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The process of CRM system development at FPT Shop in Vietnam

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Abstract

This study aims to present opportunities and challenges for phone retailers in particular and commercial and service businesses in general. The article has outlined the basics of CRM, how FPT Shop applies CRM to sales activities in its store chain. Moreover, the article also summarizes many different newspapers related to the CRM service of competitors to collect data, compare and analyze the advantages and disadvantages of FPT Shop with its

competitors. The research results show that a number of customer concepts are generalized and the author's own concept of customers is introduced, including customer classification according to some basic criteria, customer value and meeting the expected value of customers, giving some views and concepts about CRM of the author, presenting content, implementation process. These are basic and practical issues related to CRM.

Keywords: CRM, FPT Shop, electronics supermarket, system development

1. Introduction

The urgency of the problem

In today's market economy, competition is increasingly fierce so that businesses can survive and stand firm in the market, requiring stable production and business activities. To ensure that businesses will thrive in the future, the problem here is how the financial activities of the business take place, which is one of the basic contents of business activities of the enterprise in order to solve the economic relations arising in the course of business expressed in the form of money.

The mobile phone sales industry in recent years continues to have strong growth. With the participation of many mobile phone retail systems such as: The Gioi Di Dong, Viettel Store, Vien Thong A, Vinpro. In that context, phone retail companies "retain customers and increase customer loyalty." Their satisfaction will help the company develop more sustainably, the key to retaining customers is customer satisfaction". When a customer is highly satisfied they will "remain loyal longer, buy more when the company introduces new products" and the cost of attracting new customers is % times higher than customer satisfaction and retention. When the company satisfies and maintains them, it will contribute to the advantage of the company. FPT shop system understands that in order to be profitable and develop sustainably, customers must be satisfied in all aspects.

2. Theoretical fundamentals

2.1. Overview of the CRM system

CRM system is one of the business support tools to help you manage all your purchased customers, potential customers and partners. Thanks to CRM, the sales staff will easily reach a wide range of customers, coordinate with other technical departments to carry out marketing, sales and service activities accordingly. Not only that, CRM software also helps the company's management to review and evaluate the effectiveness of employees' work to have appropriate reward and discipline policies. Starting from the idea of helping businesses maintain and develop relationships with customers, one of the indispensable needs of any business organization. Therefore, right from its inception, CRM has been set a lot of expectations. With the help of a CRM system, businesses can thoroughly analyze all the information they need about each customer in both potential and close form. From there, give the real value that customers are able to bring and classify potential customers in the market to offer the most reasonable care policies. On the other hand, CRM is also an effective support tool for businesses when starting to build marketing strategies thanks to a system with transparent information about customer profiles, helping to simplify the marketing process and sales. According to the research results, once successfully implementing the CRM system, businesses will gain a lot of benefits.

Cost savings

The cost to reach new customers (usually 5-10 times higher) will be reduced by maintaining good relationships with existing customers. Usually, the cost to service an old customer is also much lower than a new customer.

Achieve customer satisfaction

This is very beneficial because loyal customers are more likely to return to buy and care less about price than new customers. And they will also be an effective communication channel with other potential customers.

Increase profits

A company that adds 5% more customers can increase profits from 25% to more than 100%, depending on the line of business.

Increase operational efficiency and company management

With a clear process of the CRM system, employees must comply with the regulations on reporting the situation of each department.

FPT Shop's CRM system

Retail system FPT Shop is a chain specializing in retailing mobile digital products including mobile phones, tablets, laptops, accessories and technology services. FPT Shop is the first retail system in Vietnam. Vietnam was granted ISO 9001:2000 certificate on quality management according to international standards. Currently, FPT Shop is the second largest retail chain in the technology retail market. F. Studio by FPT store chain: Is an officially authorized Apple store chain in Vietnam at the highest level, specializing in selling genuine Apple products. FPT Retail is the first company to have a retail chain with a full Apple store model including: Level 1 APR (Apple Premium Reseller), Level 2 AAR (Apple Authorized Reseller) and iCorner, bringing customers no This is a great time to experience Apple's unique and sophisticated technology products, the friendliest and advanced sales and customer service.

During the past many years, with tireless efforts and loyalty to the policy of "dedicated to serving customers", FPT Retail is determined to operate and build a customer service style for all business segments whether new or old, taking that as a foundation for sustainable growth, perfecting the image of a close, friendly brand and aiming to serve customers is a top priority.

