

**MINISTRY OF EDUCATION
AND TRAINING**

**HO CHI MINH NATIONAL
ACADEMY OF POLITICS**

ACADEMY OF JOURNALISM AND COMMUNICATION

VU DUY HUNG

**MANAGING FOREIGN INFORMATION
IN KEY FOREIGN PRESS AGENCIES**

(2020 - 2022)

**THE SUMMARY OF PHD DOCTORAL DISSERTATION IN
JOURNALISM**

Major: Journalism studies

Major code: 9320101

HA NOI - 2026

This doctoral dissertation was completed at
Academy of Journalism and Communication

Scientific supervisors: ASSOC, PROF. NGUYEN NGOC OANH

Chair of the Committee:

Reviewer 1:

Reviewer 2:

**The doctoral dissertation will be presented to
the Departmental Dissertation Defense Council,
convened at the Academy of Journalism and Communication**

At..... hour....date.....month.... year 2026

The doctoral dissertation can be found at:

- **National Library of Vietnam**
- **Library of Academy of Journalism and Communication**

PREAMBLE

1. Rationale of the study

Foreign information communication and foreign information communication in the press, in particular, plays a crucial role, which has consistently been prioritized by the Vietnam Communist Party and the Socialist Republic of Vietnam. Notably, during the 2020-2022 period, the COVID-19 pandemic was not only a public health crisis but also a global communication crisis, as nations had to cope with the disease while simultaneously providing regularly updated information at national, regional, and global levels regarding the pandemic, preventive measures, and combating the spread of misinformation and disinformation.

Information transcended narrow boundaries within communities, regions, nations, and territories to assume a global scale. Information about the pandemic's progression and preventive measures exceeded the scope of individual nations and national borders to become an integral component of global information flow. The coordination of pandemic-related information by each country became intrinsically linked with global information dissemination and vice versa. In this context, managing external information became a mission - critical task to ensure transparent, accurate, timely information flow and proper guidance for international public opinion.

Vietnam's key press agencies including Vietnam News Agency (VNA), Nhan Dan Newspaper, The Voice of Vietnam (VOV) and Vietnam Television (VTV) played a pioneering role in foreign information communication. According to Nhan Dan Newspaper's report (2022), during the peak anti-pandemic period, COVID-related news accounted for 25-30% of the newspaper's content. Throughout from 2020 to 2022, the Nhan Dan Online Department published approximately 10,000 articles on COVID-19. Leveraging its strength of disseminating information in six languages, the Nhan Dan Online Department in Vietnamese, Russian, Chinese, English, French, and Spanish provided continuous hourly information coverage, delivering objective and updated information to domestic and international readers about the pandemic situation and Vietnam's response policies. This participation contributed significantly to positioning Vietnam as a focal point in pandemic control, earning international recognition for its transparency, proactivity, and responsibility.

However, the COVID-19 pandemic also exposed significant challenges in foreign information management. On one hand, the explosion of social media and digital communications caused news dissemination speeds to exceed traditional control capabilities, exacerbating the proliferation of fake news and misinformation. According to the Ministry of Information and Communications' report (2022), in 2021, thousands of COVID-19-related fake news items on social media were detected, many of which directly impacted national credibility and image. On the other hand, inter-agency coordination in handling external information lacked synchronization, resulting in outcomes that fell short of practical requirements.

From a theoretical perspective, researching external information management during the COVID-19 period contributes to systematizing and supplementing the scientific foundation for developing national communication strategies in crisis contexts. This represents an unprecedented situation requiring new approaches that ensure both information responsiveness and maintain political and diplomatic guidance. From a practical perspective, analyzing the successes, limitations, and lessons learned from key external press agencies' activities during this period will provide invaluable experience for responding to similar crises in the future. Furthermore, the research findings hold strategic significance, informing foreign communication policy formulation to affirm Vietnam's image as a transparent, humanitarian, and responsible nation within the international community. These constitute the primary reasons for the doctoral candidate's selection and implementation of the research topic: "*Managing foreign information in key foreign press agencies (2020-2022)*" for the doctoral dissertation.

2. Research aim and objectives

2.1. Research aim

To analyze and evaluate the current state of foreign communication management at Nhan Dan Newspaper, VNA and VOV during the 2020-2022 crisis period, and to propose solutions for enhancing foreign communication management capacity in response to global volatility.

2.2. Research objectives

- To systematize theoretical frameworks on foreign communication management in crisis contexts.

- To analyze the contextual landscape during the 2020-2022 period, including the pandemic, fake news, and surge in information demand.

- To investigate the current practices of the three key agencies and identify their successes and limitations.

- To propose strategic perspectives, policy orientations, and practical solutions for improving management effectiveness.

3. Research subject and scope

3.1. Research subject

- The research subject is the management of foreign communication in selected key press agencies in Vietnam, focusing on the 2020-2022 period.

- The research participants comprise individuals and units directly involved in the management and production of foreign communication at the three surveyed press agencies, including:

- (1) Management group: Senior leaders (Editor-in-Chief, Deputy Editors-in-Chief) and heads of departments responsible for foreign communication at Nhan Dan Newspaper, VNA, and VOV.

