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Organizational culture change at logistics and construction companies of post-Covid-19 era in Vietnam

Bogdan Nogalski [1*], Dang Thi Phuong Chi [2], Tran Huu AI [3]
[1] WSB Merito University in Gdansk, Poland
[2] University of Transport Ho Chi Minh City, Vietnam
[3] Van Hien University, Vietnam

* Corresponding Author: **Bogdan Nogalski**

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Abstract
Vietnam's GDP growth in the second quarter is forecasted at about 2.0 % over the same period and even a recession if a bad scenario occurs. Expected to recover from Q3 2020. Exports fell from about 25% in Q2 and recovered to a decline of 15% in the following quarters of 2020. If the pandemic lasts for a long time, the impact on the economy will be very serious. If by the end of April, 49.2% of enterprises can still operate; 31.9% cut production scale; 18.1% suspend operations; and 0.8% likely to go bankrupt. If by the end of June, September or the end of the year, the bankruptcy rate will be 6.1%, 19.3% and 39.3%. There should be a reasonable choice of policies as well as support objects. The impact of the epidemic on economic sectors varies greatly. Some industries are heavily affected, businesses are likely to go bankrupt (aviation, tourism, commerce, services). Some industries still have good growth opportunities. It is necessary to develop many different economic policy scenarios from short to long term to respond to the epidemic situation in both Vietnam and other countries around the world. Vietnam's very high level of connectivity with global value chains and the social distancing measures adopted by other countries, leading to the fact that the pandemic can be controlled in Vietnam, cannot make the economy recover. immediately if it continues in other countries. If the domestic epidemic can be controlled in April or at most by the end of the second quarter, the policy response should be "supportive". If the epidemic lasts longer, the government needs to consider stronger interventions with a "rescue" nature. The proposed policy solutions need to take into account the delay in the promulgation and implementation process to ensure timeliness and effectiveness.

Keywords: organizational culture, logistics enterprises, construction industry, Covid-19

1. Introduction
The COVID-19 pandemic has had a strong impact on the world's economies and social life, upsetting global supply chains, including logistics and construction.
Because of the impact of the epidemic, the logistics industry has faced many difficulties in transporting goods, specifically according to statistics, the freight transport industry has been significantly affected by the epidemic situation, the amount of traffic. goods have decreased. At the same time, seriously affect all aspects of socio-economic life, production and business activities of enterprises and people when spreading to most provinces and cities, especially in big cities and provinces such as: Ho Chi Minh City, Hanoi, Bac Giang, Bac Ninh, Binh Duong, Dong Nai ... where densely populated, industrial parks, export processing zones and large enterprises in the global value chain, contribute much for economic development and budget revenue. The construction industry is also an economic sector that is greatly affected by the negative impact of the COVID-19 pandemic. It is for the above reasons that we choose the topic "The change of organizational culture of enterprises in the logistics industry and the construction industry in the post-Covid-19 era in Vietnam".

2. Overview

What is an organization's culture?

"Organizational culture can be thought of as a system of core values, goals, attitudes and working styles shared throughout an organization that creates a unique identity for that organization"

Organizational culture is seen as a cognitive part that exists within the organization, not in an individual. Thus, individuals with different cultural backgrounds, lifestyles and perceptions in different working positions within the same organization, tend to display that organizational culture in the same or at least the same way. have the same common denominator.

Organizational culture is concerned with how members perceive and behave within and outside the organization.

At the same time, the culture of the organization is the most vivid and specific presence of that organization that people can easily recognize. That image can be made up of many factors. Therefore, as long as there is a change in one element, the image of that organization will, in theory, be different. Therefore, theoretically, no organization will have the same culture as another, even though they may have many similarities.

3. Reality

Logistics industry.

With a scale of 20-22 billion USD/year, accounting for 20.9% of the country's GDP, according to some statistics, the country now has more than 1000 enterprises providing logistics services, along with the number of employees increasing. To about 1.5 million, in recent years, the logistics service industry is playing an important role in the process of economic integration and development in Vietnam. After many years of Vietnam's accession to the WTO, Vietnam's logistics service market has had a positive change with the number of enterprises operating in the industry developing rapidly and with high growth rate. If we look at the speed of trade development in our country, which is also the development goal of the logistics service industry, we will see that import and export turnover has increased by 1.86 times, the domestic retail market has increased by an average of 20 times. - 25%/year and as a result, the logistics service industry also increases by 20-25%/year (BBT, 2016). However, Vietnam's logistics industry is facing many challenges and limitations.

