

D. DETAILED OUTLINE

1. Introduction

- Introduce the client company/business of focus (establishment, business line, key facts, etc.) and the overall view of the industry (market share, market values, level of competition, etc.)
- Introduce the aim, purpose, and components of the report

Example:

Brand Overview:

- Year of establishment: In April 1993, the Flag Carrier of Vietnam (Vietnam Airlines) officially became a state-owned air transport enterprise.
- Service:
- Situation: Being a dynamic, modern international airline with Vietnam's cultural identity, for more than 20 years of development with double-digit growth, Vietnam Airlines has been leading the Vietnam aviation market - one of the world's fastest-growing domestic markets.
- Vietnam Airlines has deployed 3 main ticket classes: Economy class, Premium Economy class, and Business class. In particular, each main ticket class will be divided into small ticket classes to meet the needs of passengers.

Objective of the report:

The article analyzes the current status and potential of the Vietnamese aviation market and delves deeper into Vietnam Airlines' competitors.

→ By conducting a benchmark analysis, this report aims to identify Vietnam Airlines' competitive advantages and areas for improvement.

Industry Overview:

The total passenger market in the first 6 months of 2023 is estimated to reach 34.7 million passengers, an increase of 49.6% over the same period in 2022; of which international visitors reached 14.7 million, an increase of nearly 5 times compared to the same period in 2022, equal to 73.5% compared to the same period in 2019; Domestic visitors reached 20 million, down 3.4% over

the same period in 2022 but up 8.1% over the same period in 2019. ([Civil Aviation Authority of Vietnam - 2023](#))

- **Political Factors:**

The global Covid-19 pandemic has caused huge damage to the air transport industry. In Vietnam, the 2020 audited financial statements of airlines all show a sharp decline in revenue and profits, for example, Vietnam Airlines had a pre-tax loss of VND 8,743 billion. Faced with that situation, the government has many policies to support this industry, specifically: a policy to reduce 50% of aircraft takeoff and landing prices and departure and arrival flight operating service prices for domestic flights. land; applying an environmental protection tax on aviation fuel equal to 70% of the prescribed tax rate and extending it until 2021. In addition, the government also applies policies to support businesses in restructuring deadlines, repaying loans, waiving interest and reducing loan costs, solving capital difficulties, and so on.

- **Sociocultural Factors:**

According to the results of a survey done by Booking.com of more than 24,000 travelers across 32 countries and territories to predict emerging travel trends, 60% of Vietnamese travelers are looking for an opportunity to prepare for an apocalypse — learn the basics, survival schools, camouflaged cabins, self-sufficient accommodations, and eco-friendly spots. Surprisingly, 47% of the always-online generation (Gen Z) and the millennials will want to do this. (2023 Travel Trends - Vietcetera)

- **Level of competition:**

Vietnam's aviation industry is growing at its strongest in many years with double-digit growth for five consecutive years. Domestically, the aviation industry has the participation of five airlines including Vietnam Airlines, Vietjet Air, Jetstar Pacific, Bamboo Airways, and Vasco, which international organizations consider to have the fastest growth rate in the world. In addition, according to the announced plan of the Civil Aviation Authority of Vietnam, there will be 3 new airlines: Vinpearl Air, Kite Air, and Vietravel Airlines, bringing the total number to 8 Vietnamese airlines operating in the same market.

2. Benchmarking Analysis

- Competitor profiles and rationales for choosing those competitors to do the benchmarking work. (If the client recommends the two competitors, you don't need to provide rationales for choosing them).

Example:

Vietjet Aviation Joint Stock Company - one of the direct competitors of Vietnam Airlines, is the first private airline in Vietnam. Not only air transportation, Vietjet also provides consumer needs for goods and services through e-commerce technology applications. Vietjet is ranked at the highest aviation safety level in the world with 7 stars by AirlineRatings.com, a prestigious organization specializing in evaluating the safety and products of global airlines. Previously, AirlineRating also awarded Vietjet "Best low-cost airline 2018 - 2019".

The screenshot shows the AirlineRatings.com homepage with a search bar containing 'QATAR AIRWAYS'. Below the search bar, there's an error message: 'Invalid Parameters'. To the right, a banner for 'A world of discovery awaits' is visible. The main navigation menu includes 'RATINGS', 'BOOK FLIGHT', 'REVIEWS', 'NEWS', 'NOSTALGIA', 'VIDEO', 'AWARDS', and 'PHOTO GALLERIES'. A breadcrumb trail shows 'Home > VietJet Air'. The Vietjet Air profile page features the airline's logo and the text 'VIETJET AIR' and 'Low Cost Carrier'. It displays a 'Safety Rating 7/7' with a 5-star icon. Below the rating are links for 'Safety Rating Criteria' and 'Safety Rating Breakdown'. To the right is a large orange button with a plane icon and the text 'BOOK YOUR FLIGHT'. The AirlineRatings.com logo is in the bottom right corner.

