

Chapter 1: Literature review

1.1. Digital Marketing

1.1.1. What is digital marketing?

The importance of Digital Marketing is increasing rapidly, and it has become essential in today's marketing industry. Digital Marketing is the strategic use of online platforms and digital technology to promote and improve a company's brand, products, and services (Ryan, 2014). Currently, Digital Marketing has become a crucial element of the marketing strategy for most companies and brands.

The leading digital marketing channels include:

- Social media platforms like Facebook, Instagram, LinkedIn, and Twitter directly communicate and engage with specific customer demographics.
- Online Advertising: includes several tactics such as Google advertisements, Banner adverts, Affiliate marketing, and Email Marketing. These strategies efficiently focus on and convince diverse of potential customers, resulting in successful sales.
- An enterprise website/blog is a platform created to display products/services and enable direct client transactions.
- Content Marketing: Creating and distributing compelling content (such as articles, photographs, videos, podcasts, etc.) to actively engage and attract potential customers.

Digital Marketing offers advantages in terms of accessibility, interaction, precise measurement, and cost, allowing enterprises to increase brand visibility, expand their customer base, and enhance operational efficiency.

1.1.2. Benefits of Digital Marketing

1.1.2.1. For business

Enhance customer reachability.

Customers can easily obtain information items, quickly browse detailed descriptions of products and services, and instantly communicate with consultants. If satisfied with the service rendered by the company, they will recommend it to further clients. This is a cost-efficient and effective method of promoting business.

Target the appropriate demographic.

Identifying the suitable target demographic in the conventional market necessitates substantial exertion owing to the considerable quantity of individuals engaged. Many businesses must devote a substantial amount of money to running advertising campaigns to reach their target audience efficiently. However, by employing web marketing strategies, companies may accurately identify specific target demographics and effectively reach a large national audience of millions.

Engage and attend to consumers proficiently.

Online marketing facilitates rapidly cultivating diverse, loyal customers for service providers. When the needs of each individual are nearly fully met, the interaction between businesses and customers occurs swiftly and conveniently.

Furthermore, by offering individualized attention to every customer, companies can cultivate significant connections with their clients, promoting a feeling of remarkable attentiveness and thoughtfulness.

Trend of globalization

Currently, the internet has expanded extensively on a global scale. The internet's emergence has given companies a substantial chance to participate in worldwide marketing via online platforms. Therefore, companies can efficiently enhance the visibility of their brand through various online marketing channels.

1.1.2.2. For consumers

Convenient availability of information

Online marketing empowers companies to provide diverse products or services that cater to every customer's unique requirements and preferences. It streamlines the process of addressing consumers' needs and empowers them to access product information across several platforms.

Economy

Improving customers' sense of economic value involves ensuring they see a higher value than the money they spend on buying products or services.

Meets multiple requirements

Online marketing empowers companies to provide a diverse array of products or services that cater to the unique requirements and preferences of every

customer. Research allows firms to discern consumer preferences for specific product characteristics, thereby aiding in developing strategic implementation plans.

1.1.3. Digital Marketing Tools

1.1.3.1. Social Media Marketing

Social media marketing has exploded in recent years with an astonishing increase in users. Platforms like Facebook, Instagram, Twitter, and the latest sensation, TikTok, have emerged as the most rapidly growing social media landscapes and lucrative territories for online marketing.

As of April 2023, there were a staggering 2.989 billion Facebook users worldwide (DatarReportal, 2023). The immense user base on Facebook and other platforms signifies a vast audience readily accessible through social media marketing.

Marketing content on social media differs slightly from other channels. Swift, visually appealing, unique, humorous, intriguing, or thrilling content is trending and easily captures users' attention. When deploying marketing across various social media platforms simultaneously, marketers need to consider the distinct characteristics of each channel to tailor content accordingly.

1.1.3.2. Pay-per-click (PPC)

Pay-per-click (PPC) advertising is a form of paid advertising where marketers or businesses pay for each click on their ads rather than paying for ad impressions. Simply put, it is paying for each click made by a user.

This is among the most popular and effective online advertising methods, boosting website or app rankings on search engines. Measuring results is straightforward. Google Ads is the most prevalent platform for setting up and deploying PPC campaigns. The mechanism behind PPC involves advertisers bidding on keywords for clicks to their websites or apps. Advertisers only pay when someone clicks on their ad, such as a displayed image or a link directing the clicker to a webpage.

1.1.3.3. Content Marketing

No matter how digitized the world becomes and how rapidly human information consumption escalates, content remains an essential investment that demands meticulous attention.

Google's and Facebook's search tools progressively rely on content quality when making user suggestions. Therefore, investing in content marketing and crafting compelling, high-quality content to attract users is incredibly important. Across various tools and activities within digital marketing, content consistently remains omnipresent.

1.1.3.4. SEO Marketing

This is a crucial tool for displaying content in search results and quickly catching the user's eye. When executing SEO strategies, marketers need a firm grasp of vital SEO elements such as internal links, backlinks, headings, titles, meta tags, images, etc., with content reigning as the most crucial aspect.

1.1.3.5. SEM Marketing

SEM involves various marketing methods to elevate a website to the top of search results, attracting users to visit your site. Due to the searcher's tendency to focus on the first few results—typically the top 10 listings—SEM aims to capitalize on this behavior.

1.2. E-commerce

1.2.1. What is e-commerce?

According to Decree 52/2013/ND-CP on e-commerce issued by the Ministry of Industry and Trade, “*E-commerce means conducting a part or the whole of commercial activities by electronic means connected to the Internet, mobile telecommunications networks or other open networks*”.

1.2.2. Benefits of E-commerce

1.2.2.1. For businesses

Transitioning to an online platform eliminates the need for a physical storefront, resulting in decreased fixed expenses for the business. In addition, due to the automation of most e-commerce processes, a reduced number of personnel is necessary.

E-commerce brings superior benefits compared to traditional trading models. With the rapid development of technology, e-commerce has gradually become an effective distribution channel for many businesses worldwide and in Vietnam.

Specifically, e-commerce helps businesses expand and develop an enormous global market, eliminating all geographical barriers or physical store limitations. The application of digital technology also significantly reduces labor costs and rental expenses.

At the same time, the ability to directly access customers and collect data on their shopping behaviors and preferences also becomes more accessible. From there, businesses can research to improve products to suit user demand.

1.2.3. The current state of e-commerce development in Vietnam

In 2021, the Covid-19 pandemic significantly impacted Vietnam's trade and service activities domestically and globally. The negative growth in some major service sectors contributed to a general slowdown in the service industry and the entire economy. However, Vietnam's e-commerce (EC) sector maintained a stable growth. According to the 2022 Vietnam E-commerce White Paper, the EC market achieved remarkable results. In 2017, Vietnam's retail E-commerce amounted to only USD 6.2 billion. By 2018, this figure surged to USD 8.06 billion (a 30% increase from 2017). In 2019, Vietnam's EC market officially surpassed the USD 10 billion mark, reaching USD 11.8 billion in 2020. It continued its upward trajectory, hitting USD 13.7 billion in 2021 and USD 16.4 billion in 2022.

According to Statista's data, in 2022, the social media user penetration rate in Vietnam is around 75.57% of the total population. By 2030, this rate is projected to reach 85.74%. Statista asserts that live streaming will become an indispensable part of the social commerce strategies for many businesses in Vietnam and is poised to be a forthcoming trend. It remains in a growth phase, outperforming other popular content categories, including entertainment. Consequently, electronic payments in Vietnam are anticipated to experience rapid growth shortly. (Linh, 2023).

1.3. How to develop a website for businesses?

According to Magenest, a leading provider of e-commerce website solutions in Vietnam, developing a professional sales website is crucial in helping

businesses succeed online. Companies can provide product information to customers quickly and conveniently through the sales website. In addition, the website also provides various tools to support sales, such as online payment, customer care, and promotion introduction. Notably, businesses can expand their customer reach globally with a sales website.

To develop a professional sales website, businesses need to pay attention to some key issues:

1. Website content must be high-quality, providing helpful product information to create customer value.
2. Images and videos on the website must be meticulous and vivid to help customers visualize the products.
3. The website needs to be optimized to meet SEO standards for higher rankings on search engines.
4. Integrating analytics tools to monitor website activities is necessary.
5. Building a marketing strategy to promote the website.

In addition, businesses also need to consider some other important factors when developing a sales website. The interface needs to be user-friendly with a fast page loading speed. The website also needs regular updates to provide customers with the latest information. Focus on interacting with customers via channels like hotline, email, and chat to support customers promptly. Ensure simple, fast, and secure payment procedures. By correctly applying the above principles, businesses can develop a professional sales website, enhancing online business efficiency. (Magenest, 2023)

1.4. How to develop a Fanpage Facebook for Business?

According to the author Nguyen Phan Anh, who has eight years of business experience, six years of teaching at the university level in the field of e-commerce, and three years of training and consulting for students and businesses in e-marketing, wrote in an article on BrandsVietNam that for successful sales on Facebook, businesses need to focus on five main strategies.

1. Concentrating on the core value, the product and service, is crucial. The key elements defining the business's differentiation include product quality, pricing, sales policies, and after-sales service.
2. Businesses should have a professional website or blog. A website helps customers find information quickly and serves as a platform to showcase products professionally through images and videos.
3. It is essential to proficiently use Facebook features such as personal profiles, fan pages, groups, applications, etc., to reach a broader audience.
4. Develop a content strategy tailored to the target audience. The content should be community-focused, timely, and highly interactive.
5. Maintain customer relationships through birthday wishes, event organization, and attentive customer care.

In summary, these five strategies focus on building a product foundation, utilizing marketing tools, creating engaging content, and fostering customer relationships. These are all core factors determining the success of selling on Facebook. Businesses must selectively adopt and apply these strategies flexibly to sustainably grow their presence on this popular social media platform. (Anh, 2015)

1.5. How to develop operational efficiency on the e-commerce platform?

According to Giaohangnhanh, a unit specializing in providing shipping solutions for large e-commerce products in Vietnam, to do business effectively on e-commerce platforms, businesses and sellers need to remember the following.

1. Understand the sales process on the e-commerce site.

Understanding its sales process is the prerequisite for selling on any e-commerce site. Sellers need to note 5 basic steps:

Step 1: Prepare devices (phones, computers with webcams, etc.) and product images.

Step 2: Register a seller account on the e-commerce site.

Step 3: Login, set up a store, and list products for sale.

Step 4: Package and deliver products to shippers when orders come in.

Step 5: Reconcile and receive payments after transactions are completed.

Although fundamentally similar, each e-commerce site has specific registration, listing, shipping, and payment procedures regulations. Thus, it is crucial for sellers to thoroughly research the requirements of each site to ensure compliance and avoid violations.

2. Invest in detailed product content and images

On e-commerce sites, customers cannot directly touch and examine products—they depend on images and descriptions to judge quality. Therefore, stores should take high-quality, multi-angled photos of products, including close-up detailed shots. In addition, they should provide in-depth details on product attributes like size, color, origin, usage, user manuals, etc., to help customers visualize the products. Images and descriptions should also be SEO-optimized to rank at the top of search results when customers look up the products on Google.

3. Provide exemplary customer service

One of the decisive factors for an online store's success is customer support and care. Specific measures include:

- Quickly and politely responding to customer feedback and reviews.
- Sending thank-you notes after purchases.
- Providing after-sales services like warranties and exchanges for defective goods.
- Minimizing delivery times by partnering with reputable shippers.

Additionally, promotions and discounts help enhance customer satisfaction when shopping at the store.

4. Leverage online marketing tools

Utilizing online marketing tools is indispensable to compete with millions of other stores on e-commerce platforms. Specifically:

- Using advertising tools offered by the platforms
- Participating in significant Sales and promotion programs on the platforms
- Creating specialized discount programs for one's products
- Running Google Ads campaigns
- Promoting the store/products on social media

Chapter 2: Current situation of chongiay company limited

2.1. Business Information

2.1.1. Company introduction

Certificate of business registration of CHONGIAY Company Limited:

- Business code: 0314637230.
- The initial registration was issued by the Department of Planning and Investment of Ho Chi Minh City on September 22, 2017.
- To 4th on 18 April 2022.
- Type: Limited liability company with 2 or more members

The company's logo:



Figure 2. 1. Chongiay's logo

Source: chongiay.com

- Industry: Trading shoe cleaner, shoe sole remover, shoe deodorant spray, shoe polish, shoe protective coating.
- Address: 181 Nguyen Thai Binh, Ward 4, Tan Binh District, Ho Chi Minh City.
- Legal representative: Ms. Le Thi Ngoc Giau.
- Phone number: 0906 836 186.
- Website: <https://chongiay.com>
- Email: hotlinehotro247@gmail.com

2.1.2. Company mission statement, vision, value

2.1.2.1. Mission

The name "Chongiay" in Vietnamese translates to "Choose Shoes," an abbreviation for "Choose for Shoes," with the motto "You choose the best shoes for yourself, we choose the best care for them." Chongiay believes that customers always select the best shoes for themselves. Shoes are accessories and a part of their style and confidence. This is why Chongiay meticulously chooses the best care for them. At Chongiay, we sell shoe care products and embed our passion and mission to ensure that the highest quality and comprehensive care accompanies every step our customers take.

2.1.2.2. Vision

"To become Vietnam's number one brand in footwear care solutions, accompanying every step of the Vietnamese people."

With this statement, Chongiay aims to be the top choice for Vietnamese consumers regarding footwear care products. It affirms its mission always to walk alongside and provide maximum support for all activities and steps of the Vietnamese people nationwide through its high-quality products and services. Chongiay lays the foundation for wider regional and global success by deeply embedding itself in serving the Vietnamese market.

2.1.2.3. Value

Ultimate Quality: Chongiay commits to delivering the highest quality products and services, worthy of caring for our customers' beloved shoes.

