic year: 2024/2025

ASSIGNMENT OF DIPLOMA THESIS

(project, art work, art performance)

Name and surname:	Chi Trung Tran
Personal number:	M230192
Study programme:	N0413A050024 Business Administration and Entrepreneurship
Type of Study:	Full-time
Work topic:	The Project of Improving the Competitiveness Advantage of Specific Product of Roquette in Vietnam Food Market

Theses guidelines

Introduction

Define the goals and the methods used in the Master's thesis.

I. Theoretical Part

- Create the theoretical literature review of competitiveness and competitiveness advantage.

II. Practical Part

- Conduct an analysis of the current market conditions for Roquette's specific product in Vietnam food market.
- Evaluate the competitiveness of Roquette's product compared to its direct competitors in Vietnam food market.
- Develop the specific proposal to improve Roquette's product competitiveness and identify cost, time, and risks connected with the proposal.

Conclusion

Length of diploma thesis: **cca 70 stran**
Form processing of diploma thesis: **printed/electronic**
Language of elaboration: **English**

Recommended resources:

CALLON, Michel; POON, Martha; (ed.). *Markets in the making: rethinking competition, goods, and innovation*. Brooklyn, New York: Zone Books, 2021. ISBN 9781942130-57-4.
DAVID, Fred R. a DAVID, Forest R. *Strategic management: concepts and cases: a competitive advantage approach*. Sixteenth edition. Boston: Pearson, 2017. ISBN 9781292148496.
HUGGINS, Robert a THOMPSON, Piers (ed.). *Handbook of regions and competitiveness: contemporary theories and perspectives on economic development*. Cheltenham: Edward Elgar Publishing, 2017. ISBN 9781783475001.
NOE, Raymond A.; HOLLENBECK, John R.; GERHART, Barry A. a WRIGHT, Patrick M. *Human resource management: gaining a competitive advantage*. 11e. New York: McGraw-Hill Education, 2019. ISBN 9781260098556.
PINTO, Jeffrey K. *Project management: achieving competitive advantage*. Fourth edition. Boston: Pearson, 2016. ISBN 9781292094793.

Supervisors of diploma thesis: **prof. Ing. Boris Popesko, Ph.D.**
Department of Business Administration

Date of assignment of diploma thesis: **February 10, 2025**
Submission deadline of diploma thesis: **May 23, 2025**

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In Zlín February 10, 2025

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ABSTRAKT

Tento projekt zkoumá strategie ke zvýšení konkurenční výhody produktu NUTRIOSE, rozpustné dietní vlákniny vyvinuté společností Roquette společnost, na vietnamském trhu s potravinami. Studie využívá jak kvalitativní, tak kvantitativní metody. Kvalitativní analýza byla provedena prostřednictvím polostrukturovaných rozhovorů a strategických rámců, včetně SWOT, PESTLE a Porter's Five Forces. Kvantitativní analýza se zaměřila na údaje o trhu, včetně cenových trendů, objemu dovozu a podílu na trhu, na základě 470 datových bodů poskytnutých společností Roquette Vietnam, které pokrývaly období od roku 2022 do roku 2024. Zjištění naznačují, že konkurenční pozici Roquette lze zlepšit sladěním pozice produktu s rostoucími spotřebitelskými trendy s ohledem na zdraví, lokalizací marketingových strategií a zvýšením nákladové efektivity dodavatelského řetězce. Důraz je kladen na pochopení dynamiky místního trhu a regulačního vývoje s cílem identifikovat příležitosti udržitelného růstu. Projekt navrhuje aktivity založené na datech v oblasti cenové strategie, rozvoje partnerství a inovací produktů přizpůsobených vietnamskému kontextu. Tyto aktivity pomáhají dosáhnout cílů Roquette v oblasti expanze trhu a dlouhodobé ziskovosti a nabízejí strategický plán pro zlepšení podílu na trhu produktů a posílení zachycení hodnoty na dynamickém vietnamském trhu s potravinami.

Klíčová slova: Roquette, NUTRIOSE, Rozpustná vláknina, Konkurenční výhoda, Vietnamský trh s potravinami, Smíšené metody.

ABSTRACT

This project investigates strategies to enhance the competitive advantage of NUTRIOSE product, a soluble dietary fiber developed by Roquette company, within the Vietnamese food market. The study employs both qualitative and quantitative methods. The qualitative analysis was conducted through semi-structured interviews and strategic frameworks, including SWOT, PESTLE, and Porter's Five Forces. The quantitative analysis focused on market data, including price trends, import volume, and market share, based on 470 data points provided by Roquette Vietnam, which covered the period from 2022 to 2024. The findings suggest that Roquette's competitive position can be improved by aligning product positioning with rising health-conscious consumer trends, localizing marketing strategies, and enhancing cost efficiency through supply chain optimization. Emphasis is placed on understanding local market dynamics and regulatory developments to identify sustainable

growth opportunities. The project proposes data-driven activities in pricing strategy, partnership development, and product innovation tailored to the Vietnamese context. These activities help Roquette's objectives for market expansion and long-term profitability, offering a strategic roadmap for improving product market share and strengthening value capture in a dynamic Vietnam food market.

Keywords: Roquette, NUTRIOSE, Soluble fiber, Competitive advantage, Vietnam food market, Mixed methods.

ACKNOWLEDGMENTS

I would like to extend my heartfelt gratitude to my supervisor, Prof. Ing. Boris Popesko, Ph.D., of Tomas Bata University, for his unwavering support, insightful recommendations, and continuous guidance throughout my master's thesis.

My sincere thanks also go to the esteemed professors at the Faculty of Management and Economics, Tomas Bata University in Zlín. Their dedication to academic excellence and inspiring teaching has profoundly enriched my educational journey in the Czech Republic.

I am truly grateful to Roquette Vietnam for its valuable support and collaboration during this thesis. In particular, I would like to sincerely thank Ms. Bui Thi Chien for her dedicated support, helpful insights, and timely coordination, which significantly contributed to the practical relevance and successful completion of this study.

I also wish to express my heartfelt thanks to my family, whose love and quiet strength have been a constant source of support. Their unwavering faith and gentle encouragement have shaped this journey in the most meaningful way.

And last but certainly not least, thank you to all my friends for always being there, with your support, your kind words, and your laughter. You made this journey so much more special.

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Zlín, 2025

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INTRODUCTION

In recent years, the global food market has been increasingly driven by health and nutrition trends, as rising awareness of the relationship between diet and well-being fuels the demand for functional ingredients and healthier food options (Annunziata & Mariani, 2019). Among these ingredients, soluble dietary fibers have gained substantial attention due to their positive effects on health, such as aiding digestion and affecting blood sugar levels (Timm et al., 2023). NUTRIOSE, a specific soluble fiber product developed by Roquette company, a leading French plant ingredients company, stands out in this category thanks to its scientifically proven benefits and versatility in food and beverage applications.

Vietnam's food market, characterized by rapid economic growth, changing consumer behavior, and an evolving regulatory environment, presents both opportunities and challenges for international functional ingredient suppliers (VietnamBriefing, 2022). Despite NUTRIOSE's potential, it faces fierce competition from competitors offering alternative soluble fibers such as Inulin, Dextrin, and Oligosaccharide, causing Roquette's sales to fall short of expectations and decline in 2024. To strengthen its presence and increase its market share, Roquette needs to reassess and enhance the competitive advantage of NUTRIOSE in Vietnam.

This study aims to improve the competitiveness advantage of Roquette's soluble fiber in the Vietnam food market. By conducting a comprehensive competitive analysis, this thesis will evaluate Roquette's position relative to its direct competitors and assess key market factors influencing its performance. To achieve this, the study applies:

- SWOT Analysis will examine Roquette's strengths, weaknesses, opportunities, and threats in Vietnam's food market.
- PESTLE Analysis will evaluate the political, economic, social, technological, legal, and environmental influences impacting Vietnam's food market.
- Porter's Five Forces Analysis will evaluate the competitive intensity, supplier and buyer power, barriers to entry, and potential substitutes in the soluble fiber industry.

Based on the study results, a specific project will be developed to improve NUTRIOSE's product market share. This project will be built on a comprehensive market analysis, competitor assessment, and determination of optimal pricing, marketing, distribution, and product differentiation strategies. In addition, the costs, time, and risks involved will also be evaluated to ensure the feasibility.

OBJECTIVES AND METHODS OF THESIS

Objectives

The primary goal of this project is to improve the competitiveness advantage of Roquette's soluble fiber in the Vietnam food market. The name of Roquette's soluble fiber product is NUTRIOSE.

The intended outcome will be achieved by fulfilling the following study objectives:

SO1: Conduct an analysis of Vietnam's current food market conditions to identify key competitors, quality, pricing and volume strategies, customer preferences, and potential demand for Roquette's soluble fiber.

SO2: Evaluate the competitiveness of Roquette's soluble fiber compared to its direct competitors in the market to highlight and communicate the unique benefits, such as health advantages, functional properties, and cost-effectiveness, to establish a competitive advantage.

SO3: Develop the specific project to improve Roquette's product competitiveness and identify the cost, time, and risks connected with the project.

Figure 1 demonstrates this project's primary aim, key objective, and expected outcome.

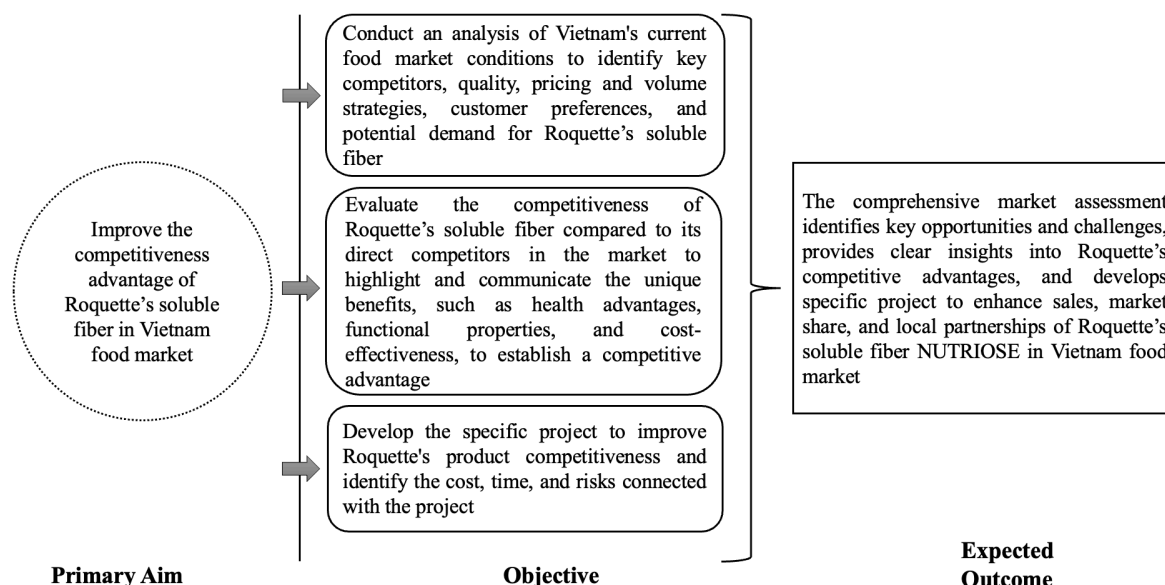


Figure 1 Primary Aim of the Thesis

Source: (The Author)

Methods

This thesis adopts a mixed-methods approach, integrating both qualitative and quantitative methodologies. Details of each approach are outlined in Table 1 below.

Table 1 Summary of Thesis Methodology

Methodology	Mixed-methods		
	Qualitative Study		Quantitative Study
Methods	Case study	Strategic Analysis Models (SWOT, PESTLE, Porter's Five Forces)	Secondary Data Analysis
Techniques	Semi-structured in depth interviews	Data Collection and Analysis	Data Collection and Analysis
Objective of analysis	Improve the competitiveness advantage of Roquette's soluble fiber in the Vietnamese food market		
Sample size	3–5 key stakeholders (Supplier, Distributor, and R&D experts / Manufacturer)	Secondary data focus on data related to market trends, consumer trends, market reports, industry databases, and government statistics	470 data points provided by Roquette Vietnam, including suppliers, quantity, price, HS code, and exporting country of soluble fiber in Vietnam (2022 – 2024)
Data analysis	- Organize the online meetings/audio call via Microsoft Teams - Recording and analyzing interview data in MS Word - Compare and contrast case by case	- SWOT analysis of Roquette's market position - PESTLE analysis of Vietnam's regulatory and economic environment - Porter's model of five forces analysis to assess competition	- Quantity and Market Share Analysis (NUTRIOSE vs competitors) - Price Trend Analysis (Comparison of NUTRIOSE pricing vs Inulin, Oligosaccharide) - Data visualization

Source: (The Author)

I THEORETICAL PART

1 COMPETITIVENESS

1.1 Concept of Competitiveness

The concept of competitiveness is multifaceted and has been the subject of extensive academic discourse across various domains, including economics, business, and public policy. Competitiveness can be understood at different levels: microeconomic (firm-level), mezzo-economic (industry-level), and macroeconomic (national-level) (Rudianto, 2009). This categorization is crucial as it enables a deeper insight into how different entities compete and thrive in their respective environments. The table below shows the most popular definitions of "Competitiveness" among researchers, according to Y. Lilik Rudianto and co-workers (Rudianto, 2009).

Table 2 List of the most popular definitions of "Competitiveness"

Author and date	Definition
Nelson (1992)	"It may manifest as individual companies striving for competitive advantage (micro level), as competition among sectors and industries (meso level), or as rivalry between national economies on a macroeconomic scale"
Waheeduzzaman and Ryans (1996)	"It suggests that competitiveness is a multidimensional concept encompassing various fields of study, including those focused on outcomes derived from comparative advantage or price-based competition, strategic and managerial approaches, as well as historical and socio-cultural perspectives"
Bellendorf (1993)	"The term is frequently used to describe the ability of firms and industries to endure in competitive environments, as well as their capacity to compete effectively and strengthen their market positions relative to competitors"
Beck (1990)	"The term 'competitiveness' can be understood as a company's ability to adapt and evolve in response to shifting external conditions"
Drescher & Maurer, 1999	"While the term primarily pertains to market economic issues, it can also be categorized into three distinct levels: company-level

	competitiveness (microeconomic), industry-level competitiveness (macroeconomic), and national-level competitiveness (macroeconomic)”
Feurer and Chaharbaghi (1994)	“Competitiveness can be understood as the link between customer and shareholder value, achieved by aligning and enhancing an organization’s capabilities, offerings, and potential, along with its capacity to respond effectively through financial strength”

Source: (Rudianto, 2009)

At the macroeconomic level, the Organisation for Economic Cooperation and Development (OECD) describes competitiveness as a nation’s capacity to produce goods and services that satisfy the demands of international markets while enhancing real incomes over time (Roman et al., 2020). This definition underscores the importance of not just immediate economic performance but also long-term sustainability and development. In this regard, the interplay between competitiveness and economic security is also significant, as it shapes the ability of enterprises to navigate uncertain market conditions (Volyk et al., 2023).

Additionally, Michael Porter’s Diamond Model is one of the core frameworks for analyzing competitiveness, highlighting key factors that drive national and regional competitiveness, such as factor conditions, demand conditions, related and supporting industries, and the strategy, structure, and rivalry of firms (Porter, 1998). The impact of competition on innovation and efficiency is well-documented, with competition serving as a catalyst for entrepreneurial activities that drive economic renewal and consumer welfare. This viewpoint supports the idea that a competitive environment contributes to both economic growth and the creation of social value. In particular, the competitiveness of small and medium-sized enterprises (SMEs) plays a vital role in advancing sustainable development, emphasizing aspects such as financial access, innovation, and global expansion (Dvorsky et al., 2020). These elements are essential for firms aiming to achieve long-term success in increasingly dynamic and uncertain market conditions.

Models of regional competitiveness are typically implicitly built in the tradition of endogenous growth frameworks, which view intentional expenditures in knowledge and human capital as important drivers of growth disparities (Huggins & Thompson, 2017). According to theories of competitiveness and endogenous growth, knowledge is the body of

information and abilities involved in establishing new concepts with business values, creating new goods and procedures, and, ultimately, conducting business in novel ways. This might be referred to as knowledge consisting of the recipes and the ingredients to be processed. Therefore, as shown in Figure 2, the concepts of knowledge, innovation, and competitiveness are closely connected and deeply intertwined (Huggins & Thompson, 2017).

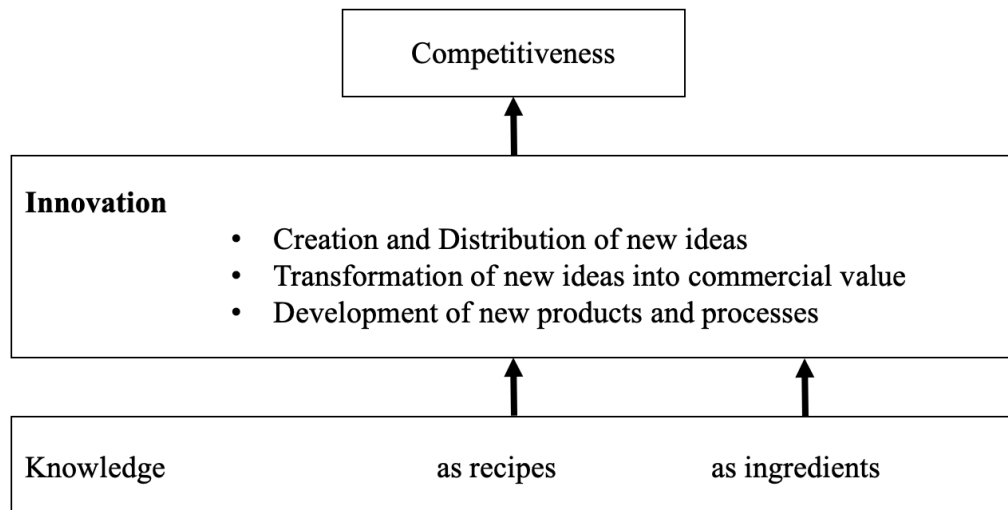


Figure 2 The relationship between competitiveness, innovation, and knowledge

Source: (Huggins & Thompson, 2017)

The digital age has also introduced new dimensions to the concept of competitiveness. Polyanskaya et al. discuss how the rapid advancement of digital technologies necessitates a reevaluation of traditional definitions of competitiveness, emphasizing the importance of adaptability and innovation in maintaining competitive advantages in a digital economy (Polyanskaya et al., 2022). This evolution reflects the dynamic nature of competitiveness, which must continuously adapt to changing market conditions and technological advancements.

1.2 Competitive Advantage

Competitive advantage is a core concept in strategic management, referring to the strengths or capabilities that enable an organization to surpass its rivals. It can take several forms, such as cost leadership, product differentiation, or niche focus strategies, which are critical for sustaining a firm's market position. Understanding how to create and maintain competitive advantage is essential for organizations aiming to thrive in increasingly competitive environments (Porter, 1998).

One of the foundational theories underpinning competitive advantage is the Resource-Based View (RBV), which posits that firms can achieve superior performance by leveraging valuable, rare, inimitable, and non-substitutable resources (Pinto, 2016). This perspective emphasizes that the unique resources and capabilities of a firm are crucial in establishing a competitive edge. For instance, knowledge management practices have been identified as significant contributors to sustainable competitive advantage, as they enable firms to adapt and innovate in response to changing market conditions (Madan & Khanka, 2010). Furthermore, the ability to innovate and differentiate products or services is highlighted as a vital mechanism for achieving competitive advantage, particularly in sectors like technology and consumer goods (Farida & Setiawan, 2022).

The dynamic nature of competitive advantage is also an important consideration. O'Shannassy discusses the distinction between sustainable competitive advantage and temporary competitive advantage, noting that in the current rapidly evolving business environment, firms must continuously adapt their strategies to maintain their competitive positions (O'Shannassy, 2008). This notion is echoed by Samad, who demonstrates that competitive advantage mediates the relationship between corporate strategy and business performance, indicating that firms must align their strategic initiatives with their competitive capabilities to enhance performance (Samad, 2018).

To achieve competitive advantage, organizations need to adopt well-rounded human resource strategies aimed at attracting, nurturing, and retaining skilled talent (Noe, 2015). Nafari and Rezaei (Nafari & Rezaei, 2021) assert that effectively managed human resources are crucial for creating substantial competitive advantages, particularly within sectors where skilled personnel are essential for delivering quality services.

Moreover, the role of external factors, such as market orientation and digitalization, cannot be overlooked. Research indicates that a strong market orientation can enhance a firm's competitive advantage by aligning its offerings with consumer preferences, thereby increasing customer satisfaction and loyalty (Udriyah et al., 2019). Similarly, Integrating digital technologies has been demonstrated to play a crucial role in enhancing competitive advantage, especially among micro, small, and medium enterprises (MSMEs), by improving operational efficiency and market reach (Umar et al., 2024).

Key Factors Influencing Competitiveness Advantage:

- a) **Technological Readiness:** Technological advancements play a pivotal role in enhancing competitiveness. Tran highlights that improved technological readiness can lead to higher yields and better-quality products, making agricultural exports more competitive in international markets such as the EU (Tran, 2024).
- b) **Innovation and Product Differentiation:** Innovation is a critical driver of competitive advantage. Bargoni et al. emphasize that firms in the agri-food industry must continuously update their dynamic competencies to maintain a competitive edge (Bargoni et al., 2022).
- c) **Quality Assurance and Consumer Preferences:** The quality of products is a significant determinant of competitiveness. Pawlak notes that in the meat industry, factors such as technical advances and quality assurance at reasonable prices contribute to competitive advantage (Pawlak, 2018).
- d) **Supply Chain Management:** Effective supply chain practices are essential for achieving and sustaining competitive advantage. Aji argues that linking supply chain management with food security can build sustainable competitive advantages for agribusinesses in developing economies (Aji, 2020).
- e) **Market Positioning and Strategic Alliances:** The establishment of strategic alliances and networks can enhance competitiveness. Zhenlei discusses the importance of developing industrial clusters to create a competitive advantage through collaboration and resource sharing (Zhenlei, 2015).

Implications of Competitiveness Advantage

The implications of competitiveness advantage extend beyond individual firms to impact entire industries and economies. For instance, the competitiveness of the food industry in the European Union is influenced by factors such as innovation, quality, and market access (Juchniewicz & Łukiewska, 2014). Further, assessing competitiveness is essential for identifying strengths and weaknesses within industries. Remeikiene et al. argue that understanding the competitive landscape enables firms to develop effective strategies that leverage their unique advantages while addressing market challenges (Remeikiene et al., 2015). This holistic approach to competitiveness assessment is vital for fostering sustainable economic development.

1.3 Competitive Strategy

A competitive strategy is founded on a company's unique advantages and involves deliberate actions to improve its position in the market relative to rivals. In essence, it serves as a pathway to securing long-term competitive advantage. To provide a foundation for any competitive strategy, Michael Porter introduced three generic competitive strategies based on the type of competitive advantage gained. Competitive strategy plays a vital role in strategic management, concentrating on how organizations can gain and sustain an advantage over their competitors within the market. In his seminal work, *Competitive Strategy* (Porter, 2004), Porter identified three core strategies that businesses can pursue: cost leadership, differentiation, and focus. Each offers a unique approach for companies to gain a competitive edge and deliver exceptional performance (Porter, 2004).