In early 2020, when the outbreak of the C0VID-19 pandemic caused serious damage to all aspects from economy, culture, tourism to human life globally (La, 2020). In particular, the pandemic has put heavy pressure on the production capacity as well as the global supply chain or the logistics service industry. The entire chain of the Logistics industry has been heavily affected by the pandemic, all activities are delayed and the epidemic itself also creates constant challenges for the industry from now and in the future.

The supply chain has been turned upside down and broken due to the pandemic, but the activities of the Logistics industry - the core of the supply chain are also inevitably affected. For the world in general, transport services such as road transport, rail transport or air transport suffered the most. Will ocean shipping be slightly affected by the maintenance of freight rates, despite a decrease in transportation requirements and procedural difficulties due to the pandemic (when testing documents, health and safety certifications, etc recently passed).

These characteristics of the world's supply chain and logistics services have also been fully demonstrated in Vietnam's logistics service industry, when the difficulty in supply chain circulation in our country also occurs on all fronts. Pointing to the situation of congestion in the logistics chain in Vietnam, which is most evident in the fourth COVID-19 outbreak that has lasted for the past five months, Ms. Nguyen Thi Thanh Thu - Chairman of Bagico Bac Giang Company, member of the Committee Executives of the Vietnam Digital Agriculture Association said that during the recent epidemic, the "blocking of rivers to ban markets" made 1 kg of vegetables in Binh Phuoc cost 8,000 VND, while 1 kg of vegetables in Ho Chi Minh City cost 8,000 VND. People in Ho Chi Minh City may have to buy up to 70-80 thousand VND. "This is a huge waste of money. The problem here is that due to the way it is operated, people in general or farmers in particular suffer damage, businesses and consumers also suffer," Trang said at the talk. This leads to a crisis for people in general and businesses in particular in terms of morale and abroad. According to Mr. Le Duy Hiep - Chairman of the Vietnam Logistics Service Business Association, the supply chain is not very efficient and it is also the businesses that are suffering countless losses due to the pandemic. There are many businesses that have gone bankrupt, or are falling into bankruptcy, leaving the labor market in the logistics industry because of the heavy consequences that COVID19 has brought. The bankruptcy of businesses also leads to the affected labor force, many people become unemployed, many workers lose their jobs, making their already difficult lives and families even more difficult. Mr. Hiep also said "The transport output of the Logistics industry in the first 6 months of 2021 is not much less than that of 2020. But in July and August, there was a serious decrease due to restrictions in the transportation process, and at the same time, there was a shortage of part of the workforce" (Phuong, 2021).

As for the aviation industry, airlines are currently canceling flights to Hong Kong, China and South Korea as much as possible, in addition to limiting flights from epidemic areas as much as possible. In addition, freight rates are higher than usual. Meanwhile, the border routes are difficult to find shipping suppliers. Demand for road transport is now down to 30% due to a decrease in cargo volume. The aviation industry has also suffered extremely heavy losses, severe economic impacts while the epidemic is still raging with no sign of abating. The evidence is that many airlines have had to borrow and apply for financial support from the government, many employees and flight attendants have to quit or be forced to quit due to staff cuts because the company does not have enough budget to pay. wage. Through this, Logistics once again shows its important role to society.

The heavy losses that the industry is suffering make the backbone of the supply chain become increasingly difficult " burnout", negatively impacting a multitude of related industries. In some other aspects of the logistics industry in Vietnam, manufacturing industries such as textiles, which rely heavily on the import of raw materials from China, where the pandemic is strongest, have halted production. The campaign to rescue goods at the border with China was congested in the early stages of the pandemic and especially the social isolation period from April to August 2020 that made production processes difficult. , Logistics, transportation is congested, interrupted. From May 2021, the economy started to recover, but the COVID-19 pandemic continued to be complicated in markets that are the main trading partners of Vietnam. Vietnam thus negatively affects export, import and logistics activities. The decline in international demand means a decrease in export orders, leading to many companies being forced to lay off workers.

