



Received: 12-11-2022

Accepted: 22-12-2022

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Strategic planning and strategy implementation in Vietnamese hotels

¹ Dinh Hoang Anh Tuan, ² Vo Khac Truong Thanh, ³ Ta Hoang Giang

¹ HCMC University of Technology and Education, Vietnam

^{2,3} University of Phan Thiet, Vietnam

Corresponding Author: **Dinh Hoang Anh Tuan**

Abstract

Currently, our country's economy is moving in the direction of modernization and industrialization of the country. In recent years, "green tourism" is a phrase that has been mentioned a lot in the media, and it is certain that in the future this will be a high and sustainable development trend in the hotel tourism industry. To be able to seize the great opportunity, the hotel businesses that are currently small and medium-sized need the determination to change their business strategy and implement the strategy in the best way to bring the tourist industry to life. Vietnam hotels develop

strongly in the nearest future. For a tourism and hotel business to thrive sustainably and most conveniently, human resources and direct investment are important factors of the business. This is not only an important factor in hotel tourism but also in other businesses. In addition, businesses in the business in general and in tourism and hospitality in particular need to have an effective and flexible deployment plan to cope with the changes of the environment in the best way.

Keywords: Strategic Planning, Hotel Management, Vietnam

1. Introduce the problem

The tourism industry is considered a smokeless industry, playing an important role in the growth of a country's GDP thanks to the development of related service industries. Vietnam is a country with tourism advantages in terms of unique culture, culinary arts, long and beautiful coastlines to create opportunities for tourism to develop into a spearhead industry. In recent years, the country's economy has been developing and has undergone great changes in Vietnam's tourism industry in general and hotel business in particular.

When life is improved, people's needs are growing, they not only have material needs but also spiritual needs to rest, relax, enjoy the wonders and beautiful scenery. with family, friends, and loved ones. Therefore, the number of hotels is increasing, the structure of products and services is more and more diversified and the hotel is considered the leading profitable industry in the business. Along with making profits in business, each business has to face many difficulties, especially competition. Every hotel business that wants to stand firm and thrive in the market must ensure the quality of culture, quality of civilization and quality of service, to meet the needs customers every time they come to the hotel. Determining that importance, each business needs to devise a separate business strategy.

"Strategy" was the term that was first used in the military field and has achieved great success. It was not until the 1950s that the term became widespread in business. Today, business strategy is very popular in many countries around the world, it also proves to have a great role and meaning in the success or failure of businesses in general and Tourism and Hospitality in particular. Business strategy is always directional. Because the business strategy includes long-term goals and the business environment is constantly changing and unpredictable, only the direction cannot be rigid. Therefore, besides the business strategic indicators of enterprises, more emphasis is placed on qualitative indicators. It is necessary to always monitor and forecast changes in tourist arrivals, decrease or increase. Each hotel needs to build a comprehensive development strategy to rise up and stand firm in the current competition to deserve to be the leading hotels in Vietnam.

Hotels are facilities for accommodation and sometimes there is a need for temporary stopovers of tourists. In the beginning, the hotel was just a simple house, serving mainly for accommodation. Along with the development of society in general and hotel tourism in particular, there have been many tourists as well as their increasing demand. Facing that situation, the accommodation establishments are growing stronger and stronger in both quantity and quality to meet the needs of today's tourists. Hotels are popular establishments for tourists. It is produced, sold and served services and goods to meet the needs of tourists for rest, dining, medical treatment, entertainment... in accordance with the purpose of the trip. The quality and variety

of a hotel's goods and services determine its rank and purpose is profit.

2. Research problem overview

Vietnam's tourism is increasingly developing and affirming its important role in the economy of our country. Along with the development of the industry is the development of the accommodation system. The number of motels and hotels in our country has increased rapidly in terms of size, grade and type of quality labor in the system, which also needs to be improved in order to increase competitiveness in the market. In Vietnam, there are also many hotel concepts, but the latest and most general concept of a hotel is the one defined in the current Vietnam hotel rating standards: "Hotel is a tourist accommodation establishment with a size of 10 bedrooms or more, ensuring the quality of facilities, equipment and necessary services to serve guests.

