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## **New competencies and qualities of logistics and construction industry managers in Vietnam after Covid-19**

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### **Abstract**

Logistics is the research, development and management of transportation services in the process of production and business. This industry provides a complete picture of an enterprise's business system, helping administrators to plan the most effective production development strategy and distribute goods to consumers in the fastest way. The focus of logistics and supply chain management is to provide products and services at the right time and place, at the right cost, in the right quantity and quality. Construction industry

is a field that includes all activities related to engineering design and construction of infrastructure. Unlike other manufacturing sectors. The construction industry often targets products at locations for each specific customer. It can be an individual, a household, an organization or the whole community. Managers in these two industries will need new competencies and qualities in the post-Covid-19 era in Vietnam and this is the topic that the article revolves around.

**Keywords:** Logistics Industry, Construction Industry, Quality, Management Capacity

### **1. Logistics and Construction Industry**

#### **1.1 Concept of logistics, logistics service business**

- Logistics is one of the few terms most difficult to translate, like the word "Marketing", from English to other languages. Because the meaning of the word is too broad, no single word can convey its full meaning.

- In the world this term has appeared for a long time. Logistics was first invented and applied in the military field, widely used by countries in the two World Wars to move military forces along with large-volume and secure weapons. logistics for combat forces. Napoleon once said: "Amateurs talk about tactics, professionals talk about logistics" because he said that "Logistics is a series of activities to maintain military forces, which includes the efficient and effective planning, implementation and control of the movement and storage of goods, services, and related information. from the point of origin to the point of consumption according to the order to satisfy customer requirements. Logistics is not a single activity but a series of continuous activities, closely related and interacting with each other, covering all factors that make up a product from inputs to the next stage. consumption of the final product. Input resources include not only capital, materials, and human resources, but also services, information, know-how, and technology. These activities are also coordinated in an overall business strategy of the enterprise from planning to execution, organizing and implementing synchronously from purchasing, stocking, inventory, preservation, transportation to information. Information, packaging, packaging... And it is thanks to this combination that business activities are supported optimally, smoothly and effectively, creating the highest level of customer satisfaction or bring them greater added value than competitors.

#### **1.2 The role of the logistics industry**

##### **For international economic activities:**

The inevitable trend of today is the globalization of the world economy. The vibrant development of the global market has made trade between countries and regions in the world increase strongly and of course, it will lead to new needs for transportation, warehousing, other services. ancillary services... The role of logistics is therefore also becoming increasingly important. Logistics is an effective tool used to link international economic activities, ensuring high efficiency of production and business activities. The application of a global logistics system has optimized the flow of goods production from the input of raw materials to the distribution of the final product to the customer's hands. The influence of factors of space, time and

production costs for international economic activities, so that these activities are always "glued" together and implemented in a systematic way, achieving effective results. high fruit. Logistics development contributes to the expansion of international business markets. The logistics system acts as a bridge to bring goods to new markets according to the required time and place. Therefore, with the support of the logistics system, the power of many companies has gone beyond the geographical borders of many countries. On the one hand, the business manufacturers can dominate the market for their products, on the other hand, the international business market is also expanded and developed. Logistics contributes to reducing costs, completing and standardizing documents in international business. In fact, each transaction in international trade often has to use many cumbersome papers and documents, consuming a lot of costs, greatly affecting the speed and efficiency of international trade activities. economic. Logistics has provided a variety of package services, not only overcoming those weaknesses but also upgrading and standardizing documents as well as reducing office workload in goods circulation, thereby improving efficiency. international trade results. In addition, the development of electronic logistics (electronic logistics) will create a revolution in transportation and logistics services. The increasing quality of logistics services will further narrow the spatial and temporal obstacles in the flow of materials and goods. Countries will be closer together in production and circulation.

