Customer care and customer relationship maintenance at Gamuda Land Celadon City real estate project in Vietnam

Rewel Jiminez Santural Jose
Saigon International University, Vietnam
Duong Thi Anh
Saigon International University, Vietnam
Boleslaw RafalKuc
Social Academy of Sciences, Poland
Leo Paul Dana
Sorbonne Business School, Université Paris 1 Panthéon-Sorbonne, France

Abstract: CRM is viewed as a strategic software used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. Good customer relationships are central to business success. One of the problems of CRM is implementing the CRM system accordingly, combining it with existing information systems and, most importantly, accepting it by consumers and users. The Celadon City real estate project's success is mostly due to the Gamuda Land's CRM system. Through research data, collected articles we find out the factors that help Gamuda Land's CRM system work towards success of its business units in different real estate projects.
Keywords: customer care, CRM, Gamuda Land, Celadon City

1.INTRODUCTION

Established in 1995, Gamuda Land is the property development arm of GamudaBerhad, the leading engineering, construction and infrastructure group in Malaysia and one of Asia's leading companies. For more than two decades, Gamuda Land has consistently built on success in delivering innovative developments creating sustainable and prosperous communities [1, 29, 31, 34]. This is evident in many award-winning events that score the landscape of Malaysia, as well as Australia, Singapore and Vietnam.After more than 20 years of development, the 500ha project of Gamuda City Urban Area (Gamuda Gardens, Gamuda Lakes, Gamuda Plaza, Gamuda Hotel...) and 80ha project of Celadon City have become a model functional city, pioneering in setting trends of green real estate, honored with many prestigious domestic and international awards in Malaysia as well as in Australia, Singapore and Vietnam.Celadon City project is attracting a lot of attention from customers because the project is located in the central road, intersecting with many important areas in Ho Chi Minh City (Vietnam) such as Tan Son Nhat airport, metro line, national highway 1A combined with 16.4 ha ecological park, school, hospital, commercial center, resort club, creating the most outstanding living and working space in the western part of the city.The Celadon City condo is divided into 6 diverse zones that suitthe customers needs terms of size and design [3, 9, 10]:Ruby, Emerald, Diamond- Alnata, Diamond-Brilliant, Diamond-Alnata Plus, Diamond-Centery.

CRM is considered as a strategic software used to learn more about customers needs and behavior in order to develop stronger relationships with them. After all, good customer relationships are central to business success. One of the problems of CRM is implementing the

system accordingly, combining it with the existing system and most importantly, the consumer' acceptance. According to a representatives of Gamuda Land, in nearly a decade of relentless efforts to realize the green dream for people in Ho Chi Minh City, Gamuda Land has not only built homes but also created a place of long-term attachment with sustainable communities where beautiful moments are most shared with loved ones [1, 29, 31, 34]. That is also the reason why Gamuda Land brings the "GL Friends" program for loyal customers who have trusted Gamuda Land during the past time and also in the future.At Gamudaland, GL Friends CRM system links between customers and businesses. GL Friends is a tool to store customer information and data for the main purpose of taking care of and creating a connection between customers and businesses. By storing and analyzing customer data such as needs or habits, and then segmenting customers into different levels, GL Friends provides businesses with a list of potential customers to propose appropriate customer care strategies. In addition, GL Friends is also used to help customers quickly deal with problems that occur while using the business's services [19].

For Gamuda Land, Celadon City project's todaybusinesssuccessis due to the CRM system that Gamuda Land brings. The main research objective of this article is to collect and analyze data about Gamuda Land's CRM system. Through the research data collected and analyzedwe find out the factors that help Gamuda Land's CRM system contribute to the success of its projects, and also find out defects and shortcomings in Gamuda Land's CRM system to overcome.