Walking With Customers: Chongiay always walks alongside, listens to, and profoundly understands customers' needs to provide optimal solutions.

Continuous Innovation: Chongiay continuously innovates and improves products to bring the best experiences to users.

2.1.3. Company history of creation and miles stone

Chongiay's predecessor was a small manufacturer founded by Mr. Do Nhu Khoi, operating under the OEM model and specializing in producing shoe care and hygiene products for shoe laundry stores and retail outlets.

Recognizing the growing market demand for shoe care products, in 2017, Mr. Khoi established the Chongiy brand separately. This move aimed to enter the shoe hygiene market and distribute products manufactured by his family.

Under Mr. Khôi's leadership, Chongiy experienced impressive and rapid growth, firmly establishing its position in the market. Two years later, Chongiy products were available in 29 shoe laundry and care stores across Vietnam. With the development of e-commerce in Vietnam, Chongiy was an early presence on Shopee, entering the platform as it ventured into the Vietnamese market.

In the same period, Mr. Khôi established the Moatteo brand - pronounced similarly to "Matthew," one of the 12 apostles of Jesus Christ, also the patron saint of Mr. Khôi. Mr. Khôi recognized that the Chongiy brand was strongly associated with shoes, which benefited brand recognition but limited flexibility in expanding product lines or diversifying the brand image across various industries. This could reduce the ability to attract new customers or expand the consumer market. Hence, the Moatteo brand was born.

In 2019, Chongiy introduced a line of automotive care products such as car wash, water-repellent nanospray, tire conditioner, cleaning towels, odor eliminators, and car hanging oils. In alignment with Mr. Khôi's earlier plans, these products were to be branded under Moatteo, , and also launch a new brand: "Chonxe", meaning "Choose for your vehicle".

In 2020, Mr. Khôi and his friends established the Detu brand, an abbreviation for "Design exclusive to you," specializing in men's fashion accessories such as wallets, belts. Despite creating four brands, only the "Chongiy" brand was registered for trademark protection with the National Office of Intellectual Property of Vietnam.

In October 2021, amidst smooth operations, a sudden fire broke out at the company, resulting in the tragic loss of Mr. Khôi and severe burn injuries to his family members. This is a heavy loss for Chongiy.

Following this accident, the company faced significant challenges, including leadership voids, production interruptions, financial instability, and, most significantly, the loss of Mr. Khôi's knowledge and experience.

It was not until April 2022 that the legal procedures and transfer of new business rights were completed. From that point forward, all responsibilities were entrusted to Mrs. Lê Thi Ngoc Giau - Mr. Khoi's wife. Despite the experience and knowledge she gained alongside her husband in founding Chongiy, Mrs. Giàu encountered various difficulties in the rapidly changing and evolving market. She also encountered many difficulties not only in maintaining the company's daily operations but also in continuing the company's spirit and mission from Mr. Khoi.

2.1.4. Chongiy product lines

Chongiy currently has the following product lines:

2.1.4.1. Shoe Care Products

Includes shoe care products such as Cleaning gel, Leather conditioner, Stain remover, Deodorizer spray.



Figure 2. 2. Shoe care products of Chongiy

Source: Design Team – Sales and Marketing Department

Shoe protection products include Sneaker shields, Waterproofing spray, Shoe tree, Shoe inserts.



Figure 2. 3. Shoe protection products of Chongiy

Source: Design Team – Sales and Marketing Department

Shoe cleaning tools: Leather stain eraser and Shoe brush.



Figure 2. 4. Shoe cleaning tools of Chongiy

Source: Design Team – Sales and Marketing Department

Restoration & Customization products: Shoe repaint pen, Shoe paint and Shoe polish.



Figure 2. 5. Restoration & Customization products of Chongiy

Source: Design Team – Sales and Marketing Department

The products are manufactured and packaged directly at the company's factory. However, the compressed air bottle product lines must collaborate with manufacturing partners. Specifically, the process is as follows:



Chart 2. 1. Compressed air spray bottle production process of Chongiy

Source: Supply Chain Department

Shoe care products are the business pillar of Chongiy, accounting for up to 60% of its annual revenue. With many years of experience in the shoe care industry, Chongiy has successfully researched and developed this high-quality product line to meet diverse consumer demands. Their common advantages are convenience, ease of use, suitability for many customer demographics, and apparent effectiveness immediately after use. In the future, this will also be the spearhead product line, increasing revenue and brand reputation for the company.

2.1.4.2. Shoe care service

In addition to the successful shoe care product line, Chongiy also provides customers with professional services such as:

- *Shoe washing and sole stain removal service* using modern technology to thoroughly clean dust, stains, and unpleasant odors on shoes. Using the company's own manufactured products ensures no damage to shoe materials.



Figure 2. 6. Sole stain removal service

Source: chongiy.com

- *Various shoe and sandal repair services* can fully restore shoes' original usability, including soling, new sole replacement, upper refurbishment, new shoelaces, buckle and nail replacement, etc.



Figure 2. 7. Repair service

Source: chongiy.com

- *Shoe maintenance and renewal services* are provided upon customer request and are reasonably priced. Our team of skilled technicians advises and offers the most suitable solution for each pair of shoes.



Figure 2. 8. Renewal service

Source: chongiay.com

The advantages of Shoe Care services are time, effort, and cost savings compared to home shoe care. Additionally, professional cleaning and maintenance consistently deliver customer satisfaction. This is also Chongiay's competitive edge over rivals in the market.

2.1.4.3. Car care Products

Noticing the increasing demand for vehicle care and maintenance, in early 2019, Chongiay launched a new product line of professional car care products. These products include car shampoo, glass cleaner, interior and exterior detailers, cleaning accessories, and tools. With many years of experience in household care, Chongiay researched and developed products that meet high standards of safety and effectiveness

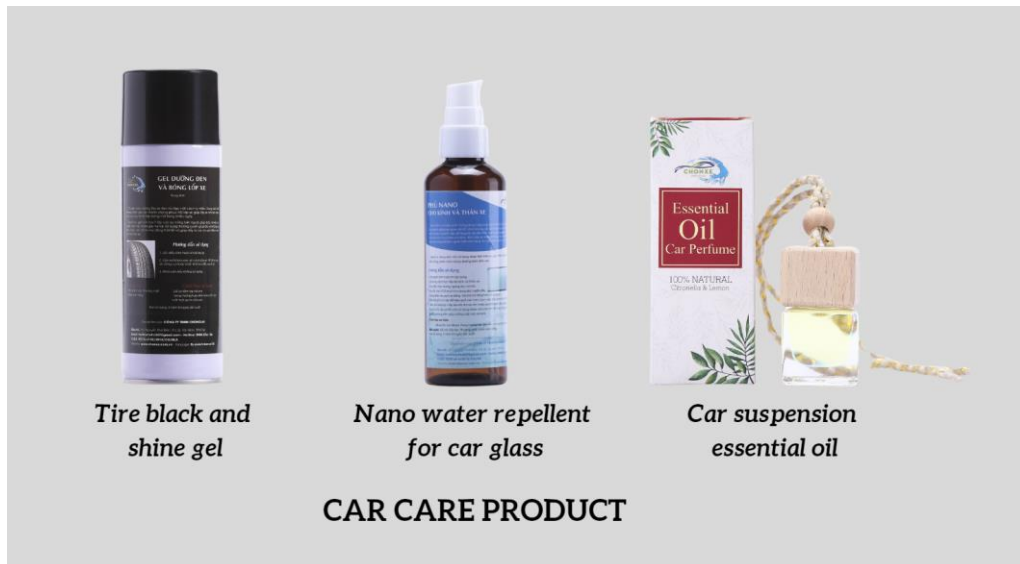


Figure 2. 9. Car care product of Chongiy

Source: Design Team – Sales and Marketing Department

Chongiy's vehicle care products have the advantage of having gentle, safe formulas that do not irritate skin or damage vehicle surfaces. However, they still deliver potent cleaning efficacy while leaving a pleasant fragrance. In addition, with eye-catching designs and great convenience, the products promise to win consumer affection.

2.1.4.4. Men's fashion

In order to diversify products and meet modern fashion trends, at the end of 2020, Chongiy launched a new men's fashion line under the brand name "Detu." This is considered a breakthrough for the company when expanding into the fashion industry, increasing business opportunities and competitiveness.

Specifically, Detu includes product categories such as stylish leather belts suitable for many styles and compact and convenient leather wallets. The products in this collection have unique designs and high quality and reflect users' personal style.



Figure 2. 10. Men's fashion products of Chongiy

Source: Design Team – Sales and Marketing Department

The strength of Detu is that it suits the popular mix-and-match trend. Customers can easily combine items with available clothing to create impressive outfits that express their personality. The collection also targets young, dynamic, fashion-loving customers. With the initial successful launch, these products promise to be a potential product line, helping Chongiy expand market share, increase customers, and enhance its brand reputation in the fashion market.

2.1.5. Organizational structure

2.1.5.1. Organizational chart

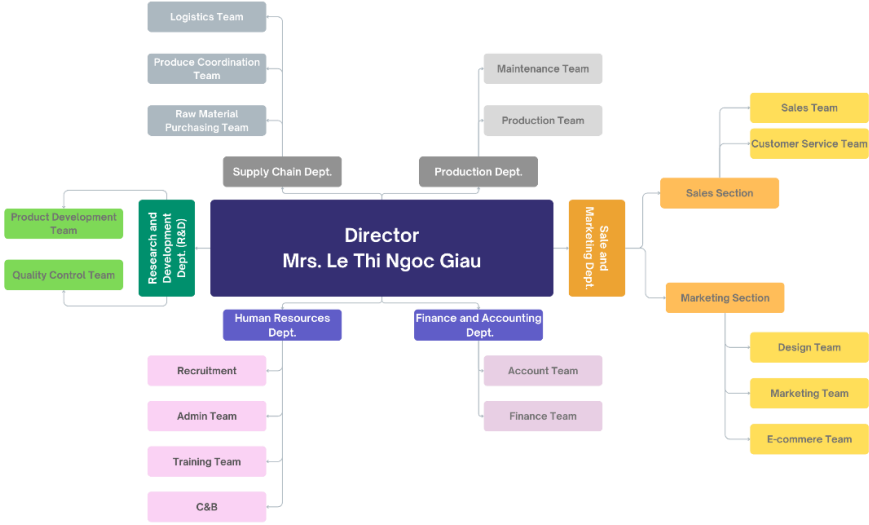


Chart 2. 2. Organizational chart

Source: Chongiy's HR Department

According to the chart above, it can be inferred that:

- It is flat, with only one middle management level (the department heads) between the CEO and the operational teams. This helps with faster communication flow and decision-making
- Grouping related functions into joint departments (e.g., combining all supply chain activities and consolidating sales and marketing) improves coordination and alignment.
- Having specialized departments like Research & Development and Human Resources allows more focus and expertise in these strategic areas.

However, some departments seem broad, like "Sales and Marketing," which combines different functions. Breaking them into separate sales and marketing departments could enable greater focus.

2.1.5.2. Function of each department

❖ *Director*

Under the current organizational structure, Chongiy's director holds all managerial responsibilities and authority over individual departments. The director oversees the company's production and business activities and sets short-term, mid-term, and long-term strategic trajectories. She also possesses the decision power regarding raw material procurement, facility investments, and manufacturing technology enhancements.

Additionally, the director develops annual business plans and budgets for each department. She approves marketing tactics, advertising blueprints, and product launch policies junior staff propose. Signing off supply chain schemas and distributor contracts is another critical task. Regarding human resources, the director green-lights recruitment agendas, training programs, payroll scales, bonuses, and disciplinary measures.

On top of that, supervising accounting, finance, and taxation to guarantee legal conformity is integral to the director's job. She is the company's authorized representative in dealing with government entities. Essentially, the director has the vision to craft overarching schemes and principles to guide high-level planning.

Departmental managers then detail and activate respective execution roadmaps. Above all, the director must track and motivate all units' progress to warrant the firm's smooth functioning.

❖ *Production Department*

As a pivotal division, the production department undertakes various critical responsibilities within Chongiyay. Regarding planning, managers construct monthly and quarterly manufacturing roadmaps based on the sales team's demand projections and order volumes. The schedules outline detailed capacity allocation, workforce arrangement, and machinery assignment for each item category.

Regarding operations, the department mobilizes workers adhering to pre-meditated timelines and plans. Concurrently, supervisors monitor procedures closely, overseeing packaging and quality inspection activities. They also guarantee occupational safety and manufacturing hygiene measures.

Moreover, production statistics documentation creates transparency. Personnel record productivity rates, efficiency metrics, input inventory, and output warehouse data daily, weekly, and monthly. By analyzing numerical information, they identify process optimization opportunities and improve suggestions.

Similarly, the maintenance team holds regular machine maintenance tasks and tackles emergent mechanical issues to ensure smooth production. Tight coordination between maintenance and production allows Chongiyay to achieve stable, high-quality manufacturing.

❖ *Supply Chain Department*

The supply chain department is pivotal in securing steady material input for Chongiyay's operations. Regarding planning, managers forecast production demand and map out corresponding procurement schemes. By reviewing stock levels, they recommend timely inventory replenishment to avoid shortage. Regarding vendor management, the team screens evaluates and onboards optimal suppliers. They are responsible for negotiations, contracting, and partnership maintenance activities like quality monitoring.

Regarding logistics, the department plans and actualizes the raw material transportation from vendors to in-house warehouses. Personnel supervises

inventory, order fulfillment routes, and internal distribution workflows. They also govern loss prevention, warehouse inspection, and product dispatch in coordination with external shipping companies. The production coordination subgroup also handles outsourcing by contacting and placing orders with partners to complete merchandise production.

