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Teamwork in management and operation of logistics and construction enterprises in Vietnam: Challenges and limitations

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Abstract

With the current trend of economic development, the logistics and construction industries are considered as a trade bridge between businesses, participating in the provision of goods and services to consumers. It is also because of the expansion of the commodity exchange market that this industry has become an industry with high

recruitment demand and is becoming a trend with many open career prospects chosen by many students. So, specifically, what are the challenges and limitations of teamwork in the management and operation of leading logistics enterprises and construction industry in Vietnam, which is the research topic of the article.

Keywords: Teamwork, Management and Operation, Challenges and Limitations, Logistics Services, Construction

1. Introduction to the research problem

Teamwork has been and is being applied by many organizations and businesses because thanks to this method, each individual will promote his or her strengths as well as the strength of a team and capable project. complete faster. You may often see on job postings of businesses that there is a section "prioritize those with Teamwork skills". However, building and managing an effective team is not easy. Team members often come from different regions and cultures, it's difficult to reconcile them in a team especially so that they can coordinate and develop together. When it comes to teamwork, team spirit is always highly valued, it acts as a stimulant to promote group activities, helping the team to work smoothly and achieve goals faster. You have heard the saying "If you want to go fast, go alone, if you want to go far, go together", this is not only a simple philosophy but also a strategic element of the business. In fact, this factor brings a lot of benefits to businesses, so employers always prioritize you with teamwork ability. In the enterprise, the culture of teamwork helps the human resources department to manage human resources, resources and positive efficiency at work.

2. Theoretical basis

Teamwork has been and is being applied by many organizations and businesses because thanks to this method, each individual will promote his or her strengths as well as the strength of a team and capable project. complete faster. However, building and managing an effective team is not easy. Team members often come from different regions and cultures, it is difficult to reconcile them in a team especially so that they can coordinate and develop together. Here are some tips to help leaders and managers easily build the best team:

2.1 Offer a good income

This is very important because only really qualified employees can be ready to complete all assigned tasks on time and still achieve the desired quality. Of course, to get such employees, a decent salary is natural. A high salary may initially make the company feel "stunned", but don't worry because what they bring to the company is much larger. In this case, remember the saying "you get what you pay for".

To do this, you should take the time to look for personnel a little, it may be hard at first, but when you work, it will go smoothly. From a wide range of candidates, choose the ones who are really suitable for the field you need, ensuring that the candidate has the necessary skills for the job. At this time, take advantage of your relationship to be more convenient in finding personnel for the team.

2.2 Discover the strengths of each member

As a manager, you should not only motivate team members, but in addition, give motivations and goals for them to work

towards and from there, try to discover the advantages of each person.

Detecting the strengths of each team member will help you to allocate work to the right people, can combine the advantages of many members to make a greater strength. At that time, the possibility of teamwork success will be much higher.

2.3 Create balance in the group

To build a complete team, the person in charge will have to know how to create balance for everyone. Each person will have outstanding skills and the responsibility of the team leader is to assign work appropriately so that no one is stressed and no one feels depressed because of being forgotten. Moreover, the team leader should also know how to reconcile the lifestyles of the members so that everyone is always in harmony, do not let unnecessary conflicts interrupt or reduce the work efficiency of the whole team.

To do this, the team leader needs to know how to promote the relationship between members, so that everyone understands and sticks together better. Even group managers can share members' concerns.

2.4 Close team management

Of course, it will be difficult for a manager to keep a close eye on everyone's work, but it is necessary. However, general supervision cannot be done because there will be people who do not work effectively, then other members will feel dissatisfied because there is one person who benefits from everyone's efforts. It's better to discuss regularly with the members to update everyone's situation.

2.5 Sincere comments

Every time an employee makes a mistake, don't think that you are the boss, you have the right to sit and take their fault to blame. Instead, turn yourself into a coach, knowing how to help each member correct mistakes with a positive attitude, not a criticism.

When they succeed, don't forget to give praise because it creates friendliness and comfort for everyone.

A team manager must know how to balance the interests of each individual with the interests of the team, know how to motivate them to promote their strengths.

2.6 Both soft and solid

Once you have assigned a job, given a deadline and specific requirements, never change your mind for fear that it will be difficult for employees. Be a strict manager with strict requirements for each member of the team to strive for, but do not give them a bit of a difficult mentality to be discouraged and back down.