#### **For the national economy:**

It can be said that logistics is particularly important in creating a competitive advantage for each country. In each country, each geographical region has different topographical features, different mineral resources, and different working methods and customs, so it is necessary to have a distribution and arrangement of resources. production sectors, industrial parks, and economic centers to suit specific and overall conditions in order to promote resources in the most effective way. The logistics system has contributed to the rational distribution of production industries to ensure the balance and growth of the entire national economy. For any economy, the circulation and distribution of goods, exchange and trade between regions within the country and abroad are always essential activities. If it is smooth and effective, it will greatly contribute to the development of manufacturing industries; and if it is stopped, it will adversely affect the whole production and life. When considered from a holistic perspective, we see that logistics is the economic link of almost the entire process of production, circulation and distribution of goods. Logistics activities not only make the circulation and distribution process smooth, accurate and safe, but also reduce transportation costs. As a result, goods are brought to the market quickly and in a timely manner. Consumers can buy goods conveniently, flexibly, and satisfy their needs. Currently, in developed countries such as Japan and the US, logistics costs account for 10-13% of GDP; for developing countries it is about 15% - 20% of GDP, Vietnam is 25% of GDP, for less developed countries this rate can be up to more than 30% of GDP<sup>2</sup>. It can be seen that logistics costs account for a large amount of the economy, it affects and is affected by other economic activities. Once logistics is developed, it will reduce costs, ensure time and quality for other economic activities. Thus, logistics is a chain of

integrated activities that support the flow of many economic transactions and distribute most goods and services. Therefore, the national economy can only develop smoothly and synchronously once the logistics chain operates continuously and smoothly.

#### **For Businesses:**

Today, businesses have to survive in a fiercely competitive environment, in this environment businesses have to find resources to produce and at the same time find customers to consume the products they have produced. The means of linking businesses with the operating environment is the logistics system. For businesses, logistics is an important factor because it helps to deal with both outputs and inputs for businesses effectively. Logistics channels both provide raw materials for production, facilitate transport development, and provide finished products for the physical distribution system. Not only that, logistics also provides support on the points of ownership transfer, so that the process from production to distribution of goods and services is always optimized. The reduction of logistics costs is always a top priority in the program to reduce total costs for businesses. Especially in recent times when the business situation has changed with increasing logistics costs due to the instability in petrol prices and the increase in security costs. Therefore, the development of a logistics system will help businesses improve management efficiency, reduce costs in the production process, make the production and business process more streamlined and more efficient, contributing to increase the competitiveness of enterprises in the market. In addition, logistics also effectively support marketing activities, especially the marketing mix (4P - Right Product, Right Price, Proper Promotion, and Right Place). It is logistics that plays a key role in getting products to the right place, at the right time. A product/service can only satisfy customers and have value if and only if it reaches the customer at the specified time and place.

### **1.3 The development of the current construction industry**

- The Ministry of Construction sets out a number of tasks to focus on in the coming period, that is: Focus on perfecting and improving the quality of construction, perfecting the institutions and laws of the construction industry; continue to improve legal regulations and management tools to strictly control the process of effective urban development, associating with the process of industrialization, modernization and rural development; develop a synchronous and modern urban infrastructure system, associated with the task of protecting the environment, responding to climate change and sea level rise, closely linked with the regional infrastructure system; focus on basically solving the housing needs for the people, continue to support policies and programs, promote the development of social housing; perfecting the legal system, mechanisms and policies so that the real estate market develops stably, overcoming the supply-demand mismatch; to gradually develop the building materials industry into a strong economic sector, on the basis of rational and effective exploitation of mineral resources, environmental and ecological protection; continue to promote administrative reform, improve the environment, investment and business conditions; developing science - technology and innovation as the basis for improving productivity, quality, efficiency

and competitiveness in the fields of construction industry.

## **2. Importance of Logistics and Construction Managers for the Economy**

### **2.1 Enhance the managerial role**

- Logistics plays an important role in optimizing the circulation cycle of production and business from the input of raw materials, accessories to the final product to the hands of customers.

- As a tool to link activities in the global value chain (GVC-Global Value Chain) such as supply, production, circulation, distribution, market expansion for economic activities. As the global market develops with technological advances, especially the opening of markets in developing and underdeveloped countries, logistics is considered by managers as a tool, a means of linking sectors. different corporate strategies.

- According to statistics of logistics research organizations as well as the American Logistics Research Institute, the cost of logistics activities accounts for about 10-13% of GDP in developed countries, this figure is in developed countries. growing is about 15-20% higher. According to a study, logistics activities in the Chinese market grow at an average rate of 33% per year and in Brazil it is 20% per year. This shows that the cost of logistics is very large.

