



# International Journal of Multidisciplinary Research and Growth Evaluation



International Journal of Multidisciplinary Research and Growth Evaluation

ISSN: 2582-7138

Received: 20-06-2021; Accepted: 09-07-2021

www.allmultidisciplinaryjournal.com

Volume 2; Issue 4; July-August 2021; Page No. 485-491

## The CRM system implementation at Viettel Group in Vietnam

Nguyen Minh Ngoc<sup>1</sup>, Dinh Ba Hung Anh<sup>2</sup>

<sup>1</sup> Ho Chi Minh City University of Finance and Marketing, Vietnam

<sup>2</sup> Dinh Ba Hung Anh, Van Hien University, Vietnam

Corresponding Author: **Nguyen Minh Ngoc**

### Abstract

Customer relationship management is a method to help businesses approach and communicate with customers in a systematic and effective manner, manage customer information such as demand information, contact and other issues to better serve customers. The overall goal is to find, attract, gain trust and entice new customers, and retain old ones. In the telecommunications sector, where customer satisfaction will become a key issue in the competitive strategy of service providers. Understanding this issue, Viettel Group is a business operating in the field of

telecommunications - IT with the overall goal of the CRM system to ensure the best management of the guest relationship customers, effectively using the company's human resources for customer relationship management to come up with the most effective sales and marketing strategies for the business. In recent years, Viettel Group has come up with specific solutions to develop the customer relationship management system to improve its competitiveness in the Vietnamese telecommunications market.

**Keywords:** CRM system, Viettel, telecommunications corporation

## 1. Introduction

### 1.1. The urgency of the research problem

Currently, businesses are gradually realizing that retaining customers and focusing on increasing their experience and satisfaction is the most important thing to develop. Therefore, the investment in effective CRM software will continue to grow in the future. Business grows, sales growth is great, but product inventory and customer data are being stored separately, which can cause very serious problems not only in within the company's departments, but also affect the customer experience. A hosted CRM is a good choice for companies that want to implement a standard CRM process because it uses different data structures, often with little or no internal IT support, and does not require real-time coordination with an overly complex office system.

In the world, many large companies have succeeded largely based on customer relationship management: Dell, Apple, Newegg amazon. They always find ways to satisfy customers' needs. Because according to the modern business point of view, businesses must provide more value to customers than competitors, in order to create and keep loyal customers. Profits of the business are generated mainly by loyal customers themselves.

As usual, the financial services and telecommunications industries are leading the way in deploying high-tech software, including CRM software. Because telecommunication is in the current saturation stage, businesses compete mainly based on improving service quality and perfecting CRM activities, which is always the first choice. Other industries are also starting to consider, including consumer goods manufacturers, retailers and high-tech companies.

### 1.2. Research objectives

- Present the general theory of CRM.
- Learn about the formation and development of CRM system at Viettel.
- Propose solutions to develop CRM system.

## 2. Rationale

### 2.1. Overview of the CRM system

#### The concept of CRM

CRM stands for Customer Relationship Management. It is the strategy of companies in developing close relationships with customers through research, thoroughly understanding the needs and habits of customers, approaching and communicating with

customers systematically and efficiently, manage customer information such as account information, needs contact in order to better serve customers.

Through the customer relationship system, the customer information will be updated and stored in the database management system. Thanks to a special data detection tool, businesses can analyze and form a list of potential and long-term customers to devise reasonable customer care strategies. In addition, businesses can also handle customer problems quickly and effectively. Establishing good relationships with customers is especially important to the success of every company. A CRM system is simply the application of software to keep track of customer data. However, a more complex system requires a combination of factors: information, people, policies and the company's efforts to attract and retain customers.

### **Purpose of CRM**

CRM originated from the idea of helping businesses use resources (human and technology) to thoroughly understand customer attitudes and habits, and evaluate the value of individual customer segments. With the help of an effective CRM program, businesses can:

- Provide customers with better services
- Improve the efficiency of the call center
- Help sales staff to fulfill orders as quickly as possible
- Simplify the marketing and sales process
- Discover new customers
- Increase revenue from customers

### **How is CRM implementation conducted?**

Implementing a CRM program is more than simply buying the right software and installing it into the system. For a CRM program to be effective, organizations first need to decide what types of customer information it should be interested in and for what purposes. For example, many financial institutions store customer "lifetime" information for the purpose of marketing insurance products to customers at appropriate intervals, close to customer needs. Organizations then need to consider the different ways in which customer information is recorded, how and where customer data is stored, and how this data is currently being stored use. A company can interact with customers in a variety of ways, such as by mail, website, physical store, call center, mobile sales force or marketing campaigns and advertisement. A strong CRM system must be able to link these "customer interfaces" together. Streams of data collected across functional systems (such as sales and warehouse management systems) are analyzed to find the most common patterns for individual customer groups. The company's analysts will carefully review the collected data and provide an overview of customer groups or service areas that need to improve service quality.

