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Managing organizational changes in Vietnamese enterprises in post pandemic time: A case of tourism industry

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Abstract

The COVID-19 pandemic has presented significant challenges for Vietnamese enterprises in the tourism industry. Managing organizational changes is crucial for these enterprises to survive and thrive in the post-pandemic era. Effective communication, trust-building, support for employees, and professional development opportunities are key strategies for managing organizational changes. Vietnamese enterprises should also embrace new ways of working, prioritize health and safety measures, and invest in digital transformation, sustainable tourism practices, and partnerships.

Keywords: Covid-19, pandemic, tourism industry, organizational change, management

A. Introduction

Vietnam's economy is growing strongly compared to other countries in the world, but the milestone of January 23, 2020 - the first case of covid 19 pandemic appeared in Vietnam, shocked the whole country. From here, the "waves" continued to last for nearly three years. Covid 19 - the obsession of many people around the world. Almost all sectors such as: tourism, economy, ... have stopped working. It seems that this is a very difficult challenge not only in Vietnam. Covid 19 happens to disturb peoples's live, incomes, jobs and lives. Considering the tourism market in Vietnam alone, employees are not only at risk of losing their jobs, but businesses may go bankrupt. Almost all tourism activities have been halted both domestic and international. Covid 19 happens, businesses don't have money to pay employees. They had to lay off a few unnecessary parts, causing people to fall into unemployment. Almost businesses will only have failures, bankruptcy and difficulties in the immediate future. They can't seem to find their own way out. Thinking back to that time, it was really heavy and uncomfortable. Revenue decline, reduce demand for services, bankruptcy, ... all of these are what businesses have to go through. After all this time of fighting against covid 19, the positive and the negative always go hand in hand. Peoples's lives are gradually stabilizing, the businesses pace of each businesses is gradually recovering. So for businesses that are resilient post- covid 19, a question arises: "What should they do to improve the crisis situation?"

B. Methodology

1. Definition

1.1 Covid 19 Pandemic

Is an acute infectious respiratory disease caused by a strain of corona virus and its variants

1.2 Post- Covid 19 Pandemic

- October 2021, World Health Organization publishes the official definition of post- covid 19. Post- covid 19 occurs in people with a history of Sars Cov2 infection, usually three months from the onset of covid with symptoms and persists for at least two months that can't be explained by an alternative diagnosis.

2. How does covid 19 affect the tourism industry? How business have to go through before and after covid 19?

2.1 How does covid 19 affect the tourism industry?

- The covid 19 epidemic began seriously in early 2020, becoming the world's pandemic with the most serious severity in the past 100 years. Tourism is considered one of the most sensitive economic sectors to the epidemic. Since February 2020, the outbreak of covid 19 in the world immediately seriously affected the global tourism industry. Vietnam's tourism industry also faces unprecedented difficulties. Since March 2020 Vietnam has stopped receiving international visitors, only domestic tourism activities, but the domestic tourism market has also been affected by social distancing measure during the outbreak.
- In 2020, many of the plans of the tourism industry in Vietnam are set to be almost impossible to implement, the targets set down sharply. Specifically, data from the General Statistics Office shows that the number of international visitors in 2020 only reached 3.8 million, a decrease of 78.7% compared to 2019. Of which more than 96% were international visitors in the first quarter. In 2020, industry tourism will also decrease by nearly 50%, the total tourism revenue of the country will lose up to 530 trillion VND (equivalent to 23 billion USD).
- In localities, despite actively responding to the covid 19 epidemic, the impact of the covid epidemic is still very heavy. Typically, in 2020 Ho Chi Minh City only welcomes 1.3 million international visitors (down 85% compared to 2019), the customer welcomes 1.2 million visitors (down 82.3%). In which, international visitors only reached 435 thousand (down 87.8%). Da Nang City only welcomed 881 thousand international visitors (down 69.2%). Quang Ninh City welcomed 536 thousand international visitors (down 90.6%),...
- 2021 is the second consecutive year that Vietnam's tourism industry is strongly affected by the covid 19 pandemic. According to statistics, in general, in the first 6 months of 2021, international visitors reached 88.2 thousand arrivals, down 97.6% compared to the same period in 2020. Of which arrivals by air reached 55.7 thousand arrivals, accounting for 63.2 international arrivals to Vietnam, down 98.2%. By road reached 32.3 thousand turns of people, accounting for 36.6% and decreasing by 94.2%. By sea reached 216 arrivals, accounting for 0.2% and decreasing by 99.9%.
- The decrease in the number of tourists leads to a decrease in revenue from tourism. In the first 6 months of 2021, tourism revenue is estimated at 4.5 trillion VND, accounting for 0.2% of the total and down 51.8% compared to the same period in 2020. In which, some localities have tourism revenue in 6 months decreased sharply compared to the same period in 2020 such as Bac Ninh City down 51.8%, Ho Chi Minh City down 53.6%,...
- Along with that, the impact of the covid pandemic has caused many travel businesses to close, stop operating and run out of financial resources. Typically, in Hanoi, the number of businesses and travel agents closing and shutting down is about 95%, of which 90% employees quit. In Danang, 90% tourism businesses here are closed. In Ho Chi Minh City, only about half of travel businesses

