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### Solutions to Improve Sales Efficiency in Vietnam

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#### Abstract

Managers of businesses must always explore and learn to keep up with the times. Nowadays, every production and business unit wants to have high profits and make a good impression on the market, they must first create their reputation in the market by improving product quality, design, and performance. Furthermore, you must manage all costs well from purchasing to selling because saving costs will reduce product prices and attract customers. Reality shows that in today's fiercely competitive environment, businesses that want to survive and develop must have

specific measures to promote the consumption of goods and affirm their position in the market. Through achieved targets such as market share, annual sales, annual profits, business growth, etc. To achieve the above goals, sales managers must carry out the following steps: Organize sales activities most appropriately to contribute to improving business efficiency and ensure the sustainable development of the business within the conditions of its allowed resources.

**Keywords:** Sales Efficiency, Vietnam

#### 1. Introduction

##### 1.1 Sales Activities of Commercial Enterprises

###### 1.1.1 Sales Concept

According to the classical concept: "Sales is the activity of exchanging products or services by the seller to the buyer in order to receive back from the buyer money, items or agreed exchange value."

According to Philip Kotler: "Sales is a form of direct introduction of goods and services through exchange and conversation with potential buyers to sell products."

According to James M. Comer (2002): "Selling is a process in which the seller discovers, creates and satisfies the needs or desires of the buyer to meet the satisfactory, long-term interests of both parties. beside".

According to John W. Ernest & Richard Ashmun: "Sales is the process of determining the needs and wants of potential buyers, presenting the product in such a way that makes the buyer decide to buy." .

The characteristic of the market economy is the exchange, buying and selling of goods between subjects such as suppliers, manufacturers, consumers... Therefore, sales are understood in many approaches. and many different angles.

Sales in the full sense is a process that includes many activities such as: Market research; Find out consumer needs; Select and establish distribution channels; Sales policies and forms; Conduct advertising; Promotion activities; Carry out work at the point of sale.

If we approach sales as an economic category, sales is the transformation of the value form of goods from goods to money on the basis of satisfying customers' needs for a certain use value.

Goods trading activities are defined according to Vietnamese commercial law. Buying and selling goods is a commercial activity in which the seller has the obligation to deliver goods, transfer ownership to the buyer and has the right to receive payment, the buyer has the obligation to pay the seller, receive goods and ownership rights. goods as agreed by both parties.

To organize sales well. Enterprises must not only do each stage of work well, but also have to coordinate smoothly between successive stages, between departments participating directly or indirectly in the process of consuming goods in the enterprise.

### **1.1.2 The Role of Sales Activities**

Sales is a very important activity in business, especially for a business. Sales is the main factor determining the existence and development of each business, so it is necessary to redefine the role and importance of sales activities to have the right development strategies.

#### **1.1.2.1 For Society**

Sales is an activity that directly performs the function of circulating goods, contributing to the reproduction process and serving social life. Because the development of sales activities has the effect of accelerating the purchasing power of goods on the market, thereby making social production develop. Sales activities contribute to improving social labor productivity, serving production, consumption and life.

In addition, sales activities affect many areas of the economy such as:

- + Financial sector
- + Monetary field
- + Social and cultural life

#### **1.1.2.2 For Businesses**

For businesses, the sales process plays a very important role. It is the sales activities that will determine the existence and development of the business, and thanks to that, the business can self-assess to what extent the goods it is producing and trading are accepted by society. Therefore, businesses need to pay attention and closely monitor their business's daily sales activities to have development policies to change in accordance with the conditions for receiving products through market sales activities. Present.

Especially for companies that only do commercial business, this activity determines their existence and development. It is also thanks to it that the Company self-assess that the goods it sells are accepted by society at a certain level. Which degree? Therefore, sales activities are both a daily job and a concern for businessmen. For commercial businesses, sales is the final step that ends the circulation of goods. The concern is that in this day and age with the explosion of information and the rapid development in the field of science and technology, sales are always subject to competition from many sides. In fact, there are products that have just been introduced to the market, even in the research stage, when other, more superior products have appeared, causing society's consumption needs to constantly change. Therefore, sales activities are an extremely necessary issue because if this activity is done well, it will help the Company recover capital faster, save on maintenance costs, and earn a significant amount of money. Good and fast sales activities ensure that the enterprise's goods capture customer tastes, increasing the enterprise's position in the market. If you cannot sell your goods, it will lead to capital stagnation and the risk of bankruptcy.

#### **1.1.2.3 For Consumers**

Sales activities become intermediaries that help businesses produce goods reach consumers and satisfy their needs or desires. At the same time, through the purchase and sale of goods, consumers can freely choose the goods that best satisfy their needs with appropriate quality and price. Human needs are constantly increasing, leading to the rapid development of goods production and sales activities to best meet red needs within allowed resource conditions.

According to Robert J. Calvin (2004): "Sales activities are an extremely necessary issue because it will help businesses recover capital faster, save on maintenance costs, and give businesses a large amount of money. Large profits and proves that the goods win the trust of customers, quickly increasing their position in the market."

After the above we can see that the results of sales will reflect whether or not the business activities of a growing enterprise are growing. In addition, through sales activities, it also demonstrates the management and organizational capacity of the Board of Directors.

### **1.1.3 Purpose of Sales**

The purpose of selling, if understood simply, is to sell what you have to someone who wants to buy and pay an appropriate fee as requested by the seller and buyer.

In businesses, the purpose of sales is to satisfy the company's needs, sell the products they own to recover capital and maximize profits for the business. Sales is also an activity for businesses to survey product quality from customer feedback to improve the product more and more. In addition, sales also help businesses expand market size, attracting more customers to the company as well as its products and services.

### **1.1.4 Content of Sales Activities of the Enterprise**

- Market research and identify sales opportunities

For a business starting a business or wanting to expand and develop its business, market research is the first and necessary job to ensure the business process goes in the right direction.

Nowadays, the market is always changing, so researching the market is a regular job for production and business enterprises in general and commercial enterprises in particular. The purpose of market research is to determine the possibility of selling a certain type of product or group of products in a certain area. On that basis, improve supply capacity to satisfy customer needs.

