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Impact of digital transformation on the decision-making process in logistics and construction enterprises in Vietnam

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Abstract

In Vietnam, digital transformation is understood as the process of changing from a traditional business model to a digital one by applying new technologies such as big data, Internet of things, cloud computing to change the operating method, leadership, working process, company culture. Digital transformation is one of the inevitable trends of the 4.0 revolution; It is also the top concern of enterprises and technology construction industries in Vietnam. Trends are changing faster than ever, to keep up with technology trends, it is imperative to upgrade. The research article was conducted to improve the understanding of logistics and construction enterprises in Vietnam about the importance of

digital transformation to governance activities in the decision-making process. Based on that, using the survey research method to analyze and evaluate the current status and effectiveness of digital transformation applications. Through the above methods, it is possible to realize the importance of digital transformation today, helping businesses as well as the construction industry to adapt faster. Therefore, raising awareness about digital transformation, improving and enhancing human resources; standardizing and synchronizing activities, formulating strategies and roadmaps for digital transformation are the most urgent and necessary solutions in the current context.

Keywords: Digital Transformation, Decision Making, Logistics Enterprises, Construction Industry, Vietnam

1. Introduction to the research problem

Under the impact of the Fourth Industrial Revolution, digital transformation is an inevitable trend, a matter of survival for countries, organizations, businesses and consumers around the world, especially in the context of current scene. Huge changes in labor productivity, needs, psychology, user habits and new production and business models are being formed, showing the great role and impact of digital transformation. to social life and all professions today. Although appearing since the middle of the twentieth century in the world, it was only when the Fourth Industrial Revolution broke out that digital transformation became popular. Digital transformation is changing the way of working and production through the integration of digital technologies into the operation of each unit and enterprise in order to change the way of operation, business model and bring new benefits. More efficiency, newer values. Digital transformation is also a change in the culture of the unit or business, which requires constant updating of the new and modern and must accept failure in addition to the successes brought by innovation. The trend of information technology (IT) application is increasingly being responded to because it is easy to see that IT helps in product development thanks to automation technologies that help improve services and products, thanks can develop effective markets and sales forms at low cost, etc. Specifically, the trend of digital transformation has been growing in the past 2-3 years. However, in recent years, international trade is constantly developing and the free-market economy is promoting businesses to penetrate and expand import and export markets. and construction industries develop in the context that Vietnam is increasingly integrating deeply with the world economy and the digital revolution is developing strongly globally. Therefore, most logistics enterprises as well as the construction industry are always at the forefront of digital transformation in business activities. However, the problem is currently facing a cost barrier. Therefore, the biggest requirement on science and technology of logistics enterprises and the construction industry in our country today is to strengthen the implementation of effective digital transformation in logistics, construction in general and forwarding activities. transportation in particular to cut total costs.

In addition, we now live in a rapidly changing era. There is no better choice than to change according to the needs of society. At the same time, when equipped with knowledge and skills, IT will be like carrying an "armor" to fight and protect the

economy against the effects of digital transformation. Therefore, the logistics service industry and the construction industry in Vietnam have an essential role, as spearhead industries with high added value, as a foundation for trade development, contributing to improving competitiveness of the economy. The growth rate of the logistics industry and the construction industry in Vietnam in recent years has reached about 14%-16%, with a scale of about 40-42 billion USD/year. Especially, recently, with the explosion of information technology, e-commerce and online logistics have developed strongly. This shows that the fierce competition in the logistics service market and the construction industry has a lot of potential. However, the Covid-19 epidemic has caused the global supply chain to be broken and turned upside down, including activities that are considered the "backbone" of the supply chain. That has posed a requirement to accelerate the digital transformation process in the logistics and construction fields in order to both overcome the problems arising in the recent epidemic and take advantage of the current advantages of the logistics industry. In addition, studies also show that the digital transformation process brings many benefits such as cutting operating costs, reaching more customers, in a short time. In a longer time, leaders make decisions faster and more accurately, thereby, improving operational efficiency and competitiveness of enterprises. Through digital transformation, logistics service providers will change the mindset to maintain stagnation, create breakthroughs to improve competitiveness, reduce costs, grow and get more customers and maximize profits significantly higher than before digital conversion.

