



Comparative analysis of the business strategy of Bach Hoa Xanh and VinMart on Vietnam's retail market

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Abstract

Vietnam's economy grows at an annual rate of 7%. This has led to the growth and attractiveness of the retail sector in this country. Bach Hoa Xanh and Vinmart are the two big players in the retail industry in the mid-sized segment of the Vietnamese market. The comparative analysis of the business strategies of these two businesses will also provide valuable experience for foreign businesses wishing to participate in the mid-range Vietnamese retail market and for small-scale retail businesses entering this segment in the domestic market.

Keywords: business strategy, retail market, Vietnam, Bach Hoa Xanh, Vinmart

1. Introduction

Vietnam is considered as one of the dynamic and attractive retail markets in Asia and around the world. The trend of market opening under bilateral and multilateral free trade agreement commitments together with the increasing participation of major retailers in the world in Vietnam has been creating opportunities and major challenges for domestic enterprises. According to AT Kearney's 2017 Retail Development Index, Vietnam ranked 6th worldwide in retail development, since reaching the top 30 most attractive retail markets in 2015. 6 in the ranking are encouraging results for Vietnam's retail market, and forecast a more vibrant development of Vietnam's retail market in 2019. The size of the retail market is increasing rapidly from 70 billion USD in 2010 to 158 billion USD in 2016. Modern retail channel in Vietnam currently accounts for about 25% market share, lower than other countries in the region such as Philippines 33%, Thailand 34%, China 51%, Malaysia 60% and Singapore 90%.

In recent years, the retail market has always been one of the attractive markets, not only for domestic investors but also for foreign investors. With the emergence of foreign investors, on the one hand, Vietnam retail market has become more and more vibrant, on the other hand, putting heavy pressure on domestic investors. In this context, domestic retailers need to constantly innovate to improve their competitiveness. Since January 1, 2009, Vietnam has opened up almost entirely the domestic retail market to foreign suppliers. This means a lot of competition and a change in the retail market of Vietnam. While Shop & Go withdrew from Vietnam market, other foreign giants such as Circle K, Family Mart, B's Mart, 7-Eleven with slow growth, not reaching the target of the number of stores. At that time, VinMart + and Bach Hoa Xanh (Green Department Stores) diligently expanding the own business system, confirming the "home ground" position of

Vietnamese enterprises.

Vincomer General Trading Service Joint Stock Company (Vinmart), one of 10 reputable retailers in Vietnam in 2017, is a competitor in the retail market. The convenience store chain of Vincomer, Vinmart +, has been making significant progress since its inception, affirming its position in the industry. Besides, another competitor in the retail market is also accelerating and gradually becoming a popular name that is Bach Hoa Xanh.

Therefore, the topic "Comparing the business strategy of Bach Hoa Xanh and Vinmart" has implications both in theory and practice for the operation of convenience stores chains of Vinmart+ and Bach Hoa Xanh in particular and the retail market in general. Determining the chain's competitiveness, identifying strengths, weaknesses, opportunities as well as challenges is an important task for the convenience stores at the present time in order to improve their competitiveness in Vietnam retail market.

2. Theoretical framework

2.1 Related concepts

Strategy is a term derived from the Greek "Strategos" built in the military science. Modern military theorist Clausewitz also said that military strategy is the art of commanding at the dominant position. A publication of the dictionary Larous considered strategy as the art of commanding the army. Scholar Dao Duy Anh, in the Vietnamese dictionary wrote: "Strategy is the plan devised to win on one or more fronts". By the 1980s Quinn argued: "Strategy is a model or plan to integrate key objectives, policies, and action sequences into a tightly coherent whole" (Quinn, 1980; Chien, 2004; Co, 2005). Later, Johnson and Scholes came up with the definition: "Strategy is the orientation and scope of an organization, but in the long term to gain an organization's competitive advantage by defining its resources in the environmental change, to meet market

needs and to meet the expectations of stakeholders” (Johnson & Scholes, 1999). By definition in any era, we can understand, the strategy is to plan short-term or long-term plans in the future to accomplish the goals set out by the organization (Tien, 2019a; Tien et al, 2019; Tien et al, 2019a; Tien & Ngoc, 2019).

