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Strategic Management

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Vodafone Organisational Expansion Plan – Vietnam

Lecturer : Jia Miao

Student Name: khirul Amin Sakib

Student ID: 2427125

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Introduction

This report lays out a nice plan for Vodafone's entry into Vietnam. The goal is to research the market and develop a single excellent entry plan. The report utilizes key tools used in studying the risks and growth in Vietnam. It also demonstrates how the global skills of Vodafone can be used for growth. The report examines the external forces that influence market needs today. It then reviews upon internal strengths supporting Vodafone expansion goals now. The study comes up with a single definite entry plan that suits the need of Vietnam market. It also provides steps for reducing risks when working in early market. The report concludes with some points in support of long-term growth plans.

1. Selection of Organisation & Target Market

1.1 Introduction

This section describes why Vodafone and Vietnam are one good market match. It reflects the growth of Vodafone and the reason for the firm to try new markets. The section also demonstrates why Vietnam provides evident space for growth in the future. It gives facts about Vodafone scale and skills in global telecom work. It then connects these skills to specific needs that are evident in the Vietnam market. The section also reviews key digital trends which are shaping demand in Vietnam today. It explains why the use of data increases rapidly and provides significant opportunities for the market. The section then illustrates the role that Vietnam digital plans play in supporting broader tech growth. It provides reasons that why 5G and IoT needs match Vodafone strong tools. It also identifies areas of service gaps that Vodafone could help close soon. These points help build a clear case for the entry of Vodafone into the Vietnam market now. This section upholds the opinion that Vietnam is a good fit for Vodafone's long-term goals. It lays the ground for further analysis in the following sections.

1.2 Overview of Vodafone



Figure 1: Vodafone

Source: (Vodafone 2025 Annual Report, 2025)

Vodafone is a British telecom giant today. The company was founded in 1984 and has expanded on a global level (Forbes, 2019). The firm now operates into three broad business lines: Vodafone Business, Europe Consumer and Africa Consumer. In the year ended on 31 March 2025, Vodafone had revenues of roughly £37.448 billion (Vodafone, 2025). The company serves the customers in Europe, Africa and parts of Asia through its direct operations and partner networks. It offers mobile data, voice plans, fixed broadband and digital cloud tools for business and consumers. Vodafone invests in 5G network and growth platforms through partnerships with companies like Microsoft and Google. The group hopes to leverage its global scale to reduce costs and provide simpler services to many users. One strategic priority is growth in fast-rising markets in Africa and Asia, where there is high demand for mobile data. Vodafone said that in its international markets, it acquired 5.9 million new mobile customers in FY 25, with 60 million mobile customers and 67.3% using data services (Research-tree, 2025). Sustainability and digital inclusion are also a core focus for Vodafone. It is committed to creating green networks and minimising energy wastage in its operations. These strategic priorities place Vodafone in a position to grow in new international markets with good growth momentum.

1.3 Justification of Market Choice

Vietnam is a good telecom market because the digital usage growth is fast. Many people use phones daily for calls along with internet games and online payments. About 75% people in Vietnam use internet every day (Morschett et al., 2025). This indicates a high demand for stable data services across the country. Mobile subscriptions are more than one hundred 50 million throughout Vietnam today. This number is higher than population and shows multi sim usage. Many users have more than one sim for price and coverage. The use of smartphones is also high because of the low cost of phones and easy accessibility. Around 70% people have a smartphone in the city's towns and rural areas. Young users are the drivers behind much data use with apps videos games and payments Data consumption increases every year as people watch videos and use social. Online shopping and phone payments also rev up the need for more data every day nationally. Fast data is required for work study health and public services. Network quality is more important since users are staying on networks for longer hours. Vietnam is planning great digital growth with the support of modern networks. The government is supporting the Internet growth by digital plans and policy actions. This opens good space for the global telecom firms to

step in. Vodafone has good skills in fast data networks and digital services. The company also has experience in numerous new growing markets globally. Its skills match Vietnam needs for speed coverage safety and service. Vodafone is focused on data plan cloud tools and new digital products. These services match well with increased demand for data from users. Business users also require stable data for their day-to-day work, as well as their systems. Vietnam has good future value because the use of data will continue to increase (da Silva Coutinho, 2021). These factors make Vietnam a good market for Vodafone to expand in. There is strong competition but there is space for new services, due to the demand for data. Good prices drive off planning and fast networks attract users.