❖ *Research and Development Department (R&D)*

Research and Development (R&D) is vital in creating new products and enhancing quality for Chongiyai. This department consists of two central teams - the Product Development team spearheads innovation, while the Quality Control team oversees standards. Specifically, the development subgroup conducts market research, analyzes trends, and devises novel product concepts accordingly. They materialize ideas into formulations and prototypes, cooperating with relevant units to finalize commercialization. Simultaneously, the quality control team examines output and inputs to audit compliance. They gauge products from external suppliers, run analytic reports, and propose enhancements. R&D substantially impacts Chongiyai's operation and growth by determining workforce capabilities and steering continuous improvements. With a balanced focus between pioneering creations and fortifying quality foundations, this department drives the company onward as a competitive industry leader.

❖ *Human Resources Department*

Chongiyai's Human Resources department comprises four central teams catering to various people-oriented needs. The Recruitment team devises talent acquisition blueprints and executes hiring across positions, encompassing advertising, screening, and assessing candidates. The Administrative team oversees payroll and benefits, keeps employee records, and ensures regulatory compliance. Meanwhile, the Training team develops and conducts internal and external upskilling programs to enrich staff's capabilities. The Compensation & Benefits team also architects attractive remuneration structures and welfare schemes to motivate, retain, and reward employees. They also manage personnel budgets and appraisals to promote outstanding performers. The HR department attracts, nurtures, and incentivizes a high-performing workforce - the heart of Chongiyai's operations. With

strategic workforce planning and development, HR establishes a solid foundation upon which business functions can excel and expand.

❖ *Finance & Accounting Department*

The Finance and Accounting department has two central teams managing Chongiyay's monetary workflows.

Firstly, the Accounting team documents financial transactions and prepares regular performance reports to reflect revenue and expenditure streams across units. By doing so, they establish transparency over the company's financial health.

Meanwhile, the Finance team oversees higher-level budgeting, investment vehicles, and credit options to optimize capital allocation. Based on financial analysis, they craft appropriate strategies regarding funding, lending, and inner financing buckets to facilitate operational targets and sustainable growth.

Tight coordination between finance strategy architects and accounting supervisors enables Chongiyay's leadership to gain clarity over the company's financial status and nimbly adapt allocation plans to capture opportunities and combat adversities. With robust fiscal planning and data-driven execution, the department constitutes a solid financial foundation for Chongiyay's expansion.

❖ *Sales and Marketing Department*

The Sales and Marketing department steers revenue generation and brand building for Chongiyay.

The Sales team sets targets and acquires new accounts and partners while boosting existing customer retention via attractive policies and promotions. Accordingly, Customer Service provides multi-channel support regarding inquiries, orders, feedback, and grievance redressal. They also administer shoe cleaning, repair, and care services tailored to clients.

On the branding front, the Marketing Section boosts awareness and adoption by leveraging advertising channels designed by the creative team and digital platforms operated by Ecommerce. Underpinned by the Marketing team's consumer research and campaign performance analysis, they devise integrated strategies encompassing conventional promotion and digital presence to widen reach.

By harmonizing customer-centricity through thoughtful service and purposeful engagement, Sales, and marketing create resonance and mindshare that translates into commercial gains. Therefore, the department constitutes the driving force behind both revenue and reputation expansion for Chongiy.

2.1.6. Business results of Chongiy Limited Company (from 2020 to June 2023)

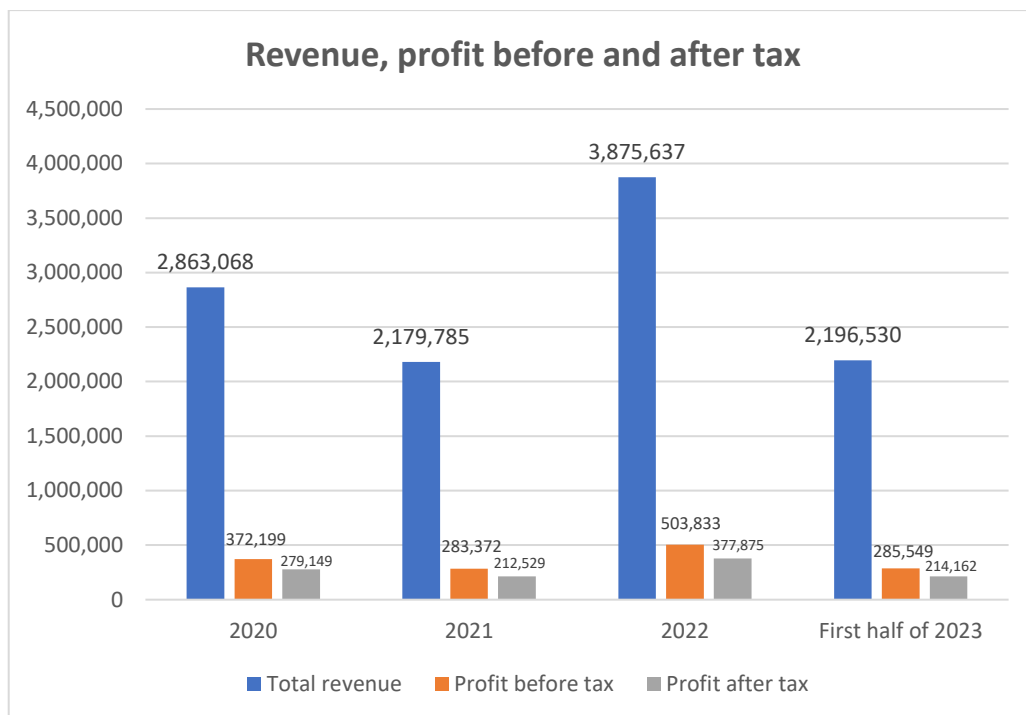
Table 2. 1. Business results of Chongiy Limited Company

(From 2020 to June 2023)

Unit: Thousand VND

Ordinal number	Quota	2020	2021	2022	01-06/2023
1	<i>Total revenue</i>	<i>2,863,068</i>	<i>2,179,785</i>	<i>3,875,637</i>	<i>2,196,530</i>
A	Clean and Repair Shoe Services	275,864	42,872	236,428	106,972
B	Wholesale	706,874	236,942	650,715	406,782
C	Retail in store	260,863	20,987	180,462	238,059
D	Retail through e-commerce	1,619,467	1,878,984	2,808,032	1,444,717
D1	Shopee	1,619,467	1,878,984	2,808,032	991,750
D2	Lazada	0	0	0	452,967
D3	Tiktokshop	0	0	0	0
2	<i>Profit before tax</i>	<i>372,199</i>	<i>283,372</i>	<i>503,833</i>	<i>285,549</i>
3	<i>Profit after tax</i>	<i>279,149</i>	<i>212,529</i>	<i>377,875</i>	<i>214,162</i>

Source: Chongiy's Finance & Accounting Department



**Chart 2. 3. Revenue and profit before and after tax
(from 2020 to 2022 and first half of 2023)**

Source: Finance & Accounting Department

Based on above chart and table:

- In 2020, revenue reached 2.8 billion VND, profit before tax was 372 million VND, corresponding profit after tax was 279 million VND. In 2021, Chongiyay was badly affected by the COVID-19 pandemic and fire incidents, leading to a revenue drop of 0.68 billion VND (23.8%) compared to the previous year. After-tax profit also decreased by over 65 million VND. However, in 2022, the company recovered strongly, with revenue increasing by 1.6 billion VND compared to 2021 and surpassing the 2020 level. The impressive growth rate continued into the first half of 2023 with 2.1 billion VND in revenue. In addition, the gross profit margin was maintained at 13% over the years, reflecting positive business efficiency. The above figures reflect Chongiyay's potential for vigorous recovery and accelerating growth after the most challenging pandemic.

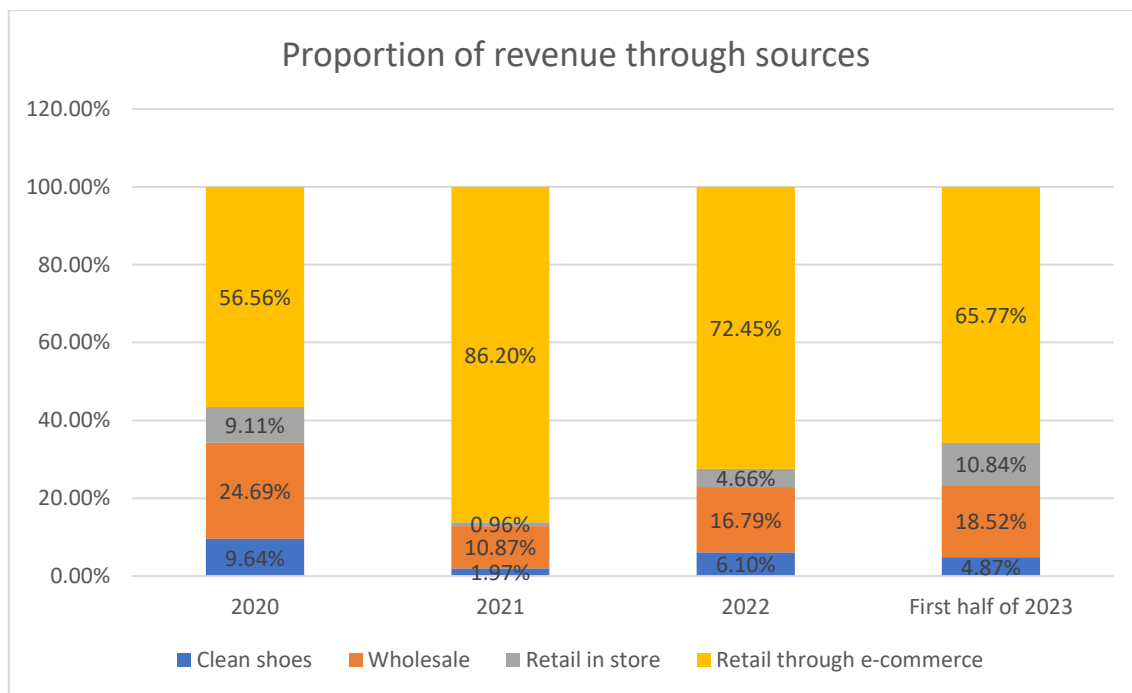


Chart 2. 4. Proportion of revenue through sources (from 2020 to 2022)

Source: Finance & Accounting Department

Based on the Proportion of revenue through sources chart, it is easy to notice:

- E-commerce has remained the most critical and highest revenue-contributing channel for Chongiyai over the years, especially on the Shopee platform. Specifically, in 2021, e-commerce revenue share overwhelmingly accounted for up to 86%, although it showed a slight decreasing trend in 2022 as other channels gradually recovered. However, this channel still leads in driving Chongiyai's revenue growth. This trend aligns with the e-commerce boom in Vietnam in recent years. The advantages of a large potential customer base, low costs, and good data tracking and analysis capabilities make e-commerce an effective distribution channel for most businesses. In 2023, Chongiyai was present on the Lazada e-commerce platform and quickly achieved stable sales volume, reflecting the Company's development plan in this area.
- Revenue from shoe cleaning, shoe care, and shoe repair services of Chongiyai accounted for a relatively modest share of the revenue structure. Specifically, this figure dropped sharply from 9.6% in 2020 to only 1.97%

- in 2021 due to the pandemic's impacts. However, in 2022, the service channel showed positive signs of recovery as the revenue share rose to 6.1%. The growth trend continued at 4.87% in the first six months of 2023. This figure reflects promising prospects for the enterprise's shoe cleaning and care services, promising to bring considerable revenue in the coming time
- The wholesale channel has become an increasingly important revenue source for Chongiyai, with impressive growth rates over the years. Due to the pandemic, the wholesale revenue share decreased by 14% in 2021 compared to the previous year. However, this figure strongly recovered to 16.79% in 2022 and even surged to 18.52% in just the first half of 2023 alone. This impressive growth shows that Chongiyai has built an extensive distribution network, including agents, stores, and service centers. The increasingly important role of the wholesale channel in expanding market share and enhancing Chongiyai's brand awareness cannot be denied.
 - Retail revenue from Chongiyai's store was severely affected by the COVID-19 pandemic, dropping from 9.1% in 2020 down to just 0.96% in 2021. The reason was travel restrictions and onsite shopping to prevent disease transmission. In 2022, although recovering, the speed was still relatively slow. By the first half of 2023, when business activities gradually returned to normal, retail revenue had soared to 10.84%, surpassing the 2020 figure.

2.2. Current status of Digital Marketing activities and business on the e-commerce platform of Chongiay Company Limited

2.2.1. Portrait of target customers

Demographic	Gen Z (18-24 years old)	Millennials (25-35 years old).
Short description	Gen Z catches on to trends fastest, like convenience and value from products in both tangible and intangible forms. They are very active on social media and make purchase decisions based on emotions and preferences.	Millennials tend to look trendier, favor pioneering brands with cutting-edge designs, and tend to spend on quality, fashionable goods. They also perform extensive research before purchases
Gender	<ul style="list-style-type: none"> - Male customers account for ~45% - Female customers account for ~55% => Shoe care brands attract more female consumers who demonstrate greater awareness and investments into shoes and regular care regimens. 	
Occupations	<ul style="list-style-type: none"> - Students account for ~30% (mainly Gen Z) - Office workers make up ~50% - Young entrepreneurs self-employed are ~20% (more Millennials) 	
Incomes levels	Dependent on parents, low personal income	Millennials (office workers & entrepreneurs): Medium-high income.
Location	Concentrated in large cities with universities	Ho Chi Minh City and other big cities (Hanoi, Da Nang, etc.)
Needs	<ul style="list-style-type: none"> - Particularly price-sensitive, always looking for discounted and promotional products. 	<ul style="list-style-type: none"> - Tend to spend more on products suiting a modern lifestyle.