2. THEORETICAL BASIS
2.1. Overview of the CRM system

CRM (Customer Relationship Management) embraces the processes of collecting, synthesizing and analyzing information about customers, sales, effectiveness of marketing activities, and the company's ability to adapt to the market trends in order to improve business performance, bringing the highest profit for the company. The core of CRM is a system of aggregated customer databases collected by different parts of the company.CRM is an integral part of fostering a lasting relationship between a company and its customers in both manufacturing and service operations. To retain a customer is not simply by providing them witha good product but also many other factors that through CRM, we can understand them better, thereby bringing customers and businesses closer together. Among them, the 4 main roles of CRM are [8, 14, 15, 16, 24, 25, 26]:

First, for businesses: CRM helps businesses understand information about customers (age, gender, interests, customer reviews and feedbacks through purchases, etc.). Through CRM, businesses can save money and time in carrying out the job to interact with customers such as: browsing orders, supporting inquiries questions about products or services, answering messages and phones, mailing via email systems or social networking sites. CRM also meet the changes that businesses are facing related to macro and micro factors, helping businesses clearly identify their loyal customer portraits, as well as which services and products are being used and need to change to improve customer loyalty.

Second, for managers: CRM provides them with many useful tools in the work ofstatistic analysis and evaluation of the business situation of the enterprise as well as the performance of sales and customer care employees over time, making everything easy forbusinesses to track and compare business results from the past to the present and predict the

future. So that businesses can quickly recognize the risks and difficulties that they may encounter in their daily and strategic operations.

Third, for the staff: CRM supports staff time management and boosts work performance and helps employees manage customer information more systematically and from there quickly, capture their psychology, create trust and credibility to keep customers really interested with the business.

CRM development model

Step 1: Build the costumer database

The customer database is a place to store all information related to customers, helping users (company staff) to look up and refer to find the data they need in the fastestway. Businesses can rely on that to understand:Who their customers are? What do they need? What products do they spend on? Who influences their decisions?

Step 2: Analyze customer database

Through many statistical methods, we will easily find outinformation about the customers that the business is aiming for, thereby map out strategies, product development orientations, and build marketingmix proposals to suit each customer status.

Step 3: Categorize customers

The classification (categorization, segmentation) of customers will make it easier for businesses to reach them, more clearly to identify the object that brings the majority of income to the business, helping to reduce costs and save time.

Step 4: Build relationships with customers

Building relationships with customers can be done through many methods such as:

- Advertising on traditional media (TV, radio, exhibitions and fairs) and modern media (messages, facebook, blogs, email ...).
- Direct marketing via phone, catalog, word of mouth...
- Direct sales at the store, customer home…
- Interviews, seminars, sponsorship programs…
- Other methods

Step 5: Evaluate effectiveness

Performance evaluation is considered the most important component of CRM, reflected in two aspects.One is to evaluate the effectiveness that CRM brings to business operations, the other is to evaluate the current status to predict future trends and directions as the basis for making business strategies suitable for the business development.

2.2 The role of CRM system in business strategy of real estate development companies

Real estate is a highly volatile, elusive market that changes from day to day**.** Thatrequires businesses to always process a lot of information in a short time. If done improperly, it can lead to many consequences, even bankruptcy. It can be said that the CRM system plays an extremely important role in the business strategy of real estate companies. Some of the roles of CRM for real estate companies can be mentioned as follows [15,16, 17, 18, 22, 30]:

Process information quickly

In order to find and reach to more customers, real estate companies use many advertising communication channels such as websites, social networks, email marketing, phone... These activities will bring about a large amount of customer information from many different sources. To exploit effectively, it is necessary to re-systematize into a single database, accessible from many platforms and locations, which can quickly and easily retrieve information from

many existing devices. In addition to the nature real estate business of having to move a lot from place to place in and outside the city, the use of mobile CRM solutions is an optimal to help sales staff always know the information customers need.

24/7 customer care

Customers always want the fastest response in all situations, especially in the real estate business environment, getting information quickly is what every customer needs. The ability to respond quickly and adequately is a very important thing as it helps businesses create trust and sympathy from customers. In this case, the CRM solutions will assist company in sending direct messages to customers when they are in need of business support, as well as reminding companyon the issues that customers are concerned about.

Increase the number of potential customers

According to statistics, 74% of customers are willing to refer their relationships to a broker who has worked with them, if that real estate agent continues to keep in touch after the transaction is completed. There are 88% of real estate transactions come from referrals or old customers back to their old broker. That's why CRM solutions areincreasingly interested in real estate business by professionals and companies.In a fiercely competitive real estate market, the more relationships a company possesses and builds, the better situation they are in in terms of chances to successfully execute transactions.

