

Complete customer care service of VNPT Hoa Binh

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Summary: This study will analyze the current situation of customer care services at VNPT Hoa Binh. Based on statistics, primary data, real-life analytical research on customer care services at VNPT Hoa Binh, pointing out achieved results, limitations and causes of limitations. On that basis, the study proposes solutions to improve customer care services at VNPT Hoa Binh in the future, which will contribute to the development and further improvement of the quality of customer care to Bringing more satisfaction than customers' expectations at Hoa Binh .

I. Necessity of research problem

Customer care services play a very important role in enhancing the competitive advantage of telecommunications service businesses, helping businesses differentiate their service quality image in the minds of customers. customers, maintain existing customers, increase loyal customers, attract potential customers and reduce business costs for businesses. Customer care service is a key activity in a business's marketing activities in order to direct the business's management activities to target customers, bringing outstanding satisfaction to customers when consuming services with reasonable prices. Good quality customer care.

The current situation of customer care service at VNPT Hoa Binh , a dependent accounting unit of VNPT, is facing many difficulties due to the old monopolistic business mindset over the years, although it has owned a large number of customers, but is no longer suitable when there is competition from other telecommunications enterprises such as FPT Telecom, Viettel , Mobifone ... which has a strong impact on market share and the number of customers leaving VNPT Hoa Binh is increasing. increases, new customers are difficult to attract, market share seriously declines, posing the problem of retaining customers and creating loyal customers, which is a very important task for VNPT Hoa Binh.

Facing the above situation requires VNPT Hoa Binh to have innovations in the way of thinking and working to solve customer care problems with modern methods, applying theories of customer care management and applying information technology. into customer management, organizing professional customer care to further improve customer care to create customer satisfaction to retain customers at VNPT Hoa Binh .

As an employee of VNPT Hoa Binh , facing difficulties and challenges of the market, realizing the importance of customer care activities is very necessary and urgent for VNPT Hoa Binh , I personally wish to Apply the theories of economic management in general and the theories of customer service management that teachers have cultivated to evaluate, recognize and propose practical solutions. Highly focused on the case study at VNPT Hoa Binh to contribute to the good implementation of their Project, and at the same time, problem solving solutions will soon be applied at VNPT Hoa Binh to contribute to perfecting customer care services to maintain sustainability. and expand the unit's market share in the telecommunications market in Hoa Binh . Therefore, the author chose the topic " *Perfection." d customer care service of VNPT Hoa Binh* " did his research.

II. Research methods

2.1. Research sample selection method.

Data are collected through questionnaires.

- The total survey sample is 140 people, of which:
- + Customer: choose to investigate 110 people.

The following results:

- Number of ballots issued: 110 ballots
- Number of votes collected: 109 votes
- Number of valid votes: 100 votes

2.2. The method of data collection.

The information collected is mainly customer reviews about customer care services in Hoa Binh province.

Implementation method: Through an official questionnaire after carrying out editing steps to collect meaningful information for analysis purposes.

III. Research results

3.1. Current status of VNPT Hoa Binh's customer care service

3.1.1. VNPT Hoa Binh's customer care service delivery system.

Hoa Binh Telecom's customer care service delivery system is organized according to the model of city and district telecommunications centers and district and city sales offices. At the district and city sales offices under VNPT Hoa Binh Business Center, we will take care of marketing, sales, installation, customer care, telecommunications fee printing and customer fee collection. This system includes 14 VNPT transaction points in cities and districts in Hoa Binh province. In 2021, VNPT Hoa Binh will have 1275 sales points responsible for sales, customer support and guiding customers to use the service. .

Table 3.1. Data on the number of agent and retail points of VNPT Hoa Binh.

No	Name of point of sale	2018	2019	2020	2021	Note
1	Agency	100	102	114	119	Store specializing in selling phones
2	Multi-service point of sale	first	3	5	34	The point of sale also includes mobile and broadband
3	Retail point	771	814	973	1079	Point of sale specializes in selling cards
4	VNPOST Commune Cultural Point	8	9	ten	43	Card selling points are based on the number of Commune Cultural Post Office Points of the Provincial Post Office
5	Telecommunications transaction point	14	14	14	14	Telecommunications transaction point of Business Center
		880	928	1.102	1.275	

Source: VNPT Hoa Binh Business Center Operations Department

Data table 3.1 shows that agents and points of sale are an important and main sales channel in distributing products and services of VNPT Hoa Binh. Therefore, every year, VNPT Hoa Binh increases the number of agents and retail points to promote the VNPT brand, improve customer care and support activities, and receive comments through retail points to improve the quality of the customer service network.

Besides, there is a system of installation, repair, record management, and complaint resolution departments. Related to the payment process in the final stage of the service provision process is fee calculation, invoice printing and fee collection. During this period, there are two related departments: the operations department of VNPT Hoa Binh Business Center, the marketing and customer care departments, and the accounting department of VNPT Hoa Binh centers. In addition to the direct supply and customer support departments, VNPT Hoa Binh also has a team of indirect staff from departments from VNPT Hoa Binh to affiliated centers with functions of inspection, supervision, Analyze reports and propose measures and policies for customer care activities. The main stages of customers using Hoa Binh Telecom's telecommunications services include:

- The process of identifying and signing a contract to use telecommunications services: This stage is the direct task of the marketing and sales department. The marketing department is responsible for investigating customer needs, developing marketing plans, implementing communication messages to target customers, and organizing sales promotion programs to attract and invite customers. Impact on forming expectations and organizing sales promotion through VNPT Hoa Binh's sales channel system for customers to sign service use contracts.

- After signing a service contract with the sales department, customer information will be transferred to the direct installation department of the Telecommunications Centers. The installation department must coordinate

with the relevant switchboard management department (mechanical department) to provide telecommunications infrastructure to sell services to customers.