	<ul style="list-style-type: none"> - Pay attention to design, packaging. - Willing to try new trends. 	<ul style="list-style-type: none"> - Focus on convenience, time-saving usage. - Use products with proven effectiveness.
Interests	Overall both Gen Z and Millennials are very active on the Internet, entertained by video content, music, and interested in new fashion trends.	
Habits	Differences: <ul style="list-style-type: none"> - Millennials research thoroughly before purchasing: reading reviews, comparing products. - Gen Z more easily attracted by ads and influencer opinions. Similarities: <p>Both prefer mobile shopping for convenience.</p>	
Behavior	<ul style="list-style-type: none"> - Thoroughly research products before buying: read reviews, usage guides, compare options - Want to try new product samples for free before purchasing - Expect attentive and detailed sales advice to fully understand products - Share usage experiences with friends and family after purchase to recommend products 	
Purchasing barriers	<ul style="list-style-type: none"> - Concerns over product quality and durability. - Lack of trust in the brand. - Limited promotions and incentives for new buyers. 	

2.2.2. Current status of the company's digital marketing activities

Since its establishment, Chongiyay has determined its digital brand development strategy through its website, Facebook page, and e-commerce platforms. Specifically, Chongiyay is one of the pioneering brands to exploit Shopee from the early stages. By early 2023, online business activities have been expanded to Lazada. The latest milestone was in July 2023 when Chongiyay officially joined the highly potential platforms TikTok and Tik Tok Shop.

2.2.2.1. Website

Chongiyay has an official website "https://chongiyay.com," which has existed since 2018. This site provides information on products, businesses, promotional programs, warranty policies, partnership policies, links to other platforms (Shopee et al.), contact information, and product purchase functionality.

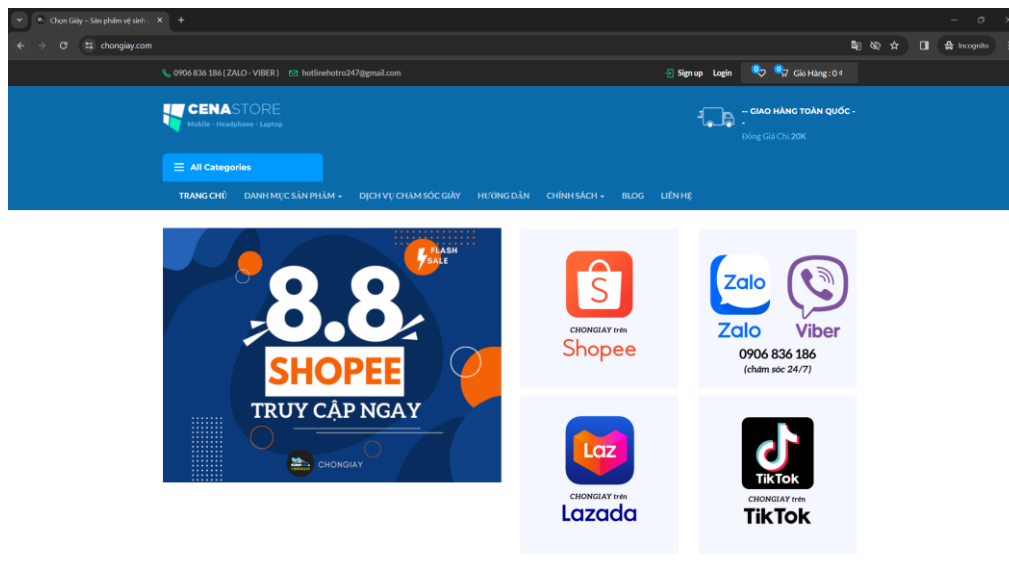


Figure 2. 11. Website home page interface

Source: chongiyay.com

Chongiyay's website is designed on the WordPress platform. In addition to the default WordPress tools, the interface is built with plugins like WPBakery, Slider Revolution, Font Awesome, Twemoji, and Elementor. The e-commerce functionality is developed with WooCommerce, including WooCommerce Check-out and WooCommerce Add To Cart.

❖ *Website design:*

The website interface is user-friendly and gentle on the eyes, with the dominant colors of blue, black, and white. The company logo is in the favicon position to help customers identify the brand's website. The website is centered on helping users focus on the experience without too much information.

The website layout is divided into:

- Part 1 - Navigation Bar: Provides the company's contact email and phone number in the top left corner, while the top right corner is for login and register functions, viewing products in the cart, and favorite products.



Figure 2. 12. Navigation bar

Source: chongiay.com

- Part 2 – Main Menu: Provides options for website visitors such as product categories, shoe care service details, product usage instructions, partner policies, dealer policies, manufacturer policies, blog, and contact information. This catalog is designed in white font on a blue background for contrast and readability.

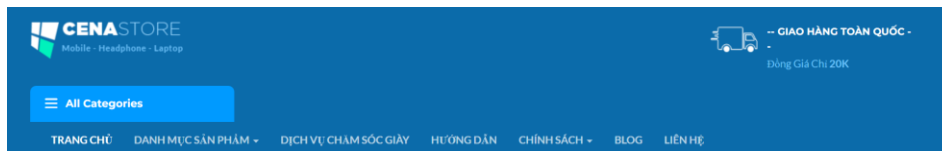


Figure 2. 13. Main menu of chongiay.com

Source: chongiay.com

The product category is further broken down into individual product lines to help customers easily find the desired products.

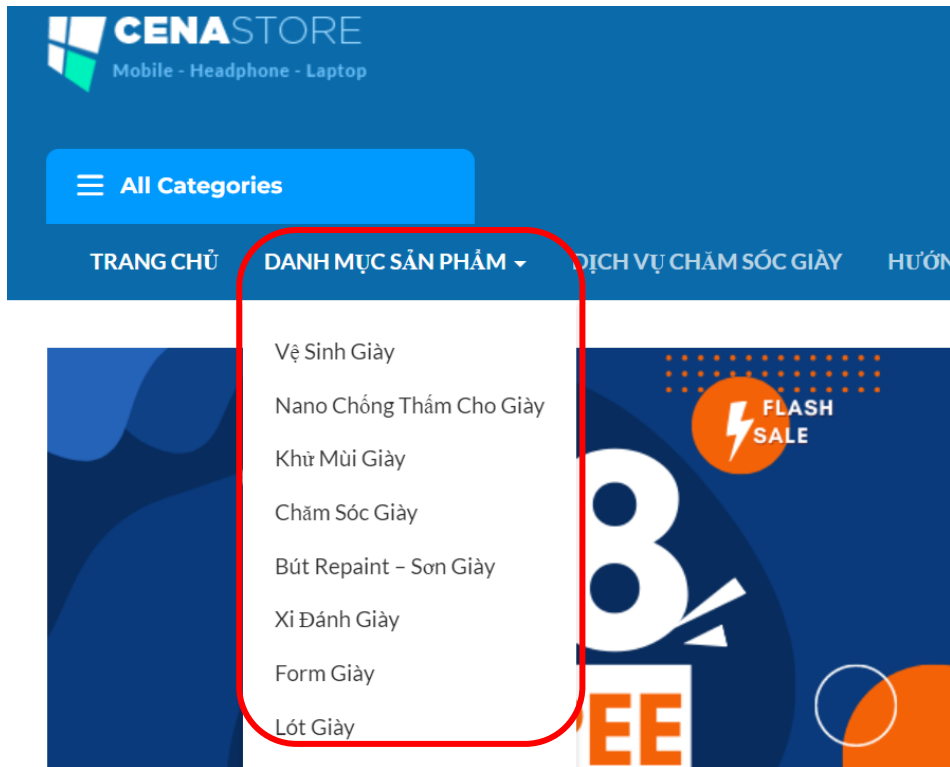


Figure 2. 14. Product lines will appear when clicking on the product category

Source: chongiay.com

- Part 3 – Banners and Linked Platforms: This section provides information about new products or the most attractive promotional programs of the month, like the banner "Promotion on August 8th on Chongiay's Shopee" below. There are also images linking to e-commerce platforms such as Shopee, Lazada, and Tiktok - when clicked, customers will instantly be taken to those platforms. Zalo and Viber's contact information is also shown here.



Figure 2. 15. Banners and linking platforms

Source: chongiay.com

- Part 4 – Product List: This is also the center of the site. Here, customers can see product names along with their prices. When hovering the mouse over the product thumbnail, an additional image of the product from a different angle will appear.

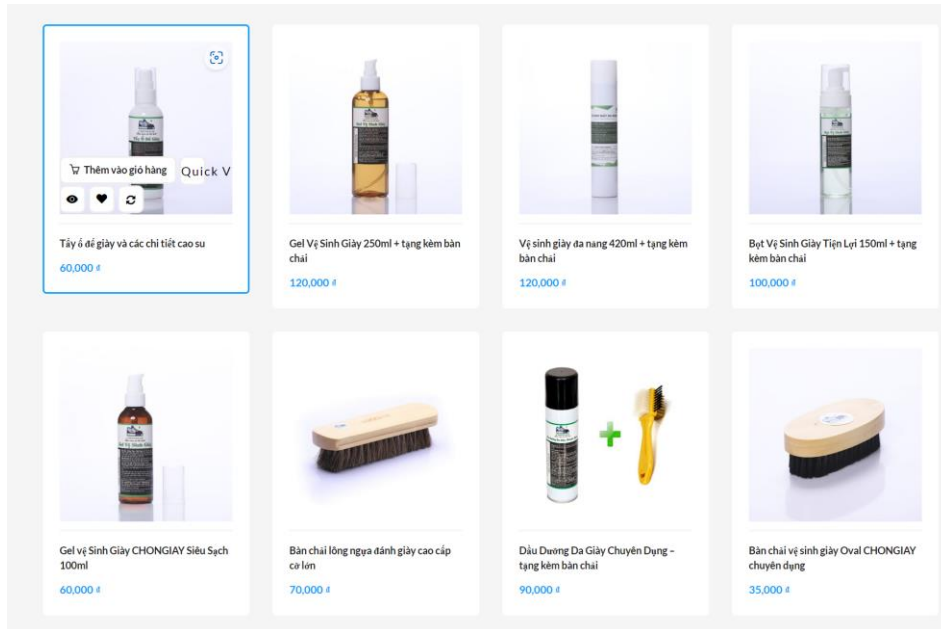


Figure 2. 16. interface of products on the website

Source: chongiy.com

There are options for:

- Add to cart: Add the product to the checkout cart.

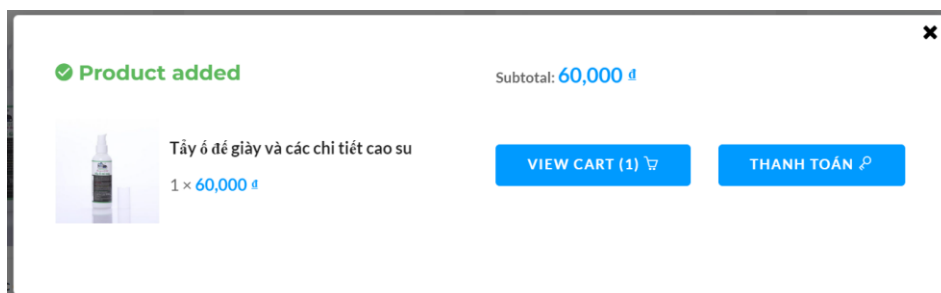


Figure 2. 17. Add to cart

Source: chongiy.com

- Favorite: Highlights and adds the products to the Favorites section for later access when needed.



Figure 2. 18. Add to favorites button

Source: chongiy.com

- Quick view: Opens a pop-up window on the current page, allowing quick product information check without opening an additional tab, saving time. It also provides quantity selection and adds to the cart function.

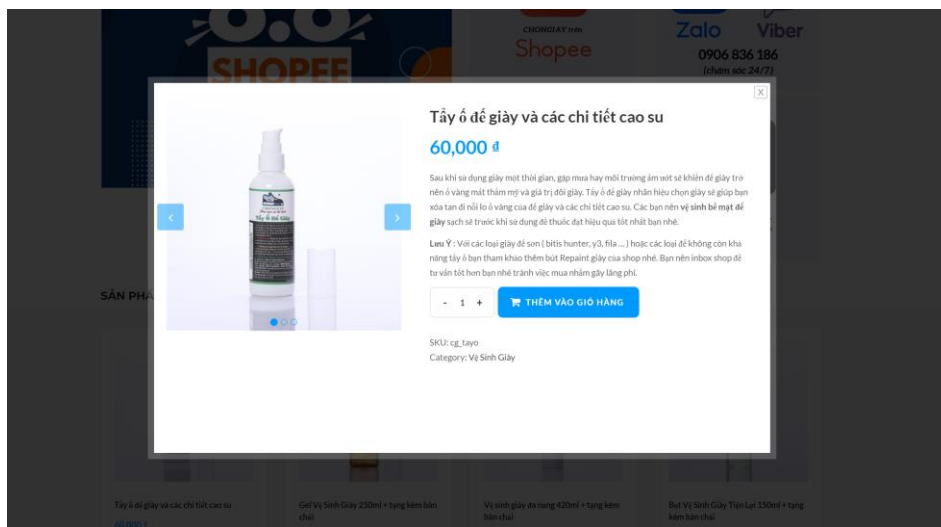


Figure 2. 19. Quick view pop-up

Source: chongiy.com

- Compare: Helps customers add products to compare lists to find the most suitable option.



Figure 2. 20. Compare button

Source: chongiy.com

- Part 5 - Blog: Presents the latest posts on shoe care and product usage guides.