Established in 2017 and officially taking off on January 16, 2019, Bamboo Airways is the first private airline in Vietnam to provide high-quality services under the traditional model (Full-Service Carrier). Up to now, Bamboo Airways has established itself among the three leading airlines in Vietnam, with three crucial pillars: The leading on-time performance in the domestic aviation industry, the growing inter-regional and inter-continental network, and services of quality and dedication. Since 2019, Bamboo Airways has maintained its position as the most punctual airline in Vietnam, with an average punctuality rate (OTP) of over 95%.



Asia's Leading Regional Airline 2023

Asia's Leading Loyalty Programme 2023

WORLD TRAVEL AWARDS

(Bamboo Airways' Awards 2023)

Compared to Vietjet and Bamboo Airways, Vietnam Airlines has an outstanding advantage when it is called "Vietnam National Airlines".

This is considered the company's advantage in attracting customers to its services. Vietnam Airlines affirms its position as a national brand airline, along with the quality of flight safety and service, helping customers feel truly secure and satisfied when taking Vietnam Airlines flights.

In addition to coordinating dual brands with Jetstar Pacific to serve the low-cost segment, Vietnam Airlines mainly focuses on developing mid- and high-end services according to international 4-star standards, highly appreciated by the rating organization. prestigious airline in the world Skytrax while the remaining two airlines mainly follow a low-cost strategy.

- Benchmarking table: compare the client company/business with its two competitors (as chosen by the students or recommended by the client representative) on a holistic- strategic approach from the corporate/business level to the functional/marketing level to the operational/digital level.
- Rank the importance of each criterion and Explain why each criterion is important for the company to perform better

Example:

- Functional level
- Operational level
- Digital Assets
- Business level

Criteria	Sub-criteria	Vietnam Airlines	Vietjet	Bamboo Airways
Business Level	Authorized Capital			
	Market share			
	Travel Brand			
Functional Level	Targeting			
	Positioning			
Operational Level	Products			
	Price			
	People			
	Promotion			

- Explanation of benchmarking criteria and marks given to the different competitors and the company

Example:

Business Level:

- Authorized Capital:

Authorized Capital is the total amount of capital contributed or committed to be contributed by the owner, members, or shareholders within a certain period and recorded in the company's charter. Authorized Capital represents the enterprise's commitment to responsibilities with assets to customers and partners. Therefore, the higher the Authorized Capital, the greater the reliability of customers and partners with the business.

According to information on the National Business Registration Portal, on May 10, 2023, Bamboo Airways successfully raised its charter capital to VND 26,220 billion. Followed by Vietnam Airlines with a capital of 22,144 billion VND and Vietjet with 7,149 billion VND.

- Market Share:

Market share represents the percentage of an industry, or a market's total sales, that is earned by a particular company over a specified period. This metric is used to give a general idea of the size of a company about its market and competitors. A market leader is a company in an industry that has the highest market share and generally wields the most influence.

According to data from Statista on aviation market share based on the number of flights in Vietnam from 2021 to the first 4 months of 2022, Vietnam Airlines, despite a slight decrease in market share, is still the company with the largest market share compared to other competitors, 39% in the first 4 months of 2022. Vietjet also has a similar decreasing trend and ranks 2nd with a 32% market share in the same period. In contrast, Bamboo Airways witnessed an increase in market share, from 18% to 20%

