

CHAPTER V

EVALUATION, RECOMMENDATION AND CONCLUSION ON THE CURRENT SITUATION OF VIETTEL IN CAMBODIA

5.1 Recommendation in order to improve the efficiency of the penetration process of Viettel.

5.1.1 Increasing the quality of human resources

Telecommunication has played an important role in the globalization. The development of the telecommunication has influenced to the manufacture and business operation of other area such as human resource and business management, the employees' thinking. Thus, it is required to train and improve the human resource in order to respond to the changes of the environment. Moreover, it is necessary to realize, solve with the trend of the technologies and services and gather the suitable education methods.

In order to penetrate and exist in the new foreign market, it is necessary to develop the competitive capacity of the enterprises. With the purpose to do that, the enterprises should develop the staffs with high skillful knowledge which could increase the efficiency of their business operators in foreign markets. When starting to invest in the foreign market, Viettel has known that the resource of high quality employees is limited. Thus, they should concentrate in educating more specialists in the field of economy, management, and technology. A number of enterprises have applied the method for decreasing the cost of products and increase the competitiveness by the way of decreasing the labor cost. In the context of globalization, this method is not right. In order to increase the competitive capacity, Viettel should concentrate on enhancing the quality of human resource in order to improve the productivity, gain more profit. Viettel must have special attention for different methods to manage the employees as following.

The labors need to be trained to adjusting to the new environment, technology. In the training period, it is necessary to increase the opportunities for the employees to practice more with new equipment. In this case, the labor standard is considered to base on the efficiency of the labors and productivity.

Managing employees is always an important activity for each enterprise. Viettel should focus on devolving manager, using the ideas from all staff level, having clear policies to develop the business activities.

Moreover, Viettel needs to enhance the knowledge on their own services, skills on customer collection and services.

Labor evaluation always plays an important role for building education planning in order to achieve the business and development task of Viettel. It is necessary to have the detailed criteria which appropriate with the business demand. Moreover, besides using the current human resource, Viettel need to have a suitable policy for attract the specialist in the host country.

5.1.2 Improve the activities of market research

Researching the market has a special vital significance because market research will suggest the enterprise to realize the need of the market. After having results of market research, the enterprises could have exact decision to the manufacture planning. Moreover, the process of researching the target market will have to improve the operation of the next process. One of the most important objectives of the market research is to know the need and consume capacity of the products and the services of each enterprise. Based on these researches, Viettel could determine the appropriate strategies in order to increase the market share, develop the efficiency of the economy and manufacture. Especially for Viettel, researching market carefully could help enterprise to decrease the risk in the process of penetrating the foreign market.

The telecommunication sector is so special with a number of difficulties for its diversified and special characteristics. Thus, the role of research market is more important than other sector. The requirement of customer for the services and products of this branch changes continuously. That requires Viettel to research the market not only in the process of penetration but also in the later business.

5.1.3 Enhancing the quality of services and products

In order to exist and develop in the international competitive environment, Viettel has focused on developing the quality of services and products.

There are two main factors affected to the quality of service such as technical service quality and labor quality. Viettel has concentrated on both two factors with the purpose to increase the service quality.

Increasing the technical service quality: There are a number of methods to increase the technical service quality. But all of them must lead to the final result in providing the best service quality of technology in the following aspects such as time to access the service, the speed of accusing services, the security, and the quality of sound, image. This issue could be solved by the way of modernizing mobile phone network so that the customer could have the best quality in connecting services. Moreover, Viettel has pay attention to improve and maintain their network with the aim to ensure the supplied resources satisfying the customer's requirements.

Improving the customer services: The customer service include three stages such as the pre-sale, sale and after-sale activities. In order to improve the customer services, the enterprises should focus on both three stages of sale. Pre-sale activities is the begin of the sale process. And it creates the first image of the Viettel's brand in the eye of the customers. In this step, enterprises have to intensify the activities of the public relations focusing on the new products and services. The activities in the process of selling services or products to customer are also important. The purpose of this step is to supply the fastest services with the most convenience for the customer. The next step is the activities after selling customers exactly I the short time. In order to achieve this purpose, the intermediate stages need to be reduced.

Service multiform: In the context of current globalization, in order to exist and develop in the foreign market, Viettel must have diversified their products and services with the purpose of meeting the requirements of all customer groups. Firstly, it could be conducted by the way of applying new technology in order to provide higher quality service for the customers. Secondly, Viettel could apply the value-added services so that their customers could take more benefits. Thirdly, Viettel should have a policy to develop the amount of customers in the rural areas so that they could understand more about the different services of Viettel and the advantage of these telecommunication services in comparison with the services of other competitors.

Pricing policy Formatted: One of the most important factors affecting to the choice of Cambodia for the mobile service provider is the price of products and services. The price has

directly influence to the consumed capacity of the service and products. It also helps the enterprises to increase their market share and gain the business objectives. Price has played a vital role for the competitive capacity of enterprise in the market. In the first steps of penetrating the foreign market, the price policies have direct affected to the existence and development of Viettel in the foreign target marker.

In the process of building an appropriate price policy, Viettel has paid their attention to three main issues as following : (1) the factors influencing to the price of services and products such as inputs, the supply and demand relationship, technology. (2) The international competition and the rate of the rate of exchange, (3) determining price level appropriating with ability to pay of the customers with a number of method such as determining the cost of business operations, investigating the foreign market and find the best provider for the equipment with the most reasonable price level, studying and put the new technology into practice in order to cut off the cost for purchase and decrease the price for products and services.

5.2 Conclusion

Analyzing of the international market entry strategy of Viettel could help researchers to understand the operations of Viettel and the decisions helps Viettel do deal with difficulties in order to become the leading telecom brand of Vietnam in international market. International business strategy in addition to the flexibility of international market penetration has contributed to the success of Viettel in international market. The new position of Viettel has increasingly strengthened.

With the aim analyze the international market entry strategy of Viettel in the process of penetrating in Cambodia telecommunication market; the research has firstly focus on studying the basic reasons for the international market penetration and for the investing and improving the business operations the target foreign markets. The international market penetration of Viettel has also analyzed the factors affected to the decisions, the choice of the target market, the entry mode choice and activities of marketing mix. This analysis leads to the only result that the researcher could investigate the advantage and disadvantage in the process of international market penetration of Viettel. At the end of this dissertation is some recommendation in order to help Viettel to improve their international market penetration.

The international market has a number of potential for Vietnamese enterprises in all sectors especially for telecommunication enterprises. In the context of globalization, the competition

between mobile service providers has increased continuously and the domestic market has become saturation. It requires the enterprises to have an appropriate strategy to develop the business operations. Investing in foreign market is one of the best choices for all enterprises in this time especially for telecommunication enterprises. However, it is not easy to penetrate a foreign because each country has a number of barriers in order to protect their domestic enterprises. For the case study of Viettel, the international market penetration is a great opportunities but it also provides a number of difficulties and risk in the process of doing business in international market. In order to exist and develop in the international market, Viettel has always tried their best to understand the foreign market, their customers' demand, interest, habit. This dissertation is necessary for improving the effective investment of Viettel. Moreover, is also providing a number of recommendations in order to help Viettel as well as other Vietnam telecommunication enterprises to have more success when operating business in foreign market in the future.