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Business Innovation for the Post-pandemic Era in Vietnam

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Editors

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Preface

In Vietnam, business innovation comprising digital technologies, innovation strategies and new business models plays a vital role in enhancing business continuity and growth. This role is further highlighted during the COVID-19 pandemic, which has ignited changes in many areas of the economy which forces organisations to innovate their way of doing business. However, there is a lack of collected literature on business innovation research and practice in Vietnam. This remains problematic to organisations that want to thrive in business innovation in the post-pandemic era.

At this juncture, this book aims to illustrate the current frontiers of business innovation in Vietnam across different areas such as digitalisation, smart logistics and so on. The book provides a comprehensive reference for business innovation challenges and promotes approaches to tackle them. The book also offers not only a shared understanding to help coordinate future research in the field but also practical implications for business leaders, practitioners, and researchers to materialise new business practices.

This edited book presents 17 chapters that are selected from the “2022 International Conference on Business Innovation” at RMIT University in Vietnam. These chapters cover a wide range of topics in business innovation including entrepreneurship, digital supply chain transformation, e-government services, blockchain technology, chatbot marketing, personalization-privacy paradox in marketing, supply chain, sustainable manufacturing, logistics and food safety management. Each book chapter went through a rigorous review process. This review process received help from expert reviewers, knowledgeable academics and researchers from Vietnam, New Zealand, France, Portugal, Singapore, Sri Lanka, Hong Kong, and Australia.

In general, this book has shed light on current business innovation in Vietnam across areas of digitalization and smart logistics to enhance business performance and promote new business practices. The business leaders, practitioners, and researchers in Vietnam can use this book as a reference to materialise new business practices and drive innovation within the organisation and explore new research capabilities.

We acknowledge the valuable contribution of all authors who submitted their chapters and the editorial review board who provided important feedback to help

improve the quality of the chapters. We hope you find useful and relevant knowledge in your field of innovation.

Ho Chi Minh City, Vietnam

Nguyen Hoang Thuan
Hung Nguyen
Hiep Cong Pham
Alrence Halibas

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Hung Nguyen holds a Ph.D. in Operations and Management and has over ten years of working experience in the field of corporate training and management consulting. His areas of expertise include operations and production management, and benchmarking manufacturing operations. He publishes in the *Journal of Cleaner Production*, *Journal of Production Planning and Control*, *Supply Chain Management: International journal* and others. Before joining RMIT University, Hung was a consultant for the Benchmarking for Business Competitiveness (MGSM and IBM Australia) and the Gartner Business Analysis (Ecommerce network in the Asia Pacific). In Vietnam, Hung was a trainer and consultant for more than 200 middle and top executives in HCMC and Hanoi (Diethelm, Total, Unilever, Vifon, Vietnam Airline, Novartis, Petro Vietnam, etc.). He also served as a consultant for the UNESCAP-GTZ project on export promotion and development plans for SMEs in HCMC.

Hiep Cong Pham is an Associate Professor at The Business School, RMIT Vietnam. He is the Head of the Bachelor of Business program and Senior Fellow of the Higher Education Academy. His research areas are cyber security behavior, supply chain management, and educational technologies. He has published in quality journals, including *Aquaculture*, *Aquaculture Economics and Management*, *Asian Journal of Shipping and Logistics*, *Journal of Information and Computer Security*, and the *Australasian Journal of Information Systems*. He is the editorial board member of the *Journal of Information and Computer Security*. Dr. Pham received a total research and teaching grant of more than \$350,000 over the last 5 years.

Alrence Halibas is currently a Senior Lecturer at The Business School, RMIT Vietnam. Before joining RMIT, she held the post of Programme Leader in the Faculty of Computing Sciences at Gulf College, Oman, from July 2012 to January 2020. Furthermore, Dr. Halibas once served as the Dean of the College of Computer Studies and an Associate Dean of the School of Engineering and Information Technology at La Salle University, Philippines, for 11 years. She is a Senior Fellow of the Higher Education Academy UK. She also holds several IT certifications and is an active researcher and reviewer. She has published papers in several high-quality journals and peer-reviewed conferences, including IEEE and Informing Science Institute (ISI). Likewise, she served as a technical panel member and session chair at several international research conferences. In 2017, Dr. Halibas received a Silver Reviewer Award from ISI.

Introduction to Business Innovation in the Post-pandemic Era in Vietnam: Digitalization and Smart Logistics



Nguyen Hoang Thuan, Hung Nguyen, Hiep Cong Pham, Alrence Halibas, and Sandip Rakshit

Abstract Business innovation has received much attention from Vietnamese practitioners and researchers. Yet, a collected account of studies on business innovation in Vietnam is still lacking. This introductory chapter sets a background and updates the current state of the art by introducing 16 chapters that address different aspects of business innovation in Vietnam. These chapters are selected from the “International conference on business innovation in a post-pandemic world”. The selected chapters emphasize two main themes: Digitalization and Smart logistics. As a result, the current chapter contributes an overview of business innovation in Vietnam. It also identifies various challenges and promotes approaches to address them.

