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Enhancing customer satisfaction at VinMart Vietnam

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Abstract
Customer satisfaction is always a top priority in all fields in general and shopping at the Vinmart supermarket system in particular. Creating customer satisfaction is difficult. Maintaining customer satisfaction is a more difficult matter. Along with the country's economic development, the shopping and consumption needs of Vietnamese people are increasing. Gone are the days when consumers had to jostle and wait in front of traditional stores or traditional markets to buy essential items for family life. Currently, with the explosion of a series of supermarkets such as: Coop.mart, Big C, Aeon or newly born retailers such as: Circle K, Lotte and especially the appearance of the Vinmart system - Retail chain brand belonging to Vingroup, a leading multi-industry economic group in Vietnam and other regions of the world. Is a convenient retail model in the community, with the largest scale and coverage in Vietnam, providing safe and convenient goods and food for every family, with the mission "Improving the quality of life". live for Vietnamese people".

Keywords: Satisfaction, maintaining customer satisfaction, Vinmart supermarket system

1. Introduction

After a series of incidents related to food issues, consumers are increasingly demanding more and more demanding products and convenient services to meet their busy lives. Grasping that mentality, convenience stores, with a full range of items and dishes from pre-processed to ready-to-cook... have been developing widely and receiving the trust of Vietnamese consumers. Go back to history on October 16, 1967 The first market opened in Vietnam was Nguyen Du supermarket in Saigon. Spread After many periods of time, it was not until 1995 that the first supermarket was opened in Hanoi. It can be said that although the supermarket system in Vietnam has just been born, it has developed extremely well strong. That is also understandable when Vietnam has more than 92 million people and cities urban areas account for nearly 33% and the average income per capita is gradually increasing turning Vietnam into a fertile market for any domestic and foreign investor.
Considered from the human perspective consumers, maybe they will benefit more from the diversity of goods and abundance The variety has increased many times over. However, that also means goods The domestic team will be under pressure to "underperform" right at home. The movement “Vietnamese people use "Vietnamese goods" has an impact on people's consumption awareness, but it is real It is difficult to change consumer trust in Thai and Japanese products. Stand in front In this situation, many Vietnamese supermarkets, including the Vinmart supermarket system, have is changing its marketing strategy to maintain and gradually increase the number of customers your goods. Of course it will be a long road when we have to compete with opponents has hundreds of years of experience.

As we all know, customer needs and tastes are constantly changing, and competitors are also trying to gain market share, which is always a constant challenge for the Vinmart supermarket system. This will cause many obstacles to the development of Vinmart+. If Vinmart+ does not propose timely and effective marketing measures to adapt and compete with competitors.

defenders, they will fail, the market will gradually shrink. And every business doesn't want that to happen, they want their products to be noticed and chosen by consumers. But to achieve that desire, businesses do not only rely on product quality, competitive prices, and advanced technology but also on a series of problems that need to be solved such as what consumers need. ? What do you want? How are consumer needs changing? Purchasing motivations , characteristics of each customer group,

factors that directly and indirectly affect buying behavior, which customer groups have complex or simple buying behaviors, and buy according to habits.

Faced with that situation, it is required that retail businesses, especially supermarket system businesses, in addition to good infrastructure and product quality, must also really do a good job of attracting customers. and retaining new customers can operate sustainably. Customers are always the target of businesses in general and supermarkets in particular. To retain customers and at the same time achieve stable growth in the number of new customers, supermarkets, in addition to resource factors, need to focus on satisfying their customers. Customers are the deciding factor in the existence of a business. Businesses that care about customer satisfaction and respond well will have high revenue and sustainable development.