#### **1.1.4.1 Develop Strategic Sales Plan**

##### **Strategy of sale**

In a market economy, each store is an independent economic entity and independently solves three basic economic issues of business activities. Usually, stores aim at three main goals: Profit: Expanding store network: Safety. Profit is the top goal of business companies. To make a profit, the business's stores must be able to sell goods, or in other words, the products the business sells must suit consumer needs. of customer.

Sales strategy will help companies grasp the needs of customers and end consumers, thereby proactively responding to all market developments, helping businesses expand their scale. Sales strategy plays an important role in determining the success or failure of a business strategy.

##### **Sales Plan**

After developing a sales strategy, businesses need to develop a sales plan to be able to organize sales activities effectively. The sales plan includes contents such as:

- + Determine goals and create sales plans.

**Goals:** Sales goals are formed at management levels, in store departments, and in different systems of the Company's sales system. The overall goal of the store.

Objectives of each area and individual department in the store system.

Business sales goals.

Financial goals: Profit, costs.

#### *Sales planning:*

*According to management level:* There are sales plans of the Company leaders, sales plans of the department stores, sales plans of sales staff.

*By Product:* There is a sales plan for the group, industry, sales plan for a product type.

*By Geographical Area:* There is a sales plan in the old market area, a sales plan in the new market area.

*By Product Group:* There is a wholesale plan for small businesses, a retail plan, and a sales plan according to key markets.

*Over Time:* Have a sales plan each year, each month, each quarter.

In general, the above plans are based on previous market forecasts. Sales forecasts can be short-term forecasts or long-term forecasts. Long-term forecasts are usually forecasts for a period of more than one year.

- Design and organize the sales force

#### **Sales force**

The sales force is the basic bridge between stores and customers, so designing and organizing the sales force is an important content of sales management that needs to be thoroughly implemented. The delivery force includes:

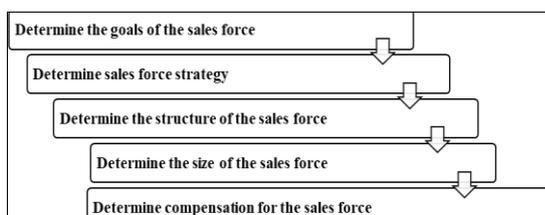
+ *The Company's organic sales force:* Are all members of the Joint Stock Company directly responsible for sales activities. This force includes: Sales force at the counter, sales force outside the store.

+ *Seasonal sales force:* Is a part of the store's sales force consisting of independent individuals or organizations that are not part of the Company's organic organization. These individuals or organizations receive goods from businesses during sensitive times such as Tet holidays, grand openings, festivals... requiring many employees. After the above seasons, this force may be merged into the store's organic sales force.

+ *Mixed sales force:* During the design process of the sales force, the above two sales forces can be combined to create initiative in sales activities.

#### **Design and Organize Sales Force at Stores**

The design and organization of the sales force can be summarized by the following diagram:



**Diagram 1:** Steps to design and organize the sales force

- Organize and implement sales plans

#### *a. Transaction and sales Activities through Consumption Activities*

To establish a purchasing relationship, businesses need to sign economic contracts, clearly establishing quantity,

quality, design, product type, delivery and payment methods. After when a contract is signed, the rights and obligations of the parties to the contract have been established. Enterprises with products must organize the implementation of contracts, arrange the work to be done, regularly monitor the progress of contract implementation to promptly record developments in order to handle and take action. Decisive measures. This is the job of ensuring the rights and reputation of the business in the market.

#### *b. Successfully Organize Sales at stalls and Stores*

For sales operations at the counter, the store needs to base on the average daily output of copies to prepare the amount of goods, vehicles and sales staff to fully and promptly meet customer needs. Sales during the day, implementing the sales plan usually follows these steps:

**Prepare goods for delivery:** Delivered goods must ensure the committed quality. To ensure the interests of both parties, stores must inspect goods seriously, honestly and accurately before importing goods as well as before selling goods to consumers.

**Choice of means of transport:** Which means of transport to use depends on each Company to suit their financial capabilities while ensuring only the lowest transport cost while still ensuring correct delivery. time.

**Delivery** During the delivery process to customers, it must be ensured that the customer is satisfied and wishes to receive their next order.

**Payment procedures:** Payment procedures need to be convenient for both parties, customers feel they do not have to wait too long during the payment process.

**Complaints:** If the sales process has any unsatisfactory problems, customers can complain. Businesses need to handle customer complaints well so as not to affect their reputation.

Evaluate sales performance Results.

#### *a. Content that fakes sales activities*

Analysis and evaluation of sales activities are performed at many different levels. Businesses can analyze and evaluate according to the following content.

- Analyze and evaluate general sales activities (enterprise level).
- Analyze and evaluate sales activities in each department (regional level).
- Analyze and evaluate the sales activities of each individual representative participating in sales activities.
- Analyze and evaluate sales activities according to goals (planned and actual, current and future).
- Analyze and evaluate sales activities in terms of quantity (sales by volume and value).
- Analyze and evaluate sales activities by product and customer market area.

#### *b. Information Sources for Assessment*

Information used for evaluation includes two main streams. The first is the forward stream.

- The information is used to build sales plans.
- Targets, limits, decisions to direct and supervise sales.
- Standards have been developed and communicated to the sales force.

This information is a collection of data that has been provided during the process of organizing sales activities of the business (secondary information).

*Second Line of Response*

This is all the information about the results and actual sales performance of the business that the sales director receives such as:

- + Sales reports
- + Additional information from direct observations, letters, and customer complaints.
- products, customer opinion surveys...
- + Information received from other business departments (Marketing, service delivery).

*c. Evaluation Methods*

Evaluation of bonus sales results is carried out in two steps: Self-assessment of individual and each department's sales achievements and official assessment by the board of directors.

To evaluate, the basic method often used is to compare sales levels and related expenditures with actual/planned; Present past; Compare individual and departmental performance rankings with each other and the overall weight. Analyze and draw conclusions about sales results in relation to stimulating factors, or brakes that directly or indirectly affect the results.