		STRATEGIC ADVANTAGE	
		Uniqueness Perceived by the Customer	Low Cost Position
STRATEGIC TARGET	Industry-wide	Differentiation	Overall Cost Leadership
	Particular Segment Only	Focus	

Figure 3 Three generic strategies

Source: (Porter, 2004)

Cost leadership involves positioning a company as the most cost-efficient producer in its sector. Companies that successfully implement this strategy can offer lower prices to consumers, thereby gaining market share. This approach requires rigorous cost control and operational efficiency across all areas of the business (Porter, 2004). For instance, in the food and beverage sector, firms have utilized cost leadership strategies to enhance profitability by minimizing operational costs while maintaining acceptable quality standards (Indrashwara et al., 2023).

Differentiation strategy involves offering unique products or services that provide added value to customers, allowing firms to charge premium prices (Banker et al., 2014). This strategy is especially successful in markets where consumers value and are prepared to pay a premium for distinctive features or higher perceived quality. For example, family businesses in Ghana have leveraged social networking relationships to enhance their differentiation strategies, thereby achieving competitive advantages in their markets (Acquaah, 2011). Furthermore, the interplay between differentiation and cost leadership strategies has been explored, revealing that while differentiation can enhance performance, it may also complicate cost management (Göknur & Atılhan, 2022).

Focus strategy, which can be a subset of either cost leadership or differentiation, targets a specific market segment by tailoring products or services to meet its unique needs. This approach is particularly effective in industries with diverse and segmented customer preferences (Juniarti et al., 2021).

This approach involves targeting a specific niche market and adopting either a cost-focused or differentiation-focused strategy. The cost-focus variant seeks to deliver lower-priced products to a defined segment, capitalizing on cost efficiency within that limited scope. In contrast, the differentiation focus strategy is ideal for addressing the specialized needs of a market segment that competitors have not yet fulfilled, offering highly tailored and unique products or services (Porter, 2004).

2 COMPETITIVENESS ANALYSIS

The following chapter presents an analysis of competitiveness, utilizing the SWOT framework, PESTLE analysis, and Porter's Five Forces model.

SWOT analysis assesses both the internal capabilities and limitations of an organization alongside the external factors that present opportunities or pose threats. This dual perspective ensures that internal capabilities align with external market conditions. By identifying core competencies and areas for improvement, organizations can craft strategies that maximize strengths and mitigate weaknesses effectively (Sammut-Bonnici & Galea, 2015). On the other hand, PESTLE analysis expands the perspective by concentrating solely on external influences, including Political, Economic, Social, Technological, Legal, and Environmental factors. This framework helps organizations anticipate regulatory changes, economic shifts, and evolving consumer behaviors that may impact their operations, which SWOT alone may overlook (Dibb, 2016).

Meanwhile, Porter's Five Forces assesses industry competitiveness through the examination of five critical forces: the bargaining power of suppliers and buyers, the risk posed by new market entrants, the threat of substitute products or services, and industry rivalry. This framework provides insights into competitive pressures that influence profitability and strategic positioning, complementing the broader perspectives offered by SWOT and PESTLE (Citra Birru et al., 2022).

When combined, these frameworks create a robust analytical approach that enhances competitive advantage and strategic decision-making. For example, findings from SWOT can inform how PESTLE factors influence an organization, while insights from Porter's Five Forces help validate internal strengths and competitive positioning. This interconnected approach ensures that strategies are not only well-informed but also adaptable to both internal and external challenges.

2.1 SWOT Analysis

What is the SWOT analysis?

SWOT analysis is a well-established framework employed to examine the internal strengths and weaknesses, as well as external opportunities and threats, that shape an organization's strategic direction. It encompasses an evaluation of Strengths, Weaknesses, Opportunities, and Threats, offering a comprehensive view that aids in strategic decision-making. This

section expands on the role of SWOT analysis in formulating competitive strategies using contemporary research (Sammut-Bonnici & Galea, 2015). Initially developed in the 1960s, SWOT analysis has become a fundamental tool in business and management due to its simplicity and effectiveness in guiding strategy (Helms & Nixon, 2010).

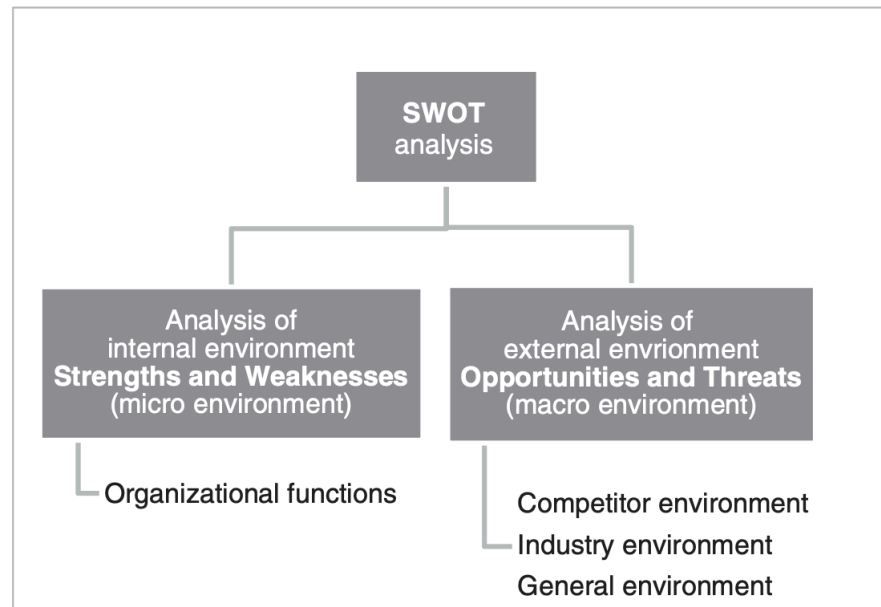


Figure 4 SWOT analysis of main components

Source: (Sammut-Bonnici & Galea, 2015)

Why should use the SWOT analysis?

SWOT analysis helps organizations or individuals assess their internal and external environments, specifically as follows:

Strengths and Weaknesses: Identifying internal strengths and weaknesses is a critical first step in SWOT analysis. Strengths may include unique resources, skilled personnel, or technological advancements, while weaknesses might consist of resource constraints or inadequate expertise. Various studies have demonstrated how leveraging strengths can lead to competitive advantages (Sammut-Bonnici & Galea, 2015). For instance, research conducted on the VCI Indonesia Company found that combining SWOT analysis with the Business Model Canvas allows organizations to refine their competitive strategies by maximizing strengths and minimizing weaknesses (Ariyaha et al., 2023). Additionally, understanding weaknesses provides an opportunity for strategic improvement; organizations can develop targeted interventions to address these vulnerabilities.

Opportunities and Threats: Analyzing external opportunities and threats allows organizations to align their strategic directions with the market landscape. For instance, Rahmadani & Jefriyanto (2021) highlighted how SWOT analysis can assist micro, small, and medium enterprises (MSMEs) in identifying strategies that bolster competitiveness during challenging times, such as the COVID-19 pandemic (Rahmadani & Jefriyanto, 2021). Further emphasizing the necessity of a structured approach, the findings from Ningsih & Wijaya (2023) indicate that a well-executed SWOT analysis can uncover viable marketing strategies that enhance organizational performance (Jana Ristia Ningsih & Tony Wijaya, 2023). By examining strengths and aligning them with market opportunities, organizations can create tailored marketing initiatives that resonate with customer needs.

One of the most prominent advantages of SWOT analysis is its simplicity and versatility. The framework allows organizations to conduct a comprehensive assessment of their situation using just four components: strengths, weaknesses, opportunities, and threats. This straightforward structure encourages participation from various stakeholders, making it easier to generate discussions and insights relevant to strategic planning (Benzaghta et al., 2021). SWOT analysis can be applied across different industries and sectors, increasing its utility as a widely recognized tool for strategic assessment (Sammut-Bonnici & Galea, 2015). Additionally, SWOT analysis serves as a catalyst for action, enabling organizations to capitalize on their strengths and seize opportunities while addressing vulnerabilities and external threats (Okello et al., 2014). For instance, organizations can develop targeted strategies that leverage internal capabilities to innovate or respond to competitive pressures in markets, thus enhancing their overall performance and sustainability. Furthermore, it provides a format that can aid in prioritizing strategic initiatives based on an organization's unique context, fostering a clearer pathway toward achieving defined objectives (Dimić et al., 2016).

2.2 PESTLE Analysis

What is the PESTLE analysis?

As a vital component of strategic planning, PESTLE analysis assists organizations in navigating the multifaceted external context in which they function. It encompasses six categories of external influences: Political, Economic, Social, Technological, Legal, and Environmental. By evaluating each category, businesses can make informed strategic decisions and better predict potential challenges and opportunities (Dibb, 2016).

Table 3 Key elements classified under the PESTLE dimensions

PESTLE Components	<i>Elements in the component</i>
POLITICAL	Developments and changes across international, national, regional, and local communities.
ECONOMIC	Global, national, and local developments, shifts, and occurrences.
SOCIAL	Shifts in societal dynamics, including culture, conduct, expectations, and social composition.
TECHNOLOGICAL	Innovations across areas such as hardware, software, digital tools, equipment, materials, and technological products.
LEGAL	Legislative updates and prospects at the international, European Union, and national levels.
ENVIRONMENTAL	Worldwide, EU-wide, and local concerns, trends, and societal movements.

Source: (Oraman, 2014)

Why should use the PESTLE analysis?

PESTLE analysis serves as a tool to examine the broader macro-environmental influences affecting an organization or initiative, providing valuable insights to guide strategic decision-making, as detailed below:

Political Factors: The political landscape significantly governs food industry operations. Regulatory changes, trade agreements, and government policies impacting agriculture and food safety can alter operational dynamics (Callon, 2021). Martindale et al. emphasize the necessity for the food processing sector to adapt to new regulations surrounding climate change and sustainability, aligning with global initiatives such as the development objectives established by the United Nations for global sustainability (Martindale et al., 2023). Furthermore, Mialon et al. note that the political involvement of corporations in the food sector underscores how field players manipulate regulatory frameworks to influence public health policies, highlighting the impact of political maneuvers on industry practices (Mialon et al., 2015).

Economic Factors: Economic variables such as inflation rates, consumer purchasing power, and global market dynamics critically determine food industry health. Zhao et al. discuss how the evolving definition of food security, linked to economic stability and sustainable supply chains, directly influences demand and production in the food sector (Zhao et al., 2024). Moreover, Borah et al. highlight trends in valorizing food industry waste, indicating the economic potential of maximizing resource usage and enhancing profitability through innovative practices (Borah et al., 2023). This recognition of economic sustainability reflects a broader adaptation trend in the face of changing economic conditions.

Social Factors: Social trends effectively shape consumer behavior and preferences in the food market. For instance, there is a growing inclination towards health-focused dietary options, which places pressure on food companies to reformulate their products and innovate with healthier ingredients (Liu et al., 2024). Santeramo et al. elaborated on the increasing emphasis on food security and nutritional values, which poses both a challenge and an opportunity for food producers to meet evolving consumer expectations (Santeramo et al., 2018). Additionally, the importance of transparency and ethical sourcing in consumer decision-making emphasizes the social dimension of food production.

Technological Factors: Technology significantly impacts efficiency and innovation within the food industry. The adoption of Industry 4.0 technologies, as discussed by Hassoun et al., can lead to automation and enhanced data analytics capabilities, revolutionizing food quality and safety standards (Hassoun et al., 2023). Similarly, According to Ding et al., artificial intelligence and big data serve as key drivers of innovation in food production and consumer engagement, fostering more efficient and responsive supply chains (Ding et al., 2023).

Legal Factors: Legal frameworks surrounding food safety, labeling, and health regulations profoundly influence food production and marketing strategies. This is particularly relevant given the comprehensive monitoring established by initiatives such as INFORMAS, aimed at assessing compliance with public health standards (Mialon et al., 2015). The legal environment can also impact how food companies engage in marketing and promotional activities, as illustrated by the corporate strategies documented in the dairy and baby food sectors (Tanrikulu et al., 2020).

Environmental Factors: Environmental considerations are increasingly central to the food industry due to the rising awareness of sustainability and climate change. The industry's efforts to minimize its carbon footprint through sustainable practices reflect a proactive approach to addressing environmental challenges (Martindale et al., 2023). Moreover, initiatives related to waste valorization and the efficient use of by-products, as explored by

Borah et al., illustrate the industry's commitment to environmental responsibilities (Borah et al., 2023).

PESTLE analysis offers a thorough examination of external influences that may affect an organization. Evaluating political, economic, social, technological, legal, and environmental aspects enables organizations to better understand the wider context in which they operate (Dibb, 2016). The identification of external risks and opportunities through PESTLE analysis facilitates more robust strategic planning. Organizations can create strategies that are proactive rather than reactive, adjusting their business model in advance of potential changes in their environment (Agarwal, 2023).

By focusing on the external macro-environment, PESTLE analysis can enhance an organization's risk management capabilities. Recognizing potential threats, such as changes in legislation or economic instability, allows businesses to develop contingency plans, ensuring they are better prepared to navigate uncertainties (So & Wang, 2022). For businesses considering entering new markets, PESTLE analysis is invaluable. It allows organizations to assess the feasibility of entering new geographical areas by understanding the legal, political, and cultural environments that may affect their operations (Oraman, 2014).

2.3 Porter's Five Forces Analysis

What is the Porter's Five Forces analysis?

Porter's Five Forces Model is a key strategic management tool used to examine the competitive forces within an industry, enabling businesses to comprehend the factors that influence their market landscape. Introduced by Michael E. Porter in his influential book *Competitive Strategy*, this model identifies five fundamental forces that shape the level of competition and the appeal of an industry: the risk of new entrants, the threat of substitute products, the negotiating power of buyers and suppliers, and the intensity of rivalry among current competitors (Porter, 2004).

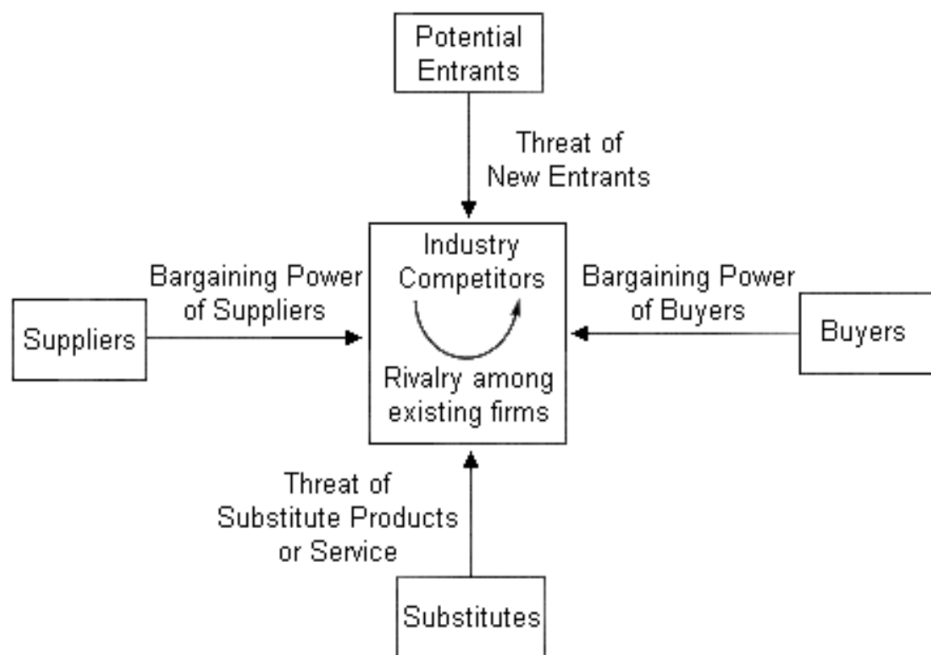


Figure 5 Five Key Forces Influencing Profitability Within an Industry

Source: (Porter, 2004)

Why should use the Porter's Five Forces analysis?

Porter's Five Forces analysis assesses the intensity of competition within the sector. It helps businesses understand their market dynamics, competitive intensity, and profitability potential. Porter's Five Forces consist of the following elements:

Threat of New Entrants

This factor considers how likely it is for new firms to enter the market and challenge the standing of established companies. Entry barriers such as high startup costs, economies of scale, regulatory constraints, and strong customer loyalty can discourage potential entrants from competing in the industry (Porter, 2004). Triguero et al. highlight that established companies with significant export experience are more likely to introduce innovations in the food industry, which can help them maintain a competitive edge against new entrants (Triguero et al., 2013).

On the other hand, new businesses occasionally enter markets with better goods, more affordable costs, and more marketing resources. Therefore, it is the strategist's responsibility to spot any new competitors entering the market, keep an eye on their tactics, launch a counterattack when necessary, and make use of current advantages and capabilities. In general, existing companies strengthen their positions and take steps to attract new

competitors by decreasing prices, extending warranties, adding features, or providing financing offers when there is a significant risk of new firms joining the market (David, 2017).

Bargaining Power of Suppliers

Suppliers' bargaining power influences both the cost and accessibility of the inputs required by businesses. Suppliers can exert influence, especially if they represent a small number of entities or if their products are unique (Porter, 2004). The chicken meat industry in Mozambique exemplifies this scenario, as Oliveira et al. describe how understanding supplier dynamics is crucial for competitiveness and quality assurance in this market; it shows when suppliers hold significant bargaining power, they can squeeze industry margins and influence pricing strategies, driving food firms to diversify sources or develop vertical integrations (Oliveira et al., 2015).

Bargaining Power of Buyers

Buyers' bargaining power influences the pricing and quality of products offered in the market. In the food industry, the growing demand for health-conscious and sustainable products has empowered consumers to demand higher quality and transparency from food producers (Callon, 2021). Buyer power often leads to variations in market dynamics, where powerful buyers can negotiate lower prices, disrupting traditional supplier-retailer relationships. In competitive environments, larger buyers typically secure better pricing due to their ability to leverage size against suppliers, illustrating the countervailing power effect (Callon, 2021).

Threat of Substitute Products

As consumers' switching costs reduce and the relative price of substitute products decreases, the competitive pressures resulting from these products intensify. The inroads into the market share that replacement products achieve, along with those enterprises' intentions for increasing capacity and market penetration, are the best indicators of their competitive strength (David, 2017). The presence of substitute products poses a challenge for existing firms by providing consumers with alternative options that fulfill similar needs. The rise of plant-based and health-oriented alternatives illustrates the increasing threat of substitutes in the food industry. Singh et al. describe how innovations in substitute products can disrupt traditional food markets, compelling companies to differentiate their offerings and retain customer loyalty (Singh et al., 2022).

Rivalry Among Existing Competitors

The level of competition among existing firms has a direct effect on an industry's profitability. High levels of competition can lead to price wars, increased marketing expenditures, and the need for constant innovation. Ahi and Yildiz emphasize the significance of understanding these competitive dynamics as a foundation for developing sound strategic agendas (Ahi & Yildiz, 2018). Additionally, Maumbe notes that factors such as food safety regulations, changing demographics, and periodic surges in demand contribute to increased competition among firms in the quick-service restaurant sector (Maumbe, 2012).

Porter's Five Forces analysis stands out for its ability to assess industry profitability by evaluating overall industry attractiveness. Additionally, by concentrating on industry dynamics, this approach provides companies with a clearer picture of their competitive landscape than alternative analytical methods. Despite the strengths outlined above, this analysis does not account for internal or macroeconomic factors influencing a company's competitiveness. As such, it should be complemented by additional analyses to identify and implement the most suitable competitive strategy (Jurevicius, 2021). Porter's Five Forces framework is valuable for its ability to reveal the key competitive pressures that influence an industry. By analyzing factors such as existing rivalries, potential market entrants, the bargaining power of both suppliers and customers and the risk posed by substitute products, companies can gain deeper insights into their competitive landscape (Porter, 2004).

Studies used SWOT, PESTLE, Porter's Five Forces to evaluate in Vietnam's Food Market

Currently, there is no specific study on the competitiveness advantage of NUTRIOSE products for the Roquette application method above in the Vietnam Food market. However, various other studies have utilized strategic analysis tools like SWOT, PESTLE, and Porter's Five Forces to evaluate the Vietnamese food market. Notable examples include:

- **Strategic Analysis of Trung Nguyen Cafe:** This study conducts a strategic analysis of Trung Nguyen Cafe using PESTLE, Porter's Five Forces, SWOT, and Value Chain analysis to identify challenges and propose solutions for improving the company's competitive position both locally and globally (Dan Hackett, 2024).

- Vinamilk SWOT & PESTLE Analysis: This analysis examines Vinamilk, Vietnam's largest dairy company, using SWOT and PESTLE frameworks to assess its market position and strategic direction (Fatema, 2020).
- Vietnamese Coffee in the Path of International Integration: This research applies PESTLE, SWOT, and Porter's Five Forces analyses to evaluate Vietnam's coffee industry, particularly in the context of the U.S. market, assessing key advantages, limitations, opportunities, and challenges in the context of global integration (Linh, 2016).
- Analysis of the business strategy of Huu Nghi Food Joint Stock Company: This thesis focuses on analyzing the current business strategy of Huu Nghi Food Joint Stock Company, using tools such as PEST, SWOT, and Porter's Five Competitive Forces. The study evaluates the business environment, identifies influencing factors and proposes solutions to improve the company's business strategy until 2015 (Le, 2013).

3 REGULATORY FRAMEWORK FOR SOLUBLE FIBER IN THE FOOD INDUSTRY

3.1 Codex Alimentarius & International Standards

According to Codex Alimentarius (FAO-WHO), Dietary fiber refers to a form of carbohydrate that is neither digested nor absorbed in the small intestine. It encompasses a range of non-digestible carbohydrates and lignins naturally found in plants, as well as those that can be extracted or synthetically produced.

Dietary fiber can be divided into two main categories:

Intrinsic Dietary Fiber: It comprises the naturally occurring edible portions of plants that are resistant to digestive processes. It consists of components such as cellulose, hemicellulose, lignin, and pectin.

Functional Fiber (or Added Fiber): This refers to isolated or extracted non-digestible carbohydrates that have been shown to provide health benefits, which may include oligosaccharides (such as GOS and FOS), inulin, resistant starch, and chemically modified sugars (McCleary et al., 2018).

Table 4 Countries following the CODEX fiber definition (DP >3)

Country/Region		Recommended fiber intake (g/day)	Median intake (g/day)	Body issuing the requirement
US and Canada	Males	38	16.5-19.4	North America – Jointly use the IOM report from the National Academy of Sciences
	Females	25	12-15	
France	Males	30	21	<i>Agence française de sécurité sanitaire des aliments</i> (French food safety agency)
	Females	25	17	
Germany	Males	30	24	German Nutrition Society
	Females	30	21	
Japan	Males	30	17	Japanese Ministry of Health
	Females	25	17	
UK	Males	18*	15.2	UK Department of Health
	Females	18*	12.6	
FAO/WHO		>25		WHO/FAO
		>20		

Source: (Jones, 2014)

Table 5 below shows current operative definitions for dietary fiber worldwide among researchers (Jones, 2014).