However, being strict doesn't mean you have to be exactly the same all the time. Sometimes, you can be flexible for the members about the time and place to work as long as they complete the assigned tasks well.

2.7 Regular status updates

Even if it is to assign specific tasks to each person, the group manager should also communicate regularly with everyone to understand the work situation. That way, you will know where the work progress is, what difficulties the members have to share and troubleshoot. Remember that "all beginnings are difficult" and entanglements are hard to avoid. Therefore, regularly update the situation to work with

the team in an optimal way.

Building a good teamwork is not a simple and instantaneous thing, on the contrary, it requires the manager to have a good plan and mindset. The most important thing is to give the development direction of the team, maintain the way to work as a team to achieve the highest efficiency.

3. Solutions to improve service quality management for Vietnamese enterprises

3.1 Development trends in Vietnam in the coming years

According to Vietnam Report, as of December 2019, Vietnam has more than 4,000 domestic transportation and logistics companies, providing services from carrying out cargo procedures to paying taxes or paying; in which, 88% are domestic enterprises, 10% are joint venture enterprises and 2% are foreign enterprises; The headquarters are located mainly in two big cities, Hanoi and Ho Chi Minh City. Ho Chi Minh.

Vietnam's logistics industry has a lot of growth potential, deeper participation in the world's transport transaction centers comes from the Government's many policies to facilitate the development of the industry, along with the trend of economic integration. In the global economy, many trade agreements have been signed, along with the strong development of the e-commerce market and the automation industry, the infrastructure is increasingly improved.

Firstly, the application of 4.0 technology in the logistics industry. With the explosive development of the 4.0 revolution, there have been many applications of science and technology in logistics activities. Currently, developed countries are gradually implementing E-Logistics, green logistics, E- Documents and applying cloud computing technology, Blockchain technology, artificial intelligence or robotics to implement a Some services, such as packing or unloading goods from containers, loading and unloading goods in warehouses, yards.

Second, the online shopping trend opens up opportunities for transport and logistics businesses. With 70% of Vietnam's population using the Internet, the average access per person is about 28 hours/week, creating favorable conditions for the e-commerce industry to thrive. In this current context, when the world has not yet produced a vaccine for Covid-19 and countries, including Vietnam, still have to implement social distancing as a main solution. The development of e-commerce has led to many consumers switching to online shopping, and the development of new business models creates great opportunities for delivery service companies with small delivery frequencies and coverage. spread throughout the provinces. Many e-commerce sites also invest in building technology platforms and logistics systems, expanding the scale of warehouses, increasing distribution points to meet the needs of users.

Third, mergers and acquisitions (M&A) continue to be active in the logistics industry. In the next 2-3 years, the waves of M&A continue to be active in the logistics field due to fierce competitive pressure in the context of global economic integration, along with the advancement of science and technology and the impact of of the 4.0 revolution.

Together with the high growth potential of Vietnam's logistics service market and the poor competitiveness of domestic enterprises, creating great opportunities for many businesses.

Foreign enterprises participate in the Vietnamese logistics market through the form of M&A to take advantage of the existing network, the same source of customers and domestic operating experience. In 2019, there were many M&A deals worth millions of dollars, such as Symphony International Holdings (Singapore) buying shares of Indo Tran Shipping and Forwarding JSC (ITL Corp) from Singapore Post for 42, 6 million USD, SSSJ Consulting spent nearly 40 million USD to buy 10% of total outstanding voting shares of Germadept.

Fourth, invest in warehouses, logistics centers and cold supply chains. With the sharp increase in the number of e-commerce businesses, along with the need to rent space to store, classify goods, complete orders, etc., many businesses have grasped the trend, built and invested in systems. warehouse system, logistics center with the function of providing transportation services, completing orders, distributing, professionally in a modern way with high quality. As of early 2019, there are 6 major logistics centers nationwide that have been started construction and put into operation. Although the cold chain market in general and cold storage in particular in Vietnam is considered small and fragmented, this market is expanding and is expected to have new developments in 2020.