**1.2 Sales Forms and Sales Processes in Businesses**

**1.2.1 Forms of Sales in Businesses**

**1.2.1.1 Based on the Delivery Location to the Customer, the Final Consumer has Different Forms of Sale**

*First, at the Store Itself:* This form is suitable for consumers who have time to shop, not much demand for prized goods, and stable consumption.

*The second is to Sell to the Consumer Unit, to Sell at Home According to Customer Requirements:* This is a form of sale that facilitates buyers and is the main method to improve customer service quality and compete with each other. This form mainly applies to customers with small needs, the goods purchased are mostly used in daily activities.

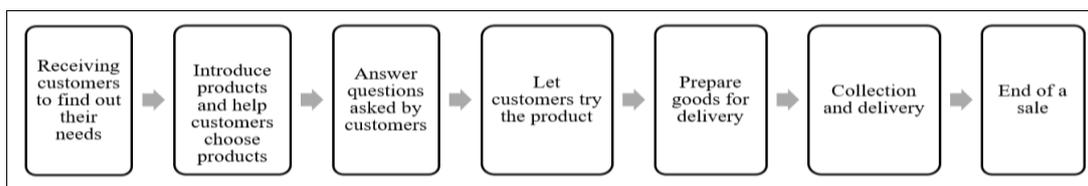
**1.2.1.2 Based on the Stage of Goods Circulation**

**Retail:** Includes all activities involved in selling goods or services directly to final consumers for their personal, non-business use. Retailers can be classified into stores, through companies, retail organizations, retailers in stores have many types such as: Specialized stores, general department stores, supermarkets, self-service stores, discount stores, sales warehouses and catalog showrooms. Stores have different life cycles depending on the industry, depending on the ups and downs of the retail sector. Just like manufacturers, retailers also need to draft marketing plans that include decisions about target markets, product types and services, prices, promotions and market locations.

There are several main retail forms on the market such as:

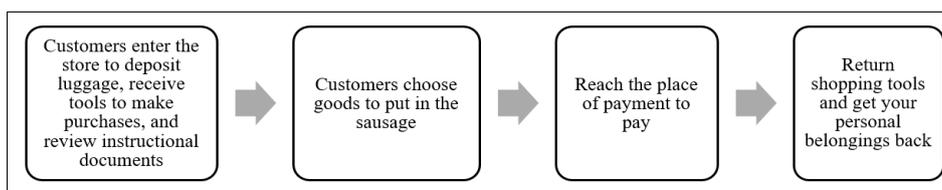
+ *Traditional Selling Technology*

Used in underdeveloped economies in which labor plays a decisive role in this basic technology.



Source: Le Thi Hiep Thuong, 2011

**Diagram 2:** Self-service sales technology model



Source: Le Thi Hiep Thuong, 2011

**Diagram 3:** Self-service sales technology model

With the advantage of limiting loss and being applicable to most products, the disadvantage is that it prolongs the time of customers and traders, leading to fraud in purchasing ability and reducing customer reception efficiency of customer.

+ *Semi-Self-Service Technology*

That means customers find, compare and choose products themselves. The traders' only job is to guide customers, collect money, deliver goods to customers,

The advantage of this method is to satisfy customers' need for choice, reduce customer purchasing time, save service costs, increase sales and improve labor productivity. However, the limitation of this method is that it is not applicable to all goods that require commercial space and require specialized equipment according to the fluctuations

of the goods.

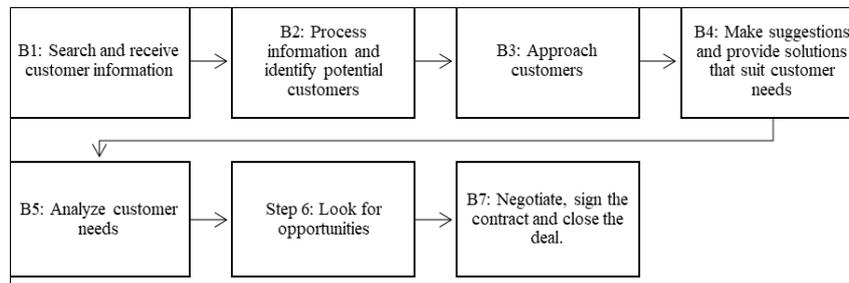
+ *There are also some other sales technologies such as sample sales:* This form of sales requires a store to display seven products and a warehouse, which can only be applied to some items.

**Wholesale:** Includes activities related to the sale of goods and services to buyers for the purpose of resale or business use. Wholesalers help manufacturers efficiently get their products to retailers and consumers across multiple regions. Wholesalers perform many functions including: consumption, advertising, promotion, purchasing and product assortment, distribution of large goods into small batches, warehousing and transportation financing, bearing risks, Providing market information, providing management and consulting services.

### 1.2.2 Sales Process

The sales process is the steps to approach and introduce products to customers. If there is no process or the process is unreasonable, the sales of the business will fail. On the

contrary, if you prepare a correct and reasonable sales process, selling products will become smoother and easier. Below the author introduces the 7-step sales process of David Jobber & Geoff Lancaster.



**Source:** Sales and sales management, compiled by David Jobber & Geoff Lancaster Tran Dinh Hai, Statistics Publishing House, 2002

**Diagram 4:** Sales process

#### Step 1: Search and receive information about customers

This is the first step in the sales process to help the company find potential customers. Finding this customer information can be searched in many different channels such as seminars, newspapers, advertising, information from referrals from old customers, colleagues, etc. In addition, if the customers are businesses, then You can search on sites like tax code or Vinabiz. Because these are reputable sites that help businesses find quality customers.

Information that needs to be collected includes: For individual customers, you should prepare information about name, age, date of birth, phone number, email, current job and position, place of work, qualifications. Education level, product knowledge, product attitude, etc. For business customers, phone number, email, company name, tax code, address, main field of operation, person is required. Represent.

**Step 2: Process information and identify potential customers**  
Sales staff will search and prepare a list of quality customers before entering the sales process. We must filter out which potential customers are interested in the product, which are the customers who are less interested and those who are most interested in order to prioritize first. A potential customer is a customer who has enough money to pay for their company's products, has a certain understanding of the product and their work requires their product or service. In addition, in the future they will bring many other values to their business.

