

THE ULTIMATE MARKETING STRATEGIES TO DOMINATE THE VIETNAM'S E- COMMERCE MARKET

Case company: Shopee

Abstract

Author(s) Tran, Linh	Publication type Thesis, UAS	Published 2021
	Number of pages 47	
Title of Publication The Ultimate Marketing Strategies to dominate the Vietnam's E – Commerce Market Case Company: Shopee		
Degree and field of study Bachelor of Business Administration		
Name, title and organisation of the client (if the thesis work is commissioned by another party) Shopee Pte Ltd		
Abstract <p>With the rapid development of the world and the global economy's modernization, many new models have come out, improved, and replaced the old models. For example, people nowadays start being familiarized with the new kind of market, E-Commerce, which is developing strongly and gradually replacing the traditional shopping market. This is the potential environment for many technology companies to create, build and dominate the shopping market.</p> <p>Besides, marketing is one of the essential parts of the development of every company. And by way of using and applying a suitable and efficient marketing strategy, a company to stand firm in their market. There is one remarkable company that is doing a great job in using many different, creative and impressive marketing strategies to develop the online shopping platform and take the lead in the E-Commerce market in many Southeast Asia countries, Shopee.</p> <p>This research aims to determine and sum up the core factors in the marketing strategies, did create and contributed to the recent success of Shopee is one of the vibrant markets in Southeast Asia, is Vietnam. And the final goal of this thesis is to help the technology companies in Finland, which are running the same company model as Shopee, have an open view, know more, and find suitable marketing strategies to develop and dominate E-Commerce marketing in Finland.</p> <p>In this research, the data is mainly obtained from electronic sources such as books, company reports, articles, small research, and previous studies. And from the qualitative method, by way of investigating, and collecting information from Shopee's customers in Vietnam.</p>		
Keywords E-Commerce, marketing strategies, Shopee, Vietnam's E-Commerce market, development		

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1 INTRODUCTION

The first chapter of the thesis introduces the research background of the study, performs the thesis objectives, research questions and limitations. Presenting the theoretical framework, research methodology and the ways to collect data. The final sub - part introduces the structure of this thesis.

1.1 Research Background

With the rapid development of technology and internet, the business and economy of the world have been had a profound impact. And in this new century, twenty-first, many new models have formed that are more convenient and gradually replaced the traditional format. For example, in the shopping area, the latest market has been created, extended, and gradually replaced the conventional market. This kind of market is growing together with the development and modernization of technology and the Internet. It is called the E-Commerce market. And at the same time, a new model of marketing had been formed to suit that new model of the market, E-Commerce marketing.

In Vietnam, the E-Commerce market was beginning to take shape about five years ago when E-Commerce was still a new term to people and businesses in Vietnam. The big international companies of technology realized the potential of developing the E-Commerce market in a developing country that has a dynamic economy like Vietnam. And Shopee, a company from Singapore did an excellent job in penetrating, developing and taking a lead in the range of technology companies that have the same model of operation in Vietnam.

Looking into the current success of Shopee, an essential factor that contributes strongly is the marketing strategies Shopee has used. These marketing strategies are fascinating and impressive. And in this research, the author will discover and define these efficient marketing strategies of Shopee did contribute to the recent success of the company. This research aims to help Finnish start-ups and businesses with the same operation model have good marketing strategies to consult and develop the marketing plan of the companies to grow and lead the E-Commerce marketing in Finland.

1.2 Thesis Objectives, Research Questions and Limitations

The main objective of the thesis is to find out the core factors in marketing strategies that an international technology company like Shopee has used to penetrate, control, and lead the E-Commerce market of Southeast Asian countries in general and Vietnam in particular. Based on analysing the Vietnam E-Commerce market, the readers and Finnish technology

companies can have an open view of the current status of the E-Commerce market in Vietnam and discover and understand the differences between Vietnam and Finland's E-commerce market. This thesis objective indicates multiple aims. For example, finding out and having the right marketing strategies for their own business and improving and growing the potential development of the E-commerce market in Finland.

Defining the research questions is the most essential and important task in the very beginning period of each research. It helps to determine the direction to plan and deploy the research. In this study, the main research question is:

- What are the ultimate marketing strategies Shopee has used to dominate the Vietnam's E-Commerce market?

The main research question is usually a big and challenging problem to answer at once. Therefore, the sub-questions are to simplify the main research question and enable the researcher to observe and comprehensively answer the problems. The sub-research questions are:

- What is Shopee?
- What are the Vietnam's E-Commerce market characteristics?
- How did Shopee affect the E-Commerce market in Vietnam?
- How did Shopee Become the Top eCommerce Marketplace in Vietnam?

Several certain limitations apply to this research. As mentioned in the topic, the investigation will be focused mainly on investigating the E-Commerce market in Vietnam, a Southeast Asian country. Vietnam is a country that has a young and crowded population, over 98 million people. (Worldometer, 2021). And the case company, Shopee, was also established in Singapore, one of the countries with a stable developed economy in Southeast Asia. The culture and habit of shopping, the scale, and development of the E-Commerce market between a European country like Finland and an Asian country like Vietnam must have specific differences. Therefore, some of the marketing strategies may not suit the traditional companies and customers of the E-Commerce market in Finland.

Furthermore, the research strictly focuses on the E-Commerce market, so it will not be efficient and suitable for any company focusing on different market segmentations. The final limitation of this research is related to language issues. As the research area is in Vietnam, the author translated some information and data from Vietnam's articles or newspapers into English.

1.3 Theoretical Framework

This thesis aims to investigate and determine the core factors of the marketing strategies that help Shopee build and stand firm in the Vietnam's E-Commerce market. And to help other technology companies have the same operation model as Shopee, have more creative and efficient marketing strategies to consider and apply for their development plan. Therefore, the marketing theories, such as the concepts of understanding four key factors that affect the business, and the definition, features, types and future of E-Commerce, are explained in the first parts of this research so that the reader can understand and be familiar with the concept of marketing and E-Commerce before going into the details of the thesis's topic.

At the same time, the answers to the sub-questions are performed. By the data and information from the articles and be appeared in every part. Then, the different marketing strategies such as social network and viral marketing, Shopee's marketing mix, search engine marketing, referral programs, and other marketing strategies of Shopee are presented with the information and data collected from the electronic sources like articles, Shopee annual report, etc.

At the end of the research, the recent status, the dominance of Shopee in Vietnam's E-Commerce market is the clear proof for the efficiency and success of the marketing strategies of the case company, are performed. That information is collected from the survey and the SWOT analysis, is used to show the recent position of the case company compared to other companies in the same market segmentation.

1.4 Research Methodology and Data Collection

Research can be completed in several different ways. Therefore, deciding and choosing which research approach to use is the first phase, is essential to start the investigation. Two different options are used to determine the approach, namely, deductive reasoning and inductive reasoning. With deductive reasoning, the research "top-down" is started. It means the researcher begins the investigation from general knowledge to detailed information. On the contrary, inductive reasoning starts the study indirectly and then focuses on a typical theory to grow the research. (Myers 2013, 23.)

After defining and clarifying the research concept, the method to collect data and what kind of methodology will be used for the research should be set. And the author of the study is the one who will have to choose the most suitable methodology for the research and meet

the research's goal. (Quinlan 2011, 108-110.) And in business scientific research, there are two principal research methodologies, qualitative research, and quantitative research.

Qualitative research will be the ideal method for the study if the research questions start with mostly with "what", "why", and "how". This method is usually focusing on one or some specific group to clarify and understand the reason and the difference of human behaviours. Meanwhile, research uses quantitative method usually contains the questions start with "how many?" or "how much?". This method is about measuring things and focuses on an enormous volume of people in specific segmentations such as age or social status. Despite the distinction between qualitative and quantitative methods, these two methodologies can be combined to deploy research. And without using the combination of qualitative and quantitative methodologies, the answers to the research questions often cannot be found. (Keegan 2006, 11-14)

In this research, these two methodologies are implemented efficiently. Qualitative methodology is used mainly from the beginning to answer the topic question, what the ultimate marketing strategies Shopee used to dominate the Vietnam's E-Commerce market is. And to consolidate and strengthen the answer as well as discover and measure the point of view of customers to the marketing strategies of Shopee. The quantitative method is applied.

After defining the research approach and research methods, the author will find the sources of data for the study. The data will be collected in two different types. The first type of data is primary data. This data is collected from the author implemented the interviews, survey, and discussion with customers of the case company. Primary data employed in this research also results from the author's observation while using the interface website of the case company. The second type of data is existed and is gathered from many forms such as books, annual reports of Shopee, articles, previous studies in the literature, and many other online sources.



FIGURE 1 Research Methodology and Data Collection

In general, this research is implemented flexibly. It is the combination of several different research approaches, research methods, and sources of data. And the main research approach in this study is deductive. Qualitative and quantitative methods are used alternately. And the key source of secondary data is used mainly to collect information in this research.

1.5 Thesis Structure

The thesis is divided into seven main parts, are introduction, E – Commerce market, Marketing Strategies, Case company: Shopee, and the dominance of Shopee in Vietnam’s E-Commerce market. The figure below clarifies the structure of this thesis.



FIGURE 2. Thesis Structure

Initially, the thesis starts with the introduction part includes five sub-parts, namely, research background, thesis objectives, research questions and limitations, theoretical framework, research methodology, and data collection. And the fifth sub-part, as well as the final one, in the introduction part is this sub-part, thesis structure. The second part is the E-Commerce market. This part contains the concept of E-Commerce and the current status of Vietnam's E-Commerce market to the reader. In the E-Commerce part, the features, types, and future trends of E-Commerce are defined and presented.

The third part is the marketing strategy. This part provides a deeper understanding of what marketing strategy is and the four key factors that affect the business. In the fourth chapter, the author performs the overview of Shopee. The Shopee's application includes the Shopee's portfolio, and how it works. At the end of the fourth part, the SWOT analysis and the effectiveness of Shopee's marketing strategies to Vietnam's E-Commerce market are presented. The efficient marketing strategies of the Shopee part is also analysed in the fourth chapter. This part includes several sub-parts: social network and viral marketing, Shopee's

marketing mix strategy, Search Engine Optimization, Referral programs, and other marketing strategies of Shopee. In the fifth chapter, the dominance of Shopee in Vietnam's E-Commerce market and the question: how Shopee became the top E-Commerce marketplace are displaced and analysed. The answers for all research questions, validity and reliability, and suggestions for further research are shown up in the sixth part. And the last chapter of the research is the summary of the whole study.

2 E – COMMERCE MARKET

This chapter introduces the theoretical material about E-Commerce, the new form of the business market of the world in this technology century. The aim of the E-Commerce market part is to acquaint the reader with the concept of E-Commerce as well as its features, types and future trends by comparison with the traditional form of market. The final sub-part performs the current status of Vietnam's E-Commerce market. There are five sub-parts are performed in order to clarify the mentioned ideas above.

2.1 Definition of E-Commerce

With the remarkable appearance and explosive development, E-Commerce is a potential business model that many companies and retailers are leading to. It is no longer a strange concept or a new area in the economy. Especially in recent years, E-Commerce has developed enormously and become one of the ideal business models in the world's economy. E-Commerce is the abbreviation of Electronic Commerce.