- During the process of using the service, customers may encounter problems such as loss of transmission signal, broken terminal equipment, or questions that need to be answered... Technical-related problems will be resolved. The technical department coordinates to handle and resolve questions related to the usage process and other issues will be answered through the complaint resolution department and free automatic response boxes. 119 or contact VNPT Hoa Binh staff directly.

Periodically at the end of each month, the accounting department of the units will print invoices and send them to customers (the billing department of the centralized billing business operations department). Based on the invoice and postage notice received, customers can pay through VNPT Hoa Binh's postal collection channels such as banks, pay directly in cash at postal collection points of Hoa Binh City Post Office or Charge collection points of Telecommunications Centers, Customer Service Centers, pay at home as required by each customer, or pay by prepaid scratch card in the form of EZPAY .

Hoa Binh Telecom's customer care service system is governed by the service area. Each district telecommunications center is responsible for the business in the area under its management. Toan Tinh Hoa Binh has a business center that performs customer care functions. The sales departments of the business center all have sales, marketing and customer care departments responsible for implementing customer care activities, and the telecommunication center's line staff are responsible for maintenance. , customer technical support .

Comment: Hoa Binh Telecom's customer care service delivery system has the characteristics of telecommunications services, but is specifically applied to the conditions of Hoa Binh province. However, it is not groundbreaking and is heavily administrative. The Sales Center office block manages the sales departments and sets policies, supervises and directs the operations of the sales departments. VNPT Hoa Binh's customer care service activities are mainly customer support and maintenance. The relationship between customers and VNPT Hoa Binh is mainly indirect through telecommunications centers and regional sales offices.

3.1.2. Process in customer care service of VNPT Hoa Binh

3.1.2.1. Pre-sales stage.

During this stage, customer service is responsible for providing information to customers with the purpose of forming customer expectations and managing customer expectations to ensure commitment to providing responsive services. customer's need. Therefore, in this period, VNPT Hoa Binh has carried out a series of advertising forms such as advertising with leaflets, posters, banners, advertising on television programs of Hoa Binh television stations, television stations, etc. Hoa Binh cable TV, advertising on Facebook, Zalo. Besides, VNPT Hoa Binh also carries out advertising by sponsoring humanitarian and community-based programs such as sponsoring the education sector, sponsoring union activities... to create benefits for customers. certain awareness about services, products, prices and promotional programs... In parallel between the above communication channels, VNPT Hoa Binh organizes direct marketing, free consulting services, and... Organizing events to organize PR and service communication for customers to recognize, free service introduction mailbox 801104.... To improve the qualifications of the customer contact team, VNPT Hoa Binh has combined with many partners such as THP, VTN, Vinaphone... regularly open training classes on customer care skills for transaction staff and those who have direct contact with customers to bring satisfaction to customers. client.

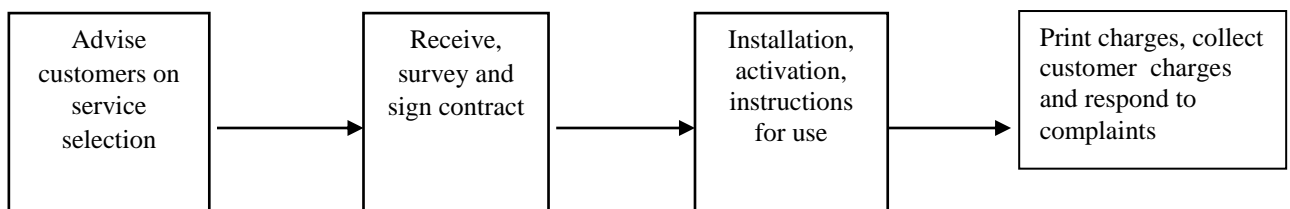


Figure 3.1. New telecommunications subscriber connection process
(Source: Business Center Operations Department - VNPT Hoa Binh)

3.1.2.3. Post-transaction phase

In the telecommunications market, customer care services are mainly performed at the post-transaction stage. The task of customer care service is to maintain old customers, increase loyal customers and attract

potential customers. To do this, VNPT Hoa Binh organizes a customer care service system according to each market region with specific components:

- Customer management to manage customer needs by building customer classification criteria and building customer database management software. Installation, activation, instructions for use Receiving, surveying and signing contracts Advising customers on choosing postage printing services, collecting customer charges and answering complaints.
- Develop care policies for each customer (policies on technical priorities, economic policies).
- Organize the customer support system (fix technical problems of the service).
- Build relationships with customers.
- Ensuring network quality, service quality, service quality.
- Organize the telecommunications fee collection system and respond to customer complaints at the addresses requested by customers.

3.2. Current status of customer service.

3.2.1. Customer management .

VNPT Hoa Binh carries out customer classification according to the guidance of the Vietnam Posts and Telecommunications Group in Decision No. 3825 /QD-GCTT dated September 26, 2015 and official dispatch No. 3158/TCCBLD-GCTT dated September 15. October 2015 . According to instructions, VNPT Hoa Binh's customers are divided into the following categories: special customers, operator customers, special business customers, large customers, small and medium customers, individual customers. individuals and households.

Table 3.2. Data on special customers, special businesses, large customers, high revenue customers as of December 31, 2020 of Hoa Binh Telecommunications

No	Unit	Special customers, special businesses	Big customers	High revenue customers
1	Luong Son district	31	14	55
2	Da Bac district	72	68	179
3	Cao Phong district	44	21	104
4	Tan Lac district	49	36	121
5	Mai Chau district	52	39	114
6	Lac Son district	60	33	128
7	Yen Thuy district	79	87	274
8	Kim Boi district	53	28	146
9	Lac Thuy district	49	45	161
ten	Hoa Binh City area	122	799	2,088
	Total	611	1.170	3.370

Source: Department of Accounting - Business Center Planning - VNPT Hoa Binh

Thus, with the above customer classification method, the unit has not classified customers according to the criteria of having continuous and long-term use of the service (loyal customers, but has not classified customer groups with high levels of influence). Great impact on VNPT Hoa Binh such as: education, healthcare, gasoline, taxi, not yet classified according to the revenue contribution of each telecommunications service, for example, large customers using Vinaphone postpaid mobile... to Issue policies to care for these customers; The level of revenue generated for customers with high revenue also needs to be reviewed to be consistent with the market

and the level of service usage of customers, products and customer care policies of competitors .

