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**IMPROVING MARKETING MANAGEMENT IN
SOME CONVENIENCE STORE CHAINS IN HANOI**

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PhD dissertation summary

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LIST OF PUBLISHED SCIENTIFIC ARTICLE

Year of publication	Title of research works	Name of journals, research projects	Participation as
2014	Developing Marketing Tools for Convenience Stores based on Consumer Behaviour in Vietnam Urban Areas	Journal of Trade Science – vol. 64+65. page 74-80	Author
2014	Retail Market and Modern Retail Forms in Vietnam: Reality and Some Forecasts	Economic Administration Journal - vol. 59, page 40-46	Author
2016	Research on Supply Chain of Safe Foods in Hanoi	International Conference on "Vietnam's economy in Integration Context: Opportunities and Challenges", page 849-859	Author
2017	Factors Contributing to Brand Image of Convenience Store Chains	National Conference on "Brand Management towards Future", page 153-161	Author
2017	Retail Mix – Effective Competitive Tool for Convenience Store Chains	International Conference on: "Developing Vietnam's Economy in the International Integration Process", page 843-856	Author
2019	Effectiveness of Implementing Marketing Tools of Vinmart ⁺ under Customers' Evaluations	Journal of Economics and Forecast - vol. 12, page 16-18	Author
2019	Research on Factors Affecting Perceived Customer Values of Some Convenience Store Chains in Hanoi	Journal of Trade Science - vol. 134, page 30-38	Co-author

INTRODUCTION

1. Rationale

In the past 10 years, the retail market of Vietnam in general and Hanoi in particular has experienced remarkable growth in its scale, structure and attractiveness, creating a favorable condition to develop and raise the position of marketing management in different types of modern retail in general and convenience store chains (CSC) in particular. Marketing management in CSC in Hanoi has contributed greatly to increasing the scales and number of member stores (in 2010, there were only 200 member stores in the city but in 2018, the number increased to over 1,000); good retail service quality and business performance have affirmed the important roles of marketing management in this modern retail and made considerable contributions to the development of the city's retail system. Besides the achievements, marketing management in CSC in Hanoi has revealed some limitations and inadequacies such as there have been no scientific backgrounds, models and measurement scales for marketing management in CSC in the city; structures and practice of marketing management are not systematic, utility quality and standardized quality are not high so the efficiency of marketing management, efficiency of customer perceived value and marketing comparative advantages of CSC in Hanoi remain low and cannot exploit and meet the comparative advantages of this advanced and modern retail form. Therefore, a study on improving marketing management of CSC becomes necessary and urgent, especially in the context of greater trade liberalization, globalization and ongoing protectionism from big countries; the requirements of commitments to new-generation free trade agreements and the entry of giant regional and international retailers in Vietnam's market; the impacts of Industry 4.0, the increasingly fierce competition and fluctuations in the retail market in the coming time.

Under this approach, the PhD learner has decided on the subject of "*Improving Marketing Management in Some Convenience Store Chains in Hanoi*" for her PhD dissertation in Trading Business major.

2. Research objectives

* *Overall objectives*

The dissertation aims to establish views and solutions with theoretical and practical grounds to improve marketing management in some CSC in Hanoi for the period by 2025 and the following years.

* *Specific objectives*

- Generalizing and establishing theoretical frame (nature, missions, approaches, content, evaluation criteria), affecting factors and practical grounds (lessons drawn from reality) on marketing management in CSC.
- Establishing, testing and setting up model and measurement scales suitable with the retail environment and market of CSC in Hanoi and applying them to analyze and evaluate the marketing management of some CSC in the city in the past and present time.
- Proposing views and solutions to improving marketing management in some CSC in Hanoi in the period by 2025 and the following years.

3. Research subject and scope

* *Research subject*

The research subject of the dissertation is marketing management of some CSC in

Hanoi from theoretical and practical approaches.

*** *Research scope***

- *About research participants:* Participants are some CSC, including: small and medium – sized retail enterprises / CSC located in Hanoi; medium and big – sized multi-sector enterprises operating in different markets but having representative office in Hanoi or other localities, having CSC located in Hanoi as an SBU of the enterprises.

+ The forms of stores include basic CSC and variant CSC.

- *About research content:*

+ CSC operating either as an enterprise or an SBU of the enterprises must practice comprehensive marketing management (P.Kotler).

+ The dissertation approaches marketing management under Management by Objectives (MBO), does not research marketing management directly but studies it under Management by Process (MBP) including Planning – Implementing – Controlling as elements related to marketing management contents.

+ The dissertation approaches marketing management improving as the ways to raise its effectiveness in two aspects: effectiveness of marketing management and effectiveness of customers (via customer satisfaction and customer value of the CSC), it does not investigate the financial efficiency and other business aspects of marketing management.

- *About research space:* the dissertation conducts research in some CSC located in Hanoi in comparison with some retail business forms with similar product categories.

- *About research time:* the dissertation uses secondary data collected from 2010 to 2018 and primary data collected from August 2018 to November 2018 and proposes solutions for the period by 2025 and the following years.

4. Research methods

*** *Data collection methods***

- Secondary data are collected from official and reliable sources of the Central Administration System, Hanoi and some CSC located in Hanoi.

- Primary data are collected from two surveys with details as follows:

+ Survey participants: for the survey on effectiveness of marketing management, the participants include middle-class marketing managers, CMOs of the chains and some partners, experts, administrators of different levels; for the survey on customer perceived value, the participants are customers of member stores under different CSC located in Hanoi.

+ The sample size is determined according to sampling method of Hair et al (2006) – the minimum sample size is 5 recipients /statement-question.

+ Survey tool: completing the questionnaires directly or via email.

+ Sampling method: convenience sampling

*** *Data processing and analyzing methods***

- Questionnaires were checked and processed, those with raw flaws were removed.

- SPSS20.0 software was employed for Cronbach's Alpha analysis, Exploratory Factor Analysis, correlation analysis, multi-regression analysis. AMOS software was used for Confirmatory Factor Analysis.

- Statistical descriptive analysis methods were used to compare and analyze indicators,

proportion, means and deviation to evaluate the situation under 5-point Likert scale.

5. Scientific and practical contributions of the dissertation

Firstly, on the basis of theory generalization and citation review, the dissertation has established the theoretical frame for marketing management in CSC under the approach of the customer value supplying process by M.Lanning & E.Michaels, strategic marketing management to select and position values; tactical marketing management to create and transfer value; comparative advantage creation management to guarantee and compete in customer values.

Secondly, on the basis of quantitative research with data from the survey, the dissertation has established, tested and set up practical models and measurement scales for marketing management suitable with the environment, market and marketing practice of CSC in Hanoi classified into two aspects: effectiveness of marketing management and effectiveness of customers of CSC.

Thirdly, applying these models, the dissertation has assessed the situation of marketing management of 3 typical CSC and conducted statistical descriptive analysis of some CSC in Hanoi, on this basis identified 6 strengths, 6 weaknesses and 5 objective and 6 subjective reasons for the weaknesses in marketing management in CSC in Hanoi at present.

Fourthly, the dissertation has established 5 views and 4 groups of solutions based on theoretical and practical grounds to help improve the effectiveness of marketing management in two aspects: raising the value and satisfaction of customers and raising the effectiveness of marketing management in CSC in Hanoi for the period by 2025 and the following years.

6. Dissertation organization: In addition to Introduction, Conclusion, Reference, Appendix, List of Figures, List of Abbreviation, the dissertation consists of 3 chapters:

Chapter 1: Fundamental theoretical grounds and practical experience of marketing management in retail enterprises in general and convenience store chains in particular

Chapter 2: Marketing management in some convenience store chains in Hanoi

Chapter 3: Views and solutions to improve marketing management of convenience store chains in Hanoi by 2025 and the following years.