2. Overview of the research problem

Digital transformation is not simply changing the way work is done from the traditional manual (recording in books, face-to-face meetings) to applying technology to reduce human effort. In fact, digital transformation plays the role of changing business thinking, operating methods, organizational culture. Digital transformation has been entering every corner of our lives. Example: Electronic medical record is a practical example of digital transformation when the patient's examination results and patient's medical history are uploaded to the system. Doctors will only need a few clicks to know all of the patient's health problems without looking at many types of medical records or multi-page medical records. Currently, digital transformation is being applied in many fields, of which there are two main areas: state agencies and private enterprises. Developing e-Government, digital government to help authorities easily manage their work. At the same time, minimizing waiting time waiting for administrative procedures for the people. There are many businesses that are applying technological advances to their business and management activities. For example, store data in the cloud, use applications like Google Planner to manage projects and personnel without having to keep track of employees working. In fact, digital transformation is not only the application of digitized software into operation to reduce human effort and optimize costs, but also change the operating mindset of managers.

Digital transformation is an inevitable process of Vietnam for socio-economic development in the new period. Digital transformation with the right policies and the right steps will take advantage of the opportunity to become a developed

country. On the other hand, this is more of a policy and institutional revolution than a technological revolution, and so it is an advantage of Vietnam when we have the Party as the leader. Here are 5 key tasks to focus on and create unity in the whole society: *Firstly, focus on perfecting mechanisms and policies and effectively implementing: "National digital transformation strategy"*. Synchronously develop both institutions, digital infrastructure, digital platforms and digital human resources. Implement solutions to improve Vietnam's ranking on e-Government, Innovation and Global Competitiveness according to the criteria of international organizations. With the determination and initiative and creativity of the entire political system, business community and people over the past time, we believe that the national digital transformation will have many positive changes. *Second*, improve the rate of administrative procedures handled online. Enhancing the quality of online public service delivery, raising the level of people's satisfaction. Focusing on implementing the project of developing the application of population data, identification and electronic authentication for national digital transformation in the period of 2022-2025, with a vision to 2030, bringing practical benefits to the people. Avoid all thinking that relies on information, data, data, locality, fear of loss of benefits and collision. *Third*, synchronously implement solutions to develop and improve the quality of digital human resources in association with innovation and application of science and technology. Focus on training digital skills associated with the market and meet the requirements of the national digital transformation. *Fourth*, businesses need to accelerate the process of bringing production and business activities to the digital environment, establishing effective digital service delivery channels, especially e-commerce, online payment, etc. invest in the development of digital infrastructure, especially shared digital infrastructure; focus on investing in research and development; strengthen international cooperation in digital transformation. Ensure harmonization of interests between the State, people and businesses. *Fifth*, strengthen communication on the benefits of digital transformation so that state management agencies, people and businesses understand the benefits and effectiveness of digital transformation, actively participate in and enjoy the benefits. benefits that digital transformation brings. Promote guidance and support people to use online public services, utilities and digital services safely and effectively.

Reports of major market research companies all show that digital transformation really brings a lot of benefits to all aspects of business and construction activities: from executive management to research and business. The most recognizable benefits of digital conversions:

- Changing management thinking, organizational culture: The application of technology into operation requires managers to change their thinking. They need to be proactive and allow the storage of business information to a 3rd party cloud space. This forces them to trust their employees and exercise empowerment, so they don't spend a lot of time. time to directly monitor employees' work while still understanding the operation status of the unit. Digital transformation will help strengthen the link between departments in the organization, departments have related jobs and goals and they can be easily grasped thanks to information on the system. This will help increase transparency in the organization and optimize the

performance of all members in the organization.

– Provide information and data quickly: When businesses and organizations apply digital transformation, the information and data will be put on the cloud computing system. As a result, the management of personal information and business information becomes easy. Besides, the staff or operation manager can also easily access and process the information. This will help you work faster and more efficiently.

– Reduce costs: Applying digital transformation, many operating or communication business models will be replaced by technology. A simple example is that information stored instead of being printed on paper will be stored on computers or software. This will help reduce costs such as paper, printing, etc. Or finding and extracting data on software will be simpler than finding data on a pile of papers.

– Improve customer experience: To store all customer information on paper or manual software will be difficult to improve customer experience. Currently, there are modern softwares that help businesses store customer information such as transaction history, name, phone number, etc. From there, the seller will easily advise and offer a series of specific sales strategies to achieve the highest efficiency. An example of today's journalism companies, some of them gradually switched to artificial voices. This will help optimize human resources as well as bring new experiences to customers.

– Increase competitiveness for businesses: Digital transformation helps save operating costs, helping businesses have money sources to invest in development plans. Thanks to management models using technology applications, sellers can get closer and improve the customer experience. This will increase competition for businesses to offer more products and services to meet customer needs.