E-Commerce is the abbreviation of Electronic Commerce. E-Commerce was defined in several different forms based on the point of view of various researchers. According to Bloomenthal (2021), like any other business model, E-Commerce includes all the activities of selling goods and services, satisfies the buyer's demands, and brings profit to the business. Significantly, all of these activities will be done over the Internet. Moreover, E-Commerce was also defined as the economic activities are executed via electronics connections. (Wigand, 1997)

On the other hand, according to Kalakota and Whintons (1997), E-Commerce was defined in four different perspectives, namely, Communication, Business Process, Service and Online perspective. The first perspective is communication. In this perspective, the information, products, and services or payments are delivered by E-Commerce over telecommunication channels, computer networks, or other electronic methods of communication. In the second perspective, business process, defined E-Commerce as the application of technology towards the automation of business transactions and workflow. In the third perspective, service, the quality of the goods and services is improving, the speed of the delivery service is faster as well as the want of the companies, customers and the organization will be concentrated on decreasing the cost of the service, by E-Commerce. The online perspective is the final perspective is used to define E-Commerce. In this perspective, through E-Commerce, the activities of purchasing and selling products and information will be enabled.

In general, E-Commerce is the conduct of business via telecommunication networks, especially the Internet. It is the buying and selling of products or services through the internet and other electronic platforms. E-Commerce includes all activities such as transactions, purchases, payments, orders, advertising, and delivery, etc.

2.2 Features of E – Commerce

E-Commerce is known as the online marketplace that connects sellers with buyers via the Internet. The different features of E-Commerce will create different results and transactions.

According to Khurana (2018), there are seven unique features of E-Commerce, namely, ubiquity, global reach, universal standards, richness, interactivity, information density, personalization. The feature ubiquity means Internet is accessible everywhere with electronic devices so that E-Commerce activities and shopping online are conducted anywhere as long as having the Internet. With the global reach feature, E-Commerce is enabled to operate across any cultural or national boundaries. The market of E-Commerce will be bigger with the ability to reach billions of potential consumers and businesses. Universal standards is defined as the set of standards is used worldwide. The richness feature of E-Commerce is mentioned about the diversified forms of information and data on the Internet such as video, text, image, etc. The fifth feature is interactivity. With this feature, the sellers and the buyers can freely interact with each other through the internet or the technology platform. The information density feature is concerned about the ability to access the diversified sources on the internet. And with the last feature, people using E-Commerce are enabled to personalize the content to trade and communicate based on individualized characteristics.

These are all the differential features of E-Commerce and the traditional market. The illustration below presents these seven unique characteristics of E-Commerce.



FIGURE 3 Features of E-Commerce (Khurana, 2018.)

2.3 Types of E-Commerce

In this part, the author introduces and classifies all the significant types of E-Commerce. By clarifying the types of E-Commerce, the reader is familiarized with several different types of E-Commerce and is enabled to understand what the types of E-Commerce of Shopee are.

According to Bloomenthal (2021), there are four main market segments in E-Commerce operations. These are business to business (B2B), business to consumer (B2C), consumer to consumer (C2C), and consumer to business (C2B). In the B2B type, the products and services are selling directly between businesses. B2B is the model most companies are choosing because B2B brings several advantages, high efficiency, productivity, and confidence to the companies. The second type of E-Commerce is B2C. In this type, the sales are conducted between the business and the company's customers. With this type, the distance between the companies and the customers is closer. In the consumer to consumer (C2C) type, the consumers can deal with others through third parties such as eBay, Aliexpress, Marketplace of Facebook, etc. And the consumer to business (C2B) type allows individuals to trade and sell their products to businesses.

The image below shows the four main types of E-Commerce. These types were researched and published on Investopedia by Andrew Bloomenthal. The latest update was in 2021.

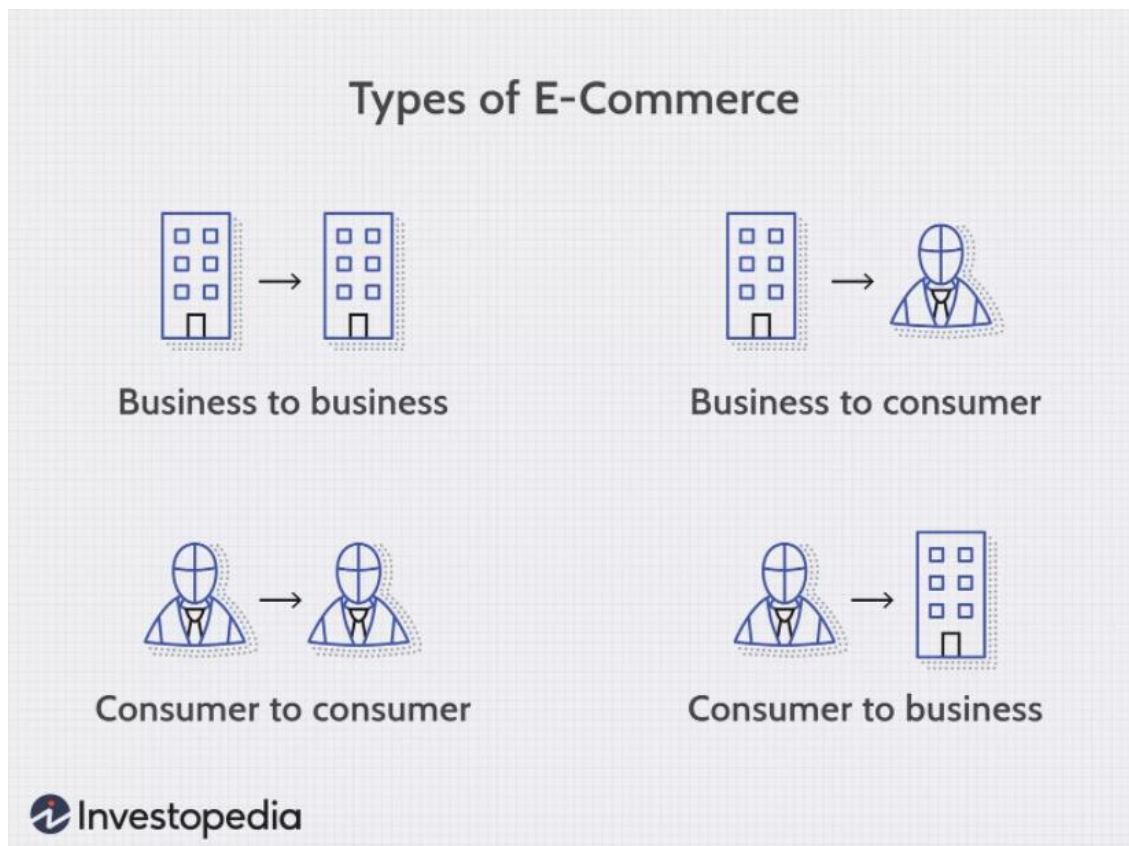


FIGURE 4 Types of E-Commerce (Bloomenthal, 2021).

Besides, with the development of technology and the demands of humans, several new types of E-Commerce are taken shape and applied into the recent business model of many technology companies. There are two other types of E-Commerce, namely, M-Commerce and F-Commerce. (Khurana, 2019). M-Commerce is the abbreviation of Mobile Commerce. M-Commerce includes all the activities are done by the mobile phone. It is seen as a sub-section of the B2C transactions. However, with the rapid penetration and increment of mobile phones to human life. It is about 80.69% of people in the world use smartphone. (Bankmycell, 2021). That is why M-Commerce is strongly developing day by day and has a tendency to form a distinct area for developing. The electronic ticket is a typical example of M-Commerce such as train tickets, bus tickets, events tickets, etc. Therefore, many companies create mobile apps to enable customers to use their products and services easily. There is one other type of E-Commerce was mentioned by Khurana, F-Commerce. F-Commerce is the abbreviation of Facebook Commerce. It allows businesses and individuals to reach and deal with their customers easier and faster through the Facebook platform. F-Commerce is also a sub-section of B2C and C2C transactions. (Khurana 2019).

2.4 Future of E – Commerce

The development and modification of the world economy go together with the modernization and rapid development of technology. Whatever has happened with the world such as Covid-19 pandemic, E-Commerce has not been affected. It is even developing stronger and extending bigger as ever. Therefore, E-Commerce is promising a very bright future ahead. There are ten international growth trends that is potential for E-Commerce to follow in the future.

The first trend is the global E-Commerce retail sales will continue increasing and hit the new number. Secondly, the new way of shopping that can satisfy all the customer's demands hopefully becomes more prevalent. Increasing social shopping is the third trend. In that trend, the shopping will be done on the social media channels such as Facebook, Tik Tok, Instagram, Twitter, etc. In the fourth trend, there is a modification of the centre of E-Commerce from the Western hemisphere. The fifth trend is domestic shoppers will purchase the products online globally. The sixth trend is the business to business (B2B) type of E-Commerce that will develop bigger and spread larger. The seventh trend is the setting of a new standard, E-Commerce personalization. The eighth trend is the revolution of mobile shopping. In the ninth trend, voice technology will increase and apply to the E-Commerce of the world. The final trend is the replacement of digital payment to the traditional one (cash and cards). (Adrian, 2021.)

2.5 Vietnam's E-Commerce market

With the explosive development recently, the E-Commerce market is the potential business form that many companies and retailers are leading to. And Vietnam is known as one of the potential E-Commerce markets in the ASEAN area.

According to VECOM, the average growth rate of Vietnam's E-Commerce market in 2016-2019 was about 30%. Vietnam was in the third position in the E-Commerce growth rate in Southeast Asia. The revenue of the E-Commerce B2B retail of Vietnam in 2019 was 10.08 billion USD, holding 4.9% of total retail sales of consumer goods and services nationwide. (Vnexpress 2021.) According to Google Trends, in 2019, the E-Commerce search interest of Vietnam positively increased 13%. (O'Neil 2020.)

In 2020, with the explosive development of E-Commerce in Vietnam's market, Vietnam's E-Commerce market gained a revenue of 6 billion USD and was the 28th largest market in the world's ranking. (ecommerceDB 2021.) The E-Commerce platform in Vietnam mainly develops in two forms, on the web and on the mobile phone. In the current situation of the

world and Vietnam, Covid-19 pandemic, E-Commerce market becomes the outstanding market and the best option for shopping of Vietnam's consumers. Since 2017, the E-Commerce market in Vietnam develops strongly than ever. The scale of Vietnam's E-Commerce market develops larger and extends all over Vietnam.

3 MARKETING STRATEGY

This marketing strategy chapter includes two main parts, namely, the definition of marketing and marketing strategy. There are several sub-parts in the marketing strategy to acquaint the reader with the theories and the key factors that affect the business's marketing.

3.1 Definition

In general, marketing is defined as the business activities to promote and sell products or services to satisfy customer's demands and earn profit for the company. These activities are promoting, advertising, selling, exchanging, and delivering products and services to consumers or other businesses. (Twin, 2021.)

According to Phillip Kotler, Marketing is defined as "The science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential.". (Kotler, 2014.)

The form of marketing has been changed gradually based on the development of the world's economy. Many new forms of marketing are appeared based on the concept of traditional marketing. Ultimately, any form of marketing aims to grow and increase the satisfaction of consumers. In this new era of technology and social media, one of the new forms of marketing that appeared is called digital marketing. There is no difference between "traditional" marketing and digital marketing. However, with digital marketing, all the marketing activities will be conducted on the Internet. And by using the power of the interconnected and interactive web, consumer demand will be created by digital marketing. (Stokes 2018, 5.) As the overall scope of digital marketing is on the Internet, digital marketing is a potential and suitable marketing for technology companies and businesses operating in the E-Commerce market.