Table 5 Globally applied definitions of dietary fiber

Organization	Definition
EFSA (2009) – The Panel on Dietetic Products, Nutrition and Allergies delivers evidence-based guidance on dietary reference values within the EU.	“Indigestible carbohydrates and lignin that bypass digestion in the small intestine and reach the colon, including non-starch polysaccharides, resistant starch, and resistant oligosaccharides”
Health Canada (HC), 2010 – A Canadian government department overseeing national public health	Dietary fiber includes naturally occurring, edible plant-based carbohydrates with a degree of polymerization (DP) greater than 2 that escape digestion and absorption in the small intestine. It also encompasses approved novel dietary fibers. Novel dietary fiber refers to ingredients specifically developed to serve as fiber sources. These are carbohydrates (DP > 2), either extracted from natural materials or synthetically produced, that are resistant to digestion in the small intestine. To qualify, they must show proven health benefits in humans and fall into one or more of the following categories: Not traditionally consumed in significant amounts, Structurally modified through processing, or Highly concentrated from a plant source. Examples include resistant oligosaccharides, resistant starch, and resistant maltodextrins
Food Standards Australia New Zealand (FSANZ), 2001 – The agency responsible for	Dietary fiber refers to the portion of edible plant material, plant extracts, or synthetic equivalents that:

creating and enforcing the food standards code, covering additives, safety, labeling, and genetically modified foods.	Resist digestion and absorption in the small intestine, typically undergoing complete or partial fermentation in the large intestine; and Contribute to one or more beneficial physiological effects, such as promoting laxation, lowering blood cholesterol, or regulating blood glucose levels. This includes resistant polysaccharides, oligosaccharides with a degree of polymerization greater than 2, lignins, and resistant dextrin.
American Association of Cereal Chemists (AACC), 2001 – An organization that compiles scientific and technical data for global use in the grain industry; now known as AACCI	Dietary fiber includes plant-derived components and analogous carbohydrates that evade digestion and absorption in the small intestine, subsequently undergoing complete or partial fermentation in the colon. This category encompasses polysaccharides, oligosaccharides, lignin, and similar plant-based substances. Dietary fiber contributes to health by promoting beneficial physiological effects such as improved laxation, and/or reduction of blood cholesterol and blood glucose levels. Examples include resistant oligosaccharides, resistant starches, and resistant maltodextrins

Source: (Jones, 2014)

3.2 Vietnamese Regulations on Food Ingredients & Dietary Fiber

Vietnam's Food Ingredient and dietary fiber regulatory framework encompasses definitions, labeling requirements, and compliance procedures primarily governed by the Ministry of Health (MOH).

Functional foods and health supplements are governed by Circular 43/2014/TT-BYT and Circular 24/2019/TT-BYT on food ingredients, both issued by the Ministry of Health (MOH). These products are intended to support bodily functions, enhance comfort, boost

resistance, and reduce disease risks. They may contain substances such as vitamins, fiber compounds (Russin, 2024).

Starting January 1, 2026, all pre-packaged food products in Vietnam must comply with the revised nutrition labeling regulations specified in Circular 29/2023/TT-BYT. Mandatory nutritional components to be displayed include energy, protein, carbohydrate, fat, and sodium. Specific products may have additional labeling requirements (FAS, 2024).

3.3 Trade barriers and Import procedures

The EU-Vietnam Free Trade Agreement (EVFTA), a trade pact between Vietnam and the 28 EU member states, came into force in August 2020. Under this agreement, Vietnam is committed to progressively reducing tariffs on EU exports, including agricultural products like soluble fiber, over a period of three to ten years. This reduction aims to enhance trade between EU member states, such as France and Vietnam (Access2Markets, 2020). Additionally, Vietnam has a critical EU export market in Asia with a population of over 97 million. Vietnam ranks as the EU's 17th-largest global trading partner and holds the second position in Southeast Asia. Vietnam is a significant source of raw materials and other goods inputs for the EU (Access2Markets, 2020).

To import soluble fiber into Vietnam, the following requirements must be met:

- **Compliance with Regulations:** Imports must adhere to Vietnam's regulations on quarantine, food safety, and quality standards. Compliance is verified through inspections conducted by competent Vietnamese authorities before customs clearance.
- **Required documentation** typically includes a commercial invoice, bill of lading, packing list, certificate of origin (to benefit from EVFTA tariff reductions), Harmonized System (HS) codes, and any necessary certificates related to food safety standards.

Harmonized System (HS) codes used for soluble fiber in Vietnam are 110820 Inulin, 350510 Dextrin, and 170290 Oligosaccharides (VCCI, 2024).

- **Language:** Labels must be in Vietnamese or include a supplementary Vietnamese label if the original is in another language.

To conclude, the theoretical part of this project revolves around the concept of competitive advantage, which refers to the unique strengths that allow Roquette to outperform its rivals in the Vietnamese food market. It will be pointed out the information and benefits of the theories; this will help to form the theoretical foundation of the project from which to explore how Roquette's company can enhance the competitive advantage of the specific NUTRIOSE soluble fiber product by leveraging its internal capabilities, such as innovation activity, product quality, and technical expertise.

To support this goal, the project draws on the broader concept of competitiveness, which considers the dynamics at the firm, industry, and national levels. It also applies theories of competitive strategy, particularly Porter's generic strategies, to identify effective ways for Roquette to position itself through cost leadership, differentiation, or market focus.

The competitiveness analysis, including SWOT, PESTLE, and Porter's Five Forces, is used to assess both internal resources and external challenges. These tools provide a strategic lens to identify opportunities and threats in Vietnam's dynamic food industry and help Roquette align its strategic activities with market needs, regulatory requirements, and consumer health trends.

Additionally, compliance with the legal framework for soluble fiber, including international standards (Codex Alimentarius) and Vietnamese regulations, as well as the EVFTA, is mandatory. Understanding and complying with the regulations of the Vietnamese Ministry of Health and the EVFTA trade agreement is also considered essential for successful market penetration and sustainable long-term competition of soluble fiber NUTRIOSE product of Roquette company in the Vietnamese food market.

II PRACTICAL PART

4 INTRODUCTION OF ROQUETTE COMPANY

4.1 Company profile and history

Roquette is a global leader in plant-based ingredients and a leading provider of pharmaceutical excipients. Established in 1933 in Lestrem, France, by the Roquette family, the company initially focused on processing locally grown starches.



Figure 6 Roquette Company logo

Source: (Roquette, 2025)

Roquette expanded its portfolio, integrating innovative technologies and diversifying into food, nutrition, health, and industrial markets. Today, the company operates in over 100 countries and more than 30 manufacturing sites with production facilities in Europe, North America, and Asia, and maintains a team of over 10,000 people worldwide.

The following table illustrates Roquette's global revenue from 2022 to 2024, highlighting the recent downward trend that underscores the need for more focused strategic actions.

Table 6 Roquette's global revenue from 2022 to 2024

Year	Revenue (in billion of USD)	Variation Percentage (Var. %)
2022	5,82	-
2023	5,67	-2,6%
2024	5,10	-10%

Source: (Roquette, 2025)

Roquette's global revenue decreased from 5.82 billion USD in 2022 to 5.10 billion USD in 2024, marking a notable decline of approximately 12% over the two-year period. This reduction signals growing challenges in the global food ingredients market, where companies face increasing competition, shifting consumer expectations, and tighter regulatory conditions.

Figures 7 and 8 below are the main development journey images of Roquette's journey and Roquette's key markets in the world. In particular, the Food and Nutrition market is always at the top of the development list.

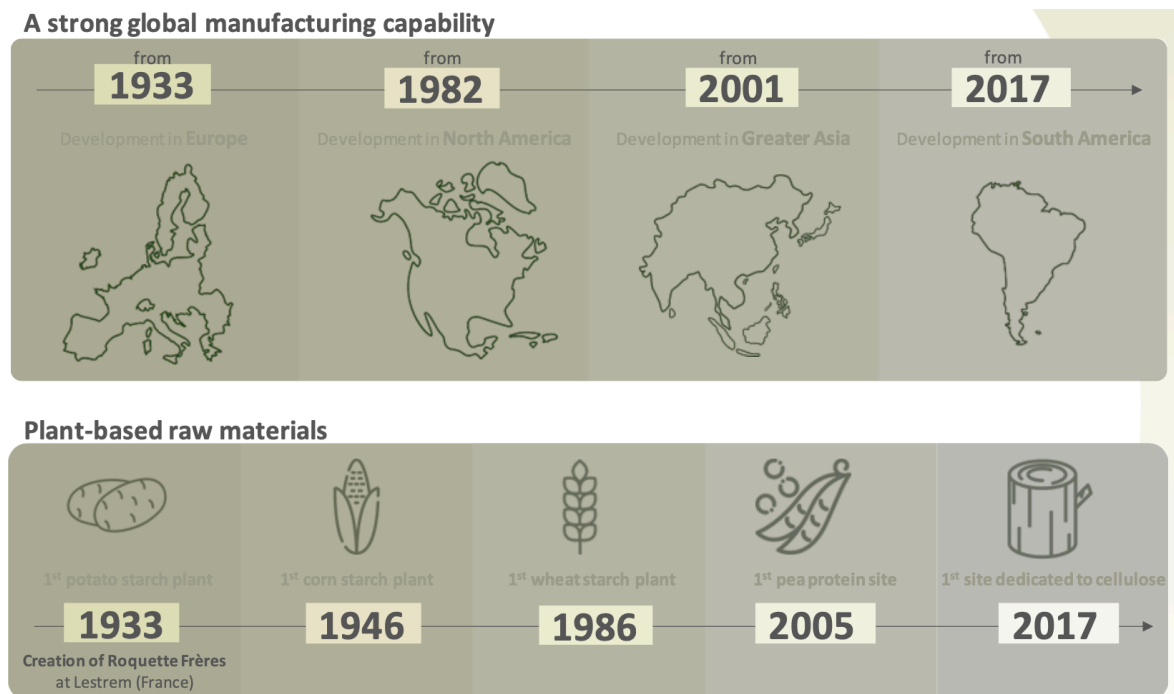


Figure 7 Major Steps of Roquette's Journey

Source: (Roquette, 2025)

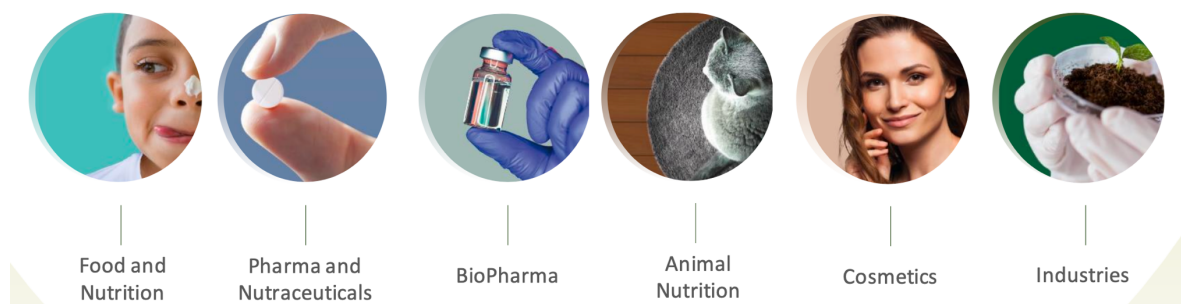


Figure 8 Roquette's key market coverage worldwide

Source: (Roquette, 2025)

Mission: Utilizing plant-derived resources, we collaborate with our customers and partners to envision and provide ingredients that enhance both human nutrition and patient care.

Every ingredient offered addresses specific, vital needs and contributes to promoting healthier ways of living.

Ambition: Harnessing nature's potential to deliver premium ingredients for the food, nutrition, and health industries.

Vision: Nature offers solutions to meet individuals' food, nutrition, and health needs, adapted to their lifestyle, age, environment, and personal habits.

Value:

- Authenticity
- Excellence
- Forward-looking
- Well-being

Roquette offers a diverse portfolio of products, including plant-based proteins, starch derivatives, polyols, fibers, and pharmaceutical excipients. These ingredients support a wide range of industries such as food and beverage, pharmaceuticals, cosmetics, and animal nutrition. Committed to sustainability, the company minimizes its carbon footprint through environmentally friendly production methods and responsible raw material sourcing.

Innovation is at the core of Roquette's growth strategy. The company operates multiple R&D centers worldwide, where scientists and researchers collaborate to develop high-performance plant-based ingredients. Roquette's commitment to research and development has led to groundbreaking advancements in soluble fiber, pea protein, and plant-based alternatives, catering to the growing demand for healthier and sustainable food solutions (Roquette, 2025).

4.2 Company Organization and Structure

With over 10,000 employees worldwide, Roquette operates under a structured organizational framework designed to ensure efficiency, innovation, and customer satisfaction. The company operates under private ownership and is led by the Roquette family, alongside a professional executive team overseeing strategic growth and day-to-day operations, as shown in Figure 9.

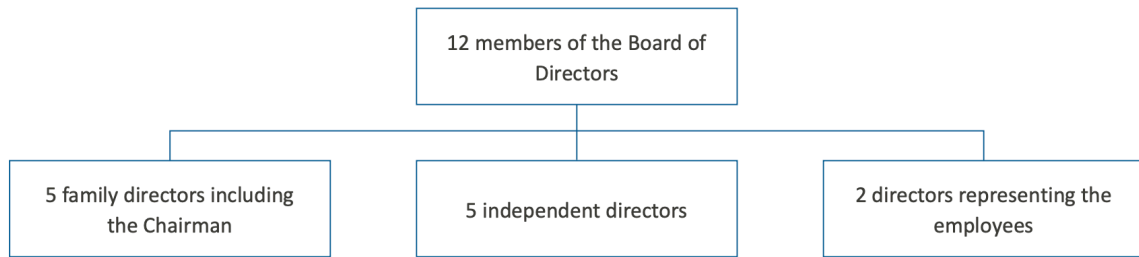


Figure 9 Organizational Chart of Roquette Executive Office in Global

Source: (Roquette, 2025)

Roquette has established a strong and growing presence in Asia, with over 100 regional employees. This expansion reflects the rising demand for plant-based ingredients and pharmaceutical excipients in Asian markets. Within this context, Vietnam holds three strategic Account Manager positions, highlighting its importance in the company's regional strategy.

Roquette's operations in Asia encompass various activities, including manufacturing, research and development, sales, and strategic partnerships. Key organizational aspects of Roquette in the Asia region include:

Strategic Partnerships: Roquette's Asia-Pacific headquarters in Singapore serves as a hub for operations and regional strategy. The company partners with distributors, food manufacturers, and pharmaceutical firms to strengthen its market presence and develop products aligned with Asia's dietary and healthcare trends.

Manufacturing Facilities: Roquette operates production plants in China and India, ensuring a localized supply of ingredients to meet the needs of the Asian market. The China facility, located in Lianyungang, is a major site for starch and polyol production, while the India plant focuses on pharmaceutical excipients and food ingredients.

R&D and Innovation Centers: Roquette has established research and innovation centers in Asia, including in China and India, to support the development of region-specific products and formulations. These centers collaborate with local customers to tailor solutions to consumer preferences and regulatory requirements.

Sales and Distribution Network: Roquette has dedicated sales teams across key Asian markets, including China, India, Japan, South Korea, and Southeast Asia, ensuring strong customer relationships and localized support.

(Roquette, 2025)

5 INTRODUCTION OF NUTRIOSE PRODUCT

5.1 Product Overview

NUTRIOSE is a line of plant-based soluble fibers sourced from non-GMO wheat or corn. It features a neutral taste that maintains the original flavor of products, excellent process stability, and clinically proven digestive tolerance.

With low viscosity, high solubility, and exceptional tolerance, NUTRIOSE is easy to incorporate into a wide variety of fiber-enriched foods. Clinical studies have shown its health benefits. Composed of at least 96% fiber and low in calories, it also contains less than 0.5% sugar, making it ideal for sugar-free formulations.



Figure 10 Brand name of soluble fiber NUTRIOSE's product

Source: (Roquette, 2025)

NUTRIOSE's digestion and absorption process

In contrast to regular starch in the upper digestive tract, NUTRIOSE experiences partial hydrolysis, with around 15% digested enzymatically in the small intestine. The rest reaches the colon, where roughly 75% is slowly fermented, and approximately 10% is eliminated from the body (Roquette, 2025).

Dietary fiber classification according to physicochemical properties

According to the figure below, NUTRIOSE falls under the category of soluble, non-viscous, and fermentable fibers (Roquette, 2025).

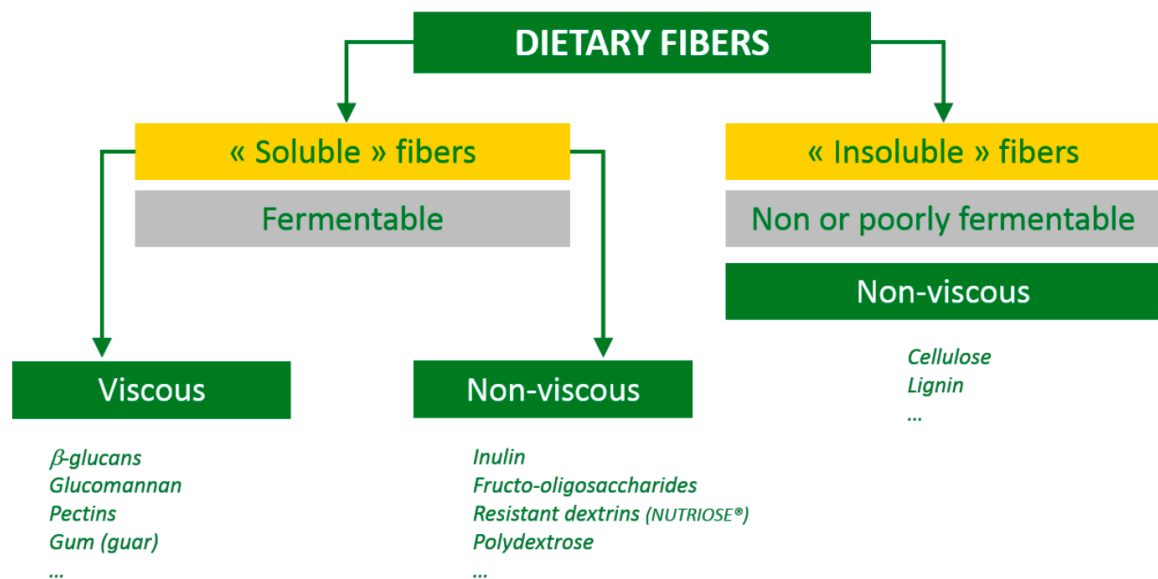


Figure 11 Classification of dietary fibers

Source: (Roquette, 2025)

5.2 Production And Compliance

NUTRIOSE Production: ROQUETTE Dextrin – NUTRIOSE Maize based,

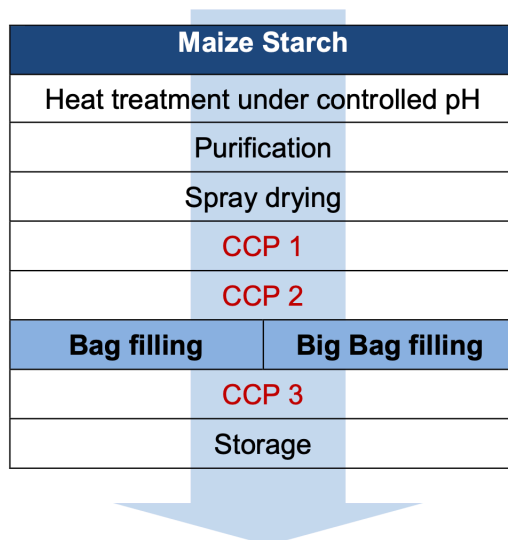
Manufacturing location: Lestrem (FR)

Figures 12 and 13 depict the production process of Soluble fiber NUTRIOSE at Roquette, which follows a controlled sequence to ensure product quality and safety. The maize starch ingredient begins with heat treatment under controlled pH, followed by purification and spray drying. After drying, the product is packed either in regular bags or big bags before being stored. Several Critical Control Points (CCPs) are integrated throughout this process to manage potential contamination risks, particularly from foreign materials and metals.

There are three main CCPs in this production line. CCP1 involves a safety sieve of 2 mm to remove foreign materials, with inspections carried out once per shift. CCP2 uses magnets to detect metal contaminants at the end of each batch. CCP3 applies metal detectors for both bag and big bag products, with detection thresholds specific to the type of metal (Fe, Non-Fe, Stainless Steel). All checks are logged in production records to ensure traceability.

In the event of a CCP failure, all affected batches are placed on hold, and the site QA manager is responsible for the investigation and product release decision. This systematic CCP management highlights Roquette's commitment to food safety, minimizing

contamination risk, and ensuring consistent product standards across soluble fiber NUTRIOSE production.



Critical Control Points (CCP) management		
Type of hazard	Lestrem	Action in case of deviation
Foreign material	CCP1 - Safety sieve 2 mm : Inspection once a shift. Record on production logbooks.	- In case of failure, or foreign matter, the sieve is replaced. - All batches produced after the last control are identified and put on status "on hold". - The site QA manager is in charge of the investigation and the release of the product.
Metal	CCP 2 - Magnets Metal check at end of each batch. Record on production logbooks.	- In case of failure, the batch is identified and put on status "on hold". - The site QA manager is in charge of the investigation and the release of the product.
	CCP3 - Metal detector : <u>Bags:</u> Fe: 3 mm, Non Fe: 4,5 mm, Stainless steel: 4 mm. <u>Big Bags:</u> Fe: 2 mm, Non Fe: 2 mm, Stainless steel: 2 mm. Metal check once a shift. Record on production logbooks.	- In case of failure, all batches produced after the last control are identified and put on status "on hold". - The site QA manager is in charge of the investigation and the release of the product.

Figure 12, 13 Production and Compliance of NUTRIOSE dietary fibers

Source: (Roquette, 2025)

In relation to compounds or products associated with allergic reactions or food intolerances, Nutrose follows the current European Regulation (EU N°1169/2011) and NUTRIOSE sugar-free soluble fiber from natural origin with Non-GMO Project verified.



Figure 14 Label-friendly with NUTRIOSE, *Source: (Roquette, 2025)*

5.3 Key Benefits And Application

The Key benefits of NUTRIOSE

NUTRIOSE and Blood Glucose Management: To assess the glycaemic and insulinemic effects of NUTRIOSE, six cross-over studies were carried out across five countries (France, the UK, Canada, China, and India). In each study, 6 to 24 healthy participants were randomly assigned to consume either 50g of NUTRIOSE or 50g of glucose (as a control) at the beginning of test sessions lasting between 120 and 240 minutes. Glucose and insulin levels in the bloodstream were monitored using capillary or venous sampling. Depending on the study methodology, NUTRIOSE showed glucose responses between 25% and 48% and insulin responses between 13% and 20%, both significantly lower than the glucose control.

An additional result of NUTRIOSE's mild insulin response is the lack of postprandial hypoglycemia observed 120 minutes after intake, unlike what occurs following glucose consumption. With its low digestibility, NUTRIOSE induces only slight responses in both glucose and insulin levels.