Through the above benefits, it can be seen how important digital transformation affects businesses. The digital transformation not only helps businesses transform themselves and continue to develop, it also contributes to the industrialization and modernization process of the country. Digital transformation is a difficult process for businesses. To succeed every business, every builder needs to face different opportunities and challenges. Here are some common digital conversion difficulties:

Difficulty in adjusting business model: Adjusting business model is one of the challenges when implementing digital transformation because it will change the way it works. Accordingly, it is necessary to make a change from traditional models to digital models. This is not easy without changing the business mindset. To achieve operational efficiency, many businesses have used data to maximize asset value. Data is a key driver of digital transformation efforts, providing insights that can improve operational efficiency and drive new revenue streams.

– Lack of knowledge about handling digital data: This is a very important factor that causes many difficulties in digital transformation for businesses and the construction industry. The large amount of digital data generated will help the digital transformation process to be successful. However, this is not easy because it requires businesses to have a deep understanding of how to process data about their target audience.

Constantly evolving digital transformation strategies: Digital initiatives are constantly being created, changing every

aspect of business and the way people work. Therefore, businesses are focusing more on investing in digital strategies. To lead the way in effective digital transformation, businesses must continuously develop and improve the right digital transformation strategy to ensure a successful process.

– Not really understanding: It is essential to understand clearly the organizational structure and understand the impacts of digital transformation on the organization. When you want to implement digital transformation, you need to carefully study the organizational structure and business-related areas to make the process effective.

– Obstacles come from breakthrough advances in technology: Today, digital technologies are constantly improving and developing. Businesses and builders need to replace old systems to make room for newer technology solutions. Accordingly, organizations need to develop a specific plan to quickly update these modern technologies. Digital technology in areas such as robotics, artificial intelligence and computers has created many devices that increase worker productivity. Automated teller machines, self-service payments and online ordering are all examples of what groundbreaking technological advancements have brought over the past decade.

– Obstacles from organizational culture: Upgrading tools or using modern technology is not enough for businesses to implement effective digital transformation. Many businesses make the mistake of not paying attention to company culture – an important factor that can cause difficulties in digital transformation. In fact, digital transformation is not just about technology. It's also your organization's ability to adapt to digital changes. Even if you've developed a strong digital transformation strategy, managing change across your organization is where you need to focus more than ever for a successful transformation over the last century.

Expensive: Deploying new digital solutions is an expensive process that requires huge investments. Especially for businesses facing significant losses during the pandemic, digital transformation activities may be delayed due to financial constraints. Many businesses as well as the construction industry still have the misconception that technology costs are operating costs. When digital transformation is not taken seriously, businesses will often not allocate enough budget for the transformation process. This will hinder the operation of digital transformation now and in the future.

– Increased security risks: To adapt to sudden changes to meet consumer needs, many companies have rushed to deploy digital solutions. This leaves businesses vulnerable to cybersecurity risks. From there, we will also be vigilant when encountering similar violations in the process of digital transformation. It is reasonable for businesses and builders to worry about cybersecurity because this is a very difficult task. Verifying the security of each platform and third-party tool is a big challenge even with a solid team of tech developers.

– Employee resistance: Opposition to new HR solutions is also a significant challenge in the digital transformation process of employees. Some employees may feel threatened about their jobs as new digital technologies are deployed.

3. Current status of the research problem

For logistics enterprises:

Up to now, digital transformation is no longer a vision and

long-term goal, but has become a mandatory fact for businesses to participate in to be able to develop and avoid falling behind. This can be seen through the fact that more and more businesses are embarking on digital transformation and increasingly attaching importance to the value of business data. In Asia/Pacific, it was found that 44% of the 615 businesses studied said they have measured digital transformation success with data as a capital asset. In Vietnam, the Government has developed a "National Digital Transformation Program to 2025, with a vision to 2030" defining goals on developing the digital economy, improving the competitiveness of the economy, setting goals and objectives. set out a plan that by 2025 Vietnam is a digital economy, accounting for 20% of GDP; the proportion of the digital economy in each industry or field shall reach at least 10%; annual labor productivity increase by at least 7%; Vietnam is in the group of 50 leading countries in information technology.