are still operating moderately after the first 5 months of 2021. In addition, the pandemic has also made businesses face the situation of cost reduction and reduction resources to minimize the financial impact. Gradually, businesses also have to change to new markets and towards development in combination with digital technology.

- At the same time, many workers in the tourism industry have had to quit their jobs or move to new jobs. The survey by the tourism advisory council showed that among the travel and tourism businesses participating in the survey, there were 18% businesses that had laid off all their employees, 48% businesses that let 50 to 80 employees quit and 75% enterprises have other forms of financial support for the number of workers who have lost their jobs. From the end of 2020 to May 2021, an estimated 40% tourism workers were lost compared to the same period in 2019- equivalent to about 800.000 employees working in the hotel, travel and tourism industry,...in the last 16 months. Those who still work have reduced income, on average 40% lower than before the pandemic hit.

2.2 How business have to go through post- covid 19?

- Reduced sales: businesses experience significant sales drops due to supply chain disruptions and disruptions in business operations.
- Staff reduction: many businesses have had to cut staff to save costs.
- Increased reliance on technology: businesses have moved to telework and use technology to stay in business.
- Changing business model: many businesses have had to change their business activities to adapt to the new situation.

For examples: using the app in customer care creating automatic voiceovers,...

3. Solution that businesses have applied:

- Adapting to the working environment in the new normal.
- Assess four keys areas as the workforce returns to work.

+ Health and safety

- Ensure compliance with government directives on health, safety and business environment regulations.
- Ensure a safe and hygienic working environment. Establish rules for shared use of equipment and workspaces.
- Consider appropriate medical practices and appropriate response when cases arise.

Examples: check body temperature, disinfect hands,

+ Type of work: online or offline with necessary positions and nature of work.

+ Cost and revenue

- Identify and maintain new revenue streams or expand existing services (new products and services).
- Determine costs incurred and savings when employees return to work (security, cleaning costs).
- Plan for the change of unique businesses needs in the new normal.

+ Employee needs:

- Understand the personal circumstances of employees (financial situation, child care,...) and affect work performance.
- Assess the dependence of remote working and consider the effectiveness that technology tools support (network line, laptop,...)
- Assess employees attitudes on post covid 19 health and safety issues.
 - Prepare a backup plan.
 - Split shifts, limit contact between employees.
 - Restructuring the workplace (setup glass surfaces between employees desks, between employees and customers).
 - Closely follow the direction of the government.
 - Put the interests of users first but still aim for profit.
 - Put not only the interests of users, but also put the interests of employees. Specifically, both before and after covid 19, businesses always provide salaries and benefits for employees.
 - Change the businesses model in accordance with the actual situation: convenience, security.
 - Businesses are increasingly adapting to the situation by applying digital technology- the percentage of businesses applying or increasing the use of digital technology has increased from 50% to 60%.

Example: Application in tourism promotion, use the app for customers to book services,...or use the automatic voiceover system, launch a website to look up destination information,...or use the app to check the health of customers.

4. Research results

- Create trust for employees to work together through the covid 19 pandemic, there by increasing loyalty and working performance.
- Complying with the direction of health and safety of state to help the work progress smoothly, without too many obstacles when problems arises (resurgence of the epidemic, an infection in the company).
- Revenue increased significantly the capital spent before and after covid 19.
- There is a close connection between employees and the head- an essential and important element of the business.
- Revenue from the application of digital technology and promotion and services that make the customer experience better.