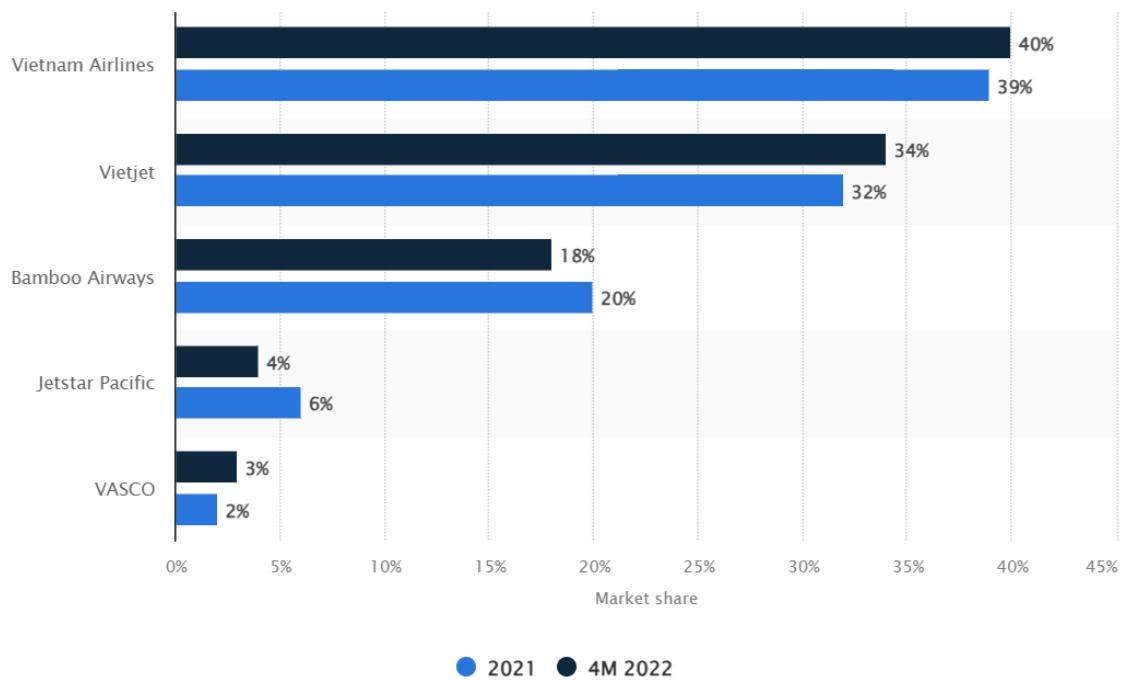


Figure 2 - Aviation market share based on the number of flights in Vietnam from 2021 to the first 4 months of 2022 (Statista)

- Travel Brand:

On May 31, Decision Lab - YouGov's exclusive partner in Vietnam, announced the 2023 Tourism Brand Ranking. The ranking is based on the positive consideration index of YouGov BrandIndex, which evaluates the likelihood that consumers will choose the brand the next time they want to purchase travel and entertainment products or services. This reflects the awareness, reputation, and trust that a brand has built among its target audience.

Vietnam Airlines is still the brand most considered by Vietnamese people with a score of 49.9, followed by Bamboo Airways, a rookie in the aviation industry, which surpassed Vietjet Air to rank second with 23.7 points and Vietjet Air is in third place with 23.5 points.

Decision Lab Travel Brand Ranking 2023

Top 10 Ranked



Rank	Brand name	Score
1	Vietnam Airlines	49.9
2	Bamboo Airways	23.7
3	Vietjet Air	23.5
4	Traveloka	18.6
5	Vietravel	14.7
6	Booking.com	13.0
7	Agoda	9.6
8	Momo (Travel)	9.5
9	Trivago	8.0
10	Singapore Airlines	6.8

Source: YouGov BrandIndex Consideration Score. Data collection period: 24/5/2022 - 23/5/2023.

YouGov | Decision Lab

Figure 3 - Mekong ASEAN

Functional Level:

- Targeting:

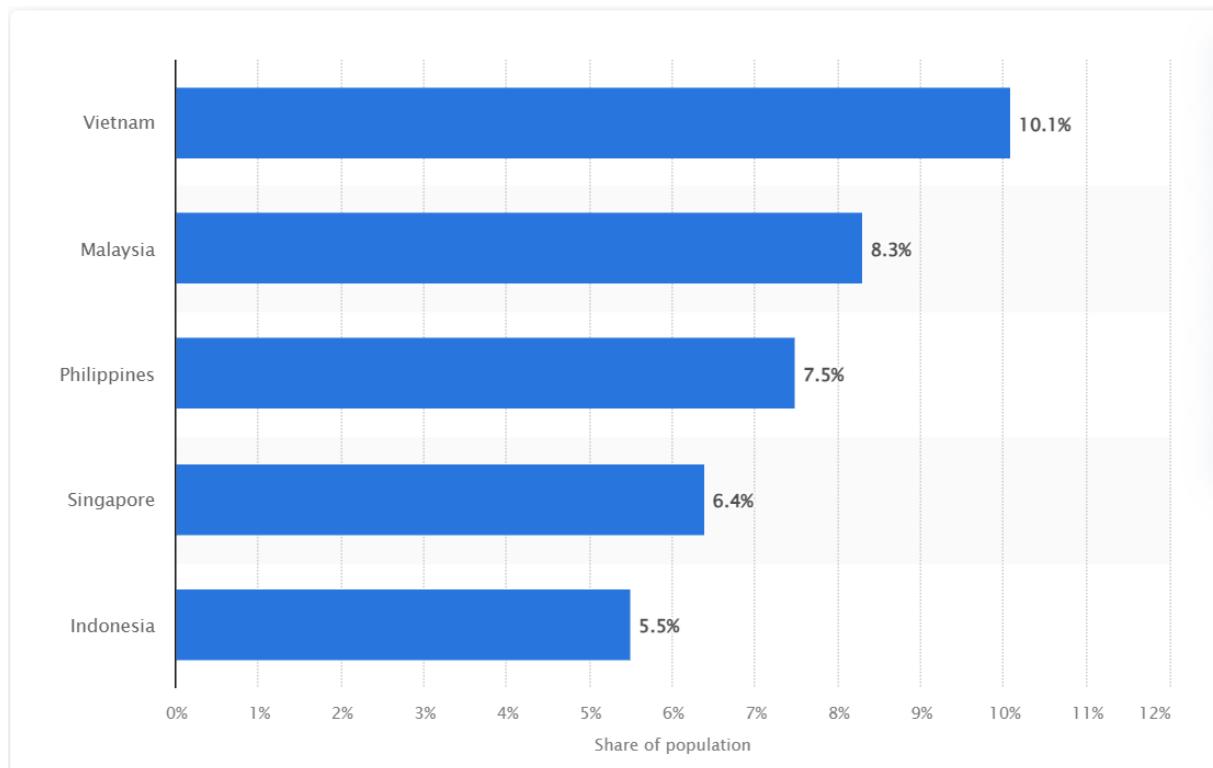
In 2012, the company began participating in the low-cost airline market (LCC - Low-cost carriers) by taking over Jetstar Pacific Airlines – JPA. Along with JPA, Vietnam Airlines is implementing a dual brand strategy to provide diverse products to many customer segments. Meanwhile, Vietnam Airlines will provide products for the middle and high-end revenue customer segments, while JPA will serve customers in the low-revenue segment. With this dual-brand development strategy, Vietnam Airlines and Jetstar Pacific Airlines will maintain the domestic market share of both airlines from 70% - to 72%. (Bao Viet Securities Report).