According to the results of the survey "The State of Digital Transformation in Enterprises in the Context of Covid-19" conducted by the Vietnam Chamber of Commerce and Industry in 2020, a survey of more than 400 small and medium-sized enterprises as well as large scale enterprises has been conducted. The large scale shows that Vietnamese businesses have also begun to realize and apply digital technologies in stages such as internal management, purchasing, logistics, production, marketing, sales and payment. When the Covid-19 epidemic spread, leading to contact restrictions and the implementation of social distancing measures, businesses had to apply more digital technologies in their operations, especially in internal management, electronic payment, online marketing. Since then, the rate of enterprises applying digital technologies is nearly equal to the rate of enterprises that have applied it for a long time, specifically in remote human resource management, online conferencing, online learning. internal approval.

According to the survey results obtained, in the field of internal management, cloud computing is the technical tool used by many Vietnamese enterprises first with 60.6%, an increase of 19.5% compared to the previous period. point before the Covid-19 epidemic. Next is the online conferencing system, workflow and process management system with approximately 30% of businesses having applied these tools in their operations before Covid-19 and approximately 19. % of businesses have started using these tools since the epidemic. At the same time, the above survey shows that the majority of Vietnamese businesses have great expectations for the digital transformation process. Up to 98% of enterprises expect a remarkable change in their production and business activities when implementing digital transformation, the largest of which is the ability to help reduce costs, accounting for more than 71%, helping businesses to reduce costs. paper processing (61.4%) added added value to products, improving product and service quality (45.3%).

About technology. In the logistics industry, technology plays the No. 1 role. According to the 2018 survey, the level of application of science and technology in logistics in Vietnam is not high, most of them are single solutions and international standard software. not yet applied much, customs declaration is the most applied accounting for 75 - 100%. Especially for the market, orders can be up to millions of orders per day, many types, dispersed with many

different delivery locations. delivery requirements and accuracy. Small logistics businesses handle orders and classify goods manually, so they only provide simple, slow, odd services within the local area. Digital transformation of the logistics industry also requires the equipment to be equipped with software for order management (OMS - Order management system), warehouse management system (WMS), transportation management system (TMS), planning resources to connect information infrastructure, provide real-time data, look up order information anytime, anywhere. The cost of such synchronous infrastructure investment is up to tens, even hundreds of billions of dong, which is too big a burden for small and medium logistics enterprises. Statistics of Sao Bac Dau show that 75% of ports are currently unable to apply modern software, mainly using labor combined with some simple software. This leads to an inability to optimize cargo throughput, causing delays and bottlenecks. Only large enterprises such as Tan Cang Company, Gemadept, Vinafco, U&I, TBS, Transimex, Sotrans... have enough resources to develop OMS, WMS, TMS applications... to achieve data synchronization between departments. delivery, inventory management, financial accounting.

About cost. Financial resources to invest in digital transformation for infrastructure development are also a big barrier for Logistics businesses. With 90% of enterprises with capital below 10 billion VND, 5% with capital between 10 - 20 billion VND, the ability to apply expensive technology solutions is very difficult. While the digital conversion process requires spending from hundreds of millions to tens of billions of VND. An automated merchandise sorting system that can handle millions of orders with multiple categories costing millions of dollars. Software solutions are also very expensive, for example, a typical delivery software costs about VND 100 million to VND 200 million, paid in full once and then there will be an annual maintenance fee of about 10% - 20%. CargoWise One (CW1) is an internationally famous technology platform, including many modules such as customs, TMS, WMS, freight forwarding integrated. Help unify all business activities, from CRM (customer relationship management, marketing, sales) to operations (reservation, shipment monitoring, manifest). For businesses from 25 to 50 people, the total cost of use is estimated at 50 million to 150 million dong per month, users a year have to pay from 1 billion to 1.5 billion dong. This level of cost is not a small challenge for most Vietnamese logistics enterprises today. As a result, they can currently only apply individual software such as electronic customs declaration, geolocation technology, cars, email and basic internet.

Regarding cognitive and human resource barriers: the application of internet-based technology to all business activities should require a very high level of both technical and human resources. Current quick survey data shows that only 6.7% of businesses are satisfied with the expertise of logistics staff. Many logistics enterprises are still not fully aware of the role of digital transformation in the 4.0 revolution. The barriers they are facing such as lack of digital skills and human resources, lack of modern technology foundation, lack of financial capacity and above all lack of digital thinking are not small obstacles in terms of awareness in the process of progress. number converter. In fact, many business leaders still have an attitude of apprehension about the safety and information security of

online platforms, leading to slowness and insensitivity to transfer technology applications. change number. With the above barriers, in the latest survey of the Ministry of Industry and Trade on the readiness to apply 4.0 technologies of 17 production and business sectors, 16 out of 17 priority survey sectors have low readiness, 82% enterprises are in the new entry position, of which 61% are still on the sidelines and 21% are starting to have initial preparation activities.