- (2) Operational group: Journalists, correspondents, editors, technicians, and administrators.

- (3) Participants including experienced experts and scientists in foreign press, shall contribute their opinions through in-depth interviews or workshops.

- (4) Foreign information content: News articles and materials published on the foreign communication products of the three surveyed press agencies.

The examination of news content provides the dissertation with empirical evidence to evaluate management effectiveness. The research scope encompasses not only management processes but also the quality and nature of the products generated by those processes. Furthermore, content and format management constitute essential components of foreign information management.

3.2. Research scope

Content: Editorial organization, content, format, and dissemination methods.

Institutional coverage: Focus on specialized foreign information units including Nhan Dan Newspaper (World News Department, Nhan Dan Online Department,

Nhan Dan Television), VNA (World News Department and the newspapers), and VOV (VOV5 or VOVWORD).

Temporal scope: The 2020-2022 period (peak of the COVID-19 pandemic, representative of global crisis conditions).

4. Research questions and hypotheses

4.1. Research questions

- What are roles of foreign information management in key foreign media agencies ?
- What factors affect the effectiveness of foreign information management in Vietnam's key foreign media agencies ?
- How is the current state of foreign information management in Vietnam's key media agencies such as VNA, Nhan Dan Newspaper, VOV carried out and demonstrated in the context of the COVID-19 pandemic and the explosion of digital media during the 2020-2022 period ?
- What breakthrough solutions are needed to improve the effectiveness of foreign information management in Vietnam's key media agencies in the coming period, to adapt to global information competition and the strong spread of social network ?

4.2. Research hypotheses

- Content quality determines international credibility.
- Digital technology application facilitates expanded outreach but faces skill-related inadequacies.
- Alignment between communication channels and target audiences enhances effectiveness.
- Crisis contexts present both pressure and opportunities to affirm national standing.

5. Theoretical foundation and research methodology

5.1. Theoretical foundation

The research is grounded in Marxism-Leninism, Ho Chi Minh Thought, and the Vietnam Communist Party's perspectives, while applying relevant international theories.