Along with the shift of our economy since the 6th National Party Congress to a market economy regulated by the State in the direction of socialism, production and business activities have gradually changed. of the tourism industry in general, the hotels in Vietnam in particular were not within the framework of rigid plans, but were influenced by the laws of the market economy. In the current economic situation, many businesses in Vietnam and other countries in the world today are facing many complex and interconnected challenges in the fields of economy, politics, culture, social, health, education, environment...

After the Covid-19 pandemic, it is forecasted that the world economy will grow negative from 4.9% to 5.9%. In the tourism sector, this factor is also predicted and recorded. With more than 1.4 billion international arrivals in 2019, tourism contributes nearly \$9 trillion to global GDP. However, in 2020, the Covid-19 pandemic has had a strong impact on this growth. The number of tourists decreased by about 60% - 80%, the world tourism industry lost about 3.3 trillion USD (equivalent to 4.2% of the total global GDP). In Vietnam, in the past time, with political stability, it has contributed to the development of economy, society and tourism, but the Covid-19 pandemic has had a strong impact on Vietnam's tourism. In 2019, the growth of gross domestic product reached 7.02%, this is the second consecutive year that Vietnam's economic growth has reached over 7% since 2011. Particularly for the tourism industry in 2019, Vietnam has predicted more than 18 million international visitors (up 16.2% compared to 2019 reaching about 22%). However, in 2022, it is expected that Vietnam's GDP growth is estimated at about 8%, the growth of the tourism industry can increase from 30% to 78%.

Many businesses have overcome the initial difficulties and adapted to the current market mechanism, becoming more efficient and growing stronger. On the other hand, the business environment in the market mechanism is always changing, constantly moving, always disrupting short-term as well as long-term plans of hotels in Vietnam. Therefore, hotels need to plan and implement an effective planning tool that is flexible enough to cope with changes in the business environment, that is, a business strategy. A business strategy is not intended to solve specific problems such as a plan, but it is built on the basis of analyzing and predicting opportunities, threats, strengths and weaknesses to help the hotel have an overall view of the environment. business as well as the current situation of the hotel. From there, strategic goals and major policies and solutions are formed

to successfully accomplish those goals.

The main business of the hotel is to provide accommodation and food services. Currently, along with the development of the tourism industry and the competition to attract guests, the hotel business is constantly expanding and diversifying. In addition to the above two basic services, hotels have organized other activities such as organizing conferences, seminars, serving entertainment and entertainment. For each different business field, the demand for Human resources are also different. Therefore, the training and development of human resources are also intended to serve the business of the hotel.

In fact, most hotels in our country are unfamiliar with the strategic management model, so they have not yet built a complete and effective strategy to develop their production and business, especially in the industry. tourism – our hotels are facing many pressures such as the impact of the regional currency crisis, the trend of the tourist market to decrease, facing the seasonality of the situation. Vietnam needs to develop a comprehensive and effective development strategy to emerge and stand firm in today's competitive market. Systematize the theoretical basis of the strategy as a premise to analyze the factors affecting the operation of the hotel. Therefore, research, strategic planning and implementation of tourism product supply and brand promotion is very necessary. On this basis, a sustainable business strategy is planned for hotels in Vietnam, with high logic to promote the brand widely, contributing to socio-economic development.

Development planning at hotels is the process of researching, identifying human resource needs under changing conditions, then implementing policies and implementing programs to ensure that businesses have enough human resources. with the right skills and qualities to perform the job effectively. Planning for hotel human resource development is closely related to the process of planning and implementing the hotel's business strategies and policies.