3.RSEARCH RESULTS AND DISCUSSIONS

3.1. History of CRM system formation at Gamuda Land corporation

Gamuda Land's official name is Gamuda Land Joint Stock corporation. This corporation isoperating principally in real estate business, belonging to GamudaBerhad Malaysia (established on October 6, 1976), one of the leading real estate and infrastructure development groups in Malaysia. With more than 40 years of being in construction and development business, the group, now has more than 2,400 hectares of large and small land funds. Besides, the projects of this group are present everywhere not only domestically but also internationally such as: South Asia, the Middle East, Southeast Asia, Indochina and the Far East. Currently in Vietnam, Gamuda Land has built and managed two large projects: Celadon City in Ho Chi Minh City and Gamuda City in Hanoi.

Gamuda Land's fields of activity

Not only focusing solely on real estate market, Gamuda Land also develops in many other fields such as [9, 10, 19]:
  + Railway field
  + Sea works, harbors
  + Construction of highways, tunnels, national roads
  + Public transport system
  + Hydroelectric, hydraulic and water treatment engineering works

Up to now,Gamuda Land has also provided clean water for two million people. At the same time, it is deploying more than 3 billion USD infrastructure to maintain 230km of highways serving people traveling every day and building more than 1,300 apartments, townhouses, villas inurban parks projects.

Gamuda'svision and mission

- *Strategic vision:* Through discussions of expertise to set and clarify its own vision, Gamuda Land affirmed its ability to grasp new urban development trends. At the same time, it

shows the constant effort to become a pioneer urban builder, providing a sustainable civilized living space with full amenities in Vietnam's real estate market.

- *Mission:* Being leading developer of new lifestyle projects is the mission of Gamuda Land. With the top desire to create a quality of life, build perfect apartments to serve the housing needs of customers, Gamuda Land is paying attention to the development of infrastructure, green space systems to bring residents an urban area with modern apartments and a life in harmony with nature.

4.2. Customer care strategy at Celadon City project

In order to maintain a loyal customer base as well as attract more potential customers,Gamuda Land' Celadon City project has created morecutomer care distinctive features than any other companies in the following points [9, 10, 19]:

Sending a thank you letter to customers after buying an apartment: In addition to showing respect to customers, this action is also a premise to launch the next steps in the customer care process after buying a house, help customers feel not bothered every time the staffinquires or conducts survey to gather information for better customer service in the future.

Organizing community activities: Through activities such as fundraising for charity, organizing weekend playgrounds for children, meetings with residential management boards, etc. strong relationshipswith project residents are developed.

Delivering promototioninformation about new products, offer incentives to the loyal customera: The promotion of useful proprietary information about the services or products to customers on a regular basis will help themalways feel being respected and taken care as usually ordinary customers have no access.

Building a complaint reception department in each residential area: Thereby, quickly absorbing comments and feedbacks from customers about the shortcomings of the projectwill contribute to building the image of a company where the interest of customers is always taken first.

4.3. Strengths and weaknesses of CRM system at Celadon City project

Advantages:

+ *Build a professional image through each contact with customers.* How would you respond quickly to all customer inquiries without CRM software? How much time does the consultant need to look up documents, contact the departments in charge to find answers to all customer questions? How long does a customer have to wait for their problem to be resolved? Today, thanks to Faceworks CRM software, consultants can access individual customer profiles and product information; capture information quickly and accurately to both satisfy customers and shows them a professional consulting style.

+ *Compact software that still ensures data safety.* Since it is an online software, it will be accessed using a web browser. Staff member do not need to worry about their computer not having enough memory to install, having to depend on any server. The data stored on the Faceworks system will be absolutely safe, without worrying about being lost due to unforeseen reasons such as viruses, reinstalling windows, changing machines, etc.

+ *Save time and resources.* Staff member, especially sales and customer care department don't need to work with dozens of individual data files anymore. All customer information is integrated on the software system and can be quickly looked up and used after just a few mouse clicks. The time saved can be allocated to other important tasks.

