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***PROJECT “EXPANSION OF THE NATIONAL BUSINESS  
REGISTRATION SYSTEM TO NEW BUSINESS ENTITIES”***

**REPORT ON THE SURVEY RESULT OF**

**NATIONAL BUSINESS REGISTRATION SYSTEM  
CUSTOMER SATISFACTION 2018**

Hanoi, April 2019

## ACKNOWLEDEMENTS

The survey on the National Business Registration System (NBRS)'s customer satisfaction is an activity within the scope of the Project “Expansion of the NBRS to new business entities” funded by the Swiss State Secretariat for Economic Affairs (SECO) with UNIDO’s technical assistance. The objective of this activity is to evaluate the satisfaction of the NBRS users in order to propose specific recommendations and solutions for improving services and better satisfying the demand of the NBRS users.

The survey was designed by a consultant team, including Ms. Hoang Thi Thanh Ha (Team leader), Mr. Do Van Huan and Ms. Nguyen Thi Xuan Mai. The team was also responsible for processing, analyzing data and preparing this report.

The survey and report would not be completed without the strong support of the Agency for Business Registration (ABR) - Ministry of Planning and Investment (MPI).

We highly appreciate the participation of Leaders and staff members of the ABR - MPI and 63 Business Registration Offices in the survey and their support in conducting the survey.

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## **LIST OF ABBREVIATIONS**

ABR	Agency for Business Registration
BR	Business Registration
NBRD	National Business Registration Database
NBR Portal	National Business Registration Portal
NBRS	National Business Registration System
UNIDO	The United Nations for Industrial Development Organization

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## **PART 1. INTRODUCTION**

### **1.1. Introduction on the Project “Expansion of the National Business Registration System to new business entities”**

In order to realize the Vietnamese Government’s orientation in business environment reformation starting from the end of 2007, the National business registration reformation program has been built and implemented with the two main aims (1) To finalize business registration legal framework and (2) To build a specialized and professional information system in order to computerize business registration nationwide. In 2008-2013 phase, within the scale of the Business Registration Reformation Program, under the support of the United Nations Industrial Development Organization (UNIDO), Switzerland Government and Norway Government, the “Technical assistance to Business Registration reform in Vietnam” program has successfully built a National Business Registration System (NBRS). This is a professional system which will help computerize business registration nationwide, which is the basis to build the National Business Registration Database (NBRS Database) and provide organizations and individuals with public services on business registration, and legal business registration information.

Maintaining and promoting achieved results from business registration reformation in the previous phase, the project “*Expansion of the National Business Registration System to new business entities*” was commenced in September 2014 with the technical support and consultancy of UNIDO and co-funder, Swiss State Secretariat for Economic Affairs (SECO). This project’s overall target is to enhance capability of Agency for Business Registration (ABR) and Business Registration Offices (BROs) so that until the Project is completed (expected in August 2018), these agencies are capable of providing business community, government and agencies with accurate and legally binding information on economic organizations without international donors’ support, at the same time, the sustainability in operating and financial capability is ensured.

With such overall target, the “*Expansion of the National Business Registration System to new business entities*” project focuses on simplification

of business registration procedure via the coordination between the Ministry of Planning and Investment and the Ministry of Finance (General Department of Taxation) in generating tax codes which are also enterprise codes, reducing business registration time and separating the procedure for granting Investment Certificate and procedure for granting Business Registration Certificate for foreign-invested enterprises. Foreign-invested enterprises conduct business registration procedure in compliance with Law on Enterprise via the National Business Registration System. When conducting business registration in the NBRS, information of foreign-invested enterprises will be stored in the NBRS Database. Therefore, the accuracy and completeness of data of enterprises nationwide will always be ensured.

Besides, UNIDO continues to support the Vietnamese Government in expanding the NBRS in order to incorporate other business entities such as state-owned enterprises, enterprises in Management Boards of industrial and export-processing zones into the System. The incorporation of state-owned enterprises will help improve the value the NBRS as an effective tool in supporting the Government in making macro-economic policy planning, at the same time, improve transparency in business environment. Publication of financial information, especially that of state-owned enterprises, is one of the methods that the Vietnamese Government uses to improve the efficiency of public investment activities, which not only hamper economic development but also create many negative impacts on business environment. Publication of financial information of state-owned enterprises, foreign-invested enterprises and publication of enterprises' information in the community will help build a better business and investment environment.