3. Reality

During this transition, many businesses were confused, doing business at a loss, even going bankrupt, but many businesses overcame the initial difficulties and adapted to the new mechanism, doing business dynamically. effective and growing. On the other hand, in the business environment that is always changing, constantly moving, always breaking the plan, short term as well as long term of the business. Therefore, business activities need to have flexible deployment plans to cope with changes in the environment accordingly. Business strategy does not look to solve a specific problem like a plan, but it also builds on the analysis and prediction of questions about risks, strengths and weaknesses to help businesses have an overall view of the business. business environment as well as yourself. From there, strategic and policy goals are formed, great solutions to successfully achieve the goals. In fact, most businesses in our country are unfamiliar with the strategic management model, so they have not yet built a complete and effective strategy to develop their production and business, especially in the tourism industry. In the context that our hotel industry is facing many pressures, affected by the regional currency crisis and market trends. Facing that situation, the hotel needs to develop a comprehensive and effective development strategy. In order for Vuong to rise

and stand firm in the current competition, to see a reputable leading tourist hotel in Vietnam next time. The business strategy is always built for the professions in the business field, the traditional specialization and the strength of an enterprise. The business plan of each hotel is implemented on the basis of combining specialization with appropriate diversification of production and business.

For planning requirements:

+ about information: Viet Thu Thao and the large amount of information must ensure the completeness and accuracy and the more accurate the update of information, the more reliable and feasible the strategy. Analytical tools and indicators must be consistent and complementary to each other with the same research object and under the same conditions and circumstances, without using overlapping, overlapping, or duplication.

+ about people: I remember that the participants in the strategic planning analysis process must be knowledgeable, have real qualifications, the ability to collect and process spiritual information, and have the ability to generalize highly. Since then, the hotel's strategies have high reliability. Confidentiality and democratic centralization are imperative in the strategic planning of every hotel business that cannot be exposed. This is a radical principle in a market economy. Planning a business strategy has many personal views and ways of doing things around the world, but given the business situation of our country's businesses, the application of a 7-step process is summarized on the experiences of businesses. on the table as follows:

- Step 1 analyze and send reports on the business environment, the most important of which is the analysis and forecast of the market. The purpose of predictive analytics in a business environment is to answer questions such as: What environment is the business operating in? Advantages or disadvantages? Is there any prospect? What are the ways of the business environment for the business? Regarding the content: it is necessary to analyze and forecast changes in environmental factors such as economic, political, social, cultural, legal and natural factors... analysis through forecasting the business environment is necessary. The work is complicated, requiring the application of many professional methods and technical analysis tools such as matrix analysis of external factors, competition rule model...

- Step 2 summarizes the results of analysis and forecasts of the business environment. Based on the results of analysis and forecast of the business environment in minute 1, it is necessary to evaluate and synthesize environmental information to orient strategic business goals. The results summarize environmental information in two directions:

+ opportunities, opportunities, challenges in the market.

+ risks, pitfalls, disadvantages may occur. In practice, the separation in these two directions is extremely complicated, but this is a mandatory element in the process of building a business strategy.

- Step 3 Analyze the current situation of the business to determine: how capable is the business? What factors should businesses avoid? The analysis is conducted comprehensively, including three contents: Analysis of the current financial situation of the enterprise, capital potential, capital efficiency, and basic financial expenditures. Analyze the management model of the enterprise and its adaptability to market fluctuations. Analysis of the current situation of the enterprise's labor force: quantity, quality structure of different types of labor.

- Step 4: Synthesize and analyze the results and calculate the actual price of the business in two directions: identify the strengths and comparative taxes of the business compared to competitors in the market to thoroughly exploit when define strategic goals. Identify weaknesses and disadvantages of the business compared to competitors, so that symptoms are shielded in the business process.

-Step 5: Research the business perspectives, designs and aspirations of business leaders. It can be said that the wills, opinions of these people have the dominant meaning in the process, selection and implementation of the business strategy of the enterprise.