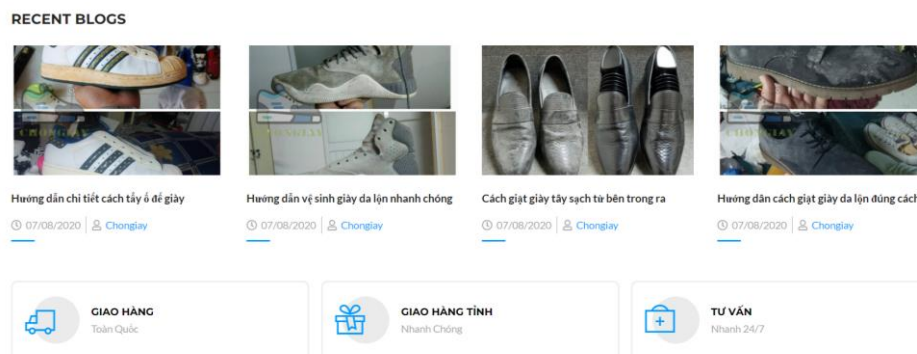


Figure 2. 21. Recent Blogs

Source: chongiy.com

- Part 6 – Partner addresses and footer: This section shows Chongiy’s partners’ addresses to provide customers more reference information and increase trust. The footer supplements additional legal information of the Company such as tax code, contact phone number and email.



Figure 2. 22. Partner addresses and footer

Source: chongiay.com

❖ *Website Content*

Most of the articles published on the website focus on topics such as product usage guidelines, shoe care, cleaning, and protection. Some of the content that has been posted includes: "How to clean leather shoes and oxfords," "Quick guide to cleaning sports shoes," "How to clean fabric shoes to prevent stains," "Detailed guide on how to remove shoe fabric stains," "Quick guide to cleaning suede shoes", etc.

The articles aim to address common issues customers face when using and maintaining shoes. However, all articles on the website were written in 2020 and have not been updated.

<input type="checkbox"/> Bút Repaint giày - để giày chuyển dụng màu trắng (3ML) — Bán nhập	chongiy	Blog free	—	Lần sửa gần nhất 07/08/2020 lúc 10:04 chiều
<input type="checkbox"/> Hướng dẫn chi tiết cách tẩy ó để giày	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 07/08/2020 lúc 12:27 sáng
<input type="checkbox"/> Hướng dẫn vệ sinh giày da lộn nhanh chóng	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 07/08/2020 lúc 12:21 sáng
<input type="checkbox"/> Cách giặt giày tây sạch từ bên trong ra ngoài	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 07/08/2020 lúc 12:19 sáng
<input type="checkbox"/> Hướng dẫn cách giặt giày da lộn đúng cách	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 07/08/2020 lúc 12:17 sáng
<input type="checkbox"/> Cách giặt giày da sạch từ trong ra ngoài	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 07/08/2020 lúc 12:09 sáng
<input type="checkbox"/> Hướng dẫn chi tiết cách tẩy ó vải giày	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 07/08/2020 lúc 12:07 sáng
<input type="checkbox"/> Hướng dẫn vệ sinh giày tây nhanh không gây hư da	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:56 chiều
<input type="checkbox"/> Hướng dẫn vệ sinh giày thể thao đúng cách	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:50 chiều
<input type="checkbox"/> Hướng dẫn giặt giày vải đúng cách sạch sâu	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:47 chiều
<input type="checkbox"/> Hướng dẫn vệ sinh nhanh giày da đúng cách	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:44 chiều
<input type="checkbox"/> Giặt giày vải trắng thế nào? Hướng dẫn giặt giày vải trắng không bị ó	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:40 chiều
<input type="checkbox"/> Hướng dẫn vệ sinh giày vải không bị ó	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:37 chiều
<input type="checkbox"/> Hướng dẫn vệ sinh giày thể thao nhanh chóng	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:35 chiều
<input type="checkbox"/> Cách vệ sinh làm sạch giày da, giày tây công sở	chongiy	Hướng Dẫn Sử Dụng	—	Đã xuất bản 06/08/2020 lúc 11:27 chiều

Figure 2. 23. List of articles on the Chongiy's website

Source: Chongiy's Sales and marketing department

In addition, Chongiy also updates promotional program information in the form of banners on the homepage. This helps visitors quickly grasp discounts and promotions, increasing conversion rates.

❖ Statistics and Comparisons with Industry Competitors

As the company still needs to utilize advanced web analytics tools like Google Analytics 4, it faces difficulty measuring website traffic. However, based on preliminary statistics from SimilarWeb – an independent web analytics tool, it is estimated that the "chongiy.vn" website attracts around 500-700 visits per month. Towards the end of the year, traffic doubled, nearing 1,500 visits.

This shows that the website maintains stable traffic figures – a firm base for implementing strategies to boost visits and conversions. Notably, as the year progresses, website traffic accelerates increasingly.

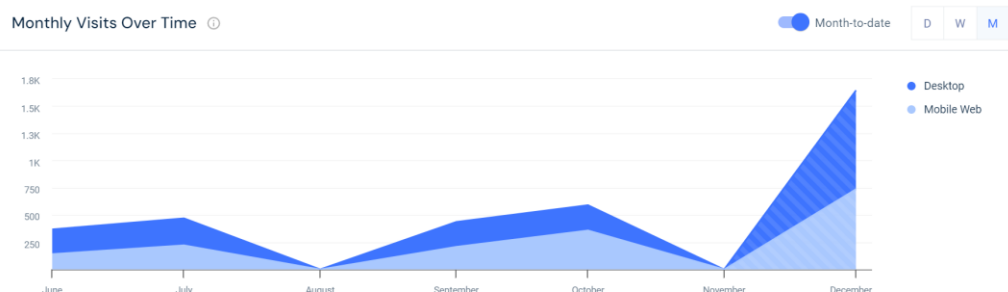


Figure 2. 24. Monthly visits over time of Chongiy's website (1/2023-11/2023)

Source: SimilarWeb

When comparing with other industry websites of Ximo and Xclean using SEOquake, it is easy to see that Chongiyay's website currently has a relatively small number of URLs indexed by Google. This leads to Chongiyay's website needing to fully capitalize on the potential to appear in Google's search results (SERP).

#	URL	Google index
1	https://chongiyay.com/	177
2	https://ximo.vn/	408
3	https://xclean.vn/	313

Figure 2. 25. Number of links indexed by Google

Source: SEOquake

Overall, the website's capabilities have yet to be fully exploited or invested much in communications and marketing. Only now has the website yet to record any orders that have been generated.

2.2.2.2. Fanpage Facebook

For the target above customer groups, Chongiyay realizes that most young consumers tend to use social media frequently. This trend allows businesses to approach and interact with potential customers through popular social platforms.

Therefore, Chongiyay has built a Facebook page called “Chọn Giày - Sản Phẩm Chăm Sóc và Vệ Sinh Giày” to strengthen community connection and promote the brand to young consumers. The fanpage will be an effective interaction channel for Chongiyay to share helpful information and offers to target customers.

The main functions of the fanpage:

- Build the community by posting helpful articles on cleaning, taking care of, preserving shoes properly, and using products correctly.
- Interact with customers through comments and messages to answer questions. From there, advise customers on suitable products and services.
- Introduce promotional programs and offers to customers.



Figure 2. 26. Chongiyay's Fanpage Facebook

Source: facebook.com

❖ Facebook Content

Although it was established long ago, the activity of Chongiyay's Facebook page could have been faster and more consistent.

The status over the years is as follows:

- In 2020, The Facebook page was active with many new posts and excellent community engagement. This was the most effective operating period of Chongiyay's Facebook page.
- In 2021 and 2022, The Facebook page was almost inactive, with no new posts or customer interaction.
- In 2023, I began showing signs of resumed activity when posting some new product introductions and promotion posts. However, the posting frequency is irregular, and engagement remains limited.

Specifically, Chongiyai's Facebook activities in 2023 are as follows:

Table 2. 2. Statistics on the number of posts posted on Facebook in 2023

Month	Article type	Number
July	Share tips	1
	Product introduction	5
	Video	1
	Promotion	2
August	Humorous post	2
	Promotion	1

Source: Chongiyai's Sales and Marketing Department

The posting on Chongiyai's Facebook has been based on intuition rather than a thoroughly planned content strategy and calendar. No clear topic schedule or predetermined frequency exists. Such sporadic execution results in irregularity in posting frequency and content variation.

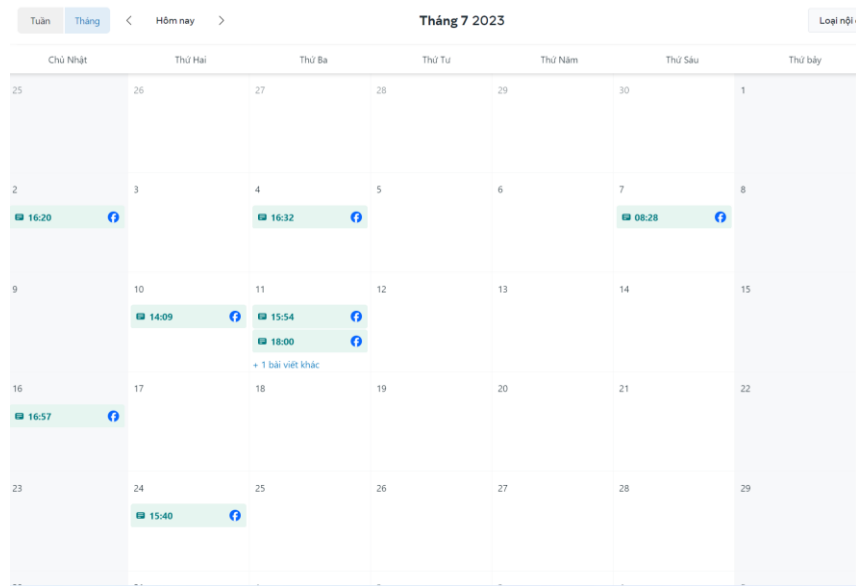


Figure 2. 27. Posting frequency in July 2023

Source: Meta Facebook Business

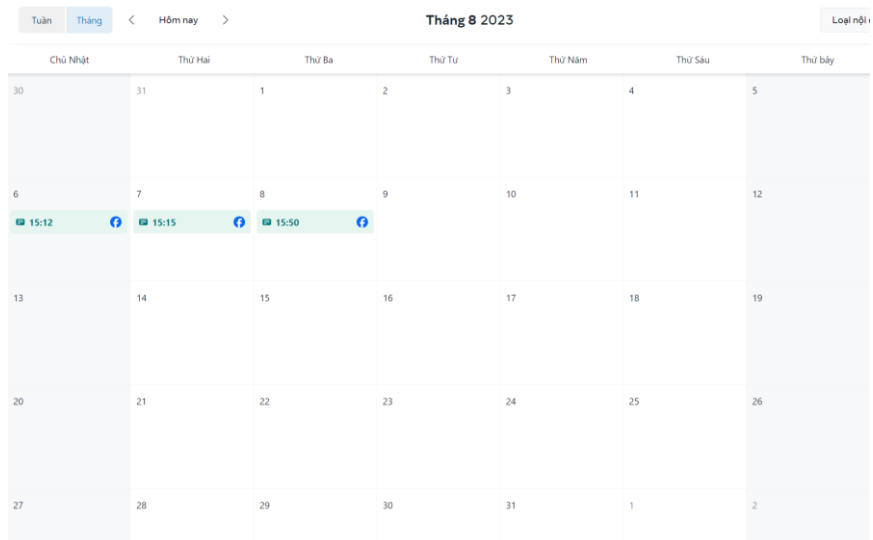


Figure 2. 28. Posting frequency in August 2023

Source: Meta Facebook Business



Figure 2. 29. Product introduction post

Source: facebook.com

According to statistical data, the number of people reaching Chongiy's Facebook Fanpage has seen impressive growth in 2023. Specifically, this figure reached 76 thousand people, an increase of over 600% compared to the same

period in 2022. This is an encouraging signal, demonstrating that efforts to improve Facebook page activities last year have proven effective.

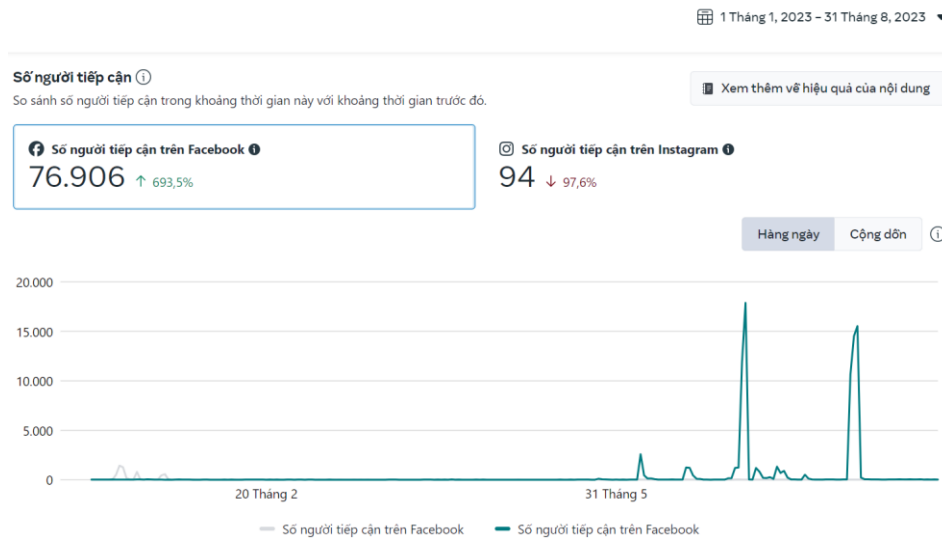


Figure 2. 30. Number of people reached on Facebook Chongiyai (January 2023-August 2023)

Source: Meta Facebook Business

Nhắn tin

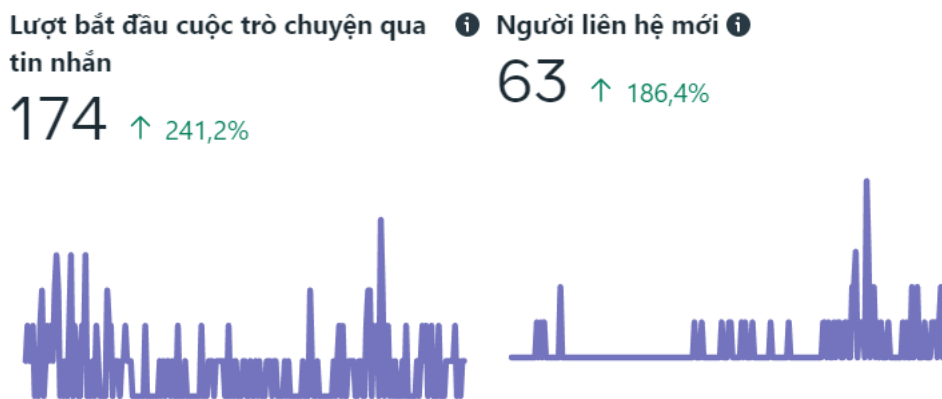


Figure 2. 31. Number of messages received by Chongiyai's Fanpage (January 2023-August 2023)

Source: Meta Facebook Business

With the substantial increase in page reach in 2023, the number of messages the Fanpage received increased proportionately. Specifically, the number of messages sent to Chongiyai's Facebook page reached 174, up 241% over the same period last year. Of those, 63 messages were from new customers.