Construction industry

The report on assessment of the implementation of tasks in 2019 of the Ministry of Construction emphasized that in 2019, most of the main targets set out were achieved compared with the plan. about 9 - 9.2% over the same period in 2018. The urbanization rate of the whole country reached about 39.2%, up 0.8% compared to 2018. The proportion of urban people who are provided with clean water through the centralized water supply system reached about 88%, an increase of 2% compared to 2018. The rate of waste collection and treatment in urban areas reached about 86-86.5%, equivalent to 2018. The rate of loss and failure Clean water collection is reduced to about 20%.

The 4th Covid-19 epidemic in Vietnam lasted with a complex and dangerous nature many times more than the previous ones, plus the price of construction materials escalated, causing construction enterprises to suffer losses. heavy, losing at least about 50% of revenue. Early stabilization of the price of construction materials is the solution offered by all businesses at this time.

Revenue plummeted

Survey data from the General Statistics Office, among nearly 7,000 construction enterprises in operation, up to 50% of enterprises have almost no revenue in the second quarter and two months of the third quarter of 2021, 17% maintain stable revenue. , the rest of the revenue is low, reaching only 20-30 years of the year plan. In addition to the negative effects caused by the Covid-19 epidemic, construction enterprises are continuing to face difficulties due to the escalating price of construction materials from the end of 2020 until now, with no signs of "cooling down".

Regarding labor costs, 38% of enterprises said that direct labor costs increased, 39.6% of enterprises said that direct labor costs remained unchanged. Meanwhile, 72% of non-state enterprises have difficulty in accessing loans from the banking system.

Chairman of the Board of Directors of Phuc Hung Holdings Cao Tung Lam said that from the beginning of 2021 until now, the price of construction materials has increased rapidly, the peak time increased by over 40%, this period is at 20-25%. All kinds of construction materials, such as aluminum, copper, iron, steel, cement, plastic, electrical equipment - water... all increased by at least 10%. Along with that, other costs for the workforce also increased to the maximum, such as disease safety costs, responsibility remuneration, transportation, on-site distancing...

“Recruiting workers is also more difficult due to the requirements of social distancing conditions, while the operating capacity of construction enterprises decreases by at least 50-70%, resulting in a decrease in revenue by the same proportion. . Especially in epidemic areas, the project has to be stopped, other provinces only do it in moderation, because the circulation of technicians and workers is difficult," - Mr. Cao Tung Lam shared.

4. Solution

Logistics industry

Recognizing the existing problems in transport infrastructure connectivity, at the Conference, Minister of Transport Nguyen Van The said that it is necessary to implement 10 overall solutions to improve connectivity in the transport sector. next time.

Firstly, perfecting the system of legal documents, reforming administrative procedures, cutting business conditions, and simplifying specialized inspection procedures. Aim to cut at least 50% of business conditions in the transportation sector.

Second, review the master plans and plans, ensure the connection synchronization of transport infrastructure and transport services with the goal of developing the logistics service industry, linking the planning of logistics centers and inland ports. , bonded warehouse in a unified whole.

Third, strengthen connectivity, rationally develop transport modes, multimodal transport and logistics services. In particular, special attention is paid to the restructuring of the domestic transport market in the direction of reducing the market share of road transport, increasing the market share of transport by rail and inland waterway, especially in the main transport corridor.

Fourth, develop inland waterway transport and coastal transport.

Fifth, strengthen cooperation with foreign partners to expand logistics infrastructure connectivity. Expand the connection of logistics infrastructure with countries in the ASEAN region, Northeast Asia and other regions in the world to promote the effects of multimodal transport, cross-border transport and transit.

Sixth, improve the efficiency of management and use of investment capital in infrastructure construction. Balancing and allocating investment capital, state budget capital, and ODA capital for projects in order to enhance connectivity between modes of transport, prioritizing investment in construction and upgrading of works. important and urgent.