-Step 6 Develop strategic business plans based on analysis and synthesis of business and internal environmental factors.

-Step 7 compare evaluation and choose the optimal business strategy option. Identify the implementation tasks in the business strategy.

The basic characteristics of the hotel business affect strategic planning: hotel business requires large capital investment, fixed capital in the capital structure. On the other hand, Payback period. Therefore, it requires proven planning to focus on providing effective strategies to use capital to speed up the recovery process. The hotel business depends on tourism resources, architectural location as well as technical facilities that contribute to determining the ranking and attractiveness of the hotel. Which resistance it determines the hotel business allocation. In choosing a business strategy, it is necessary to determine what competitors are: this is especially interested in conducting expansion, business investment, upgrading hotel business. Service activities should use a large amount of labor and always be the top factor. Deciding the success of the hotel Because people decide the quality of the service, making the service more perfect.

4. Solution

For hotels in Vietnam, implementing plans as well as finding solutions for planning tasks is extremely difficult, but it contributes to helping businesses develop more, improve their role and profitability. Finding solutions for work plans that are deployed at scale contributes to improving value, helping businesses gain more experience in planning specific strategies. To hotels in Vietnam to improve the planning process, some measures are proposed as follows.

Measure 1: Improve the efficiency of human resource training in the hotel.

A. Basis of measures

The main staff in the hotel are those who always contribute, create products and services, and are knowledgeable about guests, from the existing professional qualifications of the employees to influence the business activities of the hotel. Therefore, it is necessary to regularly train professional qualifications for employees to improve their skills in different fields. The hotel's training over the years has been more effective. The main reason is to train the target audience and make employees interested in going to training, participating in activities and training the right people in their skills and fields.

Based on the actual situation, the company's training needs are at a high level while the actual implementation of the plan is only lower than expected and inversely proportional to the training needs. Specifically, in 2013 the training need was 22 people, the plan target was only 11 people and the

plan implementation was 10 people, in 2014 the training need was determined to be 16 people, the planned target is 11 people and the target is 11 people. implementation plan is only 9 people. The percentage of employees who complete the training on time is not high or the number or qualifications set out before. At the same time, it has not helped employees to be aware of the practicality of the training, has not stimulated them to participate in completing the training on time, the training program is not suitable. In addition, the percentage of employees who successfully complete their work after training is still low, not meeting the target compared to the original purpose.

B. Measure content

On-site training:

In addition to training by way, highly qualified staff, tutoring and guiding low-skilled employees right at the workplace.

Then the hotel can use a number of measures:

- Organize skill competitions among employees, skill training programs.
- Exchange and guide employees to improve their skills.
- Organize short-term courses to improve professional skills for employees
- -Open classes on how to use and maintain modern technical equipment.
- Create conditions for employees to both work and study foreign language classes at the organization.
- Organize classes to invite hospitality lecturers to teach employees.
- Organize the exchange of experiences among employees in each department or between departments.

Sending for training:

Select training content appropriate to the employee's job. From there, they will be more interested in the training program, participate in training with a better spirit. Select the appropriate training object. People who need to be trained to improve their skills, work skills first will be trained first, those who are not necessary will be trained later.

Select people with a high work ethic, high learning ability, good health, and good compliance with the hotel's regulations. Thereby avoiding the phenomenon that the person who is sent to the training course does not complete the training on time as well as drop out of the training course. Create a working environment that is associated with the training content, after the training staff will apply it. get what has been trained to work in the best way.

c. Result of the measure

After implementing the measures, the hotel will have a team of highly qualified, efficient employees, promptly responding to the increasingly high service quality requirements of customers, adapting to the basic needs of customers. market mechanism, bringing benefits to employees and long-term benefits for the hotel, contributing to improving the service quality of the hotel, enhancing its competitiveness with other hotels in the market, improving labor productivity, thus improving the efficiency of the hotel's business and production.

Measure 2: Improve the efficiency of salary payment.