To implement customer care policies, the unit needs to build a good customer database system. But the customer database in recent times has not been effective in providing customer information. Looking up information about customers is still difficult, there is no system to look up and support customer care in the most convenient way. The database is still rudimentary and has no centralized system, so it does not support customer care well.

Current status of customer database at NVPT Hoa Binh: The CRM program was invested in 2019, only deployed at the Business Center including the following functions:

- + Manage promotional programs;
- + Manage customer information, date of birth, payment history;
- + Complaint management;
- + Charge debt reminder;
- + Manage broken subscriptions.

However, from the time it was put into use, the assignment of system administration tasks and updating management data on the machine was not clear, there was no person responsible for system administration, and there was no report on usage status. Difficulties in the program system; Many functions of the system are not deployed, urged, monitored for data updating, exploitation and use, so the program is not put into practice, only the debt reminder part is used for automatic debt reminder. monthly reminds about 5,000-6,000 customers.

VNPT Hoa Binh's customer care work and customer policies in recent times have still been carried out on the basis of customers' arising charge data, customer information in the billing system, and customer groups. Each year-end care period, each year-end holiday and New Year is a combination of billing data and reported by the unit that prepares the list.

In response to customer complaints, none of the units have used the CRM system, but only opened manual complaints tracking books, and the units have not had any official reports on the status of complaints or complaints. ...

Updating information about name, address, ... date of birth, customer type in the billing system does not have a place to enter, or has not been entered in a standard way... leading to statistical reporting and analysis. Data lacks accuracy and completeness...

Information about large customers, information about loyal customers, information about subscription history, and information about policies that customers enjoy are incomplete and not linked together, so it is impossible to evaluate the effectiveness of the service. customer care programs.

The department receives customer information mainly through service contracts with sketchy information including only date of birth, full name and address, so there is no personal need information such as personal preferences. .. and there is no standardization and regular updates, so when customers have changes such as changing street addresses, house numbers or family changes, there is no input information to manage customers, which is very difficult. for managing customer expectations and meeting individual customer needs and desires, but only providing customer care by group of needs and on focused holidays.

Currently, VNPT Hoa Binh's form of telecommunications fee collection is mostly collected at customers' homes. VNPT Hoa Binh outsources freight collection for 4,000 VND/invoice. The current situation at VNPT Hoa Binh is that many customers use many services, each service prints a different invoice, this not only annoys customers, costs VNPT Hoa Binh, but also affects the company's business. Calculating customer revenue to classify customers into what type of customer to take care of. VNPT Hoa Binh has required the fee collection force to identify information and combine a customer's services into one invoice, however, implementation progress is very slow because of the impact on the collector's income. This is also not effective.

3.2.2. Develop customer care policy .

+ **Pricing policies (discounts, discounts)** : applicable to special customers, large customers, high revenue customers (distinguished by level of revenue), specifically as follows:

- *Discount and bonus policy for big customers* :

Commercial discount of 10% on total revenue generated from international landline calls (including IDD and VoIP171 calls).

Reward policy for domestic long-distance telephone services (revenue generated from fixed telephones making long-distance intra-provincial, inter-provincial, and mobile calls):

5% bonus for customers with total revenue from telecommunication services arising from 1 million to less than 3 million VND/month.

Bonus 7% for customers incurring charges from 3 million VND to under 5 million VND/month.

10% bonus for customers incurring charges of 5 million VND/month or more.

- *Free and discounted policies for large customers, special customers, special business customers, and high revenue customers :*

Free registration and monthly usage fees when customers use the call center's added services.

Free connection fee for ADSL-MegaVNN Internet subscription on existing telephone subscription lines (excluding terminal devices) when customers commit to using ADSL-MegaVNN Internet service for 12 months or more.

Free connection to wired cell phones on the available MegaVNN Internet line.

50% discount on network connection fees for landline phones, GPhone, and Vinaphone postpaid mobile phones.

Free transfer of fixed phone and Internet MegaVNN subscribers.

Policy on free deposit of good numbers, discount on good numbers for large customers, special customers, special business customers: Free replacement of mobile sim, 4G sim in case the customer sim is broken or burned . Direct discount of 300,000 VND/charge for group owner subscriptions in businesses with over 10 postpaid mobile subscribers or 500,000 VND/charge for group owner subscriptions with over 30 subscribers.

+ ***Policies to support customers*** in using some products and services for free such as: giving away free services, lending terminals for free, giving away free software... Priority order Technical support according to customer service usage such as: prioritizing service provision as soon as possible, troubleshooting problems as soon as possible for large customers, special customers, and special businesses.

+ ***Policy on visiting and giving gifts to customers*** on the occasion of Tet holidays, major holidays, and important days of customers (including filial piety days)... applies to large customers, high revenue customers, special customers, special businesses, loyal customers, specifically:

- *Large customers :* Depending on the total revenue generated by the average customer/month, the gift value is determined:

Maximum 200,000 VND/customer/year for customers with revenue from 1 million to less than 3 million VND/month.

Maximum 400,000 VND/customer/year for customers with revenue from 3 million to less than 5 million VND/month.

Maximum 600,000 VND/customer/year for customers with revenue from 5 million to less than 10 million VND/month.

Maximum 2 million VND/customer/year for customers with revenue of 10 million VND/month or more.