Keywords Business innovation · Digitalization · Smart logistics · Vietnam

1 Introduction

Business innovation has become popular in emerging markets, where organizations apply innovative technologies, procedures, and services to change different aspects of their business [1]. In Vietnam, business innovation can be seen from both new technologies and innovative strategies. From the technology aspect, the advent of digital transformation, artificial intelligence (AI), and blockchain provide momentum

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for business growth. From the strategy aspect, new business models like Axie Infinity have been successfully launched in Vietnam. All of these highlight the important roles of business innovation in Vietnam.

We further note the importance of business innovation in the post-Covid-19 pandemic. In particular, the Covid-19 pandemic has disrupted the ways organizations do business. This has pushed organizations to accelerate innovation and innovation applications in all aspects of their business [2, 3]. Similar pushes can be found in Vietnam, where innovation and digital innovations have been documented as one of the key strategies to respond to the Covid-19 pandemic disruption [4, 5].

While all of these indicate the important roles of business innovation in Vietnam, it is hard to identify a comprehensive book presenting Vietnam's business innovation research and practice. Indeed, we can find individual studies on new technologies and innovative models in the context of Vietnam [4–6]. Yet, a collected account of studies on business innovation in Vietnam is still lacking. With this lacking, practitioners may find it difficult to be innovative in their businesses without context-specific guidance. In fact, business innovation is not one-size-fits-all solution, but it varies across business industries and operating countries. The inadequacy of context-specific and high-quality research on business innovation in Vietnam remains problematic to organizations that want to thrive in the post-pandemic era.

Addressing this gap, we propose an edited book entitled “Business Innovations for the Post-pandemic Era in Vietnam”. The book collects recent studies from the “2022 International Conference on Business Innovation” at RMIT University in Vietnam, whose main theme is “Business innovation in a post-pandemic world”. In particular, the book collects and presents 16 chapters across different topics of business innovation in Vietnam, which by and large can be grouped into two distinct areas, namely Digitalization and Smart logistics.

The book contributes to the body of knowledge in several ways. It provides a comprehensive reference for business innovation research and promotes recent progress in business innovation applications in Vietnam. It identifies different business challenges and promotes innovative approaches to tackle them. As so, it offers a shared understanding to help coordinate future research in the field. Further, it provides an overview of new business innovation practices in the post-Covid-19 pandemic. Indeed, eight chapters of the book take the post-Covid-19 pandemic as their research context. From a practical point of view, the book helps companies in Vietnam to keep up with recent advances in digitalization and smart logistics.

Following the current introduction chapter, the remainder is structured as follows. As the book is organized into two main areas of business innovation in Vietnam: Digitalization and smart logistics, Sects. 2 and 3 introduce the related chapters regarding these two areas. Finally, Sect. 4 provides some concluding remarks.

2 Introduction to Chapters in Digitalization Section

Digitalization helps companies to deal with the impact of the Covid-19 pandemic. At the same time, companies have invested in innovative technologies and digital infrastructure to remain competitive. More than ever, the world sees the importance of digitalization for business continuity. In this regard, companies have faced numerous challenges including new shifts in consumer behaviours and declining sales in brick-and-mortar stores, among others [7–9]. Contrastingly, recent global statistics report an increasing usage of digital channels and platforms including e-commerce, mobile commerce, social commerce, and social media platforms [10]. These digitalization trends are seen to further grow in the post-pandemic [11, 12].

Addressing these trends, we now introduce seven chapters in the book that address various phenomena of digitalization, including entrepreneurship, digital supply chain transformation, e-government services, blockchain technology, chatbot marketing, and personalization-privacy paradox in marketing.

Following the current introduction chapter, Chap. 2 recognizes that start-up enterprises with limited resources and capacity must withstand the impact of the post-pandemic-related crisis. One of the challenges is the negotiation phase in the new product launching stage with the shift in consumer demands, and market stagnation. In this regard, Chap. 2 notes that concerns about personal and others' outcomes, relationship building, emotional expression and risk-taking are the key behaviours of entrepreneurs. In the post-COVID-19 era, entrepreneurs should balance the interest of the firm and consumer benefits, and establish a relationship with trust, sympathy, and mutual benefits to reach a win–win agreement with the customers, alternatively, risk-taking needs to be carefully reassessed.