A. Basis of measures

The ultimate goal of a reasonable and effective pay system is to attract, retain and motivate a quality staff. Wages are the main income of workers used to secure for themselves

and their families, but it is also an expense that constitutes the price of the hotel's service. A properly paid salary will become a strong motivation, motivating people to work hard, constantly improve labor productivity. Paying salaries for staff in the hotel has not been actually relies on employee performance appraisals. Hard workers or lazy, unqualified workers are paid the same. That greatly affects the psychology of employees and will directly affect the productivity of employees as well as the entire hotel.

B. Measure content

In addition to the basic salary, the hotel should apply the performance-based salary based on the monthly employee evaluation sheet. The basic salary can account for a certain percentage of each person's salary. The rest will be calculated on the labor efficiency of each employee. If employees do poorly, they must receive a salary that is 100% lower than the standard salary, and if they do better than the prescribed salary, they will receive a salary.

Higher than the standard salary.

- The basic salary will create peace of mind for employees, they will feel their life is guaranteed if their work is still regular.
- The performance-based salary will encourage employees to try and work hard to have a higher income because then they will feel they have more responsibility for their work and income.
- The salary received according to the holidays, bonus as well as after-work overtime will help the employees with goals and hard work to contribute positively to the hotel. Using such a salary system for employees will encourage encourage employees to work better and the payment of labor is conducted more reasonably and fairly.

C. Result of the measure

Create a fair environment between hard workers and lazy employees. Stimulate the sense of responsibility as well as the working spirit of employees, constantly improving labor productivity. In addition to the above measures, hotels in Vietnam can apply a number of other measures that are suitable for establishments, businesses as well as state policies.

Some other measures are mentioned below:

- Financial support for those who are streamlined, even with great efforts within the framework of the state budget, may be just enough to provide initial support for them to have enough time to look for a new job or make a small initial investment. If you are planning to start a business.
- Promoting the role of strategic consultants (think-tank) in identifying problems, proposing ideas and solutions, and criticizing ideas and policy solutions.
- Encourage innovation and creativity by promoting the development of research and development (R&D) systems in enterprises.

5. Conclusion

For the economy in general and the hotel industry in particular, there will be qualitative changes in the competitive environment. For the hotel business according to the business of any product or goods, the business strategy planning must be given top importance. Today, customers are an important factor for suppliers to produce and supply to the market to satisfy their needs. Therefore, strategic planning is always looking for and predicting the

development position of the business. From there, it helps businesses adjust to changes to keep up with the trend. Immersed in the general development trend of Vietnam's tourism industry, every hotel is constantly improving the quality of service and trying harder so that in the not-too-distant future will become the first hotels with high quality, international stature, invested and managed by Vietnamese people, has a worthy position to compete on a par with big-name hotels in the world's hotel industry.

Issues in business strategic planning aim to enhance the image of the hotel in the domestic and international market, how to attract international tourists to the business. On the basis of strategic analysis and a number of solutions, there is an overview in building and selecting appropriate business strategies to further improve the competitiveness of Vietnamese hotels through developing the brand, making the business grow stronger, becoming a leading enterprise in the field of hotel business in Vietnam.