Seventh, to encourage and attract non-budget investment to build and develop transport infrastructure. Maximize all resources to enhance connectivity; promote public-private partnership (PPP) for transport infrastructure development projects.

Eighth, promoting the application of science and technology in transport management and exploitation.

Ninth, improving the quality of training and human resource development.

Tenth, strictly handle violations of the load, the management, installation and use of vehicle tracking devices, the issuance and use of badges, declaration and listing of freight rates of transport units. transport... Closely coordinate with localities in managing, monitoring and handling violations of transportation activities in the area to ensure fair competition in transportation activities.

Construction industry

During the first epidemic of the year (January 28 - March 25), through the experience gained from 02 epidemics in 2020, with the drastic direction of the Party, the Government, the Prime Minister and the good adaptation of the For businesses, the real estate market has basically remained stable, even showing signs of recovery and development in the second quarter of 2021. In general, in the first 6 months of the year, the real estate market still showed signs and some relatively positive indicators such as: in terms of supply, there were 180 projects with 55,576 units, up 23% over the same period in 2020; In terms of transaction volume, there were 55,335 successful transactions, up 29% over the same period in 2020. However, under the prolonged impact and strong outbreak of the next epidemic (from the end of April, the beginning of May) and especially the peak in late July, August; When many localities, Hanoi and Ho Chi Minh City implement isolation and distance under the direction of the Government, most economic sectors are severely affected. The real estate market in the third quarter also faced more difficulties:

In terms of supply: In many localities, especially in Hanoi, Ho Chi Minh City, Binh Duong... real estate investment and business enterprises had to temporarily suspend operations, so most projects were halted. no projects have been completed and opened for sale; The real estate for sale on the market is mainly from the supply of projects launched for sale in the previous period. According to preliminary statistics, the number of eligible houses for sale is about 20,000 units, equivalent to about 60%-70% compared to the second quarter.

In terms of transaction volume: The number of successful real estate transactions decreased sharply compared to the second quarter; In localities where strict distancing is implemented, travel, transactions and real estate business activities of enterprises and people cannot be carried out; many market areas have the phenomenon of "temporary freezing"; According to preliminary statistics, the absorption rate of residential real estate is only about 40% of the market offering; Particularly for the type of ground land, the absorption rate is higher, about 50% of the amount offered on the market.

Regarding transaction prices: In many localities, due to the implementation of the distance, the successful real estate transactions are almost negligible. However, the asking price and rental price of real estate hardly changed; Project investors, businesses, and individuals doing real estate business still keep the asking price set since the end of the second quarter: apartment prices (popular, mid-range, high-end) are still priced. or still slightly increased (about 1% - 2%); prices of individual houses and land plots decreased (about 1% - 2%); The price of commercial premises for rent, apartments, houses for rent is generally reduced by 2% - 3%, in addition, the landlord provides a direct discount of 10% - 20% depending on each condition. specifically.

The evolution of transaction prices of all types of real estate shows the most clearly about the impact and impact of the epidemic on the real estate market, specifically:

Right from the beginning of the year, due to difficulties in most other investment and business activities, fields, investors and even people consider real estate as a safe investment channel, which can be preserved. long-term capital sources; capital sources moved into house and land investment along with the impact of many other factors have created local land plot fevers, but appeared in many localities across the country; The peak land price in some areas and localities increased by 30% - 50% compared to the end of 2020.

Along with difficulties, even disruptions in production, the price of raw materials and input materials for real estate projects has increased, especially for imported products. At one point, the price of iron and steel increased by approximately 30% - 40% compared to the end of 2020, other construction materials, such as: Cement, sand, bricks... also increased, thereby increasing the tax price of most types and segments of real estate. Since the beginning of the year, the selling prices of houses in the affordable, mid-end and high-end segments have all tended to increase, increasing the difficulty in meeting the housing needs of low-income people.

Contrary to the increasing trend of selling prices of most types of real estate, due to difficulties in business, service and tourism activities, rental prices of real estate decreased. The rental price of commercial space is reduced by 10% - 20% or even higher depending on the time and specific conditions of each area.

