

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Lok Lam Frebie Chan	Student ID number:	2322643
Programme:	MBA		
Module:	Change and Stability Management		
Module code:	HKBM 7015	Contribution to Overall Module Assessment (%):	25%
Lecturer:	Dr Joe Leung	Internal Verifier:	Dr Che Cheong Poon
Assignment Title:	Assessment 1 - Presentation	Word count (or equivalent):	8-10 Minutes
Submission deadline:	14 April 2024 (Presentation and Submission of PPT)	Return date of provisional marks & written feedback:	Within 20 days after submission
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		



VITASOY

Vitasoy International Holding Ltd.

HKBM7015 Change ans Stability Management
Lok Lam Frebie Chan - 2322643

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Background

Dr. K. S. Lo founded Vitasoy in **1940**.

Aiming to provide an ***affordable, tasty and nutritious*** plant-based beverage to public when in the time of food shortage and soaring commodity prices.

During World War II many households' financial situation became difficult and Vitasoy became a valuable choice of nutritious drinks at that difficult time.

“Not as simple as a soft drink”

(Hong Kong Brand Museum. 2021)
(Vitasoy International Holdings Ltd. 2024)

Mission

Making **nutritious** and **tasty** plant-based food and beverages

Vision

Nurturing the world through the **power of plants**

(Vitasoy International Holdings Ltd. 2024)