HISTORY OF PREVIOUS STUDIES

The dissertation has generalized typical foreign studies related to the research subject such as: As to marketing management theories: *Marketing management*, P.Kotler (2002); *Marketing management*, P.Kotler & K. Keller (2015) ; *Management Flow – A process theory of the knowledge – based firm*, I.Nonaka et al (2008); As to sales management and retail marketing: *Retailing*, Dale M.Levison & D.Wesley Balderson (1998); *Selling: Principles and Practices*, Richard H. Buskirk & Bruce D. Buskirk (2006); *Retailing Management*, P.Husty (2008); As to convenience store chain management: *7-ELEVEN An Enterprise Case Study*, Anitha Y Institute of information Technology- Bangalove Electronic City (2004); *Retail marketing strategy in the convenience store market*, Thomas Volger (2016). These are intensive studies on marketing management, retail management, convenience store chain management that the dissertation has referred and accumulated from.

The dissertation has also generalized typical domestic studies related to the

research subject such as: As to marketing management and trade marketing: *Marketing Management*, Trương Đình Chiến (2012); *Trade Marketing*, Nguyễn Bách Khoa (2012); As to environment, management and marketing of modern retailers: Project *Improving Institution for Business Environment, Implementing International Integration Commitments* (2009) and *Improving State Administration on Retail and Wholesale Distribution Network* (2012) by Ministry of Industry and Trade; Nguyễn Bách Khoa (2003), *Solutions to Develop Convenience Stores Operating as Chain Stores in Vietnam by 2010*; Hoàng Văn Hải (2008), *Solutions to Develop CSC in New Urban Areas in Hanoi*; Phan Thị Thu Hoài (2008), *Trend of Selecting Retail Stores of Consumers from Marketing Approach in Trading Enterprises in Hanoi*; Nguyễn Minh Tâm (2015), *Developing Hanoi Trade towards Modern and Civilized Trend by 2020, Vision 2030*. These are theoretical research works on marketing management, trade marketing and reality of marketing environment, management and marketing in modern retail units in Vietnam which the dissertation has learned from.

Research gaps: These above-mentioned studies have high theoretical and/or practical values for the dissertation. However, there has been no research which looks into specific theoretical system on marketing management in retail enterprises or retail SBUs of CSC; as to marketing management model and measurement scales for CSC suitable with the environment and market, there has been no domestic research, especially no quantitative research on marketing management under the approach of customer supply value of CSC in Hanoi.

This dissertation has research subjects, approaches, models, findings and conclusions that lie within these gaps conducted with different research participants, research space and time frame despite certain accumulations from previous studies.

CHAPTER 1: FUNDAMENTAL THEORETICAL GROUNDS AND PRACTICAL EXPERIENCE OF MARKETING MANAGEMENT IN RETAIL ENTERPRISES IN GENERAL AND CONVENIENCE STORE CHAINS IN PARTICULAR

1.1. Fundamental concepts

On the basis of citation review, the dissertation has presented fundamental concepts, including: features of convenience stores and CSC; concepts of marketing and integrated marketing, customer value and satisfaction in retail business. Accordingly, marketing management based on values points out that a convenience store chain is a chain of at least 2 convenience stores having the same business views and forms, organized and managed under the same directions and contents from the central office, having the same product items sold at the same price levels (may be supplemented with other products suitable with local demand); the purchases and distributions are centralized over the entire chain and classified according to scales; retail areas (basic CSC and variant CSC), nature and features are centrally planned and run under value-based marketing management practice.

1.2. Research content and models of marketing management in CSC

1.2.1. Concepts and features of marketing management in CSC

On the basis of citation review and the concepts of marketing management introduced by reputable foreign and domestic researchers such as P.Kotler, K.Keller,

Nguyễn Bách Khoa, the dissertation has established the concept of marketing management in CSC as “the process of analyzing, planning, implementing and controlling strategic marketing, tactical marketing, and marketing programmes to create, maintain and develop customers by and via the process of generating, supplying, communicating and practicing superior retail values to target consumers in accordance with environmental changes, local retail market within the chain goals” and identified the distinctive features of marketing management in CSC as including: (1) implemented in the conditions of integrated consumption, synchronous operation; (2) combining the features of goods marketing and service marketing with marketing mix 7P; (3) practiced under value orientations based on the customer value supply process in the context of competitive retail market; (4) implemented according to the goals and supplying values established via the effectiveness of marketing management and customer value; (5) implemented under the orientations of integrated marketing and knowledge-creating process by taking advantage of scientific – technological development.

1.2.2. Content of marketing management in CSC

1.2.2.1. Strategic marketing management

From the concept of Strategic Marketing of P.Kotler & K.Keller, marketing management in CSC is “managing marketing information and selecting target market, proposing and positioning offer values in the target market”. So the content of strategic marketing management consists of: (1) Managing marketing information: implementing marketing research; practicing Marketing analysis tools (SWOT, GE/MC Kinsey, SPACE,...); managing marketing information system by updating three database (customers, suppliers and competitors) and automatizing marketing database; (2) Managing market segments: selecting criteria and segmenting the market to meet 4 requirements for suitability, accessibility, feasibility and efficiency; (3) Evaluating the attractiveness and deciding on market segments / target market segments under 6 criteria proposed by Paul H.Anderson & Jesper Strandskov and deciding to choose the segments / target segments which meet the requirements for attractiveness and suitability with marketing targets and resources of CSC; (4) Proposing customer value supply: selecting and establishing appropriate and superior values / benefits via product structures and customer services; providing offers based on values, quality and relationships with competitors; (5) Implementing value positioning of CSC in target markets: selecting and deciding on competition scales (on the entire market or market niche); for each SBU, deciding on competition modes based on cost leadership or differentiation; deciding on managing the competition towards superior distinctive values or meeting standards and differentiating in value orientations; implementing positioning by combining retail services (added values) and retail product ranges.

1.2.2.2. Tactical marketing management

Under the approach of P.Kotler & K.Keller (2013), managing tactical marketing is the process of managing stages of generation, distribution, communication to supply values to target customers, establishing tactical marketing management content involves: Managing retail products (deciding on structure, quality of retail products and developing new retail products); Managing purchases and product importation (deciding on product sources, managing purchases and importation); Managing retail prices (deciding on

methods to approach and set prices; deciding on prices for all items and practicing retail prices); Managing customer services (deciding on structure and quality of customer services; deciding on differentiation and raising competitiveness of services on the basis of improving qualification and skills of marketing and sales staff); Managing store locations based on criteria: easy to recognize, access and convenient for customer shopping; convenient and effecting for purchasing and importing products; capable of developing scales and market coverage of CSC; Managing product displays and demonstration in stores (planning places, spaces and shelves for displays; deciding and implementing product displays; deciding on offering methods); Managing atmosphere and customer experience in stores (planning selling space and areas; discounting and demonstrating products, communicating images, implementing PR and direct marketing to achieve high sales); Managing brands of CSC (deciding on factors to create friendly, civilized and modern images for CSC).

1.2.2.3. Comparative advantage creation management

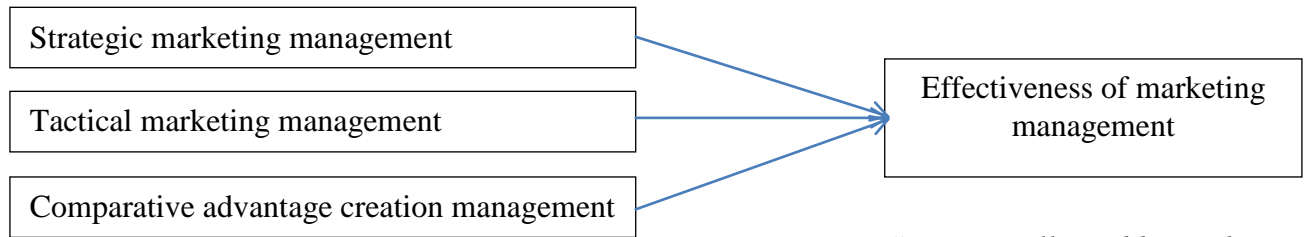
According to P.Reed (1998), Thompson&Strickland (2001), P.Kotler&K.Keller (2013), enterprises not only supply customer values but also supply customer relationships; core marketing competencies and differentiations, so the comparative advantage creation management is “the process of building and developing the management competencies of marketing organization and supplying comparative advantages for target markets”. Its content involves: (1) Managing marketing organization (deciding on forms, structure and positions of marketing division; deciding on organization and collaboration of functional operations of marketing division); (2) Managing core competencies (core competencies include finance, personnel, marketing information technology system; brand value, relationships with partners in the supply chains); (3) Managing differentiation competencies (differentiations of CSC and identities of retail service; management of productivity and retail; management of logistic services; competence of implementing SIVA retail mode and online marketing); (4) Managing dynamic marketing competencies (competence to recognize and forecast changes, marketing environment and retail market; competence to create marketing information and knowledge, to adjust marketing activities to innovations and changes in marketing behavior, marketing resources and social responsibilities); (5) Management competencies of marketing organization in CSC (competence to plan marketing; competence to develop marketing strategies, policies and implement annual marketing plans; competence to organize and develop marketing data; competence to control and audit marketing; competence to practice integrated marketing); (6) Competencies to lead marketing management (competence to communicate marketing strategies and visions; competence of R&D and restructuring of core marketing processes; competence to lead marketing management and competence to build and develop marketing culture).