3.2 Marketing Strategy

A marketing strategy is a business plan for reaching potential consumers and turning them into customers for the company's products or services. According to Rob Stokes (2018), marketing strategy aims to determine the concept and operation model of the business. And from that, address the challenges or objectives of the company or the brand.

An effective marketing strategy is a plan designed to combine all elements of the marketing mix with the goal of providing value to consumers. It concludes by making a series of well-formed decisions about promoting the business's brand, product, or service. To make the

right decisions for the strategy, the context of brand operation must be clearly understood. And the strategy must adapt to the four main factors that affect the business, namely, environment, business, customers, and competitors. (Stokes 2018, 7.)

The environment

The environment is known as the complete context or the scope of the company's activities. The environment of each company is different based on the customer's demands, the concept of operation, and the products and services of the company. And to analyze the environment of the business and its impact on the company, a framework is used, called PESTEL analysis. (Stokes 2018, 7.) PESTEL analysis is used as a tool to gather and provide input for the business to implement the SWOT analysis. (Avondt 2021.)

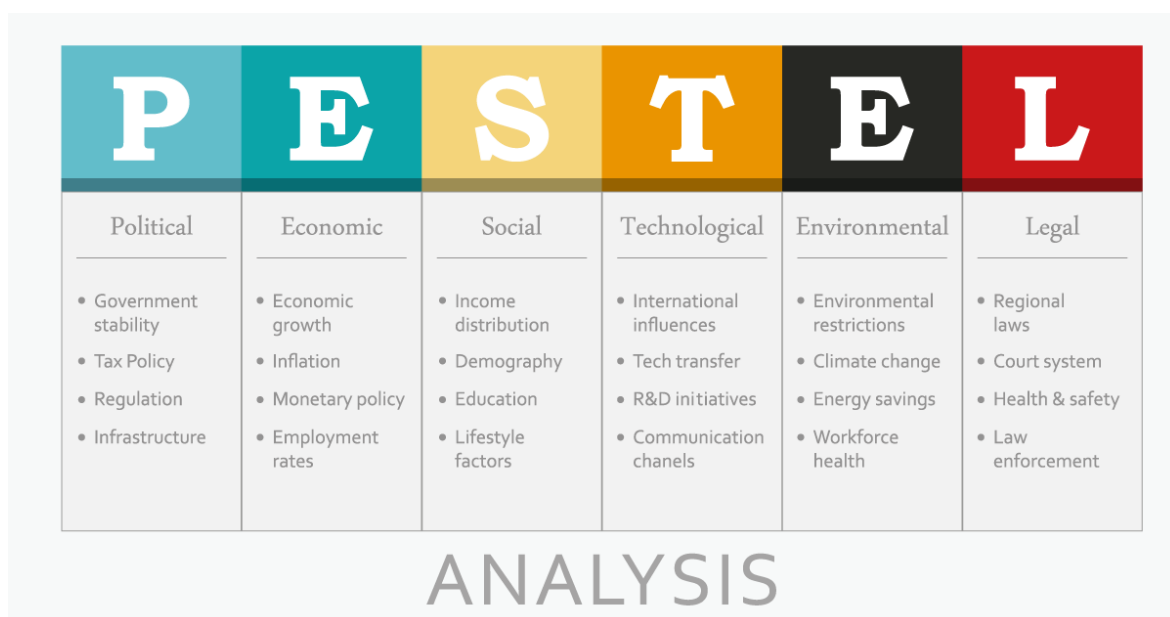


FIGURE 5 PESTEL Analysis (Avondt 2021.)

The business

Understanding the business and brand is one of the essential tasks of any company to build the marketing strategy. There are several marketing models and levels of branding to investigate the business and brand. The figure below shows the different levels of branding. (Stokes 2018, 7.)



FIGURE 6 Understanding the business's brand (Stokes 2018, 8.)

The customers

The customers are seen as one of the most critical factors that directly affect the business and the direction of the marketing strategy mainly. The goal of understanding the customers is to find the right way for marketing, then to enable the business to reach and satisfy the customer's demands with the right marketing message at the right time. (Stokes 2018, 8-9.)

The consumer journey is one of the essential areas that must be focussed on to understand the customers. It is the range of steps and decisions of customers before purchasing anything from a company. For example, on the Internet, the customers will be attracted to the company's brand through social media channels or any other marketing channels before buying anything. (Stokes 2018, 8-9.)

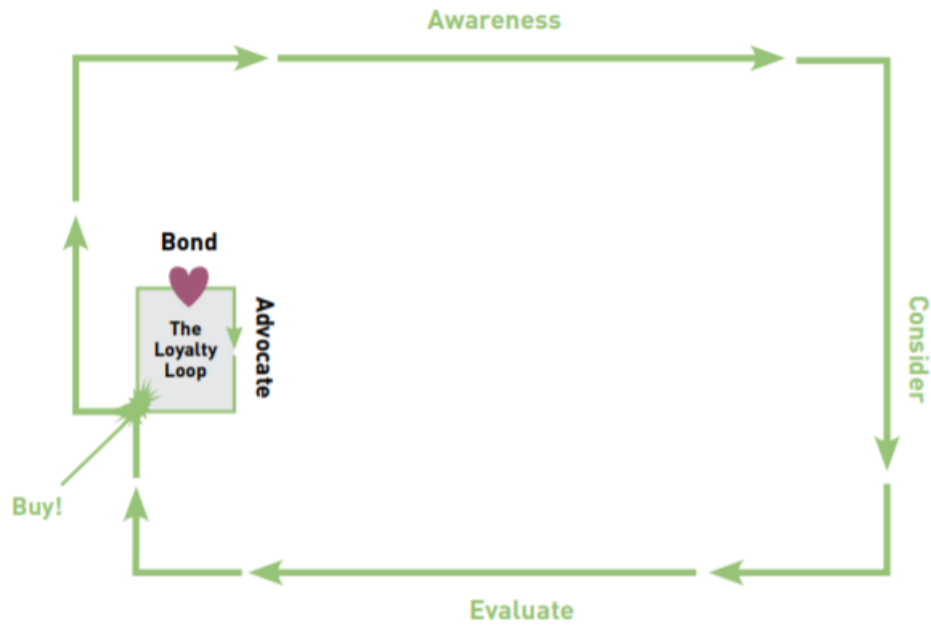


FIGURE 7 The customer journey is cyclical. (Stokes 2018, 9.)

The competitors

In the market, it is crucial to understand the competitors of the company. The competitors are the other businesses in the same market segment, have a similar customer target, and provide similar products or services. The competitors are not only aiming to earn money from customers of the company but also capture the customer's attention. Determining all the possible competitors of the company is also the way to position the company in the market. (Stokes 2018, 9.)

4 CASE COMPANY: SHOPEE

This chapter is focusing on familiarize the reader with the background and the operation of Shopee company. It also introduces the Shopee's application and determine the position of Shopee by conducting the three critical analysis, market analysis, SWOT analysis and Competitor analysis. The essential marketing strategies of Shopee, which are social network and viral marketing, search engine marketing, referral programs and advertising with celebrity endorsement and influencer, are performed. And at the end of this chapter, the effectiveness of the marketing strategies to the development of Shopee is analysed.

4.1 Company Overview

Shopee is known as the leading e-commerce platform in Southeast Asia. The headquarter of Shopee is in Singapore. Not many people know that Shopee is the sub-company under the Sea corporation, before was known as Garena, the owner of several famous brands such as: Garena, Foody, Now, Airpay, etc. The founder of Shopee is billionaire Forrest Li - who is known for his confrontation with Alibaba. Established in 2015 Shopee is a social first, mobile-centric marketplace. And until now, the company has been presented in a total of 7 Asian countries including: Singapore, Malaysia, Thailand, Taiwan, Indonesia the Philippines, and Vietnam. In 2020, Shopee positioned the third most downloaded app globally in the Shopping category. (Sea 2021.)

In 2016, Shopee joint into the Vietnam's E-Commerce market. In the very beginning while penetrating the E-Commerce market in Vietnam, Shopee was seen as a late candidate in comparison with other E-Commerce companies. However, by catching the trend of shopping, the demands and the habit of shopping of Vietnam's consumers. Within five years, Shopee is taking the lead and has gained several impressive awards in the E-Commerce market in Vietnam.

Shopee was formed to create an e-commerce platform to provide customers with an easy, safe, and convenient online shopping experience with fast payment and shipping. Besides, Shopee creates a business environment for individuals, organizations, and businesses. And to promote, sell, and distribute their products to customers. And with the strong believe in the transformative power of technology in the future, Shopee attempts to improve, develop and extend the community platform to connect the buyers and the seller. This community is defined by three critical attributes, namely, Simple, Happy and Together. (Sea 2021.)

4.2 Shopee's Application

Shopee is in the top of the E-Commerce platform has the highest number of downloading and accessing the application in Southeast Asia. In Vietnam's E-Commerce market, Shopee application is mainly performed in two different forms, on the website and on the phone app.

4.2.1 Applications portfolio

Applications portfolio is defined as a business set of software applications and software-based services. This set is used to achieve the goals or objectives of the application portfolio. (Techopedia 2011.) According to Cummins (2009), a record of existing and future business applications, the responsible organizations, the associated service units, the cost and the involved technology were all the forms of managing the applications portfolio.

In general, applications portfolio is a software interface of the company that allows customers to interact with the company on the Internet. Moreover, some application portfolios are used as the agency platform to connect sellers and buyers, retailers, and their customers, etc. With Shopee, the users can access the Shopee's applications through two ways, their official website, and the mobile app.

The Shopee application on web

Even though the number of people using Internet by laptop is higher than by mobile devices. According to the marketing manager of Shopee in Vietnam, the consumers access Shopee application on website is mainly students and office workers. These two groups are in the average age of 18 to 35 years old. They are young generation, so they have no difficulty in using any kind of application for shopping. The figure below is the result of the survey that the author has created to gain real information from Shopee's user in Vietnam.

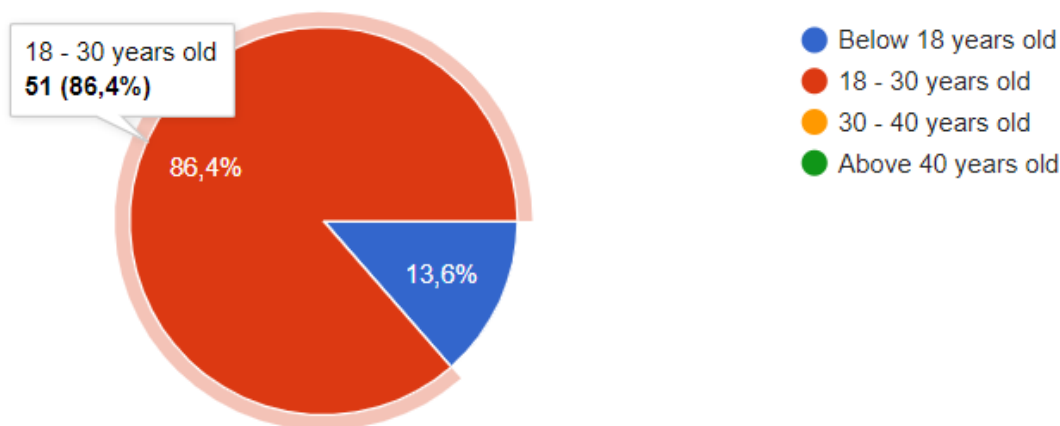


FIGURE 8 The average age of the online shoppers in Vietnam.