+ *Access anytime, anywhere* with just an internet-connected device. This will be very effective when workers go on a business trip, meet customers outside the company area. No need to prepare complicated documents in advance because everything is already on the software.

+ *Proficient in reporting and predicting market trends.* With the ability to synthesize outstanding data, the software supports creating report charts and statistics quickly. Staff membersdon't need to do it manually and waste time aggregating data from multiple distributed sources like before.

Disadvantages:

+ *It takes time and cost to deploy the system.* Applying a completely new workingmethod will take quite a lot of money and time to stabilize business operations. Buying the software, installing the software are not everything, but it is important also to have old data converted in the software and it takes time to get used to the software operation.

+ *Difficulty in implementing and changing traditional working culture*. Because not only individualsneed to change the way they work, but the whole business too. As people get used to the traditional way of working, transitioning to a new way is a challenge that not everyone can be able adapt to quickly.

+ *The software does not have all the features businesses need.* Because currently mainly units provide a package CRM software, but each business has a different mode of operation, it is not possible to apply the same software for all businesses.

4.4. Promoting and exploiting the strengths of the CRM system at Celadon City project

Depending on the size of the business, the process of implementing CRM in enterprises will be different, but still include the following basic steps:

- Set specific and detailed requirements for each business unit, department, and team based on the general goals set out initially in the CRM strategy.

- System design and integration are often the time-consuming stages of implementation.

- Test the system & check the functions of the selected solution to sure to what extent they serve the business needs, ensuring that the system is operating smoothly.

- Training staff to exploit and use the system.

- Collect feedback from staff, especially customer service department, as well as comments from customers. On that basis, company is able to evaluate the performance results, the benefits that CRM brings.

Changing business mindset, workflow, and transforming corporate culture is the biggest challenge for businesses looking to befriend with CRM system. Specifically, businesses need to build a highly interactive working environment between departments, help employees exchange experiences, and promote democracy and empower employees more. This is often the weakness of Vietnamese small and medium enterprises, operating in an autocratic leadership style and family based management model where all decisions depend on senior leadership. As simple as resolving customer complaints, according to the autocratic model, employees, although fully informed and able to offer appropriate handling, still have to notify and seek opinions from superiors, causing inconvenience and wasting time for customers. Therefore, in order for the information collected from customers through CRM system to be meaningful and effective, the opinions of employees who have many opportunities to directly interact with customers need to be more appreciated, in other words, the management style as well as the working style of employees in the enterprise need to change in order to adapt to the new working environment.

4.5. Overcoming the weaknesses of the CRM system at Celadon City project

Data organization:

Businesses often find it difficult to gain a full view of their customers. The challenge lies in the fact that customer data often resides in many different systems or when data is duplicated or outdated, slowing down and impeding business processes.These issues lead to a drop in customer retention rate due to long waiting times, inadequate technical support handling, or other issues.In addition, data sets that need to be connected, distributed and organized for easy access by users when needed is also a big problem to be solved.

Customer care experience:

Research shows that clients are increasingly dissatisfied with the experience at customer care center. They require fluent communication across multiple channels, most commonly on web chat, mobile and social media.The primary challenge of a CRM system is to provide a consistent and reliable customer experience across the channels.For example, social media is used as an increasingly effective channel for customers to approach service procider and get quick responses to problems or requests, instead of the traditional way of waiting for a call or replying via email.

Identify potential customers:

Businesses continue to struggle with identifying quality leads with data. Lead generation technologies, combining CRM data with 3rd party data, and the emerging trend of social media to provide sales and marketing teams with better leads, however, these methods only work when businesses spend time 'cleaning up' existing data to reduce duplication and incomplete records before supplementing the CRM data with an external information source.

5.CONCLUSIONS AND RECOMMENDATIONS
5.1. Conclusions

The real estate market has been a big piece of cake for many investors, although in recent times it is facing many disadvantages such as Covid-19 pandemic, trade wars, and the rise of unemployment. Many businesses are operating in the real estate market, but it is not easy to stay and continue to develop.IIt is necessary to have clear planning strategy and foresight to overcome the ongoing current crisis. This article has introduced the knowledge, definition of CRM system, the history of CRM formation in Gamuda Land company as well as a brief overview of the company's Celadon property project in Vietnam, providing some basic and additional information. for those who are interested in this issue.