1.2.3. Theoretical research model for marketing management in CSC

1.2.3.1. Research model for effectiveness of marketing management in CSC

Qualitative research conducted via in-depth interviews with 4 CMOs of the chains, 8 purchasing managers of member stores, 3 experts of retail marketing for 3 components / independent variables and effectiveness of marketing management (dependent variable)

with measurement scales of 30 observation variables helps to establish theoretical research model for marketing management effectiveness (Figure 1.1)



Source: collected by author

Figure 1.1: Research model for marketing management effectiveness for CSC in Hanoi

Measurement scales of specific observation variables:

- Independent variables: Strategic marketing management has 8 observation variables from SMM1 to SMM 8; Tactical marketing management has 8 observation variables from TMM1 to TMM8, Marketing comparative advantage creation management has 6 observation variables from MOC1 to MOC 6 (among which 1 observation variable of MOC is measured via 5 observation variables).

- Dependent variables – marketing management effectiveness has 5 observation variables from MME1 to MME5 (15 specific observations for each MME).

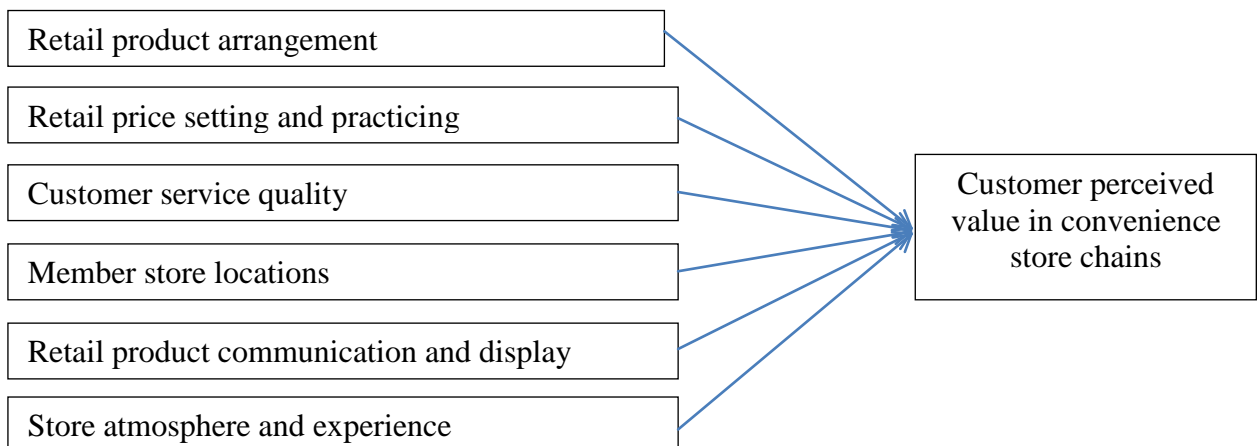
1.2.3.2. Research model for perceived customer values

Qualitative research conducted with 18 customers shopping in member stores of some chains in Hanoi (Vinmart⁺, Circle K, Haprofood, etc.) on 7 components and 49 measurement scales for factors expected to impact on perceived customer values helps to establish theoretical research model for perceived customer values (Figure 1.2)

Measurement scales of specific observation variables:

- Independent variables: Retail product arrangement has 8 observation variables from RA1 to RA7; Setting and practicing retail prices has 6 observation variables from RP1 to RP6; Customer service quality has 7 observation variables from CS1 to CS7; Store location allocation has 6 observation variables from SL1 to SL6; Offer communication and displays has 7 observation variables from CD1 to CD7; Store atmosphere has 7 observation variables from SA1 to SA7.

- Dependent variable – Perceived customer values has 7 observation variables from PCV1 to PCV7.



Source: collected by author

Figure 1.2: Research model for perceived customer values in CSC in Hanoi

1.2.4. Criteria to evaluate quality and effectiveness of marketing management in CSC

* **Group 1:** Criteria to quantify the results of marketing management and quality of annual marketing plans of CSC.

* **Group 2:** Criteria to quantify the quality of implementing components and effectiveness of marketing management in CSC.

* **Group 3:** Criteria to quantify the quality of implementing components of strategic marketing management to create perceived customer values.

1.3. Factors affecting marketing management in CSC

1.3.1. Macro environmental forces and international cooperation: institution environment, trade policies of the nation and the world; economic-demographic environment; technical and technological environment; socio-cultural environment.

1.3.2. Local retail market factors: suppliers, competitors, target public of the chains, functional marketing intermediaries, market barriers for retail services.

1.3.3. Internal factors in CSC: non-marketing competencies, marketing competencies and factors of CSC.

1.4. Experience of marketing management in some typical CSC and drawn lessons

A study of marketing management of some CSC - Eleven, GS25, Satrafoods – helps to draw 6 lessons for CSC located in Hanoi as follows: (1) Prioritizing marketing management oriented towards customers based on core competencies and implementing marketing management methods flexibly and suitably with local environment and retail market; (2) Managing information and analyzing marketing situation via sufficient database and scientific methods to raise the effectiveness of marketing management practice and customers; (3) Implementing, evaluating and selecting target market based on the most attractive market to propose supply values, implementing marketing positioning appropriate with target market, differentiation and competitiveness; (4) Implementing marketing management decisions systematically (managing retail products; maintaining retail price/quality correlation; improving customer service quality) towards developing market demand to raise supply values to customers; (5) Attending to and emphasizing locations; displays and communication of products, creating store atmosphere towards increasing convenience for customers and managing relationships with partners in supply chains; (6) Some high-position chains attach great importance to comparative advantage creating management by raising core marketing competencies and differentiations; dynamic marketing competencies; management and leadership competencies of marketing mechanism .

CHAPTER 2: MARKETING MANAGEMENT IN SOME CSC IN HANOI

2.1. Overview of the retail market and development of CSC in Hanoi

2.1.1. Socio-economic overview of Hanoi

- Hanoi is situated in the centre of Red river delta with the natural area of 3,358.59 ha including 30 districts and 584 wards and communes. The city has a population of 7.73 million, excluding nearly 2 million permanently living here without registration. Population density is 2,341 people/km² with population structure of 49.3% male and 50.7% female, the percentage of working people is twice that of dependent population.

- Hanoi is the centre of politics and state administration, the leading centre of Education-training, Science-Technology, Economy and International Trade. The city's

socio-economic infrastructure is developed constantly to grant it the position of a modern city of the country, Southeast Asia and Asia.

- Since 2010, Hanoi's economy has experienced high growth rate: (1) GRDP achieves the average annual growth of 7.3-7.8%; added values of sectors reach quite high rate; the total value of retail and services increases by 8.5-9% a year. In 2018, its export turnover surged by 21.6% a year, import turnover rose by 8.2%, foreign investments reached US\$ 6.5 billion, a record high in the past 30 years, topping the country.

- Urban planning, transport infrastructure, information technology infrastructure are promoted to facilitate socio-economic development in general and the growth of modern retail trade in particular in order to turn Hanoi into a center of international trade and transactions of Vietnam and regional countries.