In Chap. 3, the authors witness businesses turning to digital technologies to enhance efficiency during the pandemic. 82 Vietnamese enterprises have demonstrated the impact of digital transformation on their business operation outcomes in the domestic market. Digital transformation increases efficiency in advertising and logistics but demonstrates its adverse effects on business performance in after-sale and human resource management. Chapter 3 also provides several practical implications focusing on policy, integration of business internal operations, cultural adaptation, and corrective measures. In a similar vein, Chap. 4 asserts that digitization of supply chains is an effective way to minimize supply chain disruption risks. Given the unprecedented impact of the COVID-19 pandemic on global supply chains, this study examines interactivities between environmental dynamism, technology, and organizational capabilities during the pandemic era. Notably, small and medium enterprises (SMEs) are found to adopt faster technology deployment rates than large enterprises.

Chapter 5 examines the application of E-Government in Vietnam. In particular, Vietnamese citizen is quite resistant to using E-Government services regardless of their convenience, simplification, and efficiency. Chapter 5 discovers that personal innovativeness, online experience, perceived ease of use, and behavioural control are important factors that positively influence the willingness to adopt E-Government

of the citizen. Thus, the chapter suggests to improve the User experience (UX) of E-Government websites, identify and eliminate financial fraud and theft, and build a user-friendly environment.

Blockchain technology is well-known for its application in record-keeping, registrations, documentation, and transactions. With the emerging blockchain technologies, Chap. 6 surveys organizations in New Zealand to further explore the current potential applications, future development, motivations, and barriers to investment in blockchain technology. The findings are smart contracts, payments, transparency, visibility, and open communities as the current blockchain applications in these organizations. Firms adopt blockchain technology as it may improve their competitive advantages and facilitate innovation, while regulatory issues and inadequate internal skills and understandings are great barriers that hinder the implementation and development of blockchain technology.

Chatbot marketing is an AI-powered automation strategy used to guide customers in their customer journey. It uses virtual conversational agents (VCA) in responding to customer service requests. Chapter 7 provides a conceptual framework that reviews potential factors of negative prior experiences of customers with VCAs to understand their avoidance behaviour and switching intentions. The chapter contributes to the literature on avoidance behaviour research in the context of VCA which can set the direction for future research and marketing practice.

Chapter 8 concerns the personalization-privacy paradox. On the one hand, firms need to collect relevant customer information for marketing purposes. On the other hand, firms face this stumbling block as most customers are hesitant to disclose personal information about themselves. Likewise, there are legislations protecting customers' data privacy and security. Chapter 8 provides a review of the empirical literature about the personalization-privacy paradox. It reveals relevant factors that drive or inhibit self-disclosure behaviours. The findings provide insights for future scholars and firms regarding marketing strategies addressing personalization-privacy trade-offs.

Table 1 provides an overview of the themes, methodological approaches and key contributions from these chapters.

3 Introduction to Chapters in Smart Logistics Section

Smart logistics introduces digitalization and automation in manufacturing and logistics, which facilitates interaction among all stakeholders in supply chains. Besides, the increasing trend of deploying sustainable practices along all phases of the supply chain [13, 14] and the disruption of the Covid-19 pandemic have opened new avenues for smart logistics. Responding to ever-increasing pressures and disrupted risks, businesses have integrated different digital tools and adopted various smart-logistics

Table 1 Overview of the book chapters in Digitalization section (refer to the book for the detailed chapter)

Chapter	Theme/sub-theme	Methodology	Post-pandemic related content	Main contributions
2	Entrepreneurship	Semi-structured interviews	Negotiation phase in the new product launching stage in the post-COVID-19 context	Examine key behaviours of entrepreneurs that affect the negotiation outcome of start-up businesses in the new product launching stage
3	Digital transformation	Ordinary least square (OLS) regression	Impact of digital transformation during the COVID-19 pandemic	Explore the impact of digital transformation on different business areas and outcomes based on business performance of labour productivity, revenue, and profit
4	Digital supply chain transformation	Technology-organization-environment (TOE) framework and surveys	Effects of COVID-19 supply chain disruption risk on SMEs' digital transformation	Examine key drivers of digital transformation among firms focusing on the disruptions caused by the COVID-19 pandemic
5	E-government services	Non-probability convenient sampling and surveys	None	An analysis of factors influencing the willingness to use e-government service among citizens and how to address these resistances
6	Blockchain technology	Survey	None	An exploratory study that touches on the application of blockchain and barriers to blockchain development

(continued)

Table 1 (continued)

Chapter	Theme/sub-theme	Methodology	Post-pandemic related content	Main contributions
7	Chatbot marketing	Conceptual framework	None	Propose a conceptual framework that examines factors of negative prior experience with VCA and how they influence the avoidance behaviour and switching intention of customers
8	Personalization-privacy paradox in marketing	Literature review	None	A review to enhance the understanding of the personalization-privacy paradox

initiatives in supporting the manufacturers and consumers working toward implementing sustainable environmental strategies. These trends open avenues for smart-logistic innovation to play a critical role in adapting existing production processes, technologies and services to global market requirements.

