



Improving the Digital Transformation Capacity of Vietnam's Retail Businesses

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Abstract: The Fourth Industrial Revolution is bringing about major transformations: a new order is emerging, new ecosystems, new business models are emerging and creating challenges as well as opportunities for every individual, and every business. Business competition in the digital age is increasingly intense, requiring constant innovation and improve to adapt to changing customers and the economy. Digital transformation is a requirement for emerging economies like Vietnam. Retail business is detailed, specific, and complex. Retailers need to find ways to reduce shipping costs and keep improving their inventory position. Retailers also need to be aware of enhancing value-added services to customers, cutting the cost of manpower, and running while expanding sales channels. So the application of technology to business and retail management is essential nowadays. In this article, the author discusses the reality of the Vietnam retail industry in its approach to technology, opportunities, and challenges, suggesting several solutions to enhance the digital transformation capacity of retail enterprises in the context of digital transition.

Keywords: Fourth Industrial Revolution, digital business model, retail enterprise, Vietnam.

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INTRODUCTION

The process of globalization and hyper-connection of economies in the 21st century is considered a giant step forward for humanity and the emergence and rapid development of the digital economy is a great step forward in terms of methods. new business, in which science and technology, internet, cloud computing, digital finance, etc. are considered the foundation for development [7, p.94].

To be effective, a digital economy is built in three layers, the first layer includes overall support policies such as tax policies, free trade agreements, and other policies. The second layer includes core foundations for operations such as connection access,

user awareness, digital platforms for online payments, logistics, and action program policies. The third floor is based on basic foundations such as digital businesses, e-commerce, information technology - telecommunications, and industry transformation towards digitalization.

Furthermore, the digital economy is considered an effective means to participate in the global economy based on the knowledge economy and information economy [1, p.479] and it is becoming a potential trend for countries aiming for sustainable development. It has a profound impact, covering all industries including retail businesses and socio-economic fields, contributing to increasing

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labor productivity and transforming operating models [2].

LITERATURE REVIEW

Industrial Revolution 4.0

According to Professor. Klaus Schwab, President of the World Economic Forum, Industrial Revolution 4.0 (IR 4.0) is “a cluster of terms for the technologies and organizational concepts in the value chain associated with the physical systems in cyberspace, Internet of Things (IoT) and Internet of Services (IoS). Besides, the breakthrough speed of Industrial Revolution 4.0 is currently progressing at an exponential function, not at a linear speed like previous industrial revolutions. Industrial Revolution 4.0 heralds the disruption and transformation of the entire production, management, and governance system in most industries, in every country in both breadth and depth. A characteristic of Industry 4.0 is the trend of applying automation and data exchange of things (IoT) in production technology. Industrial Revolution 4.0 creates favorable conditions for the creation of smart factories.

According to Weyer *et al.*, (2015), “Industrial Revolution 4.0” is a general term for a new industrial model that includes future industrial developments related to cyber-physical, internet-of-things systems. connectivity, robotics, big data, cloud computing technology, virtual reality, etc. The application of these technologies is at the heart of smart manufacturing, including devices, machines and products can independently exchange information, enable operations and control each other, enabling the creation of smart factories and smart production environments

Thus, Industrial Revolution 4.0 is based on a digital technology foundation and integrates all smart technologies to optimize processes and production methods, emphasizing the technologies that are and will have the greatest impact. 3D printing, biotechnology, new material technology, automation technology, artificial intelligence, Nano technology, etc. are transforming the world, blurring the boundaries between the biological world and the world. digital world and physical world. The strength of a large, low-cost unskilled labor force gradually disappears, giving way to a new labor force, with new production methods, and a new ecosystem.

Digital Conversion

Concept of digital transformation in businesses:

Digital transformation is the process of transforming from a traditional business into a digital business by changing leadership management methods, company culture, work processes... Digital transformation will help businesses change business model, applying technology such as Big data, IoT,

Cloud Computing, etc. to innovate ways of working with customers and partners. This process will also change the working process and habits of workers from relying on traditional records and papers to using electronic invoices and reading reports through applications. The “digital enterprise” model requires businesses to be completely digitized from policy to business principles, in which everyone's work is expressed with a digital style and technology ecosystem. appropriate, ensuring the safety of company information, helping those with access to easily find and share information.