On the other hand, Vietjet Air's business model is a low-cost airline business model. Therefore, its target customers are people with low and middle-income levels who need to travel by plane at low cost. For this customer segment, cost savings are the most important factor, and they are willing to trade them for other needs such as food services, entertainment, comfort, attentive care, and so on.

In terms of Bamboo Airways, this brand applies the Hybrid model - "All in one" in every flight: low price but full amenities. The class of customers who buy airline tickets not only to fly but also look at the added value. They value

flight punctuality and flight service quality, not just looking at the cheapest ticket price.

- Positioning:



[Figure](#) - Compound annual growth rate (CAGR) of the middle-income population in the ASEAN region from 2016 to 2021, by country

Within the ASEAN region, Vietnam was predicted to have the highest CAGR in terms of middle-income population with 10.1 percent from 2016 to 2021. It was estimated that the middle-class population in Vietnam will amount to 95 million by 2030. (Published by Leander von Kameke, Sep 28, 2022)

Therefore, the middle class in Vietnam is demanding high-quality products and services. Businesses that want to succeed in this market need to offer products and services that meet the needs of the middle class.

Vietnam Airlines is always proud and affirms to customers that it is a National Airline Brand of Vietnam. From that slogan, Vietnam Airlines has positioned its brand in the market by bringing all of Vietnam's culture and most beautiful symbols into the trip. Specifically, to enhance brand positioning in the eyes of consumers, Vietnam Airlines used the Golden Lotus symbol for its

logo. This Golden Lotus symbol condenses the color, bravery, and beauty of the Vietnamese people. Because the lotus is known as the national flower of Vietnam, symbolizing simple, pure beauty.

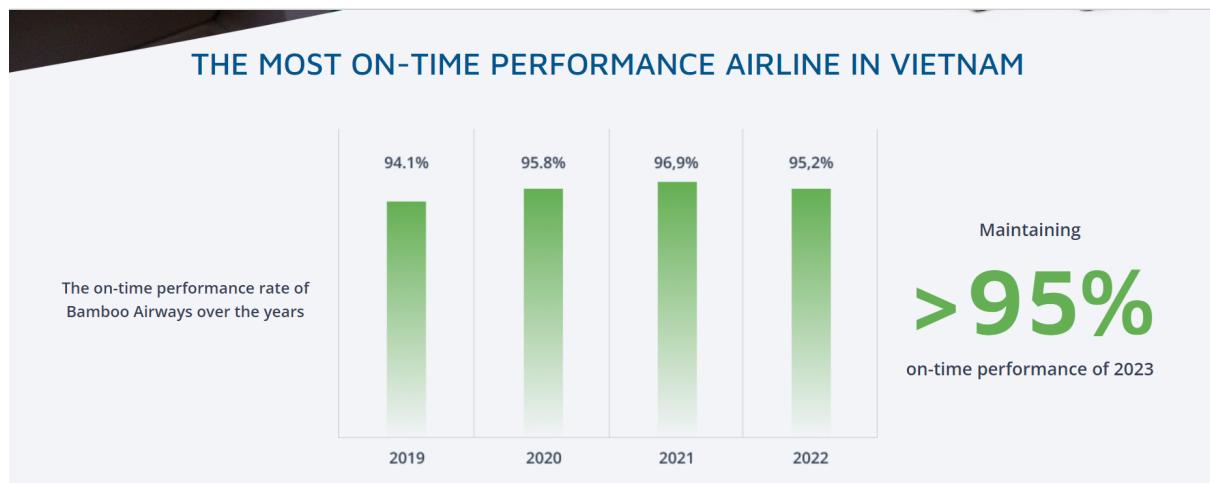
In addition, British aviation evaluation and ranking organization Skytrax has just awarded Vietnam Airlines a 4-star international airline certificate within the framework of the Paris Air Show. This is the fourth consecutive year Skytrax has honored the airline for its efforts to improve service quality.
(Vietnam Express 2023)