3.2 Some solutions to improve service quality management for Vietnamese businesses

Firstly, perfecting the logistics service system. Vietnamese logistics enterprises need to consolidate and expand agents, build exclusive agents, move to set up representative offices nationwide and open branches abroad are very important steps to develop. Deploy services quickly and with quality, promptly responding to customers' needs. In addition, logistics enterprises need to join the Vietnam Association of Logistics Enterprises or the Association of Maritime Agents and Brokers to operate together and have the necessary information in the industry, helping businesses to compete with the international market. other foreign enterprises with large infrastructure and investment capital are operating in the Vietnamese market. Vietnamese logistics enterprises can learn from the Thai Logistics Alliance (TLA) - an organization with more than 30 participating logistics companies. Behind this alliance, of course, there is the active support of the Thai government and this is indeed a good solution for Vietnamese logistics businesses.

Second, invest in material - technical facilities. Logistics enterprises need to continue to invest in modernizing existing equipment, procuring new equipment, and creating favorable conditions for delivery. Applying information technology in two strategies allows logistics service enterprises to discover weaknesses in the entire movement of goods, eliminating downtime and storage time at different locations. transshipment point, thereby improving the efficiency of logistics service quality management:

+ Short-term strategy: Logistics enterprises make the most of the transport management system and deploy the WMC (Warehouse Management System) management system.

+ Long-term strategy: Enterprises research and apply EDI electronic data exchange system with 5 steps: (1) Prepare documents sender of electronic data prepare electronic documents; (2) Translate the data in transit; (3) EDI transmission communication in the network environment; (4) Translate incoming data; (5) Processing of electronic documents.

Third, logistics service providers. In order for staff in logistics enterprises to be agile in handling unexpected situations as well as understand the needs and desires of customers, logistics businesses can apply the following solutions:

- Recruitment stage: In order to have high-quality human resources, right from the recruitment stage, enterprises must choose for themselves a team of qualified human resources. Depending on the position, the company chooses employees with experience or not.

- Training: Logistics enterprises must design their own training programs, relevant documents should be professionally designed, professional instructors must be knowledgeable about company strategies and policies. company and have pedagogical capacity to increase communication efficiency.

- Improve the sense of responsibility of employees: Enterprises need to propagate and educate staff to have high responsibility for goods, considering goods as themselves. Develop a clear, public reward and punishment policy for all employees to know and design a reasonable employment policy after training in accordance with their new responsibilities, avoiding the situation of using employees. People who are not suitable for the job position cause depression and lack of responsibility for the job.

Fourth, organize the logistics service supply apparatus: Logistics businesses need to stipulate the rights and functions for each department in the business to ensure the level and authority in handling and support operation coordination. Along with the development of the business such as nationwide expansion and the development of domestic transportation in the future, the construction of a cluster/centralized management system will help reduce the load on the vertical structure. not as specialized as it is now.

Fifth, build and perfect the quality management model. Vietnamese logistics enterprises need to invest in perfecting the logistics service quality management model to help the stages in the logistics service implementation process take place in a simpler and more secure way. In addition to choosing to apply the world's advanced quality management model such as ISO, SERQUAL or TQM, Vietnamese logistics enterprises need to perfect the functions of organization, inspection, control and adjustment.

- Function of organization and implementation: Enterprises must make employees implement the plan to know clearly the goals, needs and content of the work that they have to do.

- Function to check and control the implementation of the quality management model and make adjustments if necessary: This is the process of evaluating operational activities to ensure the quality of logistics services in accordance with the requirements set forth. go out. The task of this stage is to determine if the plan is being followed closely. Any complaints from the customer about the delivery schedule or the goods delivered are not of the same quality as the original or the customs declaration has errors, it means that the goal is not achieved.

4. Improvement measures

In order for Logictisc Vietnam to have a competitive advantage in the international market, all relevant ministries and agencies must quickly improve and overcome the difficulties that Logictisc Vietnam is currently facing.

The state needs to have a policy that clearly states:

+ Quickly take appropriate investment and support measures to improve roads, bridges, ports, airports, roads, railways, waterways, warehouses and equipment, banks, insurance according to a plan. In general, have the ability to effectively interact and support each other in order to facilitate the circulation of goods and develop Logistics.

+ Invest in and upgrade transportation infrastructure, encourage rail container transport, focus on investing in building deep-water transshipment ports in the region.