## **1.2. Objectives and scope of the activity**

The NBRS was officially operated all over Vietnam at the end of 2010 in order to computerize business registration in 65 local Business Registration Offices as well as to provide the business community, organizations and individuals with legally binding business registration information kept in the NBRS Database. Besides, from 15/4/2013, organizations and individuals can access public services related to business registration in the NBRS (Portal) including: online business registration application; business registration

information searching application, business registration contents publication application and other supporting functions and applications.

Users of the NBRS are divided into two main groups: (i) Staff of Business Registration Offices under Departments of Planning and Investment in provinces/cities; and (ii) business community, organizations and individuals having the needs to use public services in the Portal. Currently, there are more than 500 staff members in BROs using the System and until August 2018, there were 224,545 users (with a registered account) accessing online public services in the Portal. There are 6 large corporate users which are enterprises, organizations signing business registration information mining service agreement with the Business Registration Supporting Centre under the Agency for Business Registration.

This end-line survey aims to measure the satisfaction of the NBRS users and compare to the base-line survey conducted in 2015 in order to evaluate the results gained during the past 3 years and to propose recommendations and specific solutions to improve service quality and further satisfy the requirements of the System users.

### **1.3. Duties of the consultant team**

In order to implement the above objectives, the consultant team needs to:

- Define the NBRS user populations, conduct sampling so as to ensure surveys are representative of all system users;
- Propose survey design and methodologies;
- Conduct the survey;
- Process survey results;
- Prepare an analysis report



## **PART 2. INFORMATION ON THE SURVEY**

### **2.1. Survey objectives**

Collect information to (i) Evaluate the status of using and satisfaction of the NBRS users; and (ii) Study needs/expectations of these users in order to further develop the NBRS service quality in the future.

### **2.2. Survey subject and scope**

#### ***2.2.1. Survey subjects***

Survey subjects include organizations, individuals, and enterprises which have used the services provided on the National Business Registration System as follows:

*- Internal users:*

- + Staff of the Agency for Business Registration ;
- + Staff of Business Registration Offices under 63 Departments of Planning and Investment.

*- External users:*

- + Users of the Portal: registered users;
- + Corporate users: organisations which signed agreements on business registration information mining services with Business Registration Supporting Centre under the Agency for Business Registration;
- + Non-registered users.

#### ***2.2.2. Survey scope***

*- Internal users:* conduct complete survey for all staff of the Agency for Business Registration and Business Registration Offices under 63 Departments of Planning and Investment.

*- External users:*

+ Users of Portal: conduct sample survey for users of the Portal which already have registered an account nationwide;

- + Corporate users: conduct complete survey for corporate users who sign an information mining service agreement with the Business Registration Supporting Centre, the Agency for Business Registration;

- + Non-registered customers: conduct online survey for users of the Portal who have not registered an account nationwide.

### **2.3. Data collection period**

- *Internal users:*

- + ABR staff: From 25 January 2019 to 8 March 2019;

- + BRO staff under 63 DPis: From 25 January 2019 to 25 February 2019.

- *External users:*

- + NBR Portal users: From 25 January 2019 to 8 March 2019;

- + Corporate users: From 25 January 2019 to 25 February 2019;

- + Non-registered users: From 31 January 2019 to 25 February 2019.

### **2.4. Survey content and questionnaires**

#### **2.4.1. Survey contents**

The survey aims to evaluate the supply of services in the National Business Registration System with focus on the following :

- The situation of using the System services over the past time.

- Evaluate the satisfaction of internal users who are: (1) staff of the Agency for Business Registration and Business Registration Offices; (2) external users who are users of the Portal's public services such as business registration, business amendment registration, information services etc. in terms of usefulness, availability, reliability, user-friendliness of the services, accessibility and timeliness in Satisfying users' requirements.

- Study the needs/expectations/recommendations of service users in order to improve the System and better satisfy users' requirements in the future.

#### **2.4.2. Survey questionnaires**

The following questionnaires are used :

- *Internal users:* questionnaires in Vietnamese, including :



+ *Questionnaire number 01/SDDV- CUC*: For staff of Agency for Business Registration;

+ *Questionnaire number 02/SDDV- PHONG*: For staff of Business Registration Offices under 63 Departments of Planning and Investment.

- *External users*: used 2 types of questionnaire (in Vietnamese and English) with the same contents, in which:

+ *Questionnaire number 03/SDDV-NSDHTĐKDNQG*: Applicable to registered users who are organizations, individuals, and enterprises using public services in the National Business Registration Portal;

+ *Questionnaire number 04/SDDV-KHTC*: Applicable to for organizations and enterprises requesting specific, specialized information (which information packages in the NBR Portal cannot satisfy) and/or a large amount of information and having high frequency of information usage;

+ *Questionnaire number 05/SDDV- VL*: Applicable to for organizations, individuals, and enterprises using public services in the Portal without a registered account.