2.1.2. Overview of Hanoi's retail market

- The total retail value estimated under current prices increased from VND 130,750 billion in 2010 to VND 306,295 billion in 2018, an annual growth rate of over 20% (higher than the average rate of the country). Scale of retail market in consumer goods keeps increasing and gains higher growth rate in products with good quality and brands (food, educational and cultural products, cars and vehicles, groceries) purchased in retail units with modern and civilized retail services.

- Retail infrastructure has been attended to and invested in, retail network has been developed, there is interwoven connection between retail-wholesale and traditional-modern trade form.

- Competition in the retail market becomes increasingly fierce with the appearance and expansion of retail giants with reputable brands from both foreign countries (such as 7-Eleven, GS25, Aeon, Lotte, etc.) and Vietnam (such as Vinmart, Saigon Co.op, Satrafoods, etc.)

2.1.3. The development process of CSC in Hanoi

- The establishment and development of CSC in Hanoi have gone through 3 periods: the 2006-2009 marked the birth and development of chain stores to the complete opening of domestic retail market to foreign competitors; the 2010-2015 saw the development of modern trading system and CSC of some foreign brands and the appearance of some potential domestic brands such as Vinmart+; the 2016-now experiences rapid growth in quantity, business capacity and market share in Hanoi's retail market with the growth rate among the top of big cities in Vietnam.

- By 2018, Hanoi had 30 CSC with 1,045 member stores, most of which are basic convenience stores (accounting for 75% of member stores). CSC are mainly located in central districts and new urban sites with the total business area of about 185,500m², averagely 0.03m²/person (much lower than the requirements from convenience store development plans of the city).

- In 2018, retail revenue of CSC located in Hanoi hit VND 9,500 billion (20 times higher than that in 2010), accounting for 14.5% in the total revenue of the country's modern retail system. Profit margin of some basic CSC was by 12%-16% and specialized CSC was by 12%-18%. Business efficiency/m², business area/staff, competitiveness of CSC are considerably higher than those of single stores and urban markets. Brand images have been clearly positioned as modern retail form.

2.2. Establishing practical research model for marketing management of CSC in Hanoi

2.2.1. Practical research model for marketing management effectiveness

2.2.1.1. Sample descriptions

- Survey tool is the questionnaire formulated from 22 observation variables for 3 independent variables and 5 observation variables for dependent variable. Recipients include marketing managers of the chains and their partners, state administrators who completed the questionnaires by selecting answers on 5-point Likert scale ranging from definitely disagree to definitely agree (Appendix 3 of the dissertation).

- 250 questionnaires were delivered, 226 were collected, 8 were rejected for not meeting standards. Sample used for analysis was 218 questionnaires with specific sample information seen in Table 2.3 of the dissertation.

2.2.1.2. Results of measurement scales and theoretical model testing

a. Testing measurement scales by Cronbach's Alpha: The Cronbach's Alpha results of 3 components (21 measurement scales) or marketing management and dependent variable – marketing management effectiveness (5 measurement scales) show Cronbach's Alpha coefficients >0.6 ; item-total correlation >0.3 , satisfying the testing requirements. However, 2 observation variables SMM7 and SMM8 of Strategic Marketing have respective Cronbach's Alpha of 0.55869 and 0.5766 < 0.6 , item-total correlation of 0.2873, 0.2903 < 0.3 , so they were rejected from following analysis and Cronbach's Alpha of SMM was recalculated as 0.8498.

b. Exploratory Factor Analysis results

- The results of EFA for measurement scales and independent variable show KMO=0.846 (>0.5), Barlett test has statistical significance of 0.000 (<0.05); All 3 independent variables extracted at Eigen Value are >1 (the lowest is 1.169), variance extract is 74.372%; factors loading of measurement scales are higher than 0.5; Cronbach's Alpha coefficients of 3 independent variables are 0.8498, 0.8238, 0.8511 respectively (See Table 2.5 and Appendix 6.1 in the dissertation).

- EFA analysis results for measurement scales and dependent variables show KMO=0.862 (>0.5); Barlett test has statistical significance 0.000 (<0.05); Eigen Value is 2.186 (>1.0), variance extract is 80.436%; factors loading are > 0.5 (See Table 2.6 in the dissertation).

This means that 20 measurement scales of 3 components and 5 measurement scales of dependent variables reach convergent validity and can represent research items that need measuring.

c. Correlation analysis: Correlation matrix tests show that all absolute correlation coefficients of variables range from 0.462 to 0.671 < 0.85 (See Appendix 6.2 in the dissertation). It means that measurement scales in this research can measure different research components and there are significant relations between independent variables and dependent variables.

d. CFA analysis and research model testing: Confirmatory Factor Analysis results of 4 components, 25 observation variables calculated by (AMOS) show that the model has $X^2 = 701.184$ with 384 degrees of freedom, P-value = 0.000; CMIN/df = 1.826 (<2.0) CFI= 0.938; TLI= 0.926 (>0.90); RMSEA = 0.058 (<0.08) (see Table 2.1 in the dissertation). This illustrates that MH1 is appropriate with the collected data about the environment and

market.

e. Multiple regression analysis and hypothesis testing

- The applied multiple linear regression model has the following formula:

$MME = \beta_1 * SMM + \beta_2 * TMM + \beta_3 * MOC$ whereby $\beta_1, \beta_2, \beta_3$ are standardized coefficients

- Results of multiple regression forecast and hypothesis testing (See Table 2.7 in the dissertation):

+ Tolerance and VIF value testing show that tolerance ranges from 0.519 to 0.583 and VIF has the values from 1.75 to 1.927 (< 10), meaning that multiple collinearity in this model is very unlikely.

+ The model has statistical significance $P < 0.001$, $F=93.019$, $Sig(F) = 0.000$, illustrating its suitability with the environment and market of CSC in Hanoi.

+ Adjusted $R^2 = 85.8\%$ has high level of compatibility, meaning that about 86% of variations of dependent variable can be explained by 3 independent variables.

+ Standardized β coefficient ranges from 0.291 to 0.398, meaning that 3 independent variables are good indicators for marketing management effectiveness with reliability of 99%.

+ Multiple regression model for marketing management effectiveness in CSC based on this research findings can be expressed as follows:

$$MME = 0.291 \times SMM + 0.398 \times TMM + 0.341 \times MOC$$

The orders of their contributions to marketing management effectiveness are tactical marketing management, comparative advantage creation management, strategic marketing management.

β^* and partial R with $P < 0.001$ show that independent variables have direct increasing impacts and are good predictors for marketing management effectiveness of CSC in Hanoi. This illustrates that hypotheses H_{11}, H_{12}, H_{13} are accepted.

2.2.2.2.1. Practical research model for perceived customer values

2.2.2.2.1. Sample descriptions

- Survey tool is the questionnaire formulated from 40 observation variables for 6 independent variables and 7 observation variables for dependent variable. Recipients completed the questionnaires by selecting answers on 5-point Likert scale ranging from definitely disagree to definitely agree (Appendix 4 of the dissertation).

- 500 questionnaires were delivered, with 400 delivered to customers in member stores of 6 CSC (Vinmart⁺, Circle K, Haprofood, Shop&Go, Co.opFood) and 100 delivered to customers of other CSC. 398 were collected, 12 were rejected for not meeting requirements. Sample used for analysis was 386 questionnaires with specific sample information seen in Table 2.8 of the dissertation.

2.2.2.2.2. Results of measurement scales and theoretical model testing

a. Testing measurement scales by Cronbach's Alpha: The Cronbach's Alpha results of 41 measurement scales and 6 independent variables, 7 measurement scales and dependent variable as perceived customer values (Table 2.9 – dissertation) show that of 6 components and dependent variable of perceived customer value, 43/48 measurement scales have Cronbach's alpha > 0.6 ; item-total correlation > 0.3 , satisfying the testing requirements. 5 observation variables of RA6, RP2, SL6, SA1 and PCV7 have Cronbach's Alpha < 0.6 and item-total correlation < 0.3 , not satisfying testing standards and were

rejected from the next EFA analysis. Components with rejected observation variables of RA, RP, SL, SA and PCV have recalculated Cronbach's Alpha of 0.7864; 0.8056; 0.8113; 0.7862; 0.8328 respectively.

b. Exploratory Factor Analysis results

- EFA analysis results of 37 observation variables of 6 components show KMO=0.865 (>0.5); Barlett test has statistical significance of 0.000; all 6 components with Eigen value are > 1 (the lowest is 1.138) and variance extract is 62.163%; 6 observation variables (RA7, CS1, CS5, CD5, CD6, SA6) have factors loading <0.5, so they were rejected from the next EFA analysis.