### **2.2. The role of CRM system in the business strategy of the telecommunications industry**

Customer relationship management (CRM) solutions help you find new customers, win business, and keep customers happy, by organizing customer and prospect information in a way that helps you build stronger relationship with them and grow your business faster. CRM systems start by collecting customer website information, email, phone, social media data, and more, across multiple sources and channels. It may also automatically obtain other information, such as recent news about the company's activities, and it may store

personal information, such as a customer's personal preferences on communications. The CRM tool organizes this information to give you a complete record of individuals and companies as a whole, so you can better understand your relationship over time.

The CRM platform can also connect with other business applications that help you develop customer relationships. Today's CRM solutions are more open and can integrate with your favorite business tools, such as document storage, accounting, billing and surveys, so information flows in by both ways to give you a 360-degree view of your customers.

And a new generation of CRM goes a step further: Built-in intelligence automates administrative tasks, like data entry, leads, service cases, so you can free up time for valuable activities more valuable. Automatically generated insights help you understand your customers better, even predicting how they will feel and act, so you can prepare the right outreach.

### **Profit improvement**

Introduce a CRM platform proven to produce real results - including direct-to-profit improvements. CRM applications with proven tracking systems are on the rise

### **Verify and categorize leads**

A CRM system can help you identify and add new leads easily and quickly and categorize them correctly. By focusing on the right leads, sales can prioritize opportunities that will close the deal, and marketing can identify leads that need more nurturing and turn them into customers. quality potential. With complete, accurate, centrally organized information about customers and leads, Sales & Marketing can focus their attention and energy on the right customers.

### **Enhance the ability to introduce and suggest from the available customers**

By understanding your customers better, cross-selling and up-selling opportunities become apparent - giving opportunity to win new business from existing customers. With better visibility, you can also keep your customers happy with better service. These customers are more likely to become repeat customers, and repeat customers spend more - up to 33% more according to some studies.

### **Better customer support**

Customers today expect fast, personalized support, any time of the day or night. A CRM system can help you deliver the high-quality service your customers are looking for. Your agents can quickly see what products customers have ordered, and they can get reports on every interaction so they can give customers the answers they need, fast.

### **Improve products and services**

A good CRM system will gather information from a wide variety of sources across your business and beyond. This gives you unprecedented insights into how your customers perceive and say about you - so you can improve what you offer, spot problems early, and identify gaps.

### **2.3. Features of CRM system at telecommunications**

## corporations

To be able to achieve strategic goals, businesses need to understand who their customers are? What do they need? To get the most accurate analysis, it is very urgent to build a system of CRM activities. The goal of Viettel in the coming time is to build a CRM system based on the available capacity of the units. The focus will be on solutions that bring the main activities of the CRM system to a higher level. The end result is towards sustainable relationships, maintaining and increasing customer loyalty.

## Customer activities

Building a unified and fully synchronized customer database (collecting customer information, classifying customers), analyzing customer data. On that basis, analyze and find customers who are most likely to be profitable and potentially profitable. There must be business goals on each customer group to achieve a long-term and sustainable strategy.

## Interactive sales activities

Customer interaction activities are conducted throughout the process of contacting with customers of the business. Enterprises develop target programs for each customer segment: products and services, sales programs. In the process of dealing with customers, they must record their needs, important information such as product feedback increased demand comparison with other products. Encourage customers to give comments, satisfied and unsatisfied aspects at each stage of interaction with customers in order to quickly update customer reactions. From there, you can take care of and follow up with customers more closely.