2.2.3. Current status of the company's business activities on e-commerce platforms

2.2.3.1. Shopee

Present on Shopee since the early days of this platform entering Vietnam, Chongiy currently has four stores on Shopee as follows:

Table 2. 3. Information about Chongiy's stores is available on Shopee

Shop name	Username	Link	Time to join	Shop type
Chọn Giày - Chăm Sóc Giày	chongiyay	https://shopee.vn/chongiyay	2016	Favorite
Chọn Xe	chon_xe	https://shopee.vn/chon_xe	2018	Mall
Moatteo	moatteo	https://shopee.vn/moatteo	2017	Mall
Mall Detu	malldetu	https://shopee.vn/malldetu	2021	Favorite

Source: Chongiy's Sales and Marketing Department

Store revenue is shown through the table below:

Table 2. 4. Revenue per store on Shopee

Unit: Thousand VND

	2020	2021	2022	First half of 2023
Chọn Giày - Chăm Sóc Giày	857,615	569,740	567,987	133,333
Chọn xe	135,806	402,039	206,714	58,697
Moatteo	626,046	578,436	1,790,930	696,374
Mall Detu	-	328,769	242,401	103,346

Source: Chongiy's Sales and Marketing Department

- It is easy to see that the revenue of the "Chọn Giày - Chăm Sóc Giày" store has tended to decline since 2020 onwards.
- The "Moatteo" store saw impressive revenue growth from 2020 to 2022. Specifically, this store's revenue reached nearly 1.8 billion VND, triple that of 2020. This could be a potential store for Chongiy's development on Shopee going forward.

- "Mall Detu" is a new store that opened in 2021 and focuses on men's fashion products. Although newly launched, this store's revenue in the first six months of 2023 accounted for 41% of the full-year 2022 revenue.
- The revenue of "Chọn Xe" increased sharply in 2021 (3 times compared to 2020). However, in 2022, revenue decreased significantly, only half that of 2021. The reason may be due to the pandemic's impact and reduced demand for car use. In the first six months of 2023, the store's revenue still showed no vital signs of recovery, remaining at the low level equivalent to the second half of 2022.

❖ “Chọn Giày - Chăm Sóc Giày”

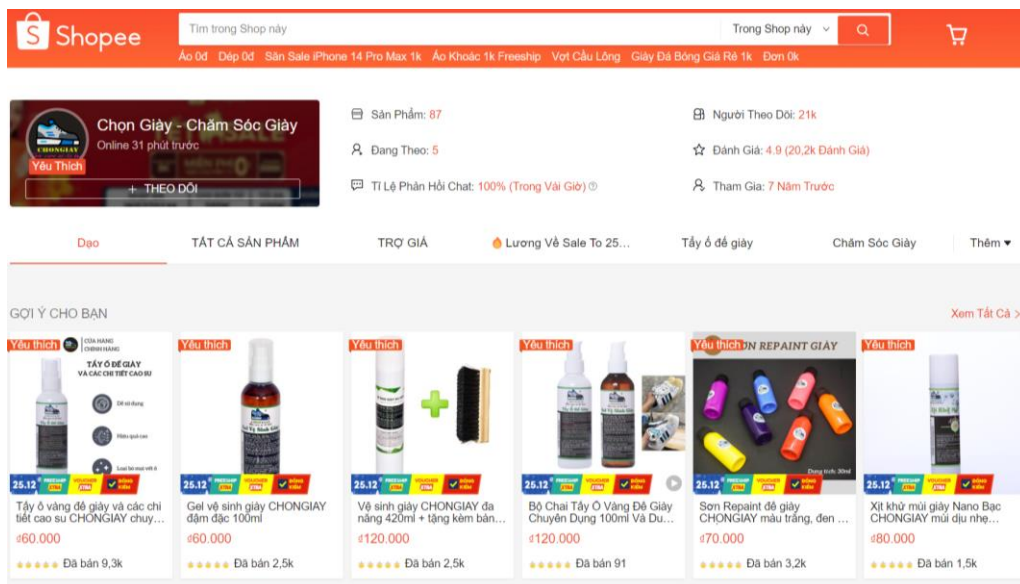


Figure 2. 32. Shop interface "Chọn Giày - Chăm Sóc Giày" on Shopee

Source: Shopee.vn

This store mainly sells products bearing the Chongiy brand. With a reasonably long time operating on Shopee, Chongiy's shop has had positive development steps:

- In terms of scale, It has attracted 21,000 followers, a relatively large number, showing a particular attraction of the shop to potential customer targets. It is currently selling 87 products, with diversity across product categories.
- Service quality: The shop's rating score is 4.9 stars, with over 20,000 reviews showing high customer satisfaction with the products and service.

The shop also has a chat response rate close to 100%, demonstrating professionalism in customer care.

❖ “Chon xe”

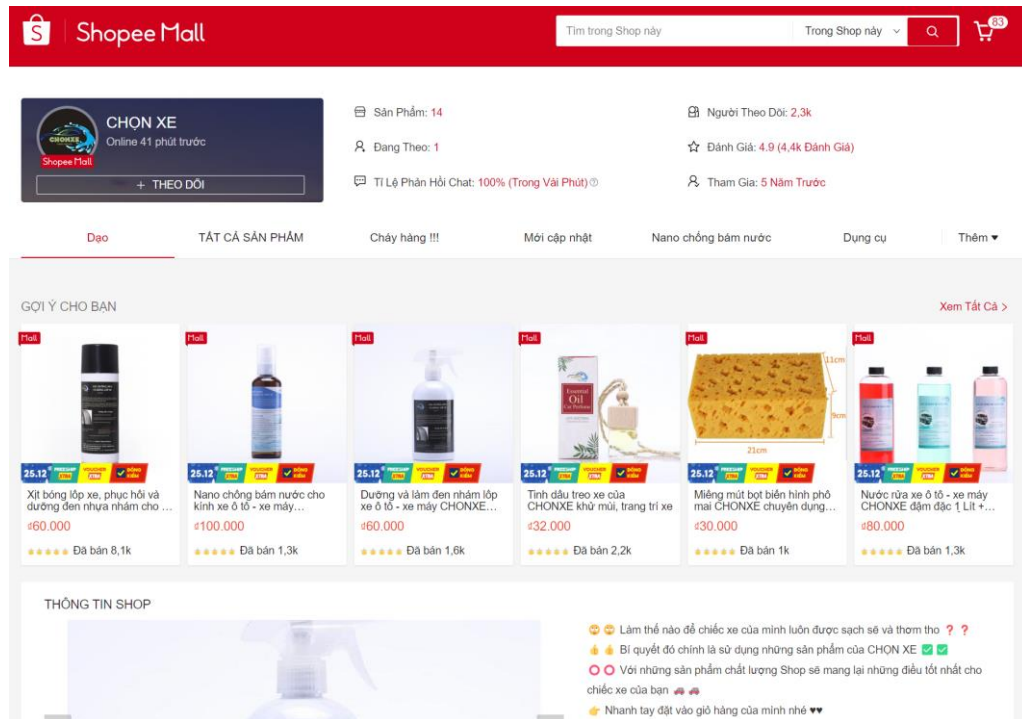


Figure 2. 33. Shop interface "Chon Xe " on Shopee

Source: Shopee.vn

This shop sells mainly car care products such as tire shine sprays, water-repellent nanocoatings for car windows, tire black dressings, car wash liquids, car air fresheners, car soap sponges, etc. It has achieved impressive numbers with a 4.9 rating score (over 4.4 thousand reviews) and 2.3 thousand followers.

❖ “Moatteo”

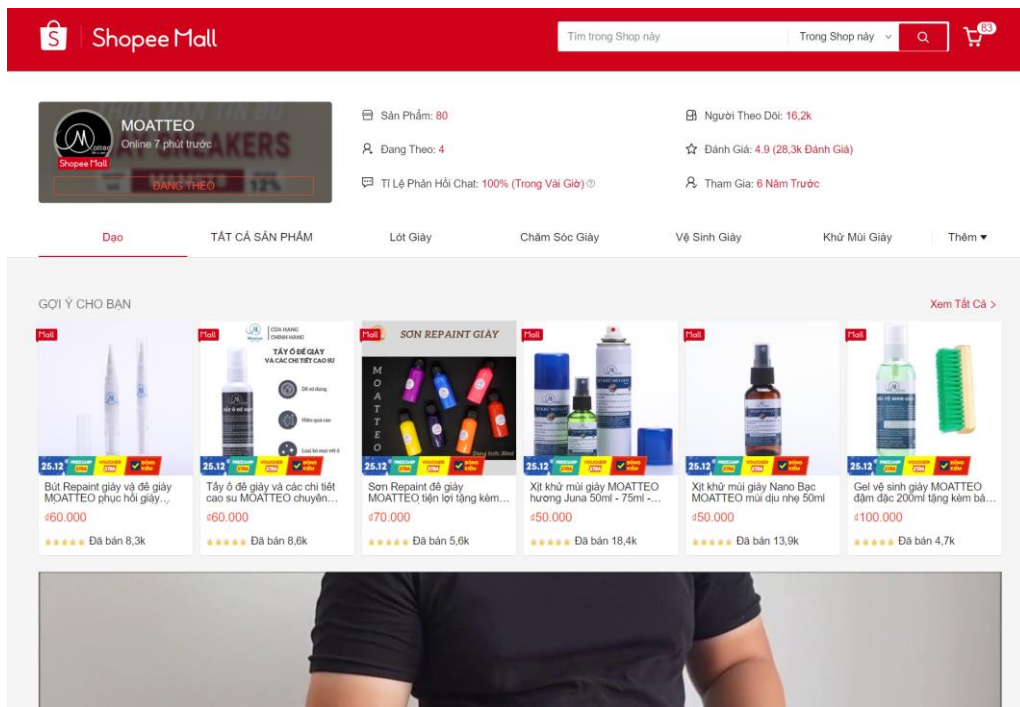


Figure 2. 34. Shop interface "Moatteo" on Shopee

Source: Shopee.vn

The Moatteo shop was established to expand and diversify the product groups of Chongiyay Company, not just focusing on the shoe care segment but also distributing car care product lines. This strategy has helped Moatteo gradually gain a larger market share in the overall revenue structure of the business.

According to statistics on Shopee, the Moatteo shop currently attracts 16.2 thousand followers, with an impressive 4.9-star rating from over 28 thousand customers. This number reflects consumers' trust and appreciation of the reputation and quality of Moatteo's products.

❖ “Mall Detu”

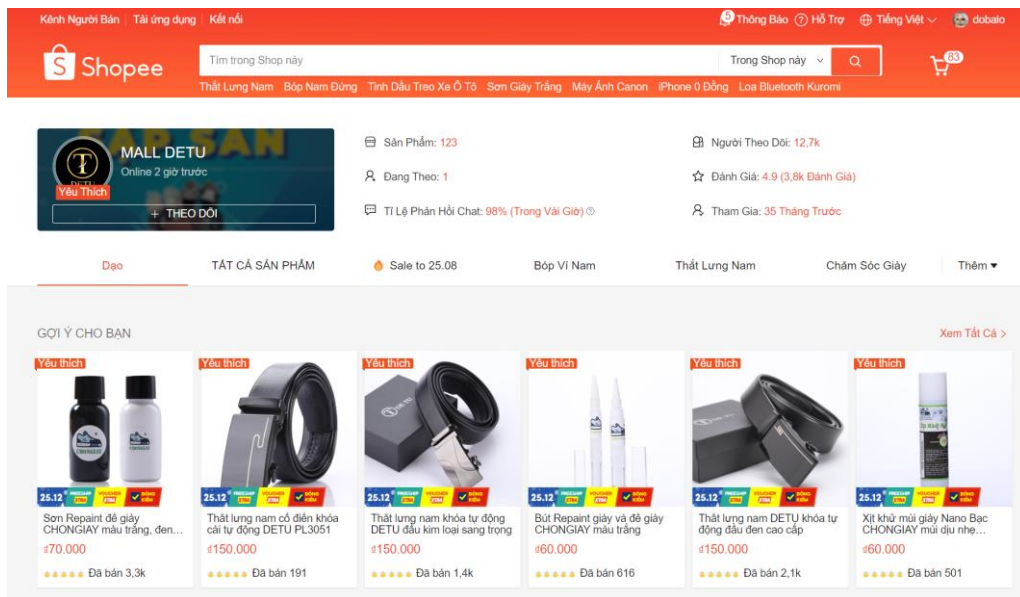


Figure 2. 35. Shop interface "Mall Detu" on Shopee

Source: Shopee.vn

“Mall Detu” is a shop opened by Chongiyay to distribute fashion products such as belts and leather wallets. This is seen as a breakthrough for the company when expanding into the fashion industry to increase competitiveness and business potential.