The second EFA analysis conducted with 31 remaining observation variables show KMO=0.808, Barlett Sig=0.000; Eigen value for 6 components >1 (the lowest is 1.138) and variance extract is 71.397% (>0.5). All 31 observation variables have factors loading >0.5, components with rejected observation variables have recalculated Cronbach's Alpha as RA = 0.8017, CS = 0.8234, CD = 0.8192, SA = 0.8219 (See Appendix 6.3 and Table 2.10 in the dissertation)

- EFA analysis of 6 measurement scales and dependent variable: KMO=0.872 (> 0.5), Barlett test has statistical significance Sig = 0.000; Eigen value=1.962 (>1), Cronbach's Alpha = 0.8328, factors loading are over 0.7 (>0.5), satisfying testing requirements (See Table 2.11 in the dissertation).

It can be concluded that 31 measurement scales of 6 components and 6 measurement scales of dependent variable reach convergent validity and can represent research items that need measuring.

c. Correlation analysis: Correlation matrix tests show that all absolute correlation coefficients of variables range from 0.313 to 0.596 < 0.85 (See Appendix 6.4 in the dissertation). It means that discriminant validity was achieved, measurement scales can measure research items and there are significant relations between independent variables and dependent variables (although at different levels).

d. CFA analysis and research model testing: Confirmatory Factor Analysis results of 7 components with 37 observation variables calculated by (AMOS) show that MH2 has $X^2 = 1169.595$ with 416 degrees of freedom, P-value = 0.000; CMIN/df = 1.659 (<2.0) CFI= 0.918; TLI= 0.918 (>0.90); RMSEA = 0.063 (<0.08). This illustrates that MH2 is appropriate with the collected data (See Table 2.2 in the dissertation).

e. Multiple regression analysis and hypothesis testing

* Multiple regression model for perceived customer values has the following formula:

$PCV = \beta_1 * RA + \beta_2 * RP + \beta_3 * CS + \beta_4 * SL + \beta_5 * SA + \beta_6 * CD$ whereby β_r is standardized coefficient.

* Results of multiple regression forecast and hypothesis testing (See Table 2.12 in the dissertation):

- Analysis of assumed multiple collinearity shows the tolerance values range from 0.175 to 0.347, so VIF has the values from 2.885 to 5.726 (<10, meaning that multiple collinearity in this model is very unlikely).

- The model has statistical significance $P < 0.001$, $F=149.921$ and $Sig.(F)=0.000$, illustrating its suitability with the market data of CSC in Hanoi.

- Adjusted R^2 shows the compatibility of 76.7%, meaning that nearly 77% of variations

of dependent variable – perceived customer value - can be explained by 6 independent variables of RA, RP, CS, SL, SA, CD.

- β coefficient ranges from 0.074 to 0.261 with $p < 0.05$, meaning that 6 independent variables are good indicators for perceived customer value with reliability of 95%.

- Multiple regression model for perceived customer values based on this research findings can be expressed as follows:

$$PCV = 0.261*RA + 0.194*RP + 0.187*CS + 0.162*SL + 0.098*SA + 0.074*CD$$

The orders of their contributions to perceived customer values are retail product organization, price setting and practicing, customer service quality, store allocation, store atmosphere and product display and communication.

- β^* and partial R with $p < 0.001$ for independent variables show that they have direct increasing impacts and are good predictors for perceived customer values. This illustrates that hypotheses H2.1, H2.2, H2.3, H2.4, H2.5, H2.6 are accepted.

2.3. Reality of marketing management in some CSC in Hanoi

The practical research of marketing management in 3 CSC including Vinmart+, Circle K, Haprofood brings about some conclusions on marketing management of the chain as follows: (1) CSC have oriented marketing management based on value, implemented strategic marketing and tactical marketing when there appear big changes in the retail market and conducted comparative advantage creation management to promote fundamental advantages of this chain model. One third of CSC (Vinmart+) has strategic marketing and tactical marketing planning and evaluated the effectiveness of marketing management regularly while two thirds (Circle K, Haprofood) only plan and implement marketing management as an integration in business strategies; (2) all CSC have specific plans and modes of franchising and opening stores to develop the number of their member stores and strived to occupy store locations along busy streets in core urban areas, the centre of satellite cities and new urban areas of Hanoi; (3) CSC emphasize and make progress in developing structure, raising quality of retail products, customer services and practicing flexible prices to create core competencies, differentiate and raise values supplied to target consumers; (4) CSC have made efforts in managing relationships with product sources, logistics suppliers in the value supply chain of products/services and developing their own brands to stabilize product sources and purchase products with lower costs; (5) CSC have made efforts in planning store areas, displaying products, communicating offers, creating friendly and safe atmosphere for customers in their experience of selecting, shopping and enjoying customer services in stores; (6) CSC has cared about and invested in improving the quality of marketing components such as marketing organization, marketing personnel, marketing budget, technical infrastructure, marketing information technology to create prerequisites to raise the effectiveness of marketing management and perceived customer values.

2.4. Statistical descriptive analysis of marketing management in some CSC in Hanoi

2.4.1. Reality of marketing management via model to evaluate marketing management effectiveness

The summary of an expert questionnaire survey with 3 components and dependent variable – marketing management effectiveness is presented in Table 2.1:

Table 2.1: Results of manager survey on 3 components and effectiveness of marketing management

Variable code	Observation variables	Scores	
		Mean	Stan. deviation
SMM	Strategic marketing management	2.98	0.588
TMM	Tactical marketing management	3.07	0.598
MOC	Comparative advantage creation management	3.07	0.591
MME	Effectiveness of marketing management	3.13	0.608

(Source: data processed by SPSS 20.0)

2.4.1.1. Reality of strategic marketing management: The results of strategic marketing management evaluation (Table 2.13 in the dissertation) bring about the following conclusions: strategic marketing management gains 2.98, rated as weak. 2 variables gain average scores (SMM2, SMM3>3.0) while the remaining 4 observation variables have scores lower than average and lower than mean scores, specifically: marketing research practice has not collected adequate information, analyzing methods are mainly traditional statistical method, so store chains cannot update enough marketing information (mean=2.96); Most CSC focus on 'retail prices' or retail product mix so their supply values to the market are not big enough and not positioned appropriately, so they cannot create differentiation (mean=2.94); CSC have not identified competitive position by lower prices or differentiations or the combination of the two in line with target market, they have not have big-enough market offers (mean=2.92, lowest among the 6 components); relationships with consumers and suppliers are not built into strategic partnership and they do not have flexible behavior with competitors (mean=2.97).

2.4.1.2. Reality of tactical marketing management: The results of tactical marketing management evaluation (Table 2.14 in the dissertation) bring about the following conclusions: as the key contributor to marketing management effectiveness, the current tactical marketing management gains 3.07. All 8 observation variables of the component are >3.0, as CSC have made good use of the advantages of modern retail trade, but the implementation quality still reveals some limitations: (1) product ranges are not developed intensively, the number of new products remains small, the time for market entry is long; the process of purchasing has not created optimum product circulation flow in terms of volume, structure, storage time, importing time; they have not fully exploited the advantages of the chains to reduce costs and raise the effectiveness of products importing process (mean=3.01, lowest among 8 variables); (2) retail prices have not created differentiations because when pricing retail services, the chains mostly use cost-plus pricing method, have not utilized cost-reduction advantages, nor practiced pricing tools flexibly and effectively, including discount; (3) store chains have not cared about developing the quality of pre-sales services and high value-added services differentiated from other retail forms; have not cared about profitability-potential criteria, urban traffic infrastructure and marketing capacity of the chains when selecting store locations; (4) the volume of displayed products is not up to expectation, ways of display is monotonous (mostly displayed in piles) which lack aesthetic value, positions are not suitable and convenient for demonstration, introduction of new products; (5) interior decoration and the use of sales promotion forms, experience, event organization and direct marketing are not

good enough to create dynamic and unique store atmosphere; (6) brand image creating factors are not implemented effectively and not orientated towards targets, so the chain images are not clear, distinctive and sustainable.