2. Comprehensive Strategic Analysis

2.1 PESTLE Analysis of Vietnam



Figure 2: PESTLE Analysis

Source: (Abushova, Burova and Suloeva, 2016)

Political Factors

Vietnam has a stable government that supports long-term digital growth. The state constructs apparent plans to manage change in telecom in primary areas. Government leaders are behind

tech companies that are investing in robust digital networks across the country. Telecom rules in Vietnam are clear and provide for fair market entry today (Tran, 2017). Licensing rules are strict and help to keep secure telecom work in place. Foreign firms must obey the rules that govern the use of data and the quality of services. Vietnam is open to new investment with skills and building strong networks in the country. Digital plans to expand 5G, online tools for public use. Leaders also encourage e-government tools that require fast and safe networks.

Economic Factors

Vietnam has 7.1% GDP growth that contributes to the stable telecom market. A rising middle class spends more on mobile data and digital tools. Income growth assists more users in purchasing smartphones and consuming more data daily. Inflation remains healthy and allows consistent spending on telecom plans today (Nguyen, 2023). Market costs for networks are still lower than many of the large regional markets. Smartphones are in high demand and help to drive good data in their demand all over the country. Cheaper smartphones mean more access for young users in rural areas. Urban markets get much larger as users upgrade phones and use more data. These trends are in favour of telecom growth and will provide good opportunities for Vodafone.

Sociocultural Factors

Vietnam has a young population that has a strong influence on digital usage. About sixty percent people are under 35 years of age (Truong, 2016). Young people use smartphones every day for social media video games. Online games and videos require fast stable internet daily. Young users prefer chat apps and video calls more daily. Mobile payment apps are trending for food travel needs shopping young users are quickly and easily able to learn new digital services today. their habits increase mob data within cities towns areas. Young users also help the family members to start using the internet services. This young population presents a great future demand for telecom data.

Technological Factors

Vietnam is fast-growing in 4G currently and is preparing well for the new 5G tools. Major cities have good networks to sustain fast data for day-to-day use. Some smaller towns still require

better towers to increase speed and reach. Vietnam invests in digital work to help cloud tools for local firms. IoT use increases in homes, firms and public sites in urban regions. Cloud adoption is growing as companies require safe data tools for everyday tasks. Local tech skills improve, which helps firms adopt smarter digital processes (Ngo, 2017). Innovation comes in the form of startups developing new apps for trade and payments. These tech trends open a great space for Vodafone's advanced digital services.

Legal Factors

Vietnam has telecom laws with respect to data use and network safety. Firms need to observe a set of rules that ensure that the user is protected and that no data leak happens. Cybersecurity rules become more powerful because more people are using online tools every day. Licensing rules ensure quality and safety standards for networks within firms. Foreign firms must collaborate or adopt rules which provide guidance on fair work in the local market (Tran, 2017). These laws are useful in creating a safe network but increase the tasks for Vodafone regarding the entry.

Environmental Factors

Vietnam sets goals to support green work to reduce the waste of energy (Truong, 2016). Telecom companies must adopt tools that reduce power consumption in important locations. Energy-efficient towers help firms to meet rules and cut long-term costs. Climate risk, such as storms, can damage towers and cause delays to network work. For firms, it is planning a safe system that can remain safe during bad weather events. Green goals provide space for clean and smart network tools that Vodafone can use.