## Activities that create value for customers

Business enterprises must clearly understand the motto: "Taking customers as the center, taking satisfaction as a goal to pursue, considering people as the decisive factor for all success of the business". There are many activities to create value for customers, during the process of establishment and development, Viettel has launched many activities to create value and satisfy customers in the market:

- Service capacity
- Responsiveness
- Reliability
- Empathy

Different customer groups will have different criteria to add value and meet the increasing needs of customers.

## 3. Research methods

### 3.1. Sources and methods of data collection

#### ▪ Data source

With this topic, our group relies on secondary data that is available data from previous conference proceedings, books, and research topics that are not collected or published by us, so it is easy to collect and less time and money are spent in the collection process.

Internal secondary data: our team will collect data from within the company. For example, ask them general questions such as (Do you think the company where you work has well applied the relationship with customers, from where to promote the formation of the CRM system at Viettel) main advantage when using secondary data inside the joint.

External secondary data: published documents. The development of the global information network has created an extremely rich and diverse data source, which is the data collected from the internet.

#### ▪ Methods of data collection

First, we need to determine exactly whether the data required is in secondary form and precisely locate the data the group needs to serve the research. The author collects data by searching and collecting data:

- Data on the Internet can be located through the use of portals and search engines, which help to find all the possible places for related keywords to the group's research question or purpose.
- Data from previous researchers, this data can be searched easily and conveniently.
- Textbooks with specific topics related to the research group problem.

The steps of document research: collecting documents, analyzing documents and presenting a summary of the content.

## 3.2. Research Methods

### Qualitative method

Is a type of research often used to probe, find out opinions and views to find problems? Qualitative research requires creativity and flexibility, so to get the best results for research, we rely on raw data from surveys from other sources to write a report and draw conclusions.

### Teamwork method

After collecting the results from the survey, the author group will sit down and have a group meeting to make statistics from the above surveys. Where, the development at Viettel is based on what causes.

## 3.3. Research process

**Step 1:** Identify the problem to be researched (describe the problem, establish research objectives, plan time, etc.).

**Step 2:** Research design (determining research methods and methods of data collection).

**Step 3:** Collect data information (based on secondary data: find information that has been collected from other sources such as newspapers, books, government research papers, online searches, reports of commercial research).

**Step 4:** Check the quality (true or false information, reasonable).

**Step 5:** Clean the data encryption.

**Step 6:** Enter data.

**Step 7:** Data processing and coding (statistical analysis for quantitative assessment and Content analysis for qualitative assessment).

**Step 8:** Make a research report.

## 4. Research Results and Discussions

### 4.1. History and characteristics of CRM system at Viettel

Viettel is a state-owned enterprise, under the Military Telecommunications Corporation (Ministry of Defense) established on May 3, 2001.

On June 14, 1997, the General Department of Post and Telecommunications decided to establish a Telecommunication Service Company on the basis of the National GPC Project Management Board, according to Decision No. 331/QĐ-TCBD.

- International transaction name: Vietnam Telecom Services Company.
- Short name: Vinaphone.
- Short name: VNP.
- Address: 214 Tran Duy Hung, Cau Giay District, Hanoi.

Before July 1, 2014, Viettel Telecommunications Company - Military Telecommunications Corporation was under the Command of Communications.

From July 1, 2014, according to the decision of the Minister of National Defense, the Corporation was attached to the Ministry of National Defense, with the task of establishing a network of landlines, Internet and mobile phones, organizing business on the Internet the whole territory of Vietnam and international business.

On May 25, 2007, Viettel Telecommunications Company announced the establishment, on the basis of merging two large companies, Long Distance Telephone Company (business of internet services, fixed telephones, 178) and Mobile phone company (business of mobile phone services with prefixes 097, 098, 038) into a company providing multi-services. Viettel is born and will take charge of all business

activities of Military Telecommunications Corporation in the field of telecommunications. With the set goal is to make Viettel become the number one telecommunications supplier in Vietnam and famous in the world.

Recently, Viettel Distribution Center (Viettel Distribution Center) has completed the implementation of the internal Customer Relationship Management (CRM) system nationwide. The staff positions have also completed professional training and system operation, fully exploiting the shared data block to improve work efficiency and productivity, creating a competitive advantage.

Starting from May, the CRM software system of Viettel Distribution Center has a server located in Hanoi. Users in 3 domains use the software. Now App Center is the ability to manage sales opportunities for each agent based on customer data. Accordingly, each sales opportunity will correspond to each customer in the database, each sales transaction will originate from the sales opportunity, and then move to other transactions such as quotations, contracts, vouchers, etc. warehouse (according to the standard process of a CRM system).