Regarding FDI capital invested in the real estate sector: According to the summary, FDI investment capital in the real estate sector decreased sharply, in the first 8 months of 2021, there was nearly 1.6 billion USD of registered capital. , reaching only 56% over the same period last year.

For localities that do not implement Directive No. 16/CT-TTg, most construction works are still under construction and comply with regulations on Covid-19 prevention and control of the Ministry of Health and localities (Quang Ninh, Hai Phong, Binh Dinh…). The implementation of Directive 15/CT-TTg and Directive No. 16/CT-TTg of the Prime Minister among localities (and within the same locality) is not consistent with regulations (such as on types of goods can be circulated, works can continue to be constructed if the principles of epidemic prevention and control are observed, etc.). Except for Da Nang city, most localities do not have specific regulations on conditions for works to be allowed to continue construction in localities applying Directive No. 16/CT-TTg. As for localities implementing Directive No. 16/CT-TTg, from the end of June 2021 up to now, due to the complicated developments of the Covid-19 epidemic, construction activities are facing many difficulties:

Most localities have issued documents to stop construction, especially the implementation of social distancing and prolonged construction stoppage in two big cities, Hanoi and Ho Chi Minh City, have had a negative impact on the environment. socio-economic development and disbursement of public investment capital; affecting the budget balance, investment capital adjustment; The investment plan for each project to ensure the implementation of the investment strategy of key technical infrastructure for economic development (such as expressway, Long Thanh airport, etc.) is posing many challenges. . After a period of suspension of construction, some localities allow the continuation of some key and urgent works, but there are no separate regulations on conditions or principles for determining works allowed to continue construction. .

A number of construction projects invested by specialized construction management ministries in localities for the purpose of preventing floods in the rainy and stormy season are facing difficulties and stagnation.

Disruption of supply of construction materials, construction materials and components. In some provinces and cities with a large number of infections, the supply of construction materials and equipment that are not essential services cannot be transported to the construction site.

Lack of human resources for construction work, especially foreign experts due to the requirements of isolation and restriction of movement. In addition, the characteristics of the construction industry are not fixed workplaces, construction workers are mobilized from many different localities. Therefore, a large number of workers, due to the epidemic situation, have moved to their hometown, especially freelance workers, so there is not enough human resources for the construction site; The mobilization of labor to continue construction will take a long time, causing delay costs.

The risk of disease transmission at some construction projects is very high, difficult to control due to the large number of construction workers, most of which are seasonal workers.

Construction investment costs are increasing due to difficulties in sourcing materials, labor, machines and construction equipment, as well as other additional costs (such as stopping construction, which incurs additional costs). ; additional expenses for epidemic prevention and control, etc.). The construction time is long, affecting the progress and efficiency of the project. For construction contracts under fixed unit price, package contract, failure to adjust due to price fluctuations increase/decrease or not pay incurred costs will lead to more losses. The disruption of the supply chain of materials, equipment, construction machinery, and construction workers causes input costs to increase, labor productivity on the construction site to decrease significantly, leading to actual construction costs exceeding the limit. estimated at the time of bidding and signing the contract.

Regarding the construction of a field hospital under emergency orders using public investment capital, there are still problems related to the formulation, appraisal and approval of emergency project proposals, which do not clearly specify the order and procedures for implementation. ; the contractor selection procedures according to the Construction Law and Decree 15/2021/ND-CP, the investor is entitled to decide all work in construction investment activities, including assigning organizations and individuals to perform.

The above impacts have directly and greatly affected the implementation of commitments in contracts between the parties, especially construction contracts using state capital sources such as: breaking the actual progress of the contract. current contract; incurred many costs and the cost to perform the contract increased.