- *Special customers, customers who are special businesses :* If this customer has a level of revenue that belongs to the large customer group, the gift value for large customers will apply but the minimum is not lower than 300,000 VND/customer/year; If the generated revenue has not reached large customers, the maximum gift value is 300,000 VND/customer/year.

- *For customers with high revenue :* Depending on the actual conditions in each unit, there may be gifts or flowers, letters (cards) of congratulations, and visits on birthdays, founding days, and traditional days. - special day for customers - lower costs compared to large customers.

+ ***Other support policies:***

- Large customers, special customers, special business customers, and customers with high revenue can choose the form of telecommunications fee collection according to the customer's needs.

- Regularly test and ensure network quality always operates well under normal conditions.

- Free maintenance support for internal PABX switchboards (excluding materials for maintenance and replacement) when customers request.

- Prioritize information recovery when telecommunications subscribers lose contact or have problems with MegaVNN Internet lines.

- Prioritize installation and relocation of terminal equipment (to the extent that the unit can meet customer requests).

- Regularly notify in writing new policies for large customers, special customers, and special businesses to introduce to customers new services of Hoa Binh Telecommunications...

Table 3.3. Number of implementing VNPT Hoa Binh's customer care program from 2018 to 2020

Unit: million VND

TT	Programme	2018	2019	2020	Compare (%)		Average growth rate (%)
					2019/2018	2020/2019	
1	Give online birthday gifts to customers	42,154	43,054	45,124	102.14	104.81	103.5
2	Give gifts to customers big	677	689	701	101.77	101.74	101.76
3	Give gifts to long-time customers	31,431	31,542	33,154	100.35	105.11	102.73
4	Give gifts to large corporate customers	1,451	1,489	1,526	102.62	102.48	102.55
5	Dealer Conference	21	23	25	109.52	108.7	109.11
6	Large corporate customer conference	38	40	45	105.26	112.5	108.88

Source: Accounting and Planning Department

The number of customer care programs has tended to increase over the past 3 years. In 2020, the number of customer care programs increased significantly. The increase rate of 2020 compared to 2019 is higher than the increase rate of 2019 compared to 2018, proving that VNPT Hoa Binh is increasingly focusing on customer care.

In addition, a new point in improving customer satisfaction is that VNPT Hoa Binh makes post-check calls to each customer about the sales staff's attitude and package consulting skills, checking to see if the customer has successfully activated the call or accessed the mobile network. In addition, we also advise more carefully about the promotion program taking place during the month as well as record customer feedback because currently customers receive too many spam messages, so many customers when receiving messages do not pay attention to existing promotions VNPT Hoa Binh. Especially in 2020, VNPT Hoa Binh coordinated to implement the prepaid subscription maintenance program for more than 1,500 customers whose one-way charges were blocked with incentives for free calls for intra-network calls.

3.2.3. Customer relations and customer support.

a. Relationship with customers:

- *Forms of relationships with customers:* The unit's relationship with customers is through the following forms:

+ Communication of the leadership team with customers...

+ Communication between staff and customers:

. Direct communication: transaction staff, installation staff, repair staff, maintenance staff, fee collection staff, marketing staff...

. Telephone communication: stations answer questions, provide information, receive subscriber requests: report failures, complain...

. The unit's communication with customers via fax, E-mail, website, official letters...

+ Organize conferences, seminars... with customers.

+ Organize customer feedback through many forms: toll-free hotline, E-mail, via website, feedback letters...

Regarding customer communication: VNPT Hoa Binh has implemented customer conferences, researched customer needs...

Regarding the principles of behavior in customer communication, some employees (including management level) when interacting with customers in recent times have not created an impressive image in the minds of customers. Customer communication attitude lacks professionalism and does not demonstrate a civilized, warm, and polite style. In particular, there are also employees who show disrespectful behavior to customers, causing anger for customers.

Telephone communication between employees and customers includes professional greetings from 119, 1080, and customer care departments; However, the responsibility for resolving customer requests over the phone is not high, and customer inquiries are not promptly and thoroughly resolved.

+ Carry out visits, give gifts, flowers, postcards... to customers on holidays, New Year, important days, special days (including days of filial piety and joy); Prioritize objects: large customers, special customers, special business customers...

In order for customer care to be highly effective, the centers have assigned each employee to be in charge of and manage a certain number of large customers. These employees are responsible for resolving monthly development requests arising such as monitoring and troubleshooting, monitoring fluctuations in revenue, and the number of locomotives increasing or decreasing that these customers are using. However, with a limited number of employees, customer care service is not very effective. The units only have 1 sales staff in charge of customer care; Therefore, customer care activities such as: free network connection fees, customer care on holidays and birthdays are still not focused and carried out regularly.

- *Principles of behavior with customers:*

When interacting with customers, employees of units must comply with the following basic principles of conduct:

+ All officials and employees at all management levels and positions when dealing with customers must demonstrate civility, courtesy, equality, respect, and cooperation for mutual benefit of customers, for the sake of reputation of Vietnam Posts and Telecommunications Group and the unit.

+ For tellers, when coming into contact with customers, they must ensure that they dress according to regulations, wear employee identification cards, have a warm and polite attitude, receive and resolve customer requests in accordance with the regulations, rules and procedures. In case a customer has a complaint that the transaction staff cannot resolve or does not have the authority to resolve, the transaction staff is responsible for receiving the customer's complaint request or guiding the customer to meet with staff responsible to resolve.

However, at VNPT Hoa Binh there are still some cases where officers and employees have not strictly followed the unit's regulations, and some employees in some units have not worn employee ID cards when going to work. Some units have been overcoming this situation, having uniforms for employees and requiring employees to wear appropriate clothing when interacting with customers. However, the labor department collects fees at home. Customers outsourced by VNPT Hoa Binh have not been provided with VNPT uniforms when contacting customers.

+ Strictly prohibit any act of overpowering, belittling customers, causing anger to customers, accepting gifts or compensation from customers during the process of providing services.