2.2 Porter's Five Forces Analysis



Figure 3: Porter's five forces

Source: (Bruijl, 2018)

Threat of New Entrants

Funds required for good networks are high for new entrants in the Vietnamese telecom industry (Rayagra, 2024). Firms must construct towers and systems that require strong long-term investment. High capital needs mean limited opportunities for the entry of small new telecom groups. New firms also have stringent licensing regulations that make it difficult to enter the market. The state monitors network plans before granting telecom rights to firms in full. Foreign firms must deal with clear-cut laws that make the entrance in the early stage expensive. These rules are to protect users but increase tasks for new market players. Local telecom firms have great reach, which shrinks the space for entrants. Network needs generate high costs that prevent many interested global groups. Vodafone can bear such costs as it has a huge global scale. The threat of new entrants remains low because of the strict telecom barriers.

Bargaining Power of Suppliers

Suppliers such as Huawei and Nokia monopolise tools for expanding the network. They provide tower radios and software which help support the stable work of telecom. This dependence gives the suppliers power when the firms are negotiating for long-term contracts. Switching network gear is difficult as systems require great stability support. Some tools are still expensive, which increases spending for network growth purposes. Supplier limits might also retard upgrades that Vodafone needs to plan carefully. Vodafone scale helps to get better deals with major suppliers in markets (Aquilina, 2017). Supplier power is moderate because of global options and network requirements.

Bargaining Power of Buyers

Vietnam users can switch networks quickly because there are a lot of telecom options available. Price is a very important factor, as people are looking for cheap plans that have good data. Users put pressure on firms to provide more data for reasonable, fair prices. Many users choose networks based on the quality of speed and plan terms. Weak service in some locations makes users willing to change often. Urban users are looking for fast networks that support game streaming and online work. Rural users want good reach since there are still gaps in coverage. High choice gives buyers a strong voice, forcing firms to improve service. Vodafone must have fair plans to achieve trust in Vietnam in the present day (Bruijl, 2018). Buyer power remains high because of the price issue among user groups.

Threat of Substitutes

Users can switch to applications such as WhatsApp and Zalo to make daily calls. These apps minimise the use of voice, shifting users to the need for mobile data. Fixed broadband provides high speed to homes, which lessens the use of data on mobile phones. Public WiFi in malls, cafes schools allow free online access to users. These tools allow users to reduce expenditure by using fewer mobile data. Vodafone needs to provide high-speed networks to maintain its position over these substitutes (Hai, Tan and Yuen, 2018). Cloud tools also change the user habits from homework and needs. Substitutes remain strong because of numerous low-cost online service options. The mobile data is still required because people are moving out of the fixed connection areas. The threat remains moderate as mobile reach is still necessary for users daily.

Competitive Rivalry

Vietnam telecom rivals include Viettel, Vinaphone and MobiFone with good national reach. These rivals are holding huge shares and having high trust among local users. They provide cheap plans, which put a lot of pressure on new global firms. Rivalry remains high since users rank networks based on speed and price. Networks are competing hard in cities where the demand for data is increasing every month (Aquilina, 2017). Service gaps still exist in rural areas, which create room for new entry. Vodafone has to offer strong value to compete with rivals in Vietnam today. Differentiation calls for solid speed service, trust and helpful digital support equipment. Intense rivalry makes telecom companies to enhance the strength of their network annually. Vodafone must plan moves to stand out in this crowded market. Strong rivalry implies that firms will have to ensure that prices remain fair and that they improve service.

