

LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	MBA		
Module:	Leading and Managing Projects		
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Lecturer:	Dr. Joe Leung	Internal Verifier:	Dr. Poon Che Cheong
Assignment Title:	Assignment 1 • Project Initiation Document (PID)	Word count (or equivalent):	• 1,000 words (PID)
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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.		

Introduction

The project will be focusing on the future development of Vitasoy International Holdings Limited (Vitasoy). This project initiation document provides a brief introduction on the purpose of such project and the company's obtainable outcomes upon the completion of such review, allowing the management of the company to get access to various perspectives before making critical business decisions.

Background

Vitasoy was founded in 1940 in Hong Kong by Dr. Kwee-seong Lo to promote sustainable nutrition through various food and beverages products. The company launched its iconic soymilk during its establishment to introduce a protein-rich nutritious drink in wartime for the Hong Kong citizens (Vitasoy, 2021). Its product portfolio has further expended to other food and beverage items but still maintained over 90% produces as plant-based beverage offering (Vitasoy, 2020(a)). Vitasoy produces are now available in more than 40 markets worldwide and has operations in Hong Kong, Mainland China, Australia, Singapore and the United States (Vitasoy, 2020(a)).

Purpose of this project

As being a well-established entity having an influential position with a long history in the Hong Kong beverage market, Vitasoy should avoid following the history of some giant corporates, like Kodak, which addicted to its previous achievements and refused to change its business model to embrace the new world (Scott, 2016). By taking future development into consideration and adapting the change in the business environment as part of the management decisions could save a corporation from vital failure (Doz and Wilson, 2018). Thus, this project will provide insight on

the future nutrition consumption pattern and assist Vitasoy management team to get prepared for the upcoming environment change.

Vitasoy soymilk was once an affordable source of nutrition during wartime in the 1940s which marked the company successful establishment in Hong Kong. Since then, Vitasoy has heavily focused on the expansion of beverage products and currently setting a target to sustain plant-based beverage offering at more than 90% till the fiscal year 2025/26 (Vitasoy, 2020(a)). However, with the significant change in economy and standard of living after the company's formation, alongside with a permanent customer behavior shift on nutrition focus and healthier dining habit after the Covid-19 crisis (Swiss Re Institution, 2020), can Vitasoy business model, which highly concentrated in plant-based beverage products, satisfy consumers' desire for nutrition in the 2020s come to question. In response to the issue, this project will perform a review on Vitasoy business model to match with the change in consumers' living style. Thus, the following project objectives are defined to achieve the project purpose:

- i) To identify the potential plant-based product markets
- ii) To innovate and develop new plant-based products
- iii) To integrate new technology within the production cycle
- iv) To recognize possible business models for future development

Project scope

With the success of Vitasoy, the sales and operation of the company has expanded globally with various ready-to-drink and nutritious products available in the market. To align with Vitasoy's business aim which is providing sustainable plant-based nutrition, this project will specify on

Vitasoy's plant-based products and focus on the Hong Kong market, a core operation region that facilitates local sales and exporting with self-owned manufacturing plants. All protein in-takers will be targeted as potential customers in this project to identify the capacity in the plant-based product market.

Project deliverables

Vitasoy had remarkable achievements in its financial performances in the past five fiscal years with its success in the development in the Mainland China market. However, when looking into details, the revenue generated from the Hong Kong market has been stuck at the same level during the same period. The non-carbonated soft drinks market in Hong Kong is getting mature in recent years and the average volume per capital in liters is only predicted at a compound average growth rate of 0.57% till 2025 (Statista, 2020). A timely review on the business model in Hong Kong would not only provide growth opportunity for revenue but also demonstrate possible business strategies and set an example for other operation regions, especially in the Mainland China market, when their markets are turning mature in the future.

This report identifies the current position of Vitasoy and will direct the company to form new business models that suitable for future nutrition consumption through different analytical models. The company will have a better understanding of the upcoming consumption pattern upon the change in human behavior, and by the completion of this project, the company can obtain product sustainability solutions under the new living style with an increase in the number of potential target customers. Recommendations are formed based on the plant-based market which provides different possible opportunities without deviating Vitasoy business aim that is to provide nutritious products. Thus, Vitasoy can also achieve business expansion from the new market capacity in

plant-based products under the healthy dining trend that maximizes the return of the company's shareholders.

Apart from the advantages gain at the corporate level, other stakeholders can also benefit from the development of the company. The innovation and development of new nutritious products as suggested creating job opportunities for local workers and further expand the healthy food and beverage product range for customers' choices. Larger varieties of healthy commodities can also help to promote a healthy living society. Furthermore, new food processing technology engaged during the manufacturing of new products can stimulate the company's technical level, providing opportunities for the company to optimize the quality of its products for better product consuming experiences.

Information source and research method

The source of information in this project relies on Vitasoy published information, i.e. company websites, annual reports and sustainability reports; market research reports; published articles; digital media; and market data from official organizations such as Census and Statistics Department and International Monetary Fund. The information is secondary data obtained mainly through websites, books, articles, etc.

Literature review will be performed and a few analytical models will be used for reference to identify the current position of Vitasoy and the strategic steps available for the company to embrace the future. The SWOT analysis (Humphrey, 2005) and PESTEL analysis (Aguilar, 1967) will perform to locate Vitasoy existing situation by mapping the internal and external factors faced by the company, whereas BCG matrix (BCG, 2014) and Ansoff matrix (Ansoff, 1957) provide product lifecycle and strategic moves for Vitasoy products to satisfy the future market.

Work plan

Vitasoy International Holdings Limited

		Project Start:		Mon, 2/22/2021																																																							
		Display Week:		1																																																							
				Feb 22, 2021							Mar 1, 2021							Mar 8, 2021							Mar 15, 2021							Mar 22, 2021							Mar 29, 2021							Apr 5, 2021							Apr 12, 2021						
				22	23	24	25	26	27	28	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
TASK		PROGRESS		START		END		M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S			
Planning																																																											
Background overview		100%		2/22/21		2/25/21																																																					
Identify project issue		100%		2/25/21		2/27/21																																																					
Define project aim and objectives		100%		2/28/21		3/2/21																																																					
Select and read relevant infomation		100%		2/28/21		3/10/21																																																					
Prepare project initiation document		100%		2/28/21		3/13/21																																																					
Analysis and discussion																																																											
Collect and collate information		20%		3/11/21		3/31/21																																																					
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Evaluate existing position		0%		3/17/21		3/20/21																																																					
Current business limitation		0%		3/20/21		3/21/21																																																					
Findings and results																																																											
Future market trend and potential customer		0%		3/23/21		3/25/21																																																					
Development of new products		0%		3/26/21		3/28/21																																																					
Use of technologies		0%		3/29/21		3/31/21																																																					
Possible business models		0%		4/1/21		4/3/21																																																					
Conclusion and recommendations																																																											
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