This section highlights nine studies regarding smart logistics. Several chapters in this section also examine the influence of customer behaviour and interaction during Covid-19 pandemic on the delivery modes and logistics systems.

In Chap. 9, companies must foster an understanding of constraints in food safety management implementation to enhance procedures and higher efficiency, especially in export operations. Chapter 9 identifies potential constraints that could limit fish and fishery manufacturers' food safety management system (FSMS) in global trading. The findings are physical, behavioural, management policy, supply chain relationships, and standards constraints in fishery manufacturers' food safety management system. In a similar topic, Chap. 12 uses empirical data and compare between Vietnam and China for highlighting critical factors in developing food safety governance and collaborating with stakeholders in global supply chains.

Chapter 10 addresses quality management in the Vietnamese food supply chains. Using empirical surveys in food processing firms, the authors confirm the important role of absorptive capability in realizing vendor certification programs in improving quality and the operational and financial outcomes in food supply chains.

Chapter 11 explores the influence of psychological factors on panic buying and willingness to pay more (WTPM) for food during the COVID-19 pandemic. From the sample size of 408 consumers, the findings indicate that consumer anxiety was positively associated with panic buying, but the relationship between consumers' anxiety and WTPM was insignificant. Meanwhile, social contagion has a direct effect on both panic buying and willingness to pay more. The consumers are willing to pay to get higher attention during Covid-19, which highlights serious disruption to normal life.

In Chap. 13, the authors highlight the importance of process innovation in absorbing external pressures on sustainable manufacturing. Using empirical data, the results emphasize the importance of learning from external supply chain partners to redesign the existing processes in meeting higher green certification pressures.

Chapter 14 examines logistics in the grocery and retail industry with a choice-based experiment. The findings show significant differences in delivery mode and the timeliness of delivery, but consumers are quite homogenous in willingness to pay (WTP) for faster and more convenient time-based delivery service. The findings indicate that the customization strategy may be used to deal with heterogeneity in consumers' preferences and WTP when designing and pricing the added-value service.

To improve our understanding of the potential risk involved in supply chains in a developing country, Chap. 15 examines supply chain risk management and mitigation strategies in the Vietnamese garment industry. Using empirical and modelling techniques, this study emphasizes customer services and supply chain risk management in light of supply chain mitigation strategies using a quantitative survey approach.

Table 2 Overview of the book chapters in Smart logistic section (refer to the book for the detailed chapter)

Chapter	Theme/sub-theme	Methodology	Post-pandemic related content	Main contributions
9	Barriers in food supply chains	Empirical with the theory of constraints	None	This research identified physical, behavioural, management policy, supply chain relationships, and standards constraints in fishery manufacturers' food safety management system
10	Quality management in Food supply chains	An empirical study using diffusion of innovation	None	The empirical study confirmed the important role of absorptive capability in realizing vendor certification programs in improving the quality, and the operational and financial outcomes in food supply chains
11	Consumers in food supply chains	Empirical study	This study offers alternatives for maintaining food availability during the COVID-19 pandemic	This research explored the influence of psychological factors on panic buying and willingness to pay more for food during the COVID-19 pandemic
12	Critical success factors for food safety management	Empirical and comparative study	Critical success factors for food safety management	This study identified critical success factors (CSFs) and their impact on the food safety management system
13	Sustainable manufacturing	An empirical study using diffusion of innovation and signaling theories	None	This study highlighted the importance of process innovation in absorbing external pressures on sustainable manufacturing

(continued)

Table 2 (continued)

Chapter	Theme/sub-theme	Methodology	Post-pandemic related content	Main contributions
14	Logistics in grocery retailing	An empirical study with a choice-based experiment in designing and pricing the added-value service	None	This empirical study examined the influences of delivery modes and the timeliness of delivery on consumers' willingness to pay in grocery retailers and logistics service
15	Supply chain risks management	An empirical study with modelling	Supply chain risks and customer service: A moderating role of mitigation strategies	This research examined the moderating role of mitigation strategies and their impact on customer service
16	Supply chain risk assessment during the COVID pandemic	An empirical study with the theory of Resource-based view and Balanced Scorecard	Research models being collected during the COVID-19 pandemic	This study provided an in-depth operationalization of the risk model including Supplier performance, Learning and Innovation, Internal business, Customer service, and Finance
17	Risk in service-oriented supply chains	An empirical study with the resonant effect and gap analysis	Risks on the service-oriented supply chain in the construction sector during COVID-19	This study investigated the distinctive features of risk management in construction supply chains. It highlighted the importance of risk assessment of single and resonant effects during the pandemic period