



# Some Measures to Spur VTN's Development

by MEcon. ĐOÀN HÙNG NAM

**T**he Vietnam Telecoms National - VTN, an affiliate of the Vietnam Post and Telecommunications Corporation (VNPT)- is making great efforts to provide a lot of value-added services in the global telecoms market.

Over the past years, the VTN has recorded significant achievements, for example, national telephone calls reached 3,800 million minutes in 2004, separate leased lines 90,000; TV data transmission 750 hours. Therefore, it became an excellent unit of the telecoms sector and received the third-class Independence Order and the third-class Service Order granted by the President. The following measures will help the company survive and grow in the current harsh competition.

## 1. Human resource development

### 1.1 The necessity:

- Human resource is a decisive factor for all businesses in the environment of competition and integration. Although the VTN has a strong army of technicians they have not really met new requirements.

- The telecoms industry changes very rapidly. Its workers should be thus retrained and their knowledge and skill must be updated to win in the competition.

- Vietnam will obviously face a lot of challenges when joining the WTO, especially in the telecoms industry, so it must prepare high-quality human resources.

### 1.2 The goals of measures:

- To train an army of high-skilled workers and experts up

to the world standards with a view to creating good preconditions for the company's performance in the new situation.

- When Vietnam is on the way to the WTO, the telecoms sector must map out its integration road map and strive to sharpen its competitive edges in the competition with foreign giants. From now to 2010, the telecoms sector in general and telecoms businesses must build their qualified staff to meet requirements of new tasks. Vietnamese experts and high skilled workers will step by step replace foreign experts in management, operation and maintenance of new generation telecoms equipment.

### 1.3 Main contents of measures:

\* Building an army of professional staff:

Management is in final



analysis human management. Therefore, the VTN should be determined to build an army of professional staff to settle the shortage of qualified managers. They must be well-experienced, energetic and innovative in the market economy.

- The company should have proper policies to recruit talents in accordance with the trend of technological evolution with the aim to build an army of professionals in each specific area.

- The company staff must increase their skill to use modern management tools including accounting analysis, statistical forecast, business planning...

- \* Giving incentives to talents:

The leadership of the Party and the Government has to pay full attention to building their policies on encouraging talents by increasing their wages and bonuses, and giving them promotion opportunities (especially young experts and seniors) with a view to avoiding the brain-drain. In addition, the company should send young workers to study in developed countries.

- \* Speeding up the staff training and retraining:

In respect of the telecoms and IT sector, the training and retraining of human resources is more urgent in the integration process. This will help workers adapt themselves to modern technologies; and update their knowledge about technology and management in production and business.

- Managers should be trained in major areas including leadership psychology and art, leadership role and managerial functions, settlement skill in specific cases...

- Technicians should be trained in networking management programs, telecoms profession management (switchboards, sources, transmission, telecoms networking...).

- Accountants will be trained in financial management analysis, management accounting...

- In respect of new investment projects, the training technicians and workers is a must.

- Organizing the information system, contests and seminars so that the whole staff will be provided with socio-economic information, as well as policies on business and services.

- Classifying in details the company's current workers for its appropriate labor plan.

- Holding regular refresher and training courses and professional tests.

- Strengthening the task of scientific studies and technical improvement.

- Assigning proper jobs to workers so that they can tap their potential skills.

## **2. Measures to boost development studies**

### **2.1 The necessity of measures:**

The telecoms industry needs a lot of advanced technologies, fast innovations and global expansion. The robust growth of technologies requires the VTN to update its telecoms knowledge and capability to provide competitive products and services meeting the customers' taste.

### **2.2 The goals of measures:**

- Enhancing the VTN's researchers' qualifications to create new services.

- Helping develop the telecoms industry into one of leading sectors in the national industrialization and modernization.

- Applying the scientific and technological achievements to production and business.

### **2.3 Main contents of measures:**

- \* Establishing a department for research and development (R&D)

This department is directly under the company's Board of Directors. Its functions are researching and updating new technologies in telecommunications, and forecasting the world's technological trend for the company's development. In addition, the R&D department also

evaluates technologies of the company's competitors.

- \* Determining the technological structure:

- Priorities should be given to the construction of telecoms lines and equipment which have complete technological transfer.

- Importance should be attached to the designing of software and hardware. This is the most important goal and precondition to win in the competition with foreign rivals.

- \* Attracting foreign investment:

To receive new technologies, the company must attract foreign investment in various forms such as business cooperation contract, joint venture, etc. The staff will learn modern methods of management and the company will be provided with new technologies. Local workers will step by step replace foreign experts to operate modern equipment in Vietnam telecoms networks.

- \* Technological transfer from foreign partners:

When purchasing foreign telecoms equipment from multinational groups, the company's staff will be trained to operate the equipment. This is the way for local workers to learn foreign experience and master modern technologies.

- \* Incentives in R&D activities:

- The company should establish and make the best use of its R&D fund, and encourage the exchange of experience between VTN and other affiliates of the VNPT.

- The company will send good workers to study abroad.

- The VTN has to establish close connections between scientific research and technological transfer, experiment and commercialization of products and services. The company also gives orders to research institutions and universities for their solutions to its expansion problems ■