6. References

1. <https://text.123docz.net/document/1043527-phan-tich-danh-gia-cong-tac-hoach-dinh-chien-luoc-king-doanh-tai-khach-san-hoa-binh.htm>
2. Dinh Ba Hung Anh. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and Education*. 2021; 58(5):3297-3307.
3. Nguyen Minh Ngoc. Branding Strategy for Gamuda Land Real Estate Developer in Ho Chi Minh City Vietnam. Celadon City Project. *Psychology and Education*. 2021; 58(5):3308-3316.
4. Nguyen Phuong Thao. Brand Management in Convenience Store Business: Comparative Analysis between Vinmart+ and Familymart in Vietnamese Market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):106-111.
5. Bui Xuan Bien. 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.
6. Phan Van Dan. Branding Building for Vietnam Higher Education Industry: Reality and Solutions. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):118-123.
7. Ho Tien Dung. Brand Building for Vietnam Tourism Industry: Reality and Solutions. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):63-68.
8. Nguyen Van Thuy. Vinamilk's Brand Management in the Era of 4th Industrial Revolution. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):100-105.
9. Nguyen Thanh Vu. The Role of Brand and Brand Management in Creating Business Value: Case of Coca-Cola Vietnam. *International Journal of Research in Marketing Management and Sale*. 2019; 1(2):57-62.
10. Nguyen Thanh Hung. 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.
11. Nguyen Thanh Liem. Supermarkets' Brand Management: Comparative Analysis between AEON and Coop Mart in Vietnam Retail Market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):112-117.
12. Nguyen Hoang Tien. Green Credit: Instrument for Brand Building of Commercial Banks in Vietnam. *Proceedings of National Scientific Conference on: "Green Credit Development: Chances, Challenges and Solutions"*. November 2019, Banking Journal, State Bank of Vietnam, Vietnam, 2019.
13. Bogdan Nogalski. Analysis of business strategy of real estate developers in Vietnam using BCG matrix: A case of Hung Thinh and Novaland groups *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):169-174.
14. Dorota Jelonek. Comparative analysis of business strategy of Vietnamese real estate developers: The use of Hoffer matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):197-204.
15. Dinh Ba Hung Anh. Gaining competitive advantage from CSR policy change: Case of foreign corporations in Vietnam. *Polish Journal of Management Studies*. 2018; 18(1):403-417.
16. Dinh Ba Hung Anh, Nguyen Minh Ngoc, Nguyen Hoang Tien. Corporate financial performance due to sustainable development in Vietnam. *Corporate Social Responsibility and Environmental Management*. 2019; 27(2).
17. Dinh Ba Hung Anh. QSPM matrix based strategic organizational diagnosis: A case of Nguyen Hoang Group in Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):67-72.
18. Dinh Ba Hung Anh. Using Hoffer matrix in strategic business analysis for Nguyen Hoang Group in Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):61-66.
19. Dinh Ba Hung Anh. Strategic analysis for Nguyen Hoang Group in Vietnam. The approach using CPM matrix. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):55-60.
20. Huynh Quoc Anh, Truong Thi Hai Thuan. Leading Changes and Self-management Strategy of CEOs in Technology Corporations in the World. *International Journal of Commerce and Management Research*. 2019; 5(5):9-14.
21. Kazimierz Wackowski. Business strategy of Vietnamese real estate developers: The use of CPM matrix for analysis. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):205-209.
22. Leo Paul Dana, Rewel Jiminez Santural Jose, Nguyen Van Dat, Phan Minh Duc. Analysis of McDonalds' Entry Strategy in Vietnam Market. *International Journal of Advanced Research and Development*. 2020; 5(3):23-29.
23. Leo Paul Dana, Rewel Jiminez Santural Jose, Nguyen Thanh Vu, Nguyen Thanh Hung. Human Resource Development Strategy of Ton Duc Thang University to Improve its Position on International Rankings. *International Journal of Advanced Education and Research*. 2020; 5(3):105-110.
24. Leo Paul Dana, Rewel Jiminez Santural Jose, Nguyen Van Dat, Nguyen Thi Hoang Oanh, Bui Xuan Bien. Talent Attraction Strategy of Samsung Vietnam. *International Journal of Advanced Research and*