- So, with the formation and development of logistics services is huge, it will help businesses as well as the entire national economy reduce costs in the logistics chain, making the production and business process more streamlined. and be more efficient. Reducing costs in production, streamlining production and business processes, improving production and business efficiency, contributing to increasing the competitiveness of enterprises in the market. In fact, in recent years in European countries, logistics costs have decreased a lot and will tend to decrease further in the coming years.

### **Saving and reducing costs in distribution activities:**

- The price of goods on the main market is equal to the price at the place of production plus the cost of circulation. The cost of goods circulation, mainly transportation fees, accounts for a large proportion and is a part of the price of goods in the market, especially in international trade. Transportation is an important element of circulation. C. Marx once said that "Significant circulation is the actual journey of goods in space solved by transportation". Transport is responsible for bringing goods to the place of consumption and creating the ability to realize the value and use value of goods.

### **Increase business value of freight forwarders:**

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### **Development contributes to market expansion in international trade:**

- Production has the purpose of serving consumption, so in production and business, the issue of the market is always an important issue and is always concerned by manufacturers and businesses. Manufacturers and businesses who want to dominate and expand the market for their products need the support of logistics services. Logistics services act as a bridge in moving goods on new routes to new markets at the right time and place. The development of logistics services has great effects in exploiting and expanding the business market for businesses.

### **Reduce costs, improve and standardize documents in international business:**

- In practice, a transaction in international trade often requires various papers and documents. According to estimates by the United Nations, the cost of paperwork to serve all aspects of commercial transactions in the world annually exceeds 420 billion USD. According to calculations by experts, the cumbersome papers and documents alone annually account for more than 10% of international trade turnover, greatly affecting trade activities. international. Logistics has provided a variety of package services that have greatly reduced the costs of papers and documents in international trade.

- In addition, along with the development of electronic logistics (electronic logistics) will create a revolution in transportation and logistics services, the cost of papers and documents in the circulation of goods will be reduced to the maximum., the increasingly improved quality of logistics services will further narrow the spatial and temporal obstacles in the flow of materials and goods. Countries will be closer together in production and circulation.

### **2.2 Capabilities and qualities of current managers Qualities:**

- Honesty is the first and foremost factor that a manager should have. Especially in the business world, honesty is extremely possible and important. Especially in the field of recruiting managers, look for the brightest candidates, who are important and well-informed. At the same time, there is openness and transparency. Led by honest administrators will inspire and motivate the rest.

- Good managers need to be able to communicate with the most skillful words. But a good administrator also needs to communicate well in many different ways, such as in the way of talking and responding to a partner's mail, responding to an employee's email. In general, a good manager's communication or indirectness should be something that is easily won over by others.

- Humility: "Pride makes us fake and humility makes us real." Being humble and vulnerable to their team members will make a leader much more trustworthy and effective. At first glance, modesty may seem like a negative quality, almost like a sign of weakness. However, in reality humility is a trait that will help you succeed in life and work, whether as an employee or as a manager.

- Decisiveness and informed decision-making. In order to make the business run smoothly and follow the best process, a talented manager is indispensable. The decisions they make will greatly affect the business. A good and good

manager will suffice to understand that when they need to make the right decisions and how they deal with smart questions will have a significant impact on the business.

- Confidence and positive energy: To maintain the positive energy and support of the group or the business, the administrator needs to have confidence in the eyes in gestures and gait. Confident in making decisions. After making a difficult decision, the manager needs to convince the employees and be resolute in the eyes and fierceness of the employees. Managers with confidence are also more likely to win hearts and inspire all of their employees.

- Have a sense of responsibility to the team: talented leaders are responsible for their work. That is, they are responsible for the success or failure of their performance to provide timely solutions. To achieve these goals, they track the performance of all employees to see what they can do to make the business better and grow more professionally. Responsible managers are good investors in their employees and are committed to helping them grow professionally. Whether there are conflicting opinions or difficulties in working, even mistakes of employees, the administrator will be the one to make the decisions and the biggest responsibility will easily belong to the human resource managers. *pill first.*

- Ability to empathize and understand employees: Because having the ability to empathize and understand employees will help their employees not feel alone and always think that the company can be ready to help them.

- The ability to focus: The ability to focus here can be mentioned as the fact that you combine work and interweave many different factors to create success and still great work performance. It's your ability to focus and be creative; always keep customers in mind; stand out from the competition; achieve personal and business goals; Build strong networks and partnerships.