Preparing a quality customer list is a very important step in the sales process because if you capture all the information, it will be easier to access and more flexible in the future sales process.

#### Step 3: Approach customers

The purpose of approaching is to understand the problems, difficulties and needs of customers so that we can easily provide product features and uses to help customers solve difficulties. In sales, we must first know what the customer needs before we can tap into their psychology.

Especially note that to be able to reach customers more easily, the salesperson must prepare a reason and this reason must be something the customer knows or is interested in to be able to exchange leads. To lead customers into the main content of the call, you need to equip yourself with reasonable reasons in advance.

#### Step 4: Look for opportunities

To find opportunities, you must know what customers want, and to know what customers want, salespeople must know how to ask provocative questions. One of the most popular questioning techniques is Neil Rachkham's SPIN technique. Situation Question-Situation question: Limit socializing and focus on details to generalize the customer's current situation.

Problem question-Questions to discover needs: Ask questions to discover customers' current difficulties and needs.

Implication Question-Application question: This is a complex and sophisticated type of question. These questions take the customer's problem to a higher level and talk about the potential consequences if current problems and difficulties are not resolved.

Need-pay off Question-Effective solution question: After bombarding the customer with worrying consequences from the actual situation, the salesperson will ask questions to solve the customer's difficulties such as how. If you skillfully use questions, salespeople can make customers suggest using the product or service the company is selling before being introduced.

In short, the structure of an information extraction question is: Set a problem, then state the consequences of the problem and finally ask the customer for a solution. Because only after understanding the customer's solution, the sales staff can understand and grasp the management methods or problems the customer is facing, and from there can grasp and convince the customer.

Besides asking questions to get information, after getting the information, sales staff need to classify customer groups. Customers are divided into two groups as follows:

**Active customer group:** Are customers who are qualified to buy a business's products or services or have a clear need to buy.

**Passive customer group:** These are customers who are qualified to buy products and services but do not have a clear need.

#### Step 5: Analyze customer needs

Each customer's needs are different, depending on the job, living environment, etc., but in general we can divide them into the following 5 basic types of needs:

**Safety needs:** customers always aim to use a safe and quality product. Therefore, when purchasing, priority will be given

to products with clearly certified origins. There are customers who agree to spend a large amount of money to be able to use a safer product rather than a cheap but not guaranteed product.

**Need for comfort:** Comfort is a key need for customers to choose products. A simple product that is easy to use but convenient is what customers want in any product.

**Need for novelty:** New products are also factors that attract customers' excitement and curiosity. On the market today, there are many products containing full features to meet customer needs but with little novelty.

**Need for pride:** When using a product or service, customers want it not only to be of good quality but also to meet luxury expectations, demonstrating excellence and class. .

**Price Needs:** Delicious, nutritious, and cheap are what customers always pay attention to when looking for products and services. Therefore, a product that is both cheap and good will win the choice of customers.

**Step 6:** Make suggestions, provide solutions suitable to customer needs

Once they recognize the difficulties and understand the customer's needs, the salesperson must know how to deploy products that can meet and solve the customer's difficulties. At the same time, employees must focus on the points customers are interested in and want to know before making purchasing decisions such as: price, pre- and post-purchase promotions, payment methods, warranty policies, consulting support channels, etc.

**Step 7:** Negotiate, sign the contract and close the deal

This is the final step to close a sale. After the customer fully understands the information as well as the features and usage of the product and decides to buy the product, it will go to the negotiation stage to satisfy the goals of both parties, which can be in terms of price or promotion. Always take care. Note that while signing the contract, both the seller and the buyer must always read it carefully and understand it clearly to avoid unfortunate disputes after purchase.

The most important thing in this step is that businesses need to gain the trust of customers, must let customers see what value they receive when buying the product, then the likelihood of closing is high. After the sale, businesses also need to have thoughtful support and care policies so that satisfied customers can return and introduce new customers to the company.

David Jobber & Geoff Lancaster's 7-step sales process outlines the most complete and detailed steps that must be taken to bring the product to the customer's hands. Each business will have its own sales strategies and processes suitable for its own form of business, but all sales steps in this process must be fully implemented because these are basically necessary and indispensable steps in any product in all fields.

### **1.2.3 Basic Elements in the Sales Process**

The process of organizing sales coincides with the process of organizing labor, so the factors participating in the sales process are also human factors (labor power, labor tools and labor objects). For commercial enterprises, these are human factors (traders), technical equipment and sales methods, and types of goods and services. The sales team plays an important role. They are the ones who have direct contact

with customers and are skillful persuaders in the customer's purchasing decision process. Therefore, sales managers need to skillfully choose, closely coordinate and operate the team of traders into a scientific labor process to promote the potential of traders, ensuring the ability to sell with the highest efficiency.

Technical equipment and sales methods also contribute significantly to the results of the sales process. Nowadays, technical facilities serving the sales process have become indispensable. They are not only tools for sales but also greatly contribute to the results of the sales process. It is not only a factor in improving the level of service for customers but also contributes to improving the labor productivity of traders. These factors maximize the satisfaction of customers' purchasing needs in terms of time and place, which means the establishment and reasonable use of consumption channels that balance the needs and ability of the business to meet them. Affects the efficiency goal of consumption and thereby has a reasonable sales plan.

An indispensable factor that contributes to the outcome of the sales process is complementary goods and services. Commercial enterprises must have a plan to fully meet the needs of customers. In addition, the trader is also the person who creates that service. A polite, attentive and dedicated attitude to customer requests will ensure a more convenient sales process, creating trust and prestige for the store and the entire Company, ensuring the ability to continuously develop of the entire enterprise.

## **1.3 Factors Affecting Sales Activities of Businesses**

### **1.3.1 Objective Factors**

#### **1.3.1.1 Macroeconomic Environment**

Macro environment are factors that focus outside the enterprise. However, it has a huge impact on the business operations of enterprises. These impacts can be positive or difficult depending on the time and perspective of each business. The macro environment includes the socio-cultural environment, the political and legal environment, the economic environment and the scientific and technological environment.