However, since Mall Detu has just been established, only a few customers know about it. Therefore, Chongiyay decided to incorporate Chongiyay-branded shoe care products into this shop. The purpose is to attract loyal core customers familiar with shoe care products to visit and explore new fashion products. This strategy gradually became effective when Mall Detu's revenue increased steadily over the years, especially doubling in the first six months of 2023 compared to 2022. This shows that the store gradually affirms its position and promises to be an effective distribution channel for Chongiyay's fashion products.

❖ *Advertising on Shopee*

Currently, all shops on Shopee of Chongiyay apply automatic advertising by bidding on keywords (keywords related to the products sold). The advertising budget allocated is 100,000 VND/shop/day.

According to marketing statistics for the first six months of 2023, each shop attracts an average of 2,000 clicks/month with a 3% conversion rate. Thus, the cost to acquire an order through advertising (cost per order - ACOS) is about 15%.

In addition to the regular advertising campaign with a stable budget, the Company also flexibly increases the advertising budget during major promotion events on Shopee, such as Seasonal Sales campaigns (D-Day) and Super Shopping Days (1st, 15th, and 25th of every month). However, the budget increase level is still based on intuition and needs explicit quantification. Typically, additional spending is also not planned but applied on the spot during the event.

❖ *Promotions on Shopee*

Currently, Chongiyay has only applied the simple promotion form of direct discounts on products, with a 20% sales discount. These discount rounds are only applied on some big days of the month on Shopee, including Seasonal Sales (D-Day) and Super Shopping Days on the 1st, 15th, and 25th of every month.

2.2.3.2. Lazada

At the beginning of 2023, Chongiyay officially opened a shop on Lazada named "Gu Chuan" to expand distribution channels and reach more potential customers. All of Chongiyay's shoe care products are listed for sale at this new shop, from prominent product lines such as shoe cleaning powders and shoe sole whiteners to more specialized products exclusively for suede shoes or sports shoes and car care.

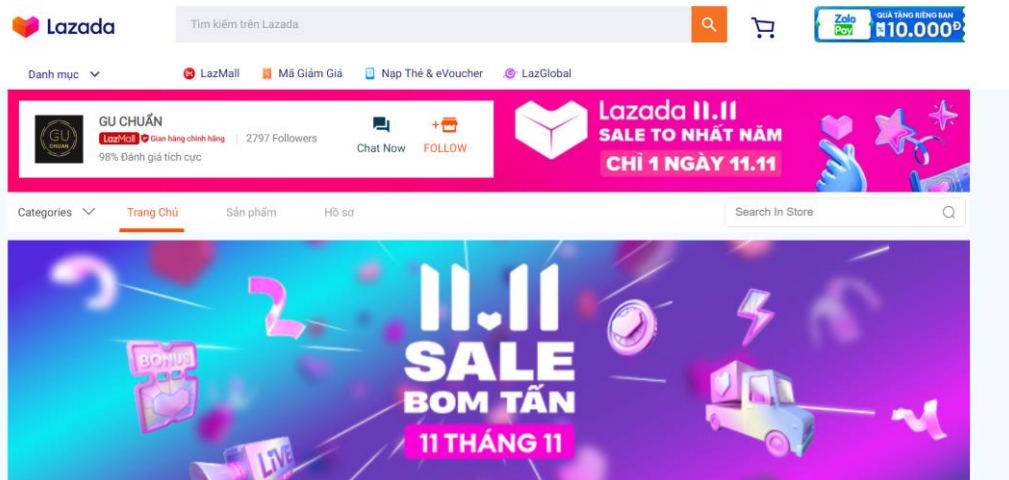


Figure 2. 36. Shop interface "Gu Chuẩn" on Lazada

Source: Lazada.vn

After over six months, Gu Chuan has attracted 2,700 followers and 95% 5-star reviews - reflecting consumer trust. Notably, despite not applying any promotion or advertising programs, revenue reached 452 million VND.

2.2.3.3. Tiktok and TiktokShop

In September 2021, according to Advertising Vietnam, TikTok officially surpassed 1 billion monthly active users (Advertising Vietnam, 2021). This impressive number has prompted Chongiyay to consider expanding to this new platform to reach the Gen Z community, which accounts for a large proportion.

However, due to operational difficulties and an internal personnel shortage, Chongiyay postponed its TikTok deployment plan. By July 2023, after strengthening the specialized marketing team, the company officially opened its first Tiktok account, nearly two years later than initially intended. At this time, Tiktok also launched a new e-commerce platform called TiktokShop, so Chongiyay also registered a store.

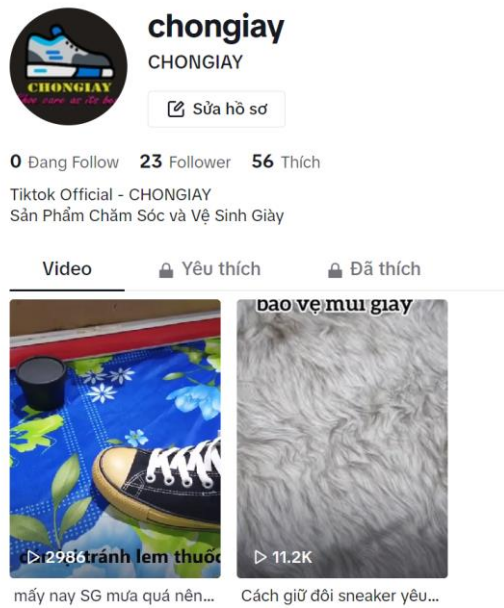


Figure 2. 37. Chongiy's Tiktok account

Source: Tiktok.com

It is still in the experimental stage, Chongiy's TikTok channel still needs more activity. Up to now, the channel has only had two videos posted, a modest number. TiktokShop has yet to record any orders.

Chapter 3: Proposing Solutions for Digital Marketing and e-Commerce Operations of Chongiyay Company Limited

3.1. SWOT and PESTEL analysis

3.1.1. Pestel Analysis

3.1.1.1. Economy

Vietnam's economy is on a solid rebound post-pandemic, with GDP growth reaching 8% in 2022, higher than the 7.92% rate in 2021 (Ngọc, 2022). The latest projections from the World Bank made in December 2022 indicate a 6.3% GDP growth for Vietnam in 2023 (Worldbank, 2023), Inflation is also expected to be controlled at 4.5% this year (VietnamPlus, 2023).

Overall, the economic outlook remains quite bright for Vietnam, presenting opportunities for businesses to expand as consumer demand strengthens post-pandemic Covid-19. However, surging global prices of materials fuel and rising inflation could drive up production input costs locally, affecting manufacturing and business activities like Chongiyay's.

Additionally, Google's SEA E-Economy Report 2023 forecasted Vietnam's digital economy growth to reach 31% in 2023, pushing its size up to USD 21 billion, four times higher than the USD 5 billion figure in 2020 (Google, 2023). E-commerce, media entertainment, cloud computing, and enterprise digital transformation are expected to contribute the most. This signals excellent prospects for Chongiyay to boost its e-commerce presence and capture increasing consumer digital spending.

In summary, while Vietnam's economy is recovering, challenges around cost-side pressures and regulatory factors could arise. However, the outlook seems conducive to business growth. Chongiyay should leverage bright spots like accelerated digital adoption while preparing for potential volatility.

3.1.1.2. Natural, Demographic, Social & Cultural

Natural Factors

Vietnam's tropical monsoon climate brings warm weather all year round, allowing more outdoor activities and driving higher demand for footwear. The rainy season also increases the need for shoe cleaning and care products to preserve the shoes. Chongiyay can use this natural backdrop to promote more excellent usage cases and purchase frequency for its shoe care solutions.

Demographic Factors

Vietnam is experiencing a golden population structure, with 70% working age from 15 to 64 years old (Sputnik, 2023). This vast, young labor force is powering more robust income growth and consumption expenditure. Specifically, GDP per capita has expanded from \$2,700 in 2018 to \$4,000 in 2022, while average consumer spending is projected to increase by 33% from \$2,100 to \$2,800 over the same period (*Economic forecasts for Viet Nam, 2023*). This forms a solid foundation for expanding Vietnam's footwear care market, signaling opportunities for Chongiyay.

Additionally, according to numbers from Statista, around 180 million pairs of shoes are consumed domestically yearly, equivalent to 2 pairs per Vietnamese person annually (*Footwear - Vietnam, 2023*). Such robust footwear demand ensures an addressable local consumer base for ancillary products like Chongiyay's care solutions.

Social & Cultural Factors

Shifting cultural perceptions, especially among Gen Z and young millennials, are prioritizing good looks and styling when socializing. Keeping shoes clean and presentable has become necessary to align with higher grooming standards and fashion preferences. These segments are Chongiyay's target customers, promising enormous room for market education and growth.

Moreover, social media's proliferation of global fashion influence also propagates bold streetwear looks and sneaker culture. This propels the demand for specialized shoe-cleaning products to help preserve elaborate shoe designs and

decorative soles. Chongiyay can cater to this need for stylistic differentiation while demonstrating functionality.

In summary, a favorable natural environment, positive demographic changes, and evolving cultural notions offer conducive conditions for expansion in Vietnam's footwear care industry. By accurately capturing key consumer market trends and profiles, Chongiyay can solidify its brand positioning and progressively widen its market share within this high-potential industry.

3.1.1.3. Political & Legal

Vietnam has been continuously refining its regulatory framework around areas like intellectual property protection, environmental codes, industry standards and e-commerce legislation to facilitate transparent business practices and spur economic development.

Intellectual Property landscape

The National Intellectual Property Office reported over 140,903 trademark applications in 2022, up 7.1% year-on-year, signaling surging awareness and emphasis on brand differentiation and protection across industries.

For Chongiyay, its registered “Chongiyay” trademark grants exclusive brand identity leverage and prevents unauthorized exploitation. However, the market still witnessed so much cases of fake goods or trademark violations last year, highlighting persistent risks. Hence ongoing vigilance and proactive anti-piracy efforts aligned with evolving regulations remain vital.

Environmental Production Standards

Manufacturers in Vietnam are compelled to meet higher benchmarks around waste treatment, emissions control and compliance documentation set by MONRE, MOIT and provincial agencies. This urges upgrades to cleaner production lines. Chongiyay thus has to continually embed environmental considerations during its expansion plans to avoid regulatory repercussions or supply bottlenecks if partners fail to comply.

E-commerce Boom & Oversight

The Ministry of Industry and Trade implemented new guidelines effective from 2023 around digital transactions, contracts, PDPA policies, and consumer

rights across fast growing channels like Facebook, Zalo and Tiktok to protect user interests.

While this facilitates Chongiyay's commercialization, added responsibilities around tax declarations, returns policies, data localization and mandatory local contacts raise operating costs and strain internal technical capabilities. Still, embracing governance reforms would enable sustainable e-commerce success.

In summary, updated and progressive legal policies in Vietnam promote business standardization while safeguarding interests of enterprises and consumers alike. Chongiyay must align strategies to leverage policy advancements around branding, manufacturing and digital trade for competitive edge while preventing compliances pitfalls. A future-ready orientation with supply chain support is essential.

3.1.1.4. Technology

Technology has been transforming all aspects of life globally, accelerating business operations and enabling innovations. These things signals immense opportunities for digital-centric, tech-leveraged business models across sectors.

Top platforms like Shopee, Lazada, and TikTok are vying by investing in infrastructure and technology to optimize user experience, provide personalized recommendations via data analytics, and facilitate seamless payments and fulfillment. This foundation facilitates Chongiyay's sales through these channels.

Emerging augmented reality, virtual reality, and live commerce technologies could also boost customer engagement. For instance, AR try-ons and VR showrooms allow realistic product visualization to aid buying decisions. Live streaming enables real-time influencer marketing. Chongiyay should actively track and adopt these innovations early to stay competitive.

Lastly, automation in manufacturing using IoT and robotics can dramatically transform production capabilities for Chongiyay. Intelligent warehousing with automated inventory tracking would also refine supply chain operations. By harnessing Industry 4.0 solutions, Chongiyay can gain operational excellence.

In summary, the onset of advanced technologies grants immense possibilities for Chongiyay to achieve efficiency, leverage data-driven insights, and

captivate digitally native audiences, thereby unlocking more excellent business value and revenue streams. A progressive, forward-looking technology orientation is imperative.

3.1.2. SWOT analysis

Table 3. 1. Chongiy Company's swot matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> - Well-established registered trademark: strong brand reputation and recognition - Diverse product portfolio, superior quality - Extensive distribution network nationwide - Competitive pricing, low costs - Long-standing operations since 2017, experienced - Successful digital transformation, e-commerce leader - Own manufacturing facilities ensuring quality and scalability 	<ul style="list-style-type: none"> - Limited digital marketing and e-commerce capabilities - Underdeveloped R&D activities - Distribution concentrated in Ho Chi Minh City - Severely impacted by factory fire tragedy and critical staff loss
Opportunities	Threats
<ul style="list-style-type: none"> - Rising personal care and beauty trend - Digital technologies enable new possibilities - Capitalizing on free trade agreements - Rapidly growing footwear care market - Heightened personal grooming trend - Surge of e-commerce adoption for scalable distribution - Government SME support policies and incentives 	<ul style="list-style-type: none"> - Intensifying competition - Counterfeits and intellectual property violations - Shifting consumer preferences and technology disruption - Tightening regulations on manufacturing and e-commerce - Rising inflation escalating costs - Mounting costs of scaling and regulatory compliance

3.1.2.1. Strengths

Well-established registered trademark: As one of the few shoe care companies with a registered trademark granted by the Intellectual Property Office, Chongiyai gains a sustainable competitive advantage. The Chongiyai brand is also built professionally, demonstrating thoughtfulness through the meaning behind the name and the impressive white-blue color scheme. This establishes the foundation for increased brand awareness and consistent customer experience.