2.4.1.3. Reality of comparative advantage creation management: The results of comparative advantage creation management evaluation (Table 2.15 in the dissertation) bring about the following conclusions: as the second biggest contributor to the level and sustainability of marketing management effectiveness, the current comparative advantage creation management gains 3.07, above average. Of the 5 variables of the component, 4 which get adequate attention gain over 3.0, observation variable MOC4<3.0, rated as weak. Some limitations of specific observations of each component (presented in Table 2.15 in the dissertation): (1) in marketing organization, the variable with the lowest score is the flat degree of marketing organization (mean=2.99). This means that the participation of marketing managers (high-rank and mid-rank) with front stage – customers and the flow of information from the basic line to CMOs is limited (mean=2.98); (2) despite investments in resources and core marketing resources, 2 key components constituting core marketing competencies which competitors can hardly imitate are not developed appropriately, including capabilities of marketing personnel and customers-based brand assets; (3) marketing differentiation competence gains 3.01, rated as average, lower than mean score of the component and 1 level lower than that of core marketing resources. 2 core competencies with quite low scores are CSC differentiation capacity and retail identity (mean=2.97); SIVA retail practicing capacity (mean=2.95); (4) the current dynamic marketing capacity of CSC reaches 2.98, lowest in the 6 observation variables of the component and weakest among the 3 fundamental factors creating foundation for dynamic marketing competence: competence to absorb and create intellectual information (mean=2.93), competence to adapt to changes (mean=2.96) and competence to recognize and forecast changes (mean=2.99); (5) all 5 factors creating management competence of marketing organization and 5 factors of leadership competence of CMOs are above average. However, some fundamental factors have not met the requirements, including strategies, policies and implementation of annual marketing plans (mean=3.10), competence to improve, use and treat talented marketing personnel (mean=3.08) and competence to develop R&D to re-establish core marketing processes (mean=3.06).

2.4.1.4. Reality of marketing management effectiveness: The results of marketing management effectiveness evaluation (Table 2.16 in the dissertation) bring about the following conclusions: the effectiveness of marketing management of the chain is above average (mean=3.13), higher than the average of the retail sector, however it is not up to expectation and not proportionate to resources and advantages of CSC. Currently, all 5 observation variables of the component are >3.0 but there is a big gap between variables and with marketing management effectiveness, there are 3 variables with higher score than average and 3 with lower than average of the component. The summary of 3 components in the multiple regression model is as follows:

$$\text{MME} = 0.291 * \text{SMM} + 0.398 * \text{TMM} + 0.341 * \text{MOC} = 3.13591$$

MME is 3.13; absolute error is 0.00591 (0.18%). This means that the tested multiple regression model is accepted to have accurate and objective evaluation of the marketing management effectiveness of CSC.

2.4.2. Reality of marketing management via model to evaluate perceived customer values

The summary of a survey with 6 components and dependent variable – perceived customer values is presented in Table 2.2:

Table 2.2: Results of customer survey on 6 components and dependent variable – perceived customer values

Variable code	Observation variables	Scores	
		Mean	Stan. deviation
RA	Retail product organization	3.24	0.596
RP	Retail price setting and practicing	3.06	0.595
CS	Customer service quality	3.02	0.584
SL	Store allocation	3.14	0.608
CD	Product display and offer communication in stores	3.03	0.591
SA	Store atmosphere	3.09	0.598
PCV	Perceived customer values	3.04	0.597

(Source: data processed by SPSS 20.0)

2.4.2.1. Perceived retail product organization: The following conclusions can be drawn from the customer survey (Table 2.17 in the dissertation): as the most important factor creating customer values, this variable gains 3.24, above average, higher than mean scores of the city's retail sector; CSC have made progress in creating product ranges with sufficient quantity, appropriate brands and quality/price (mean=3.3), labelling under international standards (mean=3.28), new product development (mean=3.26), prioritizing high-quality made-in-Vietnam products (mean=3.25). However, customers perceived the diversity of high-quality products as rather weak and the quality of new product regularly introduced to stores as inappropriate with the chain positions.

2.4.2.2. Perceived retail price setting and practicing: The following conclusions can be drawn from the customer survey (Table 2.18 in the dissertation): Retail prices and retail price practicing of CSC gains 3.06, graded as average, higher than the score of traditional shopping centres and urban markets. Although all 5 observation variables are >3.0, customers perceive retail prices in CSC as equal to those in markets (mean=3.0); customers do not perceive values and retail prices/product quality correlation clearly (mean=3.03) and diversity, attractiveness and validity of retail price practicing (mean=3.09). Therefore, retail prices and price practicing have not created appropriate and competitive differentiations.

2.4.2.3. Customer service quality: The following conclusions can be drawn from the customer survey (Table 2.19 in the dissertation): customer service has been cared of and made progress but only gains 3.02, graded as average and is the lowest among 6 factors creating perceived customer values. The two weakest factors are store staff being available to listen to customers (mean=2.97) and store staff not performing sales and customer services quickly (mean=2.99). The main reasons are mainly the lack of sales force in terms of number/working shift, the poor qualification and skills to meet the standards of civilized

retail units.

2.4.2.4. Store allocation: The following conclusions can be drawn from the customer survey (Table 2.20 in the dissertation): The locations of member stores of CSC are mainly in the downtown, apartments in inner districts and town centres, convenient for target customers to access stores (mean=3.19), save traveling time (mean=3.21) and for stores to save transportation costs (mean=3.17). However, there are two factors reducing perceived customer values (despite gaining average score higher than 3.0): convenient for walking to shop near living and working place (mean=3.03) and convenient to recognize and attract customers (mean=3.10).

2.4.2.5. Product display and offer communication at stores: The following conclusions can be drawn from the customer survey (Table 2.21 in the dissertation): This variable gains 3.03, graded as average, equal to the mean score of the city's retail sector, which means that product display and offer communication at stores have not created appropriate and different perceived customer values compared with other retail forms. Two factors attributed to low scores are store signals to functional areas are unavailable or unclear (mean=2.99); there are no combination of different forms to display and promote new products (mean=3.0)

2.4.2.6. Store atmosphere: The following conclusions can be drawn from the customer survey (Table 2.22 in the dissertation): store atmosphere in most chains gain 3.03, showing that they can create fundamental perception of hygiene, safety and politeness in comparison with traditional stores and urban markets. All 5 variables of the component are higher than 3.0, among which three basic and important factors only reach average scores: stores have enough lighting and harmonious colors (mean=3.07); business communication system by music and noise (mean=3.04, lowest in the component); promotion, PR and direct marketing are not various and effective (mean=3.08). Therefore, customers do not feel the difference in store atmosphere from other retail forms.

2.4.2.7. Perceived customer values: The following conclusions can be drawn from the customer survey (Table 2.23 in the dissertation): Perceived customer value is dependent variable on the quality of implementing strategic marketing decisions, it reaches 3.04. Among different factors, the stores' care, understanding and sharing with customers is graded as rather weak (mean=2.99, lowest in 6 factors) and customers do not perceive higher benefits than the costs they pay (mean=3.0). It means that customers do not feel/do not highly appreciate the convenience, civilization and benefits when shopping in CSC. The summary of 3 components in the multiple regression model shows the following results:

$$PCV=0.261*3.24+0.194*3.06+0.187*3.02+0.162*3.14+0.098*3.09+0.074*3.03=3.039$$

PCV is 3.04; absolute effort is 0.001 (0.03%) This means that the tested multiple regression model is accepted to analyze the situation of strategic marketing management effectiveness and measure the customer effectiveness of marketing management in CSC.