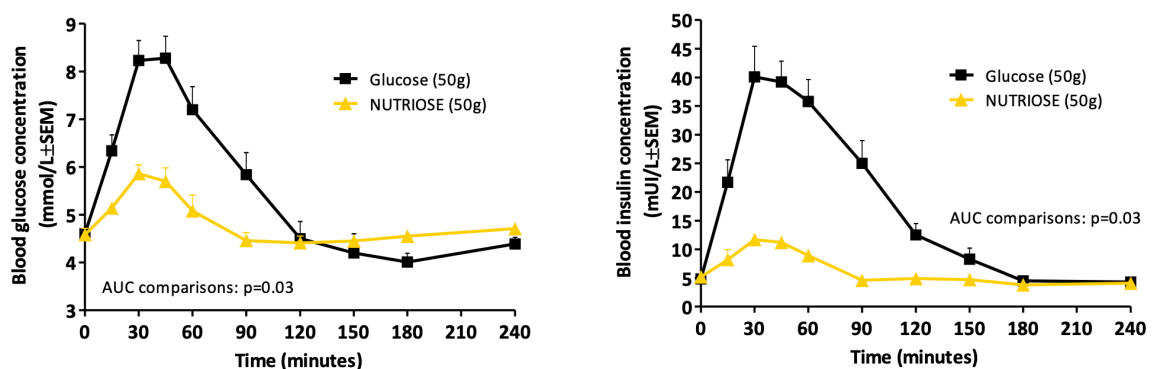


Figure 15, 16 Evolution of blood glucose and insulin after ingestion of 50g of NUTRIOSE or 50g of Glucose, *Source: (Roquette, 2025)*

NUTRIOSE is a fiber known for its outstanding digestive tolerance: Some soluble fibers are quickly fermented and may lead to digestive issues such as bloating, gas, and diarrhea. However, NUTRIOSE is exceptionally well tolerated when consumed at the levels associated with its nutritional benefits. Its digestive tolerance threshold is estimated at 45g per day, with no adverse effects reported below this amount. At intakes between 45g and 60g per day, mild flatulence has been observed, which typically subsides after a 7-day adaptation period. Notably, even at a dose of 100g per day, no laxative effects were recorded, indicating that the average laxative threshold exceeds 100g per day the highest amount tested so far.

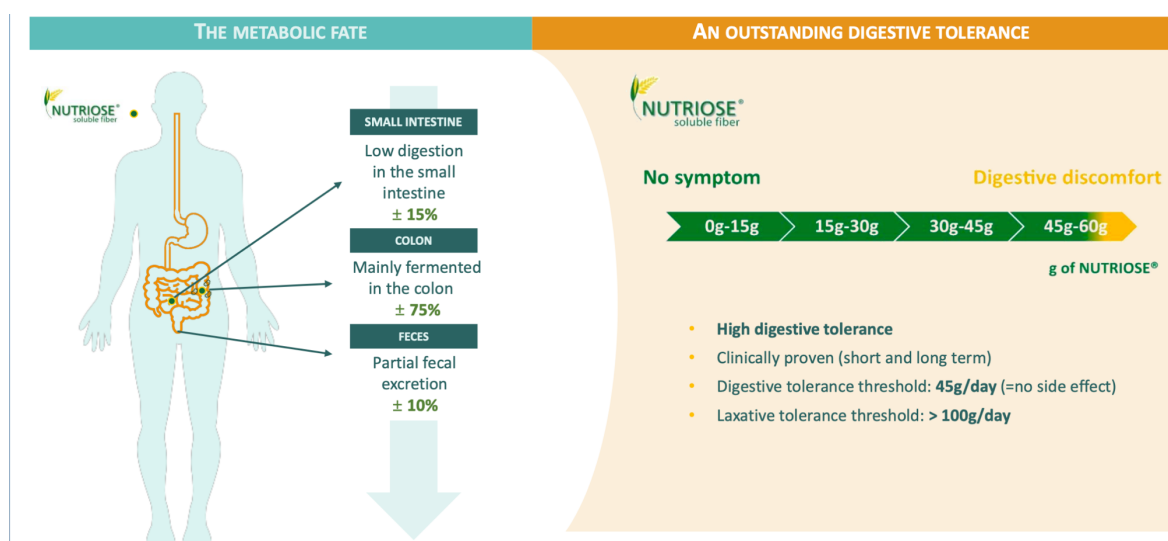


Figure 17 Digestive tolerance of NUTRIOSE

Source: (Roquette, 2025)

NUTRIOSE acts as a prebiotic: NUTRIOSE demonstrates prebiotic effects as defined by Woods and Gorbach (2001), which include increased levels of beneficial bacteria, suppression of harmful microbes, lowered intestinal pH, production of short-chain fatty acids, and changes in microbial enzyme activity. This aligns with the FAO's 2007 revised definition of a prebiotic as a "non-viable food component that provides a health benefit to the host by modulating the microbiota" while also emphasizing that not all fibers meet the criteria to be considered prebiotics. Supporting this, two clinical studies showed that daily NUTRIOSE intake at 8g and 10g over 14 days significantly increased *Bacteroides* levels (Figure 18), while *Clostridium perfringens* levels decreased at 8g and 15g/day (Figure 19). Additionally, a reduction in colonic pH was observed from a daily intake of 8g.

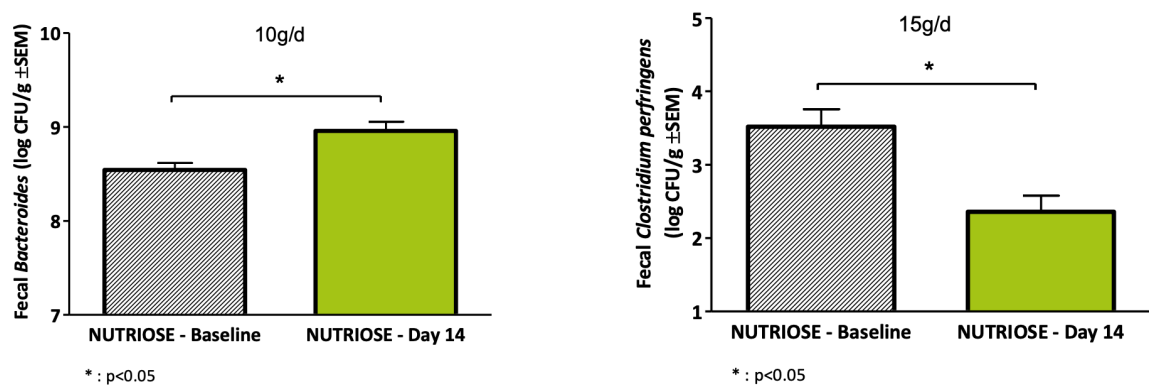


Figure 18, 19 Fecal Bacteroides and Clostridium perfringens numbers in healthy volunteers

Source: (Roquette, 2025)

NUTRIOSE and Stable event at Low pH, Stable throughout shelflife and During heat treatment:

Figure 20 illustrates the stability of soluble fiber NUTRIOSE product compared to two types of fructo-oligosaccharides (FOS X and FOS Y) under acidic conditions. After 90 days of incubation at pH levels 2.0, 4.5, and 7.0 at 30°C, NUTRIOSE retained over 95% of its initial molecular weight, while both FOS variants showed significant degradation, particularly under strongly acidic conditions. This highlights NUTRIOSE's strong resistance to acid-induced hydrolysis.

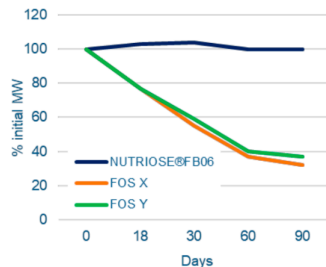
Figure 21 depicts Inulin showed poor thermal stability, with fiber content dropping to 4% after UHT treatment at 130°C for 30 seconds at both pH 7 and pH 3. In contrast, NUTRIOSE maintained nearly 100% of their fiber content after heat treatment and remained highly stable after 30, 60, and 90 days of storage at 60°C.

Together, these results confirm the exceptional functional robustness of NUTRIOSE under acidic, long-term storage, and thermal processing conditions making it highly suitable for use in a wide range of acidic, shelf-stable, or heat-processed food applications.

1 | STABLE EVEN AT LOW pH

Evolution after 90 days of the molecular mass Mw (expressed in %/initial Mw) of a pH 2, 4,5 and 7 solution of NUTRIOSE and two different types of FOS at 10% of dry matter placed at 30°C.

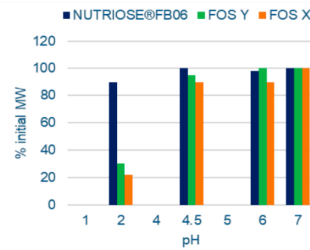
In house study



2 | STABLE THROUGHOUT SHELF LIFE, EVEN AT LOW pH

Evolution after 90 days of the molecular mass Mw (expressed in %/Initial Mw) of a pH 2.7 solution of NUTRIOSE® and of two different types of FOS at 10% of dry matter placed at 23°C.

In house study



3 | STABLE DURING HEAT TREATMENT

Evolution of the percentage of fiber in tomato soup at pH 4.2 after sterilization at 110°C for 50 min. NUTRIOSE® is not destroyed by this thermal treatment whereas FOS content has been decreased by 26%.

In house study

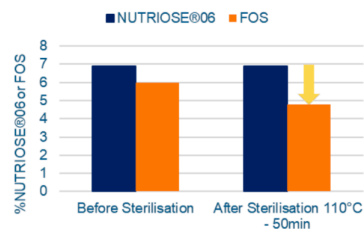


Figure 20 Stability of NUTRIOSE under Low pH, Shelf-life Storage, and Heat Treatment

Source: (Roquette, 2025)

Heating resistance of soluble fibers [5% solution, UHT 130°C 30sec, Storage under 60°C]

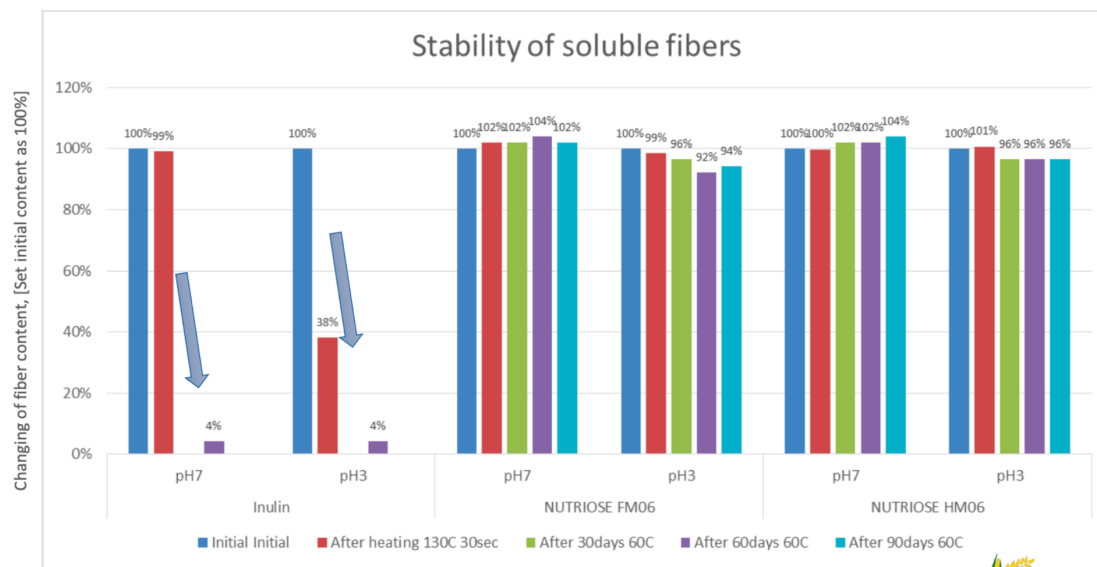


Figure 21 Heating and storage stability of soluble fibers NUTRIOSE under UHT and elevated temperatures

Source: (Roquette, 2025)

Benefits to health as recognized by EFSA and the EU Commission: Roquette's health claim application for NUTRIOSE was approved by EFSA and officially published in Regulation (EU) No. 2016/854 in 2016. The approved claim states that NUTRIOSE helps reduce the postprandial glycaemic response (Figure 22).



Figure 22 Illustrative icons proposed for package labeling

Source: (Roquette, 2025)

Table 7 shows applications of NUTRIOSE, soluble fiber that used in Beverages, Bakeries, nutritional and & Meal Replacements, etc. This versatility highlights NUTRIOSE's substantial potential for innovation and product development in both functional and mainstream food markets.

Table 7 NUTRIOSE Application

Category	Applications
Beverages	Functional drinks, meal replacements, sports drinks
Bakery & Snacks	Bread, cakes, cookies
Nutritional & Meal Replacements	Protein bars, shakes, dietary supplements
Dairy & Dairy Alternatives	Yogurt, milk-based drinks, plant-based dairy
Confectionery	Candies, chewing gum, chocolate
Savory & Processed Foods	Soups, sauces, ready meals, meat substitutes

Source: (Roquette, 2025)

6 ANALYSIS OF SOLUBLE FIBER IN THE FOOD INDUSTRY

6.1 Global Trends in Soluble Fiber

The global soluble fiber market is expanding rapidly, fueled by growing consumer awareness of its health advantages, including digestive health, blood sugar regulation, and cholesterol reduction. The following key trends are shaping the industry:

Rising Demand for Gut Health Solutions: The demand for gut health solutions has surged globally, driven by increasing awareness of the interconnectivity between diet and gastrointestinal wellness. Gut health, once a niche interest, has now gained recognition as an essential aspect of overall health, influencing various physiological functions, including digestion, metabolism, and immune response. This trend is particularly evident in the growing interest in prebiotic and probiotic products, which are believed to be crucial in regulating the gut microbial balance and maintaining optimal gut function (Yoo et al., 2024). Adding soluble fiber in purified diets has been shown to enhance gut morphology and positively modulate bacterial populations, leading to potential improvements in metabolic health (Griffin et al., 2022).

Expansion of Functional & Fortified Foods: The growth of functional and fortified foods is transforming the food market, focusing on enhancing health and nutrition. This expansion is fueled by rising consumer demand for products that offer benefits beyond basic nutrition, driving innovation in product development and marketing. Functional foods, enriched with bioactive compounds like fiber, antioxidants, omega-3 fatty acids, and vitamins, are designed to support disease prevention and overall well-being (Rashidinejad, 2024). Moreover, the market for fortified foods is not limited to traditional nutrients; innovative approaches have introduced incorporating plant-based components, such as grape extract polyphenols and moringa leaf powder, into food products. These ingredients enhance nutrition while also offering benefits to health, particularly through their antioxidant properties (Handayani et al., 2022).

Two figures 23 and 24 below illustrate the positive global trend in the dietary fiber market. As seen in the first chart, the global dextrin market is projected to expand significantly, doubling from USD 0.35 billion in 2023 to USD 0.70 billion by 2032, reflecting a CAGR of 8.1%. In parallel, the U.S. functional foods market (second chart) shows a steady increase in demand for dietary fibers and related ingredients, such as prebiotics and probiotics,

reinforcing the rising importance of fiber-enriched products in health-conscious consumer diets worldwide.

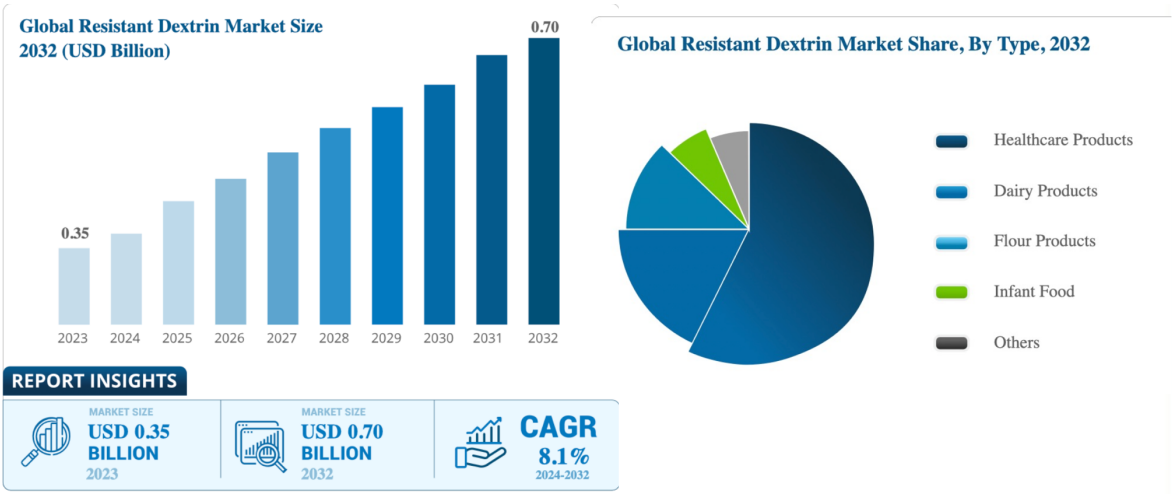


Figure 23 Global Resistant Dextrin Market Size 2032 (USD Billion)

Source: (Business Research Insights, 2025)

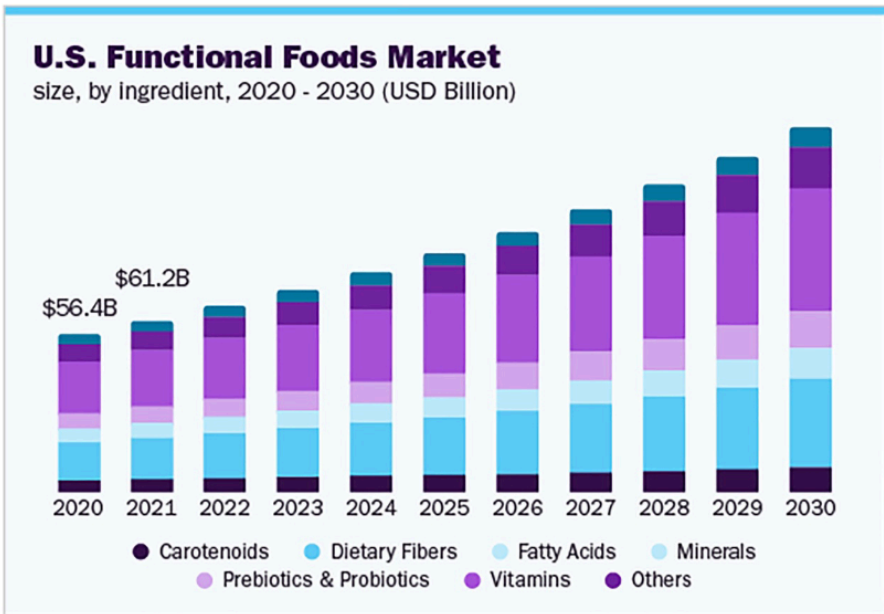


Figure 24 The present magnitude of the US functional food market and its projected growth in the upcoming years

Source: (Rashidinejad, 2024)

Sugar Reduction and Clean Label Trends: One principal driver of the sugar reduction trend is the growing recognition of the health risks posed by high sugar intake, such as obesity, diabetes, and cardiovascular diseases. The World Health Organization (WHO) recommends that free sugars should comprise less than 10% of total energy intake (Bergeron

et al., 2019). In response, many countries in the Asia-Pacific region have initiated sugar reduction strategies, including consumer education campaigns, product reformulation, and fiscal policies such as sugar taxes (Al-Jawaldeh et al., 2023).

The clean label movement complements these efforts, emphasizing consumer demand for products perceived to be healthier and more natural. Consumers increasingly avoid foods with additives and artificial ingredients, seeking transparency and simplicity in product formulation. For instance, labeling products with clear indicators of reduced sugar content has positively influenced consumer choices (Xin et al., 2024).

6.2 Soluble Fiber Providers in Vietnam's Market

Vietnam's food and beverage (F&B) market is growing rapidly, as shown in Figure 25, creating opportunities for fiber-enriched functional foods. In spite of consumption difficulties, the revenue of Vietnam's food and beverage sector in 2024 is expected to hit around 688.8 trillion VND, up 16.6% from the previous year (VCCorpn, 2025).

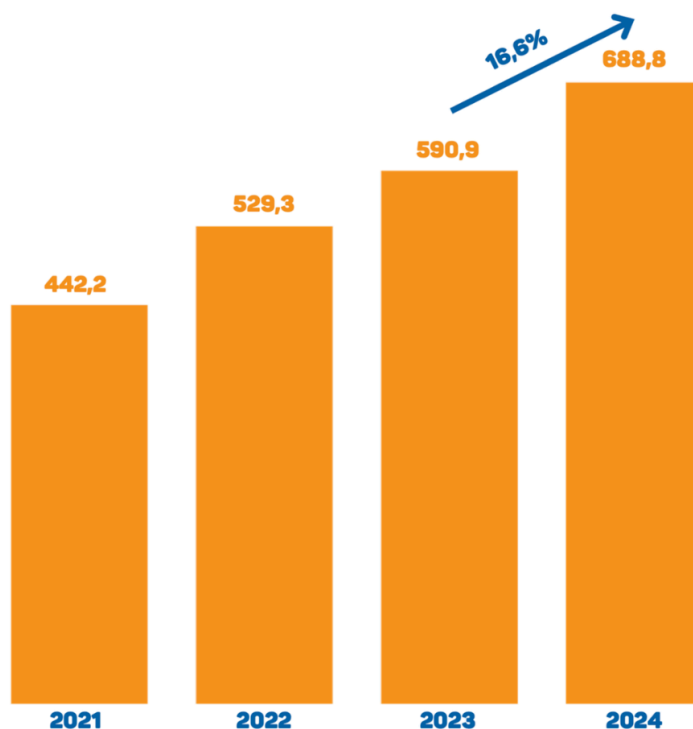


Figure 25 Vietnam's food and beverage (F&B) revenue (*in Trillion of VND*)

Source: (VCCorpn, 2025)

The market is forecast to recover and continue to grow strongly in 2024. At the recent Food Ingredient (Fi) Vietnam 2024, experts emphasized that Vietnam's food and beverage (F&B)

industry has achieved an average annual growth rate of 10 - 12%. Fi Vietnam also recorded up to 175 businesses from 30 countries seeking opportunities to enter Vietnam (VCCorp.vn, 2024).

The key market Suppliers in the Vietnam soluble dietary fibers market include:

- Beneo (Orafti S.A)
- Fuji Nihon Seito Corporation (Inulin)
- Tate & Lyle Food Ingredients (PROMITOR)
- Cosucra Groupe Warcoing S.A (FibrulineTM)
- Kanematsu Chemicals Corporation (OLIGOMATE)
- Roquette Freres (NUTRIOSE)

As Vietnam's food and beverage industry expands, companies must prioritize innovation, product differentiation, and strategic partnerships to seize opportunities in this growing market. With consumers increasingly favoring health-oriented products, soluble dietary fibers are poised to become an essential ingredient in Vietnam's evolving food sector. This presents a promising opportunity for Roquette's NUTRIOSE to thrive and establish a strong, sustainable development in the Vietnam food market.

6.3 Expert Insights on the Soluble Fiber Market through the Dept Interview

To investigate more comprehensively the Vietnamese food market and identify activity opportunities for Roquette's company with soluble fiber NUTRIOSE product, a qualitative study approach was conducted through semi-structured in-depth interviews. The objective is to explore Market trends, Ingredient selection criteria, Technical and business challenges, Support and expectations from key stakeholders.

The steps in Qualitative study (Semi-structured In-depth Interviews) are specifically carried out as follows:

Step 1: Interview Preparation

Semi-structured in-depth interviews were scheduled with 3–5 key stakeholders, including a supplier, a distributor, and R&D experts from manufacturers. The interview guide is attached in APPENDIX P. Table 8 below summarizes key information about the interviewees.

Table 8: Interviewee Information

No	Interviewee	Company	Position	Contact	Industry Experience
1	Ms. Bui Thi Chien	Roquette Vietnam – Supplier	Account Manager	Email: thi-chien.bui@roquette.com	16 years
2	Mr. Nguyen Thanh Minh	M&F Global Co., Ltd - Distributor	Director	Email: minhnguyen@mfglobalvn.com	24 years
3	Ms. Huynh Thi Ngoc Diep	Path Co., Ltd Manufacturer	R&D Manager	Email: diephtn@path.com.vn	11 years
4	Ms. Le Thi Minh Lan	Nam Viet Do Co., Ltd Manufacturer	Head R&D Department	Email: lan.ltm@navidochem.com	12 years

Source: (The Author)

Step 2: Data Collection

The collection of qualitative data will involve semi-structured interviews conducted remotely via Microsoft Teams.