Always putting customers at the center of every thought and action, FPT Shop has built a team of employees with a professional, enthusiastic and dedicated working style. Besides, we have been and will continue to build the most modern online business center so that customers can find FPT Shop easily and quickly.

The serious investment and continuous efforts of FPT Retail have been recognized by the community through the strong and stable increase in the number of customers coming to visit and shop over the years. After 6 years of operation, FPT Retail has built up the trust of customers when it is the 1st retailer in terms of laptop market share in Vietnam (from 2015 up to now), 2nd in terms of market share phones and is the leading genuine Apple retailer in Vietnam with full store standards from the highest level of APR and is the top 4

leading retailers in Vietnam.

The company's marketing strategy has the biggest purpose of promoting the company's brand image in the market, giving customers the best care, with a proactive care system that gives customers trust and long-term association with the company. CRM strategy is being put on the top of the list by the company, is agreed across branches in terms of departments, giving customers trust, developing relationships through activities to add value to customers, maintain and develop customer loyalty to the company.

2.2. The role of CRM system in business strategy at electronics supermarkets

• CRM helps to centralize customer management

With CRM, businesses no longer have to worry about sales staff leaving with a list of customers, transaction history customer debt. CRM allows storing customer information into a customer database one at a time. How to centralize all kinds of customer information such as: customer list, customer profile, transaction history and debt with every customer.

• CRM helps improve the organization of customer information

If the enterprise has a CRM, the organization of customer information achieves two criteria: One is both big data and science and the other is both detailed and automatic.

• CRM helps to communicate customer information

The CRM system gives every employee access to the same customer details; In other words, the CRM system provides customer details to any employee who needs it. With CRM, each customer and business work from the same flow of complete, detailed and accurate customer information. With CRM, every employee understands the preferences and problems of any customer, by asking the CRM system itself, not asking any other employee.

• CRM helps improve customer service

Better service to customers, improve and maintain relationships with customers, that's when the business makes a prominent impression in the customer's mind. Customers will surely remember the business business, will reuse its products and services; and above all, will recommend their friends to use your products and services.

• CRM helps employees improve work performance

CRM, the staff working in a smart, without wasting time and effort on the job has been optimized and automated, centralized whole time and determined for the great work worthy Other AI, together improve work efficiency.

• CRM helps increase sales bán

The problem worth presenting here is probably that the crm system is very easy to use, even a salesperson who is not proficient in computers will get used to and know how to use CRM within a few hours... CRM available have a scientific sales process, have clear steps, have goals, have specific KPIs; Sales staff can also easily work quickly and efficiently, follow the steps of the sales process, and achieve the set goals.

- **CRM helps build a sustainable corporate brand image**

For businesses that will well manage the internal processes of the departments, well manage the working processes of all employees, the business itself has affirmed itself as a good brand and developed development for customers more impressive now, they think it's the professional and competent, their favorite branded products and services of such enterprises.

2.3 Characteristics of CRM system at electronics supermarkets

Here are 4 characteristics that the CRM system needs to pay attention to and improve:

- **Developing relationships**

Promotions need to be innovated in both content and form. Supermarkets should find ways to provide enough information about promotions to make it easier for customers to access. For example, to further strengthen the leaflets, advertising websites, newspapers, radio. The accompanying products need to be more assured in terms of quality, customers always have the mentality that the gift is about to be lost discarded, this is not completely wrong, in general, promotional or discount products are mostly products with limited shelf life, or products that don't sell well in the market. Supermarkets create trust for customers about promotions of great value; remove the "no turn" mentality of customers.

- **Quality of service**

Customer's time is very important, so don't keep customers waiting too long. Supermarkets arrange more cashiers to operate at empty counters during peak hours to reduce waiting time for customers; or divide into customers who buy less or buy more at checkout so that waiting time is minimized.

- **Employee behavior**

Each employee must be thoroughly trained because they are the ones in direct contact with customers. Supermarkets should regularly organize training and coaching classes on skills, knowledge and skills for each employee to improve working ability. Quickly provide information about the supermarket such as promotions, gifts, or any incidents that happen to the supermarket for employees to understand, so that they can promptly notify or reply to customers. Motivating employees to work more actively through reasonable salary and bonus regimes.

- **Quality of goods**

All goods sold in supermarkets must ensure quality, shelf life and reasonable prices. The input inspection stage needs to be stricter and more complete so that all products that are sold in the supermarket must be safe. Regularly checking the quality of goods, how to store them, and about the expiry date, especially fresh products need proof of the origin of the goods so that customers can feel secure in the selection process. Neatly and logically arrange products, must have staff to check regularly so that customers can easily find and feel more comfortable when visiting and buying.