#### 4.2. Strengths and weaknesses of CRM system at Viettel

**Table 1:** Strengths and weaknesses of Viettel CRM system

Strength	Weakness
All sales staff are in possession of a massive, and always up-to-date, database of customers.	Competing post and telecommunications groups have quality facilities, large stores, luxuriously designed interiors, and beautifully arranged phone displays.
Customer data and sales opportunities are centrally managed and strictly decentralized.	The forms of transactions and interactions with customers are still limited such as Email, Website.
All sales staff, business plan as well as marketing of Viettel Distribution Center have been trained before and after implementing the system.	Working within the specified time limit.
Effectively exploiting competitors' marketing laxity and 50% of it is due to the efforts of dynamic staff.	The number of customers connecting to the customer relationship system is not much.
Has a stronger network than other postal and telecommunications groups.	Failure to thoroughly resolve customer inquiries and complaints.
More stores serve and take care of domestic customers.	The rate of quality assessment of the relationship management system - customer care is still lower than that of other post and telecommunications groups.
Better quality customer care and complaint handling.	Lack of building customer care programs different from other carriers to attract and attract customers interested in Viettel.
About relationship management programs - customer care is rated as 35% very like, 30% rate like, 33% rate normal, 7% customers show no interest.	Need to strengthen cooperation, connect with customers to be assured and more assured about Viettel's services and programs.
Invested in and provided services, systems and expanded potential markets and exploited large numbers in 7 countries including: Laos, Cambodia, Peru, East Timor, Tazania, Haiti, Mozambique.	

Source: own findings

There are three reasons and this has created an advantage for Viettel when it knows how to take advantage of the opportunity. It is the slowness in competitive strategy (lack of flexibility) and slow risk handling (for example, the Vinaphone network congestion in early 2005); not taking care of customers' interests properly; Finally, there is a mistake in the construction of the image.

#### 4.3. Promoting the strengths of CRM Viettel in Vietnam

The IT environment is developing and that helps a lot to develop the strengths of the CRM model that Viettel is aiming for:

- Young human resources in the labor market, Viettel can take advantage of this resource to supplement the parts that are lacking

- The CRM system allows the company to build and manage customer relationships based on the collection and processing of data for later work. Therefore, Viettel is a place with a lot of input data sources such as:
  - General data about customers: Viettel can rely on this data source to classify customers and serve them in the best way.
  - Customer transaction data: This data source helps Viettel deploy promotions and incentives for its customers.
  - Customer's comments: Based on customers' questions or complaints, Viettel can improve their services.
- Meet the needs and improve relationships with customers to help bring value to the company.
- The competition happening between telecommunications companies is taking place more and

more fiercely and it is a great motivation for Viettel to build and improve its customer relationship strategies in a better way.

- Viettel's CRM model serves customers anytime, anywhere, in order to satisfy customers' needs.
- Customer database will respond quickly to changes in customer information in line with socio-economic development.
- The unification of the structure of the most basic and complete customer data will provide managers with the right analysis of the market and customers.
- Implement very well the customer care programs, in accordance with the customer classification leading to an increasing number of subscribers, more and more customers participating in the customer care program.
- Implement customer interaction activities that are conducted throughout the process of contacting Viettel's customers. Build target programs for each customer segment: Products, services, sales programs, record needs, important information of customers such as: product feedback, comparison with products other products.
- Encourage customers to give comments, satisfied and unsatisfied sides at each stage of interaction with customers in order to quickly update customer reactions. From there, you can take care of and follow up with customers more closely.

#### 4.4. Overcoming the weaknesses of CRM Viettel

Viettel's CRM activities are still mainly communicating with customers at transaction counters. Other forms of consultation such as email, phone or website are still limited. Therefore, Viettel needs to build a good relationship with customers through Viettel's direct transaction points based on customer-centric orientation.

Currently, there are only two main channels for receiving customer information, which are directly at the store and the inquiry switchboard, which creates an overload at the switchboard system, leading to many questions that need to be answered. Customers' responses do not reach the customer care department, so the consequences will leave a bad impression in the hearts of consumers. Therefore, Viettel Telecom needs to promote the evaluation and expansion of the inquiry program to limit the overload.