- Development. 2020; 5(3):18-22.
25. Leszek Kieltyka. Comparative analysis of business strategy of Hung Thinh and Novaland real estate developers using McKinsey matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):175-180.
 26. Luu Hoang Giang. The Role of Postgraduate Study in Enhancing Entrepreneurship to Respond to the Reality of Labor Market in the Era of IR 4.0. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(2):283-288.
 27. Mai Van Luong, Nguyen Minh Ngoc. Pro-China or Pro-USA? Choices for Vietnam National Economic and Security Strategy. *Journal of Critical Reviews*. 2021; 8(1):212-229.
 28. Michal Banka. Analysis of business strategy of real estate developers in Vietnam: The application of QSPM matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):188-196.
 29. Nguyen Thanh Vu, Pham Thi Diem, Vo Kim Nhan, Bui Xuan Bien, Nguyen Thanh Hung, Van Thi Vang. The Strategy of CRM System Development at Mega Market Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):802-806.
 30. Nguyen Thi Hong Tham. International Promotion Strategy: Cases of Apple and Samsung. *Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: "National Entrepreneurship and Innovation"*, Hanoi, 30 October 2018, Academy of Finance in partnership with IPAG Business Institute (France), York University (Canada) and Waikato University (New Zealand), 2018, 925-932. ISBN: 978-604-79-1930-7
 31. Nguyen Hoang Tien. Analysis of Lotte's Market Penetration Strategy in Vietnam FMCG Industry. *International Journal of Educational Research and Studies*. 2020; 2(2):20-23.
 32. Nguyen Hoang Tien. Strategic Alliance as a Form of Execution of Diversification Strategy. *Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam"*, March 2017. TDM University, Binh Duong, Vietnam, 2017, 200-205.
 33. Nguyen Hoang Tien. Comparative Analysis of Multi-domestic Strategy of P&G and Unilever Corporation. *International Journal of Foreign Trade and International Business*. 2019; 1(1):5-8.
 34. Nguyen Hoang Tien. Customization and Standardization of the Business Strategy of Foreign Enterprises in Vietnam: The McDonald's Case and the Fast-Food Sector. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):44-50.
 35. Nguyen Hoang Tien. Innovation Strategy of Korean Enterprises and Development of High Quality Human Resource: Experiences for Vietnamese Businesses. *Proceedings of 1st International Scientific Conference "Southeast Vietnam Outlook" on "Developing High Quality Human Resource, Asian Experience for Ho Chi Minh City Metropolitan Area in Vietnam"*, 07 December 2018, TDM University (in partnership with Hiroshima University, Osaka University, Calcutta University), Binh Duong, 2018, 34-40.
 36. Nguyen Hoang Tien. *International Economics, Business and Management Strategy*. Academic Publications, Delhi, 2019.
 37. Nguyen Hoang Tien. 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 15 June 2018, 2018, 141-149.
 38. Nguyen Hoang Tien. Preparation to Strategic Alliance as a Key to the Success of the Future Agreement. *Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam"*, March 2017. TDM University, Binh Duong, Vietnam, 2017, 213-217.
 39. Nguyen Hoang Tien. Merger or Take-over as Forms of Strategic Alliance Ending. *Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam"*, March 2017. TDM University, Binh Duong, Vietnam, 2017, 206-212.
 40. Nguyen Hoang Tien. Strategic Alliance as a Form of Execution of Diversification Strategy. *Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam"*, March 2017. TDM University, Binh Duong, Vietnam, 2017, 200-205.
 41. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
 42. Pawel Gepner. Analysis of business strategy of leading Vietnamese real estate developers using SWOT matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):181-187.
 43. Pham Thi Diem, Phan Minh Duc, Ho Tien Dung, Nguyen Van Dat, Bui Quang Tam, Vo Kim Nhan. The Strategic Customer Relationship Management at CoopMart in Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):794-801.
 44. Phan Phung Phu, Dang Thi Phuong Chi. The Role of International Marketing in International Business Strategy. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):134-138.
 45. Phung The Vinh, Tran Duy Thuc. Global Strategic Risk Analysis of High-tech Businesses in the Era of Industrial Revolution 4.0. *International Journal of Multidisciplinary Research and Development*. 2019; 6(10):28-32.
 46. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Le Doan Minh Duc, Nguyen Vuong Thanh Long. Analysis of MegaMarket's Market Penetration Strategy in Vietnam FMCG Industry. *International Journal of Educational Research and Development*. 2020; 2(2):5-8.
 47. Rewel Jiminez Santural Jose, Ha Van Dung, Bui Xuan Bien, Nguyen Thi Hoang Oanh, Nguyen Thanh Vu. Analysis of AEON's Market Penetration Strategy in Vietnam FMCG Industry. *International Journal of Advanced Educational Research*. 2020; 5(4):1-5.
 48. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Bui Van Thoi, Than Van Hai. Analysis of Starbucks' Entry Strategy in Vietnam Market. *International Journal of Multidisciplinary Education and Research*. 2020; 5(3):44-48.
 49. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Ho Tien Dung, Nguyen Thi Hoang Oanh, Nguyen Huynh