The interviews followed a three-phase structure: Introduction, Main Discussion, and Conclusion.

- Introduction: Introduce the purpose of the interview and ask general questions such as the current role, experience, and company's current product portfolio.
- Main Discussion: Ask questions from general to detailed according to the questionnaire attached in the APPENDIX P section to exploit information about Market trends, Ingredient selection criteria, Technical and business challenges, Support and expectations from key stakeholders.
- Conclusion: Thank the interviewer for taking the time to interview, and ask for the interviewer's comments, if any.

Recording was conducted in accordance with ethical principles, and the interviewee's consent was obtained.

Step 3: Data Analysis

Thematic Analysis: Key themes were extracted from participant responses.

Cross-case Analysis: Applied to compare insights among different interviewee key stakeholders (Supplier, distributor, and manufacturers/R&D experts), highlighting both similarities and differences across perspectives.

Step 4: Interpretation and Key Findings

The insights obtained from the interviews were systematically organized into four key thematic areas. These reflect both shared perspectives and distinct viewpoints across the value chain, as contributed by the key stakeholders:

- A supplier perspective from Roquette Vietnam
- A distributor perspective from M&F Global Co., Ltd
- Two R&D experts from local manufacturers: Nam Viet Do and PATH Co., Ltd

The qualitative data were analyzed using a combination of thematic and cross-case analysis, enabling a comprehensive understanding of the market landscape. The findings are structured into four main thematic dimensions.

1. Market trends

Across all 4 stakeholder groups, there is clear agreement that the Vietnamese market is increasingly aligning with global health and wellness trends, although at a relatively slower pace. Urbanization, rising disposable income, and increased awareness have shifted consumer preferences toward products that offer health benefits.

From the distributor's perspective, the dominant consumer concerns include Digestive Health, Blood sugar control, Weight management, Reduction in sugar consumption, and Preference for natural-origin ingredients.

“Vietnam follows most global food trends but slower. Consumers care about safety, nutritional value, and especially ingredient origin.” (Mr. Minh – Director, M&F Global)

The supplier added that NUTRIOSE is well-positioned within these health-driven trends, thanks to its low glycemic index, digestive benefits, and potential for use in “better-for-you” product formats.

“We’re seeing increasing demand for natural-origin ingredients that support gut health and blood sugar control. These needs are shaping product formulation more than ever.” (Ms. Chien - Representative, Roquette Vietnam)

R&D experts further noted the application of soluble fiber in product development aimed at enhancing texture, mouthfeel, and functional positioning. According to Ms. Diep (PATH Co., Ltd), soluble fiber is not only used for its health benefits but also to support structural consistency in products like beauty drinks, powdered milk, and confectionery.

However, they also observed a discrepancy between export-oriented and local-focused products. Fiber content claims are more commonly emphasized in products intended for export, whereas local products still lack regulation, awareness, and strong consumer demand for fiber functionality.

“Consumers are increasingly concerned with sugar reduction and digestive health, but fiber-related claims are still more important for exports than for domestic sales.” (Ms. Lan - Head of R&D Department, Nam Viet Do)

Despite rising awareness, consumer understanding is still limited, and brand familiarity heavily affects ingredient selection. This presents both an opportunity and a challenge for newer ingredients like NUTRIOSE to establish a clear identity.

2. Ingredient selection criteria

All stakeholders apply a multi-dimensional evaluation framework when considering new ingredients such as NUTRIOSE. The evaluation criteria include:

- Technical performance (e.g., solubility, pH and heat resistance)
- Scientific evidence (clinical trials, MSDS, specification sheets)
- Shelf-life, Origin of ingredient (plant-based origin is highly preferred)
- Regulatory approval and labeling flexibility
- Organoleptic impact (taste, texture, color)
- Cost-effectiveness and perceived value

“I always check technical functionality, clinical studies, certifications, and how the ingredient performs in real products. But in Vietnam, the final cost still plays a decisive role.” (Mr. Minh - Director, M&F Global)

The Roquette representative acknowledged that NUTRIOSE faces strong competition from familiar fibers such as Inulin, FOS, GOS, and Oligosaccharides, all of which are well-established and often cheaper.

However, NUTRIOSE’s unique technical strengths are its differentiators:

- High daily intake tolerance (up to 100g/day) without causing discomfort, unlike Inulin (limited to ~20g/day)
- Excellent stability under extreme processing conditions, including UHT and low-pH environments (e.g., pH 2.7)
- Loss of fiber content after processing, unlike Inulin and Oligosaccharides, which lose 50–70% of fiber functionality, NUTRIOSE maintains stability in content after processing.

“Many soluble fibers lose their functional value during processing. NUTRIOSE is stable in low-pH environments and can be used at high dosages without digestive side effects.” (Ms. Chien – Representative, Roquette Vietnam)

“NUTRIOSE maintains its structure and fiber content after thermal or acidic processing, which is a clear competitive edge in beverages and dairy.” (Ms. Lan – Head of R&D Department, Nam Viet Do)

Despite these advantages, stakeholders stressed that they must be clearly communicated, proven with data, and reinforced through hands-on demonstrations. The higher cost of NUTRIOSE, compared to more familiar alternatives, remains a significant factor for hesitation.

“The ingredient must deliver both technical performance and perceived value—otherwise, clients will go with cheaper options they already trust.” (Ms. Diep – R&D Manager, PATH Co., Ltd)

3. Technical and business challenges

All four groups acknowledged that applying soluble fibers to real-world product development presents several technical and business-related challenges.

Technical Challenges:

- Loss of fiber content after processing (especially under heat or acidic conditions) is common with other fibers like Inulin or Polydextrose. In contrast, NUTRIOSE demonstrates superior retention of fiber content, even after UHT or retort processing.
- Solubility limitations at higher dosages were specifically cited for Inulin, causing sedimentation or texture issues in beverages.
- Laboratory testing limitations in Vietnam hinder the accurate quantification of remaining fiber post-processing.

From the distributor's perspective, one of the most critical issues is the difficulty in verifying the remaining content of fibers post-processing due to limited testing capabilities in local laboratories.

"Some types of soluble fiber are still difficult to check for final content. One of my clients failed to apply Polydextrose because the lab couldn't verify its remaining amount after production." (Mr. Minh – Director, M&F Global)

"We observed up to 70% loss of fiber in Inulin and Polydextrose after processing. NUTRIOSE held its structure and remained functional, even under acidic and heat-intensive conditions." (Ms. Lan – Head of R&D Department, Nam Viet Do).

Another key challenge is selecting the right dosage for each application. Many functional fibers can cause digestive discomfort at high levels, restricting their usability in mass-market products. However, the supplier noted that NUTRIOSE has a significant advantage in this area.

"With Inulin, the max dosage is about 20g/day, while NUTRIOSE can go up to 100g/day without causing discomfort. That's a clear edge in gut health applications." (Ms. Chien – Representative, Roquette Vietnam).

Business Challenges:

- Price sensitivity is still a dominant factor, especially among local producers.
- Lack of consumer education and brand awareness limits NUTRIOSE's adoption.
- Fiber-related claims are more common in export markets than for domestic consumption, reducing commercial incentives for some manufacturers.
- Limited local standards for fiber labeling and validation hinder strategic positioning.

“The cost of NUTRIOSE is still relatively high. For adoption to grow, we need market education and real performance proof that offsets the price.” (Ms. Diep – R&D Manager, PATH Co., Ltd).

“In Vietnam, people still care a lot about the final cost. That’s why we have to balance everything—function, perception, and price.” (Mr. Minh – Director, M&F Global).

In another opinion, (Ms. Lan - Head of R&D Department, Nam Viet Do) said that besides competing on price, functionality and product are the key points to compete.

“Pointing out special functions and new applications is extremely important; it will help customers have more new ideas, from which we can develop products” (Ms. Lan – Head of R&D Department, Nam Viet Do).

On the supplier side, Roquette identified another challenge: communicating functional stability in diverse applications, especially for acidic or heat-processed products. Many local manufacturers are unaware that NUTRIOSE retains its fiber structure and benefits even under harsh processing conditions.

Lastly, consumer education was named as a “hidden cost” of introducing a new fiber. Even when NUTRIOSE performs well in trials, clients hesitate to adopt it if their customers (end-users) do not understand its value highlighting the need for co-marketing efforts and label-friendly communication.

“We don’t just provide the ingredient; we follow up with sample support, reformulation help, and track how customers respond to the prototype.” (Ms. Chien – Representative, Roquette Vietnam).

4. Support and expectations

R&D/manufacture and Distributor expressed strong interest in closer collaboration with the Supplier, especially when introducing newer, high-performance ingredients like NUTRIOSE. Stakeholders across the board expect suppliers to go beyond transactional relationships and act as long-term solution partners.

Key support expectations include:

- Ready-made prototypes and sample concepts for beverages, dairy, bakery, etc.
- Access to technical documents, usage guidelines, and clinical data
- Opportunities to test smaller pack sizes (e.g., 1kg or stick packs) for easier application
- Co-development of product formulas and support in adjusting to local conditions

- Workshops, sensory tests, seminars, and customer site visits

“We need suppliers to co-create concepts, train our teams, and support product testing—not just send ingredients.” .” (Ms. Diep – R&D Manager, PATH Co., Ltd).

Roquette is actively investing in this area by:

- Building a regional lab in Singapore for prototyping and technical trials
- Organizing a three-day customer seminar in Vietnam in July 2025, focusing on dairy, savory, and bakery categories
- Working to repurpose pack sizes and co-branding initiatives to increase market accessibility

“We divide clients into small groups, bring them prototypes, track feedback, and follow up with samples, formulas, and consultations. It’s a hands-on process.” (Ms. Chien – Representative, Roquette Vietnam).

Both R&D and distributor participants agreed that for NUTRIOSE to gain widespread adoption, supplier involvement must be deep and continuous, not just at the point of sale but throughout the R&D and commercialization journey.

To summarize the findings, the following table 9 synthesizes the perspectives of the three interviewed stakeholder groups—Roquette Vietnam (Supplier), M&F Global (Distributor), and two R&D experts from local manufacturers. The insights are categorized into four thematic dimensions: market trends, ingredient selection criteria, technical and business challenges, and expectations for support. This table summary enables a holistic understanding of the opportunities and barriers surrounding NUTRIOSE's positioning in the Vietnamese food market.

Table 9: Summary of key insights from Stakeholders in depth-interviews

Theme	Supplier (Roquette Vietnam)	Distributor (M&F Global)	R&D Experts (Nam Viet Do & PATH)
1. Market Trends	- Growing demand for gut health, sugar reduction, and natural ingredients. - NUTRIOSE fits clean-label trends. - Increasing interest in digestive health and blood sugar management.	- Consumers increasingly care about origin, safety, nutritional value - Fiber interest is rising but still slow locally	- Focus on texture, mouthfeel, and functional positioning. - High interest in beauty drinks, milk powder, and vegan products - Fiber claims are more emphasized in

			export products than local market
2. Ingredient Selection Criteria	- Focus on functionality, fiber stability, solubility, and tolerability - Clinical backing required - Must fit with high-temp, low-pH processing	- Must balance technical performance with cost - Certification, functionality, brand reputation important	- Prioritize origin (plant-based), sensory attributes, labeling, and safety - Prefer ingredients that retain fiber during processing
3. Technical & Business Challenges	- Awareness still low; NUTRIOSE new to Vietnam - Needs more education and visibility - Supports high-temp/pH applications well	- Lab limitations hinder post-process fiber verification - Pricing vs. existing fibers (FOS, Inulin) is a challenge	- Inulin & Polydextrose lose up to 70% fiber post-processing - Inulin hard to dissolve at high dose - Cost is a key concern
4. Support & Expectations	- Offers regional lab (Singapore), seminar plans, smaller packs - Working on co-development with customers - Focus on solution based selling - Achieve its target of 10–20% market share in next 5 years	- Needs full documentation, technical support, prototype assistance - Supports co-branding, deeper engagement with client teams	- Expects workshops, hands-on support, sensory tests, and application formulas - Seeks long-term development partnership from suppliers

Source: (The Author)

In conclusion, the expert interviews reveal that NUTRIOSE possesses several substantial technical and functional advantages compared to its competitors. However, market penetration remains challenged by Cost sensitivity, Lack of awareness, and Limited local infrastructure for fiber content testing and validation.

To unlock NUTRIOSE's full potential, Roquette must continue to position itself as a technical partner, offering not only products but also solutions, education, and support tailored to the Vietnamese market through specific and appropriate activities. Through consistent and sustainable activities, the company can thus achieve its goal of capturing 10 to 20% of the soluble fiber market share in the next five years.

7 COMPETITIVENESS ANALYSIS OF ROQUETTE AND NUTRIOSE

This section begins by examining Roquette's overall business competitiveness using well-known strategic tools, including SWOT, PESTLE, and Porter's Five Forces. These models are used to evaluate internal capabilities and limitations, along with external elements affecting the company's operations and market position. After that, based on 470 data points provided by Roquette Vietnam, including suppliers, quantity, price, HS code, and exporting country of soluble fiber in Vietnam (2022 – 2024), three key aspects were conducted, including Quantity and Market Share Analysis, Price Trend Analysis and Data visualization for competitiveness of NUTRIOSE product.

The insights gathered will serve as valuable references for future strategic decisions and help guide the project development of suitable activities to strengthen soluble fiber NUTRIOSE product presence and growth in the Vietnam food market.

7.1 Competitiveness of Roquette Company

7.1.1 SWOT Analysis

Through SWOT Analysis, Roquette's key strengths, vulnerabilities, opportunities for expansion, and potential challenges are systematically assessed. Understanding the company's essential strengths and weaknesses provides the management board with critical insights that assist them in defining the company's obvious, honing their strategies, and profitably changing business operations.

The main strengths, weaknesses, opportunities, and threats that Roquette's company have and facing are as follows:

Strengths

High-Quality Product – NUTRIOSE is a well-researched, clinically proven fiber with excellent digestive tolerance, making it a premium option.

Established Global Presence – With operations in over 100 countries, Roquette has strong international distribution and brand recognition.

Stable Supply Chain – Roquette has an established global supply chain, ensuring product availability and consistency.

Health Benefits – NUTRIOSE supports gut health, blood sugar control, and weight management, aligning with health-conscious trends in Vietnam.

Weakness

Higher Pricing – Compared to some Asian competitors (e.g., China-based suppliers), Roquette's products might be perceived as expensive.

Limited Market Penetration in Some Regions – While strong in Europe, Roquette's brand awareness and market share in Vietnam, Indonesia, Thailand, and other emerging markets may still be growing.

Supply Chain Constraints – Potential logistics and raw material sourcing challenges could impact cost and delivery efficiency.

Regulatory Barriers – Compliance with different food regulations across markets may slow down expansion.

Opportunities

Increasing Demand for Dietary Fiber – Health-conscious consumers and regulatory encouragement for fiber intake create a substantial market opportunity.

Expansion into emerging markets such as Vietnam and neighboring Southeast Asian countries is driven by increasing interest in functional food ingredients.

Government Support for Healthier Diets – Vietnam's nutrition and public health policies encourage fiber intake, opening opportunities for functional food market expansion (Chinhphu.vn, 2022).

Strategic Partnerships – Collaborating with local food manufacturers and distributors can boost Roquette's reach and competitiveness.

Product Innovation – Developing new fiber-based ingredients with added health benefits (e.g., prebiotics, synbiotics) can strengthen market positioning.

Sustainability Trends – As a plant-based ingredient company, Roquette can capitalize on the sustainability movement in food production.

Threats

Strong Competition – Asian suppliers, such as Chinese and Japan manufacturers, offer more affordable alternatives, making cost a major competitive factor.

Regulatory Hurdles – Vietnam’s food regulations may create barriers to market entry or product claims.

Consumer Awareness & Education – The benefits of soluble fiber like NUTRIOSE may not be well understood in Vietnam, requiring significant marketing efforts.

Regulatory Risks – Changes in food safety laws or import regulations could impact business operations in certain countries.

7.1.2 PESTLE Analysis

To further contextualize the business environment in which Roquette aims to develop and commercialize NUTRIOSE in Vietnam, a PESTLE analysis was conducted (Table 10). This strategic framework is used to examine major macro-environmental factors such as Political, Economic, Social, Technological, Legal, and Environmental influences, that influence the growth potential and market readiness for soluble fiber products such as NUTRIOSE.

Table 8 below will PESTLE analysis the main influencing points on developing NUTRIOSE soluble fiber of Roquette’s company in the Vietnamese food market.

Table 10: PESTLE analysis of the main influencing points in Vietnam

Factor	Key Points
Political	Stable Government: Vietnam is a one-party socialist republic under the Communist Party, which provides political stability for companies that invested in Vietnam. Trade Agreements: Vietnam is a member of multiple trade agreements, including the EVFTA making it an attractive destination for trade and investment (Access2Markets, 2020).
Economic	Booming Food & Beverage Industry: Vietnam’s F&B market is growing rapidly, creating opportunities for fiber-enriched functional foods. By year-end 2024, the number of food and beverage establishments forecasts indicate that the number in Vietnam will climb to 323,010, up 1.8% from last year. Despite difficulties in consumption, revenue from the F&B industry in Vietnam in 2024 will still reach about 688.8 trillion VND, an increase of 16.6% compared to 2023 (VCCorp.vn, 2025).

Social	Young Population: Vietnam's labor force aged 15 and older will total 53,0 million in 2024, up by 575,4 thousand from the prior year, with the participation rate unchanged at 68.9% (GSO, 2025). Urbanization & Changing Diets: Vietnam is undergoing a shift in dietary and nutritional habits, with the rising intake of sugar-added foods and drinks becoming a major public health issue (Nguyen-Anh et al., 2020).
Technological	Advancements in Food Science & Processing: Innovation in fiber fortification technology can enhance NUTRIOSE's application in various food & beverage products. E-commerce Growth: Online sales platforms and direct-to-consumer marketing offer new ways to reach health-conscious buyers. Local R&D for Product Adaptation: Working with Vietnamese food manufacturers to create tailored NUTRIOSE based products can boost adoption.
Legal	Compliance with Vietnam's Food Standards: NUTRIOSE must meet Vietnam's regulatory requirements for food additives and health claims Circular No. 24/2019/TT-BYT. Labeling & Advertising Restrictions: Functional food claims must be scientifically validated to comply with Vietnam's food labeling laws. Import Regulations & Certifications: Roquette must ensure proper documentation, customs clearance, and food safety certifications for NUTRIOSE imports.
Environmental	Sustainable Sourcing: Vietnam's market favors eco-friendly and plant-based ingredients, giving Roquette an advantage with NUTRIOSE's sustainable production process. Climate Change & Agricultural Impact: Climate change, frequent natural disasters and floods in Vietnam can be a disadvantage to the supply chain and transportation of NUTRIOSE products.

Source: (The Author)

The PESTLE analysis highlights that Vietnam offers a strategically suitable environment for NUTRIOSE, combining strong demand-side dynamics with favorable institutional and trade frameworks. However, success in this market will depend on navigating legal complexities, localizing product concepts, and educating stakeholders on NUTRIOSE's technical and functional superiority.

7.1.3 Porter's Five Forces Analysis

The application of Porter's Five Forces framework enabled a comprehensive assessment of competitive dynamics and market challenges for NUTRIOSE in Vietnam's food market. This model evaluates pressure from new entrants, suppliers, buyers, alternative products, and existing competitors.

From this perspective, it is possible to gain deeper insight into the market dynamics, entry barriers, and power balance among the key players that influence Roquette's ability to expand NUTRIOSE's market share in Vietnam. Each force was examined with a focus on the unique characteristics of the soluble fiber segment, especially in comparison with dominant players like Beneo Orafti, Fuji Nihon Seito, and Tate & Lyle.

The findings from this analysis offer a strategic picture of how Roquette's NUTRIOSE stands in the current landscape, highlighting its advantages, potential threats, and key areas for competitive improvement.

1/ Threat of New Entrants

High market concentration: In 2024, the top three companies that provide soluble fiber include Beneo Orafti, Fuji Nihon Seito, and Tate & Lyle, which dominate nearly 84% of the market, Roquette with NUTRIOSE just 0.15% market share, creating a strong barrier for new players.

Regulatory approval: The product will be registered for food ingredients or food additives in Vietnam. Product quality declaration will take 6 months to 1 year, depending on the E-number and HS code of the registered product.

Low brand awareness: NUTRIOSE is not widely known in Vietnam, so significant marketing and market education efforts are required.

Pricing requirements: The Vietnamese market is price sensitive; therefore, NUTRIOSE's pricing must be considered to suit customers' affordability.

Due to significant entry barriers, the threat of new entrants remains low to moderate.

2/ Bargaining Power of Suppliers

Raw material dependency: Soluble fibers like inulin and oligosaccharides are derived from plants (chicory root, corn, wheat, etc.), making suppliers important.

Supplier power varies: Large manufacturers like Beneo and Tate & Lyle have their production sources, reducing dependency on third-party suppliers. Smaller players, such as Roquette, buy raw materials from local suppliers in France.

Supplier power is moderate as large companies integrate vertically, while smaller players might face supplier dependence.

3/ Bargaining Power of Buyers

Key buyers: Large food and beverage companies Nestlé, Danone, Unilever, Nutifood, Suntory Pepsico, Vinamilk, TH True Milk, Kido, Masan, etc.

Buyers have multiple choices: Since Beneo Orafiti (44.94%) and Fuji Nihon Seito (25.65%) dominate the market, buyers can negotiate for better prices, quality, and contracts.

Price sensitivity: Since soluble fibers are used as functional ingredients, buyers are highly price-sensitive, increasing their bargaining power.

Product differentiation is limited: Buyers can easily switch brands unless a company offers a significant innovation (e.g., NUTRIOSE by Roquette with unique health benefits).

Buyers hold strong bargaining power due to the availability of numerous suppliers, allowing them to negotiate on both price and quality.

4/ Threat of Substitute Products

Alternative dietary fibers: Other fiber types (e.g., psyllium, cellulose, resistant starch) can serve as substitutes, although they may not have the same functionalities.

Other health solutions: Some food manufacturers may choose probiotics, prebiotics, or synthetic additives instead of soluble fiber to achieve health benefits.

Price-performance trade-off: If inulin or oligosaccharides become expensive, manufacturers may shift to suitable alternatives like dextrins (e.g., NUTRIOSE).

The presence of alternative products represents a moderate to high level of threat, as other fiber sources and functional food ingredients could replace soluble fibers.

5/ Rivalry Among Existing Competitors

High concentration of competitors: Beneo Orafti (44.94%), Fuji Nihon Seito (25.65%), and Tate & Lyle (13.41%) dominate, leaving smaller players with limited market share.

Competitive pressures: Companies must invest in marketing, innovation, and cost efficiency to gain market share.

Industry rivalry is high, driven by market dominance of key players, pricing competition, and differentiation efforts.

To expand its market share in Vietnam, Roquette must implement an effective market penetration strategy, especially since NUTRIOSE currently holds only 0.15% (~2,5 tons) of the market. Emphasizing NUTRIOSE's unique functional benefits, such as gut health support and glycemic control, will help differentiate it from competitors. Additionally, Roquette should consider strategic pricing adjustments or partnerships to compete with Beneo and Fuji Nihon Seito. Given the high bargaining power of customers, educating manufacturers & consumers about NUTRIOSE's advantages over inulin and oligosaccharides will be crucial in driving application.