Customer relationship management at branches is still quite fragmented. Branches are still not really aware of the importance of Viettel's customer-oriented strategy. Therefore, Viettel needs to focus on building an internal marketing strategy for employees of each branch so that they can understand the importance of the strategy.

The awareness of system staff about CRM is still limited. They are still not aware of the impact of CRM strategy. Viettel needs to deploy for employees to train branches on the company's CRM strategy according to certain standards so that they understand the role of CRM in current and future work in order to achieve effective interaction with customers. CRM strategy.

The security system of customer information is not good, which easily leads to the leakage of customer information, and it is easy to receive spam messages that make them uncomfortable. Therefore, Viettel needs to fix the personal information of customers so that they feel more secure when using the service.

Changing a strategy or adopting a new technology will easily

lead to incompatibility in the overall strategy. Therefore, in order to be compatible with the new strategy, Viettel should first interact with its employees in the first place because once employees are satisfied with the strategy, they will also be better at serving customers.

Develop a powerful and fresh CRM strategy that contributes to improving business performance, gaining a competitive advantage over competitors, and developing relationships with customers, serving customers consistently.

## 5. Conclusions and recommendations

### 5.1. Conclusions

After learning and researching about the strengths and weaknesses of Viettel's CRM system, how to develop and understand the strengths and weaknesses of the system, thereby offering remedial solutions to develop well, contact customers to bring the best experience for them. Understanding the strengths and weaknesses of the system helps the company to maximize profits and satisfy the needs of customers. Understand what customers want and make good customer relationships.

In enterprises, customer relationship management will bring high and sustainable profits, maintain relationships and bring satisfaction, satisfy needs and create value for customers demand and create value for customers. CRM helps the relationship between businesses and customers become friendly and close. At the same time, through the database helps businesses understand the needs and desires of customers. From there, research and help satisfy the needs of customers. Enterprises that want to implement CRM well need to do it fully from assessing the current position of the business in terms of customer value, loyalty and satisfaction. Set clear and specific customer goals, etc. The data requirements must be complete, orderly, synchronous and consistent. Outline strategies for product segmentation, pricing, communication and engagement, channels, customer service, and customer-required segmentation management.

### 5.2. Recommendations

#### For Viettel leaders

Leaders need to organize meetings and exchange information related to CRM system development so that employees understand and effectively implement the CRM system to bring good customer experience and maintain good customer service customer relationships.

Implement training and improve employee knowledge about technology and software related to developing customer relationships.

Check and offer backup solutions when problems arise so that the company can better meet the requirements of customers. Learn and research about the needs and wants of customers through the data of the system to bring out strategies and policies in accordance with the wishes of customers.

#### For marketing, sales and customer care departments at Viettel

##### For marketing department

- Need to know the knowledge of customer relations to be able to help and support customers well.
- Contributing and giving opinions to the superior departments in order to come up with measures to overcome problems and difficulties that arise.
- Learn and help customers when they have questions and problems during use.

**For sales department**

- Consulting and deploying full information about the company's products and services.
- Enthusiastic support and good response to help maintain relationships with customers.
- -Assisting superiors to help improve customer relationships and understand customer desires.

**For customer care**

- Equip knowledge of customer care and support to solve the problems they are facing.
- Resolve customer complaints.
- Caring and checking customer satisfaction during service use.

**For Viettel customers**

- Limit the provision of personal information to outside the company.
- Research the products and services carefully before buying and using them.
- When buying and using, it is necessary to go to Viettel's direct transaction counter to avoid loss of information and loss of property.
- Ask staff to consult carefully about products and services to help choose the right one, to meet the necessary needs to avoid inappropriate situations.

**5.3 Solutions to develop CRM system to face challenges and opportunities at Viettel**

Serving customers anytime, anywhere, in order to satisfy their needs. Customer database will respond quickly to changes in customer information in line with socio-economic development.

The unification of the structure of the most basic data about the customer - accurate and complete customer database will provide managers with the right analysis of the market and customers.

Deploying the process of completing the customer database will be assigned to the customer care department to lead, the Information Technology department will directly monitor the process as follows:

- Follow up the service delivery process
- Customer care support
- Manage payment and debt settlement process
- Support planning work

Logical structure of the content of the customer database.