According to Philip Kotler, customer satisfaction (customer satisfaction) is the degree of a person's feeling state that results from comparison Compare the results obtained from consuming the product/service with your expectations he. The level of satisfaction depends on the difference between the results received and expectations, If the actual results are lower than expectations, the customer is dissatisfied, if the results If reality matches expectations, customers will be satisfied, if actual results are high exceed expectations, customers are very satisfied. Customer expectations are formed from shopping experience, from friends, colleagues and from information from sellers and competitors. To improve customer satisfaction, businesses need additional investments, but at least additional investments in programs marketing. In a competitive context, the wisdom of every business is to just create things Customer satisfaction is higher than that of competitors. This will harmonize customers' interess and business profits. Anyway, customer satisfaction also has effects on brand and manufacturer loyalty. However, satisfaction is not sustainable and difficult to quantify. Real factor deciding customer loyalty is valuable to the customer. Value customer creates satisfaction - the level of customer satisfaction. Businesses need to measure satisfaction level of its customers and that of its direct competitors. Have either through an investigation or by impersonating a shopper. Information about reduction A decrease in the satisfaction level of a business's customers compared to its competitors' customers is credit signals a loss of customers and reduced market share in the future. Need Set up information channels for customers to give comments or make complaints. Level of aptitude Complaints cannot be used as a measure of customer satisfaction because most dissatisfied customers do not complain.

Therefore, maintaining customer satisfaction with supermarkets is always an important job that must be done regularly and continuously to be able to promptly meet needs, serve customers better, and make customers happy. Customers are always satisfied when using the supermarket's products and services, thereby bringing benefits to the company in terms of both brand and profit. Vinmart is one of the newly established supermarkets, and in recent times, while some supermarkets have had rapid growth thanks to attracting customers, while Vinmart's growth in the number of customers is increasing. going down, the growth in customer numbers in the first 6 months of 2015 only reached 3% while the previous year had an increase of 8-12%. It can be seen that it is necessary to research customer satisfaction using Vinmart's shopping services to identify influencing factors and from there propose some recommendations to improve customer satisfaction when shopping. shopping at Vinmart.

2. Theoretical basis

2.1. Overview of CRM system

CRM is understood as a tool to arrange work schedules for employees managed by the system on a weekly basis. In addition, we also check the working hours of the employees: Check and monitor the attitude and working spirit of each employee. Organize additional meetings between employees periodically once a week. At the same time, train and coach employees under the manager's management. Track and monitor the current actual situation of sales at the store, in order to understand the amount of sales revenue in a day, the code of each sold out and remaining product. From there, find out the reason why those backlogged products cannot be sold. Old and outdated models need to be changed and repaired. Sales staff regularly check whether the store's arrangement and layout are beautiful, reasonable, and convenient for customers to make changes accordingly. When unexpected revenue fluctuations occur, we must clearly understand why such a situation occurred. From there, grasp the amount of inventory left in the warehouse to find a solution. The manager is the leader in general management of all the store's assets. When any damage occurs in the store such as burned or broken light bulbs, broken refrigerators, etc., they must be immediately repaired. Treatment should not last from day to day. Regularly check store hygiene, especially areas where products have a short shelf life. Finally, the store manager is required to report weekly to the system's Head of Retail, participating in additional sales channels at the end of the week or month that the system has specified from the beginning. At the same time, it is necessary to check the expiration date of all types of goods, avoiding the situation where products have expired but are still displayed and sold. Accidentally, customers do not pay attention to buy and use unfortunate cases. Every month, the store manager must work with the accountants of the company and business systems to check whether the quantity of goods in the store under their management is discrepant or wastage compared to the store's sales system and the quantity of goods that the system has initially distributed or not.

Must research the market and customers: Find out and grasp the sales of neighboring stores with the same segment close to your store. Classify customers by age, interests, income, etc. to clearly understand customer needs, thereby serving better and maintaining customer satisfaction. Set up a system of books and documents that is neat, reasonable and easy to find. Regularly check fixed assets and items in the store. When new employees are on probation, the manager and all experienced employees provide training and guidance until all jobs are completed. Track best-selling products in stores that have been recorded. Sales staff must be on duty according to the schedule assigned by management. In particular, managers must directly receive and resolve customer complaints and questions outside the scope of sales staff to create a sense of respect for them, thereby creating customer loyalty. Our supermarkets are more sustainable. Besides, guiding and checking the display and cleaning of the store every day. Regularly pay attention to the working situation, psychology and spirit of all employees because this force is the part in direct contact with customers, only when employees have a good working spirit can they be attentive

and attentive. Customer care is better. Additional rights can be proposed for human resource management such as: salary increases, discipline, rewards, etc. Managers have the right to arrange for employees to take time off when they have personal matters, and to mobilize staff work within the store. but must ensure fairness among employees and work must be done smoothly. Supervise sales staff, arrange stable and uniform work weekly and monthly and must complete the revenue goals set by the system at the beginning.