2.3 SWOT Analysis for Vodafone in Vietnam

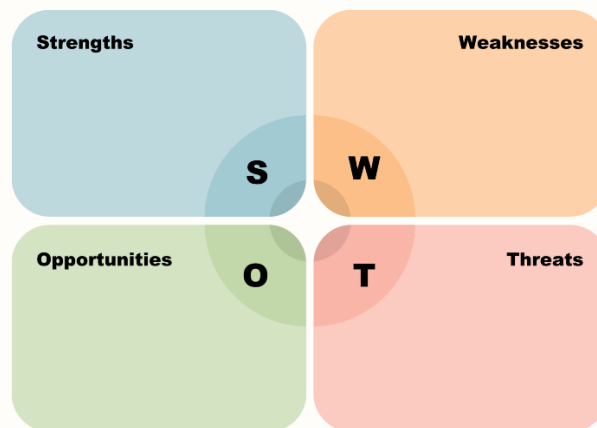


Figure 4: SWOT Analysis

Source: (Goodarzi, Sheikhi and Shabani, 2015)

Strengths

Vodafone has a high brand name that is trusted by many global user groups. This is the strength of this brand that helps Vodafone enter new markets with some initial trust of users. Vodafone also has formidable skills in 5G, based on new digital needs. These skills help to build fast

networks that serve users in numerous areas. Vodafone has strong funds behind it to drive long-term network growth in Vietnam (Asad, 2024). This strong financial base means investment in towers and digital cloud tools is possible. The company has global teams that facilitate network work in new markets. These skills are useful in allowing Vodafone to plan for safe, strong networks that are appropriate to local needs. Vodafone's global scale also helps to reduce costs through good deals with suppliers. These strengths give Vodafone a good foundation to expand in Vietnam soon.

Weaknesses

Vodafone has no current presence in Vietnam, which slows down early market entry. Lack of work locally = low user trust, poor initial brand reach. Vodafone also must spend high funds to build or share new networks. High costs can cause delays in service plans and slow short-term market growth (Abushova, Burova and Suloeva, 2016). The firm also requires strong local partners to follow rules and gain reach. Local partners assist in guiding telecom work and legal tasks in Vietnam. Lack of local staff also means it tends to be slower and more expensive to work on servicing early. Vodafone must hire skilled staff who understand the user needs of locals today. These weaknesses make it more difficult to take the first steps in entering a new telecom market. Vodafone needs to plan well to reduce these entry gaps in Vietnam.

Opportunities

Vietnam demonstrates a high demand for mobile data across the entire age group of users. More people use online tools, which increases the daily need for fast data. The digital economy grows quickly, which helps to raise the demand for cloud tools. Online trade and payments increase rapidly and require safe, stable data services. These trends provide space for Vodafone to provide better networks and such plans. Vietnam is also fast-growing in IoT use, seen in homes, firms and public sites (Hai, Tan and Yuen, 2018). IoT requires safe networks, which Vodafone can provide given its global skills. Cloud use also goes up, which creates space for Vodafone business cloud services. These tools are used by firms to store data in a safe manner and employ smart digital work. Vietnam plans more digital growth, so more users will need fast data soon.

Threats

Vietnam has strong rivals such as Viettel, Vinaphon, and MobiFone with a wide reach (Ngo, 2017). These rivals provide cheap plans, which make it more difficult for global telecom firms to enter. Users can switch networks quickly, which increases the pressure on new players in the market. High price sensitivity implies that users select plans primarily based on daily cost. This makes it difficult for new firms to charge fair prices for early work. Strict rules can be discourteous to the entrance of the market and can increase the work in compliance for Vodafone. These rules guide data safety and network quality, which raises long-term tasks. Local rivals also know user needs well, which gives them strong early leads. Vodafone needs to make some obvious moves to differentiate itself in this crowded market. These threats highlight the importance of effective planning and value creation.

2.4 Summary of Strategic Analysis

The analysis shows Vietnam has good space for digital growth. PESTLE results, there are obvious trends to support long-term working in telecoms. Five Forces show high rivalry, but strong market space remained SWOT indicates that Vodafone has good skills that suit market needs. Vietnam remains a draw because demand for data continues to grow rapidly. External trends support new digital tools in line with Vodafone global strengths. Internal strengths are used by Vodafone to plan networks that are safe for local users. Weaknesses reveal the need for supporting partners that support early market steps. Opportunities provides Vodafone with room to expand on new 5G and cloud work. These insights support Vodafone entry plans and inform clear choice of strategy.