Figure 4 - Mr. Duong Tri Thanh, General Director of Vietnam Airlines (second left) received a 4-star certification from Skytrax.

To Vietjet Air, this business follows a value-based brand positioning strategy. The fact that customers feel they receive more benefits than the money they spend is a success for the business. The most typical of this positioning strategy is "cheap price" but "good service" brands. Vietjet Air has implemented this strategy by positioning itself as a leading low-cost airline.

Following in a different direction, Bamboo Airways has maintained its position as the most punctual airline in Vietnam, with an average punctuality rate (OTP) of over 95%. With the slogan "More than a flight", this brand has focused on fulfilling customer experience at every touchpoint. (Figure below)



Operational Level:

- Product:

Core services: Vietnam Airlines provides a diverse range of aviation service products from passenger transport, to cargo transport; Aviation activities serve political, economic, social, and multimodal transport tasks.

Sub-criteria	Vietnam Airlines	Bamboo Airways	Vietjet Air
Diversity of services	Free access to the world's most expensive information channels Zone boarding for passengers Unique coffee menu Beverage options using healthy natural ingredients ...	Special Meals List for infants and children, vegetarian, religious, and dietary. Seat Selection Bamboo Care Travel Insurance Excess Baggage	Flight entertainment activities such as the Carnival Dance Seasonal menu Shopping for unique souvenirs and talking with One 2 Fly (one of luxury class travel publications)
Number of airports	10	22	19
Density of flights/day	300	200	385

→ With the first criterion, it can be seen that VNA provides customers with more quality products and services as long as regular upgrades and develops new services compared to the other two brands. This is also one of the factors to help Vietnam Airlines to be voted by AirlineRatings.com as one of the 20 best airlines in the world in 2023 based on the assessment of factors of safety and service quality. In addition, the in-air experience of Vietnam Airlines passengers is improved thanks to the expansion of the wireless-streaming system on the fleet of new generation narrow-body aircraft Airbus A321 Neo, and increasing the number of entertainment programs on wide-body Airbus A350 and Boeing 787 trains.

→ Bamboo Airways has the largest number of airports while Vietjet Air leads in the third criterion with nearly 400 flights per day.

- Price:

Pricing strategy is an effective competitive tool for an airline. Vietnam Airlines has successfully applied a diverse pricing policy, combined with flexible discount programs to serve the needs of all segments and different customers. The ticket prices offered by the airline are completely consistent with market demand, and the quality is commensurate with the ticket price.

In addition, ticket prices also change according to the customer's age:

- + Under 2 years old: equal to 10% of the airline's published ticket price.
- + From 2 to 12 years old: equal to 90% of the applicable adult price for Vietnam domestic itineraries, and 75% for international itineraries.
- + From 12 years old and up: 100% ticket price as adults.

Compare ticket prices and service quality of **business class tickets** of 3 airlines with a one-way flight route from Hanoi City to Ho Chi Minh City:

- Vietnam Airlines: approximately 8,776,000 VND
 - + Priority on-ground services: check-in, baggage drop-off,...
 - + Access to Lotus Lounge: service and staff quality equivalent to in-flight standards
 - + Seats: fully convertible flat-bed seats + amenities: personal reading light, noise-canceling headphones,...
 - + Others: access electrical charging ports, complimentary amenities such as premium blankets and pillows, top brand cosmetics, and so on.