+ It is strictly prohibited to disclose customer-related information or use customer information for purposes other than providing services and customer care.

+ Customer conferences are organized in accordance with the target customers, ensuring compliance with the principles: respecting customers, not showing off formality, efficiency and savings. Receive constructive feedback from customers at the conference. For comments that do not have enough information to respond at the conference, the organizing unit will respond later, avoiding responses that cause misunderstandings about the service. Strictly avoid arguing with customers at conferences.

b. Customer care service results at VNPT Hoa Binh.

Starting from the customer care role are:

- + Keep existing customers, create loyal customers.
- + Attract potential customers if existing customers are satisfied.
- + Reduce costs for businesses, especially advertising costs and overcoming customers leaving the network.

Table 3.4. The data reflects customer care results at VNPT Hoa Binh

No	Content	2018	2019	2020
1	The number of real customers increased	35,416	30,142	30,123
	<i>Ratio of next year compared to previous year %</i>	<i>115.66</i>	<i>85.11</i>	<i>99.94</i>
2	Number of customers leaving VNPT Hoa Binh	1,260	3,339	16,695
	<i>Ratio of next year compared to previous year %</i>	<i>150</i>	<i>265</i>	<i>500</i>
3	Large customer fluctuations (<i>Revenue over 1 million VND/month</i>)	353	540	925
	<i>Ratio of next year compared to previous year %</i>	<i>91</i>	<i>153</i>	<i>171</i>
4	Changing customer loyalty	201,124	229,145	260,987
	<i>Ratio of next year compared to previous year %</i>	<i>125</i>	<i>114</i>	<i>114</i>
4.1	Customers have a loyalty period of <1 year	30,584	29,845	45,987
	<i>New customer growth rate %</i>	<i>109</i>	<i>98</i>	<i>154</i>
4.2	Customers over 1 year	169,879	200,987	215,874
	<i>Increase rate of loyal customers %</i>	<i>128</i>	<i>118</i>	<i>107</i>
4.2.1	Customers have a loyalty period of over 1 year to 3 years	81,145	85,786	84,475
	<i>Increase rate of loyal customers %</i>	<i>123</i>	<i>106</i>	<i>98</i>
4.2.2	Customers have a loyalty period of over 3 to 5 years	39,845	51,402	58,001
	<i>Increase rate of loyal customers %</i>	<i>129</i>	<i>129</i>	<i>113</i>
4.2.3	Customers have a loyalty period of over 5 years	48,678	62,789	73,401
	<i>Increase rate of loyal customers %</i>	<i>135</i>	<i>129</i>	<i>117</i>

Source: Business Information Operations Department - VNPT Hoa Binh

From the results reflected in the table above, it is clear that VNPT Hoa Binh's business picture in general and customer care activities in particular are showing signs of decline.

+ VNPT Hoa Binh's role in attracting potential customers to the network has slowed down since the competition situation became more and more fierce, when competitors Viettel and FPT Telecom finished investing in infrastructure for broadband services and directly competing with VNPT Hoa Binh, customers have made comparisons, customer expectations are formed at a higher level than before competition, so the level of customer satisfaction when using VNPT's services Hoa Binh is in decline, but the basic reason is that VNPT

Hoa Binh's customer care process has been selling alone for too long in one market in a monopoly mechanism, doing business in the old style, so there is little focus on customer care activities. row. The market size is getting larger but the speed of expanding market share of VNPT Hoa Binh is getting smaller and smaller, the actual increase in online customers is low, especially in 2019 compared to 2018, only reaching 85.11%.

- Evaluation of potential customers on the reasons for not using VNPT Hoa Binh's services

Table 3.6. Results of survey of potential customers of VNPT Hoa Binh

No	Reasons for not using Hoa Binh Telecommunications services	Ratio %
1	No need to use	10 %
2	Are using the services of another telecommunications company	22%
3	Due to the poor service quality of Hoa Binh Telecommunication	16 %
4	Due to the poor service style of Hoa Binh Telecommunication staff	10%
5	Due to higher freight rates of other businesses.	3 3 %
6	There is a need but Hoa Binh Telecom's network capacity cannot meet it.	5%
7	Due to inability to pay.	4%

Source: 2021 survey results

Table 3.7. Results of investigation into the cause of customer death

No	Reasons why customers quit	Entire Province
1	There is no need	36.03 %
2	Due to high fares	3.78 %
3	Due to untimely repair of machine wires	3.17 %
4	Due to network quality	5.16 %
5	Due to not resolving freight inquiries thoughtfully	1.96 %
6	Due to unreasonable fee collection	1.01 %
7	Because the machine was cut off to collect charges	2.63 %
8	Due to switching to other services of VNPT	14.31 %
9	Due to switching to using the services of another business	10.13 %
10	Other causes	8.78 %
11	Away from home	11.75 %
12	Restored again	1.28 %

Source: Business Information Operations Department - VNPT Hoa Binh

+ Loyal customers tend to increase slowly from 125% in 2018 compared to 2017 to 2019/2018, decreasing to 114%. The group of customers who have been active online for less than 1 year when using VNPT Hoa Binh's services fluctuates unpredictably, mainly increasing the number of customers due to promotional programs attracting them to the network and then operating with exceptional service quality. Customer care quality

did not meet expectations, customers left the network without being able to switch to the group for more than 1 year. Therefore, this is also one of the main reasons leading to the low growth rate of the customer group over 1 year.

In the group of customers who have been loyal for more than 1 year, the group with an operating time of 1 to 3 years is in sharp decline due to not being able to attract many potential customers online, not being able to keep customers online for more than 1 year and Because this group is new customers, their loyalty is lower than the above groups and their expectations are higher, so they are easily influenced by competitors, and VNPT Hoa Binh's customer care policies are focused on based on revenue level without paying attention to customer loyalty while competitors attach importance to customer loyalty to have a policy of prioritizing customer care, so communication promotes the impact bad for VNPT Hoa Binh's customer expectations while VNPT Hoa Binh has not managed customer expectations, leading to an increasing number of unsatisfied customers.