*Economic Environment:* This environment greatly affects sales activities, especially the organization of goods consumption networks. When the economy develops, people's income also increases, so consumption expenses will be more important and more common. On the contrary, when the economy faces many difficulties, people must increase their savings as a backup, which leads to a decrease in spending expenses and the amount of goods consumed will decrease.

According to the International Union Committee on Trade and Development-Unctad, foreign debt in 2020 increased to a record high of 31% of GDP in developing economies. Economic growth and international trade and investment tend to decrease. These things contribute to the world economic crisis, profoundly changing the economic order, structure, governance methods, economic activities, and the organization of global social life. Causing unstable employment means income will decrease and will last in the coming years. Therefore, people are forced to reconsider their spending level and prioritize choosing the most suitable product. This is a challenge for mass products with high prices and unremarkable features, but it is an opportunity for specialized products with high quality and

competitive prices.

*Socio-Cultural Environment:* When investing in production and trading of any product, the Company must consider issues of population, customs, population density, habits, preferences and many other factors. Different in the socio-cultural environment of each market region in which the enterprise intends to organize a sales network or assign sales forces in that area.

According to Philip Kotler and Kevin Lane Keller, the sociocultural environment includes traditions, ethics, views of society and general culture. All of these values will often develop and change slowly but are factors that create demand for new products and services for people. Therefore, to be more convenient in sales activities, businesses should carefully research and develop products to suit the social and cultural culture of the market.

*Science and technology environment:* When science and technology is developing at a high speed like today, the market changes every day, the application of modern scientific and technological achievements in production and economic activities is difficult. Business will bring businesses many competitive advantages due to increased labor productivity, increased quantity of goods produced and the ability to seize opportunities by capturing a lot of quick and timely information on the market. However, the organization of business sales requires development corresponding to continuous changes in technical factors in order to master technology and take full advantage of the advantages that science and technology bring, brought during the sales organization process.

*Legal Environment:* The legal environment greatly affects the sales activities of businesses. Political-legal issues related to political institutions, political guidelines, foreign affairs, political stability, and system of legal documents. These issues affect the supply of products and consumption behavior of the entire society. When politics is stable, companies can feel secure in organizing production and business, and people can feel secure in doing business, leading to improved living standards and their needs, and the economy will develop. From there, consumer behavior will also change, consumers will pay more attention to product quality, packaging design, reputation, and brand reputation, businesses will have appropriate policies for their operations. sell.

*Natural Environment:* Includes factors such as climate and geographical location of the target market, which greatly affect the preservation of reserves and the speed of goods transportation. Therefore, in many cases, businesses must have a specific sales network and appropriate form of sales force organization to limit the negative impacts of the natural environment on goods and the speed of goods consumption.

### **1.3.1.2 Special Business Environment**

*Environment and Competitors:* Normally, any business that operates for profit understands the competitive element that always exists in business, especially in a market economy with objective existence. Of many economic sectors, the mayor's regulations also cause many difficulties for businesses. Reality shows that in the marketplace, the strong often win over the weak. This requires businesses to carefully review competitors to have specific policies and

plans to cope with and surpass competitors. In the organization of sales, competitors are stronger in terms of sales force and consumption network because they apply preferential policies to distributors and have policies to treat sales staff... It will have a significant impact on the business's sales organization and consumption plans. This requires managers to have a strategic vision and a specific sales organization plan in accordance with market requirements.

*Customer Base:* As a key factor, awareness of customer behavior is mainly through the sales force. A business's customers are very different in terms of qualifications, age, market understanding, interests, income, consumption habits.

Businesses must conduct research on their customer base and deploy a qualified sales force that understands customer psychology. In order for sales activities to ensure the basic benefits of consumers such as: Being provided with complete and accurate information surrounding product issues and satisfying their wishes with a warm attitude. Friendly, fast, effective.

*Characteristics of Business Lines:* For non-durable goods that are consumed quickly and must be purchased frequently, businesses must always have these items available to provide regular rewards to the sales network to ensure timely delivery. consumer needs of customers.

For goods and services, they are beneficial activities, mainly to satisfy beauty needs... requiring the sales force to have high professional qualifications, the ability to communicate and respect customers.

### **1.3.2 Subjective Factors**

#### **1.3.2.1 Financial Capacity and Human Resources**

(Quantity and quality) will determine the technical facilities and business technology that the enterprise applies. That means the size of the business and the business strategy that the business needs to implement have a huge decision on the sales activities the business applies, the ability to collect and process information. How. From there, businesses will choose a reasonable sales plan.

Enterprises with strong financial resources and large scale will be more flexible in choosing sales networks than small-scale enterprises with limited financial resources. The greater the financial capacity of a business, the more geographical areas it can occupy in many different markets. Increasing the scale of a business's sales organization will increase sales output, but at the same time sales costs will also increase, leading to an increase in product costs. Therefore, before implementing, businesses must consider and calculate to have the most reasonable scale of sales organization.

According to the concept of management, "management is ultimately the management of people". People are always an important resource and play a central role in all issues related to the production and business activities of the enterprise. Starting from that importance, businesses must always pay attention and focus on training and improving the capacity and qualifications of the enterprise's workforce, especially the qualifications of managers.

#### **1.3.2.2 Invisible Potential**

Intangible potential creates the power of a business in commercial activities through the store's indirect "selling" ability. Power is expressed in the ability to influence and

influence choices, decisions and Customers' purchases. The power of intangible assets represents: The Company's image and reputation in the market, which today is still called "brand". A good image of the business will create more trust and peace of mind in the hearts of customers about the quality of goods and services... stimulating customers to buy products from the store.

In addition, intangible potential is also expressed in reputation and leadership relationships: It greatly affects commercial transactions, especially in the form of sales at the highest level, in large contracts or in transactions. Translation of goods in small businesses.