In addition, the article also pointed out the characteristics of CRM in the real estate business and some strengths and weaknesses in the CRM system of Gamuda Land company. At the same time, the study also proposes some recommendations to help Gamuda Land and other real estate businesses to stabilize and develop better. However, due to limited time research can not encompass the whole business situations on strategies for the customer care and maintenance of the Gamuda Land company. However, we hope that the recommendations made in this study will partly contribute some useful information for Gamuda Land to overcome current precarious economic situation.

5.2. Recommendations and suggestions
For the leader of Gamuda Land Group

Beside perfecting the operating mechanisms within the company and the policy relating to real property, such as marketing cost, form of transaction, basis of pricing and pricing policies, responsibility of each stakeholder, contract payment term and other compensation terms, Gamuda Land management board needs to constantly improve the company's CRM system via [19]:

- Always listen to and collect customer feedback from management, thereby promptly admitting mistakes and shortcomings of the company, in order to keep customers' trust, turn failure into success.
- Budgeting for market survey, grasping the needs of customers, in order to quickly offer many promotion policies, after-sales services and forms of care suitable for each customer.

For Celadon City project management

Regularly review and evaluate the situation analysis on operational customer care staff to take corrective measures and improvements. This work is very important because thanks to that, it is possible to check the performance level of each department, contributing to improving the company's image.

Recruiting and arranging personnel in the customer care apparatus who are experienced, knowledgeable about marketing and customer care, strictly managed from security to hygiene, bringing best dedication for customers.

In each of projects or contact channels, online feedback from customers, through which project manager considers the reactions of customers and partners to promotional campaigns to be able to capture the psychological portrait of customers.

For marketing, sales and customer service departments at Celadon City project

Marketing Department: One should promote the marketing process as well as create appropriate marketing mechanism to stimulate the project's ability to buy and sell. Regularly,one should consult residents of the project to determine the main needs for marketing compaign to run to hit the psyche of those who want to buy a house. Promotions can be created to stimulate the curiosity of those who need them. Marketing campaign strategies are aimed at all audiences so as not to miss anyone's needs.

Sales Department: All sales staff members should attendtraining classes so that there is no disrespect or concern for customers. Being always ready to serve customers attitude is to create comfort for customers and reduce their caution when considering products, services and carrying out transaction. Sales staff need to fully prepare all relevant documents as well as project files so that they can consult as well as give customers direct reference without waiting.

Customer care Department: All customer care staff members should always be ready to answer questions and advise customers and residents to create peace of mind and build trust. On public holidays as well as on birthdays of customers and residents, they should send congratulatory messages to their families.

5.3. Solution to develop CRM system to face business challenges

The real estate industry in Vietnam is growing strongly, so it is impossible not to mention the applications that link customers to businesses. CRM helps businesses get closer to customers and provide efficient services. Good management of the CRM system in an enterprise can help increase revenue and create a group of loyal customers with the brand thanks to its outstanding features, meeting the needs arising during operation, becoming the number one choice and make a good impression on consumers regardless of industry [2, 7, 11, 12, 36].

With the current socio-economic development situation, the demand for real estate is increasing, so Vietnamese real estate businesses in general and Celadon City project in particular need to improve and strictly manage to further maintain the customer satisfaction [19]. In the current economic integration context, the solution for developing the CRM system of large-scale real estate projects in the future must meet the objective needs to be able to compete and confront the competition and business challenges.

CRM system managers need to unify relevant information for the entire company. That system will share production and business process data for the entire enterprise system and at the same time provide consistent and timely information for decision making in the process of production and during business activities of the enterprise. Especially for the real estate industry, unifying a common customer data system in the business is required to obtain the necessary and fastest information, but also create a professional trust in the relationship with customer.

In order to analyze, evaluate customers and exploit potential for customer dealswe need to focus on promoting, identifying the bottlenecks where customers need special care. Knowing this information, the business can assess the business situation, the ability to achieve the plan, set goals and provide timely solutions.