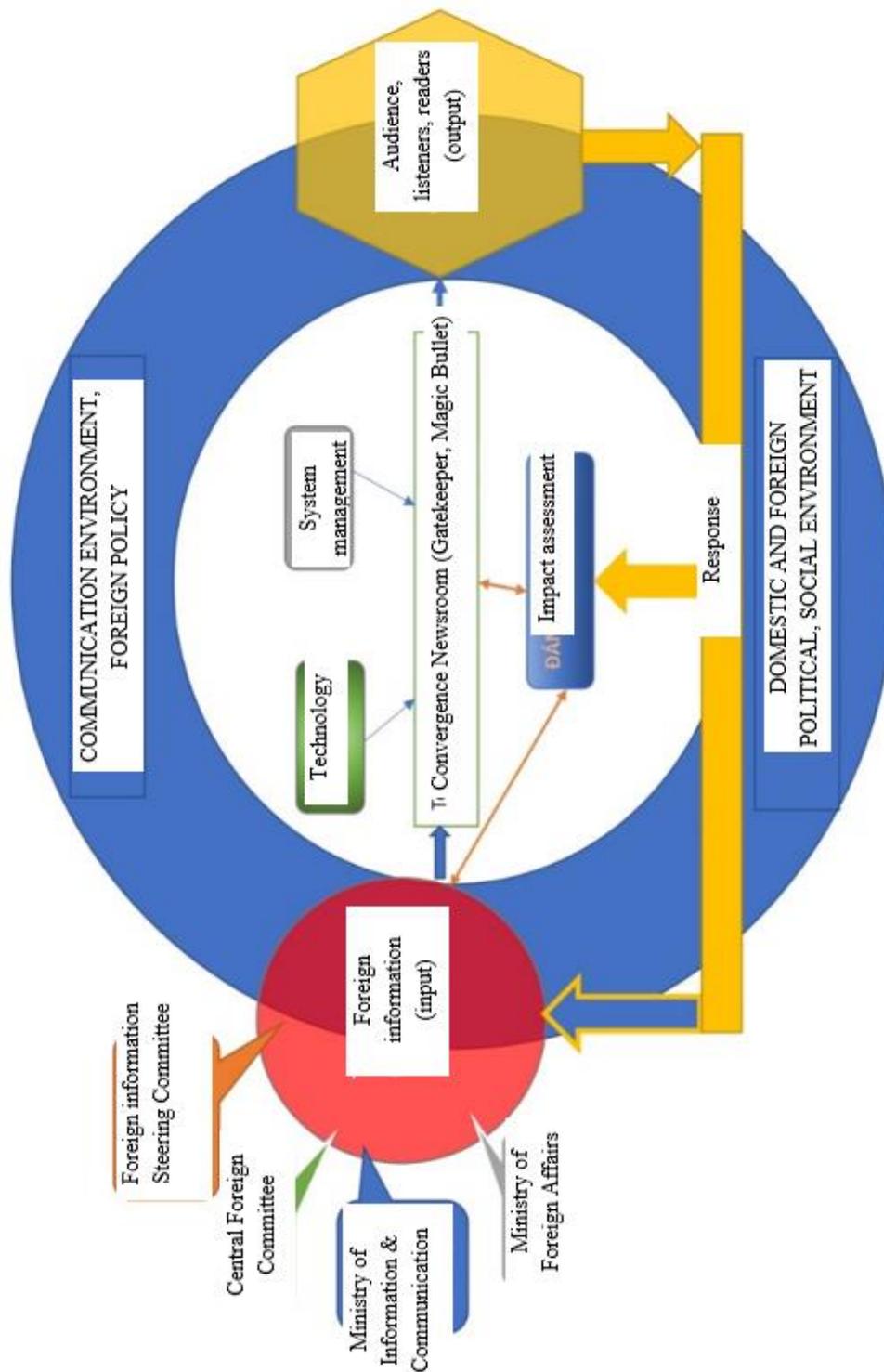


Figure 1. Theoretical framework of the doctoral dissertation

Source: Summarized by postgraduate

5.2. Research methodology

The study employs a combination of the following methods: Documentary syndoctoral dissertation; Content analysis; participant observation (the author as an

insider); In-depth interviews (using the SWOT model with leaders and journalists); expert consultation through academic conferences.

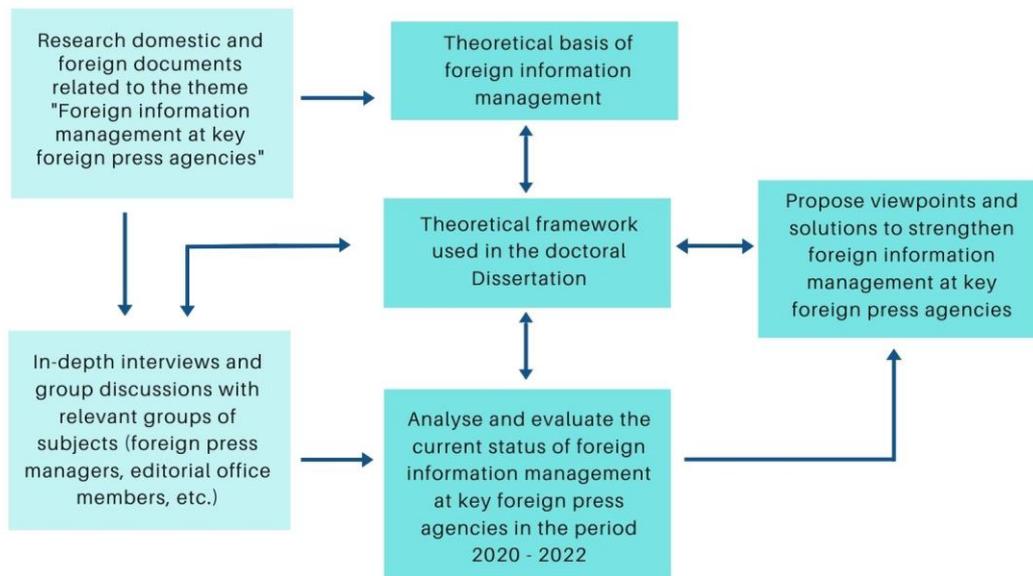


Figure 2. Analytical framework of the doctoral dissertation

Source: Summarized by postgraduate

6. Theoretical and practical significance of the dissertation

6.1. Theoretical significance

Contributes to systematizing and analyzing, clarifying the relevant theoretical foundations of foreign information management in key press agencies.

Contributes to consolidating and enhancing awareness and methods of organizing foreign information management in multimedia press organizations.

Systematizes Vietnam Communist Party and the Socialist Republic of Vietnam related to the activities and management of external journalism.

Provides data and suggests foreign information management models for management agencies and editorial offices in managing and improving the quality and effectiveness of foreign information in multimedia press publications.

6.2. Practical significance

- The proposals and recommendations regarding foreign information

management at Nhan Dan Newspaper, VNA, and VOV contribute to shaping perspectives and promoting foreign information activities at these three agencies, as well as other key multimedia press agencies.

- The research results serve as materials for teaching, learning, and studying courses in international relations and foreign information at the Academy of Journalism and Communication, as well as at training institutions for international relations and training of external press communication staff; reference materials for anyone interested in the topic of external communication.

7. Structure of the dissertation

In addition to the Introduction, Conclusion, and References, the dissertation consists of the following chapters:

Chapter 1. Overview of research on foreign information management in key press agencies

Chapter 2. Theoretical and practical foundations of foreign information management in key press agencies

Chapter 3. Current state of foreign information management in Vietnam's key press agencies during 2020-2022 (Survey at Nhan Dan Newspaper, VNA, and VOV).

Chapter 4. Emerging issues and solutions for foreign information management in Vietnam's key press agencies in the forthcoming period.

CHAPTER 1

LITERATURE REVIEW OF THE MANAGING FOREIGN INFORMATION IN KEY FOREIGN PRESS AGENCIES

1.1. Research into foreign information management in the press

1.1.1. Foreign research into the theoretical foundations of foreign information management

- Management theory: Approaches from scientific management (Taylor), administrative management (Fayol - emphasizing top-down processes: planning, organizing, directing, monitoring) to leadership behavior theory (Stogdill & Coons).