2.5. Overall assessments

2.5.1. Main advantages and strengths: (1) Marketing management has become more important in functional structure of business management and are implemented more to

increase the effectiveness of marketing management; (2) CSC have cared about profitability and growth of each target segment and member stores and considered marketing resource competencies to decide on target market, propose and position customer values; (3) CSC have made efforts and gained quite good results in raising quality, implementing strategic marketing decisions to raise the marketing management and customer effectiveness; (4) CSC have appropriately selected and developed general and specific resources and core marketing competencies to establish annual marketing plans and strategies and initially practiced the concept of integrated marketing; (5) CSC have tried to make considerable achievements to raise the competence of differentiated marketing, leadership competence of marketing organization to increase customer value and marketing management effectiveness; (6) Perceived customer values have been improved to create attractiveness and trust to customers compared with other retail forms.

2.5.2. Main limitations and weaknesses: (1) The quality of implementing marketing information and practicing marketing research tools is low as they are not conducted scientifically in terms of collecting, sorting, storing, analyzing, sharing information at strategic, tactical and operational levels of marketing. The marketing information system has poor database, software is not automatized, supports to marketing decisions are insufficient; (2) Value-orientated strategic marketing management has low quality, implementation effectiveness of marketing managers is poor in proposing, selecting, establishing and positioning supply values to customers. Therefore, supply values are not big enough to create differentiations and unique identities for the chains from other retail forms; (3) Quality of implementing components and effectiveness of marketing management reveal many limitations and cannot exploit the comparative advantages of the store chains in implementing 8 basic strategic marketing decisions to raise the quality standard and develop new products, develop new pricing methods, managing purchases; managing pre-sales services and added-value services; identifying store locations and product displays and communication; creating suitable, effective and different store atmosphere; (4) Components of marketing competencies are not even and meet the demand of marketing management practice as well as the requirements for creating sustainable comparative advantages for core marketing resources, differentiated marketing competence, dynamic marketing competence; (5) Marketing managers and leaders have exposed certain limitations, especially in the competence of developing annual marketing plans, policies and strategies; the competence of controlling marketing and competence of retaining marketing talents; (6) Identifying and Improving components remain weak, including variables with average scores lower than 2.95 (SMM4.5); average scores ranging in 2.95÷3.0 (SMM1.6; CS2.5; CD2; MOC4. PVC2); other variables have average scores >3.0.

2.5.3. Reasons for limitations: There are 5 objective reasons: the aftermath of economic recession and the re-emergence of protectionism imposed by powerful countries; the fluctuations and difficulties of Vietnam's economy in the past 5 years; the inadequacies in investments, technological upgradation, production quality and effectiveness of businesses; difficulties and complications of the retail market where unfair competition

still exists; the problems in legal framework and macro-trade policies. Besides, the dissertation has identified 6 subjective reasons from CSC which result in the limitations in marketing management: they have not changed their minds of business management towards objectives and process; they have not identified the roles of marketing organization in implementing business management functions; marketing management modes place excessive emphasis on tactical marketing management but not appreciated strategic marketing management and comparative advantage creation management; marketing management processes are not implemented towards values based on marketing competitiveness; store chains have not attended to implementing components in accordance with their contributions to marketing management effectiveness and perceived customer values; the combinations of leadership, implementation and control of marketing organization are not appropriate and generally oriented; the competencies of marketing staff (high-ranking and mid-ranking) and sales force remain limited.

CHAPTER 3: VIEWS AND SOLUTIONS TO IMPROVE MARKETING MANAGEMENT OF SOME CONVENIENCE STORE CHAINS IN HANOI BY 2025 VISION 2030

3.1. Some forecasts, development orientations and views to improve marketing management of CSC in Hanoi by 2025 vision 2030

3.1.1. Some forecasts for retail marketing by 2025 vision 2030: The scale of Vietnam's retail market is expected to increase quite rapidly from US\$ 179 billion to nearly US\$ 200 billion, consumption power of food retail market is expected to rise an average of 4-5% a year in the 2019-2025 period; the modern retail system grows quickly by 5-10% a year and by 2025, the retail share will increase by 50-60% a year; the retail environment and market will be fiercely competitive with the appearance and expansion of domestic and foreign retail giants.

3.1.2. Development orientations of Hanoi's retail trade in general and CSC in particular by 2025 vision 2030: On the basis of socio-economic development forecast, the dissertation has proposed some development orientations for retail trade in general, CSC in particular including maintaining structure, expanding markets, improving capabilities and business performance. With the modern trade system by 2020, vision 2025, Hanoi has 33 shopping centres, 1000 supermarkets of various grades and 1500-1700 convenience stores.

3.1.3. SWTO analysis and orientations to improve marketing management of CSC in Hanoi by 2025 vision 2030: The dissertation has established an expected SWOT analysis model (see Table 3.1 in the dissertation), then based on that to propose orientations to improve marketing management of CSC in Hanoi by 2025 vision 2030 including orientations to promote strengths, deal with threats and orientations to solve limitations to take opportunities and handle threats from the environment and retail market of the city.

3.1.4. Views on improving marketing management of CSC in Hanoi by 2025 vision 2030: *View 1:* Improving marketing management of CSC in the city to be systematic, compatible and suitable with the industrialization – modernization and international integration of Vietnam at present and the following years by 2030; *View 2:* Improving

marketing management of CSC in the city to be synchronous in implementing and combining operations in the chains; *View 3*: Improving marketing management of CSC in the city to make breakthrough and be compatible with fast changes in the environment and retail market to optimize customer supply values and build suitable positions and differentiations of the marketing mechanism; *View 4*: Improving marketing management of CSC in the city to ensure marketing management effectiveness and facilitate the restructuring of resources, develop general competitiveness and marketing competitiveness of the chains; *View 5*: Improving marketing management of CSC in the city to guarantee sustainable development in the long term.

3.2. Groups of solutions to improve strategic marketing management of CSC in Hanoi

3.2.1. Improving marketing management and information technology: (1) Automatizing and modernizing market and marketing information system: building, automatizing and synchronously operating 4 components: database, statistics, model, displaying system; assigning the tasks of collecting market and marketing information to the marketing divisions and sales force at member stores and to high-rank managers at chain levels; (2) Applying information technology in collecting, analyzing and transferring information of consumers, suppliers and competitors; (3) Improving the quality of hardware (computer network) and applying modern software to connect, integrate and transfer information in the entire value chains involved in product storage management system (See Table 3.1 in the dissertation).

3.2.2. Improving segmentation and selection of target market of CSC: (1) Applying target market segmentation under behavior model based on qualifications, professions, income of customers. The period by 2025 focuses on market segments with demand for products of quite good to good quality with retail prices of average to quite high, then expand to market segments with demand for made-in-Vietnam products with high quality; (2) Evaluating the attractiveness and selecting target market based on 6 market criteria (scale, growth, competition level, marketing communication, accessibility to distribution, differentiation of the chains).

3.2.3. Improving value and positioning proposals of CSC in the target market: (1) Considering and applying QTCS mode (quality – just-in-time – costs – services) to ensure providing good, appropriate and differentiated customer supply values; (2) In the period by 2025, CSC should focus on implementing direct competitive positioning with main competitors by promoting strengths and advantages of each chain; by marketing tools to create an environment with experience of modern purchases; by “retail service quality” under SIVA mode; by marketing differentiated towards customer groups to position the chains more deeply in the markets with member stores and shorten the positioning time in new-entry markets; by quality and implementation of core marketing process to create obvious and unique brand images.

3.3. Groups of solutions to improve tactical marketing management of CSC in Hanoi

3.3.1. Managing retail product organization with the following proposals: (1) Adjusting structure and applying 20/80 rule in line with seasons to develop retail product ranges to

guarantee values and differentiations of products suitable with market demand, scales, strengths and positioning of supply values of each chain; (2) Typicalizing a/some product line(s) to differentiate and improve the competitiveness of retail products of CSC; (3) Distinctive products and store brands inserted into product ranges in the chains should become compulsory and regular products displayed for sales in member stores; (3) Practicing product life cycle management for all retail products to ensure competitiveness and optimize supply values in each stage of the product life cycle; (4) Developing new products in quantity and forms under quota and implementing the process of developing new products scientifically (See tables 3.2 and 3.3 in the dissertation).