(For detailed information of the questionnaire, see *Annex I*)

## **2.5. Type of survey, information collection and processing methods**

### **2.5.1. Types of survey and sample selection method**

- *Internal users*: all staff of the Agency for Business Registration (46 staff members) and all staff of 63 Business Registration Offices under 63 Departments of Planning and Investment (544 staff members) were surveyed.

- *External users*:

+ *NBR Portal users*: Survey subjects are sorted out from the list of users having used the services in the three months July, August and September 2018. 1,500 users having completed the highest sessions over the time period have been selected.

+ *Corporate users*: 4 largest corporate users who are currently signing an information mining service contract with the Business Registration Supporting Centre, Agency for Business Registration were surveyed.

+ Non-registered users: Online survey was conducted for customers using public services in the Portal without a registered account.

### ***2.5.2. Information collection method***

Information was collected using the following methods: (1) secondary information collection; (2) primary information collection.

#### ***2.5.2.1. Secondary information collection***

The consultant team collected information and documents related to business registration such as Circulars, Decrees, and report on survey on NBRS customer satisfaction in 2015, documents of the Project “Expansion of the National Business Registration System to new business entities”.

#### ***2.5.2.2. Primary information collection***

The following methods were adopted for collection of information:

- In-depth interview:

The consultant team met with and worked directly to carry out in-depth interview with the following 03 target groups: (1) Leaders and staff members of Hanoi BRO; (2) SME Support Centre under Hanoi DPI; (3) Business registration consulting services company in Hanoi. In-depth interview questions are attached in *Annex 2*.

Secondary information and information collected from in-depth interviews with the 03 above-mentioned target groups serves as important inputs for the consultant team to design 05 types of questionnaire, including *Questionnaire number 01/SDDV- CUC*, *Questionnaire number 02/SDDV- PHONG*, *Questionnaire number 03/SDDV-NSDHTĐKDNQG*, *Questionnaire number 04/SDDV-KHTC* and *Questionnaire number 05/SDDV- VL*.

- Online questionnaire: The questionnaire was sent to target respondents in the two following ways:

+ Via email: After completing the questionnaire, the online questionnaire was emailed to 4 user groups including: (1) Staff members of the Agency for Business Registration; (2) Staff members of 63 BROs under 63 Departments of Planning and Investment; (3) NBR Portal users; and (4) Corporate users. Due to the high popularity of the Internet and the convenience of e-mail, the consultant

team decided to send the questionnaire via e-mail to the target respondents to minimize the time to gather information. Google Forms was used to build and collect survey results due to its high user-friendliness. Because the interviewees are all educated, highly qualified, and apparently familiar with declaring information and answering survey questionnaires, it is highly likely that the information obtained is of high accuracy even when there is no direct contact with respondents for explanation of the question content.

+ Via Pop-up window on the National Business Registration Portal: The consultant team advised and proposed to ABR and the Project the use of pop-up window introducing the survey to non-registered users on the Portal. Non-registered users accessing the Portal during the time when the survey was conducted will be redirected to the survey questionnaire if they selected to participate in the survey. Upon ABR's agreement, the pop-up window was configured.

### ***2.5.3. Information processing method***

The information is codified and processed by SPSS software. The using of Google Forms helps significantly reduce the time to enter and process the collected information.

## **2.6. Response rate**

Response rate of different groups of users are as follows:

### ***- Internal users:***

+ ABR staff: response rate is 100% (46/46)

+ BRO staff under 63 DPIs: response rate is 58% (315/544)

### ***- External users:***

+ NBR Portal users: response rate is 11.0% (160/1.500)

+ Corporate users: response rate is 100% (4/4).

## PART 3. SURVEY RESULTS

### 3.1. Agency for Business Registration staff

#### 3.1.1. Information on survey respondents

Of the 46 staff members of the ABR answering the questionnaire, 39 stated that they have been using the NBRS (accounting for 84.8%). Therefore, the remaining 7 persons are not subject to this survey. The survey respondents characteristics are displayed in Table 1 below.