For the construction industry:

Digital transformation has become an imperative that companies need to participate in to thrive and not fall behind. In particular, in the field of construction is facing fierce competition, not only between domestic enterprises, but also with the participation of foreign enterprises from the EU, Japan, the US, etc. Korea, China... and even ASEAN countries. Digital transformation is defined as the process of integrating technology into all aspects of an enterprise's operations. For construction, that means deploying digital tools and technologies that harness the power of data to make operations more efficient, productive, and secure. Objects and priority fields for digital transformation of the construction industry include: Digital database (database) which includes standards, regulations, norms and unit prices to serve the state management of the Ministry of Construction; Implementation of e-Government Ministry of Construction; Construction activities (design consultancy; verification and appraisal consultancy; construction and installation; work acceptance test); Exploiting and producing building materials; Construction planning, urban development and urban technical infrastructure; Housing, office and real estate market.

Digital transformation of the Construction industry is a very important content that needs to be focused on effective direction and organization to contribute to increasing labor productivity, increasing the competitiveness of products, goods and businesses in the field of construction. building, improving the effectiveness and efficiency of state management, improving the quality of public services of the Ministry of Construction. In the process of formulating strategies, policies, master plans and development plans of the Construction industry, it is necessary to research and consider integrating as much as possible the contents of digital transformation. Digital transformation must be implemented comprehensively, with an appropriate roadmap, towards comprehensive and synchronous in all fields of the Construction industry; determined to serve people and businesses; Effective implementation of state management tasks is the center of digital transformation. Identifying human resources as a decisive factor for the success of digital transformation; implementing comprehensive solutions to develop human resources to meet the requirements of digital transformation.

Recently, the market has had great fluctuations such as epidemics, wars ... causing many difficulties and pressures for businesses when they have to control remotely, even there are plans and roadmaps proposed. but must change suddenly because customers, consumers change habits. In addition, businesses also face situations such as difficulties in finding customers, many projects have problems or have not taken advantage of the data warehouse. Technology is the key to the success of digital transformation. However, today there is still no breakthrough in the application to promote and develop digital government, digital economy...

Besides human and technological factors, choosing the wrong solution and software is also the cause of the unsuccessful digital transformation of the construction industry. And this is also the difficulty that most businesses today face. The results achieved in the application of information technology and digital transformation of the construction industry in recent years have contributed positively to improving the capacity of state management, direction, administration and reform. administrative procedures as well as facilitating administrative procedures for citizens and businesses. However, the digital transformation of the construction industry is still in the stage of creating digital data and completing information systems in service. direction and administration and towards providing convenient public services for people and businesses. There has not been a breakthrough in the application of digital technologies to promote the implementation of the development of the Digital Government, as a foundation for the development of the digital economy and digital society. The connection and sharing of construction industry digital data resources with national databases and other related specialized databases has been slow to be implemented. Therefore, many construction enterprises cannot meet the progress immediately after returning to the new normal. But this is a great motivation for them to race hard to regain the previous growth momentum.

4. Urgent and necessary solutions

In order to proactively approach and take advantage of opportunities brought by the 4.0 industrial revolution, the Prime Minister has approved the National Project on Ecological Support for Innovative Startups to 2025 and the National Digital Transformation Program. to 2025, with a vision to 2030. The goal is to strive for Vietnam to become a digital country, in which digital transformation for businesses plays a very important role. Therefore, businesses all need the most optimal solutions to comprehensively "restructure" for more sustainable development, with the core being digital transformation in all aspects.

– Promote propaganda and change awareness for the business community about the necessity and urgency of digital transformation: In addition to propaganda activities of the Party, State, socio-political organizations and organizations professional society, it is necessary to promote propaganda on the mass media and social networks. Increase sharing and dissemination of success stories, honoring typical success examples of businesses in digital transformation. Maintaining the effective operation of the digital transformation alliance on the basis of gathering Vietnam's leading technology enterprises to inspire and transform the awareness of the whole society about digital transformation, proactively pioneering the implementation of digital transformation. digital transformation and create infrastructure, platforms and services, creating conditions for other Vietnamese organizations and enterprises to carry out digital transformation. Promoting the role of digital transformation linkage between state agencies and organizations and enterprises; between associations and associations of information technology professions with associations and professional associations in other fields to create spillover effects to society.

