



Cost optimization for R-logistics operations at foreign supermarkets in Vietnam: Case of AEON and LOTTE

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Abstract

The role of R-logistics in the retail industry, especially the large-scale retail industry in Vietnam, with super-large-scale enterprises such as AEON and Lotte has a strong influence on the management of a company, internal relationships, and relationships between parties and the service supply chain. R- Logistics, as a business philosophy, guides companies in finding customer satisfaction with consistent profitability. The trend of regional and international integration that is changing and becoming more urgent than ever is the 4th Industrial Revolution that helps businesses cut and optimize the cost of production and business activities. including R-Logistics activities. The speed of technological change is increasing, requiring and more emphasis on the ability to continually adapt to the needs of the market with the increasing assistance of R-Logistics.

Keywords: Cost optimization, R- Logistics, AEON, Lotte

1. Introduction

1.1. Urgency and the reasons for choosing the topic

Today in the era of 4.0 the world has risen to new heights with the market of logistics services that have been innovated and are increasingly popular in our daily lives. Logistics ushers in an innovation revolution as a method of sending and exchanging goods according to customer needs. Inverse logics are gaining attention in this era. Here are some reasons for this situation:

- Create transparency for the forward logistics process
- Contributing to improving customer service level
- Cost savings for businesses
- Reverse logistics helps to create a "green" image for businesses.
- Take back the competitive position and fulfill social responsibility well

In today's large- scale retail market, the leading players in reverse logictics are AEON AND LOTTE. Crude ng through analysis comparing LOTTE AEON and we can find reasonable measures chemical costs R-Logistics operations for the retail sector in general and large-scale retail sector in particular.

Aeon: January 1, 2017, retail giant Aeon (Japan) officially entered Vietnam's e-commerce market when it launched AeonEshop. Currently, AeonEshop operates mainly in Ho Chi Minh City and is expected to expand throughout Vietnam in the future. Vietnam is the third market that Aeon opens an e-commerce site after Japan and Malaysia.

Lotte: a large retail group of Korea Lotte launched the e-commerce floor lotte.vn. Lotte Group said that after successfully developing an e-commerce system in Korea, Vietnam is the market that the group chose to develop this activity instead of China and Malaysia. To invest in e-commerce site lotte.vn in Vietnam, the group will spend about 25 million USD in the first 3 years and in the following years, depending on the situation, the amount of investment will increase. Currently, the immediate delivery team is carried out by a third party, however, from 2017 onwards, Lotte has built a delivery team under the Lotte Express brand.

1.2. Research objectives and problems that need solutions

- Analyze business operations to reduce costs R-Logistics of AEON and LOTTE
- Advantages and disadvantages affecting the company's business activities
- Proposing solutions to improve the company's business efficiency

1.3. Objects and scope of research

Objects

The article specifically studies the R-L objects, processes and flows in the commercial product supply chain, the members participating in the Reverse Logistics line, the factors affecting the R-L development in the supply chain.

Research scope

Regarding the research space, the actual data used in the thesis were surveyed at two large-scale retail enterprises, AEON and Lotte, in the provinces and cities of Vietnam.

Time to study the status RL survey in enterprises in the supply chain for commercial products in Vietnam include period from year 2013 to 2018. From there, we propose solutions to develop RL in CCU of commercial products until 2020, with a vision to 2025.

1.4. The method of research

To ensure comprehensiveness, objectivity and accuracy, the thesis used a combination of two groups of data collection methods: primary and secondary. Secondary data is collected from printed and online data sources of the Ministry of Industry and Trade, the Ministry of Natural Resources and Environment, the General Statistics Office, the Vietnam Trade Association.

Primary data was collected by two methods:

- In-depth interviews with leaders of AEON and Lotte group branches
- Survey by survey with sample size of 10 logistics directors at branches of AEON and Lotte groups.
- The article uses both qualitative and quantitative analysis methods to make comments and assessments on the current situation of R-L development in CCU of commercial products in Vietnam.

1.5. Contribution of the topic to management practice in Vietnam

The article will find out cost optimization solutions for R-Logistics processes at large-scale retail supermarkets in Vietnam such as AEON and Lotte, thereby proposing suitable solutions for supermarkets smaller scale in Vietnam market

2. Theoretical Basis

2.1. Introduction to R-logistics

Reverse logistics (logistic inverse) is the process of planning, implementation and control effectively the flow of raw materials, semi-finished products and relevant information related from the point of consumption to the point of origin. For the purposes of recovery or most appropriate disposal.

Reverse logistics is simply the management of the flow of goods from the final consumer back to the place of production. It is the process by which businesses recover returned goods, make use of scraps and waste products from packaging, transportation, and recycled materials obtained from final consumers. Reverse logistics activities bring many

benefits to the sustainable development of enterprises. This is also the social responsibility that businesses need to do:

Create transparency for the forward logistics process.