2.2.The role of the retail business strategy system at Vinmart supermarket

How to satisfy customers is an important problem that supermarket systems need to pay attention to, especially the Vinmart supermarket system, which is also having a headache to find a solution. Making customers satisfied will be a stepping stone for not only the Vinmart supermarket system but all other supermarket systems to reach further and fly higher. On the contrary, if customers feel dissatisfied with the supermarket, development may decline further. Customer satisfaction is an important measure for the success of Vinmart supermarket now and in the future. Because customers are the ones who create profits and strong sales growth for businesses. And if a business is considered successful, it has a large number of customers as well as a high ability to attract customers. In fact, supermarkets with many development strategies and investment plans for improving customer value are trusted units. Moreover, these "gods" also recommend this supermarket to their friends and relatives.

The sales system organization is the decision-making body related to building, consolidating and developing the sales system, including building new systems and improving previously existing systems. . Businesses need to build new parts of the sales system when one of the following situations occurs: New product development, if the current sales system is not suitable for the new product. Bring products to market and capture some new products. Establish a new company and need to add a sales department for this new company. The business environment changes a lot, requiring new departments to be built to adapt. There are serious conflicts between members of the sales system, which cannot be resolved. There are intermediaries that change policies affecting distribution target companies. The operation of the current sales system has basic errors that need to be replaced with new parts to correct and disappear those errors in the system. The current sales system needs to be improved when: Check and reevaluate the sales system and find that there are errors that need to be modified and improved to perfect the business's sales system. The old sales system is no longer suitable for the new market. Add new products or add services to your point of sale system. There is a certain conflict between members of the sales system. Market fluctuations force the system to change to adapt to new conditions. The Vinmart sales system is the face of Masan, the part that customers can see to evaluate the entire corporation, so it cannot be constantly reorganized, it is necessary to calculate the system's work to ensure ensure the stability of Vinmart stores. Organizing and managing the sales system are sequential and closely related activities. monitor and control the activities of current members. Sales system management decisions and sales system organizational decisions are often not clearly distinguished because sales system management decisions can translate into sales system organizational decisions. Therefore, to distinguish two types of decisions by: Considering the decision to set up a sales system and manage a sales system. Sales system management at Vinmart must aim at specific goals, distribution goals, and must aim to realize those goals for Masan Group.

2.3.Characteristics of CRM systems at retail supermarkets

Building a retail store system, organizing and managing the retail store system requires: Inspecting and evaluating the retail store system. To maximize the effectiveness of retail store systems and store operations management, retail systems must pay attention to all three stages of the management process. Building a retail store system:

- Vinmart must rely on the distribution of customer needs: In places with high concentration of demand, Masan can organize Vinmart's direct retail force. In areas where there is little unconcentrated demand, retail is organized through Vinmart or Masan's retail system.
- Vinmart must rely on Masan's capacity and management.
- The basis and policies and long-term development orientations set by Masan's leadership must be based on forecasts of changes in the business environment.
- Based on Vinmart's resources: Human resources, reputation, brand,... When Vinmart has established its reputation and brand in the hearts of customers, they will give you priority. Usually, customers will have the habit of shopping at their favorite supermarket rather than finding a new supermarket.
- Based on the goals to be achieved after the business process: sales, profits, market share, employee income, Vinmart's position in the market. The first goal of any entrepreneur, any retail business in the market, needs to be profitable. A retailer is considered successful if it meets the needs and wants of its customers and is subsequently able to generate higher profits than desired. Vinmart can confidently face competitors in the market without fear of any problems. Customers will choose the items they want to buy and the prices that fit their budget, even if these items are similar in other supermarkets.