Ensure the process of automation, optimal integration of flexible management of data in the enterprise. Create smart marketing strategies by tracking customer transactions. Building and taking care of the image of the brand in addition to the quality and services [2, 7, 11, 12, 36]. Therefore, in the process of managing real estate businesses, it is necessary to improve and automate the process to become seamless with customers to create high efficiency for businesses.

Thus, for the current situation, the real estate market is stuck with difficulties and burdens for construction and real estate businesses, which is understandable. It is understandable also that to find a way out businesses quickly need to create more solid trust with customers. Managing and taking care of customer retention through CRM is the most necessary thing to be able to endure through this difficult period [4, 5].

References

1. Anh, D. B. H., Tien, N. H., Ngoc, N. M., & Nhi, D. T. Y. (2019). Sustainable Social Entrepreneurship in Vietnam. *International Journal of Entrepreneurship*, Vol. 23 , No. 3, 1-12.
2. Bien, B. X., Tien, N. H., & Tien, N. V. (2019). Solutions enhancing competitiveness of made-inVietnam brands in Vietnamese market, *International Journal of Research in Marketing Management and Sales*, 1(2), 93-99.
3. Celadon (2020). Reviews of customers who have ordered Celadon City apartments, https://nguyentantoan.com/cam-nhan-cua-khach-hang-da-dat-mua-can-ho-celadon-city/. Access, July 20, 2020
4. CFL (2020). Any solution to help businesses overcome the epidemic season, https://cafeland.vn/tin-tuc/giai-phap-nao-giup-doanh-nghiep-bat-dong-san-vuot-qua-mua-dich-86239.html. Access, August 1, 2020
5. DNOL (2020). For real estate businesses not to waste customer data, https://doanhnhanonline.com.vn/de-doanh-nghiep-bat-dong-san-khong-lang-phi-du-lieu-khach-cave/. Access, July 20, 2020
6. Duc, L. D. M., Thuy, H. T. X., Yen, N. T. H., & Tien, N. H. (2018). Corporate Social Responsibility and Corporate Financial Performance Case of Listed Vietnamese Companies, *ZeszytyNaukowePolitechnikiCzęstochowskiej. Zarządzanie*, 32, 251-265.
7. Dung, H. T., Tien, N. H., & Tien, N. V. (2019). Branding building for Vietnam tourism industry reality and solutions, *International Journal of Research in Marketing Management andSales*, 1(2), 63-68.
8. FW (2020). Advantages and disadvantages of CRM software, https://faceworks.vn/chi-tiet/uu-va-nhuoc-diem-cua-phan-mem-crm/. Accessed July 23, 2020.
9. Gamuda (2020). Gamuda Land Homepage, https://gamudaland.com.vn/. Accessed 07/25/2020.
10. Gamuda (2020a). Latest information about Gamuda investor, https://gkg.com.vn/gamuda-land/. Accessed 07/25/2020.

11. Hung, N. T, Tien N. H., & Tien, N. V. (2019).The role of brand and brand management in creating business value - case of Facebook Vietnam, *International Journal of Research in Marketing Management and Sales* 2019, 1(2), 124-128.

12. Minh, H. T. T., Tien, N. H., & Dan, P. V. (2019). Branding building for Vietnam higher education industry - reality and solutions, *International Journal of Research in Marketing Management and Sales*, 1(2), 118-123.

13. Minh, H. T. T., Tien, N. H., Ngoc, N. M., &Nhan, V. K. (2020). Family business in Vietnam and in Poland: Review of characteristics and trend of development, *Journal of Southwest Jiaotong University* 54(6), 1-19.

14. Nhi, D. T. Y., Tien, N. H., & Chi, D. T. P. (2019). CRM Application in Agricultural Management in the Mekong Delta. *International Journal of Multidisciplinary Research and Development*, 6(10), 123-126.

15. NMS (2020). Why is customer care important?, https://nms.com.vn/tai-sao-phai-cham-soc-khach-hang. Access, July 23, 2020.