3. Implementation Strategy

3.1 Strategic Objectives for Vietnam Launch

Vodafone is determined to provide safe strong digital connections that support day to day life. The mission supports such simple tools for people to stay connected everywhere today. The Vietnam launch will help Vodafone to grow its reach in the fast markets. Short term goals are about building strong networks and earning the trust of users early on (Kalam and Kalam, 2020). Vodafone will also make local deals that will support safe service work. Long term goals are to develop 5G tools for homes firms and public sites. Vodafone want to be at the forefront of digital

change through offering robust cloud and IoT tools. These objectives are identical to global objectives for growing value and wide digital inclusion.

3.2 Market Entry Strategy

Vodafone should enter Vietnam by joint venture with one trusted firm. This mode of entry provides a means of shared control and mitigating risk for the early market steps (Sanchita, 2022). A joint venture assists Vodafone in following local rules in a quicker and safer manner. Local partners provide deep market insight that informs early choices of network growth. This approach is consistent with Dunning OLI ideas regarding clear local ownership advantages. Vodafone provides worldwide skills and partners provide excellent knowledge of local needs. The strategy support Ansoff market development of entering one new country now. It assists Vodafone in harnessing existing strengths as well as serving new user groups in Vietnam. A joint venture allows Vodafone to share costs for towers and other major systems. This limits early risks associated with high capital spending requirements for telecom. Vodafone also avoids high costs associated with full ownership market entry. Acquisition is more difficult as strong rivals already have a tight control in Vietnam. Greenfield entry is slower due to time and extremely high funds required for networks. A joint venture alleviates these problems and facilitates early service-time (Kalam and Kalam, 2020). It is also beneficial for Vodafone in terms of credibility building through connections with one known local company. There is risk since partners may disagree on goals in certain stages of a project. Vodafone has to establish clear terms which provide a guide to shared work and service aims. A joint venture helps in reducing the risks and helps in the long-term strong growth.

3.3 Competitive Strategy Formulation

Vodafone will have a clear differentiation approach in the Vietnam telecom market. The company will emphasize on a good service quality which cannot be matched by rivals. Vodafone will provide stable network speeds with very low downtime of the service. This reliable network is going to support heavy data consumption in busy urban areas (Ilchenko, Uryvsky and Moshinskaya, 2017). Urban youth will have fast data plans for video games social media. These plans will support streaming gaming and daily online usage. Young users are the ones that

appreciate speed stability and easy internet use daily. Vodafone will also have a focus on small and medium business users. For work sales and payments, these firms require safe data tools. Vodafone will offer easy enterprise IoT services for day-to-day business requirements. Cloud data services will serve storage sharing and system control functions. Secure network access will help to protect business data and user privacy. Large firms will be given special business plans with service level support (Goodarzi, Sheikhi and Shabani, 2015). These plans will promise uptime of the network and fast technical help. Such services require great systems skills and global experience with technology. Vodafone already has a long experience in many of the telecom market across the globe. Local rivals have competed mostly using low prices and basic data plans. They do not have deep skills in business services cloud and IoT tools. High-cost networks and skills are difficult for rivals to imitate. Strong global partners are also supporting Vodafone in upholding the quality-of-service levels. This is a strategy which helps to make Vodafone compete without resorting to price wars. Reliable service creates trust and long-term customer loyalty. This obvious focus enables Vodafone to differentiate in Vietnam market.

3.4 Strategic Risk Assessment & Mitigation

Telecom rules in Vietnam pose a high regulatory risk for Vodafone. These rules may slow down entry and increase the costs of work. Market risk remains high since competitors have broad reach today. Users expect low prices which increases cultural risk for Vodafone. Operational risk arises when people must get staff training to support networks. Vodafone can reduce risks with transparent agreements with reliable partners (Mori et al., 2018). Local partners are involved to help guide the legal tasks and support the day-to-day operations. Vodafone has to train its staff well so that networks are kept safe daily. Vodafone should charge reasonable prices according to the needs of the user throughout the country. Clear service plans will make the trust stick and reduce the risks in the market.