- Communication theory: Including information model (Shannon), media convergence (Negroponte), gatekeeper (Lewin/White - the role of news selection), agenda-setting (McCombs & Shaw), magic bullet (Lasswell - powerful impact of news), and Lasswell's communication model (Who - Says what - Through which channel - To whom - With what effect).

- Foreign information management: Focusing on editorial organization, social impact of journalism, international communication (soft power diplomacy), and challenges in the digital era.

1.1.2. Domestic research into the theoretical foundations of foreign information management

- Primarily studying and applying foreign theories to the Vietnamese context.

- Affirming the role of revolutionary journalism under the party's leadership.

1.2. Research works into the practice of foreign information management

1.2.1. Foreign research into the practice of foreign information management

- Viewing journalism as a strategic tool for diplomacy and commerce (soft power).

- Emphasizing the role of social media and digital communication in politics.

- Researching the transformation of major news agency models (such as Xinhua News Agency).

1.2.2. Domestic research into the practice of foreign information management

- Identifying inadequacies: Slow innovation in the legal system, insufficient handling of violations, limited management personnel (Le Doan Hop, Vu Thanh Son).
- Acknowledging results: Positive press planning, strict management of foreign correspondents.
- Challenges: Cybersecurity, fake news, lack of high-quality human resources and funding for external activities (Bui Thi Van, Truong Xuan Phuc).

1.3. Research works into solutions for improving foreign information management

1.3.1. Foreign research into solutions for improving foreign information management

- Emphasizing professional ethics, editorial skills, and modern editorial organization.
- Experience in Internet management and preventing harmful information (e.g., from China).

1.3.2. Domestic research into solutions for improving foreign information management

- Legal: Review and improve legal documents to keep pace with practice (Nguyen Bac Son).
- Human resources: Training management personnel with political integrity and digital skills.
- Organization: Building media conglomerate models, strengthening inter-agency coordination mechanisms, investing in technological infrastructure (Le Hai, Bui Thi Van).
- Strategy: Need for a long-term foreign information strategy linked to national planning.

1.4. Assessment of the research situation

1.4.1. Issues that have been agreed upon and the dissertation can inherit

- Basic concepts of information, communication, and external journalism.
- Affirming the important role of journalism in protecting national interests and guiding public opinion.
- Inheriting assessments of the diverse development of four types of journalism (print, radio, television, electronic).

1.4.2. Issues with differing opinions

No consensus on the concept of "external communication" compared to "public diplomacy" or "international communication".

Different management perspectives due to differences in political systems.

Divergent opinions on practical assessments and solutions, especially in handling information on social media.

1.4.3. Under-researched issues

- No in-depth research on foreign information management at key press agencies.

- No research focused on the specific crisis period of 2020-2022 with the COVID-19 pandemic as well as the strong push for digital transformation requirements.

- Lack of specific solutions for the multimedia complex model in the context of digital transformation and press planning restructuring from 2025.

CHAPTER 2

THEORETICAL AND PRACTICAL FOUNDATIONS

2.1. Basic concepts

2.1.1. Concept of foreign information

- A two-way information activity: Promoting Vietnam's image, policies, and country to the world (outward orientation) and providing world information to Vietnam (inward orientation).

- Functions: Shaping international perception, garnering support, combating and refuting misinformation.

2.1.2. Concept of key foreign press agencies

Core press agencies such as VNA, Nhan Dan Newspaper, VOV, VTV with political missions, capacity, infrastructure, and networks to regularly implement foreign information and guide social public opinion.

2.1.3. Concept of foreign information management in key foreign press agencies

Understood as the process of impact by management subjects on the entire process: From input reception, production, supervision, dissemination to feedback handling; Ensuring orthodox information, correct orientation of the Party and State, serving national interests.

2.2. Role of foreign information management in key foreign press agencies

2.2.1. Role of foreign information management in key foreign press agencies for economic and social life

- Outbound information: Promoting investment attraction and tourism appropriate to each region.

- Inbound information: Enhancing public knowledge, helping people absorb cultural essence, maintaining political stability and social order.

2.2.2. Role of foreign information management in key foreign press agencies for diplomatic activities

A bridge for conveying foreign policy, building "soft power", consolidating national prestige; A rapid response tool against distorted communication campaigns, protecting sovereignty.

2.2.3. Role of foreign information management for the development of key

foreign press agencies

Affirming pioneering position, enhancing competitive capacity; Promoting process standardization, improving team qualifications (foreign languages, international professional skills).

2.3. Subject, object, content, methods, and impact of foreign information management in key foreign press agencies

2.3.1. Management subject of foreign information in key foreign press agencies

State level includes relevant departments and ministries, and at the press agency level includes unit leadership, editorial boards, professional departments, legal departments, foreign correspondents as a special force, technical staff and international cooperation.

2.3.2. Management Object of foreign information in key foreign press agencies

Subjects of foreign information management in the key foreign media agencies: Information products such as news, articles, and programs; production procedures; human resources and physical facilities.