For retailers, to achieve their basic goals, the problem is that they need to have a good organizational structure so that all stages of the business process are carried out perfectly such as: management, principles of authority and responsibility, organization and management of the sales system. The sales system is a management content that includes two tasks: organizing the sales system and managing the sales system. When does the current sales system need to be improved: When checking and re-evaluating the sales system and finding that there are errors that need to be modified and improved to perfect the business's sales system to operate. good movement. Add new products or add services to the sales system. Implementing the sales organization of the Vinmart system needs to be timely to adapt to frequent changes in the environment, but it also needs to be precise in implementation to avoid not being able to build but also destroy and make Its retail system becomes more confusing and complex. On the other hand, the Vinmart retail system is also the face of Masan Group, the part that customers can see most clearly, so it cannot be constantly reorganized, it needs to be calculated in the organization to ensure efficiency. Stability of Vinmart system.

CRM sales system management is to ensure cooperation between members of the Vinmart system, with the

expectation that members of the sales system jointly manage Vinmart to ensure proactive cooperation. Sales system management must aim to specifically deliver and achieve those goals for Masan Group. Sales system management has 2 basic characteristics: The scope of management is the entire sales system at Vinmart, the object of management is that every sales member in the system must have the responsibility and ability to manage the system. system at different levels. The sales system administrator is the person responsible for managing the entire sales system. However, all other employees have support responsibilities and have the right to ask the sales manager to perform some administrative tasks. The level and ability to manage the sales system of Vinmart retail units depends on the type of system sales organization that Masan Group has established.

Linking employees: Using both push and pull methods to influence employees in the sales system to cooperate effectively, jointly promoting products and promoting the Vinmart system to achieve the highest revenue. Vinmart's sales system is widely distributed throughout the country, so the market coverage requirement is quite large, covering as many markets as possible, the wider the market, the better. To minimize costs incurred, Vinmart needs to ensure other factors: customer care service, sales, profit, product quality. Avoid the situation of chasing after business benefits. in fact, causing loss of reputation for Vinmart in general and Masan in particular. Ensuring the flexibility of the sales system to adapt to changes in the business environment: Sales activities must be closely linked to the market and customers, so the Vinmart retail system is continuously transformed. continues to depend on the current situation of the Vietnamese economy and new changes that keep up with consumer trends and needs.

3. Research methods

To carry out this research, the article has focused on implementing the following methods:

▪Document analysis method: Select basic documents with content related to the issues that need to be researched, identify problems and find solutions. Articles or interviews or research topics on the issue of "Maintaining customer satisfaction at VinMart Vietnam". To research the above issue, it is necessary to synthesize and analyze theoretical documents related to customer satisfaction through sources of magazines, scientific reports, and scientific works.

▪Comparative method: compare content related to customer satisfaction, synthesize common points as well as draw differences among countless documents. Based on that basis, evaluate the factors that affect the maintenance of customer satisfaction to provide solutions as well as improve services so that customers can have a better experience.

▪Secondary data collection method: have available sources, apply a method that requires specificity, must be clear, consistent with the goal being researched, data must be accurate as well as from the past to the present. And also the method of using primary data such as using surveys at VinMart Vietnam branches. Nowadays, the 4.0 technology era is increasingly developing so it is possible to use online surveys, collecting information quickly. more and save costs on the issue of "Maintaining customer satisfaction at VinMart Vietnam".

▪Observation method: observe the working process as well as the employee's attitude towards customers because this factor is also part of the group's research topic. In addition, if employees have poor relationships inside and outside the company, it will also affect the company's human resources recruitment.

▪Interview method: This method will expand information through interviews for candidate employees to answer questions asked by leaders as well as find employees who are suitable for the positions that the candidates are looking for. leader is looking for. With employees who are suitable for their positions, they will do the job effectively as well as satisfy customers and maintain their jobs.