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Financial Status

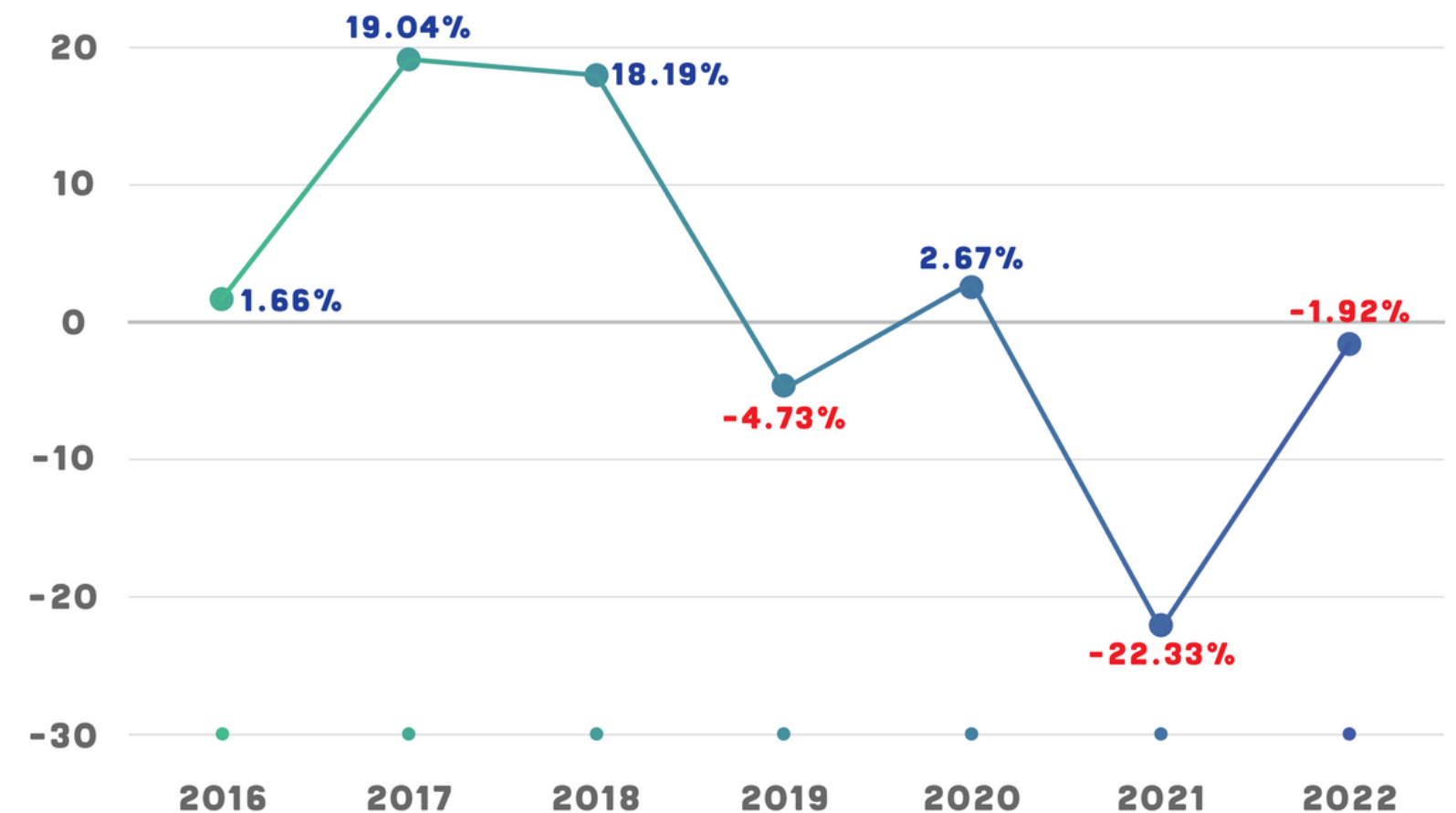
2016-2023 Financial Result

HKD\$ MILLION	2016	2017	2018	2019	2020	2021	2022	2023
REVENUE	5552	5046	6465	7526	7233	7520	6520	6441
PROFIT	2826	2873	3420	4042	3851	3954	3071	3012
NO. OF EMPLOYEE	7328	7361	7519	7651	7979	6498	6566	

Sources: 2016 -2023 Vitasoy Annual Reports (Vitasoy International Holdings Ltd, 2024)

- Slow growing without deficit
- Huge drop in 2021

2016-2022 Profit growth rate (%)