2.3.3. Content of foreign information management in key foreign press agencies

Information reception and planning; Plan approval; Implementation and creative work production; Supervision of implementation regarding personnel, quality, technical aspects, multi-round censorship; Multi-platform information dissemination including print, electronic, radio, television newspapers; receiving and handling feedback; post-publication inspection and evaluation.

2.3.4. Methods of foreign information management in key foreign press agencies

By law such as Press Law, internal regulations; through organizational arrangements with right people in right positions; through financial mechanisms such as royalties, rewards, penalties; through moral persuasion regarding professional ethics; through training and development.

2.3.5. Impact of foreign information management in key foreign press agencies

Enhancing national image and soft power; Supporting diplomatic negotiations; ensuring information security; promoting trade and investment; increasing media

agency credibility.

2.4. Factors affecting foreign information management in key foreign press agencies

2.4.1. Political factor

Determines content orientation. political awareness and determination of agency leadership is key.

2.4.2. Legal factor

Legal system (Constitution, Press Law, Decree 72/2015/ND-CP...) creates legal framework and operational mechanisms.

2.4.3. Economic and social environment

Economic potential determines resources for technology investment and journalists' livelihoods.

2.4.4. Foreign policy

The content framework; changes in foreign policy require foreign information to flexibly adjust accordingly.

2.4.5. Technology and media factors

Digital transformation, AI, Big Data support operations but also create pressure regarding speed, cybersecurity, and competition with social media.

2.4.6. Personnel quality factor

Both excellent journalistic skills and understanding of international affairs, foreign languages, and political sensitivity.

CHAPTER 3

CURRENT STATE OF FOREIGN INFORMATION MANAGEMENT IN SELECTED KEY FOREIGN PRESS AGENCIES OF VIETNAM DURING 2020-2022 (SURVEY AT NHAN DAN NEWSPAPER, VIETNAM NEWS AGENCY AND THE VOICE OF VIETNAM)

3.1. Overview of selected key foreign press agencies of Vietnam

These are the three pillars in Vietnam's foreign press system with a deep history and currently undergoing restructuring and streamlining (2020-2022).

3.2. Current state of foreign information management at surveyed press agencies

3.2.1. Foreign information management at Nhan Dan newspaper during

2020-2022

All three agencies adhere to strict management processes, however there are differences in techniques.

Human resources for foreign information activities and number of foreign news and articles at *Nhan Dan* newspaper in 2020–2022

(World News Department, *Nhan Dan* Online Department, *Nhan Dan* Television)

Unit: person

Year	World News Department	<i>Nhan Dan</i> Online Department					<i>Nhan Dan</i> Television
		English	Chinese	Russian	French	Spanish	
2020	23	7	9	9	8	9	7
2021	23	8	9	9	7	9	7
2022	23 (12 foreign correspondents)	7	7	7	6	7	8

*Source: Summarized by postgraduate from data of *Nhan Dan* Newspaper*

News, articles of World News Department

Unit: news, article

Year	News, articles		
	<i>Nhan Dan</i> (printed newspaper)	<i>Nhan Dan</i> Online	Others (<i>Nhan Dan</i> Weekend, <i>Nhan Dan</i> Monthly, The Contemporary Affairs and New Year newspaper, ...)
2020	4.011	Repost from Vietnamese printed newspaper	105
2021	4016	Repost from Vietnamese printed newspaper	104
2022	4.023	Repost from Vietnamese printed newspaper	102

*Source: Summarized by postgraduate from data of *Nhan Dan* Newspaper*

News, articles of *Nhan Dan* Online Department

Unit: news, article

Year	English	French	Chinese	Russian	Spanish
2020	11,426	5,504	8,528	5,825	8,172
2021	14,869	6,885	10,677	5,396	10,810

2022	11,905	8,242	12,083	5,467	13,417
-------------	--------	-------	--------	-------	--------

Source: Summarized by postgraduate from data of Nhan Dan Newspaper

News, articles of *Nhan Dan Television*

Unit: news, article, column

Year	News	“Foreign and Integration” Column (15’)	“Hanoi View” Column (15’)	“Flat World” Column (10’)	“365 movement” Column (5’)	“24h Economy” Column (10’)	Note
2020	32,448	53	53	54	101		
2021	33,005	52	52	52	106	48	From 27/10/2021
2022	33,796	52	52	53	106	260	

Source: Summarized by Postgraduate from data of Nhan Dan Newspaper

3.2.2. Foreign information management at VNA in the period 2020 – 2022

Table 2.2. Human resources for foreign information activities and number of international news and articles at VNA in the period 2020 - 2022

Unit: person

Year	World News Editorial Office	Foreign News Editorial Office	<i>Vietnam Plus</i>	<i>Vietnam News</i>	<i>Le Courier du Vietnam</i>	<i>Vietnam Pictorial</i>	<i>Vietnam Law and Legal Forum Magazine</i>
2020	212	65	No foreign language news	97	25	65	12
2021	210	64	No foreign language news	96	24	64	11
2022	210 (domestic and foreign)	64	No foreign language news	92	22	60	11