7.2 Competitiveness of NUTRIOSE product

7.2.1 Quantity and Market Share Analysis

Based on 470 data points provided by Roquette Vietnam, we have Table 11 on the total import market quantity of soluble fiber from 2022 to 2024 in Vietnam as below.

Table 11 Total market quantity of soluble fiber in Vietnam from 2022 to 2024

Year	Quantity (Tons)	Revenue (USD)
2022	1499,69	4,528,330
2023	2357,67	7,640,184
2024	1721,43	5,167,066

Source: (Roquette, 2025)

The period from 2022 to 2024 marks a notable fluctuation in Vietnam's soluble fiber market, reflected in both consumption quantity and revenue. In 2022, total consumption reached 1499,69 tons, generating revenue of USD 4,528,330. In 2023, the market experienced a remarkable surge, with consumption soaring to 2357,67 tons, an increase of 57.2%, signaling a demand boom likely driven by growing health consciousness, improved dietary awareness, and the expansion of fiber-enriched product categories.

However, by 2024, market volatility with consumption volume decreasing to 1721,43 tons (decline of 27% compared to 2023). Despite this decline, the 2024 figure remains 14.8% higher than in 2022, indicating that overall demand for soluble fiber continues to trend upward in the long term. Notably, 2024 revenue reached USD 5,167,066, reflecting a 14.1% increase over 2022, despite the moderate rise in volume. This suggests an upward shift in the average selling price, potentially due to changes in product structure, a focus on premium-grade ingredients, or broader market acceptance of higher-value functional food components.

Overall, these dynamics point to a resilient and evolving market. The short-term fluctuation in volume does not obscure the sustained growth trajectory and the increasing value placed on soluble fiber ingredients.

As defined in Table 6 section 3.1 and Harmonized System (HS) codes used for soluble fiber in Vietnam, Soluble fibers are grouped into 110820 Inulin, 350510 Dextrin (Roquette's NUTRIOSE product falls into this group), and 170290 Oligosaccharides, So we have the figure 26 below of the current total soluble fiber market by group in Vietnam from 2022 to 2024.

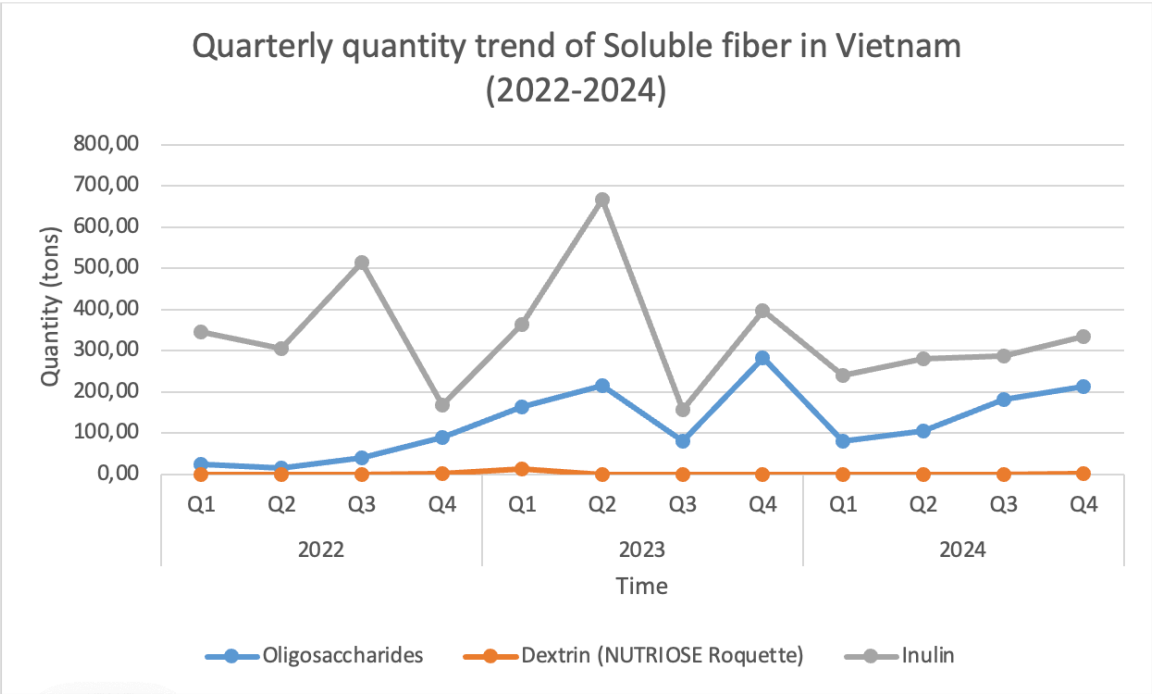


Figure 26 Quarterly quantity of Soluble fiber by group in Vietnam (2023-2024)

Source: Author

The chart shows the change in consumption of three types of soluble fiber: Oligosaccharides, Dextrin (NUTRIOSE of Roquette), and Inulin from Q1/2022 to Q4/2024.

Inulin (gray line) has consistently led in terms of consumption volume in Vietnam from 2022 to 2024, ranging from approximately 300 to nearly 700 tons per quarter. However, the data reveals significant volatility. For example, consumption peaked at 666,80 tons in Q2/2023 before dropping sharply to 156,64 tons in Q3/2023. From 2024 onward, the trend appears more stable, indicating a gradual recovery in demand or supply.

Oligosaccharides (blue line) started with modest quarterly volumes (under 40 tons in 2022) but have shown strong and consistent growth over the past two years. By Q4/2023, volumes peaked at 282,37 tons and continued upward through 2024, reaching 213,44 tons in Q4. This steady increase indicates growing market acceptance, particularly in segments focused on gut health, functional food, and nutrition-conscious consumers.

Dextrin (NUTRIOSE Roquette, orange line) still records very low quantities, ranging between 0 and 13,3 tons per quarter. Its presence suggests a long-term market development strategy. A slight uptick in Q4/2024 (2,5 tons) marks a positive signal after nearly flat volumes. With key technical advantages such as thermal stability, high solubility, and a low glycemic index, NUTRIOSE aligns well with the rising demand for clean-label, reduced sugar, and health-forward food products. With the right investments in marketing, product education, and local partnerships, NUTRIOSE holds strong potential for future growth in Vietnam.

The market for soluble fibers in Vietnam depicts growth, though the development varies significantly across product types. Inulin holds the largest market share but demonstrates high volatility, suggesting strong market demand and sensitivity to supply chain dynamics or policy changes. Oligosaccharides show a steady upward trend, indicating sustainable growth potential and possibly more effective market penetration strategies. In contrast, Dextrin (NUTRIOSE by Roquette) remains at a low and stable consumption level, reflecting limited market traction. This suggests that a more targeted market approach will be needed to improve visibility and competitiveness if NUTRIOSE aims to expand its presence in the Vietnam food market.

In terms of market share, Vietnam's soluble fiber market is evolving, with key players competing for dominance. The market share distribution of Figure 27 in 2022-2023 provides insights into industry trends, competitive positioning, and growth opportunities.

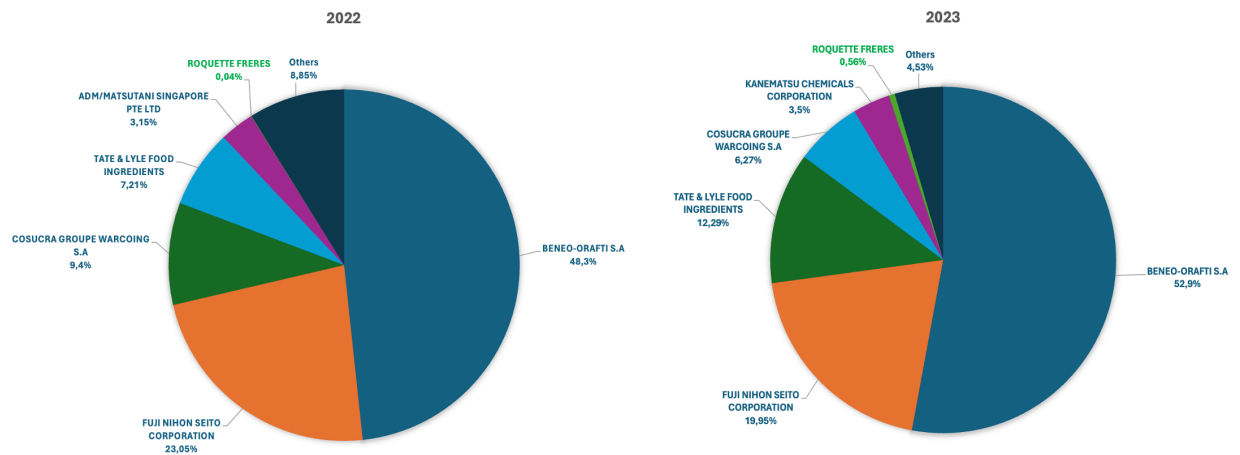


Figure 27 Key player in market share of Soluble fiber in Vietnam (2022-2023)

Source: Author

Between 2022 and 2023, the market shares of key companies in the industry shifted significantly. Beneo-Orafti S.A. remained the market leader and increased its share from 48.3% to 52.9%, indicating strengthened dominance through expanded production or competitive pricing strategies. Fuji Nihon Seito Corporation saw a decline from 23.05% to 19.95%, possibly due to rising competition.

Tate & Lyle Food Ingredients experienced the most notable growth, increasing from 7.21% to 12.29%, suggesting an effective expansion strategy. Roquette (NUTRIOSE) also showed an increase from 0.04% to 0.56%, a small but positive trend.

The "Others" category dropped from 8.85% to 4.53%, indicating a market shift toward major players. Notably, Kanematsu Chemicals Corporation entered the market in 2023 with 3.5%, signaling the rise of a new competitor.

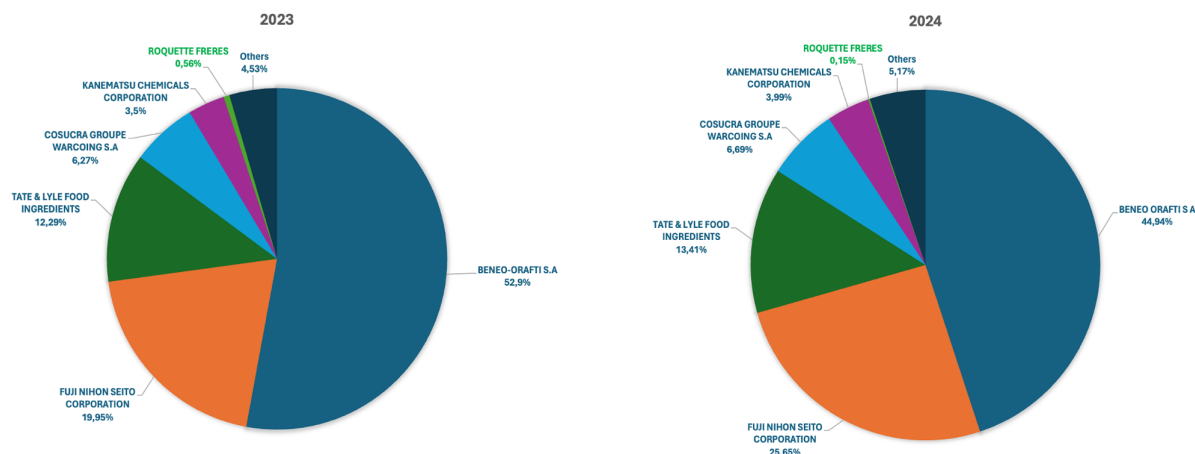


Figure 28 Market share of Soluble fiber in Vietnam (2023-2024)

Source: Author

Figure 28 depicts the data for the year 2024, which saw significant shifts in market share. Beneo-Orafti S.A. remains the market leader but experienced a sharp decline from 52.9% (2023) to 44.94% (2024), indicating increasing competitive pressure. Meanwhile, Fuji Nihon Seito Corporation showed strong recovery, rising from 19.95% to 25.65%, possibly due to production expansion or effective business strategies.

Tate & Lyle Food Ingredients continued its growth trend, increasing from 12.29% to 13.41% in 2024, demonstrating steady expansion. Kanematsu Chemicals Corporation also saw a slight increase to 3.99%, maintaining its market position. Conversely, Roquette (NUTRIOSE) declined from 0.56% to 0.15%, indicating challenges in gaining a foothold in the market.

The key trend is a more fragmented market, with Beneo-Orafti losing dominance while Fuji Nihon and Tate & Lyle gain ground. If this trend continues, Fuji Nihon could become Beneo-Orafti's main competitor while smaller companies continue to seek growth opportunities.

7.2.2 Price Trend Analysis

Figure 29 shows the quarterly price movements of three soluble fiber groups: Oligosaccharides, Dextrin (NUTRIOSE Roquette), and Inulin during 2022–2024.

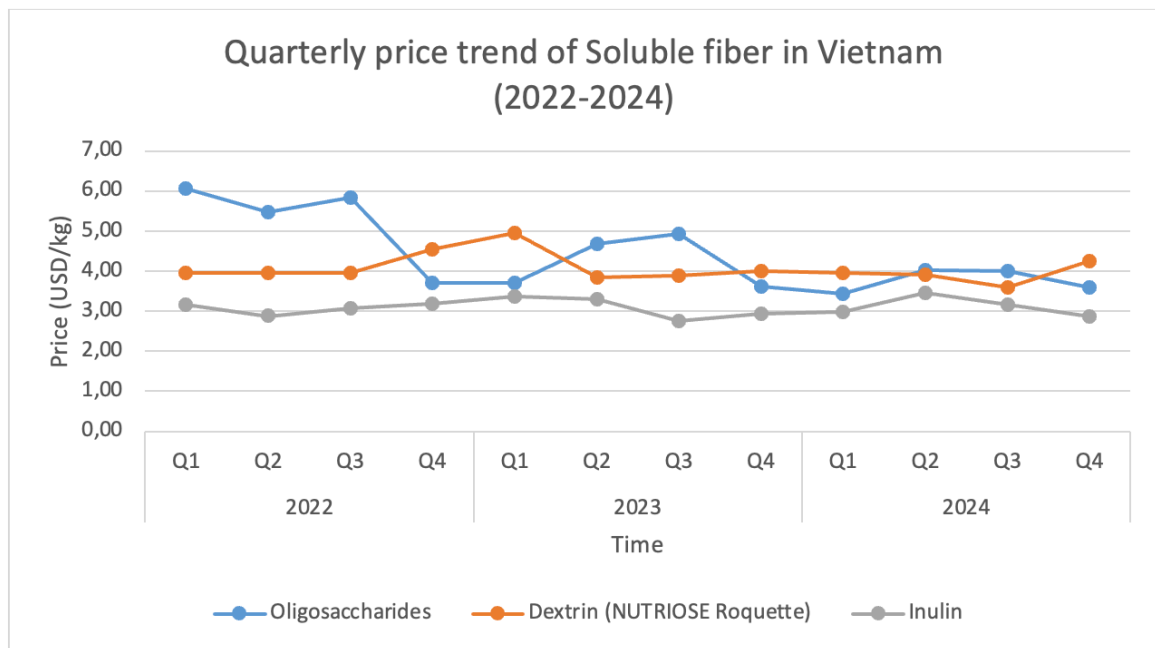


Figure 29 Quarterly price trend of Soluble fiber by group in Vietnam (2022-2024)

Source: Author

During 2022–2024, Dextrin (NUTRIOSE Roquette) maintained a stable price of 4.0–4.5 USD/kg, higher than Inulin is 2.8–3.5 USD/kg and approaching Oligosaccharides, which tend to decrease to around 3.5–4.0 USD/kg.

This shows that price competition pressure is increasing for Dextrin (NUTRIOSE Roquette), especially for consumers and businesses looking for cost-effective solutions. Without a suitable strategy to develop new aspects, it is difficult for Dextrin to compete in terms of price with Inulin.

7.2.3 Quality and Shelf-life Analysis

Generally, quality soluble fiber products that can be sold in Vietnam must comply with the quality standards announced in the specification and product quality declaration. However, there are some notable differences in soluble fiber content and shelf-life between competitors, summarized in Table 13 below.

Table 13 Compare soluble fiber content between the top 5 competitors in Vietnam

No	Supplier	Soluble Fiber Product name	Soluble Fiber content on specification	Shelf- life	HS Code
1	ROQUETTE	NUTRIOSE (Dextrin)	Min 96%	5 years	350510
2	BENEO ORAFTI	ORAFTI (Inulin)	Min 90%	3 years	110820
3	FUJI NIHON SEITO CORPORATION	INULIN FUJI	Min 94,7%	2 years	110820
4	TATE & LYLE FOOD INGREDIENTS	PROMITOR (Oligosaccharides)	Min 95%	2 years	170290
5	COSUCRA GROUPE WARCOING S.A	FIBRULINE (Inulin)	Min 90%	2 years	110820
6	KANEMATSU CHEMICALS CORPORATION	OLIGOMATE (Oligosaccharides)	Min 95%	2 years	170290

Source: Author

Roquette's NUTRIOSE stands out in the soluble fiber group thanks to its highest fiber content ($\geq 96\%$) and longest shelf life (5 years), surpassing competitors such as Inulin Fuji, Fibruline, or Orafti.

7.3 Conclusion and Recommendations

Conclusion: Despite holding only 0.15% of Vietnam's soluble fiber market in 2024, down from 0.56% in 2023, Roquette possesses strong internal capabilities and competitive advantages that position it well for long-term growth. Soluble fiber NUTRIOSE product stands out with a high soluble fiber content ($\geq 96\%$), excellent digestive tolerance, and a long

shelf life of up to five years. Its clinically proven benefits gut health support, blood sugar control, and weight management align well with Vietnam's increasing demand for functional ingredients, especially as digestive health issues become more prevalent in urban populations.

SWOT analysis highlights Roquette's core strengths: high product quality, global brand presence, and a stable supply chain. However, challenges remain in terms of pricing, limited market penetration in Vietnam, and regulatory complexities. The PESTLE analysis further indicates a favorable external environment for market entry, including Vietnam's political stability, trade openness via EVFTA free trade agreements, health-driven policies, and a booming F&B industry. However, legal and environmental risks such as import compliance and climate-related supply chain disruptions must be addressed. Porter's Five Forces reveal a highly competitive market landscape dominated by Beneo, Fuji Nihon Seito, and Tate & Lyle (controlling 84% of the market share), alongside strong buyer power and the threat of substitutes. Nevertheless, high entry barriers and the differentiation potential allow Roquette's room to grow.

The expanding soluble fiber market in Vietnam, with an estimated annual consumption of over 1,700 tons and a market value of around 5 million USD in 2024, presents an attractive growth opportunity. However, Roquette faces notable challenges, particularly in terms of pricing, as NUTRIOSE is priced at 4.0–4.5 USD/kg, making it less cost-competitive compared to alternatives like Inulin and Oligosaccharides. This price sensitivity, combined with increasing competition from dominant players such as Beneo, Fuji Nihon Seito, and Tate & Lyle, underscores the need for a more targeted and adaptive strategy.

Recommendations: To enhance competitiveness and expand market share, Roquette should implement the Project of Improving the Competitiveness Advantage of Soluble fiber product NUTRIOSE in the Vietnam Food Market. It should focus on cooperating with domestic enterprises in the dairy, beverage, and functional food industries to develop co-branded products, along with the positioning strategy of "premium fiber for stability & health." The project needs to be accompanied by a communication action focusing on sustainable health values and diverse application capabilities, thereby increasing awareness and promoting the consumption of NUTRIOSE in the Vietnamese market.

8 PROJECT TO IMPROVE THE COMPETITIVENESS ADVANTAGE OF NUTRIOSE'S PRODUCT OF ROQUETTE IN VIETNAM FOOD MARKET

8.1 Project Goals

The primary goal of this project is to improve the competitiveness advantage of Roquette's soluble fiber in the Vietnam food market.

From that, the project will help to evaluate comprehensive market assessment, identify key opportunities and challenges, provide clear insights into Roquette's competitive advantages, and develop specific activities to enhance sales, market share, and local partnerships of Roquette company in soluble fiber NUTRIOSE product in Vietnam Food market.

8.2 Justification of the Necessity

Roquette officially opened a representative office in Vietnam in 2017. Roquette focused on providing quality raw material solutions for the food and pharmaceutical industry. In the total food ingredients segment, Roquette got sales revenue of 10 million USD in 2024 in the Vietnam market.

In 2020, Roquette entered the Vietnamese soluble fiber market through an exclusive partnership with Azelis, a global distributor. By 2022, the first orders were placed, marking the initial success of Roquette's presence in Vietnam. The business continued to grow into 2023. However, by March 2023, Azelis began demonstrating inefficiencies in execution and staffing, leading to a decline in order volume. As a result, by the end of 2023, Roquette terminated its exclusive contract with Azelis.

At the beginning of 2024, Roquette appointed Nam Viet Do, a local Vietnamese supplier, as its new exclusive distributor. However, product development under Nam Viet Do has yet to gain significant traction. Roquette is now actively seeking strategic solutions to strengthen its distributor network while simultaneously enhancing customer support in Vietnam. This effort includes research, product development, and market-driven initiatives to drive long-term success.

Roquette's soluble fiber NUTRIOSE is high quality, yet its market performance in Vietnam has not fully met expectations. Given this context, the project "The Project of Improving the Competitive Advantage of Specific Product of Roquette in the Vietnam Food Market" is

highly relevant and timely. It aims to provide Roquette with a comprehensive view to enhance its market positioning, optimize distributor performance, and support sustainable growth in Vietnam's competitive food market.

8.3 Activities in Project

Based on the analysis from the analyses from Chapters 4 to Chapter 7 covering Roquette's organizational strengths, NUTRIOSE's product profile, market trends, and expert insights, this project proposes five strategic activities to enhance the product's competitive advantage in the Vietnamese food market. Aligned with key sources of competitive advantage cost leadership, differentiation, innovation, relational capital, and adaptability, each activity is supported by specific sub-activities to ensure effective implementation and tangible results. Detailed activities are presented below.

8.3.1 Activity 1 - Optimize Pricing Strategy

Although NUTRIOSE possesses strong technical advantages, price remains a major barrier to market penetration, especially in a highly price-sensitive market like Vietnam. As highlighted in expert interviews, local manufacturers tend to prefer familiar, lower-cost fibers such as inulin or oligosaccharides. Therefore, optimizing pricing strategies is essential to improving competitiveness and encouraging broader adoption of NUTRIOSE's product. To address this challenge through a structured and targeted approach, Activity 1 – Optimize Pricing Strategy is divided into three key sub-activities: Competitor Price, Cost-Value Pricing, and Volume-Based Discount.

Competitor Price: The sales team will collect information on prices, delivery terms, and discount policies from brands such as Beneo (Inulin), Fuji Nihon Seito (Dextrins), Tate & Lyle (Oligosaccharides), etc. Data can be collected through local distributors, official websites, or customer meetings. Then make a detailed report on competitors' prices, whether there is much difference in price compared to large or small purchase orders, and from there make comments.

+ Expected Outcomes:

- A comprehensive price comparison framework is developed for key competitors.
- NUTRIOSE's market positioning becomes clearer relative to Inulin, Dextrin, and Oligosaccharides.