Business is an economic activity, involving the production and distribution of goods or services continuously and regularly to meet the needs and desires of people. Stephenson defines business as "The production or sale of goods is often done with the goal of making a profit and getting wealth through the satisfaction of human desires". According to Dicksee, "Business refers to a form of operation conducted with the goal of making a profit for the benefit of those who act on behalf of the activity carried out". Lewis Henry defines business as "Human activity towards production or getting wealth through the purchase and sale of goods". Therefore, it is understandable that the term business means continually producing and distributing goods and services for the purpose of seeking profit in uncertain market conditions (Tien, 2017; Tien & Anh, 2017; Tien & Anh, 2018; Tien et al, 2019a).

The term strategy is often used in three common meanings. Firstly, it is the overall program of activities and the deployment of key resources to achieve the goal. Second, the organization's target programs, the resources needed to achieve this goal, and policies governing their collection, use and disposition. Third, identify long-term goals and choose ways of operating and allocate the resources needed to meet these goals.

Business strategy is to analyze, explore and give basic paths, to outline the trajectory of progress in production and business activities. It is a comprehensive plan, the coordination and unity are carefully trained to lead the business unit to ensure the business unit's goals. Business strategy is the determination of the basic objectives of the business unit, the selection of means and methods of action, the allocation of essential resources to realize the business objectives.

In today's volatile market conditions, only one thing that businesses can know for sure is that change. Strategic management as a direction, a direction to help these organizations overcome the turbulent in the marketplace, reaching the future with their own efforts and capabilities. Business strategies are designed to help businesses focus on best adapting to changes in the long term. Strategic management makes it possible for an organization to be more proactive rather than passive in defining its future, it allows an organization to be proactive and influential in the environment it operates in and thus, using its full potential to control beyond what is variable. Strategic management makes each person a very important awareness. Both the board of directors and employees understand and commit to the goal of the business. Once everyone in the business understands what the business is doing and why it makes them feel that they are part of the business, they will sympathize with all the activities of the business (Tien, 2019a; Tien, 2012; Tien, 2012a).

2.2 Supermarket

In 1930, it was the first time the supermarket was launched in the United States, with its new forms and outstanding advantages, creating a revolution in the retail trade of the modern world. In the United States, supermarkets are

defined: “Supermarkets are relatively large self-service stores with low costs, low profit margins and large volume of goods sold, ensuring full satisfaction of consumer needs for food, washing powder, detergents and home care items” (Tien et al, 2019; Tien, 2013; Tien, 2015; Tien, 2017). In France, supermarket is defined as a self-service retail shop with area from 400m² to 2500m², mainly selling food and household appliances" (Mare Benoun, "Marketing: Savoir et savoir-faire", 1991). In the UK, supermarket is defined as a department store selling food, drinks and other goods". In Vietnam, supermarkets are defined as modern stores, general or specialized stores, with a diverse and diversified assortment of goods with quality assurance; meet the standards of business area, technical equipment and business organization management level; have convenient and civilized modes of service in order to satisfy customers' shopping needs of goods "(In the regulation" Supermarkets and trade centers ", Vietnam Ministry of Trade).

In general, there may be many different concepts of supermarkets but we can see some of the following basic features, to distinguish supermarkets from other types of retail stores, namely: type of retail store, applied self-service method, main popular consumer goods.

Supermarket is a modern civilized distribution model with many characteristics and characteristics compared to other types of commercial business. These basic characteristics include:

Supermarkets are organized in the form of stores invested and managed by traders, licensed by the state. Supermarkets perform the retail function that is selling goods directly to the end consumer so that they use the function not for resale.