Source: Summarized by postgraduate from data of VNA News, articles from VNANET (VNA)

Unit: news, article, photo

Year	World News	Reference Information	World Economic News	World News Photos	World News Photos	World Information Documents	World Graphic News
2020	28,875	43,415	14,578	36,332	12,546	1,216	678
2021	30,363	46,305	16,494	37,171	12,052	1,123	281
2022	32,873	48,181	17,990	39,407	11,137	1,001	442

Source: Summarized by postgraduate from data of VNA

News, articles on newspaper of VNA

Unit: news, article

Year	World News Department	Vietnam Plus (languages)	Vietnam News (printed and online newspapers)	Le Courier du Vietnam (printed and online newspapers)	Vietnam Pictorial (languages)	Vietnam Law and Legal Forum (printed and online newspapers)	News Newspaper (world news on printed and online newspapers)
2020	55,990	Online newspaper	364 editions (7 editions /week)	52 editions	Printed and online newspapers	12 editions	52 editions
2021	54,400	Online newspaper	364 editions (7 editions /week)	52 editions	Printed and online newspapers	12 editions	52 editions
2022	62,600	Online newspaper	364 editions (7 editions /week)	52 editions	Printed and online newspapers	12 editions	52 editions

Source: Summarized by postgraduate from data of VNA

3.2.3. Foreign information management at VOV in the period 2020-2022

The current state of foreign information management in the key media agencies (Nhan Dan Newspaper, VNA and VOV5) in the 2020-2022 period showed the strict compliance to the multi-level management procedure, from exploring the source information (domestic and foreign professional reporters, resident correspondents) to edition, leadership approval, multi-language translation, and publication on multiple platforms (printed, online newspapers, television, and radio). Nhan Dan Newspaper maintained the stable workforce in its World News Department (approximately 23 people) and the Nhan Dan Online Department, with a gradually increasing number of

multilingual news articles in several languages (Chinese increased from 8,528 articles in 2020 to 12,083 articles in 2022), although total number of news articles in the World News Department remained stable at around 4,000-4,023 articles/year. Vietnam News Agency stood out with its large scale, with the workforce of approximately 64-65 people in the World News Department and over 210 people in the World News Department produced tens of thousands of source news (VNANET) each year (an increase from 28,875 world news articles in 2020 to 32,873 in 2022) and tens of thousands of foreign news articles (from 55,990 in 2020 to 62,600 in 2022). All agencies maintained stable activities amidst the COVID-19 pandemic, with the strong shift towards digital and multilingual platforms, effectively contributed to the dissemination of official information and oriented international and overseas Vietnamese public opinion.

3.3. Strengths and weaknesses of foreign information management in selected key foreign press agencies of Vietnam

3.3.1. Achievements and causes

Maintaining continuous information flow despite social distancing; well-oriented content: Effectively promoting anti-pandemic efforts, economic recovery, and affirming maritime and island sovereignty; effective struggle and refutation, preventing fake news, distorted narratives about human rights, religion, and pandemic prevention; innovation in methods such as strong digital transformation (AI, Podcast, Longform), expansion to social media platforms.

Causes of success include the prestige and deep history of key agencies; investment attention to technical infrastructure and early digital transformation; international cooperation networks and correspondent teams stationed abroad.

3.3.2. Limitations and causes

+ Limitations:

- Lack of long-term strategy: Activities are still characterized by short-term responses to incidents and events rather than a systematic national image-building strategy.

- Insufficient coordination: Connections between press agencies and ministries/localities are sometimes slow, especially in crisis management.

- Monitoring and violation handling mechanisms: Still inadequate for cross-

border information.

- Human resource shortage: Lack of journalists skilled in both journalism and foreign languages and international knowledge, especially rare languages.

- Copyright issues: Difficult to control copying of news articles in the digital environment.

- Reader market share: French and Spanish newspapers face difficulties in expanding readership.

- + **Causes:** Uneven awareness of digital transformation in some departments; limited state budget, funding for external activities cut after the pandemic (for example at VOV5); no systematic policy for training external press management personnel; great pressure from major news agencies and global social media.

CHAPTER 4

EMERGING ISSUES AND RECOMMENDATIONS

4.1. Context, emerging issues, and lessons from foreign information management in key external press agencies of Vietnam during 2020-2022

4.1.1. New context of foreign information management in key foreign press agencies of Vietnam

Creating fierce competition over information flow. External journalism becomes a strategic "soft power" tool for positioning national brand. AI, Big Data, IOT technologies change news consumption behavior. Mainstream journalism faces competitive pressure from social media and fake news. Conflicts, great power competition, non-traditional security require fast and accurate information to protect national interests. After 40 years of Doi moi (Renewal) policy, Vietnam's position has increased but also faces complex sabotage in cyberspace. Requirements for press restructuring toward streamlining and efficiency.

4.1.2. Issues raised for foreign information management in key foreign press agencies of Vietnam

Need for a national communication framework to avoid fragmented and contradictory messages; Must shift from traditional management to integrated, multi-platform media management; large gap in technology and resources

compared to international news agencies (Reuters, CNN...); Pressure to refute fake news and increasingly sophisticated hostile narratives; legal framework has not kept pace with the development speed of cross-border digital media; shortage of personnel skilled in both professional practice, foreign languages, and understanding of international law.