+ Expected KPIs:

- The price of competitors is updated weekly/monthly.
- Data collected from ≥ 5 –10 competitors.
- Delivery terms, discounts, and positioning advantages are documented per competitor.

Cost-Value Pricing: The finance and sales teams will work together to determine the appropriate pricing strategy: cost leadership or value premium. First, the finance team will analyze the entire cost structure of NUTRIOSE production to calculate the cost of goods sold (COGS), thereby determining the floor price that does not cause loss. At the same time, the R&D and Sales teams will clarify the outstanding benefits of NUTRIOSE, such as its ability to support digestion, easy application in many food lines, and “clean label” to serve value positioning.

+ Expected Outcomes:

- NUTRIOSE’s pricing strategy is clearly defined to align with market positioning and product value.
- A pricing structure is established that balances profitability with market competitiveness.

+ Expected KPIs:

- The reference price list was finalized for each customer segment (Premium, Gold, Silver, R&D).
- Gross margin improvement post-pricing adjustment.
- $\geq 70\%$ of orders within the target price range (Price Target Order Rate).
- Decrease in average Time-to-Decision after applying new pricing strategy.

Volume-Based Discount: The sales team will start by analyzing historical sales data to determine current customers’ common volume levels and purchasing power. Based on this, a step-by-step discount schedule will be designed; for example, orders over 1,000kg will receive a 3% discount, orders over 10 tons will receive a 5% discount, and orders over 30 tons can receive a discount of up to 8%. This policy will not only increase volume sales but also strengthen relationships with B2B customers through the accompanying technical

support and promotional terms. New sales materials will be updated to reflect this price list and discount policy during face-to-face meetings with potential customers.

+ Expected Outcomes:

- Encourage larger-volume purchases through transparent and appealing discount tiers.
- Improve customer loyalty and repeat purchases through value-added pricing.

+ Expected KPIs:

- Order Growth >1 ton: % increase in large-volume orders after discount policy implementation.
- Number of Long-term Contracts (>3 months): Before vs. after policy.
- Customer Retention Rate: Measured at 6- and 12-month intervals.
- Average Revenue per Customer (ARPC): Gradual increase indicates pricing effectiveness and customer trust.

8.3.2 Activity 2 - Expand and Strengthen B2B Customer Relationships

Insights from R&D experts and distributors emphasized the importance of supplier involvement beyond transactional relationships. Vietnamese partners expect co-development support, including prototype creation, technical guidance, and continuous follow-up. Strengthening strategic partnerships and fostering deeper engagement with B2B customers will be critical to building long-term trust and increasing NUTRIOSE's application in product formulations. To address this, Activity 2 comprises three key sub-activities: Identifying Key B2B Targets, Distributor Partnerships, and Customer Loyalty Programs.

Identifying Key B2B Targets: The Sales team will identify and prioritize high-potential B2B customers such as Vinamilk, Masan, Nestlé, Mondelez, Acecook, and Unilever Vietnam. These companies will be selected based on their market presence and relevance to NUTRIOSE's applications (e.g., dairy, beverages, bakery, noodles).

Sales teams will initiate contact with tailored proposals, highlighting NUTRIOSE's technical benefits and application flexibility. Customized sales targets will be created to better align with each target segment's priorities.

+ Expected Outcomes:

- A qualified list of 30–35 target B2B companies
- First-touch communication initiated with at least 60% of targets

+ Expected KPIs:

- Lead conversion rate from outreach to sampling $\geq 30\%$
- Number of active B2B trials initiated ≥ 10 by end of Q3
- Sales revenue contribution from new B2B targets by Q4

Distributor Partnerships: To extend market reach and technical coverage, the Sales team will collaborate with selected distributors to organize workshops, training, and technical support. These events will showcase how NUTRIOSE can be used in specific food product formulations.

Distributors will also be trained to handle first-line customer support and to co-promote NUTRIOSE at industry events.

+ Expected Outcomes:

- 3–4 technical workshops or demos co-hosted with distributors
- Increased customer engagement through local distributor networks

+ Expected KPIs:

- % of leads coming from distributor referrals $\geq 25\%$
- Workshop participant-to-lead conversion rate $\geq 40\%$
- Number of distributors trained and actively promoting NUTRIOSE ≥ 3

Customer Loyalty Program: The sales team will implement a structured B2B loyalty program to reward long-term partners. Benefits may include exclusive pricing tiers, technical support, co-development opportunities, and early access to innovations.

The program will be communicated through direct meetings and onboarding documents.

+ Expected Outcomes:

- Launch of loyalty program targeting the top 20% of B2B customers
- Enrollment of at least 10 active customers in the first 6 months

- Program benefits are clearly outlined and documented

+ Expected KPIs:

- Customer Retention Rate $\geq 85\%$ after 12 months
- Increase in Average Revenue per Customer (ARPC) by $\geq 10\%$ YoY
- Number of loyalty members engaging in co-development ≥ 3
- Repeat Purchase Rate $\geq 70\%$ within the loyalty segment

8.3.3 Activity 3 - Increase Brand Awareness and Nutritional Value Perception

Despite rising interest in digestive health and sugar reduction, awareness of soluble fibers, particularly newer options like NUTRIOSE, remains low in Vietnam. Interviews confirmed that ingredient selection is heavily influenced by brand familiarity and consumer perception. Therefore, targeted communication campaigns are needed to raise brand awareness and educate the market on the nutritional benefits and unique functionalities of NUTRIOSE's product. To fulfill this objective, Activity 3 consists of three key sub-activities: Educational Content Marketing, Exhibit at Industry Events, and Leverage Nutritionists & Influencers.

Educational Content Marketing: NUTRIOSE will be positioned as a scientifically backed, health-forward ingredient through strategic content marketing. This includes publishing articles and infographics on topics such as gut health, fiber intake, and clean-label nutrition.

These materials will be distributed via company websites, LinkedIn, and industry publications and shared directly with B2B prospects to drive awareness and build credibility.

+ Expected Outcomes:

- Creation of 5–7 educational content pieces (articles, blogs, whitepapers)
- Distribution of materials through at least 3 digital channels
- Increased visibility among health-conscious B2B buyers and R&D teams

+ Expected KPIs:

- Total content views/downloads $\geq 2,000$ within 6 months
- Engagement rate (clicks, shares, comments) $\geq 8\%$
- Number of inbound inquiries generated via content ≥ 15

Exhibit at Industry Events: NUTRIOSE will be showcased at major industry trade shows such as Vietnam Food Expo, Fi Asia, and Health Ingredients Vietnam. The goal is to present the product to potential customers, distributors, and industry professionals.

NUTRIOSE's booth will feature live demos, application samples, and technical brochures to attract and educate visitors on its functional and nutritional advantages.

+ Expected Outcomes:

- Participation in 2–3 targeted food/nutrition industry events
- Branded booth presence and sampling engagement at each show
- Establishment of direct contacts with industry professionals

+ Expected KPIs:

- Number of qualified leads captured per event ≥ 50
- % of visitors requesting follow-up samples or meetings $\geq 25\%$
- Post-event conversion rate (from lead to sampling) $\geq 20\%$

Leverage Nutritionists & Influencers: Sales and Marketing teams will partner with local nutrition experts, food scientists, and health influencers to build credibility and increase word-of-mouth awareness. These individuals will serve as brand advocates by endorsing NUTRIOSE in webinars, publications, and social media.

This initiative helps build trust among R&D and procurement decision-makers who value scientific validation and public credibility.

+ Expected Outcomes:

- Collaboration with at least three credible experts or micro-influencers
- 2+ joint campaigns (webinars, expert articles, or social posts)

+ Expected KPIs:

- Reach per influencer campaign $\geq 10,000$ views/impressions
- Number of co-branded engagements (comments, questions, shares) ≥ 500
- Increase in NUTRIOSE social media mentions by 30% within 6 months

8.3.4 Activity 4 - Develop Product Applications and Innovation

R&D stakeholders highlighted that successful ingredient adoption depends on its practical functionality and suitability for specific applications. NUTRIOSE's excellent stability under heat and low pH conditions gives it a competitive advantage in beverages, dairy, and functional foods. To fully leverage this, Roquette's company must invest in developing ready-to-use concepts and application support tailored to local product innovation trends. To deliver on this objective, Activity 4 includes three key sub-activities: Develop Application Guides, Product Co-Development with Manufacturers, and Innovate New Product Concepts.

Develop Application Guides: Sales and R&D teams will create application guides and formulation support materials to demonstrate how NUTRIOSE can be used in key food segments such as beverages, dairy, instant noodles, and baked goods. These guides will include recommended usage levels, functional benefits, sensory impact, and potential formulation challenges.

The materials will be available to distributors and B2B customers to support sampling, trials, and product development.

+ Expected Outcomes:

- Completion of 4–5 application guides for priority food categories
- Distribution of technical documents to distributors and B2B leads
- Enhanced support for customer R&D teams during formulation trials

+ Expected KPIs:

- Number of customers who request application support ≥ 10
- % of sampling projects using the guides $\geq 60\%$
- Satisfaction rating from R&D teams on guide usefulness $\geq 85\%$

Product Co-Development with Manufacturers: Sales and R&D teams will proactively partner with selected manufacturers to co-develop products incorporating NUTRIOSE as a food ingredient. These projects may involve pilot formulations, lab trials, and small-scale commercial launches.

The goal is to move from sampling to actual adoption by working closely with customers' R&D departments and demonstrating product viability.

+ Expected Outcomes:

- Initiation of at least 3 co-development projects with B2B partners
- Strong technical collaboration with customer R&D teams
- Potential product launches co-branded with NUTRIOSE (where applicable)

+ Expected KPIs:

- Number of co-developed product trials ≥ 5
- The success rate of co-developed products reaching the market-ready stage $\geq 50\%$
- Commercial volume of NUTRIOSE from co-developed products $\geq X$ tons (target set internally)

Innovate New Product Concepts: In collaboration with internal teams and partners, the Sales Teams & R&D Team will explore and prototype new product concepts that address emerging consumer trends (e.g., high-fiber beverages, digestive wellness snacks, clean-label bakery). These prototypes will be used to inspire B2B customers and showcase innovation potential.

This initiative is designed to spark idea generation and help NUTRIOSE lead market trends, not just respond to them.

+ Expected Outcomes:

- Development of 6–8 innovation concepts/prototypes
- Use of prototypes in customer workshops, sales meetings, and trade shows
- Internal knowledge sharing across sales and marketing teams

+ Expected KPIs:

- Number of customers requesting samples based on concepts ≥ 10
- Concept-to-trial conversion rate $\geq 30\%$
- The internal adoption rate of innovation concepts by sales teams $\geq 80\%$

8.3.5 Activity 5 - Monitor Performance and Adjust Strategy

With a current market share of only 0.15% (~2,5 tons) in 2024 and increasing competition from dominant players, it is vital to closely track performance indicators and adapt quickly.

Ongoing evaluation of market dynamics, partner feedback, and campaign effectiveness will allow Roquette company to refine its strategy and ensure that the project stays aligned with its goal of capturing 10–20% of the soluble fiber market in Vietnam over the next five years. To support this, Activity 5 comprises three key sub-activities: Track Sales Performance, Customer Feedback Collection, and Strategy Review Meetings.

Track Sales Performance: A centralized system will be used to track core commercial KPIs across sales volume, margin, conversion rates, and customer acquisition by the Leadership Team. Sales performance will be reviewed monthly and quarterly to assess progress against targets.

Dashboards and reports will be shared with relevant teams to support transparency, decision-making, and timely intervention if performance gaps arise.

+ Expected Outcomes:

- Implementation of a live sales performance dashboard
- Monthly and quarterly reporting across key sales indicators
- Team alignment around measurable targets

+ Expected KPIs:

- Sales volume vs. target achievement (monthly/quarterly) $\geq 90\%$
- Gross margin by product/customer segment $\geq 25\%$
- Conversion rate from lead to trial/customer $\geq 30\%$
- Pipeline coverage ratio $\geq 3x$ target revenue

Customer Feedback Collection: Customer insights will be gathered via structured feedback forms, post-trial surveys, and in-person interviews to understand satisfaction, challenges, and unmet needs related to NUTRIOSE.

These insights will guide product refinement, customer service improvements, and potential adjustments to positioning or messaging.

+ Expected Outcomes:

- Feedback collected from at least 15–20 B2B customers or trial users
- Development of a customer insights summary report (yearly annual)

- Identification of at least three actionable improvement areas

+ Expected KPIs:

- Customer Satisfaction Score (CSAT) $\geq 85\%$
- Net Promoter Score (NPS) $\geq +30$
- % of feedback converted into concrete actions $\geq 60\%$

Strategy Review Meetings: A formal strategic review process will be held year annually to evaluate the overall performance of the go-to-market plan by the Leadership Team. This includes cross-functional reviews of pricing, B2B expansion, brand awareness efforts, and innovation activities. Adjustments to tactics or resource allocation will be made based on what is working (or not), ensuring continuous alignment with both short- and long-term business goals.

+ Expected Outcomes:

- 2 strategy review sessions per year involving all key departments
- Clear documentation of findings and next steps after each review
- Updated action plan based on current market data and internal performance

+ Expected KPIs:

- % of strategic actions completed on time $\geq 80\%$
- Increase in overall plan effectiveness score (internal review) year-over-year

To consolidate and summarize the strategic actions outlined in sections 8.3.1 to 8.3.5, table 14 below presents a comprehensive overview of all project activities. This structured summary highlights each initiative's core sub-activities, expected outcomes, and performance metrics, serving as a reference point for implementation planning and progress tracking.

Table 14 Project activity summary for improving Soluble fiber NUTRIOSE's
Competitiveness advantage in Vietnam food market

Activity	Key Sub-Activities	Expected Outcomes	KPIs
1. Optimize Pricing Strategy	- Competitor Price - Cost-Value Pricing - Volume-Based Discount	- Clear cost value pricing model - Competitive pricing strategy established - Increase in large	- $\geq 70\%$ of orders within target price range - Weekly/monthly updated competitor

		order volume and margin	price sheet - Gross margin improvement - Increased revenue and contract volume
2. Expand and Strengthen B2B Relationships	- Identifying Key B2B Targets - Distributor Partnerships - Customer Loyalty Program	- Greater sales coverage and conversion - Stronger distributor and partner engagement - Higher repeat order rate	- Lead conversion $\geq 30\%$ - Loyalty program retention $\geq 85\%$ - ≥ 3 active distributors - ≥ 10 long-term customers enrolled
3. Increase Brand Awareness and Nutritional Perception	- Educational Content Marketing - Exhibit at Industry Events - Leverage Nutritionists & Influencers	- Increased visibility and trust in NUTRIOSE - Expanded inbound lead generation - Strengthened reputation in R&D networks	- $\geq 2,000$ content views in 6 months - ≥ 50 leads/event - Social media mentions $\uparrow 30\%$ - ≥ 15 qualified inbound inquiries
4. Develop Product Applications and Innovation	- Develop Application Guides - Product Co-Development with Manufacturers - Innovate New Product Concepts	- Enhanced R&D support and sampling trials - First to market innovation advantage - High conversion from trials to real product use	- ≥ 10 customers request application support - ≥ 5 trials initiated - $\geq 50\%$ trial to launch success rate - Concept to trial conversion $\geq 30\%$
5. Monitor Performance and Adjust Strategy	- Track Sales Performance - Customer Feedback Collection - Strategy Review Meetings	- Continuous improvement in tactics - Stronger cross-functional alignment - Better forecasting and responsiveness	- Customer Satisfaction Score $\geq 85\%$ - Net Promoter Score $\geq +30$ - $\geq 80\%$ strategic actions completed on time

Source: Author

The five activities in the abovementioned project form an integrated go-to-market approach designed to increase NUTRIOSE's sales volume, strengthen supplier-customer engagement, and enhance market adaptability in Vietnam. By optimizing pricing, expanding B2B partnerships, increasing brand and nutritional awareness, driving co-innovation, and implementing a robust performance monitoring system, NUTRIOSE is well-positioned to deliver both commercial growth and long-term customer value. These initiatives not only

support immediate revenue generation but also build the foundation for a scalable and sustainable presence in the Vietnamese Food market.

8.4 Matrix of cooperation and responsibility (RACI matrix)

To ensure smooth execution and cross-functional alignment, a RACI matrix has been developed for all activities. This matrix clearly defines the roles and responsibilities of each team involved, specifying who is Responsible (R) for execution, who is Accountable (A) for final decision-making, who must be Consulted (C) for input, and who should be Informed (I) of progress and outcomes.

- **R (Responsible):** The person or team responsible for executing the task.
- **A (Accountable):** The person who is ultimately answerable for the task's success or deliverable.
- **C (Consulted):** Individuals or groups who provide input are consulted before making decisions.
- **I (Informed):** Individuals or groups informed about progress or decisions.

By assigning ownership and collaboration roles, the RACI matrix serves as a governance tool to avoid duplication of effort, clarify expectations, and promote efficient coordination between Sales, Marketing, Finance, R&D, Leadership, and Customer Support teams, showing in Table 15 below:

Table 15 RACI matrix

Project Activity		Sales	Marketing	Finance	R&D	Leadership	Customer Support
Optimize Pricing Strategy	Competitor Price Analysis	A	I	C	I	I	-
	Cost-Value Pricing Decision	R	I	A	I	I	-
	Volume-based Discount	A	I	C	I	I	-

Expand and Strengthen B2B Customer Relationships	Identify Key B2B Targets	A	C	I	I	I	-
	Distributor Partnerships	R	I	I	C	I	-
	Customer Loyalty Program	A	C	I	I	I	I
Increase Brand Awareness and Nutritional Value Perception	Educational Content Marketing	R	A	I	I	I	-
	Exhibit at Industry Events	A	R	I	I	I	-
	Leverage Nutritionists & Influencers	C	A	I	I	I	-
Develop Product Applications and Innovation	Develop Application Guides	A	I	I	R	I	-
	Product Co-Development with Manufacturers	A	I	I	R	I	-
	Innovate New Product Concepts	C	I	I	A	I	-
Monitor Performance and Adjust Strategy	Track Sales Performance	R	I	I	I	A	-
	Customer Feedback Collection	R	I	I	C	I	C
	Strategy Review Meetings	C	C	C	C	A	I

Source: Author

8.5 Benefits of Project

Benefits for Roquette: The project is expected to strengthen Roquette's competitive positioning in Southeast Asia, with Vietnam identified as a high-potential market due to its growing demand for health-oriented food products. Specific advantages include:

- Increased market share and long-term revenue growth: By developing a tailored market entry strategy, including optimal pricing, targeted marketing, and localized distribution, Roquette can expand its presence and profitability in the Vietnamese market.
- Deeper market understanding and international strategy refinement: Through market intelligence and analysis, Roquette will gain valuable insights into consumer behavior, regulatory conditions, and cultural preferences in Vietnam, enabling more effective adaptation of its global strategy.
- Enhanced global brand reputation: Success in Vietnam could serve as a springboard for further expansion into other ASEAN countries, reinforcing Roquette's reputation as a leading innovator in food ingredients.

Benefits for Vietnamese Consumers and Domestic Industry: This project generates meaningful benefits for Vietnam's food ecosystem, particularly in the context of raising awareness about health and wellness:

- Access to advanced European food ingredients: NUTRIOSE is a soluble dietary fiber developed using cutting-edge European technology, meeting high international standards for safety and health efficacy, especially in digestive health and glycemic control.
- Stimulus for domestic product innovation: The introduction of high-quality functional ingredients encourages Vietnamese manufacturers to invest in research and development, thereby improving product quality and competitiveness in both local and export markets.
- Contribution to public health improvement: NUTRIOSE can be used in mainstream food applications (e.g., dairy, bakery, beverages) to support healthier diets, contributing to the prevention of non-communicable diseases such as diabetes and obesity.

Benefits for EU–Vietnam Relations: The project also exemplifies productive collaboration between European technological expertise and emerging market needs in Vietnam. It delivers system-wide and long-term value to bilateral relations.

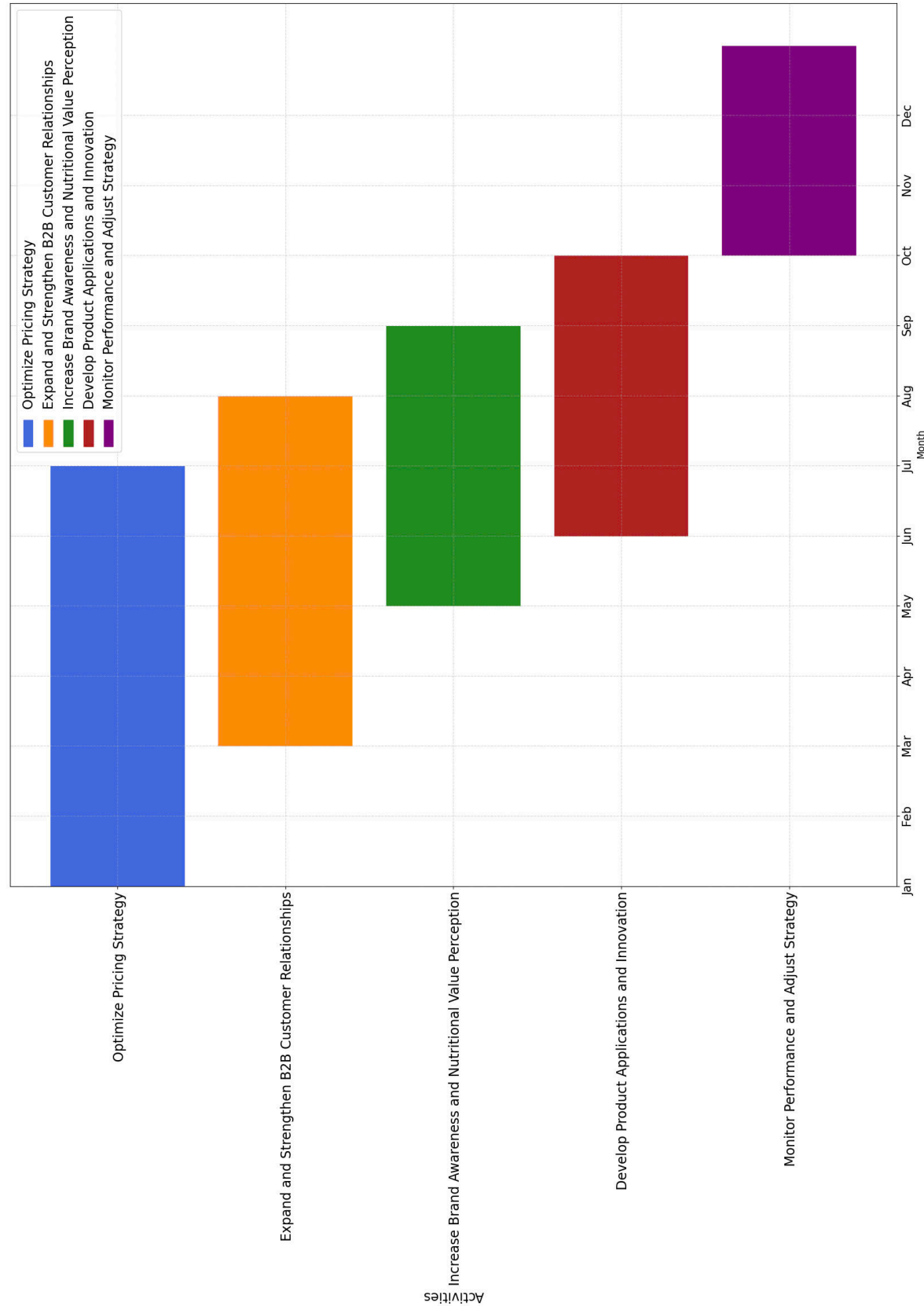
- **Strengthened implementation of EVFTA commitments:** The project serves as a practical example of how the EU–Vietnam Free Trade Agreement (EVFTA) can facilitate two-way trade and investment flows.
- **Knowledge and technology transfer:** Collaboration between Roquette and Vietnamese partners can foster capacity building in food manufacturing, promoting compliance with international quality and safety standards.
- **Support for sustainable and inclusive development:** By promoting health-focused and environmentally conscious food solutions, the project aligns with shared EU–Vietnam goals for sustainable economic growth and responsible consumption.