Điều kiện	Hạng Thương gia	
	Thương gia linh hoạt	Thương gia tiêu chuẩn
Hạng đặt chỗ	J-/C-	D-/I-
Hành lý xách tay	18 kg	18 kg
Hành lý kí gửi	01 kiện x 32kg	01 kiện x 32kg
Suất ăn	Có	Có
Giá vé Trẻ em (Từ 2 đến dưới 12 tuổi)	90% giá vé người lớn (chưa bao gồm VAT)	
Giá vé em bé (dưới 2 tuổi)	10% giá vé người lớn (chưa bao gồm VAT)	
Phòng khách Bông Sen	Có	Có
Quầy thủ tục ưu tiên	Có	Có
Lối lên máy bay ưu tiên	Có	Có
Gắn thẻ ưu tiên hành lý	Có	Có
Chọn chỗ trước	Miễn phí	Miễn phí
Hoàn vé	Thu phí 500.000 VNĐ + chênh lệch (nếu có)	Thu phí 500.000 VNĐ + chênh lệch (nếu có)
Thay đổi vé	Miễn phí + chênh lệch (nếu có)	Thu phí 360.000 VNĐ + chênh lệch (nếu có)
Go show – Đổi chuyến tại sân bay	Miễn phí Ngoại trừ: - Giai đoạn Tết Nguyên Đán: Thu phí - Hạng đặt chỗ C: Thu phí	Thu phí
No show	Miễn phí Ngoại trừ: - Giai đoạn Tết Nguyên Đán: Thu phí 500.000 VNĐ - Hạng đặt chỗ C: Thu phí	Thu phí 500.000 VNĐ

Figure - Vietnam Airlines business class ticket conditions

- Bamboo Airways: approximately 5,011,000 - 6,091,000 VND
 - + Luxurious Bamboo Airways business class lounge.

- + Business seats are designed according to super special standards. It is a specialized seating system for long flights, with privacy partitions - B/E Aerospace Super Diamond seats.
 - + Bamboo Airways is the first airline in Vietnam to serve fresh drinks, instead of canned drinks.
 - + Standard lighting system and AVOD on-demand entertainment system using the extremely modern, high-definition Panasonic ex3 platform.
-

 <p>5.011.000 VND Business Smart</p> <p>4 chỗ còn lại ở mức giá này</p> <ul style="list-style-type: none"> ✓ Hành lý xách tay: 2 kiện, 7kg/khiết ✓ 01 kiện hành lý ký gửi 40kg ✓ Hoàn/huỷ trước giờ khởi hành: 450.000 VND (*) Hoàn/huỷ sau giờ khởi hành: 550.000 VND (*) ✓ Thay đổi miễn phí trước giờ khởi hành (*) Thay đổi sau giờ khởi hành: 300.000 VND (*) ✓ Hệ số tích điểm BBC: 1.75 ✓ Chọn ghế ngồi miễn phí ✓ Đổi chuyến tại sân bay theo điều kiện vé 	 <p>6.091.000 VND Business Flex</p> <p>4 chỗ còn lại ở mức giá này</p> <ul style="list-style-type: none"> * áp dụng cho mỗi hành khách ✓ Hành lý xách tay: 2 kiện, 7kg/khiết ✓ 01 kiện hành lý ký gửi 40kg ✓ Hoàn/huỷ trước giờ khởi hành: 450.000 VND (*) Hoàn/huỷ sau giờ khởi hành: 550.000 VND (*) ✓ Thay đổi miễn phí ✓ Hệ số tích điểm BBC: 2.00 ✓ Chọn ghế ngồi miễn phí ✓ Đổi chuyến tại sân bay miễn phí
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- Vietjet Air: approximately 5,990,000 VND
 - + The exclusive cabin with only 12 premium flat beds. The seats are covered in genuine, comfy leather with an innovative design that reclines easily for the most comfortable experience.
 - + Premium organic cuisine: experience this green culinary adventure
 - + Cocktail Bar after meals
 - + Priority throughout the whole journey
 - + The classy luxurious service at the private lounge
 - + Baggage handling service

- + Private shuttle bus (applicable for boarding on the ground; except those airports that do not provide shuttle bus service)
- + Priority seat selection
- + Complimentary Sky Care insurance (not eligible for flights operated by Thai Vietjet)



→ Overall, with business class prices, the experience at Vietnam Airlines will be the best with the diversity and modernity of products and services as well as worthy of what customers will receive.

- People:

People have a significant impact on the customer experience. According to Qualtrics-2021, 80% of customers switched brands as a result of poor customer experiences. This emphasizes the importance of well-trained, customer-focused employees who can provide excellent service, respond to inquiries quickly, and effectively resolve issues.

KPMG - one of the world's leading auditing and consulting companies, recently announced the results of a survey of Vietnamese brands with the best customer experience (Top brand in Vietnam), including Vietnam Airlines (ranked No. 1 and is the only representative of the aviation industry).