– Review, amend and supplement the system of legal documents, create a legal corridor for digital transformation activities of enterprises: It is necessary to focus on the system of legal documents on enterprises, innovative start-ups, intellectual property, trade, investment and business to facilitate the digital transformation process in enterprises and develop new products, services and business models based on digital technology, the Internet and cyberspace. Focus on amending and supplementing legal documents on information and communication technology such as: Law on Electronic Transactions, Law on IT, Law on Telecommunication. Researching specific policies and regulations taxes and fees to encourage businesses to use and provide digital services. Review and propose amendments to civil and criminal legal documents and specialized laws in the direction of increasing severity and penalties for fraudulent and fraudulent acts when transacting in cyberspace as well as other criminal acts. violating and illegally exploiting private and personal information on the network so that users can feel secure when performing digital transactions.

– Developing digital infrastructure and digital platforms to promptly serve the needs of digital transformation of enterprises: In terms of infrastructure, it is necessary to focus on building and developing high-quality broadband infrastructure nationwide; re-planning frequency bands, developing 5G mobile network infrastructure; expanding Internet connection in the country through direct peer-to-peer connections, connecting to Internet exchange station (IXP), to VNIX national Internet transfer station; develop infrastructure connecting the Internet of Things (IoT). The contents of infrastructure development must ensure efficiency, develop shared infrastructure, and avoid duplicate investments. Regarding the digital platform, it is necessary to focus on building a national electronic identification and authentication system; building an electronic payment system; building and mastering cloud computing technology (Cloud); identify a list of digital platforms that can be deployed widely. The State should have policies to encourage Vietnamese digital technology enterprises to invest in developing these systems.

Having a timely support policy for businesses in the process of digital transformation: This is an important solution to encourage, motivate and help businesses overcome difficulties while carrying out digital transformation. The Government and ministries, branches and localities need to quickly, synchronously and effectively implement policies to support businesses in digital transformation, suitable to the situation of each enterprise. Develop documents and tools to guide digital transformation for businesses. Improve the operational efficiency of Government and industry and local portals to enhance interaction in the digital environment between businesses and authorities. Improve the capacity of digital transformation consultants according to world standards and trends; Connecting professionals with businesses in need of digital transformation. Developing and implementing training courses on digital transformation for businesses; Direct training support at enterprises. Developing and implementing financial support packages, technology solutions instructions for businesses suitable to the size, field and industry of the business.

– Strengthening international cooperation, consulting experience on digital transformation for businesses in other countries: This is a necessary solution in the context that

Vietnam is lagging behind developed countries in digital transformation in businesses. International cooperation will help Vietnamese businesses shorten the technology gap and learn from successes and avoid mistakes and failures from previous countries. The Government and relevant authorities should develop an international cooperation program on research, transfer and deployment of new technologies in Vietnam. Research and build test zones for technology enterprises according to the world's advanced models to pioneer in testing the latest technology and latest models in the world. Actively cooperate internationally in participating in the management of common resources in the digital environment and also in cyberspace; participating in international organizations and chairing and leading the implementation of a number of initiatives on digital transformation.

In the "National Digital Transformation Program to 2025, with orientation to 2030", approved by the Prime Minister, is a document that is both strategic and action plan for businesses to base on. In addition, Logistics is the industry prioritized for digital transformation first and the Construction industry is one of the key industries of the country, so businesses are especially attracted to it. pay special attention to and all have separate solutions in line with the trend of digital movement.

– Digital transformation in the logistics industry:

+ Continue to improve policies and laws on logistics and transportation services. Since then, amending a number of regulations and supplements on Logistics and transportation services in the Commercial Law, creating a favorable legal basis for Logistics activities. Amending and promulgating new policies and laws governing logistics services, multimodal transport, cross-border transport, and last-mile delivery. Comprehensive coverage of Logistics services, internalizing international commitments on Logistics...

+ There are preferential mechanisms and policies for enterprises to invest in 3PL development in the "smart" direction: Access to preferential capital, tax and land rent mechanisms, support for connecting information technology applications believe...

+ Restructuring the Logistics service industry, in which promoting the development of all types of Logistics (3PL, 4PL, 5PL...) in the country, consider this as a premise for the development of Vietnam's Logistics market. Prominent factors driving the growth of the 5th Party Logistics market include increasing global trade and increasingly efficient supply chains. Moreover, the advent of technology and blockchain is expected to promote the development of the 5th party logistics market.