5. Conclusion

The study was conducted on the basis of synthesizing the current situation of the E-Logistics industry and analyzing the challenges as well as pointing out the negative effects of Covid-19 along with the factors that have impacted the relationship between E-Logistics and E-Logistics. -Logistics and e-commerce. From there, the research will synthesize more current optimal solutions and come up with some new solutions to change and improve the E-Logistics service system to suit the current context, bringing many benefits. Useful for Logictics. The construction industry can say, with the initiative, positivity and timeliness in implementing solutions to support localities, businesses and people to overcome difficulties caused by the impact of the Covid-19 epidemic, the Ministry of Construction Construction has been rapidly realizing the Government's and Prime Minister's directives to ensure effective epidemic prevention and control and socio-economic restoration and development in the new situation. It can be seen that the COVID pandemic -19 has been and is having a great influence on the economy not only in Vietnam but also in many countries around the world. Besides, the logistics industry in Vietnam also suffers a significant impact whether it is positive or negative. The pandemic is also a test of the ability of all sectors of the economy. Currently, the epidemic is basically under control. Businesses have more or less experience as well as an overview of the impact of the epidemic on the economy in general and the logistics industry in particular. The current problem of enterprises is to find solutions and remove difficulties to recover and develop soon. The above solutions are both urgent responses; both fundamental and long-term, in order to help the Vietnamese economy in general and Vietnam's logistics service enterprises in particular soon overcome difficulties and return to the development "rails", aiming to build a country. Vietnam is strong and prosperous in the future.

Due to the pandemic, the supply chain has been broken and turned upside down, including logistics activities - the backbone of the supply chain. Air freight, road transport and rail transport services have been hit the hardest. Ocean freight is less affected with rates remaining the same despite reduced shipping requirements and procedural difficulties due to the pandemic. These characteristics of the world logistics service and supply chain have been fully demonstrated in the logistics service industry in Vietnam.

For Vietnam, since the outbreak of the pandemic, this crisis has had a strong impact on the transport, logistics and strategic sourcing industries. Manufacturing industries such as textiles, which rely heavily on importing raw materials from China, where the pandemic has been most affected, have halted production due to the pandemic. The campaign to rescue goods stuck at the border with China at the beginning of the pandemic and especially during the social isolation period in April 2020 has disrupted production, logistics and transportation activities. interruption, congestion. From May, the economy started to recover, but the Covid-19 pandemic continued to be complicated in markets that are Vietnam's main trading partners, negatively affecting export, import and logistics activities. According to a survey by the Vietnam Logistics Business Association (VLA), in the first quarter of 2020, 15 - 50% of members' activities are affected (decreased in activity and revenue) depending on the type of service provided. grant. About 97% of enterprises (enterprises) doing business in logistics services are small and medium, so they are severely affected. From May 2020, logistics activities have been restored according to the economy, but currently, in general, about 20% of logistics service businesses are still in decline in activities. Compared to before the pandemic, the amount of goods transported across the border has decreased much, having to change drivers and change tractors are existing difficulties.

Vietnam's economy is an extensive open economy, dependent on exports and FDI with more than 70% of export turnover in this sector. Accordingly, Vietnam's logistics service industry is also affected by more than 30 transnational logistics companies that have close relationships with the world's major shippers and shipping lines. The decline in international demand led to a decrease in export orders, and many companies had to lay off workers. Logistics service enterprises are affected, affected accordingly. Vietnam's GDP in the first 6 months of 2020 was estimated to increase by 1.81% over the same period in 2019, import and export turnover of goods reached 238.4 billion USD, down 2.1%

over the same period last year. The recovery and development of an economy after the end of the Covid-19 pandemic depends on the vitality of other economies, especially developed economies. This is a prominent feature that the logistics service industry in the world and in Vietnam has been affected. The logistics service industry has actively participated in joint activities such as supporting enterprises to export agricultural and seafood products to the Chinese market, warehousing businesses have actively reduced the rental price of cold storage by 10-20%. ; actively participate in transporting goods for the domestic market in addition to serving import and export, especially goods for production and consumption during the time of social distancing. To solve business difficulties, businesses have done a good job of social criticism, promptly reflecting the opinions of businesses through associations and associations for the Government and state management agencies to support the solution. solutions to reduce logistics service costs as set out by the Government and the Prime Minister, propose solutions and initiatives to remove difficulties, promote production and business, and rebuild the economy to cope with the pandemic. Covid-19 pandemic. The National Assembly has passed a resolution to reduce income tax by 30% in 2020 for businesses with a revenue of less than 200 billion VND. Enterprises will benefit from this decision in addition to other support measures of the Government, contributing to solving a part of difficulties for logistics service enterprises in production and business.