+ To encourage multinational companies, international logistics companies and other logistics service providers with preferential policies for them to operate in the region, and to encourage other forms of association and cooperation between them. logistics enterprises at home and abroad to diversify and improve the quality of logistics service supply chains, promote the development of industrial parks and free trade zones as part of the port expansion policy to the goal is to increase the flow of goods to the port and create value-added services to attract the logistics centers of multinational companies to participate in the supply. Thereby creating more jobs and income for the locality, increase color for logistics activities. In order to exploit the advantages of the hub port, there is a plan to promote the development of service activities for logistics operations in the future such as: technical assurance, repair and maintenance of means of transport, supply petrol, rescue, accommodation on EWEC.

+ Building an open and selective legal framework corridor to ensure clear and reasonable consistency in documents and regulations related to the field of Logistics.

+ Universities and colleges open long-term and short-term training courses to solve the problem of lack of human resources for the logistics industry. However, in order for this human resource output to be of high quality, companies need to "shake hands" with local schools that train this industry. For example, there is a program to support students to practice, practice practical activities according to the characteristics of the company or can make material contributions and share experiences. in order to help the training be effective and suitable for the market economy

– Seeking domestic and international funding for short-term training programs at home and abroad. Coordinate and take advantage of cooperation with FIATA, IATA and other non-governmental organizations to have more regular training funding. On the other hand, businesses also need to closely cooperate with the association, inform the association of their human resource training needs so that the association can have a solution.

– The Vietnamese logistics market is in an extremely fragmented and fragmented phase. Vietnam's logistics service providers merely operate in a number of narrow and traditional areas such as transportation, forwarding or warehousing, without a deep thought. It's time for logistics service providers to sit together to cooperate and share resources to build a full-service chain. This helps them to have better competitiveness and especially to be able to invest deeply in logistics both in terms of people and information systems - these are two very prominent strengths of foreign logistics service providers. outside. Along with the strong equitization trend of state-owned enterprises, it has created momentum for the possibility of strategic cooperation becoming more feasible. Recently, many companies have followed this model, specifically among port, warehousing and shipping companies. But

cooperation is not just a 1 + 1 thing, but a process of integrating strengths and eliminating weaknesses, which requires businesses to re-establish their inherent business processes. and above all, they need a team of professional consultants to ensure successful integration. We can learn from the experiences of many countries that have gone before to build a system of guiding standards for businesses where the role of the state and associations, specifically the logistics association, is extremely necessary. Invest in and rebuild new information systems to support the supply chain.

- Supply chain identification is one of the competitive advantages.
- Enhance collaboration with partners in the supply chain.
- Must improve prestige and trust with other positions in the supply chain, the most important of which is to keep prestige with consumers, and the price must be cheap.
- Promoting strengths and gradually reducing weaknesses, gradually increasing the value, accumulating a lot of experience to become an increasingly difficult position to replace.
- Weaknesses must be overcome such as: not following the market, so it is slow to reduce prices even though the market prices in the place of consumption have decreased. Weak foresight, so the product lack's reliability, has errors, is entangled in international commodity standards such as labor relations, environmental protection, food hygiene and safety, etc.

5. Conclusion

Logistics is the process of optimizing the location, storage and transportation of resources – inputs and outputs from suppliers, manufacturers, distributors and to the final consumer. through a wide range of economic activities. For the national economy, logistics plays an indispensable role in production, circulation and distribution. Distribution is like the lifeblood of the economy. Mastering the distribution system is the winning hand. And logistics is an important link in that distribution system. Therefore, if improving the efficiency of logistics activities, it will contribute to improving the socio-economic efficiency of the country. For businesses, logistics plays a great role in effectively solving input and output problems. Logistics can change input resources or optimize the movement of materials, goods, services, etc. logistics also help reduce costs and increase the competitiveness of enterprises. Currently, for Vietnamese businesses, logistics costs still account for 20% of product costs; while this rate in developed countries is only about 8-12%. This reduces the competitiveness of Vietnamese enterprises' goods compared to foreign enterprises, which are already very strong. Logistics is an integrated chain activity; the efficiency of this process is of decisive importance to the competitiveness of industry and trade in each country. The development of logistics services is meant to ensure that the production and business operations of other services are guaranteed in terms of time and quality. Well-developed logistics will bring the ability to reduce costs and improve the quality of products and services. Logistics is not only an industry that brings huge profits but also plays a great role, closely related to the vital competition of logistics enterprises, which is not only an industry that brings huge profits but also plays a great role, closely related to the survival competition of enterprises.

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