+ Connecting information technology in Logistics, especially in customs procedures and at the border; strengthen organization, promote standardization in operations such as documents, technology standards..., develop portals of Logistics, EDI, E-logistics...

+ Develop a variety of smart distribution centers in major cities and urban centers across the country to serve the retail market, logistics centers near industrial parks for production, processing and export, strengthening application of information technology and digital transformation in the operation of these centers.

+ Widely apply supply chain management, logistics management in enterprises of all sectors, encourage logistics outsourcing, adjust and supplement laws and policies to facilitate the development of logistics service activities as

well as businesses. domestic logistics industry; deploying EDI systems and paperless transaction systems at customs points, border gates, administrative reform and transparency of public services...

+ Training high-quality human resources to serve the Logistics industry, on the one hand quickly respond to human resource needs through training for the industry, on the other hand, speed up the training program for Logistics experts with application and development skills. implement logistics and supply chain management practices to keep pace with industrialized countries, respond to the trend of globalization and digital transformation.

+ State management agencies should focus on developing digital infrastructure and information technology human resources, enhancing EDI capabilities between platforms, strengthening management and investment in network safety and security, supporting businesses in digitization with a high degree of determination (financial support, technology, other resources...), with initiatives such as the Support Center - where leading industry experts gather to Together with businesses in digital transformation. Thus, the new digital transformation is deployed strongly and effectively on a large scale and really becomes a lever for Vietnam's logistics industry.

- Digital transformation in the Construction industry through utility software:

+ Easy management when digitizing procedures with Process Manager: Procedures such as payment, advance, supply of materials, etc. or bidding in the past took a lot of time to review and sign for approval. department after department that now just sit in front of the screen, create a registration form, the process is automatically sent to the authorities and automatically returned if there is an error. Employees can fully actively monitor this route, to quickly handle and resolve hot spots without having to spend too much effort on manual inquiry.

+ Smart, scientific work management with Microsoft Planner: With a 1:1 personal work management system, managers can completely control who is doing what, how long, and the actual progress. how present. Through the system of tables with many forms to choose from such as: kanban, gantt, table, calendar... Updated regularly to ensure more accuracy and objectivity in the assessment as well as show the recognition. transparency in management.

+ Manage document warehouse easily and conveniently with DocEye: Not only is the process complicated, but documents and papers related to the construction industry are also very special. From contracts, documents, payment invoices, etc., all cost tens of millions of dong per year for more than 10000 pages, so performing search operations by many fields of information from name, date, formats, etc., saving a lot of time and effort as well as document storage space for businesses.

5. Conclusion

Digital transformation is an opportunity and also a challenge for Vietnamese businesses in the current context. Therefore, businesses, or administrators need to be prepared for this change that will take place continuously and very difficult. The reality shows that many businesses do not realize the need for the digital transformation process, are slow to change as well as do not implement digital transformation thoroughly. Whether large or small, such businesses will experience a period of digital disruption (failure to

transform), leading to the risk of falling behind and gradually being excluded from the race. Compared to other countries in the region, Vietnam has relatively good connectivity-related infrastructure. With the rapidly changing technology platform in a positive direction, the government's support through defining the national strategic digital transformation as well as promulgating and implementing specific policies, transformation activities, etc. Digital transformation in Vietnamese enterprises is in a very exciting period. It is expected that the timely transformation of businesses will create new positions and forces, further enhancing the business community's contribution to the country's development. Digital transformation is no longer a new concept, but it is gradually becoming a vital solution for Vietnamese businesses, especially in human resource management. To develop sustainably and have a more competitive advantage in today's market, businesses need to soon develop strategies to transform businesses and human resources, take advantage of new technologies, and avoid falling behind. behind.