The new feature of digital businesses is the application of all management technologies at the same time such as comprehensive business management, customer relationship management, artificial intelligence, and automatic response system (ChatBot). Heap computers play an important role in improving work efficiency. These legacy systems form the backbone of the digital business and are supported by new technologies.

Technology platform for digital transformation:

Digital transformation creates an opportunity for a business to transform from a closed system with outputs of products and services to “a business as a platform”.

Also from Gartner's point of view, a complete digital business needs to be supported by five technology platforms, specifically as follows:

Information systems platform: Supports back office, operates as ERP and core systems.

Customer experience platform: Includes main components in contact with customers such as customer portal, customer apps, etc.

Data and Analytics Platform: Capable of managing and analyzing information/data.

IoT platform: Connecting physical assets to monitor, optimize, control, and create sales/value. Includes connection, analysis, and integration of core systems and OT systems.

Ecosystems platform: Supports the creation and connection to ecosystems, trading floors, and communities. The main components include an API management system, a control system, and a security-safety system.

From their business strategy, businesses need to identify which of the five digital technology platforms above need to be deployed or improved. The process of business digital transformation requires time, resources, and objective conditions. To

ensure success, businesses can maintain both processes. First, converting to a digital enterprise technology platform according to a long-term roadmap corresponding to the business strategy of the enterprise. Second, deploy in an outside-in, non-traditional model in which platforms and applications bring a difference, helping to innovate quickly. These two processes need to be connected and integrated to maximize value.

RESEARCH METHODS

The author uses qualitative research methods based on theory and content from previous documents and research to build a scientific theoretical basis related to the 4.0 industrial revolution and economic development. Then, the author collected relevant documents and data from practice to analyze, compare, and evaluate the current state of development of retail businesses in Vietnam. From there, the author proposes some solutions to improve the digital transformation capacity of retail businesses in the context of the 4.0 industrial revolution.

Research period is from January 2023 to June 2023.

RESEARCH RESULTS AND DISCUSSION

Current status of Vietnam's retail industry in accessing technology

According to Techinsight.com (2021), in Vietnam, e-commerce is booming but 80% of Vietnam's retail revenue still comes from small, traditional retail stores. According to statistics, 44% of customers research products online and continue to order online, while the percentage of customers who research products online but buy them at offline stores is up to 51%. According to Sapo's survey, the three largest sales channels are in stores, Facebook, and websites, creating a "stool" position in the business. Thus, stores need to focus on creating a seamless experience between the "virtual" and "real" worlds.

Businesses in the retail industry participate in digital transformation

As one of the 10 reputable retailers in 2017, Mobile World has spent 13 years building a technology management system, connecting departments such as website, app, CRM, etc., reporting, salary/bonus calculation, customer management or recruitment, etc [5]. That is the "secret" to operating a large-scale retail system. 1,500 supermarkets in 63 provinces and cities, more than 31,000 employees and 4 brands. With retail, digital technology will promote the industry to develop faster, more convenient, upgrade payment tools or develop new business models such as online business, multi-channel marketing, etc [6]. In PwC's most recent retail consumer survey, 49% of

respondents have the habit of buying products over the phone at least monthly, showing that consumers are getting used to using technology go shopping. Regarding online sales, Mobile World has grown strongly in recent times. Specifically, in 2015, online sales revenue reached 1,650 billion VND and increased to 3,372 billion VND in 2016. Following that success, in early 2017, Mobile World launched the e-commerce platform (vuivui.com), operates under the B2C model by connecting suppliers of goods and products to consumers [6].

Lotte Mart - a leading retailer from Korea operating in Vietnam recently launched an online shopping application called Speed Lotte. This mobile application is available in the Google Play app store (for Android mobile devices) and iTunes Store (for iPhone and iPad devices). Consumers can access the website <http://speedlotte.vn> to shop online. With Speed Lotte, customers can order most essential foods such as canned food, instant noodles, drinks, milk, etc., of Korean.