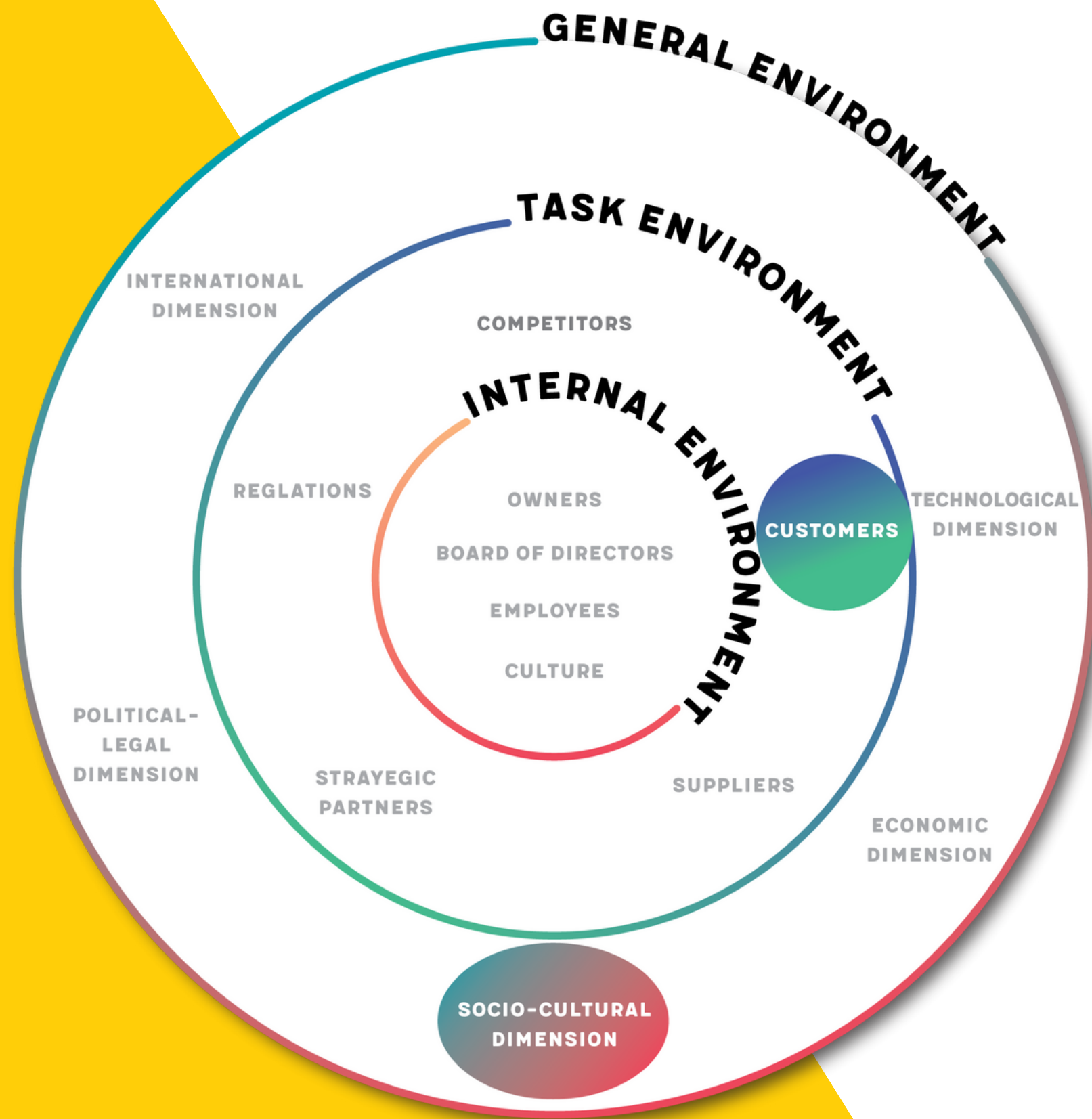
Sources: Calculated from the financial result)

Recent purchase?



Environment Factors

Strategic Drift



Socio-cultural Dimension

Brand aging

- Marketing needs reduced
- Lost product value

(HSBC Group. 2024)

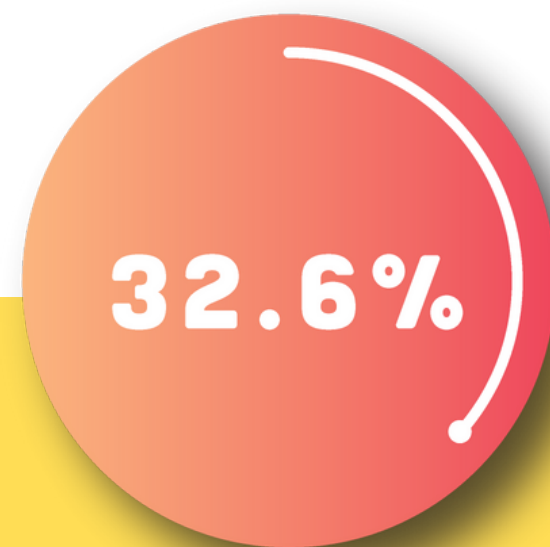
Customers

- Behaviour changed
- Needs changed

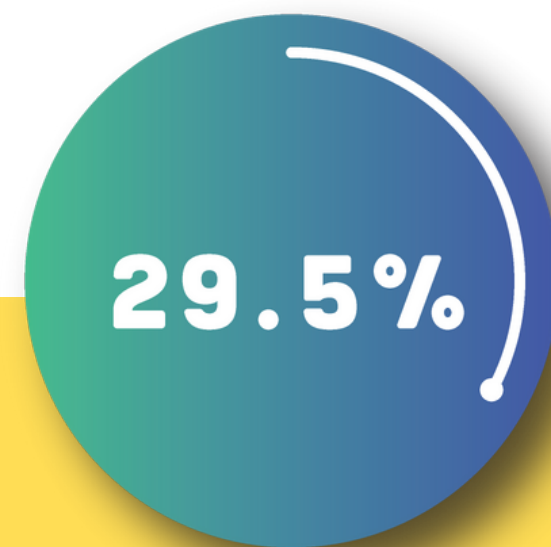
(Gerry, J. and et al. 2011)
(Holt D. 2016)
(Perera R. 2023)