4.1.3. Lessons from foreign information management in key foreign press agencies of Vietnam (2020-2024)

Rapid response to crises is a key factor; close integration between domestic and foreign communication; "Digital first" motto and multilingualism are mandatory trends; Inter-agency mechanisms (Foreign Affairs - Propaganda - Communication) determine effectiveness; financial resources and technology commensurate with ambitions.

4.2. Perspectives and solutions for strengthening foreign information management in key foreign press agencies of Vietnam

4.2.1. Perspectives, guidelines, and orientations on foreign information work and foreign information management

Foreign information is a strategic mission, serving national defense and integration; shift from one-way promotion to dialogue, consultation and strategic forecasting; promote application of modern technology, build professional workforce.

4.2.2. Solutions for strengthening foreign information management in key foreign press agencies of Vietnam

Thoroughly understand the political role of external journalism for management teams and journalists; Increase budget investment, upgrade infrastructure: Apply CMS, AI, network security; build modern convergent newsrooms; Standardize input requirements (foreign languages, technology); Train experts by geographic region and rare languages; Innovate production processes, produce directly in foreign languages (not just translation); Enhance application of AI, Longform, Podcast, short videos on social media; Strengthen inter-agency coordination; Develop coordination regulations between ministries and key press agencies to handle crises and unify statements.

4.3. Specific recommendations

4.3.1. Recommendations for central foreign press management agencies

Improve legal framework such as amending the Press Law to support multimedia press models and press economics; development foreign information strategy to 2030 and subsequent years; Have ordering mechanisms, specific financial support for external missions...

4.3.2. Recommendations for Nhan Dan Newspaper, VNA, VOV

Lead and guide information for the national press system; strengthen connections with local press and ministries; enhance digital transformation, pioneer building convergent newsroom models, multi-platform distribution; Focus on training journalists and editors to meet international standards.

CONCLUSION

In Vietnam's process of deep international integration, the foreign information has become an important pillar in consolidating national general strength. Beside the political diplomacy, economic diplomacy, cultural diplomacy, and people-to-people diplomacy, the foreign press plays a crucial role in transmitting ideas, orientating public opinion, providing objective and accurate information about the situation in Vietnam to the international public, at the same time reflecting Vietnam's views and standpoints on regional and global issues. Therefore, the foreign information management in the key foreign media agencies not only has a technical and administrative significance but also reflects the State's strategic vision in the national media management, in building a responsible, transparent, and integrated image of Vietnam.

The doctoral dissertation "*Foreign information management in the key foreign media agencies (2020-2022)*" was performed in the context of a world witnessing rapid and unpredictable changes. The international communication space is undergoing significant shifts due to the remarkable development of digital technology, artificial intelligence, big data, and cross-border social networks. These changes both expand opportunities to reach global audiences and create challenges in information verification, discourse competition, digital sovereignty protection, and crisis communication response. Simultaneously, domestically, the Party and the State's policy of promoting comprehensive and in-depth international integration places new demands on improving the effectiveness and efficiency of the foreign communication system. Therefore, research on foreign information management in the key media agencies is not only of theoretical value but also of urgent importance in national communication policy planning.

Firstly, based on an overview of domestic and international research, the doctoral Dissertation has shown that researches on foreign communication in general and foreign information management in foreign press in particular are fragmented, lacking theoretical integration and focusing little on the practical realities of Vietnam's key foreign media agencies. Many works address international communication, press management, or foreign activities but have not delved into the structural relationship between state management, press operating mechanisms, and

the requirements for implementing foreign information in the context of digital communication. This academic gap provides the foundation for the doctoral dissertation to build a more systematic and up-to-date theoretical framework, combining public administration approaches, international communication theory, press management models, and the specific operational characteristics of the key foreign media agencies.

The theoretical framework developed in this doctoral Dissertation not only clarifies the concept, role, and characteristics of foreign information but also establishes a management content structure comprising seven main links: information reception, planning, plan approval, production organization, monitoring, information dissemination, and feedback receipt and processing. Simultaneously, the doctoral dissertation also deeply analyzes current management methods such as management through law, financial mechanisms, organizational structures, persuasion-influence, and human resource training-improvement. This analysis places the practice of foreign information management within a broader theoretical context, providing a basis for the empirical evaluation in Chapter 3 and proposal of solutions in Chapter 4.

Secondly, through surveys and practical analyses at Nhan Dan Newspaper, VNA and VOV, the doctoral dissertation has outlined a comprehensive picture of foreign information management activities during the 2020-2022 period. This was a special period marked by a global health crisis and communication crisis, as the COVID-19 pandemic caused significant disruptions to international life, changed the methods of information production and consumption, and accelerated the shift to the digital communication environment. In this context, the three key foreign media agencies demonstrated flexible adaptability, maintained a stable foreign information flow, provided updated information on pandemic control, socio-economic recovery, participated in multilateral activities, and Vietnam's positive contributions to the international community

The high consistency in the foreign information management process across the three agencies demonstrates the increasingly professionalization of foreign press. Information is rigorously verified, adhered to political guidelines, including the foreign guidelines of the Party and the State, while expanding its approach scope through multimedia platforms, multilingual publications, and application of digital

technology. These are clear proofs that Vietnam's foreign press has entered a transitional stage from a traditional press model to an integrated press model, targeting a global audience.