Previously, in August 2016, Saigon Co.op - the largest retail enterprise in the country with a chain of Sense City shopping centers, Co.opXtra hypermarkets, Co.opmart supermarkets, and Co.op Food, modern department store Co.op Smil, etc., has launched two technology applications, including Co.opmart on mobile devices and an improved online shopping site [5]. With a friendly interface and simple, easy-to-use operations, the Co.opmart application is considered a breakthrough of this unit in applying technology to improve customer service quality. In the first phase, the Co.opmart application deployed on the Android operating system integrates many utilities such as looking up accumulated points, updating incentives, registering to participate in the loyalty program and other utilities that no need to go to the supermarket. At the same time, Saigon Co.op also improved the online shopping site coophomeshopping.vn with many utilities such as filtering and searching for product information, online payment, watching TV online, online consulting support, and integration social networking. In addition, Co.opmart is testing a number of technology-based items, such as automatic payment in the high segment applied at the end of 2017 [6]; developing multi-channel service, in addition to traditional retail and sales through television channels, online sales are in the completion stage. The operational cluster includes smart logistics-connected warehouse automation. Accordingly, the robot will compile and list each group of goods brought to each supermarket, all operations via computer accurately in both time and quantity.

In the field of electronics retail and digital technology, brands: FPT, Nguyen Kim, Thien Hoa, etc., have also invested heavily in online sales. Online sales currently account for 5% of the retail market and will expand to 20% shortly.

Realizing the potential of the online channel, in 2016, Nguyen Kim acquired Zalora Vietnam. Owning Zalora Vietnam will help Nguyen Kim develop the online fashion segment in which Zalora is a strength. And so Nguyen Kim will promote both online and offline segments in parallel. Along with that, Nguyen Kim also increased online sales of electronics on the website www.nguyenkim.com [3]. In the same trend, in 2015, Thien Hoa Electronics Center invested heavily in online sales when building an online staff of up to several hundred people. According to the representative of this business, online business is an inevitable trend in the rapidly growing digital technology market. According to the plan by 2020, Thien Hoa will promote online sales channels with a growth target of 400%/year. Currently, the Company is promoting brand promotion and building online marketing through social networking sites, websites, etc [4].

Currently, FPT Shop's information system has been 100% computerized, moving towards automation and intelligence. All tools and software have made sales management, purchasing, warehousing, warranty, customer care... much easier. Previously, FPT Shop staff had to sit and calculate and decide how many products to buy to meet the sales volume without having too much inventory. Now, based on available data, the system will analyze and give an estimate. The number of suggestions is more accurate and faster. The intelligent system automatically associates the numbers and calculates the next value. It also follows FPT Shop's growth target of 40% per year to calculate sales numbers, and compare them to know whether or not it can be achieved or how many % of sales are still missing to reach the plan, etc [9].

In general, Vietnam's businesses are keeping up with the trend to gain market share and increase retail sales thanks to the digital transformation context.

Opportunities for the retail industry when participating in digital transformation

Benefits of technology application for the retail industry:

Robots: According to the analysis of the world's leading retail enterprise, Amazon, Amazon's three competitive advantages are server systems, robot teams, and warehouses. In particular, the robot team has made a revolution in warehouses by shortening order completion time from 90 minutes to

15 minutes/order. Starting to equip robots in 2012, after three years, Amazon has about 15 thousand robots. In 2017, 45 thousand robots were put into use in warehouses, an increase of 50% in the past year. Amazon has also tested delivering goods using drones. It is expected that delivery time will be reduced to 30 minutes/order when applying this technology.

In addition, other technology companies are also actively designing robots to support the retail industry. Quiet Logistics's Locus robot, smaller in size than Amazon's Kiva robot, has a touch screen to help warehouse staff know what goods to give to the robot. Lowe's is testing a LoweBot that can speak many languages and guide customers through items. Low-cost retailer WallMart uses barcode scanning robots to help supermarket staff quickly find items that customers have left in disarray and items that are about to expire.

Using robots as security guards at shopping centers around the world is not uncommon. International retailers have been facing a technology race to cut costs and increase profits through the use of robots to increase labor efficiency, but one of the possible consequences is the loss of workers. jobs when robots work up to 70% more efficiently than humans.

Blockchain: Blockchain is known as the technology that creates cryptocurrency, but it helps innovate the supply chain of the retail industry. This technology helps customers always monitor the origin and authenticity of the product. In this way, retailers build trust with customers and create conscious consumption trends. In addition, blockchain is a technology platform that helps transfer value and assets between users via the internet. In the immediate future, in Vietnam, pure single-channel sales such as using only Facebook ads, Google ads, and only using stores will gradually disappear and the omnichannel multi-channel selling method will change the retail industry. In which, there will be an O2O trend, meaning online combined with offline and offline combined with online. The communication model will shift from a closed and centralized system, to an open network system using a "centralized cloud" to transfer data, and shortly it will be a distributed cloud model with direct connection. clues to each other.