Innovative supermarkets and self-service, when mentioning supermarkets, people cannot help but think of the model of self-service, a method of selling goods created by supermarkets and being the main business mode of industrialized civilized society. The main supermarket was created in the 1930s, self-service model has become a common formula for the distribution industry in developed countries and today this form is applied popularly for all current stores. Great. The success of the supermarket has encouraged the universalization of the supermarket's self-service model in the existing retail system to save labor costs. It can be said that the self-service mode is a marvelous creation of the supermarket business and a great revolution in retail trade.

In addition to creating a self-service sales method, supermarkets also create the art of displaying goods. Supermarkets have been thinking about researching how consumers move when they enter the store, in order to maximize the efficiency of the sales space. That means the goods displayed in supermarkets must be able to advertise and attract buyers themselves, supermarkets do this through the principles of arranging, dividing space, arranging appropriate areas, displaying goods sometimes raised to tricks to stimulate the highest consumption. For example: Goods with a high profit margin are prioritized in the most conspicuous places, displayed on a large area, related goods are placed close together, goods of great weight must be arranged below for easy access by customers, shaped and clearly divided into areas of groceries, foodstuffs, agricultural products, clothes, fresh vegetables in a scientific way, to create convenience for customers. Buy goods in the most comfortable and efficient manner. Because the art of

displaying goods has a great influence on the quantity of goods sold, so the supermarkets have taken advantage of this advantage. Through the arrangement of goods, space, lighting, consistent with the characteristics of the product will create attractive status, attract customers, give customers visualization and observation. Good goods. It also leads to a strong promotion of customers' buying behavior. Goods sold at supermarkets are mainly for daily consumption from foods, clothing, shoes, detergents, sanitary goods, to electronics, household electronics. The goods are displayed on shelves of each type, affordable and clearly listed, with detailed instructions on how to use and specify the shelf life. Supermarkets are often equipped with relatively modern facilities. In addition, the payment method at supermarkets is very convenient, goods are attached with barcodes, codes after customers choose, they will be taken to the checkout counter at the entrance, using a scanner to record prices and automatic receipt printing, creating the feeling of comfort, satisfaction, confidence and highest satisfaction for consumers.

3. Research Results and Discussion

3.1 *Bách Hóa Xanh and Vinmart*

Bach Xanh is a mini supermarket chain specializing in selling fresh food and necessities of Mobile World Joint Stock Company. Bach Hoa Xanh was put into trial at the end of 2015, a chain of stores specializing in retailing fresh food (meat, fish, vegetables, fruits, etc.) and necessities with more than 870 supermarkets in 21 provinces across Vietnam. In terms of business strategy, from the beginning, Bach Hoa Xanh has focused on meeting the top three choices of consumers when choosing to buy food today. It is to ensure product quality, clear origin but the price is always cheap, even cheaper than traditional markets. Along with that, the friendly and enthusiastic staff has helped Bach Hoa Xanh attract and retain customers. Fresh meat and raw fish products of Bach Hoa Xanh are considered to be an outstanding strength compared to other competitors in the same industry today. It can be said that this is the sum of the advantages of traditional markets and supermarkets, and is new and different from other mini supermarkets. Fresh food contributes up to 40% of total sales and is an important factor that helps each department store serve an average of 500 successful daily transactions. Target: Green Department aims to operate more than 700 stores by the end of 2019.