3. Research methods

3.1. Sources and methods of data collection

- **Source of data**

The strategic study of the behavior and needs of the customers is to develop stronger relationships with them. Good customer relations are the key to a successful business. Although it contains many technological elements, customer relationship management is more than just an electronic tool. By gathering together pieces of information about your customers and market trends, you can sell and market your products/services more effectively.

- **Methods of data collection**

For customer relationship management to really work, businesses first need to understand who their customers are and how valuable they are in the customer lifecycle. The company must then identify customer needs and how best to meet those needs. Enterprises must consider information about customers in different angles: they come now how the client data is stored elsewhere, and currently being used efficiently or not. A Companies can interact with customers in a variety of ways, including email campaigns, websites, physical stores, call center interactions, sales reps, and promotions fox.

The CRM system links the above methods together and creates a seamless data flow. The collected data is circulated between operational systems (such as point of sale and inventory systems), and analytics systems can then help organize this record of information. Ultimately, the company's analysts will have enough data to get an overview of each customer and service areas that need improvement.

3.2. Methods of research

Evaluation and analysis of the current situation and factors affecting customer relationship management at FPT Shop. Based on the needs and tastes of customers and the customer relationship management policies of competitors, thereby building the best customer database, classifying customers, identifying needs of customers, building relationship strategies with each customer group, saving costs, increasing profits, creating sustainable competition for businesses.

Articles using methods empirical analysis, normative, survey, comparison, synthesis, generalization, methods experts and other methods. The scientific and practical significance of the topic oriented customer relationship management activities for FPT shop. Analyze customers to have an overall view of customers and better understand their requirements through which to build reasonable policies to satisfy the increasing needs of customers. Develop policies for each target customer group. Improve customer loyalty through customer relationship management activities.

4. Research Results and Discussions

4.1. History and characteristics of CRM system at FPT Shop

The interaction and customer support activities (Contact Center) of FPT as well as of the whole Company are implemented synchronously based on the CRM application of Salesforce.com-a pioneer in Cloud Computing technology, and is currently the choice of more than 87,200 companies worldwide. This CRM application was selected by the Company according to FPT's consultants because the Sales force CRM application was directly consulted by FPT IS - FPT Information System Joint Stock Company and develop this solution in Vietnam. And FPT IS also one of 8 member

companies of FPT. Salesforce CRM is a new trend that gradually replaces traditional CRM software that requires customers to invest in and maintain expensive machinery and infrastructure. With Cloud technology, businesses can access the Sales force CRM application via the Internet through the form of hiring users on the website without having to install any hardware or software.

The most popular CRM application in the world today, Sales force CRM is considered the fastest and best method of finding, selling and supporting customers through Cloud technology. The solution helps the Company to manage all customer relationships established in the course of business. Through the integration of many different information channels such as email, phone, social networks. Sales force CRM helps to standardize and store all relevant information about customers. With Sales force CRM, the Company can quickly perform transactions with customers, from finding information, consulting, placing orders, making invoices, making payments, and at the same time providing a synchronous customer care process and overview.

4.2. Strengths and weaknesses of the CRM system at FPT Shop

Weaknesses

- Quality control and staff efficiency are still quite low.
- The method of interacting with customers, the level of staff capacity is not equal.
- CRM database operation is still poor; MKT activity information is still scattered in the system.
- Lack of control in letting customers evaluate the satisfaction with the service that FPT shop brings to customers.

Strengths

- Manage and evaluate employees better easily for reward.
- Good customer information management, convenient for customer care.
- Have dominant market coverage compared to competitors.
- Manage and take care of customers: support to upload data from Excel, classify by age, gender region and secure customer information.
- Record calls and display customer information when there is an online call to help staff consult customers more conveniently.
- Taking care of customers by CRM system, automatically sending mail, sms, happy birthday to customers.
- Can be managed on mobile app: quick access to customer information via Appstore and Android, appointment reminder right on App.
- Employee management by GPS navigation.
- Manage MKT by integrating sending SMS Brandname right on the software, tracking conversions on MKT campaigns to optimize costs.

- Manage the task of reminding employees through the app, storing information of former employees, integrating with facebook.
- Customer-centric, TGDD's website brings a pretty good, fast and convenient experience.
- Make customers satisfied by following the customer care model instead of selling online.
- The market coverage of TGDD is quite wide.
- Management evaluates the capacity of employees well.