The pandemic is a catalyst to accelerate the process of digital transformation and application of information technology in the logistics service industry, in the context of the industrial revolution 4.0. Therefore, Vietnamese logistics service providers are actively digital transformation to change stagnation, create breakthroughs to improve competitiveness, reduce logistics costs, grow, gain more customers and achieve the maximum profit that is superior to that before the transformation, towards the goal as set out by the Government in Decision No. 200/2017, which is to reduce the high logistics costs.

Currently, VLA is actively researching a project to develop a digital platform for logistics services. At Saigon Newport, Maesk Lines has successfully implemented e-DO - Electronic Delivery Order (FCL) and is continuing to be applied at Hai Phong Port. VLA is promoting the implementation of e-DO using Blockchain technology for retail shipments (LCL), which can save hundreds of billions of Vietnamese dong each year. Along with the application of digital, the logistics service industry is making efforts to develop high-quality human resources to meet service development requirements, taking advantage of development opportunities brought from generational FTAs. Other new developments, including EVFTA, CPTPP and RCEPT, this is an opportunity for Vietnam to develop production, trade and investment. The above factors will create great opportunities for the logistics service industry to develop both in terms of business scale and service quality. Enterprises providing logistics services in Vietnam are preparing human resources and operational capacity to thrive after the pandemic created by the above opportunity.

The pandemic has changed the way we consume, operate, and trade. Our country's e-commerce (E-Commerce) has developed strongly, leading to logistics activities. According to Nielsen Market Research Company, during the pandemic, Vietnam's demand for online purchases increased by 25%. According to a study by global strategic consulting firm McKinsey, the digital transformation process that should have taken 5 years to apply to businesses and consumers, now takes only 8 weeks thanks to the "push" from the pandemic. The issue of improving the competitiveness of the supply chain and logistics such as cost, quality and delivery is being put on top. The above issues will strongly affect the development of Vietnam's logistics service industry in the near future that businesses need to grasp.

During the pandemic, new logistics activities appeared such as international refrigerated container ship rail transport transporting package goods to China, opening the way to official export of frozen fruits and agricultural products by road. iron to China and from there to Central Asia and Europe. For export fresh lychee, which was previously only transported by air, is now shipped by sea with the first shipments of fresh lychees exported to Singapore, the US and Japan in June with freight rates as low as 1/3 of the freight by air.

In order for the logistics service industry to continue to develop in this new condition, the Government needs to pay more attention to the development of logistics infrastructure along with improving administrative procedures, first of all, in foreign seaports. deep, Lach Huyen and Ba Ria - Vung Tau areas because more than 90% of Vietnam's import and export goods are through sea. In addition, it is necessary to focus on developing inland waterway transport, especially with convenient channels for ships of 20,000 DWT to enter and exit the Mekong Delta region - where over 60% of agricultural and aquatic products are exported. of the whole country. Along with that, the development of a logistics center in Can Tho will certainly help reduce logistics costs for the region and the whole country.

In the future, the development of the North-South high-speed railway will help the domestic and international freight transport to Europe be strongly promoted, reduce transportation costs at a high level, create favorable for logistics service provision activities as enterprises expect.

The COVID-19 pandemic has forced many industries to reorganize the way they conduct and manage operations, and the construction industry is no exception. Adoption and implementation of innovative solutions has become widespread, these changing trends are expected to take the construction industry out of the pandemic to stay competitive. The driving force behind the change, largely due to the pandemic, accelerated, is the development and adoption of technology for safety, management and monitoring, as well as driving the leaders in the construction industry. . According to reports, it is estimated that the pandemic has shortened the adoption period of some of these trends to less than a year, instead of three. After the Covid-19 epidemic, the economy is recovering strongly, the construction industry is said to have the opportunity to develop explosively, creating opportunities to develop the construction market during and after 2022. Therefore, the demand for resources. knowledge in the field of construction is very large. The interests of construction companies tied to new trends in corporate governance are to accelerate and support innovative solutions that help them stay competitive – even more so than ever before. As the economy moves toward recovery, revamping the operations and processes in the construction industry will leave lasting positive change in the industry – a safer, cleaner and more efficient industry.

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