4. Evaluating Strategy

4.1 Suitability Analysis

PESTEL: PESTEL demonstrates great fit considering Vietnam supports growth with long term digital growth (Karami, 2016). The plan corresponds to rules that provide guidance in the safe

usage of data and in the fair practice of telecoms. Fast economic growth and the growing digital skills are also supporting Vodafone entry today.

Five Forces: Five Forces indicate a high rivalry existence but obvious space for robust new networks. The joint venture plan helps in facing the power of the suppliers and price pressure by the buyers. The approach is suited to market needs based on the strong substitutes and severe rules.

Strategic Groups: Strategic groups indicate that rivals have reach but lack the wide cloud and IoT skills. Vodafone can carve a niche thanks to good digital tools for many users. This helps in building up value that rivals still don't provide fully (Miller, 2020).

Value Chain: Value chain fit is high as Vodafone possesses global skills for key tasks. These include network design cloud work safe digital service support. Such skills are suited to needs for fast network and strong data system in Vietnam.

4.2 Acceptability Analysis

Risk: Vodafone is facing financial risk due to the high network cost in Vietnam in the present day. Market Risk Remains Strong as rivals have wide reach and user trust. Regulatory rules may delay entry and raise early project work requirements today. Operational Risk Operational risk emerges when systems require a strong training and clear support every day (Mori et al., 2018).

Return: Vodafone is expecting good returns through the steady growth of data soon today. Vodafone can favourably gain share through provision of fast networks and good service value. Strategic value is enhanced when Vodafone develops solid digital tools for local users.

Reaction of Stakeholders: Government may favour entry where networks are compliant with safety rules and national aims. Investors may be content with growth provided the returns remain good during the initial market years (Sanchita, 2022). Partners and workers can be supportive of plans when goals are clear and fair.

4.3 Feasibility Analysis

People and Skills: Vietnam has a lot of young workers whose digital and technical skills are on the rise today. Vodafone can bring global teams to support early training and skills transfer. Local staff will require training on how to manage new systems and networks (Venable, Pries-Heje and Baskerville, 2016). Clear training plans will help teams provide safe service each day.

Financial Feasibility: Vodafone has good funds which are supporting major network investment in Vietnam now. The firm could cope with high costs associated with towers and digital tools. A joint venture can help save money by sharing the expenses with trusted partners. Data growth in Vietnam can support stable long term financial returns.

Integrating Resources: Vodafone can fuse the global with local knowledge to construct the networks. Local partners will lead the way on compliance with the rules and to support key market actions (Miller, 2020). Global technology will help to make safe networks and strong digital tools. This combination of resources enables a viable plan for Vodafone today.

Conclusion

This report shows that Vietnam provides excellent room for Vodafone growth. The study identifies obvious trends supporting the long-term digital work today. Vodafone has the capabilities to develop safe and fast networks across the country. For Vodafone it is a safe way to enter the market through a joint venture. This mode cuts down on early risks and assists in observing strict rules of telecom. The competitive plan indicates how Vodafone can stand out by strong value. Clear service plans and good prices will help in gaining user trust quickly. The risk review indicates steps that can keep early challenges under control. These points are in support of Vodafone long term growth plans in the Vietnam market. Vodafone's strategy in Vietnam has focused on strategic partnerships, primarily with local operator Vinaphone, rather than direct market entry, leveraging their "Partner Markets" model to gain presence and share technology/roaming benefits in the booming Asia-Pacific market with lower risk. This involves sharing expertise, offering Vodafone Business solutions like SD-WAN to enterprises (e.g., Al-Futtaim), and aligning with Vietnam's rapid digital growth, including 5G and 6G development, to enhance customer experience and market share without full operational investment.

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