### Capacity:

A good manager must cover 5 functions: planning, organizing, coordinating, leading, and controlling. According to the research results of Henry Mintzberg in the 1960s, managers have to take on 10 different roles.

- Management skills to plan and think strategically: As a manager, you will have to plan, strategize and assign tasks to certain employees to complete. they. To do this, you must understand the situation and goals of the business as well as the situation of human resources and budget of the business; From there you will outline specific goals and work plans for each individual. This not only saves you time, but also costs for your business.

- Employee competency assessment skills: Because only when you properly assess the capabilities of employees and understand their strengths and weaknesses, then you can divide the work reasonably and effectively. most fruitful. When you properly assess a person's abilities, it makes them feel respected and valued for their abilities; from there they will be more enthusiastic in their work as well as contribute more to the company. Or if an employee fails at work, the manager should not blame the entire employee. What they need is a person who takes responsibility, helps them find the cause and direction to overcome, solve the problem with them. Or if the employee fails at work, the manager should not blame everything. error set for staff. What they need is a person who takes responsibility, helps them find the cause and the way to overcome and solve the problem with them.

- Applying science and technology in management skills: The industrial revolution 4.0 has gradually penetrated into the life and business activities of each enterprise. Therefore, it is essential to choose, change and apply modern technology to the working process of an enterprise. It is not too difficult to choose an effective management tool for your business. If you are in need of a comprehensive and maximum management support tool for all issues in your business, maybe myXteam management software is the choice for you. Using myXteam software, you are supported to manage human resources, finance, business, customer management, production processes,... Thanks to that, your work will no longer be too heavy, but will become easier. more scientific and easier.

### 2.3 Benefits and role of the construction industry in the current economy

A developed country means that it has to meet the requirements of infrastructure. And to achieve that, there is no denying the construction industry. This is the field that helps to establish the necessary infrastructure for each unit, organization and society as a whole. Only when building technical development. Then other fields in the new economy have many favorable conditions for development. It can be said that the construction industry has always played a particularly important role. It is the determining factor of the size and technical level of the economy. Besides, it also holds the role of the most effective economic regulation tool.

In Vietnam, the construction industry is the largest material production industry. And up to now, the construction industry is still clearly showing its important role because:

+ Ensure and help improve production capacity and service capacity for all sectors of the economy.

+ Ensure the ratio, balance, and rationality of production capacity for economic development in sectors, regions and economic zones.

+ Create conditions to improve the quality and effectiveness of social activities, people's lives and national defense.

+ Significantly contribute profits to the economy.

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### 3. Logistics and Construction Industry in Vietnam After Covid-19

#### 3.1 The outbreak of the Covid-19 pandemic

In early 2020, when the outbreak of the COVID-19 pandemic caused serious damage to all aspects from economy, culture, tourism to human life globally (La, 2020). In particular, the pandemic has put heavy pressure on the production capacity as well as the global supply chain or the logistics service industry. The entire chain of the logistics industry has been severely affected by the pandemic, all activities are delayed and the epidemic itself also creates constant challenges for the industry from now and in the future. The supply chain has been turned upside down and broken due to the pandemic, but the activities of the Logistics industry - the core of the supply chain are also inevitably affected. For the world in general, transport services such as road transport, rail transport or air transport suffered the most. Will ocean shipping be slightly affected by the maintenance of freight rates, despite a decrease in transportation requirements and procedural difficulties due to the pandemic. These characteristics of the world's supply chain and logistics services have also been fully demonstrated in Vietnam's logistics service industry, when the difficulty in supply chain circulation in our country also occurs on all fronts. . Pointing to the situation of bottlenecks in the logistics chain in Vietnam, which is most evident in the fourth COVID-19 outbreak that has lasted for five months, Ms. Nguyen Thi Thanh Thu - Chairman of Bagico Bac Giang Company, member of the Committee According to the Vietnam Digital Agriculture Association, during the recent epidemic, the "blocking of rivers to ban markets" made 1 kg of vegetables in Binh Phuoc cost 8,000 VND, while 1 kg of vegetables in Ho Chi Minh City cost VND 8,000. People in Ho Chi Minh City may have to buy up to 70-80 thousand VND. "This is a huge waste of money. The problem here is that due to the way it is operated, people in general or farmers in particular suffer damage, businesses and consumers also suffer," Trang said at the talk. This leads to a crisis for people in general and businesses in particular in terms of morale... Through this, it can be seen that the logistics industry in the past period has been affected by many negative factors both domestically and foreign. According to Mr. Le Duy Hiep - Chairman of the Vietnam Association of Logistics Service Enterprises, the supply chain is not very efficient and it is also the businesses that are suffering countless losses due to the pandemic. There are many businesses that have gone bankrupt, or are falling into bankruptcy, leaving the logistics labor market because of the heavy consequences that COVID19 brings. The bankruptcy of businesses also leads to the affected labor force, many people become unemployed, many workers lose their jobs, making the lives of 7 people and their families that have been difficult now even more difficult. Mr. Hiep also said, "The transportation output of the Logistics industry in the first 6 months of 2021 is not much less than that of 2020. But in July and August, there was a serious decrease due to restrictions in the transportation process, and at the same time, there was a shortage of part of the workforce" (Phuong, 2021). As for the aviation industry, airlines are currently canceling flights to Hong Kong, China and South Korea as much as possible, in addition to limiting flights from epidemic areas as much as possible. In addition, freight rates are higher than usual. Meanwhile, the border routes are difficult to find shipping suppliers. Demand for road