8.6 Time Analysis

A detailed time analysis has been developed to ensure an effective and structured implementation of the NUTRIOSE Vietnam market entry plan. The timeline outlines key activities across 12 months, balancing strategic planning, execution, and performance review phases in Figure 30.

Figure 30 Project timeline of key activities across 12 months in 2026

Source: Author



8.7 Cost Analysis

To support the implementation of the project, a total investment of USD 50,000 has been allocated for the first year of execution (2026). The budget is distributed across five strategic activity categories and classified into fixed and variable cost components.

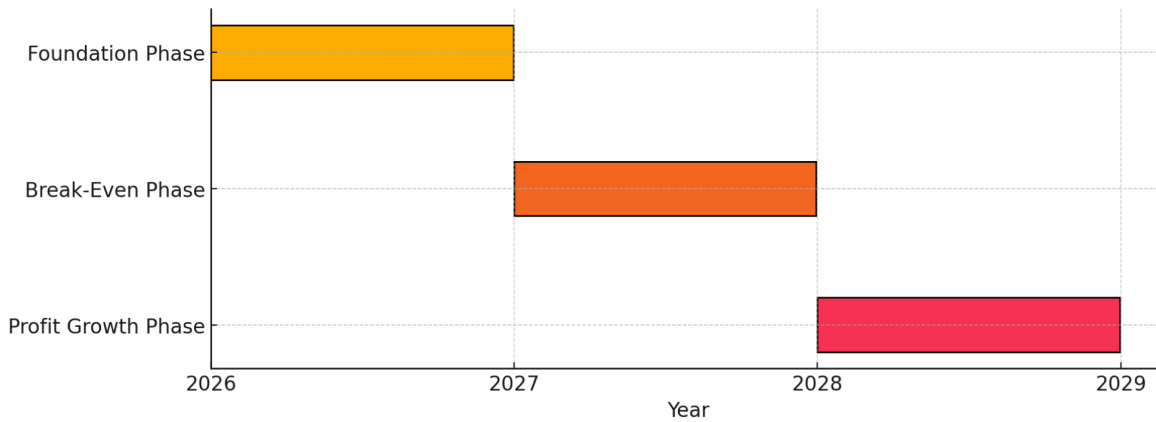
This financial commitment supports all planned activities as outlined in the detailed monthly timeline (see Section 8.6); while the detailed activity plan focuses on Year 1 execution, the overall financial strategy is designed as a three-year roadmap, aligning with the project's intended outcomes.

Table 16 Three-Year Strategic Outlook – NUTRIOSE Vietnam Project

Year	Primary Objective	Strategic Focus	Expected Outcomes
Year 1	Foundation Phase (Go-to-Market & Market Awareness)	– Complete positioning and pricing strategy – Launch distribution channels and B2B lead generation – Invest in brand awareness	– Initial investment: 50,000 USD – No net profit yet – Begin generating revenue from trial users and early partners
Year 2	Break-Even Point and Growth Stabilization	– Expand B2B customer base using NUTRIOSE – Increase conversion rate from sampling to purchase – Boost repurchase rate via Loyalty Program	– Cumulative revenue $\geq$ 50,000 USD – Achieve break-even point – Improve ARPC and customer retention rate
Year 3	Profit Growth and Market Scaling	– Launch co-branded product lines – Increase market share – Diversify product applications	– Positive net profit – Expand market share and customer base – Increase R&D and marketing investment based on profitability

Source: Author

Figure 31 Three-Year Gantt Chart – Strategic Phases of NUTRIOSE Vietnam Project

Source: Author

- **Year 1 (2026): Foundation Phase**

Full deployment of planned activities according to the monthly Gantt timeline.

Budget: USD 50,000

Focus: Brand positioning, B2B engagement, pricing strategy, awareness building.

Table 17 below shows the detailed budget for each activity in the first year.

Table 17 Three-Year Strategic Outlook – NUTRIOSE Vietnam Project

Activity (Start of year 2026)	Activity	Cost (USD)	Cost type
Optimize Pricing Strategy	Competitor Price	3,000	Fixed
	Cost-Value Pricing	3,000	Fixed
	Volume-based Discount	2,500	Variable
Expand & Strengthen B2B Customer Relationships	Identify Key B2B Targets	3,500	Fixed
	Distributor Partnerships	4,000	Variable
	Customer Loyalty Program	4,000	Variable

Increase Brand Awareness and Nutritional Value Perception	Educational Content Marketing	2,500	Fixed
	Exhibit at Industry Events	6,000	Variable
	Leverage Nutritionists & Influencers	2,500	Variable
Develop Product Applications and Innovation	Develop Application Guides	2,500	Fixed
	Product Co-Development with Manufacturers	5,000	Fixed
	Innovate New Product Concepts	2,500	Fixed
Monitor Performance and Adjust Strategy	Track Sales Performance	3,500	Fixed
	Customer Feedback Collection	3,000	Variable
	Strategy Review Meetings	2,500	Fixed
Total Fixed cost	28,000		
Total Variable cost	22,000		
Total cost	50,000		

Source: Author

- **Year 2 (2027): Break-Even Point and Growth Stabilization**

Continued sales efforts and customer retention programs based on Year 1 learnings.

Focus: Converting leads to revenue, improving ARPC, reaching the break-even point, and having some profit.

- **Year 3 (2028): Profit Growth and Market Scaling**

Expansion of product applications, co-development with local partners, and scaling.

Focus: Sustainable revenue growth, increased market share, and profitability.

Strategic investment in R&D and innovation may be considered based on profit margins.

Below is the profit and break-even point spreadsheet information of Soluble fiber NUTRIOSE's product of Roquette company with a profit margin of 35%, and the Break-even point will be reached in 2027 with a sales volume of 19418 kg at a selling price of 4,12 USD/kg.

1/ Calculation Break-even Point (BEP) in kg = Contribution Margin per kg / Total Fixed Cost

Variable Cost per kg = Selling Price per kg $\times$ (1–Margin) = 4,12 $\times$ (1–0.35) = 4,12 $\times$ 0.65 = 2,678 USD/kg

Contribution Margin per kg = Selling Price per kg – Variable Cost per kg = 4,12 – 2,678 = 1,442 USD/kg

BEP (kg) = Total Fixed Cost / Contribution Margin per kg = 28000 / 1,442 = 19418 kg

BEP Revenue = BEP (kg) $\times$ Selling Price per kg
BEP Revenue = 19418 $\times$ 4,12 = 80,000 USD

2/ Calculation Profit

Revenue = sales price $\times$ sales volume

Costs = Revenue $\times$ (1 - Margin 35%) $\sim$ 65%

Net profit = Revenue - Costs - Investment

Table 18 Calculation of Profit

Year	NUTRIOSE Price (USD/kg)	Sales Volume estimates (kg)	Revenue (USD)	Costs (USD)	Profit (USD)
2026	4,12	15000	61,800	40,170	-28,370
2027	4,12	50000	206,000	133,900	72,100
2028	4,12	170000	700,400	455,260	245,140

Source: Author

3/ Calculation for NPV (Net Present Value) with 5% Discount Rate

$$\text{NPV} = \text{Profit} / (1 + 5\% \text{ discount rate})^n$$

(n=year)

Table 19 Calculation of NPV (Net Present Value)

Year	Sales Volume (kg)	Profit (USD)	NPV (USD)
2026	15000	-28,370	-27,019
2027	50000	72,100	65,397
2028	170000	245,140	211,761
NPV	250,139 USD		

Source: Author

The NPV spreadsheet uses a 5% discount formula, accurately reflecting the financial performance of the project over time. In 2026, the project makes a loss, so the NPV is negative (-27,019 USD), indicating initial risk due to not reaching the break-even point. From 2027, when output increases, the break-even point is reached, and there is a positive profit, resulting in a positive NPV (65,397 USD). In 2028, the NPV reaches its highest point (211,761 USD) thanks to the large profit. The total NPV after 3 years is +250,139 USD, proving that the project is profitable in the long term.

8.8 Risk Analysis

In the context of strategic project planning, risk assessment serves as a fundamental component to ensure the robustness and adaptability of implementation efforts. For this project, a comprehensive risk analysis has been conducted to proactively identify, classify, and address potential challenges that may impede project success.

This risk analysis adopts a multidimensional approach, categorizing risks into four key domains: strategic, operational, financial, and external. Each risk is assessed based on its potential impact and likelihood of occurrence and is accompanied by corresponding mitigation strategies designed to minimize adverse outcomes. By anticipating uncertainties and establishing structured responses, the project team aims to enhance strategic alignment, improve resource allocation, and ensure sustained market competitiveness.

The following table 20 provides a consolidated overview of identified risks and the proposed mitigation mechanisms to support informed decision-making and effective project governance.

Table 20 Summary of Key Risks and Mitigation Plans

Category	Risk	Description	Impact	Likelihood	Mitigation Strategy
Strategic	Weak Product Differentiation	NUTRIOSE may not be clearly positioned against alternatives like inulin, dextrin, or oligosaccharides.	High	Medium	Strengthen value proposition via scientific communication, targeted content marketing, and R&D application guides.
	Limited Brand Awareness	Low recognition of NUTRIOSE among Vietnamese B2B food manufacturers may hinder lead generation.	Medium	High	Early investment in influencer engagement, trade show participation, and digital campaigns.
Operational	Sales Force Capability Gap	Inexperienced local sales or distributor teams may underperform in B2B engagement.	High	Medium	Conduct intensive training, co-selling sessions, and ongoing technical workshops.
	Delayed Execution of Activities	Some planned actions (e.g., co-development trials, content production) may be delayed.	Medium	Medium	Establish timeline controls, monthly KPI check-ins, and early escalation mechanisms.
Financial	Pricing Misalignment	If NUTRIOSE's pricing is perceived as too premium, it may reduce competitiveness.	High	Medium	Use cost-value pricing backed by market research; apply volume-based discount tiers.

	Underperforman ce in ARPC or ROI	Average revenue per customer may fall short, or marketing ROI may be lower than expected.	Medium	Medium	Closely monitor ARPC, adjust pricing models, and refine targeting strategies.
External	Regulatory or Labeling Changes	Unexpected changes in Vietnam's food regulations could affect NUTRIOSE's application claims.	Medium	Low	Stay updated with local food regulations and involve regulatory consultants early.
	Competitor Reactions	Aggressive pricing or marketing by existing players (e.g., Beneo, Tate & Lyle) may pressure market entry.	High	High	Maintain flexible pricing strategies, highlight NUTRIOSE's scientific edge, and emphasize clean-label advantage.
	Economic Instability	Inflation, currency fluctuations, or supply chain disruptions may affect cost structures or purchasing power.	Medium	Medium	Build buffer margins in financial forecasts; diversify sourcing and distribution strategies.

Source: Author

8.9 Key Success Factors

The successful execution of this project is contingent upon several key success factors that collectively ensure strategic coherence, operational efficiency, and market adaptability. These factors represent the critical enablers that must be addressed and leveraged to achieve the overarching goals of enhancing NUTRIOSE's competitiveness in the Vietnamese food market.

By aligning internal capabilities with external market demands and by ensuring proactive stakeholder engagement across marketing, sales, R&D, and distribution channels, the project aims to establish a long-term, value-driven presence for the soluble fiber product NUTRIOSE of Roquette company. The key success factors identified in Table 21 below are fundamental to the realization of this objective.

Table 21 Summary of Key Success Factors of the Project

Key Success Factor	Description
1/ Clear Market Positioning and Differentiation	Effectively position NUTRIOSE against competitors such as inulin, and oligosaccharides by emphasizing its unique benefits, including Blood Glucose Management, Excellent digestive tolerance and Sustained Energy Release.
2/ Strong B2B Relationship Management	Develop long-term collaborations with major Vietnamese food manufacturers through technical support, loyalty programs, and product co-development initiatives.
3/ Pricing Strategy Aligned with Value Proposition	Design a competitive yet value-reflective pricing model, incorporating segmentation, volume-based discounts, and profitability targets to capture diverse market segments.
4/ Distributor Enablement and Technical Training	Provide distributors with technical knowledge, product application training, prototypes, and co-branded materials to strengthen market penetration and frontline support to allocate in the Vietnam food market.
5/ Integrated Marketing and Brand Awareness Efforts	Enhance brand visibility and credibility through a combination of content marketing, industry events, and partnerships with local influencers and nutrition experts.
6/ R&D Collaboration and Application Support	Actively engage in product formulation trials and co-development activities with clients to accelerate adoption and demonstrate NUTRIOSE's application versatility.

7/ Robust KPI Monitoring and Adaptive Management	Utilize real-time KPI dashboards and periodic strategy reviews to monitor progress, address performance gaps, and adjust actions based on data-driven insights.
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Source: Author

8.10 Project Evaluation

To assess the overall effectiveness and execution quality of NUTRIOSE product of Roquette in the Vietnamese food market, a structured evaluation framework has been established. This framework is operationalized through a detailed KPI Performance Table with Progress Tracking, which systematically captures the alignment between planned objectives and actual outcomes across all departments involved.

The table below consolidates key project activities, assigned responsibilities (based on the RACI model), implementation timelines, and performance metrics while also incorporating real-time tracking elements such as actual progress, percentage completion, and status indicators. This comprehensive approach facilitates continuous monitoring, promotes transparency, and creates a reliable platform for data-centric decision-making and strategic adjustment.

Table 22 KPI Performance Table with Progress Tracking – Planning Phase

Source: Author

Department	Activity	Timeline	KPI Objective	Performance Indicator	Actual Progress	% Complete	Status
Sales	Competitor Price Analysis	Jan	Collect competitor pricing & terms	≥5–10 competitors documented, clear Nutriose positioning	Not Started	%	Planned
	Volume-Based Discount	Feb–Mar	Promote large-volume purchases	Increase in Average Revenue Per Customer, ≥3 long-term contracts, ≥70% retention	Not Started	%	Planned
	Identify Key B2B Targets	Feb–Mar	Engage 30–35 key B2B leads	≥60% contacted, ≥10 active trials	Not Started	%	Planned
	Customer Loyalty Program	May–Jun	Retain top B2B customers	≥10 enrolled, ≥70% repeat purchase rate	Not Started	%	Planned
Marketing	Co-Development with Manufacturers	Jul–Aug	Launch collaborative product dev.	≥5 trials, ≥50% go-to-market rate	Not Started	%	Planned
	Educational Content Marketing	May–Jun	Build awareness through scientific content	≥2,000 views, ≥15 inbound inquiries	Not Started	%	Planned
	Exhibit at Industry Events	Jun–Jul	Showcase Nutriose at trade fairs	≥50 leads/event, ≥25% request follow-up	Not Started	%	Planned
	Leverage Nutritionists & Influencers	Jul–Aug	Collaborate with experts to build trust	Reach ≥10,000, ≥500 engagements, +30% social mentions	Not Started	%	Planned
Finance	Cost-Value Pricing Strategy	Jan–Feb	Define profitable and competitive pricing	Gross margin ≥25%, ≥70% orders within target price	Not Started	%	Planned
R&D	Develop Application Guides	Jul–July	Provide usage guides for key categories	≥10 requests, ≥85% R&D satisfaction	Not Started	%	Planned
	Product Co-Development with Manufacturers	Jul–Aug	Provide technical support to manufacturers	≥5 trials, commercial volume tracked	Not Started	%	Planned
	Innovate New Product Concepts	Aug–Sep	Create innovation aligned with market trends	6–8 prototypes, ≥30% trial conversion rate	Not Started	%	Planned
Customer Support	Customer Feedback Collection	May–Sep	Provide product and service feedback	CSAT ≥85%, NPS ≥+30, ≥60% feedback implemented	Not Started	%	Planned
Leadership	Track Sales Performance	Oct	Ensure team alignment and progress	Sales target achievement ≥90%, dashboards live	Not Started	%	Planned
	Strategy Review Meetings	Dec	Review project and refine actions	≥80% action completion, internal score ↑ year over year	Not Started	%	Planned

8.11 Limitations of Project

Despite the comprehensive planning and strategic alignment of this project, several limitations may influence the scope, accuracy, and generalizability of its outcomes. Acknowledging these limitations is essential for ensuring transparency and contextualizing the project's findings and recommendations. The following key limitations have been identified:

Limited Market Data Availability

Access to detailed, up-to-date market data, especially regarding competitor pricing structures, volume discounts, and customer purchasing behavior in Vietnam, is limited. Requires more time and resources to implement. This limitation can affect the accuracy of pricing strategies and competitive positioning assessments.

Dependence on Distributor and Partner Collaboration

The success of various activities, such as technical workshops, co-development trials, and first-line customer engagement, relies heavily on the cooperation and performance of local distributors and third-party partners. These relationships, while crucial, may introduce variability in execution quality.

Time Constraints and Implementation Phasing

Given the 12-month project timeline, certain strategic components (e.g., loyalty program impact, co-developed product launches, or long-term customer retention) may require longer periods to fully realize measurable outcomes. As such, some KPIs may only partially reflect success during the evaluation phase.

External Factors Beyond Control

Macroeconomic instability, evolving food safety regulations, and unforeseen events (e.g., logistics disruptions and competitor responses) may influence project performance despite robust internal planning. These external variables fall outside the scope of the project's direct influence.

While these limitations do not compromise the overall strategic intent of the project, they underscore the importance of adaptive management, real-time monitoring, and post-project review to refine future market development initiatives for soluble fiber NUTRIOSE's product of Roquette company in the Vietnam food market.

CONCLUSION

This project presents a comprehensive and evidence-based activity framework aimed at improving the competitive advantage of Roquette's soluble fiber NUTRIOSE's product in the Vietnamese food market. Developed in response to the company's underperformance and recent distribution challenges in Vietnam, the project outlines a roadmap to address urgent needs in market repositioning, distributor optimization, and sustainable value creation. Through a series of five integrated activity areas: Pricing strategy optimization, B2B customer relationship development, Brand awareness building, Product innovation, and Performance monitoring. The project provides an actionable go-to-market plan grounded in clearly defined KPIs, timelines, and functional responsibilities.

Financially, the project is structured over three years, starting with an initial investment of USD 50,000 in Year 1 to support foundational activities. The Break-even point is projected by Year 2, with good profitability expected in Year 3, as confirmed by detailed profit forecasts and NPV modeling. Including a risk analysis framework, success factor evaluation, and real-time monitoring system strengthens the project's operational resilience and adaptability in the face of market uncertainty.

Beyond its commercial objectives, this project contributes valuable insights into strategic market entry in emerging economies, particularly for functional food ingredients. It highlights the importance of integrating health-focused product innovation with localized marketing and pricing strategies while demonstrating the role of cross-functional alignment through tools such as the RACI matrix. Furthermore, it underscores the potential of initiatives like this to reinforce EU–Vietnam trade partnerships by fostering innovation, technology transfer, and sustainable development.

In summary, the project offers a scalable, data-driven model for Roquette to reestablish a competitive position in Vietnam's food ingredient sector. If implemented effectively, it not only promises to revitalize NUTRIOSE's market presence but also provides a replicable framework for growth across Southeast Asia's broader health-conscious and innovation driven food landscape.

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LIST OF ABBREVIATIONS

ARPC	Average Revenue per Customer
B2B	Business-to-Business
COGS	Cost of Goods Sold
CCPS	Several Critical Control Points
CSAT	Customer Satisfaction Score
EVFTA	EU-Vietnam Free Trade Agreement
F&B	Food and Beverage
HS	Harmonized System
KPI	Key Performance Indicator
MOH	Ministry of Health
MSDS	Material Safety Data Sheet
NPV	Net Present Value
NPS	Net Promoter Score
R&D	Research and Development
SMEs	Small and Medium-sized enterprises
ROI	Return on Investment
UHT	Ultra High-Temperature Processing
WHO	World Health Organization

APPENDICES

Appendix P I: DIRECTION FOR THE SEMI-INTERVIEW

APPENDIX P I: DIRECTION FOR THE SEMI-INTERVIEW

1. Objective: To explore market trends, ingredient selection criteria, technical and business challenges, support, and expectations from key stakeholders, particularly regarding Roquette's soluble fiber NUTRIOSE.
2. Interviewee: Key stakeholders of Supplier, Distributor, and Manufacturer/R&D experts.
3. Estimated number of interviews: 3–5
4. Interview length: roughly 30 to 45 minutes per session
5. Interviews will be conducted virtually using Microsoft Teams
6. Method of recording: Virtual meeting

Interview Questionnaire

Part 1: General Questions (For All Interviewees)

No	Question
General Introduction	
1	Could you briefly introduce your current role and experience in the food industry?
2	Does your company currently work with functional ingredients such as soluble fibers, prebiotics, or plant-based components?
Market Trends	
3	From your perspective, what are the key health-related trends influencing product development in Vietnam's food industry?
4	How do you see the market potential for high-quality soluble fibers in Vietnam over the next 3–5 years? Are Vietnamese consumers increasingly shifting towards wellness foods, such as those supporting gut health, sustainable energy, or blood sugar control?
Ingredient Selection Criteria	
5	When selecting a new functional ingredient (e.g., fiber, protein, prebiotic), what key criteria do you evaluate? (e.g., technical functionality, cost, labeling, certifications, source, taste, consumer perception). How do soluble fibers, particularly Roquette's NUTRIOSE, fit into your strategy?

Technical & Application Challenges	
6	What are the common technical challenges when formulating with soluble fiber ingredients? Have you encountered any specific issues when incorporating them into your products or recommending them?

Part 2: Specialized Questions

(Choose based on the interviewee's role: Supplier, Distributor, and R&D expert)

No	Manufacturer/R&D experts
1	When working on new product development, what functional benefits do you expect from a soluble fiber ingredient?
2	What support do you expect from suppliers to facilitate R&D efforts? How valuable is it to receive prototype formulas, application samples, or other technical documentation?
3	How important is collaboration between the supplier and your technical or product development team?
4	Thank you for your insights. If you could suggest 1–2 things for an international supplier to improve their support for R&D projects in Vietnam, what would you share?

No	Distributor
1	What are the biggest challenges when introducing a new functional ingredient (like NUTRIOSE) to the Vietnamese market?
2	How do customers typically evaluate and decide whether to purchase a new ingredient?
3	What kind of technical and marketing support do you need from suppliers to successfully introduce and sell a new functional ingredient (e.g., Roquette's NUTRIOSE)?
4	Thank you for your insights. Do you have any other comments, ideas, or recommendations that might support the improvement of this product's market positioning?

No	Supplier
1	What segments NUTRIOSE approaching ? What are the most common customer feedback points about NUTRIOSE?
2	Who are NUTRIOSE's main competitors, and what are their standout strategies?
3	What factors are currently hindering NUTRIOSE's growth in Vietnam?
4	What strategies does Roquette have to increase growth in Vietnam? If you could change one thing to make NUTRIOSE more successful, what would it be?

THANK YOU VERY MUCH