- Phuoc. Digital Marketing Strategy of GUMAC and HNOSS in Vietnam Fashion Market. *International Journal of Multidisciplinary Education and Research*. 2020; 5(4):1-5.
50. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Tran Thanh Tung, Nguyen Khanh Cuong, Nguyen Thi Hoang Oanh. Comparative Analysis of Business Strategy of VinMart and Family Mart Convenience Stores in Vietnam. *International Journal of Multidisciplinary Research and Development*. 2020; 7(7):28-33.
51. Rewel Jiminez Santural Jose, Nguyen Minh Ngoc, Nguyen Thanh Hung, Nguyen Thi Hoang Oanh, Nguyen Thanh Vu. Comparative Analysis of Human Resource Development Strategy of Family Universities and Corporate Universities in Vietnam. *International Journal of Academic Research and Development*. 2020; 5(4):26-30.
52. Rewel Jiminez Santural Jose, Le Doan Minh Duc, Bui Xuan Bien, Tran Minh Thuong, Nguyen Thanh Vu. Comparative Analysis of the Business Strategy of Bach Hoa Xanh and VinMart on Vietnam's Retail Market. *International Journal of Academic Research and Development*. 2020; 5(4):1-6.
53. To Ngoc Minh Phuong, Nguyen Minh Ngoc, Dinh Ba Hung Anh, Nguyen Diu Huong, Nguyen Thi Thanh Huong. Green marketing development strategy in post Covid-19 period in Vietnam. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2021; 1(5):101-106.
54. Truong Thi Hai Thuan. Analysis of Strategic Risk of Domestic and Foreign Real Estate Enterprises Operating in Vietnam's Market. *International Journal of Commerce and Management Research*. 2019; 5(5):36-43.
55. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
56. Tien NH. Relationship Between Inflation and Economic Growth in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):5134-5139.
57. Tien NH. Solutions to Enhance Corporate Sales Performance in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):5014-5023.
58. Leo Paul Dana. *Enhancing Social Responsibility and Sustainability in Real Estate Industry*. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4999-5013.
59. Boleslaw Rafal Kuc. Customer Care and Customer Relationship Maintenance at Gamuda Land Celadon City Real Estate Project in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4905-4915.
60. Rewel Jiminez Santural Jose. Higher Education Quality Auditor Training in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4315-4325.
61. Nguyen Hoang Tien. *Development of Human Resource Management Activities in Vietnamese Private Companies*. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4391-4410.
62. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
63. Nguyen Minh Ngoc. Decision-Making Factors in the Housing Market for Vietnamese Immigrants in Poland. *DEMIS. Demographic research*. 2022; 2(1):151-162.
64. Nguyen Minh Ngoc, Dinh Ba Hung Anh. Opportunities and challenges for real estate brokers in post Covid-19 period. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2021; 1(5):81-93.
65. Syed Ehsan Ullah. The Impact of World Market on Ho Chi Minh City Stock Exchange in Context of Covid-19 Pandemic. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4252-4264.
66. Muhammad Sadiq. Enhancing Staff's Work Motivation in Vietnamese Companies. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4402-4410.