In many stages of the forward logistics process, unsatisfactory products appear that need to be repaired, etc. To ensure that these products are returned to the downstream logistics channel quickly and in a timely manner, it is necessary to develop generates a series of reverse logistics operations. To be effective in forward logistics management, businesses need to effectively implement reverse logistics activities.

Contributing to improving the level of customer service Through the recall of products that do not meet the needs of customers to overcome, repair, warranty, maintain, ... will contribute to better satisfaction. customer requirements, improve customer service level. With a good recall policy will contribute to bring competitive advantage to the business.

Help save costs, lower product costs.

The costs associated with transporting, storing, recovering, repairing, etc. recovered goods are also significant. According to economists, the cost of reverse logistics activities on average accounts for about 3% - 15% of total costs of enterprises. However, if the reverse logistics flow is well organized and implemented, businesses will save significant other costs such as raw material costs due to being recycled, reducing packaging costs many times, recovering prices residual value of discarded products, resold products to increase sales, etc.

Create a "green" image for the business.

One of the main causes of environmental pollution is production and business activities from enterprises. Businesses need to reduce their negative impact on the environment through the recovery and utilization of raw materials, waste products and packaging for recycling... Customers, regulators and the public always appreciate it enterprises with environmentally friendly production and business processes.

Currently, Vietnam has very few third-party businesses specializing in recycling and waste treatment... so policies to encourage all types of businesses to participate in logistics activities are essential. set.

2.2. The basic process of reverse logistics flow

Business enterprises are increasingly interested in the value of recovery from goods returned to the place of production. Recovery is an activity in the reverse logistics chain. First, collection, then a combination of assessment, selection, classification, then recovery, and finally redistribution. Collection takes place from the time the product is brought from the customer to the point of collection. At the time of inspection, the quality of the product is assessed and a decision is made depending on the type of restoration. If the quality of products is near new, they can be returned to the market immediately through reuse, redistribution. If the quality is not guaranteed, the form of restoration is applied with more stages. Components of reverse logistics include: (1) Components of the forward supply chain such as: Suppliers, manufacturers, wholesalers and retailers - this is an important component in the distribution system. goods to consumers; (2) Components

specialized in the reverse supply chain such as: Transport agents, recycling specialists - this is the component that makes the difference between the forward and reverse supply chain, and also the real component. perform the function of reverse logistics: Recovery and recycling; (3) In addition, there are more people who have the opportunity to participate such as charity organizations. This is a necessary and important activity for the sake of sustainable development.

3. Research Methods

3.1. Method of investigation and collecting data

Currently, with the increasing income and consumption of Vietnamese people, increasing concern about health and quality of life, new modern retail channels appear. Vietnam market is considered very attractive and has high growth potential. The retail market ranges from supermarkets, traditional markets to household stores. With nearly 1,700 supermarkets, shopping stores, nearly 200 trade centers, more than 9,000 markets and over 2.5 million retail businesses across all regions, Vietnam's retail market is undergoing transformations. I grew up thanks to the consumption demand in the field of goods

Through the study of logistics activities at Vietnamese retail enterprises, combined with the results of interviews through a questionnaire of managers at 45 retail enterprises in Hanoi, the article summarizes and points out some issues. Topics in logistics activities of these enterprises are as follows:

- Inadequate awareness of retail businesses on logistics activities
- Most businesses participating in the retail market do their own logistics
- The high cost of logistics activities leads to inefficient logistics activities

Enterprises lack the ability to apply information technology in logistics management.

3.2. Data processing method

- Primary data: Observation: Carrying out the actual approach, research and observation about the company for the research process.
- Secondary data: The reports and documents on the business activities of the company

The study refers to documents related to the fields of Logistics business activities of Vietnamese enterprises and uses methods of statistical analysis, comparison and synthesis of the data.

4. Research Results

4.1 Effective management of R-logistics activities at AEON and Lotte

Aeon has been doing very well in providing products to consumers, especially the Vietnamese market. In the Vietnamese market, one of AEON's successes is AEON Binh Duong Canary when it doesn't sell big fashion brands, but instead provides affordable clothes and foods that suit the needs of customers. local. Because this group has determined, most people in Binh Duong have lower incomes than people in Ho Chi Minh City, so the supply of high-end products will not match the income of people here. Not only providing consumer goods for people here, AEON also realized that there are not many entertainment areas here, so they built more amusement parks such as cinemas, bowling alleys,

amusement parks. games, artificial ponds, etc.

In addition to the items that are already being sold, this supermarket chain will sell more Top Value branded foods and consumer goods transferred from AEON's supermarket systems in Thailand and Malaysia. Next, AEON cooperates with Vietnam's food and consumer goods enterprises to produce according to their own orders. As expected, supermarket chain AEON.