Collect customer location data: As the newest technology in the retail industry in 2018, this technology allows tracking every step of the customer, which shelf they stop at, which item they choose, and from there the seller retailers analyze each shopping behavior, accurately understand customer segments to offer products and prices that

meet their needs, along with personalized customer benefits to help increase competitiveness.

Complex virtual reality technology: Although still quite new, complex virtual reality technology (Augmented Reality - AR) is forecast to bring growth momentum to the retail industry. AR allows customers to use their phones to scan the product they want to buy and bring it into the real environment to visualize whether the product is suitable and allows customers to be creative. For example, does the table and chair set match the kitchen or what shirt will look like when worn? Once customers feel the reality, it will be easier to convince them to buy the product.

Artificial intelligence: In the near future, retail stores will be equipped with sensors to monitor customers' shopping behavior, such as which items they picked up, which shelf their eyes stayed on for the longest time, etc. Artificial Intelligence (AI) will convert these images into analytical data allowing retailers to optimize product placement to increase sales and monitor suspicious behavior, and real-time inventory management.

Virtual assistants: Consumers increasingly use virtual voice assistants, such as Siri, Google Assistant or Amazon Alexa, to get advice on life's issues. Retailers can fully take advantage of this technology as a competitive advantage with online sales sites.

Internet of Things (IoT) can provide in-depth analytics to help improve customers' in-store shopping experience. In-store sensors will help collect data about location and shopping route, allowing retailers to get instant analysis of customer behavior such as frequency and duration of visits to the store, shopping route in the store, time customers spend in each specific area in the store, or time spent queuing and waiting to pay. Synthesizing these data sources and analytics allows retailers to make practical and timely decisions about product organization, shelf arrangement, inventory and on-shelf inventory, as well as policies. Price books and discount programs are more effective.

Smart devices also make interacting with customers easier. In this regard, online retailers are actually at the forefront of applying innovative solutions to make the customer shopping experience faster and simpler. The video that Amazon, the global online sales giant, recently released introducing Amazon Go is a very specific demonstration of applying smart technologies to the shopping process, from customer identification with QR code when entering the door, a smart camera system to track customers' shopping routes, to a smart shelf system

that recognizes customers' shopping actions, updates virtual shopping carts and makes payments automatically, etc. All of these devices, when connected as a whole, with the application of data analysis and artificial intelligence, have created a seamless and enjoyable shopping process, from entering the store until leaving the store. The most important thing retailers need to do is identify how smart devices can contribute value at every step of the customer's shopping journey by regularly asking themselves: "How can consumers save time, money and reduce shopping pressure?"

The role of digital transformation for the retail industry

First, create products and services: Digital transformation helps CEOs better measure the market, customers, and competition. Based on information, businesses have the ability to change to create better products and services.

Second, multi-functional integration: In traditional businesses, functional departments exist completely alone. Implementing customer value creation often happens slowly when single-stream processing "traffic" has bottlenecks due to poor coordination. Digital transformation has created a foundation to help functions connect multi-directionally and multi-dimensionally with each other internally. Through these connections, problems are identified, prevented before they occur, and resolved quickly when functions can see and work together.

Third, customers are better served: Customers today have become hyper-connected on social networking technology platforms, Zalo, email, etc. Customers interact with businesses and products/services, multi-channel service. Businesses are required to meet customers' digital needs.

Fourth, competitors have transformed digitally: Competitors possess digital platforms that allow them to deploy and operate businesses effectively faster, more accurately, and with better quality. Digital management and operations solutions increase efficiency from 30-40% to 100%. Traditional and digital businesses are a competition between giants and tiny guys in terms of capabilities [8].

Fifth, increase operational efficiency: To meet all those conflicting requirements, businesses must resort to digitalization. Digital and automated systems can run 24/7 without stopping and without errors.

Sixth, effective and transparent corporate governance system: Digital transformation allows

CEOs to access reports on all aspects of business operations. Hidden costs stemming from business activities are huge and this is the benefit from investing in digital transformation.

Seventh, scaling up, upgrading and changing the system: when an enterprise implements complete digitalization, the work of replicating upgrades and changes is very easy in the form of modules or upgrading the entire process. We can see Grab easily expanding to provinces after they successfully deployed it in Ho Chi Minh City and Hanoi.