### **1.3.2.3 Scale of Goods Sold**

Goods sold in stores have increased in both quantity and type. Organizing and arranging goods in a scientifically reasonable manner is not a simple matter. As the scale of goods increases, the management and accounting of goods becomes increasingly complex, requiring more stages and steps. Business efficiency is also partly affected by the above issue. Businesses need to clearly identify each type of product suitable for each customer group and different field to be able to do business best. If you want customers to trust and support you for a long time, the product must meet all their needs. Therefore, businesses should clearly understand their products to offer and sell them best. In addition to the product's functionality, businesses should pay attention to how it is used. Customers will appreciate quality products that are simple and convenient to use to serve their work and needs.

### **1.3.2.4 Competitors**

Competitors are businesses that serve the same target customer segment, provide the same types of products and services and satisfy the same customer needs. "Know others and know yourself, you will win a hundred battles", like the above sentence, businesses need to carefully find out who their competitors are, what outstanding features the product has, and what its market share is. ... to find strengths and weaknesses from which to equip yourself with countermeasures and create competitive advantages for your business. In many sales offerings, customers will have a better view of the business if they understand the functions and characteristics of competitor products. Therefore, not only must you equip yourself with knowledge about your business's products, but you must also understand your competitors' products.

### **1.3.2.5 Influence of Payment Method**

Fast payment method ensures safety and convenience for customers. Reducing waiting times certainly attracts more customers. On the contrary, cumbersome payment regulations, through many intermediary stages, taking a lot of time for customers to wait will cause frustration for customers and will certainly reduce the number of customers returning to buy products for businesses.

### **1.3.2.6 Management Organization Level**

The performance of each department depends greatly on the management of superiors. The organizational and management abilities of the Company's leaders are based on an integrated, comprehensive perspective focusing on the interactive relationships of all departments, creating real strength for the store in business.

### **1.3.2.7 Geographical Location of the Business**

A convenient location (near the road, densely populated area, convenient for shopping and transportation) this can be considered the invisible strength of the store. Not in every geographical location, businesses can build the same sales system.

## **1.4 Sales Management**

### **1.4.1 Sales Management Concept**

According to James M. Comer: "Sales management is the management activity of individuals who belong to the sales team or directly support the sales team".

Sales management is the management activity of individuals who belong to the sales team or directly support the sales team. It is a process that includes the main activities of planning, organizing, leading and controlling sales activities to achieve business goals.

Sales management is a closely integrated process from setting goals for sales staff, designing strategies to recruiting, training, supervising and evaluating staff performance sell.

That way, we can simply understand that sales management is the management of all sales-related activities to bring the best results to the business.

### **1.4.2 Objectives and Roles of Sales Management**

Sales management mainly focuses on two main goals: human resources and sales and profits.

#### **Target**

For personnel goals: Enterprises must select suitable personnel to meet the requirements of the company, customers and the market. In addition, when you have a good, professional and experienced staff, you must have reasonable salary and bonus policies to retain talented people.

For sales and profit goals: This is the goal to evaluate the actual capacity and sales effectiveness of the company in the market. Therefore, based on this goal, we will have strategies to change and improve sales.

#### **Role**

Sales management is the role of controlling and managing sales activities in an enterprise, thereby discovering shortcomings and finding ways to overcome and modify them to improve sales more effectively.

Sales management will help realize the business goals of the enterprise. Maximize profits, develop markets and brands for businesses. Effective management also contributes to improving productivity and professionalism of staff.

### **1.4.3 Meaning of Sales Management**

Managing sales activities will help businesses successfully implement business goals in general and sales activities in particular on the basis of promoting consumption and attracting customers to dominate the market and increase sales. competitive position and reputation of the business, creating conditions for close coordination between management activities such as purchasing, selling and storing goods.

In addition, it also helps businesses improve their proactiveness in business activities by building and organizing sales plans to suit each situation and each deal. Sales management has the following basic meanings:

Firstly, sales management ensures the construction and implementation of the business's sales goals on the basis of market forecasts. Sales managers clearly determine the business's sales goals in each period and make efforts to achieve those goals.

Second, sales management ensures the development of a sales network in accordance with the business strategy of the enterprise.

Third, sales management ensures the building of a sales force with expertise, skills, qualities, motivation and good performance.

Fourth, sales management ensures to grasp and adjust the business's sales activities closely to market fluctuations.

#### **1.4.4 Work Content of Sales Management**

Regarding sales management, the author will clearly state 6 main contents including building sales goals, planning sales strategies, organizing the sales force, recruiting and training sales staff, and classifying sales staff. Allocating targets and implementing sales plans, controlling sales activities.

##### **1.4.4.1 Build Sales Goals**

Goals are indispensable for all businesses. You must have goals to have a strategy to strive for. In sales, too, depending on the size and potential of the company, there will be different sales goals. However, businesses need to pay special attention to the following goals to build effective sales policies. Author read a number of documents and from there stated some main goals of sales activities as follows:

**Sales goals:** Before selling, all businesses must set clear sales goals to be able to plan the most effective implementation. This means that businesses need to show the total value of goods or services that must be achieved within a certain period of time, usually by month, quarter or year. Especially for sales goals, businesses cannot estimate them but must give a specific number to easily measure and closely follow implementation based on the sales revenue of the previous period to avoid setting goals too much. high, leading to failure to perform.

**Output target:** The enterprise will set the level of output that needs to be produced for consumption in the next period, so the enterprise must clearly determine the specific target on the output of products to be sold in a specific period of time. When setting a target, the company needs to rely on the output results of the previous year, the previous quarter and the previous month to be able to set the most appropriate target for future output to avoid a situation where the target is too low, leading to poor performance. Ineffective sales activities, if the goals are too high, the business will not be able to complete them. In addition, when creating output goals, businesses also need to learn about current market trends and competitors to set the most favorable goals.

**Market share goal:** Market share is the portion of the market consuming products and services that the business is occupying. Therefore, businesses need to determine the proportion of customers captured in the total number of potential customers in a certain period of time. Businesses need to clearly determine their current market share, invest resources in the market and carefully research competitors' markets to plan future goals most effectively and accurately.