Since entering the Vietnamese market, Lotte Mart has been constantly rising with the goal of satisfaction, satisfying the needs of customers, making maximum efforts to provide the best products and services to consumers. Choice L is the exclusive brand of Lotte Mart that has been receiving the attention of consumers. With large-scale investment, Choice L is positioned as a high-end product line for families, not only meeting domestic demand but also expanding export markets. In activity. Lotte Mart always searches and selects product suppliers that meet strict standards and production processes to be able to bring customers the best choice. With its strategic plan, Lotte is expanding its business activities by opening 700 supermarkets, bringing Lotte Mart to international reach.

4.2 Managing operating R-logistics cost of AEON and Lotte

Currently, Aeon has implemented many social activities in Vietnam through the promotion of exports of goods expanded Vietnam to Japan and overseas markets. As a result, in 2018, AEON exported 250 million USD worth of Vietnamese goods. Vietnamese fish on Aeon's store shelves has also received support from Japanese consumers, similar to the success story of fresh lychee. In 2019, the total export volume of basa fish to Japan reached 1,200 tons.

To date, the total export value of Vietnamese products through the Aeon system in 2019 has reached 381 million USD, of which 75% is apparel, but the proportion of food and consumer goods is still low. For the retail system in Vietnam, Aeon's current supplier structure includes 53% of food and necessities, 28% of apparel and 19% of electronics, appliances, household appliances.

Revenue Vietnam goods in supermarkets Aeon around 81%. Supermarket chain Japan also set out requirements in the Code of Conduct for partners such as compliance with laws of the country or region where businesses manufacture, supply, code of conduct suppliers to note as labor children, forced labor, safety and health, freedom of collective bargaining, discrimination. In particular, the Japanese supermarket will organize evaluation of enterprises want the plant to become partners supply before official signing cooperation agreements between the two sides.

The total value that LOTTE Mart imported from Vietnam in 2016 was 1,300 billion VND, LOTTE Mart Indonesia and some other countries imported about 100 billion VND. The main export items are aquatic products, fashion clothes; items used for daily living such as shower gels, detergents, kitchen tools, etc.

In 2017, Choice L's private label began to export to Myanmar more than 100 types of key products such as agricultural products, consumer goods with an order value of more than 1 billion VND. This is the first good sign that Choice L's products have been recognized and trusted by consumers and international markets for their quality. In particular, LOTTE Mart Vietnam also set a target of about VND 2,000 billion in export value of Vietnamese products in 2017.

4.3. Comparative analysis of strategy for R-logistics of AEON and Lotte

At least, Aeon pursued a strategy of retail chain synthesis. Aeon Not only that there are ten other centers Kaze (service for teenagers) and Outlet (shipment discount) of Aeon. These centers form a closed triple alliance (Mori, Kaze, Outlet) that help them compete with a lot of mighty opponents.

- The Group's farm is 15 hectares wide, where super clean vegetables and tomatoes are grown for the whole system, serving the green industry orientation of the Group.
- While in the presence of the Aeon center staff courteous young, makeup is favored in their farms, many farmers happy to work with the external energetic at age 70. Japan viewed as countries with an aging population, but with older people in Japan, working tirelessly as a way to stay healthy body, as well as against diseases of old age. Aeon pays them more than 700 yen (about 150,000 VND) for an hour of work.
- At the end of 2011, Aeon started to penetrate the Vietnamese retail market by deploying Ministop convenience store through the form of franchising with the combination of Trung Nguyen Group. Currently, the Ministop brand has 17 stores across the country.

LOTTE e Investment into Vietnam, 2/1998 Lotteria fast-food store opening debut at Rex Hotel Lotteria. Now, Lotte has become increasingly popular in Vietnam with a series of works from Korean-style supermarkets, high complex building mourning for Lotteria fastfood system was popular in HCMC and Hanoi.

- The investment deals in Vietnam are all of the Korean branch of Lotte. Up to now, Lotte Group owns many subsidiaries in many different fields in Vietnam such as retail, entertainment, catering, construction, confectionery.
- It can be seen that Vietnam is gradually becoming Lotte's key market in Southeast Asia.

5. Conclusive Remarks

5.1. Conclusions

Through a systematic collection and evaluation, LOTTE and AEON 's research used 90 documents in the period of 2019 to include in the analysis to clarify the overview of reverse logistics. The results show that reverse logistics has received the attention of many authors around the world, so many reverse logistics problems have been solved during the past time. The growth of reverse logistics is associated with the development of closed supply chains, green supply chains and sustainable supply chains.