However, older generations do not know how to use the new technology like laptop and computer, especially for shopping. This is a new model of trading and shopping in the current years. Mobile phone is more common and easy to use. The figure below is the Shopee's interface on the web for buyers.

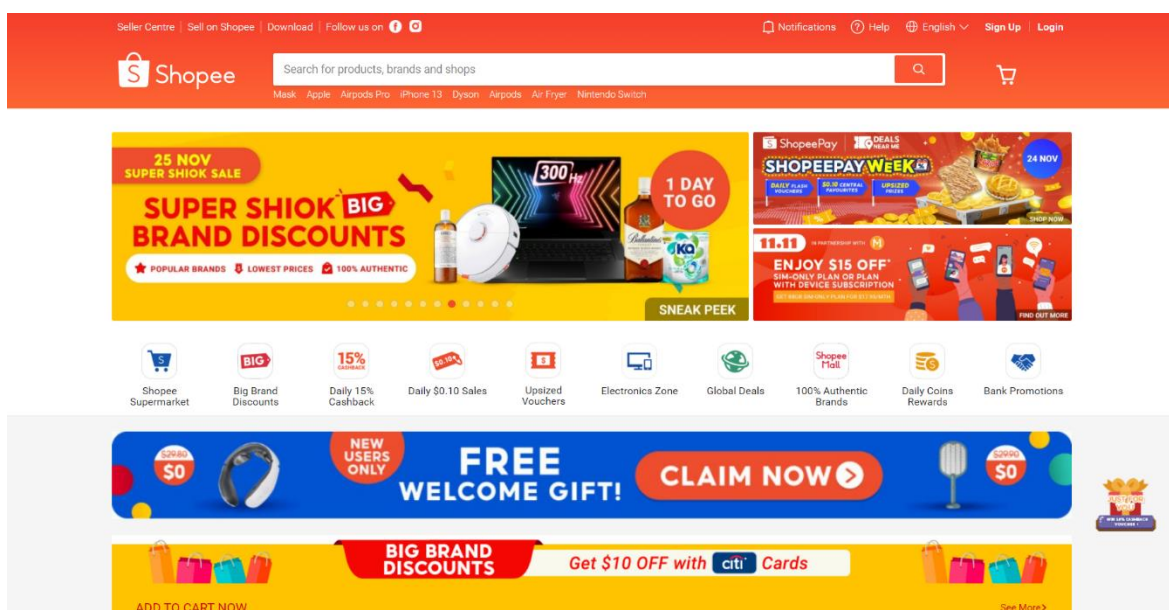


FIGURE 9 The Shopee application on web (Shopee 2021.)

The Shopee application on mobile app.

The amount of people access Shopee through mobile app is much higher than people using the official website. It is because the amount of people using smartphone in Vietnam is very high, more than 61 million. (Vietnamplus 2020.) Vietnam is in the top 10 countries have the

large number of using smartphone. Therefore, Shopee app is more popular with people in Vietnam. The figure below is the image of Shopee app's interface for buyers.

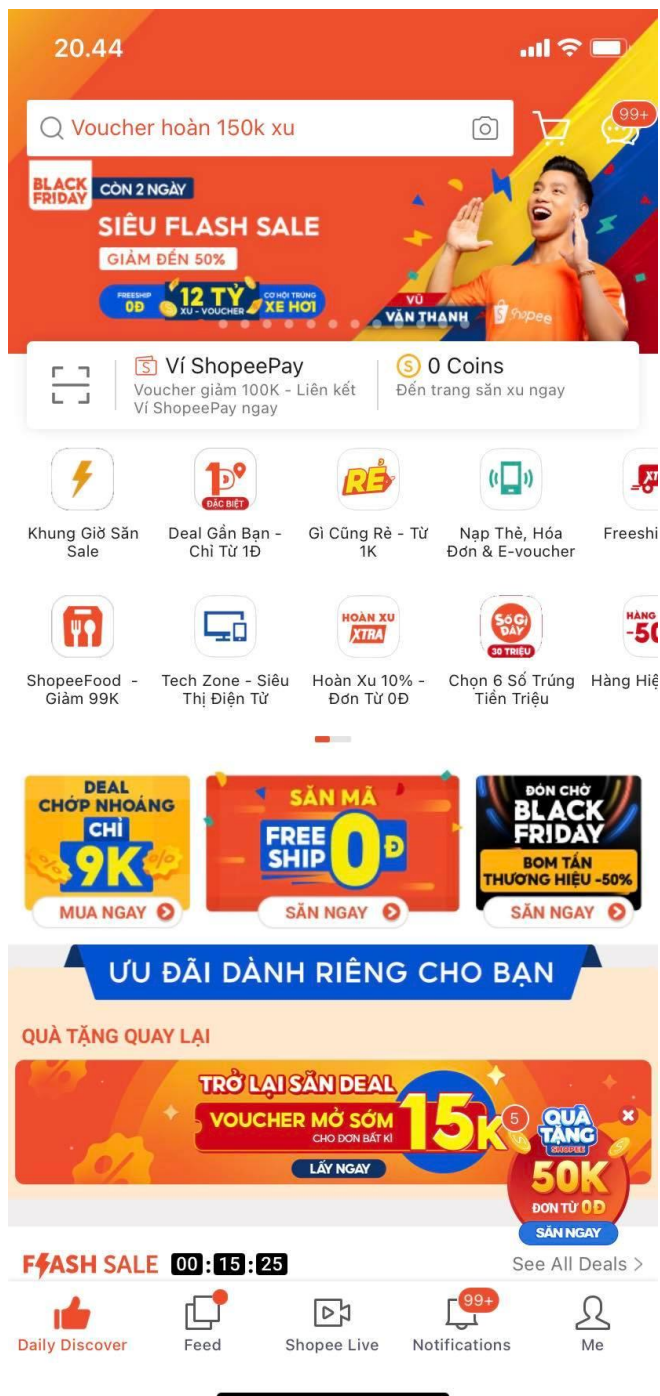


FIGURE 10 The Shoppe application on mobile app (Shopee 2021.)

4.3 How the Shopee's application works

Shopee is an online marketplace platform that provide a variety of categories from clothing to home appliances, from food and beverages to beauty and personal care, etc. The figure below shows the diversification of products in Shopee's marketplace.

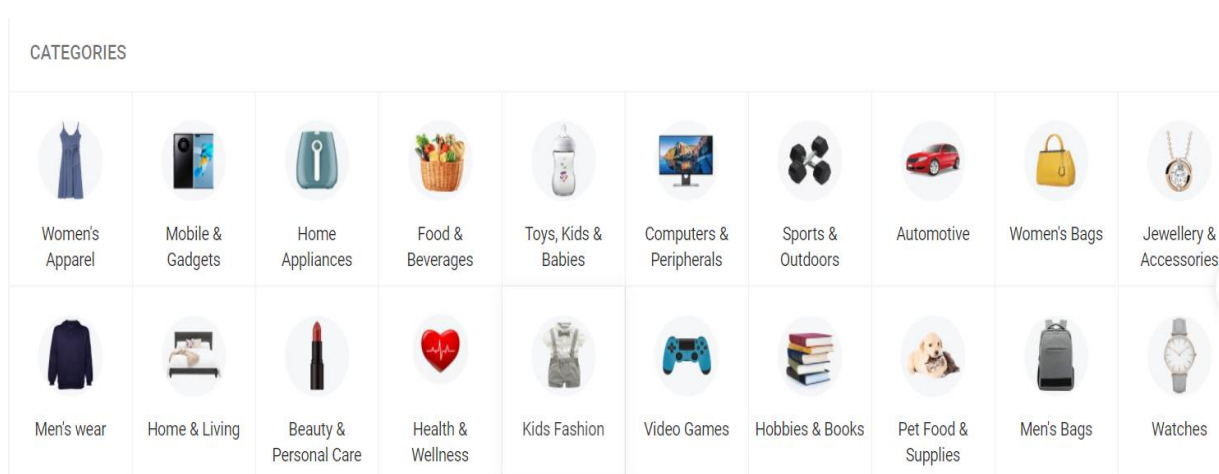


FIGURE 11 Categories products in Shopee application (Shopee 2021.)

For sellers, by several simple steps of registering, posting, product description, everyone is able to open an online store on Shopee. It is also an online business opportunity for any individual or organization. For buyers, download or access the application and create account are the very first steps that buyers need to conduct. In these steps, the information of the buyer such as name, shipping address, age, etc, are necessary to be given. After having the account, the buyers can start shopping by searching for the wanted stuffs or shops. Then putting products in the cart and choosing the forms of shipping as well as the shipping companies. In this step, the buyers can add some discount codes that are provided by the shops or Shopee. At the end of the bill, the buyer will know the amount of money that is needed to be paid. The last steps of the process are choosing the forms of payment (by online app, card or when receiving the products) and confirming the bill. If the buyers pay by card or online wallet, the payment process will be secured and verified by Shopee. (Milo 2016.) Then the process of shopping on Shopee is mostly done. The buyer is just waiting for their stuff to come. If there is any problem concerning to the quality of the product or the shipping process, Shopee will be the party to solve these problems. And every step and process mentioned above will be totally done through the Shopee application. Besides the shopping activities, there are also some games and entertaining activities that brings several benefits to customers. Based on the previous experiences in video game of SEA and Garena, Shopee applies mobile games, live streaming technology, chat functionality to better reach buyers and encourage them to shop directly on the platform. Shopee uses these

activities as a method of attracting customers. In general, the Shopee application is working as an online marketplace to connect sellers and buyers.

4.4 SWOT Analysis

SWOT analysis is one of the most common techniques to develop strategic planning and access the internal and external business environment. SWOT analysis is a method of analyzing information for different purposes of marketing strategies. (Kotler & Keller 2009, 50.) Four key factors include in the SWOT analysis to evaluate the internal and external environment of the company and the current and future potential of each strategy. Namely, strengths, weaknesses, opportunities, and threats. The figure below shows the basic concept of the SWOT analysis.



FIGURE 12 SWOT Analysis

As mentioned in the marketing strategy chapter, to understand the environment of the business, a SWOT analysis is needed to be conducted. Therefore, the author implements the SWOT analysis for Shopee company in this chapter to enable the reader to be understood and familiarized with the business environment of Shopee. The table below shows the summary SWOT analysis of Shopee with four key factors, strengths, weaknesses, opportunities, and threats.

Strengths	Weaknesses	Opportunities	Threads
<ul style="list-style-type: none"> • Strong market position • A solid foundation. • Reliable E-Commerce platform. • The highest amount of accessing. • Successful and efficient marketing strategies. • Sustainable development 	<ul style="list-style-type: none"> • Fraud • Overload in the "hot" time. 	<ul style="list-style-type: none"> • Extending business scale. • Launch more products. • Increasing the brand value. 	<ul style="list-style-type: none"> • Security • Competitors • Negative feedbacks

TABLE 1 Shopee's SWOT Analysis

Strengths

The company's strengths are all the internal competencies and advantages of the company compared to other competitors in the same market. Firstly, Shopee is a business that has a strong market position not only in Vietnam but also in Southeast Asia. In 2019, Shopee took the lead in various companies in the same market, Lazada, Tokopedia, Bukalapak, Aliexpress, Sendo, and Tiki. In all three boards that were conducted to rank the top E-Commerce mobile shopping apps and websites. Shopee was always holding the first position. These boards are apps with the highest monthly active users, apps with the highest number of total downloads, and websites with the most visits. The figure below shows the top five E-Commerce platforms in Southeast Asia in 2019, ranking with the three areas mentioned above.