Vinmart store is a retail chain of Vingroup. On October 3, 2014, Vingroup announced the official acquisition of 70% stake of Ocean Retail Company and changed its name to VinMart Supermarket Joint Stock Company. This is an important development marking a strong participation in the potential retail market of Vietnam. Vingroup also announced two new brands: VinMart and VinMart with plans to build a retail distribution system of 100 supermarkets and a chain of 1,000 convenience stores across Vietnam within the next 3 years. During this time, Vingroup also announced the Group's retail distribution network development strategy under the VinMart brand. Accordingly, the VinMart system will be supermarkets with an area of 3,000m² to 15,000m² and the VinMart + chain is convenience stores with an area of 150 to 300m². It is expected that by 2019, VinMart will have about 200 supermarkets and 2,000 convenience stores across the country from new construction investment. With the strategy of developing retail distribution system of

Vingroup. With the goal of building VinMart and VinMart + into a world-class Vietnamese brand, bringing people high quality goods at a price suitable to consumers, creating a new trend-style shopping style with the A variety of brands and services come with perfect service. In addition, with the plan to develop 200 supermarkets and 2,000 convenience stores, it is expected that VinMart will create jobs for about 20,000 employees, contributing to stabilizing life and social security. Within 3 years after being put into operation (2014 - 2017), VinMart supermarket system & VinMart chain stores have been in the top 2 retailers that consumers think about a place to provide goods, safe food and utility services for all families with the mission to improve the quality of life.

With 05 core values that VinMart brings to customers:

High-quality and transparent goods of origin: With the strict control process at VinMart +, customers can be completely assured of the quality and origin of goods. Along with the presence of private brand products such as Vineco, Vinmart Cook, and VinMart Home, Vingroup invested in manufacturing, processing on a large scale, methodical and professional, VinMart always offers a variety of choices for goods, reasonable prices, ensuring safety for public health.

- Convenient shopping: VinMart ranks first in the number of stores and nationwide coverage, closely associated with residential communities, helping customers easily access shopping and using services.
- Developing for the community: VinMart's principle is sustainable, responsible business activities for the environment, for the community and for the development of society.
- One destination, full of demand: VinMart puts customers' needs and interests first, constantly searching and improving to bring the most comprehensive and optimal solution for convenient goods and services.
- Friendly and dedicated: Vinmart store is designed and friendly layout, clear instructions. Dedicated staff and dedicated advice for the benefit of customers.

VinMart stores are located in densely populated areas with convenient transportation; large area; Provide a variety of industries. There are thousands of items of VinEco vegetables, VinMart Cook processed foods, fresh foods, dried foods, dairy, beverages, cosmetics, household appliances to meet the needs of local customers and visitors. With a long-term vision and the desire to sustainably develop supermarkets and convenience stores, providing consumers with an interesting shopping experience with a wide selection of products, VinMart will cover all over Vietnam with 2,000 convenience stores. VinMart has been making continuous efforts to complete its mission: A place of peace of mind for shopping for every home, meeting all customer requirements, bringing absolute convenience and safety when using the product, increasing values, improving consumers' lives in the context of modern markets; expand and develop the retail industry widely in Vietnam. In addition, VinMart focuses on building a professional, dynamic and creative working environment that creates fair opportunities and opportunities for all employees, attaching importance to employees as the most valuable asset actively contribute to social and community-oriented activities with humane messages.

3.2 Business strategy of Bách hóa xanh

Positive sides

Bach Hoa Xanh is rich in diverse items such as: beverages, beer, soft drinks, powdered milk, fresh milk, cooking spices, ready-to-eat foods, canned foods, confectionery, snack, shampoo, conditioner, shower gel, washing powder, liquid detergent and conditioner. In 2019, Bach Hoa Xanh owns nearly 700 stores because Bach Hoa Xanh has chosen the right way to actually go, find a standard model and then scale up. This strategy has helped Bach Hoa Xanh gradually assert its position in business.

- Hit consumer psychology

From the beginning, Bach Hoa Xanh has focused on meeting the top three choices of consumers when choosing to buy food today. It is to ensure product quality, clear origin but the price is always cheap, even cheaper than traditional markets. Along with that, the friendly and enthusiastic staff has helped Bach Hoa Xanh attract and retain customers. In addition, many housewives are worried about going to the market because they are too busy like picking up children and blocking traffic in the afternoon, when Bach Hoa Xanh has a strategy of delivering products with orders of over 10 USD.