transport is now down to 30% due to a decrease in cargo volume. The aviation industry has also suffered extremely heavy losses, severe economic impacts while the epidemic is still raging with no sign of abating. The evidence is that many airlines have had to borrow and apply for financial support from the government, many employees and flight attendants have to quit or be forced to quit due to staff cuts because the company does not have enough budget to pay wage. Through this, Logistic once again shows its important role to society. The heavy losses that the industry is suffering have caused the backbone of the supply chain to become "exhausted", negatively impacting countless related industries. In some other aspects of the logistics industry in Vietnam, manufacturing industries such as textiles, which rely heavily on the import of raw materials from China, where the pandemic is strongest, have halted production. The campaign to rescue goods at the border with China was congested in the early stages of the pandemic and especially the social isolation period from April to August 2020 that made production processes difficult., Logistics, transportation is congested, interrupted. From May 2021, the economy started to recover, but the COVID-19 pandemic continued to develop complicatedly in markets that are Vietnam's main trading partners, thus negatively affecting export and import activities. Export and Logistics. The decline in international demand means a decrease in export orders, leading to many companies being forced to lay off workers. To find innovative solutions to help reduce heavy losses from the impact of the COVID-19 epidemic, from a holistic approach, we recommend using a creative system, or 3D information processing system. (Vuong, QH, 2022; Vuong & Napier, 2014). In this 8 system, the collection of information, processing of communication information is very important. Next is working with the best experts in the Logistics industry and collaborating between stakeholders (state, business, customers, experts) on a regular basis. The COVID-19 pandemic has caused heavy damage to all sectors in the labor market of Vietnam and all countries around the world. Especially among them, Logistics has been suffering from the devastating epidemic, affecting many aspects and problems. Besides the difficulties caused by the epidemic, Vietnam Logistics also has new opportunities to transform and develop in the future.

#### For Businesses:

Today, businesses have to survive in a fiercely competitive environment, in this environment businesses have to find resources to produce and at the same time find customers to consume the products they have produced. The means of linking businesses with the operating environment is the logistics system. For businesses, logistics is an important factor because it helps to deal with both outputs and inputs for businesses effectively. Logistics channels both provide raw materials for production, facilitate transport development, and provide finished products for the physical distribution system. Not only that, logistics also provides support on the points of ownership transfer, so that the process from production to distribution of goods and services is always optimized. The reduction of logistics costs is always a top priority in the program to reduce total costs for businesses. Especially in recent times when the business situation has changed with increasing logistics costs due to the instability in petrol prices and the increase in security costs. Therefore, the development of a logistics

system will help businesses improve management efficiency, reduce costs in the production process, make the production and business process more streamlined and more efficient, contributing to increase the competitiveness of enterprises in the market. In addition, logistics also effectively support marketing activities, especially the marketing mix (4P - Right Product, Right Price, Proper Promotion, and Right Place). It is logistics that plays a key role in getting products to the right place, at the right time. A product/service can only satisfy customers and have value if and only if it reaches the customer at the specified time and place.