How do we – as citizens, governments and businesses – shape digital transformation so that it benefits society and leaves no one behind? This is an important question as digital technology and data become more and more present in our lives. From the government's perspective, the key to unlocking the promise of digital transformation is to develop an integrated and coherent policy response across all sectors. It also requires a policy of seizing opportunities and maximizing benefits while addressing challenges and minimizing costs. Now is the time to act. We are at the beginning of the digital age, where computers and data are ubiquitous. Designing and implementing an integrated policy framework suitable for the digital age is a complex challenge, but we all must embrace it as there are many potential benefits. Digital technology and data drive innovation, create efficiency, and improve many goods and services. They allow more trade and investment, and facilitate technology transfer. They help push productivity frontiers, leading to more economic opportunities and growth. It is essential to realize this potential and ensure that it is widely shared. Addressing the digital productivity paradox seems to be important in this regard because increasing productivity is essential to improving living standards. As digital transformation progresses, aggregate productivity growth has slowed, raising questions about the ability of digital technologies to boost productivity. However, the aggregate productivity decline conceals a widening performance gap between many more productive and less productive businesses, with the gap particularly large in the information and communication technology services industries. Some pioneers continue to increase productivity and benefit from digital transformation, but laggards do not always have the capacity and motivation to adopt many modern technologies and best practices. Best. It is essential to allow the pioneers to grow, while helping the laggards catch up or easily exit, if necessary. It is important to promote the prevalence of digital technology and related knowledge that is still below its potential to drive productivity growth. For example, new cloud computing or big data analytics pervades very few businesses. Furthermore, the significant differences between countries, even among the most advanced economies, raise important questions about why some countries have been successful in adopting engineering technology. number than other

countries. Effective use of digital technology often involves experimentation, as it takes time to realign production processes, introduce new business models, and find or supply workers and managers with new skills. Digital transformation also requires additional investment in skills, organizational change, process innovation, as well as new systems and business models. The increasing scale and complexity of many of these additional investments make digital transformation particularly difficult for some borderless companies, small and medium-sized businesses in the small-scale sector. Digitally intensive. In terms of employment, we know that digital transformation leads to some job losses and some job gains. So far, however, employment rates are at record highs in many countries, and over the past decade, 4 in 10 new jobs have been created in the digital sector. But it is important to ensure that all workers benefit more equally from digital transformation and are empowered with the right mix of skills and provided with social protection. In addition to the social and economic impact on productivity and the world of work, the use of digital technologies has also improved people's lives in a relatively short time. Digital technologies, such as smartphones, enable more people to access government services, promote citizen participation, and allow more people to connect than ever before this. They also increase consumer choice and convenience. But the social impacts of digital transformation are complex because the overall effects are often unclear. For example, digital technologies provide opportunities to enhance access to information, interpersonal communication and a wide range of services (free and interconnected Internet), cutting-edge science and improve health care (e.g., telemedicine) and increase educational attainment (e.g., extensive online courses). On the other hand, they can present challenges related to work-life imbalances; promote the separation of people in relatively isolated, like-minded groups; reduce privacy and lead to screen addiction, depression and cyberbullying, including among children. To ensure that digital transformation supports growth and well-being, it is important to address and reduce any inequalities that may be exacerbated by technological progress. While each country has its own particular context and social priorities, there are a number of policy actions that can be taken that work for all countries, particularly investment in education and labor. Shaping an inclusive digital economy and society is not easy, but it is important. The OECD's Going Digital project makes the case for a flexible, forward-looking and integrated approach to policies in the digital age. Such an approach is important because digital transformation affects many different aspects of the economy and society in complex and interrelated ways, making the balance between several goals public policy is difficult to navigate. Furthermore, the boundaries between the policy sector are becoming blurred, making closer cooperation and cooperation between policy areas necessary, including policy formulation and implementation.

Thereby, it shows that solutions to help human resource management in the context of digital transformation to be effective must come from the vision and strategy of business leaders, infrastructure construction, personnel training and finally. same technology. There should be a mechanism for data collection, processing, decentralization, and data safety protection. In this process, state agencies need to accompany and support businesses, have appropriate policies and

mechanisms, and create favorable conditions for them. Employees also need to have innovations in awareness, self-improvement, and training so that they can promptly remove difficulties and obstacles, contributing to creating a developing business in the future. era of digital transformation and international integration. Digital transformation is an opportunity and also a challenge for businesses in the world in general and Vietnamese businesses in particular. Therefore, businesses, or administrators need to be prepared for this change that will take place continuously and very difficult. Successful digital transformation must start from the culture to the consensus of the entire employee system, in which the leader must always be the pioneer, the role model and the core role.

In short, digital transformation plays an extremely important role for the logistics and construction industry. To ensure the sustainable development of the national economy in the 4.0 era. To be able to successfully transform, Logistics companies or construction companies need to start to self-aware, to change in qualifications, management and operation skills. Technology can only be effectively implemented by exceptionally intelligent hands and minds. Huge resources in terms of infrastructure and costs always need the ultimate support of State agencies. Only a harmonious combination between enterprises' sense of self-reliance and strong motivation from the Government can successfully implement digital transformation of the logistics industry as well as the Vietnamese economy in the future.

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