▪ Product

In order for Bach Hoa Xanh to get customers from the traditional market, this is a huge number of customers, Bach Hoa Xanh has promoted the selection of fast-moving consumer products with clear origin certification and selected good products in the Typical local shelves to meet the needs of customers. To have a good profit, Bach Hoa Xanh will get products from the manufacturer, not through any channel. With green vegetables, instead of selling ready-to-sell bags, stores let customers buy in arbitrary quantities. Marine fish will be imported directly from the waters, not through Binh Dien market as the current chains. As for fruits, the company will not go through import companies but import from growing areas. As a result, the product price will be cheaper and more competitive than any other system. Fresh meat, raw fish is an outstanding strength compared to competitors in the same industry today. And is the sum of the advantages of traditional markets and supermarkets, is new and different from other mini supermarkets. Thanks to this model, each department store serves an average of 500 successful daily transactions. In addition to diversifying food sources, this unit also runs a series of strong discounts every week, applying more than 200 fresh and consumer goods of all kinds. Many programs offering gifts, attractive discounts up to 10% for vegetables and 40% for fast-moving items are also conducted regularly. With this method, Bach Hoa Xanh received many responses from housewives.

▪ Competitive advantage

On the market, there are many other names providing foodstuffs such as Co.opmart, Metro, Family mart and the customer groups that these chains target are very small, such as secondary, high school and students. Bach Hoa Xanh aims to serve regular and everyday customers like housewives. So, this is also an advantage for Bach Hoa Xanh to lure customers on their side.

Negative sides

To attract people to their stores, Bach Hoa Xanh is launching brand cards, when the products are attached to famous brands and most of them are transparent with prices

and can be traced for their origin. This could be a slow explosive bomb for this chain of stores, if a store's product was found to be of poor quality, in the current 4.0 era, it could be a media bomb that pulled down its brand. Bach Hoa Xanh does not need large scale, just enough to sell products to serve the essential needs of the people. This saves costs, quickly expands the chain of stores, and increases capital flexibility. However, it is also potentially risky, as the small shop leading to the store's development base is also limited. If the demand of the people increases, the small-scale shop cannot expand to sell other goods to serve as customer demand.

3.3 Business strategy of Vinmart

Positive sides

VinMart + is a model of community retail stores, with the largest scale and coverage in Vietnam, which provides safe goods, food and utility services to all families with a mission to enhance the quality of life of Vietnamese people.

- Change the shopping awareness of customers

Facing food safety and hygiene issues in traditional markets, VinMart + has created a new, safe, smart and modern style and consumer awareness. VinMart's marketing strategy for the supply chain of clean agricultural products branded VinEco - a brand of clean food that has been transferred technology, technology, seeds and agricultural equipment from world-famous agriculture such as Israel, Japan, Netherlands, sold exclusively at VinMart and VinMart supermarkets, helping the brand fully control the food supply. VinEco provides organic fruits and vegetables to the market according to VietGAP and GlobalGAP standards. Not only that, at the end of 2015, VinGroup announced a cooperation to launch a clean brand of VinEco (Organic rice) without using chemical fertilizers and chemical pesticides on fields and rice. Taking advantage of the socio-economic context, VinMart was really smart when positioning about a clean, safe brand with consumer health.

- Create sustainable benefits for customers

Although the price at VinMart is considered to be somewhat higher than that of other competitors, VinMart has quickly stabilized the psychology of customers when committing to bringing to consumers the most quality products including the products manufactured by VinGroup itself. In addition to the promotions, grateful customers have stimulated demand and created sustainable benefits.

+ Shock discount programs, promotions for special occasions

+ VinID member card allows customers to accumulate points at VinMart system and Adayroi website (1 point value is equal to or over 1 USD). This point will be converted to deduct from the following bill. This will help customers return more because it will be discounted when the score is large enough.