5. Specific examples of Viettravel company:

- Before covid- 19: In 2019 seems to be considered a successful year for Viettravel, with many results and titles. Specifically, Viettravel continuously holds the top position in all 3 rankings, which are Top 10 most prestigious travel and tourism companies in Vietnam, Top 10 travel agencies to welcome tourists into Vietnam (inbound) in 2019 and the Top 10 prestigious travel and tourism companies bringing tourists abroad in 2019 (outbound). At the same time, Viettravel also received the "World Travel Awards 2019" and "World's Leading Group Tour Operator 2019" in Oman. It is because of the quality of service from customer care and practical experiences when travelling that in 2019 the number of

visitors is estimated at 891.308 (up 7% over the same period), revenue is estimated at 7401 billion 234 million dong (up 3% over the same period).

- Post- covid 19:

+ Revenue in the second quarter of 2022: As soon as the epidemic situation was basically under control, socio-economic activities gradually stabilized, accordingly Vietnam's tourism industry also recovered. Exploding after being "Repressed" for a long time. Viettravel's revenue from tourism reached nearly 1.000 billion VND, up 4 times over the same period, profit after tax reached 48.9 billion VND, higher than the time before Covid 19. According to a report by the Vietnam National Administration of tourism, the number of domestic tourist in the first 6 months of 2022 reached 60.8 million, exceeding the plan set out for the whole year of 2022 (up 33% over the same period last year). To keep up with the new situation, Viettravel has taken positive steps. The company has restructured its business according to the Group model, implemented the measure of "Quick defrosting", innovated thinking in direction and administration, applied technology in production and business activities, labor productivity, effectively controlling costs, contributing to the profit after tax of Viettravel in the second quarter of 2022 by 2.5 times compared to the second quarter of 2021.

+ Revenue in the third quarter of 2022: the revenue reached nearly 1.500 billion, 21% higher than the plan set in the third quarter of 2022, and an increased of 25% compared to the business results of the first 6 months of 2022. In the first nine months of 2022, Viettravel achieved a revenue of 2.700 billion VND. Viettravel's revenue growth rate of outbound tourism has increased sharply in recent months. In which, revenue structure from MICE accounts for 60%. This shows the need to organize tourism programs combined with meetings of organizations and businesses in order to regenerate labor force and create a cohesive relationship between the employees of the unit after a long time of relaxing, social distance is always at a high level.

6. Consideration and recommendation**6.1 Consideration**

On the theoretical basis, we have the following diagram: following the direction of the government, business, revenue increases. But the reality is different, coping during the epidemic season is already difficult, adapting to it post covid 19 is even more difficult. There are many obstacles coming from the habits and consciousness of each employee and the business, in the early post covid 19 period, businesses are recovering at a moderate rate, many businesses have reopened and the decline in revenue has also decreased. The number of cases of having to cut lane hours, reduce the number of customers has decreased. The data of General Statistics Office shows that in the 11 months of 2022, international visitors after 11 months of 2022 is 96.3 million. This is considered a good sign of the tourism industry in particular about Vietnam's economy in general, although at that time there were still many obstacles and difficulties in travelling between countries due to Covid 19 and inspection. Health of domestic and foreign visitors. But in general, tourism businesses have done a good job at the direction of the government and increased their revenue.

6.2 Recommendation

- Actively manage budget revenue and expenditure. Actively reviewing budget revenues, especially taxes, saving spending to prioritize spending resources on development investment.
- Towards the goal of a stronger digital economy, especially in the context of restrictions caused by the covid epidemic.
- There is always a connection between the business and its employees and the business and its customers.

C. Conclusion

Even though a year has passed, the memories and damage caused by covid remain. But in general, it trains the will to overcome difficulties and stick together (the director never abandons his employees). In that situation, I had the thought that: "No matter what the situation, we should learn to accept reality and change the way we operate in the field we are doing". There are no difficulties to weaken our will, even in war or in peace. Whether each business can withstand the "big wave" or not 80% depends on the adaptability, will and thinking of the head. The opinions and solutions of the group are all based on an objective point of view, but in general, they want to remind not only themselves but also other businesses: "There is no burning building without a way out. The important thing is that you have enough faith to find a way out for yourself or not".

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