▪Qualitative method: research documents related to the topic "Maintaining customer satisfaction at VinMart Vietnam" find previous research works related to the topic to see how the authors have built the model as follows: how. Next is to build a set of preliminary research questions to get opinions from experts and then get opinions from group members to build research questions through direct interviews. open question. The group conducts surveys to see if questions are appropriate as well as find factors and collect information. Discuss with group members to contribute to research orientation, construction, and completion of the model and scale of the research topic.

▪Quantitative method: this method is verified in the model study sample. This is a detailed analysis of the reference data sent to customers and the correlation with each other, thereby providing specific results about the research topic.

- Determining sample size: other general rules in determining sample size for EFA. The number of observations (sample size) is at least 4 or 5 times the variables in the factor analysis (Hoang Trong and Chu Nguyen Mong Ngoc, 2005).
- Carry out customer surveys: use a non-probability sampling method that is convenient and easy to select customers. Survey customers who made purchases after paying at the counter at VinMart branches.
- SPSS 20 statistical tool to conduct analysis and receive results through the system.
- Scale: Use a scale to measure satisfaction level. Completely dissatisfied/Completely satisfied, dissatisfied/disagree, no opinion/neutral, satisfied/agree, completely satisfied/completely agree.
- Analyze scale reliability using Cronbach's Alpha coefficient.
- Exploratory factor analysis EFA: used to analyze which factors really affect maintaining customer satisfaction levels. According to Hair (1998), the factor loading is one index to ensure the practical significance of EFA (ensuring practical meaning). Factor loadings > 0.3 are considered minimally achievable, factor loadings > 0.4 are considered significant, and factor loadings > 0.5 are considered significant practical. In this study, to ensure high practicality, the author only selected variables with factor loadings > 0.5
- Multivariate regression analysis: after analyzing the exploratory factors and valid values, put the variables into regression analysis to determine the equation to show the influence of exploratory factors leading to the satisfied.
- Verify and check correlation and multicollinearity. Durbin Watson coefficient test and ANOVA variance test.

4. Research results and discussion

4.1. Research results

4.1.1. Strengths and weaknesses of CRM at Vinmart

❖**Strength**

Vinmart has built a professional image in the eyes of its customers, thereby also answering many customers'

questions about its products. Thanks to the CRM system, Vinmart's service staff can easily access customer records and information easily.
At Vinmart, although the CRM system is not large, it can still ensure the safety of data as well as customer information. All stored information is integrated into the management software system to be stored and can be quickly looked up when needed.
Thereby, there is no need to do it manually and no need to waste time synthesizing data from many sources and files like before.

❖Weakness
Applying new and more modern working methods will cause problems such as wasting time and money because not only do you have to buy the software, but you also have to convert all the data to new software and it will take some time to get used to the operations on the new software.
Having difficulty changing the way of working because if you change, the whole business has to change, not just the individuals in it. Because when people were used to the old way of working until they changed the way, it took more time to adapt quickly.
Currently, packageCRM software is provided to each unit, but each business has a different operating method, so general application to all businesses is impossible. Besides, the software also does not have all the necessary and convenient features.

4.1.2. Promote and exploit the strengths of CRM at Vinmart

If you want the CRM system to operate truly effectively, you need to map out a reasonable plan to work well through each stage. The condition here is how to put customer information into the system in the safest way.
When starting a CRM strategy, you should start with training employees because this is the core value when employees help bring vitality to each CRM system operating within each business.
In addition, the CRM strategy needs to be under the supervision of the business.
Currently, Vinmart's CRM system can be said to be the leader in Vietnam's retail market, but even so, plans for employee training and perfecting and further developing its own strengths are invaluable. It is necessary with contents such as:

- Set specific and detailed requirements for each department, division and division and based on the general goals initially set out in the CRM strategy
- System design and integration, this is often the most time-consuming and consuming phase during implementation
- Train staff to exploit and use the system
- Receive feedback and opinions from staff, customers and especially the customer service department

There also needs to be clear regulations to ensure that employees comply with CRM software systems. Because when there is no compliance here, it will easily lead to information gaps. Because CRM governs almost all business decisions, it is necessary to ensure that CRM data must always be safe and secure.