4.3 Promotion and exploitation of the strengths of the CRM system in FPT Shop

In 2015, FPT Shop had 250 stores and 44 warranty staff. 80% on-time return rate. In 2018, FPT Shop reached 500 stores, after applying the CRM warranty system, the number of warranty staff decreased to 41 (reducing 3 employees), the on-time return rate was more than 90%. Currently, customers can look up the warranty status of their machines on the FPT Shop website. Employees know the warranty information of each customer's machine. From there, create brand reputation for the company.

Promoting the strengths of the CRM system in FPT Shop:

- Deliver a better customer experience: CRM helps improve the customer's view of your business by limiting common problems that can negatively affect overall performance. With CRM systems, customer service departments, sales, marketing, management and other departments can all share important information about specific customers. Such real-time interaction creates create a collaborative environment, helping to understand the needs customers may need in the future.
- The operation and functions are arranged logically: The ability to keep up with trends and prominent model allows enterprises to develop initiatives to operate more efficiently and maintain its competitive position.
- Understand than through d operation data and p pleased Achievements: CRM system provides reports, photos and graphs in order to bring a deep understanding of the marketing campaign was implemented, sales channels and other important indicators. Reports involving multiple departments can be easily aggregated without having to manually work from a multitude of data as before.
- Flexibility and scalability: CRM solution is built on cloud computing, so new functions can be added and updated easily.
- -Revenue and cost efficiency: The financial health of a business can be improved through increasing revenue and reducing costs. CRM systems help businesses proactively influence these two fronts through shortening the sales cycle and increasing the conversion rate.
- Social media is enhanced.

4.4 Overcoming weaknesses of CRM system at i FPT Shop

Table 1: Overcoming weaknesses of FPT Shop’s CRM system

Factor	Weakness	How to fix
Leader's perspective when using CRM	Building a CRM strategy lacks the depth of people and customer information.	Supplement customer information in assessing the current value of the business related to customer value, loyalty and satisfaction. Indicate the requirements for people: skills, culture, organization, etc.
Use resources	Staff quality and efficiency are quite low. Internal rewards only	Training and supplementing knowledge and skills for employees. Implement the policy of mass reward in development.
Methods of interacting	Low service personalization.	Training and supplementing knowledge and skills for employees.

with customers.	Staff qualifications are not uniform.	
Organizational culture.	Internal communication channels between employees and between employees and leaders are not good.	There should be policies to encourage information interaction of employees in FPT.
Database Management	Information about marketing-sales activities is scattered throughout the system.	Edit the information system in CRM.
CRM Operation Process	Customer identification information has limited influence on customer personalization.	Additional information to be declared in the CRM system to fully identify the value of that customer.
CRM model	The system can be easily accessed when there is internet, information can be easily penetrated	To place the sanction so severe in the losing, highway hotel information Cave
CRM Evaluation Activities	Lack of assessment of customer satisfaction with service quality.	Supplementing the collection of information on customer satisfaction with service quality.

Source: Own work

5. Conclusions and Recommendations

5.1. Recommendations and suggestions

For FPT Shop leaders

During nearly 20 years at FPT, Mr. Kien held many important positions such as FPT Telecom's deputy general director in charge of business development; Deputy General Director of Online Data Company of FPT Telecom; deputy director of FPT Telecom's Online Communication Center; Sales Manager of FPT Software Solution Company. FPT Retail, the second largest multi-industry retail chain in the market, currently operates retail chains including: FPT Shop, F. Studio and Long Chau pharmacy, with a number of new segments being tested. Currently, Long Chau pharmacy has nearly 80 stores across the country, while FPT Shop has 590 stores and F. Studio has 15 stores. FPT Retail has set a goal for the next three years to improve the operational efficiency of all business segments and move towards becoming a leading multi-industry retail company in Vietnam. In 2020, the company plans to expand the coverage of the Long Chau system to 220 pharmacies and continue to develop new business segments. In 2019, this retail chain reported a revenue of VND 16,633 billion, up 8.7%, but profit after tax reached VND 203 billion, down 33% compared to 2018.