- Fix issues related to customer information security, upgrade the system and help customers feel secure about security issues, avoid leaking customer information.
- It is necessary to build a good relationship with customers through Viettel's direct transaction points based on customer-centric orientation.
- Viettel needs to deploy for employees to train branches on the company's CRM strategy according to certain standards so that they understand the role of CRM in current and future work in order to achieve effective interaction. with CRM strategy.
- It is necessary to develop a plan to implement the customer relationship management process into production and business activities, in order to improve competitiveness and bring satisfaction to customers.
- Organize training on CRM for officers and employees,

give information and strengths of CRM so that employees can understand and perform well.

**References**

1. CRM (Customer Relationship Management)
2. [https://www.researchgate.net/publication/342731136\\_CRM\\_Quan\\_tri\\_Quan\\_he\\_Khach\\_hang](https://www.researchgate.net/publication/342731136_CRM_Quan_tri_Quan_he_Khach_hang) accessed 15/7/2020
3. CRM application in managing hotel, restaurant and tourism services in Vietnam [https://www.researchgate.net/publication/338719923\\_CRM\\_application\\_in\\_managing\\_hotel\\_restaurant\\_and\\_tourism\\_services\\_in\\_Vietnam](https://www.researchgate.net/publication/338719923_CRM_application_in_managing_hotel_restaurant_and_tourism_services_in_Vietnam) accessed 15/7/2020
4. What is CRM? 4 basics of customer relationship management in 2020 <https://gtvseo.com> accessed 7/15/2020
5. CRM helps manage customer relationships <https://www.sinnovasoft.com/san-pham/phan-mem-quan-ly-quan-he-khach-hang-sinnova-crm> accessed 15/7/2020
6. The basis for building a CRM strategy <https://www.quanlykhachhang.vn/tu-van/Kien-thuc-CRM/Co-so-de-xay-dung-chien-luoc-CRM-36/> access 16/7/2020
7. How to Plan for Enterprise ERP & CRM Implementation <https://winerp.vn/> access 7/14/2020
8. Customer information management system and things to know <https://nms.com.vn/he-thong-quan-ly-thong-tin-khach-hang> accessed 7/14/2020
9. CRM application in Vietnam <https://www.quanlykhachhang.vn/tu-van/Kinh-nghiem-CRM/Ung-dung-CRM-tai-Viet-Nam-134/> accessed July 15, 2020
10. ERP application in small and medium enterprises in Vietnam - Limits, potential and development solutions <https://scholar.google.com/> accessed July 15, 2020
11. Difference between standard CRM and industry CRM <https://onlinecrm.vn/su-khac-nhau-giua-crm-tieu-chuan-va-crm-theo-nganh> accessed July 15, 2020
12. <https://onlinecrm.vn/trien-khai-phan-mem-crm-cho-tap-doan-vien-thong-quan-doi-viettel> accessed July 15, 2020
13. Viettel Distribution Center successfully applied the software system. <https://dip.vn/trung-tam-phan-phoi-viettel-ung-dung-thanh-cong-he-thong-phan-mem-crm-tt83.html> accessed 15/7/2020
14. Overview of 3 CRM software implementation options <https://onlinecrm.vn/lua-chon-phuong-an-trien-khai-crm-nen-thue-mua-hay-tu-phat-trien> access 13 May 2020
15. Time to Deploy ERP And CRM Suitable For Businesses <https://winerp.vn/thoi-diem-trien-khai-erp-va-crm-phu-hop-cho-doanh-nghiep> accessed July 15 2020
16. Developing CRM customer relationship management system at Viettel Telecom Company <https://khotrithucso.com/doc/p/phan-trien-he-thong-quan-ly-moi-quan-he-khach-hang-crm-tai-169322> accessed 7/15/2020
17. 11 Steps to create a successful CRM implementation plan <https://onlinecrm.vn/> accessed July 15, 2020
18. Tien NH, Hung NT, Tien NV. The role of brand and brand management in creating business value - case of Facebook Vietnam, International Journal of Research in