4.1.3. Core values, vision, and mission of Vinmart supermarket system

❖ **Core values**

Always satisfy customers and aim for perfection. Vinmart is always the perfect and reliable choice. All activities are always directed towards the social community.

❖ **Vision**

Strive to maintain the position of the leading retailer in Vietnam on the basis of rapid and sustainable development of the Vinmart supermarket chain, efforts to diversify civilized and modern retail models; At the same time, constantly strengthen close relationships with customers and the community; Build Vinmart into a typical cooperative organization with stature and scale operating nationwide and gradually expanding into the region, always trusted and loved by customers and partners.

❖ **Mission**

Meet the daily consumption needs of target customers. Always bring customers convenience, safety and added value.
Contribute to improving people's lives and developing the retail industry in Vietnam

4.1.4. Operating results of Vinmart supermarket system

Among the group's business segments, retail services are the field that accounts for the largest proportion of sales contribution. Vincommerce, Masan's subsidiary that operates vinmart and vinmart+, earned VND 14,468 billion after 6 months. However, retail is also the only sector with negative growth with revenue down 9% over the same period in 2020. Meanwhile, the Vinmart+ mini supermarket system increased by 16 stores in the first half of the year to 2,247 points of sale. Sales of the Vinmart+ system reached 9,543 billion VND, stable over the same period. Masan said it will open 300-500 new Vinmart+ stores in the last 6 months of the year.
Vincommerce's profit before tax, depreciation, and interest (ebitda) reached VND 298 billion in the first 6 months of the year. Masan said that Vincommerce has had 3 consecutive quarters of positive ebtida since the fourth quarter of 2020.
Masan Consumer Holdings achieved revenue of VND 11,476 billion, an increase of 12%. Categories such as fish sauce, seasoning powder, convenience foods, processed meat, energy drinks, beer, and laundry detergent all increased in sales.

4.2. Discuss research results

Vinmart is a convenience retail store model for the community, with the largest scale and coverage in Vietnam, providing safe goods, food and convenient services for every family with the mission of improving quality of life of Vietnamese people. The supermarket's business products are very diverse and rich in designs, types, and origins. With more than 40 thousand items belonging to all different product groups such as food, cosmetics, household appliances, toys,... it can be said that the Vinmart system has been perfectly meeting daily needs. of consumers belonging to the large public sector.
In addition, the quality of goods and food hygiene and safety are always of concern to supermarkets to ensure health and build trust in customers. The highlight of the Vinmart system

is the highest commitment from the investor regarding service quality and accompanying services. The Vinmart system ensures to provide products with clear origin, from reputable domestic and international partners with carefully controlled quality according to strict quality management processes. In particular, with the mission "For a better life for Vietnamese people", the program focuses on giving priority to safe food products, in order to contribute to protecting the health of the community as well as the long-term future of the community. future generations.

Thereby, the Vinmart retail chain needs to do things to retain customers and encourage them to shop:

❖ **Product booth layout**

When entering a store, consumers' senses will be guided by external stimuli. People will often be interested in seeing fresh products (fruits, vegetables, flowers). The vibrant colors put customers in a good, happier mood. Therefore, when consumers are in a more comfortable and happier mood, it will stimulate their shopping ability.

Vinmart should also focus on exploiting human nature to increase their profits. Arrange popular items deep inside so that when searching, customers can browse through all the product categories the supermarket has and is selling.

Complementary goods should be placed next to each other, because when a customer wants to buy an initially planned item, but sees a commonly used complementary good, this can stimulate Like them to buy more than originally planned.

❖ **Shopping time**

Shopping time is mainly in the evening, mostly from 5:00 p.m. to 7:00 p.m. and then from 7:00 p.m. onwards. Because this is peak hour, the time when most customers come to shop during the day, Vinmart should also make preparations in terms of infrastructure and services to avoid mistakes in service.

Therefore, during these peak hours, Vinmart should open more cashier counters to speed up the payment cycle and train cashiers with the necessary skills to work quickly and effectively during peak hours.