**Profit goal:** This goal is quite important, it determines the efforts of the business. Businesses set the desired profit level for a certain period of time in the future through sales activities. Setting profit goals must have a clear and specific

basis related to the company's expenses. Setting a business profit target needs to be based on the company's previous period's profit and then set an appropriate target.

##### **1.4.4.2 Plan Sales Strategy**

Planning a sales strategy helps businesses achieve their set goals in the most effective way by using resources appropriately, coordinating everyone's participation and making a difference compared to competitors. defense.

There are some popular sales strategies:

**Personal selling strategy:** For this strategy, only one employee actively probes, persuades, skillfully communicates product information and offers direct sales to customers. Personal selling strategy requires sales staff to have sufficient skills, sharp thinking and understanding of all functional aspects of products and services as well as information about the business and customers to can sell in the most effective way.

**Team sales strategy:** This strategy will operate from two or more salespeople, each of whom will take turns coordinating with each other to persuade customers with their strengths. The advantage of this strategy is that it is easy to satisfy customers and provide the most complete information about the product to customers. However, because it operates in groups, this strategy will have difficulties in coordination of offers such as lack of coordination and consistency between employees, leading to information confusion for customers.

**Value-added strategy:** a simple way to understand this strategy is that sales staff will provide support and after-sales care such as instructions for use, anytime, anywhere support on features and services. techniques, user training courses, conversion upgrades, etc. The purpose of these is to help customers feel secure in buying and using the product.

**Consultative sales strategy:** This is a strategy in which sales staff will advise on features that exceed customers' expectations about the product, and especially that these features are suitable for customers to avoid poor performance. but customers don't use it. Therefore, sales staff need to learn carefully about customers before offering as well as during offering. If this strategy is applied well, sales staff can sign high-value contracts.

These are basic sales strategies that many businesses are currently applying, however, depending on their abilities and strengths, businesses will choose the most suitable sales strategies to achieve the desired results. wait.

##### **1.4.4.3 Organize the Sales Force**

The sales force is the person who will bring your business's products and services to customers and the market. The sales force will be divided into three main types including company forces, contract agents and mixed forces.

A company's sales force includes all employees who have direct responsibility for all of the company's sales activities. The company's sales force is divided into two types: inside and outside the company. As for the sales force inside the company, most only work at agencies and company offices through calling customers, tracking orders or controlling inventory. On the contrary, the sales force outside the company will be responsible for sales according to the company's business area. They will be the ones presenting and introducing products directly to customers and potential customers, however, to To effectively operate sales outside the company, it must ensure that that area has a large enough number of customers.

Contract agents: These are individuals, associations or trade associations that operate independently on behalf of two or more manufacturers and service providers in a specified territory and will receive agent commissions. The company's agents will often have different sizes but all have common characteristics such as commissions, costs and sales that are directly related to each other. Therefore, businesses can use agents to reduce sales force costs.

To be able to develop broader products into the market, businesses need to organize a sales force that is suitable for the products and services and reasonable with the company's capabilities. The basis for building the sales force organizational structure includes sales strategies, distribution channel characteristics, product characteristics, business size and the company's current sales force.

Mixed forces: To be able to expand, dominate and cover many different types of markets, businesses will rely on mixed forces. The company will use both its sales force and dealer network to penetrate different markets.

Currently, there are 3 common types of sales force organization including:

Organization by geographical area: This is a type of organization in which each salesperson will be assigned to be in charge of selling his company's products and services in a certain geographical area.

Organizing by product: Simply put, organizing by product means that each employee or group of employees only focuses on offering one or two certain types of products to a few target customer groups.

Organization by customer: This organizational model is almost exclusively aimed at one type of customer based on a number of customer characteristics such as size, potential and specific customer requirements. This model requires sales staff to be experts, with a deep understanding of the product as well as the target customers.

#### **1.4.4.4 Recruiting and Training Sales Staff**

Recruiting sales staff is an activity aimed at finding candidates with qualities suitable for the company's sales activities. Usually, businesses often search for candidates through the following channels:

University: This is the ideal and richest recruitment source for businesses to find bright candidates. For students, businesses can easily train them according to what they want because most students are people with no experience.

Company: Recruiting right at the company is quite strange, but for its employees, businesses can easily identify who will be more suitable for the sales job than the current job they are doing. In addition, when they are already employees of the company, they already know all the policies at the company and of course include products and services.

Competitors: the company will come up with ways to attract talent at competing businesses by offering attractive salaries, commissions, and incentives to attract good employees from competitors. to work for myself.

There are also a number of recruitment sources such as advertisements, through consulting and job introduction centers, flyers, etc. Depending on the desired source, the company will choose different recruitment methods.

After recruiting the desired candidates through interviews, the business will have appropriate training policies according to each company's criteria.

#### **1.4.4.5 Allocating Targets and Implementing Sales Plans**

In businesses, sales targets are set to control the work and activities of sales staff. In addition to control, determining sales targets also helps management evaluate and encourage employees because most businesses today apply compensation when employees exceed set sales targets. Sales targets will have two main forms: results-based targets and behavior-based targets.

Results-based targets: Sales: Businesses need to determine the sales used when describing targets, which can be sales that have written sales invoices and the business has delivered goods, sales calculated by customer Goods have been paid in full.

Sales volume: In case the business has fluctuations in the selling price of the product, the sales volume target will have an advantage over the sales target. Therefore, in this criterion, customers are mainly interested in the quality and features of the product and are not too important about price.

Sales costs: Sales cost targets will include costs directly related to sales, sales promotion costs and administrative management costs.

Profit: Profit targets will motivate the sales department to achieve predetermined profit levels for each product sales target. Can be determined by gross profit and is often determined at the company and department or center levels.

#### **Behavioral-Based Indicators**

Customer-oriented targets: In customer-oriented targets, the business will focus on increasing sales volume to customers to increase the company's ability to penetrate the market.

Activity-oriented indicators: This indicator will specify the number of activities that need to be carried out in the required time such as number of sales calls, number of interested opportunities, number of seminars organized, number of sales letters or emails received Send.