According to survey statistics conducted by Vietnam Airlines, the airline's customer satisfaction index (NPS - Net Promoter Score) continuously improved in 2020, from 31 points (January 2020) to 53 points (January 2020). October 2020). The average index for the year to October 2020 is 40 points, 13 points higher than the same period. This shows customers' trust and love for Vietnam National Airlines. Vietnam Airlines believes that two factors that

greatly influence this steady growth are the fact that the airline continuously deploys attractive sales programs to meet the diverse needs of many customers.

In 2017, Vietjet Air received the title of "Most Favorite Airline". In 2023, this brand was also awarded 2 prizes in Korea: the Consumer Satisfaction Brand Awards - CSBA (voted by Korea's leading media channel JoongAng Ilbo) and the Korea Consumer Best Brand Award - CBBA.



Bamboo Airways, in 2023, has just been awarded the Best Cabin Crew Service – Vietnam 2023 award by International Finance Magazine. This award honors the airline that provides the best cabin crew services, with a team of cabin crew who demonstrate a spirit of hospitality and dedication. The magazine evaluates this as an important factor for passenger satisfaction with airlines. Previously, Bamboo Airways was honored by PAX Awards in the category "Best Cabin Crew in Asia" in 2022.

- Promotion:

Vietnam Airlines' business promotion activities are carried out synchronously and consistently, creating an impact on the psychology of aviation service consumers through

Presence on social media platforms:

	Facebook	Instagram	Twitter	Youtube	Tiktok
Vietnam Airlines	✓	✓	✓	✓	✓
Bamboo Airways	✓	✓	✓	✓	✓
Vietjet Air	✓	✓	✓	✓	✓

→ Being active on various social media platforms allows for more chances to engage with customers (Errami 2010). Each of the three companies interacts with their customers using a range of media outlets.

→ All three companies communicate with customers through diverse media channels.

Presence in major newspapers:

Press advertising through major newspapers in Vietnam such as Labor Newspaper, Thanh Nien Newspaper,... or Asahi, Goodweeken, and Travel Trade newspapers abroad.

- Sponsorship:

Vietnam Airlines: Through sponsoring activities for many major national, cultural, social, educational, sports, and community helping events such as the APEC Summit Event, show "Hidden Beauty", and Miss Universe, building "Social Support" funds, Vietnam Intelligence program,...

Bamboo Airways:

- + Through Boarding Pass Cover: This is considered one of the forms of advertising with high customer reach. Advertisements are printed on the back of boarding passes. Passengers will keep this card throughout the entire flight and track the details of the above information, so the rate of viewing and remembering ads is very high. (Figure below)



- + Through TVC on the plane: Advertising videos will be broadcast on the entire entertainment screen system. Advertisements are broadcast simultaneously, cannot be missed, and are received by 100% of passengers on the plane.



Vietjet Air: Integrated communication campaign deployed in 9 countries and territories in Asia with the theme: “Love connection – Fly for love” through

- + Website: Vietjet Launches “Love Connection – Love Is Real Touch” The Biggest Program Of The Year
- + KOL/ Influencer: To widely spread contest information, Vietjet cooperates with KOLs and Influencers in each country (Travel Blogger, PR Agency, social group)
- + Fanpage
- + Content Video
- + Newspapers: Zing News, Thanh Nien, Newshub (New Zealand), Tempo.co (Indonesia), Positioning (Thailand),...



Operational level

a, App

- UI/UX Design

Overall, all three companies have quite easy-to-use interfaces and minimalist-designed search bars. But in terms of images, perhaps Vietnam Airlines has the most beautiful and simple interface, while Vietjet focuses on changing and updating interface themes according to events.



HELPDESK | LOG-IN | SIGN-UP VIETNAM - ENGLISH

Plan & Book Travel information Book tickets & Other products Lotusmiles

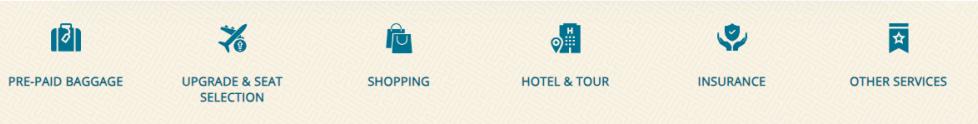
HERITAGE Guide

HO CHI MINH

City Let's explore

BOOK MANAGE BOOKING CHECK IN FLIGHT STATUS

From Hanoi (HAN), Vietnam To Depart Return



vietjetAir.com

Support Sign up | Sign in English

SKYJOY MY BOOKING ONLINE CHECK-IN FLIGHT EXTRAS FINANCIAL SERVICES

Buy baggage, meals, select seat and more... Redeem & Buy SkyPoint Express shipping