The infrastructure

To improve the quality of facilities, Vinmart should focus on factors that are not highly appreciated by customers. Wifi in stores needs to be free, with faster and more stable Internet access. The number of supermarkets, convenience stores... with event and meeting areas for customers in the area is very small.

❖ **Items are usually purchased in supermarkets**

Vinmart should pay more attention to this area and find good product suppliers with many diverse designs and good product quality. In the current trend of "Vietnamese people using Vietnamese products", Vietnamese products are loved for their safety and quality. Selling products of Vietnamese brands from affordable prices to high-end products can bring significant new revenue sources.

One type of product that is in a special shortage of supply is clean fruits and vegetables. In the context of vegetables imported from China with countless chemicals for preservation, pesticides from pesticides are extremely toxic and dangerous, making consumers confused about finding a safe food source.

The reason is because consumers do not really believe in the safety and quality of these products, on the one hand, because the prices of these goods sold in traditional markets are much lower.

❖ **Staff attitude**

Many consumers are dissatisfied with the attitude of waiters and cashiers. Customers complain about the staff's lack of friendliness, lack of cooperation, and sometimes even contempt and overbearing attitude toward customers.

In addition, many employees also revealed their weakness in their ability to grasp product information such as: ingredients, uses, origin, etc. of the product, so when customers asked for advice, employees could not Answer or give correct advice to customers.

Regulations on attitudes, behaviors, and abilities of employees towards customers need to be clearly specified, suggestion boxes are essential, and employees need to be thoroughly trained in skills. communicate with customers.

❖ **Promotional programs**

Vinmart+ needs to grasp this characteristic to come up with appropriate strategies. There needs to be a suitable time, for example, during holidays, people definitely tend to shop more. Besides, products need to be promoted alternately and promotional methods changed.

5. Conclusion and recommendations

5.1. Conclusion

The results show that customer satisfaction when shopping at supermarkets also affects customer loyalty to supermarket services. This result implies that increasing the above service quality factors will maintain customer satisfaction and loyalty at the supermarket (because these factors have a positive impact on satisfaction and loyalty). customer loyalty). This research result implies that, to be able to stand firm and develop in the market, Vinmart administrators should pay attention to improving service quality from component factors to be able to maintain its competitiveness. customer satisfaction in order to best retain customers. Moreover, in today's business environment, the emergence of many retail supermarkets of foreign corporations shows that improving service quality and maintaining satisfaction to maintain loyalty Customers' needs are always the top concern of Vinmart Vietnam.

Masan receiving the transfer of VinCommerce (VinMart supermarket chain, VinMart+ stores) and VinEco Company may be a surprising choice, especially with the group's ambition to become a regional manufacturer of essential consumer goods. this group. The Group has built a corporation of stature, ethics and talent. The Group's recruitment goal is to attract and welcome all candidates who wish to work in a dynamic, fast-paced, creative and effective environment - where each individual can maximize their potential. and its expertise. The Group always creates a professional, modern working environment, maximizes the right to work, contribute, develop, honor employees and harmoniously combine the interests of the business with the interests of employees. dynamic. The Group pays special attention to human resource development through effective implementation of training policies, improving knowledge and professional qualifications for workers.

The goal of any business is to create profits to survive and develop. To achieve that goal, the most important thing is to attract customers and satisfy customers when they use the business's products and services. In today's fiercely competitive situation, attracting customers is difficult, but retaining them is even more difficult. Customer satisfaction depends on many factors, but service factors play a very

important role. Customers go shopping for products, goods, and prices. Customers are satisfied, but if the accompanying services are not satisfied, retaining loyal customers is very difficult. This is the important thing that businesses need to pay attention to. Vinmart's market share is constantly increasing and has become one of the most popular supermarkets among consumers. Today, when consuming any product, customers are not only interested in product quality and price factors but also many other factors such as promotions, accompanying services or ergonomics. Therefore, bringing customer satisfaction when shopping not only satisfies customers with products but also makes customers satisfied with service elements. Evaluating satisfaction with service factors is very difficult compared to other tangible factors. Therefore, businesses need to make customers happy from the beginning. Research results show that customer satisfaction with customer services is relatively high. Therefore, Vinmart supermarket needs to train and improve professionalism and innovation in business to maintain customer satisfaction.