HK Population Health Survey Report

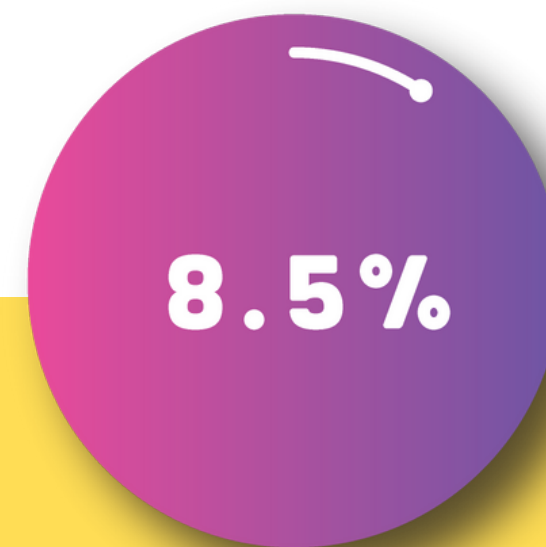
Chronic health conditions 2020:2022



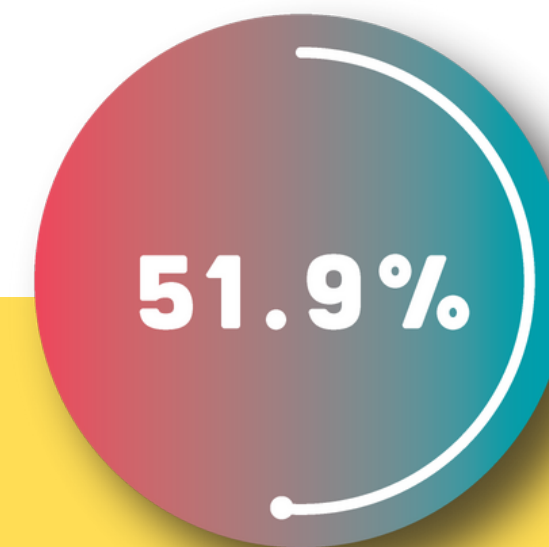
Obesity



Hypertension



Diabetes



Hypercholesterolaemia

(CHP HK, 2024)
(GovHK, 2024)

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Cause of Changes

1 STRATEGIC CHANGE

2 PEOPLE -CENTRIC CHANGE

3 STRUCTURAL CHANGE

4 TECHNOLOGICAL CHANGE

5 UNPLANNED CHANGE

6 REMEDIAL CHANGE

Customers behaviour, needs and wants changed

Hongkongers seek healthier habits after COVID-19

72% saying they now eat more healthily

54% saying they have exercised more

(Manulife, 2020)



STRENGTHS

- Trusted brand
- Iconic core product
- Strong mission
- Experienced



WEAKNESSES

- Brand aging
- Lost market & product value



OPPORTUNITIES

- Expand product line
- International market



THREATS

- Customer behaviour changed
- Competitors

(White A. et al. 2023)

Mission

Making ***nutritious*** and ***tasty***
plant-based food and beverages

Recommendation



Health product line

Twist the strategy from the iconic product to the health product

or

Create new *health* and *organic* food and beverages product line

Recommendation



Appendix

Annual report references

Vitasoy International Holdings Ltd. (2024) *Annual Report FY 2017-18*. Available at: https://www.vitasoy.com/wp-content/uploads/2022/05/Vitasoy_AR2017-2018_fullset_V02.pdf
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