The diverse product portfolio of superior quality: Chongiyai provides over 50 SKUs of shoe cleaning and care products like deodorant sprays, sole cleaners, polishes, and luxury protections that cater to diverse consumer needs. The proprietary product formulas are developed in-house by Chongiyai, so they deliver unparalleled effectiveness. Stringent quality control processes also guarantee output quality.

Extensive distribution network: Chongiyai products are available nationwide at more than 20 wholesale and retail touchpoints, ranging from shoe cleaning centers. This extensive distribution footprint facilitates easy consumer access. The experienced and passionate sales teams also aggressively boost performance at the points of sale.

Reasonable and competitive pricing: Input costs are tightly controlled through Chongiyai's strong supplier relationships. The modern automated production facilities also help drive down labor and operating expenses. As a result, Chongiyai can price competitively at value-for-money propositions. Coupled with attractive promotion programs, customers can access affordable shoe care solutions.

Established brand familiarity thanks to long-standing operations since 2017: Being in the market for over five years, Chongiyai has gradually become a familiar household brand among Vietnamese consumers regarding shoe care solutions. This grants the brand a competitive edge against newer players.

Agile early digital transformation capturing e-commerce growth: As the e-commerce industry exploded in Vietnam, Chongiyai swiftly adapted its business

online via e-commerce platforms in the early years. This first-mover advantage allowed the company to consolidate its pole position.

Own manufacturing facilities guaranteeing quality and scalability: By owning its plant, Chongiyai can implement stringent quality assurance protocols and rapidly scale production volume to satisfy market demand. This grants flexibility and self-reliance.

3.1.2.2. Weaknesses

Lack of barcode and certification for products: Chongiyai's products do not have proper GS1 standard barcodes or certifications from authorized agencies. It negatively affects product credibility. It causes buyers to be wary of quality. This is crucial, especially for shoe care products that directly relate to consumer health.

Limited digital marketing and e-commerce capabilities: Chongiyai focuses merely on major platforms like Shopee and Lazada. Sporadic digital campaigns also restrict effective market expansion and new customer acquisition.

Underdeveloped R&D activities: The small R&D team prioritizes upgrading existing products rather than pioneering new product categories. This leads to an outdated, homogeneous portfolio needing more diversity.

Distribution network concentrated in Ho Chi Minh City: With the bulk of resellers clustered in the metropolitan region, Chongiyai has yet to dedicate efforts toward nationwide channel expansion. This hampers accessibility for consumers in other provinces.

Severely impacted by the factory fire tragedy and critical staff loss: The sudden factory fire in 2021 and the demise of the experienced Founder-CEO crippled operations. This caused massive production and skillset loss, heavily shaking the foundation.

Disrupted manufacturing and weakened competitiveness: Chongiyai struggled to uphold quality and customer service standards with a shortage of workforce and supply chain interruptions. This tarnished credibility and cost market share.

3.1.2.3. Opportunities

Rising personal care and beauty trend: Vietnamese consumers are investing more in beauty and personal styling. With this mindset, demand for shoe gloss and sole brightening solutions is surging. Chongiyay can leverage this trend to expand its product portfolio.

Digital technologies unlock new possibilities: Leveraging AI, Big Data, VR, and more in marketing, sales, and customer service will help Chongiyay better understand and serve customers while lowering operating costs.

Capitalizing on free trade agreements: FTAs like CPTPP and EVFTA will facilitate Chongiyay's export to high-potential markets. This allows simultaneous sales and brand awareness growth.

Rapidly growing footwear care market in Vietnam: As incomes rise, demand for premium shoe care is accelerating quickly, welcoming companies like Chongiyay to introduce higher-end offerings. This trend signals immense opportunities for market product line expansion.

Heightened personal grooming trend among consumers: Looking presentable with clean, stylish shoes is becoming critical for Vietnamese socializing. This further opens doors for the effective promotion of Chongiyay's solutions.

The surge of e-commerce adoption enabling scalable distribution: With online shopping booming, Chongiyay can leverage leading e-commerce platforms like Shopee and Lazada to expose its products to millions of potential customers conveniently.

Government SME support policies and incentives: Chongiyay can capitalize on special SME assistance programs and subsidies to bolster its manufacturing capabilities, digitalization.

3.1.2.4. Threats

Intensifying competition: The footwear care industry is attracting new players leveraging social commerce like live streaming. Existing competitors also invest heavily in R&D and celebrity endorsement for aggressive growth. This is threatening Chongiyay's market share.

Counterfeits and intellectual property infringement: Counterfeit goods with inferior quality but meager prices flood offline and online channels. These copycats illegally exploit Chongiyai's branding, undermining credibility while confusing consumers.

Shifting consumer preferences and technology disruption: Consumers, especially youths, tend to embrace new fads spontaneously. The rise of waterproof shoes requiring little care is also concerning. Failure to respond promptly with innovations could make Chongiyai's offerings obsolete.

Tightening regulations on manufacturing and e-commerce: Stricter environmental, labeling, and product content policies are additional operational and administrative burdens for Chongiyai. Regulations on returns, warranties, and data privacy also increase e-commerce compliance overheads.

Rising Inflation escalating costs: Persistently high Inflation directly contributes to spikes in raw materials, labor, transportation, and operating expenses. This squeezes margins and handicaps profitability.

Mounting costs of scaling and regulatory compliance: Expanding its manufacturing and distribution footprint subjects Chongiyai to more stringent and expensive licensing, product testing, labeling, and certification costs, hampering growth.

3.2. Assessing digital marketing and business activities on the e-commerce platform of Chongiyai Company Limited

3.2.1. Advantage

Joining the Shopee and Lazada e-commerce channels early, taking advantage of the e-commerce boom in Vietnam. The early joining strategy has helped Chongiyai gradually affirm its position as a leading brand. The business continues to expand its loyal customer base and enhance brand awareness in the community. The latest breakthrough was the addition to Lazada in early 2023, which is expected to continue to bring many positive signals.

Building Shopee stores with a large number of followers and high revenue. As one of the few pioneering brands in the shoe care industry in Vietnam,

Chongiyai has proactively grasped e-commerce trends to build stores on Shopee. With experience and market understanding, the company has flexibly adjusted its strategy to develop Online stores, allowing access to more potential customers. As a result, Chongiyai's Shopee shops continue to improve key metrics. The total number of stores has now attracted over 40,000 followers. Many products have received thousands of 5-star ratings, reflecting customers' trust and satisfaction with the company's reputation and quality.

The Lazada store also attracts many new customers without advertising or promotion. Chongiyai joining Lazada at the beginning of 2023 also brought many positive signals when the store attracted thousands of new followers and over 95% 5-star ratings. Notably, the impressive numbers came without any advertising campaigns or promotions. This is evidence of the Chongiyai brand's appeal and the quality of the products.

3.2.2. Weakness

Platform marketing activities still need to be improved, needing a clear strategy. Alongside the positive results, Chongiyai's online Marketing activities still have some limitations to overcome. Specifically, the Marketing strategy and plan have yet to be systematically and scientifically built. Advertising campaigns and sales on websites, social media, and e-commerce platforms are not regular and need more continuity and efficiency optimization.

Pricing and promotion policies still need to be more varied. Currently, Chongiyai's pricing and promotion campaigns on e-commerce platforms still need to be more varied, mainly relying on directly discounting some products on shopping festival occasions. Attractive programs like gifts, reward points, and post-payment discounts are methods yet to be exploited by Chongiyai. This makes customers quickly feel bored due to the need for more diversity in promotional methods.

Advertising tools have yet to be fully exploited to boost sales. Chongiyai has only used some available advertising tools on e-commerce platforms, such as Shopee Ads, to promote products. Other effective advertising forms, such as live commerce, messenger ads, and product reviews, etc. have yet to be focused on. By

exploiting only some of the tools, Chongiay is missing many opportunities to reach and persuade potential customers.

The website and Fanpage need more attention, and traffic still needs to be higher. Chongiay's official website, "chongiay.vn," and Facebook page have not received proper attention. Content administration activities on both channels still need to be improved, as they lack regularity and continuity. As a result, the website and fanpage need more traffic and interaction from the community. This is seen as a significant area for improvement as it significantly reduces Chongiay's ability to reach customers and build its brand.

3.3. Proposing Solutions for Digital Marketing and e-Commerce Operations of Chongiay Company Limited.

3.3.1. Increase website rankings through content strategy and SEO

3.3.1.1. Build High-Quality Content

Keyword Research: The marketing team should research keywords related to shoe care that are highly searched on Google such as “cách làm sạch giày da”, “cách tẩy vết bẩn trên giày vải”, “bảo dưỡng giày thể thao”, etc. Based on that, create content focusing on those keywords.

In-depth Articles: Chongiay's content specialists will write detailed tutorial articles with complete steps on how to clean and maintain different types of shoes like leather, fabric, sports shoes, etc. Each article should be around 1500-2000 words, with vivid illustrations and easy to understand.

Publish Videos: Besides articles, Chongiay should also produce and publish video tutorials demonstrating shoe-cleaning methods to supplement the written content. Videos will be more vivid and visual to help customers apply the techniques.

Update Frequently: The content must be updated with new information every three months to ensure it is always the latest and most relevant to customers' search trends.

3.3.1.2. Search Engine Optimization (SEO)

Select Primary Keywords: Based on the most searched and updated keywords, Chongiyay will choose 5-10 keywords with the highest optimization potential.

Optimize Title & Meta Description: Each article needs a concise, meaningful title reflecting the main content. The meta description below the title should accurately describe what the article covers.

SEO-friendly URLs: Use short, clean URLs for articles without special characters, reflecting the main content.

H1 & H2/H3 Headings: Use the H1 tag for the main heading. Break content into meaningful sections using H2/H3 headings for easy reading and SEO-friendliness.

Add Alt Text for Images: Briefly describe the content of each image in the article so search engines can understand the overall meaning.

Build Backlinks to the Website

Internal Links in Content: Articles should contain links to related content on the site to lead readers to more information, increasing on-site conversions.

Link Building with Industry Sites: Contact websites and bloggers in the shoe care niche to exchange links, improving authority and referral traffic for Chongiyay.

Encourage Social Sharing: Design social media share buttons within or at the end of articles to encourage readers to spread content to their networks.

3.3.2. SEO Building a content strategy for Chongiyay's Facebook Fanpage

To build an attractive content strategy for Chongiyay's Facebook Fanpage, the company needs to carry out the following steps:

Step 1: Define clear goals

Chongiyay needs to determine the goals for building Fanpage content. The goals can be:

- Increase the number of Fanpage followers/likes to a certain level
- Increase engagement (reactions, comments, shares) on posts
- Increase sales through the Fanpage
- Raise customer awareness about the Chongiyay brand

Step 2: Analyze the target customer audience

Chongiyai needs to identify the key target audience to reach on Facebook. This will help tailor appropriate content to grab the attention of the target customers. Essential information needed includes:

- Age, gender
- Interests, habits
- Needs, desires
- Groups/pages they often interact with

Step 3: Determine content themes for the Fanpage

Based on the target audience, Chongiyai needs to determine suitable content themes to attract them. Some suggested themes:

- Guides and tips on cleaning, caring for, and preserving shoes
- Introducing Chongiyai's new products
- Promotion programs, special deals
- Contest, lucky draw
- Sharing fashion trends, accessories match styles

Step 4: Detailed content planning

Based on identified content themes, Chongiyai should build a detailed posting schedule for the Fanpage, including:

- Determine reasonable posting frequency (e.g., three posts/week)
- Balance post themes
- Select suitable days and times for optimal engagement
- Prepare backup content to post when necessary
- Budget for graphics design, advertising, etc.

Step 5: Produce quality content

Posted content needs careful production:

- Meaningful textual content, brings value to readers
- High-quality, appealing images, videos but still aesthetically aligned
- Eye-catching graphics with Chongiyai's logo

- Content also needs planning and creation ahead of posting time to ensure quality.

Step 6: Measure and improve efficiency

After consistent deployment, Chongiy should track and evaluate effectiveness through metrics like:

- Growth in new followers
- Engagement rate (likes, comments, shares)
- Website/shop traffic from Fanpage
- Whether sales increased

From there, draw insights and adjust content and frequency accordingly.

Consider leveraging automated advertising to expand reach further.

3.3.3. Improve the sales process on e-commerce platforms for Chongiy

Key implementation steps

Step 1: Product preparation

- Classify and register all product types.
- Collect complete and accurate product information.
- Prepare product images meeting standards.

Step 2: Product listing

- Select suitable e-commerce platforms for selling
- Schedule product listings on each platform
- Double-check to ensure correct and complete information is posted
- Monitor and evaluate performance, adjust if necessary

Step 3: Order processing

- Update new orders and track each order's status
- Check warehouse stock, confirm goods and delivery staff
- Prepare shipment, print delivery note, and schedule delivery
- Deliver to the right customer, on time and at the correct location

Step 4: After-sales customer care

- Call or message customers before/after delivery
- Collect and resolve complaints (if any) promptly

- Aggregate and analyze data for experience and improvements

Responsibilities and personnel assignment

- Director: Final decision maker, approves procedures
- Marketing: Market research, product, and sales strategy proposal
- Sales: Prepares and lists products, handles orders
- Customer Service: Manages after-sales support and grievances
- Logistics: Checks goods, packing and delivery

Thus, establishing e-commerce sales procedures requires close coordination between departments to achieve optimal efficiency. Personnel training also plays a vital role in successful implementation.

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