3.3.2. Managing products purchasing-importing with the following proposals: (1) Building and managing strategic partnership with domestic and foreign producers and suppliers to ensure stable, diverse sources and competitive purchasing prices; (2) Modernizing, improving the quality and effectiveness of centralized product purchasing system of the chains; (3) Using logistic services of wholesalers and logistics specialized enterprises; (4) Strengthening controls over implementation quality, evaluating effectiveness of purchasing tasks, supplying products promptly to deal with arising incidents in the entire chains and each member store.

3.3.3. Managing retail price setting and practicing with the following proposals: (1) Applying pricing methods based on customer acceptability values and pricing methods based on margins as in the following formula:

$$\text{Retail price} = \frac{1}{1 - \text{margin}} \times \text{cost price} + \text{VAT (value - added tax)}$$

(2) Applying retail pricing method under scientific process (See Table 3.4 in the dissertation); (3) Practicing retail pricing methods for all retail product ranges suitably with the distinctive features of each product group / product category; (4) Implementing price adjustment tools flexibly and effectively such as psychology pricing, consumers promotional pricing, line pricing, etc.; (5) Designing contents and formats of price quotes clearly to be recognizable to customers and controlling price quote locations in line with product display locations.

3.3.4. Managing customer service quality with the following proposals: (1) Promoting diversity and raising quality of pre-sales services and value-added services to differentiate and position the friendly, modern and civilized images of CSC; (2) Diversifying and improving customer service quality of the chains under national and international standards; (3) Improving competencies and motivations for sales force in accordance with standards for sales staff in modern retail units to raise the quality of implementing customer service quality and create high perceived customer values.

3.3.5. Managing member store allocation with the following proposals: (1) Identifying locations for member stores in line with socio-economic development plans and trade network of Hanoi in the period by 2020, 2030; satisfying the goals of profitability, convenience for customers and civilization for trade; (2) Establishing plans and schedules on the development of the quantity and locations of store allocations in line with the goals of increasing store density and the rate of urbanization in outer districts; (3) Establishing

locations of stores in the chains to ensure accessing time of 7-10 minutes of walk and convenience for private and public vehicles, ensuring optimization of cost/purchasing-importing prices; (4) Establishing locations of member stores in rural market should consider the buying habits and consumption demand for goods and services of local people.

3.3.6. Managing product display and offer communication: (1) Arranging and allocation areas for product display under standards proposed by Hanoi Department of Industry and Trade to provide customer services; (2) Planning places for signals, product display areas; Selecting and using suitable displaying and selling tools to guarantee convenience for customers to recognize, access and select when buying products; (3) implementing and diversifying forms and methods of product displays so that they are ‘easy to see, easy to find’, select the right products which match their aesthetic value; (4) Arranging areas suitably, improve the quality, contents and methods of introducing and demonstrating new products, new customer services and combining with other forms of displays and communication measures in the store.

3.3.7. Managing store atmosphere with the following proposals: (1) Designing and planning area and space in the stores to make it suitable with the surrounding environment; ensuring requirements for order, hygiene, store image communication to create a dynamic, convenient atmosphere for customers to recognize, become attracted; (2) Raising the quality and combining different activities of sales promotion, experience, event organization and direct marketing to raise the communication quality to attract more customers.

3.4. Groups of solutions to improve comparative advantage creation management of CSC in Hanoi

3.4.1. Improving core marketing organization and resources: (1) Medium and big sized CSC with big-enough marketing organization should implement 4 kinds of integrated marketing and full marketing department (Table 3.5 in the dissertation) including 4 divisions: strategic planning, marketing planning and marketing management survey, marketing management implementation in accordance with market segment classified by trade promotion management, multi-functional marketing organization; (2) building and implementing long-term and mid-term plans to improve marketing personnel management and building technical infrastructure for renovation and construction for member stores.

3.4.2. Improving differentiation marketing management: This is the basic and necessary solution for the chains to build up high-value competencies which are hard to imitate, specifically: (1) Raising the quality and effectiveness of core and distinctive competencies by establishing lengthy and intensive diversity for retail product ranges, retail prices, customer services, product displays, offer communication and retail promotion; (2) Improving the quality of CMOs, representatives and sales staff in terms of professional qualifications and serving attitudes to create differentiations with distinctive identities and images for retail services and CSC.

3.4.3. Improving dynamic marketing management capacity: This is a necessary and long-term solution to enhance ‘explicit’ competitiveness and ‘static’ competitiveness of

the chains, specifically: (1) Establishing and developing competence to recognize, forecast and competence to adapt to situational retail market and consumer behavior trends; (2) Building and supplying competence to absorb and generate marketing knowledge, competence to renovate, create and implement social responsible marketing of the chains, etc.

3.4.4. Improving competence of managing organization and competence of leading and controlling marketing management of CSC: (1) To implement customers-oriented marketing management, the chains should consult and apply customer service pyramid model (See Table 3.6 in the dissertation) to develop and raise the marketing organization competence of the chains; (2) Practicing database marketing to create foundations to raise the competence of leading and managing fast, unique, surprising marketing; (3) Practicing marketing management under the orientation of appropriate and effective marketing strategies by managing stages of establishing, implementing and controlling annual marketing plans; (4) Improving competencies to manage business communication, marketing strategies and exploit resources and marketing competencies to adapt to any situations which arise from the environment and retail market.

3.5. Some solutions to improve marketing environment including: proposals to complete legal framework, policies and state administration on retail business (See 3.5.1 in the dissertation) and some proposals for Hanoi's authorities and retail association (See 3.5.2 in the dissertation) to create favorable marketing environment for marketing managers of retail enterprises in general and CSC in Hanoi in particular.

CONCLUSION

The dissertation "Improving Marketing Management in Some Convenience Store Chains in Hanoi" has achieved the following theoretical and practical research outcomes and contributions:

Firstly, establishing theoretical frame on marketing management of CSC under the approach of customer values supplying process including strategic marketing management, tactical marketing management, comparative advantage creation management and marketing management theoretical model (the research model on marketing management effectiveness and research model on perceived customer values)

Secondly, via practical experience of marketing management in some foreign and domestic CSC, the dissertation has drawn 6 useful lessons for CSC in Hanoi.

Thirdly, via testing 3 practical research models as model on marketing management effectiveness which identifies the order of contributions to marketing management effectiveness as tactical marketing management, comparative advantage management, strategic marketing management; and model on perceived customer value which identifies the order of contributions to perceived customer values as retail product organization; retail price setting and practicing; customer service quality; store allocation; store atmosphere; product displays and offer communication at stores.

Fourthly, the research was conducted on marketing management practice of 3 typical CSC in Hanoi (Vinmart⁺, Circle K và Haprofood) to bring about 6 conclusions.

Fifthly, the dissertation has conducted statistical descriptive analysis of marketing management effectiveness model (3 independent variables and dependent variable – marketing management effectiveness) and perceived customer value model (6 independent variables and dependent variable of perceived customer values). On these bases, the dissertation has identified 6 strengths; 6 weaknesses/limitations and 5 objective reasons, 6 subjective reasons for the limitations in marketing management of some CSC in Hanoi.

Sixthly, upon SWOT analysis, the dissertation has identified 4 groups of orientations and 5 views to improve marketing management; proposed 4 groups of solutions including: solutions to improve strategic marketing management; solutions to improve tactical marketing management; solutions to improve comparative advantage creation management and solutions to improve marketing environment. These solutions are proposed on the basis of theories and reality as well as lessons drawn from marketing management practice.

With these theoretical and practical contributions, the dissertation has generally completed research objectives. Despite lots of efforts, the research outcomes still reveal certain limitations and weaknesses due to the limits in time, conditions and abilities of the PhD learner. The limitations include small sample size, survey structure and scale; collected primary data are limited, solutions are not specified and separated for each kind of CSC (basic and variant). These are prerequisites for further research in the coming time.