Customer groups that have been online for more than 3 years have a higher level of stability due to the time spent with VNPT Hoa Binh, especially the integrated use of many digital services that have become familiar and these customer groups often have high revenue. more than 500,000 VND/month should be taken care of better because VNPT Hoa Binh's customer care policy focuses resources on the group of customers with revenue of 500,000 VND/month or more.

Customers with more than 5 years of experience are often VIP customers, so their revenue is very high and they require the use of many added-utility services and new technologies. This group began to have a decrease in volatility because competitors implemented marketing policies targeting VIP customers of VNPT Hoa Binh to encourage full use of all special services, new high-quality services. such as FTTH fiber optic cable transmission, attractive mobile packages... and using price policies combined with customer care technology, especially being flexible according to fluctuations in customer expectations, so there is a tendency to decline. This is a warning siren that if VNPT Hoa Binh does not improve the quality of customer care soon, it will not only lose lower-class customers with low revenue and low loyalty, but will also lose 20% to 80% of its revenue. of the unit.

However, because VNPT Hoa Binh's customer care policies are based on revenue criteria but do not really manage customer expectations and meet those expectations, it only stimulates a group of customers with high revenue. The group of large customers has also increased in recent years, but the number of large customers is not commensurate with the customer size, which poses a risk that competitors are gradually gutting services in the 20% customer group. top, so the growth rate is not commensurate with the growth rate of customer demand. Customer care based on the criteria of revenue contributed by customers to VNPT Hoa Binh will not be sustainable because customer loyalty will gradually decrease, especially when the economic resources of the unit invest in customers. decline compared to competitors.

Thus, in terms of overall customer care quality of VNPT Hoa Binh, it is declining and has not met customer expectations, especially not performing well the role of customer care in production and business activities. business of VNPT Hoa Binh.

IV. Conclusion

4.1. These achievements.

With the motto that customers are king, VNPT Hoa Binh always changes and develops to meet the highest needs of customers, while always focusing on service development and customer care:

- Hoa Binh Telecommunication has built a system of sales and customer care channels in many regions in the province, reaching customers everywhere. The distance from the customer to the service location is short. Hoa Binh Telecom's store system has been synchronized with the brand, creating an impression for customers.

- Initially built a customer classification and customer management system.

- There are customer support policies, including economic policies and technical support policies for special customers, special business customers, large customers, and business customers. high revenue.

- VNPT Hoa Binh's sales and customer care team is trained through school and has telecommunications expertise to meet customer needs.

- Every year Hoa Binh Telecom organizes a Customer Conference to listen to feedback from customers and then have solutions to meet customer needs.

- Annually organize customer care activities on the occasion of the beginning of the lunar new year; Customer care activities on important days of customers (birthdays, founding days, filial dates, weddings... of special customers, special corporate customers, large customers, customers have high revenue) are implemented by all units.

- Has established a customer service department to perform customer care functions in Hoa Binh city and a number of deployed contents throughout the province such as receiving and answering customer inquiries and organizing customer conferences. ...

Over the past time, VNPT Hoa Binh has continuously improved service quality, bringing high quality services to consumers, thanks to its advantages in infrastructure, modern technical investment, and many construction projects. station, thereby having the ability to significantly shorten the cable distance to the customer's house, so the probability of transmission line problems is very low and cable breaks are unlikely to occur.

4.2. Limitations and reasons

4.2.1. About customer management

VNPT Hoa Binh does not have regular, continuous and scientific management of customer needs and expectations, especially applying information technology to customer management, showing:

- + Customer classification does not pay attention to loyal customers who have used the service for a long time (there is no customer loyalty index), the classification criteria are mainly based on revenue to serve the following purposes: The unit's hot targets are seasonal based on each customer care session to retain high-revenue customers; classification criteria according to each service or each industry have not been implemented.

- + It is not possible to combine a customer's services into one invoice to facilitate management and customer care.

- + Customer needs management, in other words, information from customers is too sketchy, only addresses and phone numbers, and most of the rest are customer needs such as hobbies, birthdays, anniversaries. concepts, online loyalty time, service needs and payment needs, history of customer communication problems due to causes, number of complaints, whether the complaint content is repeated many times, what is the customer's personal life like... it is lacking and not consistent like the house or office has changed its name and address but the data has not been updated...

Reason:

- The customer database is still manual, there is no customer data management software program that meets the requirements for customer care activities, the current CRM program is too outdated and does not meet the requirements. internal customer needs during the customer care support process and have not yet managed the needs of external customers. The current customer database system does not meet the support requirements for customer care.

- Leadership is not decisive in assigning individual responsibility for updating customer information to make management and care more convenient.

4.2.2. About customer care.

- Economic policies in recent times have only paid attention to large customers, not really attracting customers different from competitors due to customer care criteria. Paying a lot of attention to revenue targets, not paying attention to customer loyalty.

- The unit's superiority in diversifying the services provided to customers and the number of loyal customers online has not been promoted through policies linking and integrating multiple services to reduce fees and provide incentives. Encourage consumption of many VNPT services within one customer code.

- Implemented a payment discount policy for customers who pay earlier than the maximum limit or pay on time to encourage customers to pay fees early to increase benefits for customers and increase efficiency. debt collection, however, the prepayment discount policy is not as superior and diverse as that of competitors.

- There is no other way to care for customers other than the switchboard system and transaction point staff, so when the problem is called many times and not resolved, we only get a waiting answer, but we don't know how long we'll have to wait.