FIGURE 13 The top five E-Commerce Platform in Southeast Asia (EcomEye 2019.)

As having a solid foundation from the mother company in Singapore, Sea corporation, and the company's co-founder was ranked in the top ten leaders transforming retail in Asia, which means having many experiences. (EcomEye 2019.) Shopee possesses a valuable base in comparison with other competitors. In Vietnam, Shopee is the most reliable E-Commerce platform for shopping. According to the author's research survey, the number of people who use the Shopee app for online shopping makes up 85%. It is an overwhelming number in comparison with other competitors. The figure below shows the most common apps that are trusted to use mostly in Vietnam.

4. Which app do you often use for online shopping?

60 answers

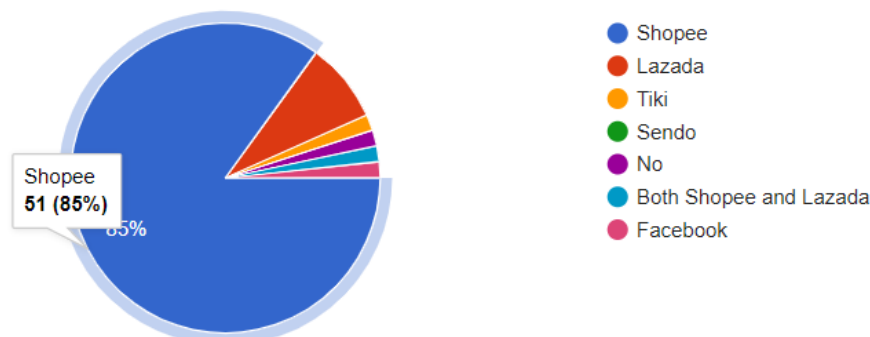


FIGURE 14 Apps for online shopping in Vietnam

Successful and efficient marketing strategies and sustainable development are two essential strength features of Shopee in penetrating and dominating the Vietnam's E-Commerce market.

Weaknesses

Through the development of Shopee, there are two weaknesses that may impact the brand of the company and the satisfaction of Shopee's customers. The first disadvantage is fraud. Fraud is an existing situation that appeared through the development of Shopee. There is no way to solve it entirely, but Shopee is trying its best to limit, restrict and eliminate any frauds or scams through the process of using Shopee. And with the aim of solving the frauds and scams problem, Shopee formed a security function called Shopee Guarantee. Whatever product has the Shopee Guarantee symbol is protected and ensured by Shopee. The reliability of those products and sellers will be much higher. Shopee Guarantee is the function that helps and mediates the process of buying and selling through the mobile application. It also ensures the platform's users have the best mobile commerce experience and protects the money and faith of buyers and sellers. (Milo 2016.) Shopee Guarantee is a tool to reduce the frauds and scams situation as much as possible. However, this situation cannot be eliminated quickly and thoroughly. It is still a weakness that Shopee should notice.

The second weak point of Shopee is the overloaded situation of Shopee's application in "hot" time. For example, in every big event that have many discount codes and benefits for customers. The Shopee application is often overloaded at the time the codes are provided. It brings an uncomfortable feeling to Shopee's customers.

The figure below shows the working process of the Shopee Guarantee function.

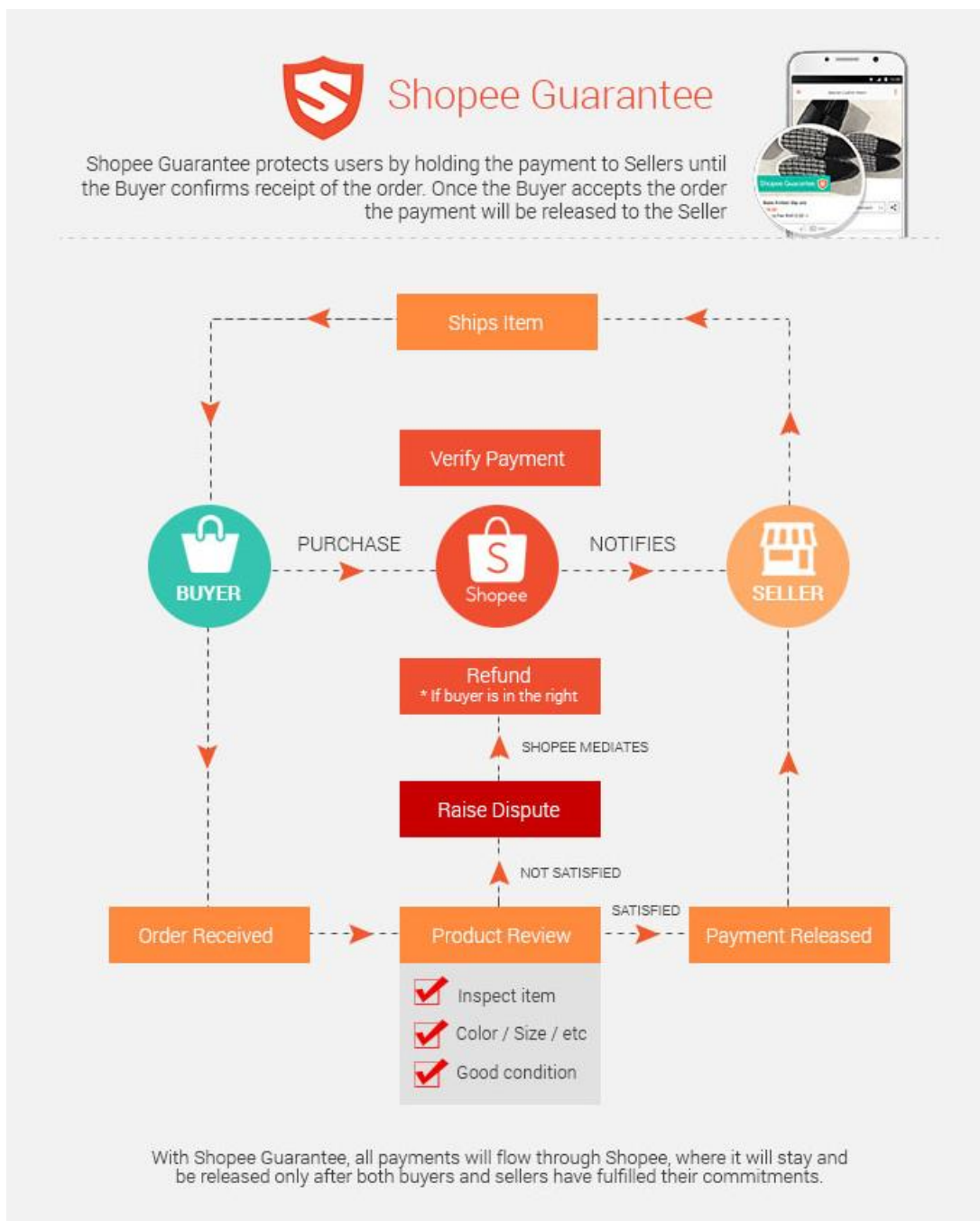


FIGURE 15 Shopee Guarantee process (eclnsider 2016.)

Opportunities

Opportunities are defined as external chances that increase the success rate of the company in the foreign market. The first opportunity of Shopee is extending the business scale while developing the business. According to Vnexpress, in 2021, the E-Commerce market in Vietnam will be set bigger, gradually replaced, and get the better of the traditional market. Secondly, Shopee will have the opportunity to launch more products under Shopee's brand rather than be the third party for other companies. And by putting a strict and suitable policy

to the partners, Shopee can increase the quality of the online shopping process and satisfy the customers. Then the brand value of Shopee will be enhanced.

Threads

Threads are defined as all external forces that bring a negative impact on the company. The threads that the case company, Shopee, is confronting and will deal with in the future are security, competitors, and negative feedback. Security is always the most significant problem that companies need to care about with any technology company. That is also the first-rate problem of Shopee. Until now, with the solid and qualified technical team, the strict security policies, and the Shopee Guarantee function, the security issue of Shopee is still ensured.

Competitive companies are always a significant thread of Shopee. Besides the domestic competitors such as Sendo, Chotot, etc. Shopee is dealing with two strong competitors with colossal support and investment from external corporations from China, Lazada and Tiki. These two companies hold the second and third positions in the ranking board of the top E-Commerce companies in Vietnam. They are the two redoubtable opponents that Shopee should notice mostly.

The final thread that Shopee must be concerned about is the negative feedbacks of customers. After every transaction, Shopee will ask for feedback from customers. Almost all feedbacks are positive. However, some existing negative input and the low rating will directly impact the brand image of Shopee in front of new customers. The brand value will also be affected negatively. These are all the threads that Shopee should notice to protect the position, customers, and the company's brand value.

4.5 Shopee's Marketing strategies

Shopee's Marketing strategies are one of the essential factors that contribute to the current and future success of the company. The crucial attitude of Shopee is customer experience while interacting on the company's platform. (EcomEye 2019.) That is the reason why all the marketing strategies of Shopee are taking customers as the central objective. The marketing strategies of Shopee aim to attract new customers, increase the company's brand and extend the scale and sphere of influence of the company.

Internet is the largest viral network that connects technology devices such as mobile phones, laptops, computers, etc., all over the world. (Kahn 2021.) And Vietnam is one of the countries in the Asia Pacific region that has the most internet users. The number of internet users in Vietnam in 2021 will reach over 69 million users. In comparison with the

current population of Vietnam, 96 million people, is an impressive number (Nguyen 2021.) As a technology company in Vietnam, a software E-Commerce platform, all the marketing strategies of Shopee focus on conducting on the Internet, primarily through social media channels. This part clarifies the ultimate marketing strategies that Shopee uses in the Vietnam's E-Commerce market.

4.5.1 Social Network and Viral Marketing

The social network is a virtual community on the Internet and the natural habitat of viral marketing. It includes social media sites to connect people (friends, colleagues, family, businesses, customers, etc.). Furthermore, the social network provides the environment for companies to attract, seek and engage customers. (Kenton 2021.) Recently, viral marketing has been one of the most popular marketing methods, by spreading data and information in the forms of video, image, message, and other content on the Internet. Viral marketing creates interest in the brand and products of any specific company in the social network. Viral marketing is the fastest way to spreading the message of the company to customers. Viral marketing has several significant advantages to the company. It has the high potential of great reach to the target customer of the company. And helps the business to improve and build up the brand. (Fraile 2021.)

With the worldwide coverage and popularity of social media channels recently, the marketing strategies that focus on social media are becoming a new marketing trend. In Vietnam, the number of people using social media was about 72 million people in January 2021. It increased 11% (7 million users) in comparison with 2020. And make up more than 73.7% of the Vietnam's population. (Kemp 2021.)

From the very beginning stage to penetrate the Vietnam's E-Commerce market, Shopee has realised the solid social network development in Vietnam. The company has chosen the social network as the primary environment to implement the marketing strategies. And Shopee has used social media channels as a tool to spread the marketing's message. Until now, Shopee has done an excellent job catching the trend and applying the marketing strategies in all famous social media platforms in Vietnam, such as Facebook, YouTube, Zalo, Instagram, and Tiktok. These are the top five most-used social media platforms in Vietnam.