- Marketing Management and Sales. 2019; 1(2):124-128.
19. Tien NH, Minh HTT, Dan PV. Branding building for Vietnam higher education industry - reality and solutions, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):118-123.
  20. Tien NH. Knowledge Management in Strategic Alliances and Foreign Joint Ventures. *Proceedings of University Scientific Conference of: Young Lecturers and MBA Students*. Faculty of Economics, TDM University. Binh Duong, 2018, 141-149.
  21. Tien NH, Phu PP, Chi DTP. The role of international marketing in international business strategy, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):134-138.
  22. Tien NH, Vu NT, Dung HT, Duc LDM. Determinants of real estate bubble in Vietnam, *International Journal of Research Finance and Management*. 2019; 2(2):75-80.
  23. Tien NH, Vu NT, Tien NV. The role of brand and brand management in creating business value case of Coca-Cola Vietnam, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):57-62.
  24. Tien NH, Bien BX, Tien NV. Solutions enhancing competitiveness of made-in Vietnam brands in Vietnamese market, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):93-99.
  25. Tien NH, Dung HT, Tien NV. Branding building for Vietnam tourism industry reality and solutions, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):63-68.
  26. Tien NH, Anh DBH. Japanese Innovation Policy and Development of High Quality Human Resource – Experiences for Vietnam. *Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: National Entrepreneurship and Innovation*, 108-114. Hanoi, 30 October 2018, Academy of Finance in partnership with IPAG Business Institute (France), York University (Canada) and Waikato University (New Zealand), 2018.
  27. Tien NH, Anh DBH. *Global Strategic Marketing Management*. Ementon Publisher, Warsaw, 2017.
  28. Tien NH, Anh DBH. Comparative analysis of the process of economic integration of EU and ASEAN, *International Journal of Commerce and Management Research*. 2019; 5(3):96-99.
  29. Tien NH. Application of CRM in Agricultural Management. *Proceedings of National Scientific Conference on: Development of High-tech Agriculture in the Highlands in the Context of Regional Linkage and International Integration*. April 2019, Institute of Social Science in Central Region, Vietnam Academy of Social Science, 2019, 216-223.
  30. Tien NH, Nhi DTY, Chi DTP. CRM Application in Agricultural Management in the Mekong Delta. *International Journal of Multidisciplinary Research and Development*. 2019; 6(10):123-126.
  31. Tien NH. CRM Application in Managing Hotel, Restaurant and Tourism Services in Vietnam. *International Journal of Research in Management*. 2019; 1(1):14-17.
  32. Tien NH. CRM Application in Customer Service Management at Big4 Banks in Vietnam. *International Journal of Research in Management*. 2019; 1(1):9-13.
  33. Tien NH. CP-TPP Chances and Challenges for Young Labor Resource in Vietnam, *Proceedings of University Scientific Conference on The Impact of CP-TPP Agreement on Young Labor Resource and Vietnam Economy*. Ho Chi Minh City Open University, 2019, 118-123.
  34. Tien NH, Minh HTT. Leadership, Power and Influence in State-owned Enterprises in Vietnam, *International Journal of Commerce and Management Research*. 2019; 5(5):71-74.
  35. Tien NH, Kuc BR. The Economic Integration Process of Vietnam-Achievements and Limitations, *International Journal of Research in Management*. 2019; 1(3):6-11.
  36. Tien NH. Relationship between Working Environment and Labor Efficiency. *Comparative Analysis between State Owned and Foreign Enterprises in Vietnam*, *Proceedings of University Scientific Conference on: "The Role of Scientific Workers in Socio-economic Development of Quang Ngai Province and South Central Vietnam"*. Pham Van Dong University. June 2019, Quang Ngai, Vietnam, 2019.
  37. Tien NH, Ngoc NM. Successes and Limitations of the Economic Linkage in the Vietnam's South-East Region, *Proceedings of University Scientific Conference on: "Changing Model of Economic Growth for South East Vietnam"*, 314-323, Thu Dau Mot University, 2019
  38. Tien NH. Enhancing Effectiveness of FDI Usage in Southern Economic Region of Vietnam, *Proceedings of national scientific conference on Solutions for Attracting Investments for the Development of Southern Economic Region of Vietnam*. April 2019, Banking University, Ho Chi Minh City, 2019, 177-186.
  39. Tien NH. Solutions for Vietnam to Adapt and Integrate with CP-TPP in an Era of Industrial Revolution 4.0, *Proceedings of University Scientific Conference on The Impact of CP-TPP Agreement on Young Labor Resource and Vietnam Economy*, Ho Chi Minh City Open University, 2019, 109-117.