- Diversifying the service

+ Cash collection. In addition to trading common goods, VinMart and VinMart+ also support the collection of services: electricity, water, telephone charges, ADSL, cable television, phone recharge, phone card sales, insurance premiums, installment payment and credit card payment. This will contribute to increase the convenience for VinMart and VinMart+ shoppers to have more reasons to come. It is also an interesting brand positioning strategy.

+ Shopping support service. With a fast-paced lifestyle, the women often go to work late and add to the long-term traffic

congestion in preparation for dinner or those who are too busy with babysitting children to spend time out. With a wide chain of stores, VinMart has fast delivery with all kinds of items available at the store and free delivery with an invoice of 5 USD or more. So, Vinmart does not have to spend too much money on this service.

Negative sides

▪ Competitors

+ Traditional markets: Household-based grocery stores have become a long-standing buying habit of Vietnamese people, the image of VinMart located near those stores is not uncommon, food shops sprang up everywhere with the formidable rival "sidewalk bars" that created a cultural feature of the Vietnamese, the hawkers sometimes become even more extraordinary when they can wriggle into the rows same alley. Therefore, Vinmart has not really attracted and created trust for customers.

+ Big brands: In addition to the big tycoons, VinMart and VinMart also have to face brands that are following the model development trend in providing a variety of department stores and fast food cafes. Circle K, Shop & Go, B's Mart. In addition, these convenience store chains are no less competitive when promoting the competition of fresh and convenient processing products with a variety of groceries to promote clean and green images, food safety.

4. Solutions and conclusions

4.1 Assessment of business activities of Bách Hóa Xanh

Regarding the Bach Hoa Xanh chain, with 725 stores as of August 31, 2019 and achieved a total revenue of 266 million USD in the first 8 months, up 158% over the same period last year. The average revenue per store is approximately 65 thousand USD / month (for stores opened before August 1, 2019). In this August, Bach Hoa Xanh has moved to the South-Central region with the first store in Binh Thuan. The chain has 322 stores in 15 provinces in the Southern region outside Ho Chi Minh City (accounting for 44% of the total number of stores). By type of store, Bach Hoa Xanh has 125 large stores of 300m², accounting for about 17% of the whole chain stores. After a period of testing new solutions to effectively control the loss - cancellation ratio, Bach Hoa Xanh has recorded quite positive results when reducing this rate from 3% (average 7 first month of 2019) to 2.5% (August 2019). The chain has served nearly 11.5 million customers and sold nearly 11,000 tons of fresh produce in August 2019. Fresh, cool and frozen goods are accounting for about 50% of Bach Hoa Xanh's revenue. Bach Hoa Xanh maintains a rapid expansion progress with 87 sites signed in August, including new sites in Ninh Thuan, Khanh Hoa, Bac Lieu, Soc Trang and Kien Giang provinces.

4.2 Assessment of business strategy of Vinmart

Achievements

With the mission of bringing a diversified and modern retail model; A place of peace of mind for shopping for every family, VinMart & VinMart + (VinMart Plus) has grown at a record pace, becoming the largest supermarket chain and store chain in Vietnam. Currently, the retail system has owned up to 65 VinMart supermarkets and about 1,000 VinMart + stores, covering nearly 30 provinces and cities with a total business area of over 300,000m² and the number of employees reached about 11,000 people. VinMart & VinMart + are currently providing more than 40,000 rich product codes with key categories of fresh food,

pre-processed food, fashion, cosmetics, household items, cotton, stationery, furniture. Play by hundreds of reputable domestic and international suppliers. The multi-utility VinMart chain is currently a retail store model which is highly appreciated in the market because of its convenience and coverage. VinMart offers consumers a convenient shopping experience, close to home. It is a provider of high-quality goods, safe food, transparent origin and abundant utility services. With business strategy for developing mini supermarket chains, Vinmart has become a key business of Vingroup, in harmony with the trend of developing retail market in Vietnam, Vingroup is gradually becoming and asserting its position. No. 1 in the extremely potential retail market in Vietnam. Stages of development:

Stage 1: Increase the coverage of the number of shops and images

From 2014-2016 is a 3-year period for VinMart to open a series of Vinmart stores concentrated in big cities such as Hanoi, Ho Chi Minh City, Da Nang and Hai Phong. Not expanded in other provinces.