The figure below shows the ranking and the percentage of internet users aged 16 to 64 that have used these social media platforms in January 2021 in Vietnam. (Kemp 2021.)

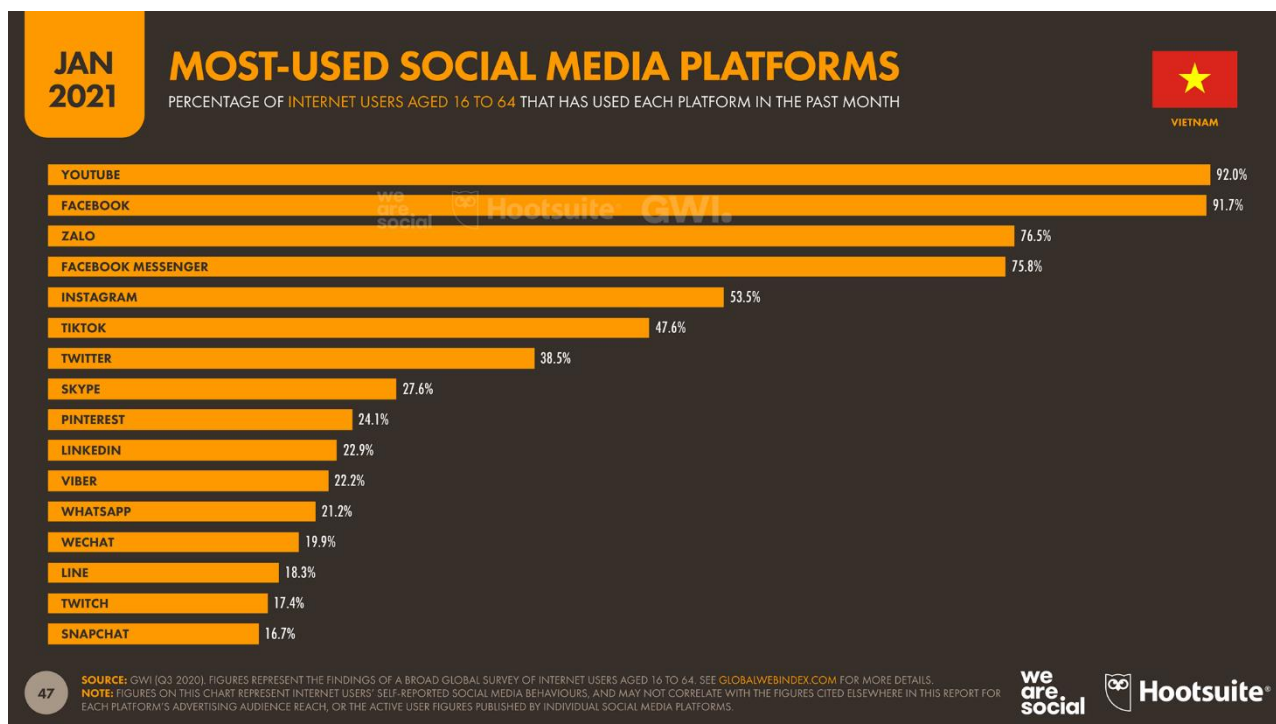


FIGURE 16 Most-used social media platforms (Kemp 2021.)

Among five social media channels that Shopee uses to conduct the marketing strategies, Facebook and YouTube are two unique platforms that Shopee primarily concerns and operates.

YouTube

According to the ranking board of most-used social media platforms in Vietnam in January 2021, YouTube is holding the top position. As YouTube has a massive number of audiences, Shopee sees YouTube as one of the essential partners and YouTube's audiences as potential customers. Through the advertising activities on YouTube, Shopee aims to transfer the marketing messages to reach and attract potential customers. The Shopee's marketing strategy on YouTube focuses on adding the Shopee's advertising to the YouTuber's video and presenting the advertising posters on the YouTube's interface. The added advertising is usually in the form of melody songs, which are remake and performed by celebrities. The celebrities of each advertising will be different, depending on these celebrities' famousness at that time. While adding advertising in the video, Shopee automatically reaches the customers and naturally catches the customer's attention. To conduct this kind of strategy, Shopee has to cooperate with YouTube and needs to get the permission of

YouTubers to allow the Shopee advertisements appear on their video. The figure below shows the potential audience that those marketers can reach by using adverts on YouTube.

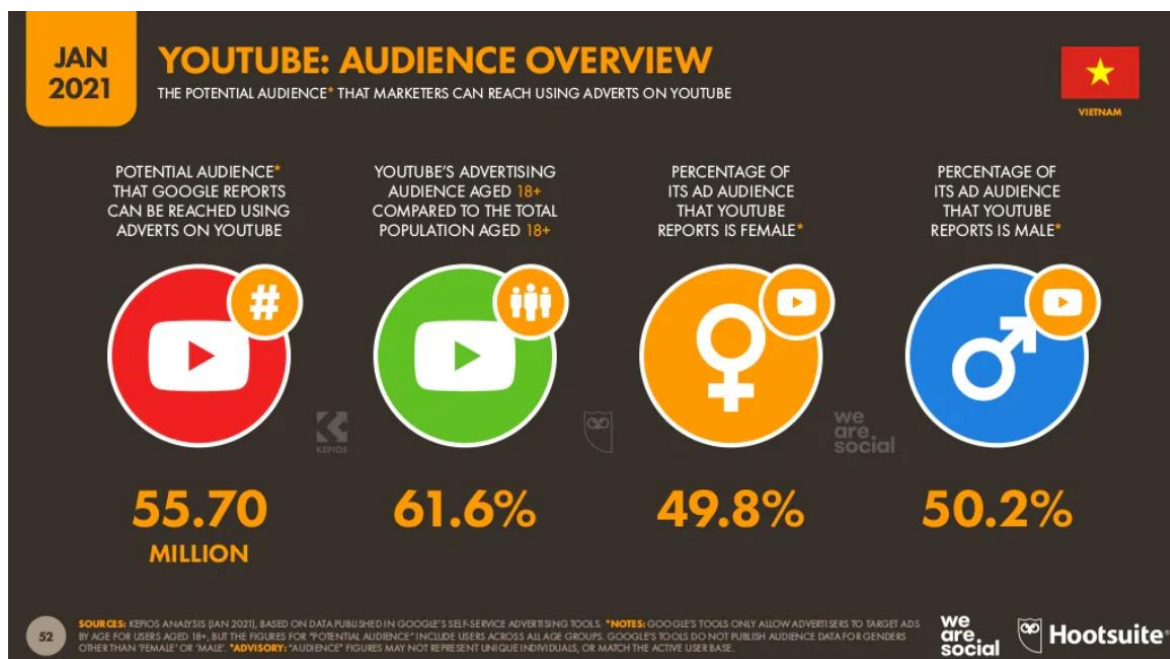


FIGURE 17 YouTube: Audience Overview (Kemp 2021.)

Facebook

Facebook is the second platform that has the highest number of users in Vietnam. (Kemp 2021.) With the strong point of creating the community, Facebook is the virtual platform that Shopee uses to reach customers interested in shopping. Shopee has created several public groups on Facebook to attract a massive number of Facebook's audiences. Every new event and campaign of Shopee will be shown on Facebook in the form of a post. The figure below shows the statistic of the potential audience that the marketers can reach by using adverts on Facebook. (Kemp 2021.)

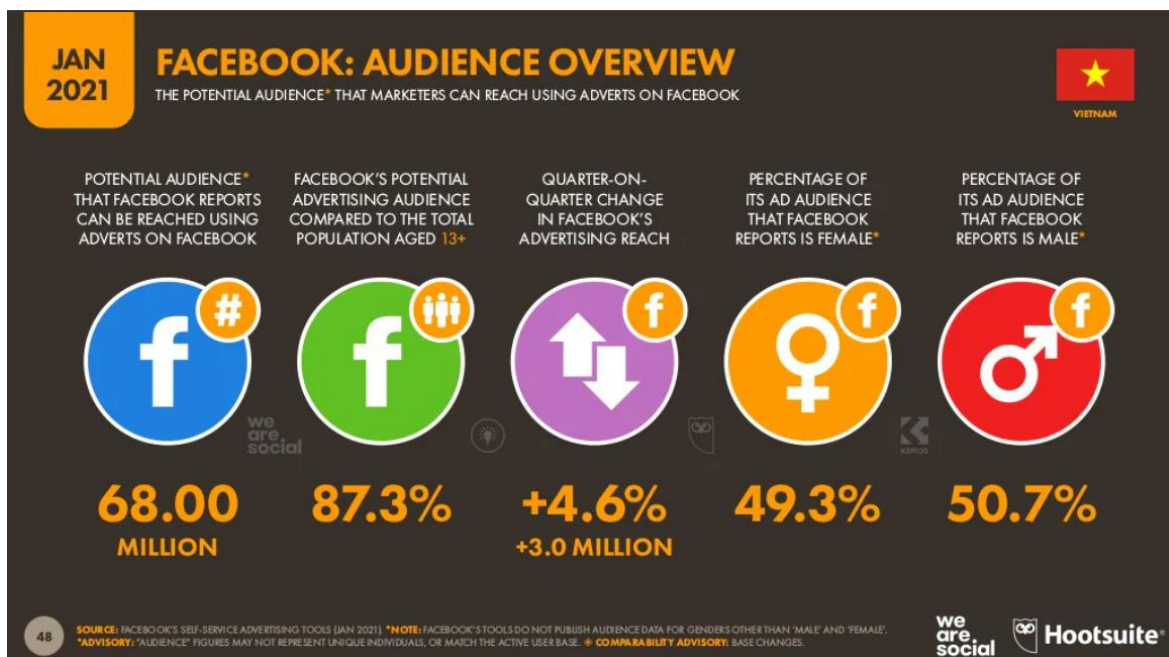


FIGURE 18 Facebook: Audience Overview (Kemp 2021.)

4.5.2 Shopee' Marketing Mix strategy – Shopee's 4P strategy

Marketing mix is the set of four key crucial factors that are involved in the marketing. The marketing mix is restricted by the external and internal forces in the whole business environment. These four factors interact significantly with one another. They are Product, Price, Place and Promotion. (Investopedia 2021.)



FIGURE 19 Marketing mix (Investopedia 2021.)

Product

Product is defined as a good or service is offered by a company to fulfill the customer's needs. (Investopedia 2021.) Shopee's core product is an E-Commerce platform, an online marketplace. Consumers join in shopping online, and sellers (companies, retailers, local brands, etc.) enter to sell their products. In Vietnam, Shoppe develops the country-specific app with the aim of localizing the platform to approach and attract the local consumer easily. Shopee provides shopping applications on the web and on mobile phones. Shopee allows customers to use two different languages on the app, Vietnamese and English, which is suitable for Vietnamese and foreigners living in Vietnam. The Shopee app is designed in the most simple, convenient, and attractive way that simplifies customers' shopping process. (Boxme 2021.)

Price

Price is the amount of money that customers pay to buy a product. (Investopedia 2021.) Compared to other competitors, the price of the products in Shopee's marketplace is reasonable and competitive. A competitive price approach is also a critical strategy of Shopee. For example, on every big sales day, Shopee provides a massive number of free-ship codes, discounts coupon, and discount products to the consumers to encourage them to interact and make a purchase on Shopee's platform.

Place

Place is where a company sells a product. Shopee is known as an online E-Commerce marketplace. All the selling and buying processes of consumers and sellers will be conducted on Shopee's application.