4.2.3. Customer support.

- Organized a channel to answer customer information and receive centralized failure reports via toll-free number 119 to support customers during the process of using the service. However, not yet thoroughly grasped by all staff. Employees instruct customers to report problems through the 119 switchboard, but there are still customers who report problems through acquaintances, which leads to complaints being made by the Center leaders, affecting customer care. The organization of the service response and support system is not yet diverse, unified and centralized throughout the province, causing trouble for customers when reporting problems.

- Has built a Website to advertise, guide customers to use the service and receive service use needs from customers. However, the promotion of this Website is not strong, so many customers have problems. I don't know which site to go to for advice.

- Customers' subscription lines are not regularly tested and maintained, so there are still subscription failures many times, affecting customer psychology.

- The collection of telecommunications charges in many organizational units is not good, the rate of customers with outstanding debt is high, leading to customers leaving the network. The fee collection staff did not satisfy customers, causing customers to be blocked many times due to unpaid fees that clearly had no staff to

collect. The toll collector is the person who has the most frequent contact with customers, however, many toll collectors do not understand the service clearly when customers have questions, do not give clear answers, and have an unprofessional attitude, causing dissatisfaction. good for customers.

- Has not established a database to store and manage customer complaint records as a basis for analyzing, evaluating, and finding solutions to improve service quality and customer service quality.

4.2.4. Relationship with customers

- Have not regularly evaluated service quality according to the instructions in VNPT's service quality standards.

- Communication activities with customers are mainly face-to-face transactions, customer conferences, there are not many behavioral relationships through multimedia information such as directly on the Web, answering online on television. pictures, on the radio...

4.2.5. Weaknesses in internal customer care.

- Quality of the team: Although VNPT Hoa Binh has clearly divided the technical and business teams in accordance with the motto of the Vietnam Posts and Telecommunications Group of "specialized - effective", However, the technical department is also assigned to sell, leading to a situation where when customers want advice, the sales and marketing staff are weak in terms of technique, and the technical staff are weak in terms of expertise, especially qualifications. information technology to support MegaVNN Internet service for customers.

- Poor awareness of customer care among some staff, including leaders of some Telecommunications Centers, has led to the poor implementation of VNPT Hoa Binh's customer care work. routine, superficial, unprofessional. The proactiveness of the units is still limited and weak in implementing the directions of VNPT Hoa Binh.

- The customer care organization system is not professional but is concurrent. The customer service team simply performs customer care in Hoa Binh city but has not deployed customer care throughout the province. following the customer care function instead of selling as currently.

- Internal customer care activities still have many weaknesses and do not meet employee expectations, so they do not motivate employees to give their best.

- The salary and bonus mechanism is not really a motivation to encourage employees to improve work efficiency in customer care.

4.3. Cause of limitation

- Currently in each VNPT Hoa Binh district there is only one transaction store and the store opening hours coincide with working hours so it does not create convenience for customers.

- Daily cleaning of desks and transaction rooms every morning or before work breaks has not been done seriously.

- Subjective awareness of employees when selling, not paying attention to customers' needs and desires when using accompanying services.

- VNPT Hoa Binh is not completely proactive in customer care work. Customer care policies depend heavily on the Group and Vinaphone Corporation. Some customer care gifts are also purchased and sent from outside Vinaphone Corporation.

- The customer database is still sketchy, the management of customer needs or in other words, information from customers is too sketchy.

- Training is lackluster and lecturers are not close to reality, leading to shallow training knowledge and lack of depth and expertise.

- Regular assessment of service quality according to the instructions in Viettel's service quality standards has not been fully implemented.

- Staff's professional qualifications and communication skills are limited.

- Some units are lax and do not properly implement service provision and subscriber maintenance processes, and do not ensure service quality indicators provided to customers.

- Economic policies in recent times have only paid attention to large customers, not really attracting customers other than competitors.

- The salary and bonus mechanism is not really a motivation to encourage employees to improve work efficiency in customer care.

4.4. Some solutions to improve VNPT Hoa Binh's customer care service.

4.4.1. Infrastructure solutions.

+ Improve the quality of telecommunications services .

In a competitive environment, the service quality of each service provider is also affirmed through customer care. This is an important step in the business operations of every enterprise. Currently, there are many

telecommunications service providers on the market, so customers have the right to choose which service is good and satisfies their needs. For telecommunications products, which are immaterial products, their quality is clearly demonstrated. Therefore, product quality is very important. After a period of fact-finding, through inquiries about the level of customer satisfaction with VNPT Hoa Binh's telecommunications services, customers have judged that the service quality of the unit is still inferior. compared to the services of other telecommunications service providers and there are also some customers who have stopped using VNPT Hoa Binh's services and switched to using other services due to poor service quality. . Therefore, the first and urgent task for VNPT Hoa Binh's services is to try to perfect and improve service quality, specifically:

- + Convert large capacity ADSL subscribers using copper cables to FTTH fiber optic network to keep network quality more stable.

- + Invest in installing additional Mini - IP DSLAM equipment to shorten information distance, improve quality and develop ADSL and MyTV services.

- + Invest in installing new equipment so that BTS stations have wider coverage to ensure mobile network quality.

- + Regularly check and ensure network quality always operates well.

- + Free maintenance support for internal PABX switchboards (if any).

- + Prioritize troubleshooting, installation, and relocation of terminal devices (within the unit's ability to respond).

- + Prioritize receiving requests to register for services at home: installation, connecting to the subscriber network, changing information in the Contract, registering to use VAT telecommunications services, etc.

- + Free repair and maintenance of terminal devices, lending terminal devices to customers, giving terminal devices away... depending on the customer's priority;

+ Modernize facilities and equipment at the transaction counter

Basic VNPT Hoa Binh transaction points are very convenient for customers' transactions and travel. But these transaction points need to be larger, more spacious and more modern to create a comfortable feeling for customers when transacting at the store. Furthermore, upgrading facilities aims to help customers clearly see the financial strength, safety and comfort in transactions and the professionalism of the network operator. In addition, to compete with other telecommunications businesses, upgrading facilities must ensure modernity, science, convenience, and bring the company's own identity. VNPT Hoa Binh. Therefore, some proposed solutions are as follows:

- The construction arrangement of new stores as well as transaction centers needs to be carefully evaluated and considered in choosing locations to create favorable conditions for travel and transactions of priority customers. Choose densely populated areas, industrial parks, and industrial clusters. Pay attention to using funds to repair and renovate stores to upgrade the image and scale of operations of transaction centers in town areas and large, key districts of the province.