Stage 2: Completing the internal management process.

After opening 400 mini supermarket stores VinMart Plus (vinmart +), Vinmart reduced the heat to the new opening speed and instead focused on building the supermarket operating process, re-evaluating the first phase of the business strategy. The business develops its mini supermarket chain.

Stage 3: 2nd expansion development.

From 2016 to 2018: It is also 3 years for VinMart to expand the system of Vinmart + convenience store chains for the 2nd time, the time to open these additional 400 stores will be much more economical than phase 1, because of the The experience has been accumulated before and internal management has been basically completed.

Stage 4: Expanding and acquiring a large customer base.

The period from the end of 2018, the beginning of 2019 is the period of really strong boom of Vinmart mini supermarket chain, with the experience, extremely powerful resources at this stage, the scale expansion exponentially. The main reason is Vingroup's great advantage.

Typically, on December 31, 2018 Vinmart opened 117 stores nationwide, this is the record of a retail system not only in Vietnam but also in Asia.

4.3 Proposed business solutions for Bách Hóa Xanh và Vinmart

Business solutions for Bách Hóa Xanh

- Product

+ Diversification of products: Increasing human demand, although Bach Hoa Xanh has many advantages in 2019, the products of Bach Hoa Xanh have not diversified and have not met the needs of customers.

+ Product quality: Currently, the products of Bach Hoa Xanh have clear origin. So need to maintain the quality of products and add some items to meet customer tastes.

+ Product display: Show some Bach Hoa Xanh stores displaying still messy products that make customers uncomfortable and take a long time to search for products. So, Bach Hoa Xanh should have a list of common products such as milk, spice items, personal belongings so that customers can find and have more time to choose products.

-Collecting customer information: it will help businesses understand the needs and interests of customers depending on the region. Since then perfecting the product better and

better, creating trust of customers.

Business solutions for Vinmart

- Completing and developing the internal management process to become a chain of supermarkets, professional retail shops from chain management technology, organizing display of goods and uncompetitive prices. At the same time, it is necessary to expand the source of goods to be plentiful, diversified and the level of goods quality control must meet the requirements while the network is not wide and commensurate with the needs of customers.

- Create sustainable benefits for customers: Commit to deliver to consumers the best quality products, including those produced by VinGroup itself. In addition to the promotions, grateful customers have stimulated demand and created sustainable benefits

- There should be a strong and appropriate strategy, taking advantage of potential opportunities from international integration. In order for the Vietnamese retail market to continue to develop stably, domestic enterprises have consolidated the position of the top 30 most attractive retail markets in the world.

- Enhancing competitiveness, using authorized tools to best protect the interests of consumers

- Change customers' shopping perception: VinMart is really smart when positioning about a clean, safe brand with consumer health. Create a new style, consumer awareness safe, smart and modern. VinMart's marketing strategy for the supply chain of clean agricultural products branded VinEco famous for clean food that has been transferred technology, seeds and agricultural equipment from world-famous agriculture such as Israel, Japan, Netherlands, etc.

5. Conclusions

Bach Hoa Xanh and VinMart are mini supermarket chains of large corporations. This retail chain, from its inception to now, has had great success, contributing to bringing clean green products to customers. But besides that, there are still many disadvantages and potential risks. With the solutions proposed by the group on the business of these two retail chains, we hope to contribute some knowledge to Bach Hoa Xanh and VinMart to gradually improve and create more consumer confidence.

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