Promotion

Promotion is all the marketing strategies to promoting a product, such as advertising, public relations, and promotional strategy, etc. (Investopedia 2021.) Through the development process, Shopee has effectively launched many different promotion campaigns on social media channels, etc.

4.5.3 Search Engine Optimization

Search Engine Optimization is knowns shortly as SEO. Search Engine Optimization is one of the most efficient marketing strategies that enhances the customer's awareness about a specific website or stuffs that customer is searching for. Search Engine Optimization is a tool that makes sure the company's website or related links will naturally appear on the top

of the search results. (Woschnick 2021.) There are several search engines such as Google, Safari, Internet Explorer, etc. Whenever people search for any product, the product results in the link of Shopee will appear at the top of the search results. Search Engine Optimization is the efficient method that helps Shopee create interest in Shopee's products and application, gain more attention and keep the competitive brand with other E-Commerce companies like Lazada, Tiki, etc.

4.5.4 Referral Programs

The referral program is the strategy that businesses use to approach more customers to extend their scale of activities based on the existing customers. For example, Shopee has created a "Refer a friend" function that encourages current customers to invite their friends to access Shopee. Whenever "the friend" has completed the first purchase on Shopee App, the "inviter" and the "friend" will receive an award from Shopee. It is usually a discount code, Shopee's coin, or a free-ship code. This strategy helps Shopee a lot in extending the Shopee community, increasing the interaction between Shopee and customers, and increasing the satisfaction of the existing customers. (Woschnick 2021)

4.5.5 Other marketing strategies of Shopee

Besides the three efficient marketing strategies above, Shopee is flexible to build several different approaches to satisfy buyers and support sellers. These strategies are Shopee's In-house marketing strategy and Shopee marketing strategy to support customers.

- Shopee's In-House marketing strategy

Shopee's In-house marketing strategy includes all basic daily tasks that the marketing department of Shopee conducts. Based on an integrated and 360-degree marketing approach, Shopee aims to hold and encourage customers to join in all Shopee's online and offline platforms. The Shopee's marketing team puts a lot of effort into ensuring, improving, and increasing the interaction between Shopee's platform and customers. Especially before every upcoming big sales day, the team will manage to increase customers engagement in all social media channels and also in Shopee's application as much as possible by three specific plans. (EcomEye 2021.)

The first plan is to use the brand of celebrity ambassadors to kick off offline channels. For the big monthly sales, Shopee will use the image and feature of celebrities, KOL (Key Opinion Leader) or Influencer together with their endorsement on every Shopee's advertisement and offline marketing campaign to increase customers' faith and gain the attraction of cus-

tomers to the sales campaign. The second plan names out-of-house initiatives. The endorsement of these ambassadors will be utilized on the banner, poster, billboard on public transportations and buildings. In the final goal, to promote and raise the visibility of the upcoming sales, Shopee focuses on working more closely with local influencers to discuss and enable diversely appearing in the influencer's content. These are all the plans that Shopee's marketing team must conduct and put effort into in every upcoming big sales period. To enhance customer engagement and compete with other company that has similar sales day like Lazada. (EcomEye 2021.)

- Shopee marketing strategy to support sellers

Besides several marketing strategies that mainly aim to reach customers, Shopee also creates strategies to support sellers. With the purpose of training and improving E-Commerce skills and acquainting and getting familiar with the Shopee live platforms, Shopee launches some education programs, including online Seller Education Hub, Shopee Masterclass, e-tailer's social commerce tutorials. Besides, Shopee creates an international network that connects local and global companies with buyers. In 2020, Shopee successfully partnered with over 600 multinational corporations such as Samsung, Panasonic, Maybelline, etc. And it immediately affects to the sales of Shopee, generated 2.5 times. In general, Shopee is doing an excellent job in supporting new sellers to join the Shopee's community, extending the activity scale and diversifying their online shopping value chain that includes sellers and businesses, and retailers. (EcomEye 2021.)

4.6 The effectiveness of Marketing strategies to the development of Shopee in Vietnam

In 2016, Shopee was still a new candidate among several E-Commerce companies that existed in Vietnam. Compared to Lazada, the big corporation with the solid foundation and support of Alibaba, Shopee was inferior to Lazada at that time. However, after five years, Shopee overcame Lazada and became the best E-Commerce platform in Vietnam's E-Commerce market. According to the ranking of YouGov in 2019, Shopee stood in the third position among several brands that customers positively know in Vietnam and kept the top among other E-Commerce platforms in Vietnam. By applying efficient and suitable marketing strategies, Shopee won the faith of many consumers in Vietnam. According to several other local surveys and the author's survey that asks consumers to choose their favourite platform for shopping online, over 80% of consumers chose Shopee. The figure below is the survey's question that shows the platform most consumers in Vietnam use for shopping

online.

4. Which app do you often use for shopping online?

63 câu trả lời

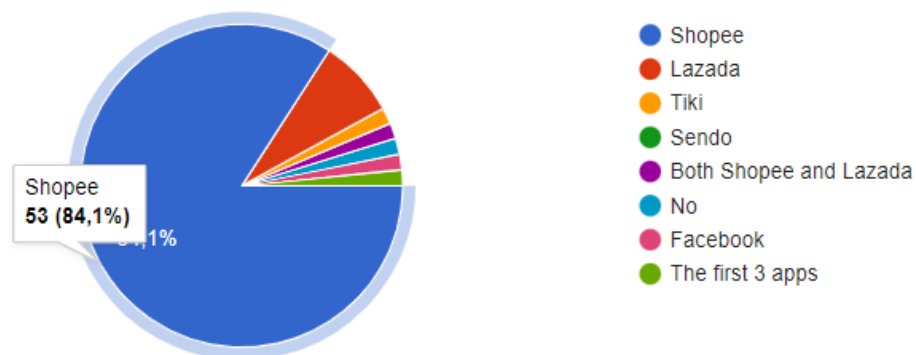


FIGURE 20 Popular platform for shopping online in Vietnam.

5 THE DOMINANCE OF SHOPEE IN VIETNAM'S E-COMMERCE MARKET

This chapter presents the dominance of Shopee in Vietnam E-Commerce market and clarify the question: How Shopee became the top E-Commerce marketplace in Vietnam.

5.1 The dominance of Shopee in Vietnam's E – Commerce market

Before the penetration of Shopee, Vietnam's E-Commerce market held a small market share in Vietnam's economy. At that time, Vietnam's consumers would prefer shopping directly from the stores, the traditional way of shopping. The E-Commerce platforms such as Lazada or Tiki are just for the youth generation studying and working in the two biggest cities in Vietnam, Ho Chi Minh City and Hanoi capital. And those E-Commerce companies were focusing on their official website as the main platform of the company. In 2016, when Shopee joined Vietnam's E-Commerce market, Shopee conducted different strategies compared to other E-Commerce companies by putting the application on mobile phones into the market to adapt to the high use rate of mobile phones in Vietnam at that time. Using the different approaches is the advantage of Shopee when creating a different and more efficient strategy to penetrate the market. The E-Commerce market of Vietnam absorbed a new platform that is more creative and adaptive. By approaching consumers through mobile phone platforms together with attractive marketing strategies and the competition with other E-Commerce companies, Shopee attracted customer from different segments to Vietnam's E-Commerce market. And spread to all urban and regional centres in Vietnam. Shopee is the key operator contributing to the current impressive development of the E-Commerce market in Vietnam. Until 2021, Shopee overcame other E-Commerce platforms such as Lazada, Tiki, Sendo, etc., successfully dominating Vietnam's E-Commerce market. The figure below shows the top preferred E-Commerce platforms in Vietnam. (Aspin 2021.)

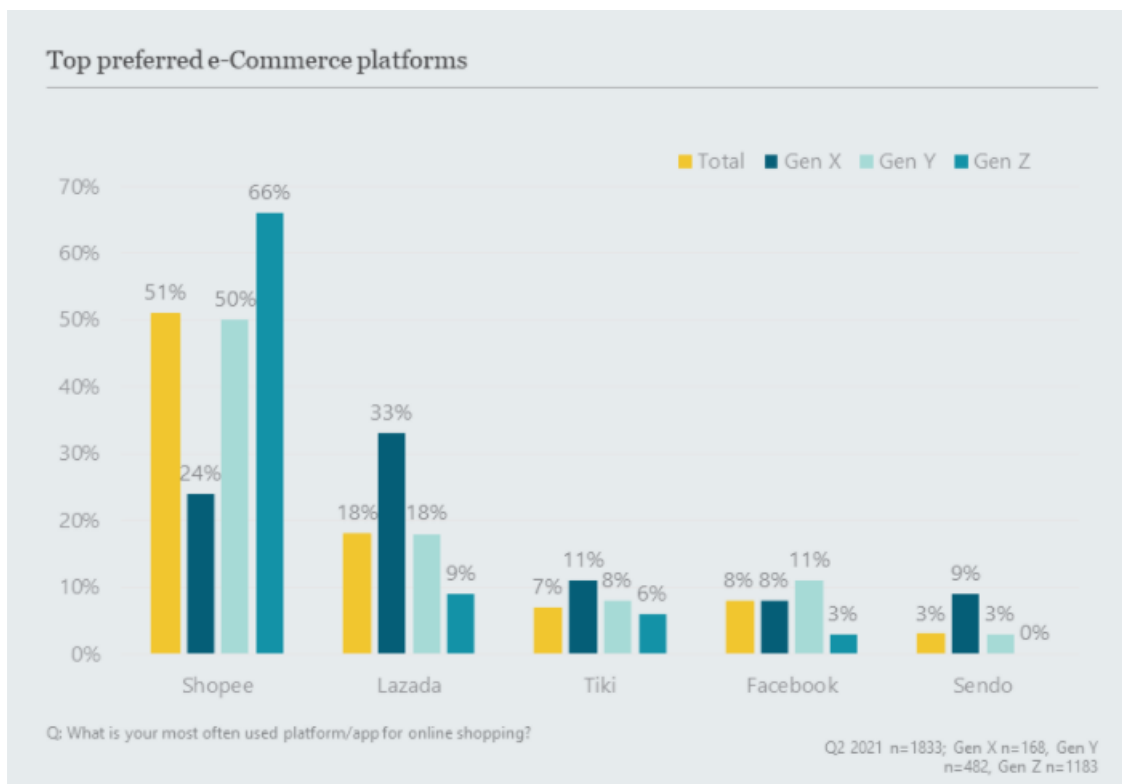


FIGURE 21 Top preferred E-Commerce platforms in Vietnam. (Aspin 2021.)

5.2 How Shopee Became the Top eCommerce Marketplace in Vietnam

Overcome several strong competitors in E-Commerce marketing in Vietnam, Shopee has become the top E-Commerce platform, an online marketplace in Vietnam. There are several factors that contribute to the current success of Shopee. These factors are the policies, plans, and strategies that Shopee has applied in Vietnam's E-Commerce market, namely, localization, campaigns, benefits, and discounts.

5.2.1 Localization

Shopee is a company that came from Singapore, outside of Vietnam. Therefore, at the very beginning of penetrating Vietnam's E-Commerce market, Shopee investigated the characteristics of Vietnam's E-Commerce market, the existing competitors, and the shopping habit of Vietnamese. Then building suitable strategies to approach the consumer and market. With the multi-localization approach, Shopee enables to reach domestic consumers in the Vietnam's market. In Vietnam, Shopee develops the application platform, the service, and the marketing strategies that adapt and are suitable for the characteristics of consumers in different markets. Shopee catches the trend of the Vietnam's youth generation by focusing

on developing a platform on the mobile phone. Using mobile phones is a tendency that will strongly increase and grow in the next five years. (Degehard 2021.).