#### **Implement Sales Plan**

This activity aims to deploy the company's plans, goals, and strategies through the sales force into the target market. For sales deployment to achieve high efficiency, businesses need to allocate sales spending in terms of sales, market share, and output appropriately, build appropriate distribution channel strategies, and have policies in place. Motivate sales staff so they have the energy to give their best.

Businesses need to note that in addition to following the sales plan that has been deployed and built in advance to achieve high results, they also need to adapt to market trends to make more appropriate changes.

#### **1.4.4.6 Control Sales Activities**

Controlling is a very important activity for planning a company's sales strategy. Control to help achieve the set goals. If done well, the business will develop smoothly in sales and earn the desired profit. On the contrary, poor control activities will bring difficulties to businesses, sales activities will be chaotic due to the lack of certain principles. To make control more convenient, sales managers must have appropriate employee control criteria. There must be standards to control sales staff such as productivity, level of work completion, working style, ethics, level of revenue achieved, etc. However, sales managers must choose Choose these standards on a realistic, well-founded basis to ensure sales staff can perform well. When analyzing

unsatisfactory results, it is necessary to find out the clear reasons to have appropriate correction methods to ensure better sales performance.

#### 1.4.4.7 Customer Care

Customer care is an important activity. Selling good products and services but providing poor customer care will not bring good results. Nowadays, customer care is not simply about caring, guiding, and building long-term relationships, but can be seen as a tool to increase competitiveness compared to competitors. Therefore, customer care needs to be taken seriously and have a clear plan.

Sales managers need to build customer care activities and programs to measure customer satisfaction and adjust policies accordingly. In addition to being good, we must constantly innovate to create differences compared to competitors.

#### 1.4.5 Evaluate Sales Performance

This sales performance evaluation is performed by both the Board of Directors, sales managers and sales staff. Sales staff will have work plans based on common goals and will report monthly on their work performance, based on which sales managers will evaluate and make suggestions. Some indicators used to measure sales performance effectiveness: Revenue targets Sales revenue is the total amount of money brought in by sales activities in a certain period of time, including both collected and uncollected amounts. There is the following formula:

$$\text{Sales volume} = \text{Sales quantity} * \text{unit sales price}$$

Therefore, for revenue targets, it will depend on price and quantity. If revenue increases due to increased consumption, this initially proves that the business's sales activities are going well and need to be promoted. However, if revenue increases due to price increases, businesses need to reconsider related factors.

#### Sales Cost Targets

This is a cost directly related to the business's process of consuming goods and services. These costs often include loading and unloading costs, transportation, warehousing, and employee salaries. These costs are indispensable in the sales activities of businesses, however, the higher the sales costs, the lower the profits and vice versa. Therefore, sales managers need to closely monitor to have appropriate reduction and change policies to save costs and increase sales efficiency.

#### Profit targets

Gross profit on sales and services provided = Net revenue – Expenses

Gross profit will be used to offset operating costs and form net profit from business activities. Net profit is the difference between gross profit on sales and service provision and selling costs and business management costs of goods sold in the period incurred.

The profit formed will be affected by revenue, deductions, selling expenses, and cost of goods sold. To increase profits, sales managers should influence costs from the purchasing and selling stages to gain the highest profits.

### 1.5 Related Studies

Currently, there are many different studies on sales management and improving sales activities in businesses. The author has consulted and selected 3 research topics on businesses operating in the field of technology. to have the most objective view.

Nguyen Thi Bao Nhu (2016) topic "**Some solutions to improve sales activities of Ha Nghia Trading Company Limited**", the author's research has outlined the strengths in the company's sales activities such as : the company has a flexible combination between the sales process at the company's location and the sales process by finding potential customers, the company has good customer relationships,... However, there are still problems. Some limitations that need to be overcome are that the training of sales staff lacks creativity, the recruitment process and probationary training period for new employees are not reasonable, so sales staff with good qualities There is not enough time to reveal and prove that the company's compensation and benefits policy for the company's sales team still has many shortcomings.

According to Le Van Thanh (2014) with the topic "**Improving sales efficiency of FPT Telecommunications Joint Stock Company Hue branch**". FPT is a technology, telecommunications and education enterprise, this is an enterprise with a business field very close to MISA. Research has proposed factors that affect sales performance including: Employees, product quality and display, product price, product policies, promotions and sales services.

Through building and analyzing a multivariate linear regression model, the research project has determined that sales staff skills are the most influential factor, with the remaining factors having the same impact. dimensions with sales effectiveness in descending order of impact as follows: Sales support tools, service products, service product prices, communication activities and product and service quality. Therefore, the research project has proposed a number of solutions to improve sales efficiency such as paying attention to product solutions, product and service quality and especially the skills of sales staff.

However, the topic also has the following limitations: the research scope is small, the number of survey samples is not high, it is limited to individual customers of the branch in Hue, so it does not completely and accurately reflect the situation. General opinions of all customers in Hue city.

According to Le Thanh Dat (2023), the topic "**Analyzing and evaluating sales activities at Van An Phat Real Estate Joint Stock Company**" pointed out 4 factors affecting sales activities including sales skills, customer care service, quality of human resources and tangible assets.

After research, the author concluded that when other conditions do not change, an increase in the factors of sales skills, service and customer care, and tangible means will increase the level of sales by one unit. Current customer satisfaction increases. According to research, the group of sales skills has the strongest impact on the effectiveness of sales activities at businesses. In a strongly competitive market like the present, where all products have the same quality, sales skills Customers such as understanding customer psychology, good communication skills, and persuading customers are highly appreciated. Customer service and customer care ranked second, showing that in

addition to skills, it is necessary to serve customers attentively and professionally, expand customer care, and maintain long-term relationships. To encourage customers to continue to trust and use the product. Ranked 3rd is the tangible media factor, customers appreciate tangible elements to help customers easily find product information. Finally, the factor of human resource quality, although ranked last, according to research results, this factor is evaluated nearly equal to the tangible means factor. Therefore, to be effective in sales activities, businesses need to focus on all four factors above, especially sales skills. However, because the topic was researched in a relatively short period of time, it was not studied in detail, and shortcomings were inevitable. The research sample was limited, and many things were still subjective and not in-depth and comprehensive. cover all business problems.

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