### 3.2 Difficulties and impacts of the Covid-19 pandemic:

The COVID-19 epidemic has had an impact in all aspects from health, transport, tourism, education, trade. In the commercial sector, Vietnam is not only affected in relations with the PRC. direct trade with China but also on third markets, from export, import, border trade to domestic trade, industrial production, supply chain management.

According to VLA's report, about 15% of enterprises have a 50% decrease in revenue compared to 2019 and more than 50% of enterprises reduce the number of domestic and international logistics services by 10% - 30% compared to the same period last year.

According to VLA's assessment, because many factories have to suspend operations, the amount of goods that need to be moved is less, leading to a decrease in the transportation and delivery of goods in the supply chain, greatly affecting the operation of enterprises. transportation and logistics service business. In addition, businesses also have a significant reduction in revenue for goods exported and imported from countries with epidemics such as China, Korea, Japan, Singapore, etc.

In addition, in the current epidemic situation, enterprises lack raw materials for production and find it difficult to find outputs for products in Asia and some other regions, causing overproduction. can be exported.

Logistics activities such as transportation decreased because customs clearance services were hindered, warehousing services, and freight were also severely affected. China's border gates are often overloaded, now due to the impact of the epidemic, traffic has arisen, the import and export at the border gates becomes more complicated and time consuming. Since then, leading to the situation of perishable goods with reduced quality, drivers do not want to be troubled and delayed, so they often refuse to transport, affecting the delivery schedule. Some other problems arise such as some Chinese customers having financial difficulties leading to inability to pay debts to shippers, Vietnamese suppliers leading to late payment for goods owners.

Reduced trains due to reduced overall turnover, so transportation becomes erratic when the schedule often changes without notice and affects the business plan of customers, causing disrepute for the supplier company. services, increasing the processing time for arising problems as well as putting pressure on personnel when handling the above issues. Airlines According to a survey by VLA, airlines are currently canceling routes to China, Korea, Hong Kong, CZ-DLC cutting routes, SNG-HKG, minimizing flights from the region. Translate. In addition, freight rates are higher than usual. Road transport Currently, it is difficult for border routes to find transport providers. The decrease in cargo volume leads to a decrease in the

demand for road transport by about 30%.

### 4. Summary

The Government provides timely and accurate information to businesses about the epidemic situation and the Government's economic scenario; Provide anti-epidemic masks for businesses if the disease situation is more complicated. In addition, the Government should work with shipping lines and shipping lines to reduce freight service prices, reduce service fees at ports to reduce freight costs, contribute to supporting production and business enterprises. Logistics enterprise. Controlling prices, not raising prices too high, especially LSS and LSS fees increase quarterly, but now shipping lines are increasing month by month. Relevant agencies shall carry out anti-epidemic work at road border gates and seaports in the direction of creating favorable conditions for businesses. Coordinate with northern border provinces to arrange functional forces to separate channels and routes at roads in order to create favorable conditions for goods and vehicles to be circulated in the best way. The State Bank should consider lowering the base interest rate. Commercial banks need to freeze debts, delay debts, reduce lending interest rates, expand loan limits, and restructure loans for businesses in areas strongly affected by the COVID-19 epidemic such as tourism. tourism, services, agricultural exports, transportation, textiles, footwear...

- For cold storage enterprises, cold storage should be preferentially used in electricity prices (currently the price is 25% to 30% higher than the price of production electricity). Tax incentives (such as tax reduction, no penalty for late tax payment ...) for chains of restaurants, hotels, food supply. Extend the payment schedule, reduce land rent and production and business premises for businesses heavily affected by the epidemic.

In addition, VLA also proposed that the Government provide timely and accurate information to businesses about the epidemic situation and the Government's economic scenario; Provide anti-epidemic masks for businesses if the disease situation is more complicated. In addition, the Government should work with carriers and shipping lines to reduce freight service prices, reduce service fees at ports to reduce freight costs, and contribute to supporting manufacturing enterprises and enterprises. Logistics. Controlling prices, not raising prices too high, especially LSS and LSS fees increase quarterly, but now shipping lines are increasing month by month.

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