16. Pham, T. (2020). What is real estate CRM? The importance of CRM in real estate, https://reti.vn/tin-thi-truong/crm-bat-dong-san-la-gi-tam-quan-trong/. Access, July 23, 2020.

17. Phu, P. P., Tien, N. H., & Chi, D. T. P. (2019). The role of international marketing in international business strategy, 1(2), *International Journal of Research in Marketing Management and Sales,*134-138.

18. TCTC (2020). Solution for application, overall management of resources in Vietnamese enterprises, http://tapchitaichinh.vn/tai-chinh-tinh-doanh/giai-phap-ung-dung-quan-ly-tong-   the-nguon-luc-in-the-business-business-viet-nam-313635.html. Access, August 1, 2020.

19. Thinh, T. (2020). Gamuda Land put technology into real estate products to increase services for customers, https://amp.dantri.com.vn/bat-dong-san/gamuda -land-dua-cong- listen-vao-san-pham-bat-dong-san-nham-gia-tang-dich-vu-cho-khach-hang-20200427121437450.htm. Access, 07/25/2020

20. Tien, N.H. (2018). Knowledge Management in Strategic Alliances and Foreign Joint Ventures. Proceedings of University Scientific Conference of: "Young Lecturers and MBA Students", 141-149. Faculty of Economics, TDM University. Binh Duong 15 June 2018.

21. Tien, N. H.,& Anh, D. B. H. (2018). Japanese Innovation Policy and Development of High Quality Human Resource – Experiences for Vietnam. Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: "National Entrepreneurship and Innovation", 108-114. Hanoi, 30 October 2018, Academy of Finance in partnership with IPAG Business Institute (France), York University (Canada) and Waikato University (New Zealand).

22. Tien, N. H., & Anh, D. B. H. (2017). Global Strategic Marketing Management. Ementon Publisher, Warsaw.

23. Tien, N. H., & Anh, D. B. H. (2019). Comparative analysis of the process of economic integration of EU and ASEAN, *International Journal of Commerce and Management Research*, 5(3), 96-99.

24. Tien, N. H. (2019). Application of CRM in Agricultural Management. Proceedings of National Scientific Conference on: "Development of High-tech Agriculture in the Highlands in the Context of Regional Linkage and International Integration", 216-223. April 2019, Institute of Social Science in Central Region, Vietnam Academy of Social Science.

25. Tien, N. H. (2019). CRM Application in Managing Hotel, Restaurant and Tourism Services in Vietnam. *International Journal of Research in Management*, 1(1), 14-17.

26. Tien, N. H. (2019). CRM Application in Customer Service Management at Big4 Banks in Vietnam. *International Journal of Research in Management*, 1(1), 9-13.
27. Tien, N. H. (2020). Human Resource Management. VHU Publisher, Ho Chi Minh City, Vietnam.
28. Tien, N. H. (2015). Leadership in Socially Responsible Enterprises. Ementon Publisher, Warsaw, Poland.
29. Viet, P. Q., Tien, N. H., Ngoc, N. M., &Anh, D. B. H. (2020). Contemporary Security and Sustainability Issues. Eliva Press, Chisinau, Moldova.
30. Tien, N. H. (2017). Strategic International Human Resource Management. Ementon Publisher, Warsaw, Poland.
31. Tien, N. H. (2020). Responsible and Sustainable Business. Eliva Press, Chisinau, Moldova.
32. Tien, N. H. (2020). Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship* 24(2).
33. Tien, N. H., (2019). International Economics, Business and Management Strategy, Academic Publications, Dehli, India.
34. Thao V. T. T, Tien, N. H., Hung Anh, D. B. (2019). Sustainability issues in social model of corporate social responsibility. Theoretical analysis and practical implications,*Journal of Advanced Research in Management* 19 (1).
35. Vu, N. T., Tien, N. H., Dung, H. T., & Duc, L. D. M (2019), Determinants of real estate bubble in Vietnam, *International Journal of Research Finance and Management*, 2(2), 75- 80.
36. Vu, N. T., Tien, N. H., & Tien, N. V. (2019), The role of brand and brand management in creating business value case of Coca-Cola Vietnam, *International Journal of Research in Marketing Management and Sales*, 1(2), 57-62.