Finally, optimizing human resources in the business: Digital transformation also allows highly productive employees to synergistically create more value. Jobs with low added value will be automatically performed by the system. Employees and managers will have more time for high-value-added work.

Challenges of the retail industry when participating in digital transformation

With large competitors equipped with modern technology following the 4.0 trend, businesses with weaker resources will face the risk of losing market share, human resources and competitive advantage. For example, in the era of e-commerce, customer shopping behavior has changed. Shoppers can easily find seller and supplier information online with clear product descriptions, origins and prices. In addition, buyers can order from any supplier in the country, even purchasing goods in other countries, and the goods will be delivered to their home. Therefore, the competitive advantage in terms of geography or price of Vietnamese businesses has decreased sharply because customers can easily find cheaper or better quality suppliers. Generation Y and Z customers adapt very quickly to this trend.

The second danger is that retail businesses must face cross-border sales and customers. This is a huge change that has never happened before and will permanently change the business environment as well as deeply affect many Vietnamese businesses. Currently, countries look at the Southeast Asian market as a country with 600 million people. And sales pressure from countries in the region, especially China, is huge. A year ago, Alibaba Group bought Lazada. Alibaba's plan to expand its market into Southeast Asia was announced a few years ago. Currently, this group's bonded warehouse has been built at the Lang Son border and will officially operate in the next year or two. In 2018, Lazada CEO announced that he had purchased goods from 6 countries in Southeast Asia and China. Thus, goods on Alibaba's B2C and C2C ecosystem such as Taobao, 1688, etc., will then be connected to the Lazada site

for distribution to Vietnamese people in every region and every corner of the country.

Especially, when the wave of foreign investment in this field is increasingly strong. Objectively, domestic retail businesses are still inferior to foreign investors in many aspects: although the supermarket chain and store system have many improvements, it still lacks professionalism, from chain management technology to exhibition organization. display of goods, prices are not competitive, product sources are not rich and diverse, the level of quality control of goods does not meet requirements, etc.; lack of connectivity between forces participating in the retail market; There is a situation where domestic businesses not only do not cooperate but also play dirty tricks on each other such as: selling below cost, unfair promotions.

Difficulties of Vietnam retail businesses in the process of digital transformation

First, leadership mentality: In Vietnam, most business owners come from the 7X and 8X generations and are not familiar with digital technologies and processes. Fear of new things is the nature of every individual. To overcome this difficulty, leaders are required to increase their exposure to digital experiences of products and services in the industry as well as in life.

Second, senior management: Most senior managers do not like or oppose the digital transformation process because they are in a safe zone and have many rights. Facing process technologies that eliminate their strengths in their work is not easy. Approaching this fear is the process of helping them understand that digitalization will help them increase their power to create more valuable products and services, thereby increasing their benefits compared to before.

Third, the current management and operation methods of human resources: We can imagine that in an enterprise, when employees perform work, they will be directly affected by the way work is managed and monitored.

Fourth, structure in the enterprise: Digital transformation is the reflection of the process and position of each job in the enterprise onto the digital mirror. At each position, who are the internal customers, the tasks that need to be resolved, and the KPIs of each position? Only when the business structure is standardized will we be able to digitalize the business? There is a phenomenon that when businesses apply ERP in their operations, the position requirements on the ERP system are very different from the actual positions at the enterprise.

Fifth, business processes and operations in the enterprise: Similar to the structure, the processes in the enterprise also need to be standardized and methodical. There is a habit of Vietnamese employees likes to follow experience and rarely want to change according to standards from outside.

Sixth, corporate governance culture: There are three major changes in governance methods: speed - management levels need to respond quickly to problems that occur, objectivity - clear operating procedures and Transparency creates data for objective decision making, empowerment - managers and employees both approach the same problem in terms of information, leading to the need for management to empower employees with stronger decision-making authority .

Finally, skills and qualifications of human resources: When digitally transforming, the skills and capabilities framework of employees will change to match the new way of business operations. When human resources lack these skills, the digital transformation model fails because there is no human resources.