Customer satisfaction is a general concept, expressing their satisfaction when using a service. Meanwhile, service quality only focuses on specific components of the service. In the debate about the difference between satisfaction and service quality, there are some studies that suggest considering satisfaction as a customer assessment at the level of each individual transaction instead of assessment at a global level. Besides, many researchers suggest considering the two concepts on both levels. In the service sector, the two concepts of customer satisfaction and service quality have fundamental differences based on the analysis of cause and effect relationships. Customer satisfaction is a broader concept than service quality. Quality is related to service delivery, while satisfaction can only be assessed after using the service. If quality is improved but not based on customer needs, it will not bring satisfaction. Therefore, when using a service, if customers feel that the product or service is of high quality, they will be satisfied with that product or service. The goal of service providers is to satisfy customer needs to achieve profit. From there, the business will come up with a policy to maintain, improve, and enhance service quality to suit customer needs. Customer satisfaction will become an important factor creating competitive advantage for businesses. A high level of satisfaction can bring many benefits such as loyalty, continuing to buy products, recommending to others, maintaining choice, and saving businesses' advertising costs.

5.2. Recommendations

❖For VinMart leaders

For VinMart leaders

Consistency from leadership to each employee of the company is extremely important for the implementation of company-wide strategies. differences in CRM implementation processes; can reconcile conflicting needs of each department and ensure that the CRM system is always consistent when operating throughout the business.

To achieve customer satisfaction, managers need to pay attention to controlling the quality of their services based on the customer's perspective. Only then can supermarkets create an effective competitive advantage in the market. school.

❖For the marketing, sales and customer care department at VinMart

CRM software will support managers in collecting Lead data (customer opportunities) from advertising channels such as Webform, Landing Page, Email... Supports custom classification, optimizing sales opportunities. In particular, CRM supports exporting customer data for remarketing purposes, whereas Marketing focuses on lead generation. This is also a connection channel between businesses and customers to lead and motivate customers to buy products and services. RM is a huge source of data for Marketing. Because CRM is a centralized place to store customer data files. Marketing develops a remarketing strategy for customers who stop pursuing, implements new marketing for customers whose contracts expire to sign new contracts or contract renewals. Sales businesses that want to achieve high sales need smooth coordination between the sales department and the marketing department. Because the list of potential customers is considered a product of the Marketing department, if it is of high quality it will provide very good support and save time for the sales department, on the contrary, when the sales department Exploiting this list well will increase the effectiveness of an advertising campaign. And in today's competitive business environment, these two departments need to work together to make the best use of business opportunities. These are the features that a CRM solution can bring to businesses, helping businesses control and improve business efficiency and increase profits.

In addition, customer satisfaction will be influenced by many different factors such as promotions, personal factors, switching barriers... Customer satisfaction with service quality is an asset. assets and is a condition for the long-term existence of all business organizations in general and retail supermarkets in particular.

❖For VinMart customers

To maintain customer satisfaction, the quality of customer care activities is always a top priority. Customers often evaluate businesses based on how employees serve, care for and support them before, during and after selling products. Therefore, to do that, businesses need to synchronize many solutions. It promotes advantages, overcomes limitations and continuously improves, focusing on customers. Develop close relationships with customers through searching, thoroughly understanding customer needs and habits, approaching and communicating with customers systematically and effectively, and managing customer information customers such as account information, needs, contact... to serve customers better.

In the spirit of sustainable and professional development, with the motto "For the quality of life of every family", the VinMart system always wants to bring consumers a diversity of goods and services, utilities and services. Meet all the needs of all of our customers. When customers buy products from a company, the next task is to provide the best services to customers such as giving gifts on company founding days, February 14, March 8, November 20, etc. The goal is to attract customers to return to buy from the company for the next time.

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