Thirdly, beside the achievements, the research results also reveal several systemic limitations that prevent the foreign information management from reaching its full potential. Prominent matter is the lack of a comprehensive long-term strategy, leading to a short-term response in information production; fragmented coordination among media agencies and between the press and foreign agencies, and management agencies; and the lack of standardized indicators for monitoring and evaluating the effectiveness of foreign information. Furthermore, the capacity of personnel, especially in the context of digital media, data analysis, crisis communication, and foreign languages, still lags behind the requirements of modern international communication.

These limitations indicate that while the current management model has performed well under normal context, it struggles to cope with the fierce competition in the cross-border digital communication space, where harmful information, fake news, and targeted communication campaigns are becoming increasingly sophisticated. This necessitates a new, more strategic, systematic and proactive approach.

Fourthly, through SWOT analysis, the doctoral dissertation identifies that the foreign information management in the key foreign media agencies is facing significant changes. For strengths, Vietnam has the advantage of a clearly defined foreign-press system, rich experience in international information, a well-trained journalists, and abundant official information sources from the administration agencies and the ministries and sectors. However, weaknesses remain in the ability to forecast media coverage, the level of proactiveness in building international discourse, the capacity to utilize digital communication technology, and the lack of synchronization in inter-sectoral coordination mechanisms.

In this context, efforts to capitalize on opportunities, such as the strong digital transformation trend, the increasing international interest in Vietnam, or the need for multilateral communication coordination, can help foreign press enhance its influence. Conversely, challenges arising from geopolitical competition through the communication, the dissemination of misinformation, and information warfare

demand a robust national information protection mechanism and more modern management methods.

Fifthly, on the base of theoretical and practical analyses, the doctoral dissertation proposes a group of strategic solutions: enhancing awareness to the role of foreign information management; completing investment mechanism and strengthening financial resources; standardizing and innovating content production and management procedures; promoting training and improving human resources that is professional, versatile, having a good knowledge of international laws and rules; building efficient interdisciplinary cooperation mechanism; and enhancing digital technology in managing and disseminating information. These solutions aim to building a foreign information management model in an active, modern, and integrate manner, ensure obvious and efficient foreign information in line with international integration strategies, contributing to enhancing the position of Vietnam on the international stage and protecting national benefits in a fluctuating information environment. These solutions requests the consensus of the politics system, State management agencies in terms of foreign press, key media agencies, organizations, enterprises, and the entire society to make foreign information work a key role in national development strategies.

Finally, academically the doctoral dissertation contributes to the extension of theoretical basis in studying foreign communication in Vietnam and especially integrating modern communication management theory framework into foreign press operation practice. In practice, the doctoral dissertation does not only show a realistic picture on foreign information management activities in the period of 2020-2022 when the world is facing to a wide range of complex changes, but also providing a reliable basis in planning foreign communication policies in the coming time.

In the context, Vietnam is increasingly promoting intensive international integration, enhancing its role in multilateral institutions, and actively involving settlement of global issues, then building a foreign information management system modernly, adaptively, and efficiently is an urgent request. With theoretical and practical contributions, the doctoral dissertation is expected to become a useful reference for press management agencies, foreign press agencies as well as researchers, contributing to enhancing the quality of foreign communication and consolidate the position and image of Vietnam in the new integration era.

LIST OF PUBLICATIONS BY THE AUTHOR

1. Vu Duy Hung (2021), Managing foreign information from the perspective of Nhan Dan Newspaper's correspondents stationed abroad, *Nguoi Lam Bao Journal* (Journalist Magazine), No. 453, November 2021.
2. Vu Duy Hung (2022), External journalism - issues raised in the current context, *Nguoi Lam Bao Journal* (Journalist Magazine), No. 463, September 2022.
3. Vu Duy Hung (2023), Digital newsroom model in external press agencies: some theoretical and practical issues, Proceedings of the International Press Conference on Digital Press Newsroom Management: Theory, Practice, Experience in the ASEAN Region, Vietnam Journalists Association, December 2023.
4. Vu Duy Hung (2024), Promoting the role of foreign information management in key press agencies, *Online Journal of Political Theory*, January 16, 2024.
5. Vu Duy Hung (2024), Innovating foreign information management in key external press agencies to serve the development of press-media economics in the context of digital economy development, Proceedings of the International Scientific Conference on Economics of Journalism and Communication in the Context of Digital Economy Development, The Gioi Publishers, Hanoi.
6. Vu Duy Hung (2025), Promoting the role of foreign information management in key press agencies, *Online Journal of Political Theory*, vol. 44, March 2025.
7. Vu Duy Hung (2025), Some solutions for strengthening foreign information management in key press agencies in Vietnam today, *Political Theory Journal*, No. 567, May 2025.