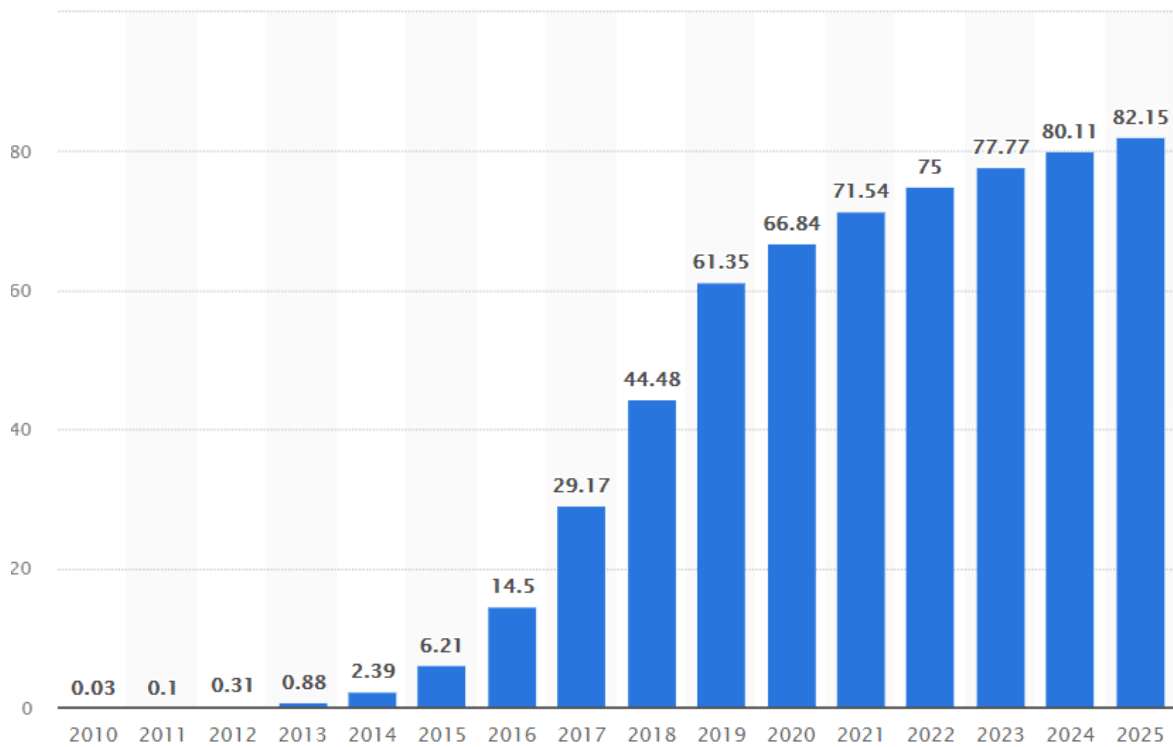


FIGURE 22 Forecast of the number of mobile internet users in Vietnam from 2010 to 2025 (Degenhard 2021.)

Using celebrity and influencer brands is also one of the localization strategies of Shopee. Shopee knows that celebrities and KOLs in Vietnam have a strong influence on the Vietnamese. Therefore, in Vietnam's market, Shopee tends to use the influence of stars and KOLs to boost and familiarise customers with the company's brand. Besides, Shopee uses Unique Selling Point (USP) in Vietnam's E-Commerce marketing to gain the customer's attention to Shopee's brand. Shopee successfully developed the Unique Selling Point and created the curiosity of its brand. Through using the USP strategy, Shopee successfully induces many potential customers to become loyal customers of Shopee by visiting Shopee's application.

5.2.2 Campaigns

One of the factors that contribute to the current success of Shopee is campaigns. Shopee built various promotional campaigns periodically. Promotional campaigns of Shopee are often operating monthly on special days such as 1.1, 2.2, 3.3, etc., on holiday and end-year occasions. Shopee also creates campaigns for sellers and influencers to increase the interaction of the platform. (Shopee 2019.)

5.2.3 Benefits and Discounts

In every campaign, Shopee provides a massive number of benefits and discounts to gain the attention of consumers and increase the interaction on the application. Almost the E-Commerce companies will offer many programs and discounts to attract customers. Especially, the programs and discounts of Shopee are incredibly diversified and impressive. The benefits and discounts of each campaign will be different. It formed a new habit for consumers, seeking sales codes. These benefits and discounts will stimulate customers to check the Shopee's application every day and shopping. One of the benefits that mostly created the positive image of Shopee and is the powerful factor that attracts customers is free shipping. Each month, Shopee will provide a certain number of free-ship codes to stimulate the shopping behaviour. Besides, there is a massive amount of discounts code that will be put into the market. Consumers try to get and use these codes as soon as possible because of the limited amount of the codes. Overall, benefits and discounts are the essential factors that contribute to the current position of Shopee in Vietnam, the top E-Commerce marketplace.

6 CONCLUSION

This chapter is the conclusion of the research. It gathers the information on this study to answer the research questions. Clarifying the validity and reliability and giving suggestions for further research.

6.1 Answers for Research Questions

The main research question is the title of this research mentioned on the cover page of the report. In order to clarify the main questions, there are a list of sub-questions that was mentioned in the introduction chapter of the research. In this part, the author is giving the answers for those questions.

- What are the ultimate marketing strategies Shopee has used to dominate the Vietnam's E-Commerce market?

With the purpose of overcoming all the competitors and dominating the Vietnam's E-Commerce market, Shopee has applied several ultimate marketing strategies. These are social network and viral marketing, Shopee's marketing mix, Search Engine Optimization, referral programs, Shopee In-house marketing strategy, and Shopee's marketing strategy to support sellers. These marketing strategies aim to satisfy existing buyers and sellers, attract new consumers and partners, build a Shopee's community on the company's platform and extend the scale of the Shopee's community.

- What is Shopee?

Shopee is an E-Commerce company that was established in Singapore. Shopee joined the Vietnam's E-Commerce market in 2016. And after five years, Shopee has dominated and is the top company in the Vietnam's E-Commerce market. Shopee provides the E-Commerce platform for sellers and buyers to conduct the shopping process. The activity area of Shopee is allocated in urban and regional centres all over Vietnam.

- What are the Vietnam's E-Commerce market characteristics?

Vietnam is the 28th largest E-Commerce market in the world's ranking and is the third in the Southeast Asia. The E-Commerce market in Vietnam is positively growing every year. In the current situation of the world and Vietnam, Covid-19 pandemic, the E-Commerce market in Vietnam has the tendency to strongly develop and extend. With the complicated situation of Covid-19 in Vietnam, the E-Commerce market almost replaces the traditional market.

- How did Shopee affect the E-Commerce market in Vietnam?

After penetrating in the Vietnam's E-Commerce market, Shopee changed the trend of developing E-Commerce platform in Vietnam from the website to mobile phone. With the convenient and simple application and efficient marketing strategies, Shopee has successfully changed the shopping habit of Vietnamese to online, attracted many customers to join the Vietnam's E-Commerce community, and spread online shopping to all over Vietnam. Shopee is the core factor in boosting the Vietnam's E-Commerce to be prosperous and rapidly developing.

- How did Shopee Become the Top eCommerce Marketplace in Vietnam?

By applying the localized strategy, operating effective campaigns, and providing massive benefits and discounts, Shopee did an excellent job penetrating, dominating, and becoming the top E-Commerce marketplace in Vietnam.

6.2 Validity and Reliability

This research is conducted with high validity and reliability. The main purpose of the study is to find the answers to all the research questions. In the previous part, all the research questions are answered based on the process of investigating and gathering information and data by the author. As mentioned in the research methodology and data collection part, the information and date of this report were collected from both primary and secondary sources. The primary data was gathered from the survey which was conducted by the author. The number of the survey participants was 63, which is enough to ensure the research's reliability. The secondary data of this research was collected from books, annual reports of Shopee, articles, previous studies in the literature, and many other online sources.

6.3 Suggestions on Further Research

As mentioned in the introduction part, this research aims to analyse the ultimate marketing strategies of Shopee that help Shopee dominate Vietnam's E-Commerce market. And to hold and strengthen Shopee's position in Vietnam's E-Commerce market, the author recommends building a new marketing strategy for Shopee in Vietnam's E-Commerce market in the next five years. Or creating a Shopee's development plan to dominate the European E-Commerce market, one of the development ambitions of Shopee. It would be an interesting idea for further research.

7 SUMMARY

In the new decade of technology and digitalization, the E-Commerce market is seen as a potential market for businesses and retailers to develop. And Shopee is one of the E-Commerce businesses, did an excellent job penetrating and developing the potential development E-Commerce market in Vietnam.

The main goal of this research is to analyse the ultimate marketing strategies of Shopee to dominate Vietnam's E-Commerce market. The first chapter of this report indicated the background, objective, research questions, limitations, theoretical framework, research methodology, data collection, and thesis structure. The purposes of the second and the third chapters are to clarify and familiarise the reader with the concepts of E-Commerce, including its features, types and future, and the theories of marketing strategy.

In the fourth part, the author acquainted the reader with the overview information of Shopee companies. As a Southeast Asian company and developing in several countries all over Asia, Shopee is known well in the Asian community but is a strange company to Europeans. Therefore, the remarkable information about Shopee was presented in this research to introduce the reader, a very successful business in the area of E-Commerce.

The typical marketing strategies of Shopee were investigated and performed with the aim of showing the current efficient marketing strategies to develop and extend the activity scale of an E-Commerce company in the market. And in the final part of the research, the dominance of Shopee in the Vietnam E-Commerce market was presented and explained by several different data and information from the electronic sources and the survey that the author conducted. The reliability of this research was ensured by the obvious references of the sources and the objectivity of the survey's participants.

In the end, the efficient marketing strategies of Shopee are the key factors that contribute to the rapid and continued development of Shopee and the E-Commerce market in Vietnam.

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APPENDICES

APPENDIX 1. SURVEY

Shoppe's Marketing Survey

Thesis Survey

⋮

1. How old are you?

- Below 18 years old
- 18 - 30 years old
- 30 - 40 years old
- Above 40 years old

2. What is your gender?

- Male
- Female

3. How often do you shop online?

- Everyday
- Once a week
- Twice a week
- Khác...

4. Which app do you often use for shopping online?

- Shopee
 - Lazada
 - Tiki
 - Sendo
 - Khác...
-

5. Have you ever used Shopee?

- Yes
 - No
 - Khác...
-

6. How can you know about Shopee?

- Youtube
 - Facebook
 - Instagram
 - Influencer
 - Tiktok
 - Banner Advertising
-

7. How often do you access Shopee App?

- Every day
- Every week
- Every month
- Khác...

8. What do you like most when you use Shopee?

Vấn bản câu trả lời ngắn

9. Do you think the marketing's campaigns of Shopee are efficient and impressive?

- | | | | | | | |
|--------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Normal | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very efficient and impressive |

10. How can you see the new Marketing campaigns of Shopee?

- Shopee Notification
- Social media (Youtube, Facebook, etc.)
- Banner Advertising

11. What do you like most in the marketing's campaigns of Shopee?

- Benefits (discounts, freeship, new codes, etc.)
- Entertaining (melody songs)
- Khác...