Return One-way VND

From Departure date

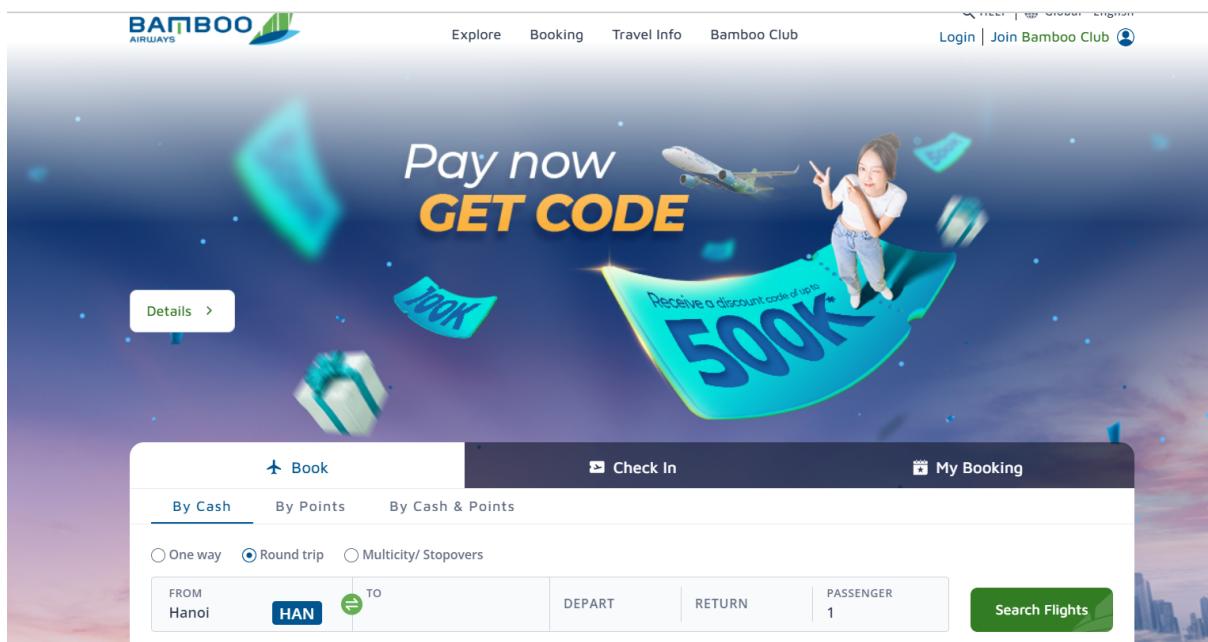
To Return Date

Passenger 1 adult

Promotion code

Find lowest fare

Let's go



- Customer experience:

Vietnam Airlines: Online check-in, Kiosk check-in, Telephone check-in via hotline, Airport check-in

Bamboo Airways: Online check-in, Kiosk check-in, Airport check-in

Vietjet Air: Online check-in

→ Vietnam Airlines has the most check-in methods, this will create extremely convenient conditions for customers and help increase customer experience with the airline.

- Payment:

Vietnam Airlines:

- + Payment method by QR code through domestic payment gateway Napas (Momo, Moca applications) and domestic payment gateway VNPay (Mobile Banking application, Internet banking, and bank account) on the website www.vietnamairlines.com and at the official box office system nationwide.
- + In addition, customers can pay via Internet banking or ATMs of banks or pay directly at transaction counters of Techcombank and Vietcombank.

→ By expanding payment in the form of QR codes, Vietnam Airlines once again affirms its leading position in applying digital technology to keep up with trends, on par with airlines worldwide.

Bamboo Airways:

- + Pay on the website using domestic/international cards. This brand has links with 40 different banks to help customers transact quickly and easily.



- + Pay by credit card or debit on a website such as Visa, Master Card, JCB,...
- + Pay by Internet Banking/ Mobile Banking or directly at the counter
- + Pay through MoMo, Payoo, and Bamboo Payment HUB.

Vietjet Air:

- + Pay directly on Vietjet's website (www.vietjetair.com) with the following cards:
 - Pay by credit/debit card Visa Card, Master Card, American Express, JCB.
 - Pay by domestic debit card via the Smartlink portal.
- + Pay later at the airline's ticket offices and banks via transaction counters, Internet Banking, and ATM/POS machines.
- + Vietjet Skyclub account.

- + Scan QR code

3. Conclusion

- Summarize the results of the benchmarking table into the critical areas to improve the client's competitiveness in the market.
- Discuss strengths that can be leveraged; and weaknesses/gaps that can be improved.

E. TIPS & TRICKS

- Appendixes should include relevant information as needed. Any supporting analysis, diagrams, pictures, etc., that add value to the main report should be included in this section. However, the most important pictures and information should be placed in the main body of your report.
- Template of a benchmarking table (this is just an example, get the principles of this matrix-benchmarking table- and be flexible in the usage while maintaining the principles of this method).