- Reverse logistics is exploited not only to meet the requirements of environmental protection, but through which businesses have had a clear change in perception in seeking economic benefits through logistics implementation reverse.
- Reverse logistics is considered an important content in a closed supply chain
- Researching expected to contribute to help businesses more acutely aware of the role of reverse logistics in their business operations, especially for the retail business. Because these businesses often face the reverse logistics decision by returning the product demand is increasing consumer with many different reasons. The study also strongly suggests some further research

directions.

In addition, researchers can in-depth insight into the reverse logistics operations of retailers, wholesalers, manufacturers, or input suppliers.

In addition, marketing perspectives can be approached in the development of reverse logistics research. The authors that made this article also expect that there will be more and more researches on reverse logistics in the Vietnamese national market because this is necessary in the trend of deep integration with the global economy.

5.2. Suggestions and recommendations

AEON

The first is the matter of goods

- Aeon has not been able to supply the goods that Vietnamese people like from Japan, such as functional foods including seaweed, black garlic, multivitamins or Japanese brand winter clothes. Daiso's stall is huge, but the variety is not comparable to Japan. And Daiso goods, of course, its money.
- Aeon brought a lot of instant noodles to Vietnam. While the taste of Japanese noodles is not really suitable for Vietnamese people, therefore, as a person who loves Aeon and comes here many times on weekends, the Japanese noodle stalls in Aeon are often empty.
- There are many types of Japanese products that Aeon sells that are too expensive for the product itself in Japan. L was e.g. Kitkat retail products popular in Japanese supermarkets about 55-60 thousand dong (Vietnamese currency was converted on).
- With the position of a large merchant, Aeon must be able to buy wholesale prices much lower than the usual retail price, plus taxes and fees. But in fact, the price of a Kitkat package in Aeon Long Bien supermarket is up to 110 to 120 thousand VND/pack, which is twice as much as Japan and beyond the ability of most people to come here. Therefore, even though she likes Kitkat, Ms. Van still has to buy hand-carried goods, not at Aeon.

For many consumers interested in organic products, this is another minus point of Aeon. Although it has been in operation for a few years in Vietnam, Aeon has not yet provided organic products while many consumers are waiting for this.

- Organic products need to be produced with strict soil and water requirements as follows:
- With experience working with agricultural engineers Japan for many years, with the parsimony of Japanese engineers, it will be the very advantage to find the areas that are is eligible to provide products organic in Aeon.

The second is online service

- Consumers to Aeon Long Bien are very crowded, much more crowded than commercial centers in the inner city of Hanoi. However, at the same time, Aeon doesn't seem to do well with online sales while other retailers like Vincom or BigC have done quite well.
- Aeon's promotions mainly focus on customers coming to the shopping center while for customers buying from afar, the promotion and promotion stages to attract customers are evaluated as ineffective.

Finally, the distance

Aeon is located quite far from the center of Hanoi (and Ho Chi Minh City), which has beneficial, some harmful also. Advantages, Aeon in transit position of many trips to the northern provinces of Bac Ninh, Bac Giang, Lang Son. Therefore, Aeon attracted thousands of customers come from the provinces. Aeon shopping them down and then to Hanoi or to Aeon after the visit to Hanoi. Individuals who write well known many cases customers start self-driving cars or cars from Bac Giang, Bac Ninh to play Aeon shopping dining and turned back in the day. But with many customers in Hanoi city, distance 20km to Aeon is too far to the benefits that they can collect, especially in the context of infrastructure capital is limited, congestion occurs the frequency with thick.

LOTTE

Just opened for less than 10 days, Lotte Mart Can Tho has been complained by many consumers about the service and sales.

- Lotte Mart does not have a map to guide customers to travel and shop while the goods and products displayed are not themed like other supermarkets, making it difficult for customers to shop at Lotte Mart.
- The marketing leaflet on the cover reads: "Giving an environmental bag when registering for a membership" but no customer received an environmental bag when registering for a membership card.
- In addition, when paying, customers using Lotte Mart membership card will be given an appointment by the staff 7 days after bringing the bill to get points because the card has not been activated, causing trouble for customers.
- There are promotional leaflets of Lotte Mart for sale of stainless steel pot with ST 24SRV symbol 24 cm, priced at 25,900 VND. However, when asked to buy, the salesman thought that the price was wrong without an apology to the customer.
- Lotte Mart has just opened, has not created a reputation but has upset many customers, does not keep its credibility, will the competition be sustainable?.

7.3. Limitations of research and directions for further studies

The research topic and objects including AEON and LOTTE are too wide as these two businesses that are considered the leading companies in the Vietnamese market, with the possibility that the two businesses will bring them to the table, it can be said that it is a very difficult thing to measure the consumption market of the two companies. surname. Each company will have a more complete solution than they are also considered two rival businesses. The ability to find flaws of the two businesses is the most difficult of these two businesses because they are improving day by day.

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