Proposal to improve digital transformation capacity for Vietnam retail businesses

It can be said that competitive pressure in the retail sector in Vietnam is increasing as foreign distributors massively invest in the Vietnam's market to gain market share. In Vietnam, there are about 700 supermarkets and shopping centers, of which foreign retailers account for 40%, of the 125 shopping centers, the FDI sector has 31, accounting for about 25%. According to the Ministry of Industry and Trade, by 2023, Vietnam will have about 1,200 - 1,300 supermarkets, 180 commercial centers, and 157 shopping centers. This pressure forces domestic retail businesses to proactively improve their capacity to be ready to compete.

Firstly, businesses must proactively renew themselves, as omnichannel and experiential retail are retail trends in the world. In particular, experiential retail is a new model pursued by many traditional retail chains (brick-and-mortar stores) because it helps take advantage of available retail space.

Second, Vietnam retailers have many "traditional" advantages such as understanding consumers, having a strong distribution system and human resources. However, their development path will not be the same as in the past. The market is experiencing many changes, forcing businesses to pay attention, adapt and deploy appropriate strategies.

Below are four suggestions for Vietnam retail businesses to improve their digital transformation capabilities in the context of digital transformation:

When implementing a new business model, businesses need more creativity and innovation, specifically: (i) Focus on customer experience (both online and offline); (ii) Connecting and applying information technology; (iii) Take into account the current team's ability to execute; (iv) Prepare for rapid and synchronous expansion; (v) Shopping environment, including store designs; (vi) Be ready to meet changing needs in the future.

Applying information technology, specifically: (i) Connecting information effectively not only with customers but also between retailers and suppliers; (ii) Effective data exploitation: needs to be specific in the direction of on-time data, data becomes necessary information to make business decisions, retailers' sales data needs to become into market data that brands need; (iii) Focus on building an enterprise resource planning (ERP) system that is highly connected, safe and secure. Above all, to successfully deploy an ERP system for businesses, retailers need to have a vision and information technology strategy strong enough to adapt to a rapidly changing world.

Understanding new competitors, new models and customer changes: In the past, "new competitors" would often research and learn from existing businesses. However, that no longer happens often. New retailers entering the market with new business models, new services and experiences have made domestic retail businesses "startled" and research and innovate accordingly. Even newcomers understand customers better than current retailers because they have international experience, have observed the market long enough and prepared a suitable business model and plan to participate.

Specialized store and convenience store models such as Circle K, 7-ELEVEN, Guardian, or even Con Cung, Mother and Baby, Bach Hoa Xanh, Dien May Xanh, have caused the race to expand the business model. and the network becomes more engaging but more aggressive. In addition, online businesses of both businesses and independent online sellers, or even celebrities, also create additional pressure. Such factors have caused the market share and growth rate of long-standing retail businesses to be affected, or even decline.

Customers are changing faster than businesses' understanding and ability to respond in many different aspects such as: habits and in-store shopping behavior. With the emergence of more and

more transactions via smartphones, the shopping basket has changed, even the brand footprint is different. For example, in the past, customers could combine shopping at supermarkets with entertainment, but now this habit has almost ended. Instead, customers tend to entertain themselves at movie theaters, coffee shops, or shopping malls. Customers' shopping baskets have changed according to natural trends (family life cycles) or according to new needs based on new products, income and general market trends. Retail businesses should proactively build their own customer care team and management system to synthesize, analyze and evaluate independent information, thereby, market changes are recorded and promoted. push the elements within the business to move to serve its customers, not just seek to directly confront competitors.

Improve capacity and professionalize resources: Retailers often tend to make decisions based on the actual situation and changes from the external market. Therefore, it is likely that most internal resources are "neglected" during the enterprise's innovation process. For example, most new employees lack opportunities to be trained in new skills, but may be assigned more tasks than before because of competitive pressures. Accordingly, retail businesses should make some improvements in the management model, specifically as follows:

- i. Centralized management: important and troublesome tasks and operations are centrally resolved under a unified focal point.
- ii. Simplify work processes so that employees can focus on serving customers and selling instead of having to deal with a lot of work behind the scenes.
- iii. Apply online processes: retailers should remember that their own employees are as modern as their customers. Therefore, they will feel more excited and effective when applying modern workflows.

CONCLUSION

Under the impact of the 4.0 Revolution, digital transformation is an inevitable trend leading

to the change and development of many different industries and fields. Grasping that situation, digital transformation of Vietnam's retail industry has actively promoted and applied new technologies to improve customer experience as well as increase competitiveness to keep up with trends and not let fell behind.

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