- Upgrading and changing equipment in the headquarters at stores and transaction centers at the district level in a uniform direction, according to VNPT Hoa Binh's predetermined designs, signs and delivery counter notices. Services and interior systems ensure aesthetics and convenience in customer transactions.

- Sample transaction documents printed in color and with VNPT Hoa Binh's logo are placed in front of the transaction counter, customers automatically fill in information requesting service provision. Step by step, pre-design templates to serve customer transactions without needing to spend a lot of time filling out forms according to regulations. The process of completing documents is completed by tellers, sales staff, and customers. Customers just check and sign the relevant documents to complete the prescribed procedures to be provided with services.

- Design and rearrange the workspace in the direction of increasing space for customers, encouraging customers to stay longer to read promotional materials, to learn about service options on request, and to create favorable conditions for customers. Encourage employees to introduce services and encourage them to use the services.

4.4.2. Customer management solutions.

Build customer database :

The customer database must be built centrally according to the Group's regulations and in accordance with the situation of VNPT Hoa Binh. The customer database is built based on customer classification regulations and is regularly updated with changes in customer information including:

- Customer name: Customer's actual name, title.

- Work address, home address.

- Customer code: Payment code assigned to the customer.

- Contact phone number/internet account number.
- Usage service.
- Customers are divided according to customer characteristics:
 - + Special customers.
 - + Special corporate customers.
 - + Customers are other operators.
 - + Customers are organizations.
 - + Customers are individuals and households.
 - + Agent.
 - + Professional.
 - + Public service.
 - + Waterfall business

4.4.3. Customer support solutions.

Organize a proactive channel system to provide information from businesses to customers:

- Organized in the form of messages to notify customer care policies for postpaid mobile subscribers from Hoa Binh Telecom's professional phone number.
- Organize information channels to notify customers through the ACD automatic switchboard system (automatic phone number 801108).
 - Notify customer care policies to customers by sending letters to the customer's address (need to standardize the content of the notice, form of letter paper, envelope... to show respect for customers). with customers and professionalism in customer care).
 - Announce customer care policies and respond to online support consultation via Hoa Binh television and via the internet.

4.4.4. Organize customer care apparatus.

Reorganize the specialized customer care apparatus from top to bottom.

The current situation of the number of employees working in specialized customer care at VNPT Hoa Binh accounts for less than 5% of the total number of employees and the vast majority are part-time workers, 80% have not been trained in Marketing knowledge. . The customer care apparatus needs to be restructured.

- The customer service department is the focal unit to organize, monitor and evaluate the customer care programs proposed by VNPT Hoa Binh instead of performing sales and customer care functions only in the city. Hoa Binh is mainly as it is today.

Recruit, train, and appoint customer service staff.

- Need to recruit customer service staff with economic knowledge, professional qualifications and public examination with good quality instead of accepting people who are not recruited as currently and then rotate to care work. Customers who leave the training field do not understand anything about services, operations and communication skills...
 - Recruitment according to the requirements of departments and employing units, it is necessary to organize exams to select workers with good quality, enthusiasm and good health.
 - Build a culture of appointment by term and flexible rotation of officials, a culture of resignation, and abolish the appointment culture of sitting forever until retirement to create opportunities for young workers with capacity and enthusiasm. The theory has a striving mindset and has opportunities for advancement.
 - Training on corporate culture, industry traditions, products, customers, competition, customer service skills, customer service cycle, organizing customer care competitions that incorporate the above content to create internal customer loyalty

Organize and develop regulations and customer care standards.

Based on service quality standards and service point standards as well as sets of quality standards, functional departments can build a set of service standards for VNPT Hoa Binh based on the Group's general regulations. From there, it serves as a basis for commitment to customers and a basis for managing the quality of customer care.

- Direct communication team: marketing, transactions, computer lines, debt collection: Regarding customer communication style, regulations on wearing employee ID cards and uniforms according to regulations.
- Communication via phone, email, dispatch: telephone operator 119, hotline, 1080: Regulations on greeting customers by phone; Responsible for resolving customer requests quickly and thoroughly.

- Build a system of customer service quality standards for positions: Telecommunications transaction, 119 telephone operator, hotline...

4.4.5. Improve the quality of staff.

+ Build a human resources team with both moral qualities, high sense of responsibility, and professional capacity and arrange jobs in accordance with the professional capacity of staff, creating favorable conditions for staff and workers. Employees can develop their capabilities because resources play a very important role in determining business results.

+ Focus on vocational training for new employees, with special priority given to training in professional skills and communication and customer service skills, training according to each employee's job description according to The labor contract has been signed between the employee and the employer, helping newly recruited employees immediately adapt to the assigned work.

+ Regularly evaluate and survey customer attitudes about staff's style and service attitude. From there, we propose measures to improve the environment and working conditions for employees, respect employees' opinions and create favorable conditions for employees to study, research and be creative.

+ Regularly thoroughly grasp to raise the awareness of each employee about the meaning and importance of customer service skills and style, considering this an important factor to retain old customers and attract new customers. Attract new customers, improve competitiveness, and this result has a direct impact on the material rights of each employee. + It is necessary to have a specialist in charge of training to participate in the unit's training courses and undertake regular training for labor groups.

+ Motivate customer service staff to work so that they can work with motivation and show motivation to strive and have goals to strive to overcome the situation where many employees do not have goals or cannot identify them. target.

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