For marketing, sales and customer service departments at FPT Shop

Support FPT Shop in brand promotion such as increasing advertising budget, investing in facilities to serve FPT's brand communication work. In researching and developing a system of new representative offices and upgrading infrastructure to better serve customers, along with developing a cable network to the missing routes for customers, the This development will help Shop increase the number of customers thereby increasing its profits significantly. Constantly improving the quality, strengthening the implementation of promotions to attract and retain customers, thereby improving the competitiveness of FPT in the context of increasingly fierce competition. Actively looking for new markets to maximize the needs of customers. Continue and strengthen the promotion of the brand identity system in the mass media so that the public can grasp the change in logo, slogan.

5.2. Solutions to develop CRM system to confront challenges and opportunities at FPT Shop

According to market research firm BMI, the size of the pharmaceutical market in Vietnam reached \$5.9 billion in 2018, reaching about \$7.7 billion in 2021. It is estimated that 25% of this revenue is in the retail segment, such as retail. So it is about 2 billion USD in 2021. Wanting to reach 1,500 billion VND, or about 65 million USD in a market of about 2 billion USD, is not too difficult for an experienced retailer

like FPT Retail, especially in the context. As this market is fragmented, Vietnamese pharmaceutical spending is increasing. With a scale of 70 pharmacies, Long Chau of FPT is ranked second in the market. However, Long Chau has to compete with Pharmacy which is leading with more than 250 pharmacies, and rival An Khang (of Mobile World) is behind with 20 stores.

Not to mention, the pharmaceutical retail segment is said to be pouring heavily into hospital pharmacies and prescription drugs, making it difficult for private pharmacies to take money from customers. With an ambitious plan to gradually expand drugstores, the company may find it difficult to complete the plan on the number of stores for the pharmacy chain, based on the existing store expansion capacity, according to SSI Research. In parallel, Long Chau chain in the short term will bear the risk of converting Long Chau pharmacy chain - from selling unofficial products to official products, this will add 10% VAT to the cost price. sale goods. It is known that the Long Chau chain is different from other drugstore chains and traditional drug stores thanks to its product diversity. On average, Long Chau pharmacies sell more than 6,000-7,000 SKUs, compared to just 1,000 SKUs of competitors. In addition, Long Chau also sells imported drugs and functional foods that competitors rarely sell. These imported products are brought back to Vietnam by hand-carrying and non-quota methods, sold at small business households, so they are cheaper. If FRT converts all Long Chau pharmacies from small businesses to one business (to consolidate FRT financial statements), this will not only add 10% VAT to the cost of sales, but also making it impossible for the Company to sell as many imported medicines and dietary supplements via hand-carried as before, thus reducing the product portfolio in the short term.

At the same time, FPT Shop's technology retail segment also faces common market difficulties and has to compete with a very strong Mobile World competitor. FPT in 2019 was very active when there was a period of cooperation with Nguyen Kim chain to sell electronics, at the same time opened a cross-border shopping page, and opened the sale of eyeglasses and cosmetics at the end of the year. However, it can be said that FPT Shop is quite slow compared to its rival The Gioi Di Dong in expanding new products. While The Gioi Di Dong opened to electronics 10 years ago, opened Bach Hoa Xanh 5 years ago, and opened the Vuivui e-commerce site (but closed) 4 years ago, FPT Retail has only opened Long Chau a few years ago here 3 years. Up to now, Long Chau is the only chain outside FPT Shop (and F. Studio - specializing in Apple sales) of FPT Retail. To date, the total revenue of the mobile phone and electronics industry of The Gioi Di Dong has reached more than 90 thousand billion VND, while FPT Retail has only gained more than 16 trillion VND. In 2020, the retail battle of technology goods will be more difficult

when the general market is saturated, and The Gioi Di Dong is looking to take market share from other chains to maintain growth momentum. The store expansion (for both drugstore chains and ICT stores) is expected to help maintain single-digit profit growth, although the size of the mobile phone industry may shrink and is estimated to remain unchanged calculate losses from the pharmacy chain. And so, FRT's future profit (mainly from selling mobile phones) may continue to be negatively affected by negative ICT industry growth; Not to mention opening new stores to gain market share in a declining industry would make it difficult for the company, which explains its low profit growth estimate and thus undervalued valuation, analysts said. Looking at the business direction of the second largest phone retail chain in the current context, we rarely see a new feature that brings about quick revenue and profit compensation in the short term, while the Long Chau chain is still struggling have to wait. Given the current reality, it is difficult for FRT to achieve the set target: In the 2016-2020 period, growth of 23.9%/year for revenue and 33.5%/year for profit after tax. In general, the FPT Shop chain is under competitive pressure and the market declines, while the Long Chau chain is still new and contributes little to revenue.

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