**Table 1. Characteristics of survey respondents**

	Quantity (Persons)	Percentage (%)
<b>Total</b>	<b>39</b>	<b>100.0</b>
Gender		
Male	22	56.4
Female	17	43.6
Age		
Below 25	1	2.6
From 25 to 35	22	56.4
From 36 to 50	16	41.0
Above 50	0	0.0
Position		
Head of department	9	23.1
Official	26	66.7
Other	4	10.2
Average working time/day		
Below 8	1	2.5
From 8 to below 9	23	59.0
From 9 to below 10	12	30.8
From 10 and above	3	7.7
Have been trained on how to use the NBRS?		
Yes	34	87.2
No	5	12.8

Of 39 persons using the NBRS, 22 are male (accounting for 56.4%), 17 are female (accounting for 43.6%). In terms of age, the staff of the ABR are quite young, there are no persons aging over 50 years old. Specifically, there are 1

person who is below 25 years old, 22 persons (56.4%) aging from 25 to 35 years old, 16 persons (41%) from 36 to 50 years old. The work related to the NBRS requires officials to be computer literate, have ICT knowledge, so such a relatively young age will be a great advantage.

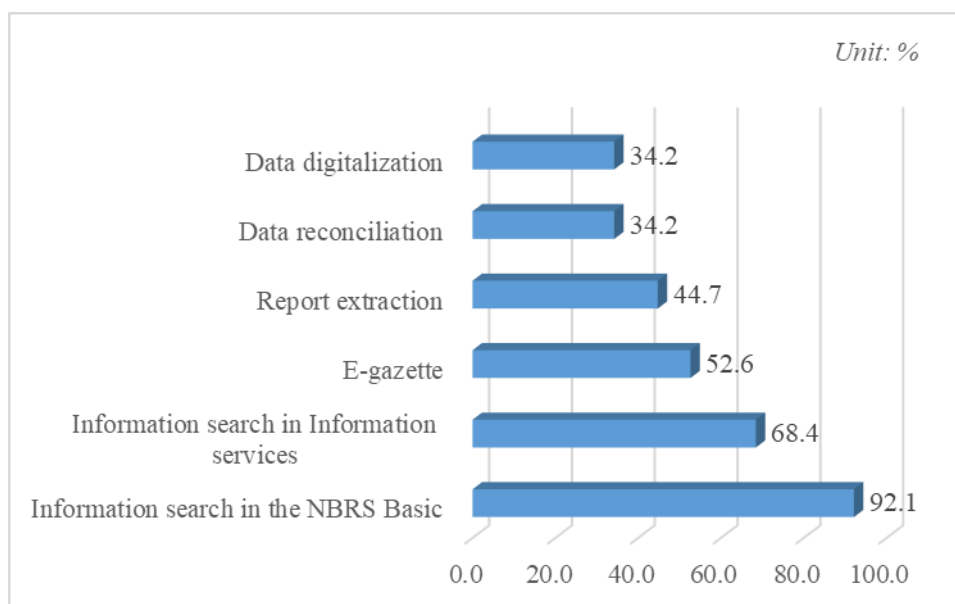
Regarding the working position, there are 9 heads of department (accounting for 23.1%), 26 officials (accounting for 66.7%) and 4 other officers (accounting for 10.2%) who participated in the survey. The working time of each ABR staff is also quite high, averaging about 9 hours/day. 7.7% stated that they had to work 10 hours/day or more, 30.8% had to work from 9 to 10 hours, 59% worked from 8 to 9 hours a day. 34/39 persons (87.2%) have been trained on how to use the System.

Regarding the role on the System, 10/39 persons are System Administrators, 1/39 person is reporting clerk, 2/39 persons are information service clerks, 2/39 persons are Management Report design clerk, 30/39 persons are ABR users.

### ***3.1.2. Use of the National Business Registration System***

In general, the applications on the NBRS are quite diverse. On average, each ABR staff has used about 3.18 applications. The most-used applications are: information search in NBRS Basic (92.1% of the votes); information search in Information Services (68.4% of votes); electronic announcements (E-gazette) (52.6%); extracting reports (44.7%); data reconciliation (supplementation and standardization) and data digitalization (all have 34.2% of votes).

**Figure 1. Percentage of respondents using the NBRS applications**



### 3.1.3. Evaluation on the satisfaction with the NBRS

In order to collate the evaluation feedbacks of ABR staff on the NBRS, a number of statements have been made (See Table 2). The results showed that the majority of respondents provided positive feedbacks on the System.

**Table 2. Evaluation of respondents on the NBRS**

*Unit: %*

	Strongly disagree	Disagree	Agree	Strongly agree
1. Simple operation	0.0	2.6	61.5	35.9
2. High processing speed	0.0	15.4	61.5	23.1
3. User-friendliness	2.6	10.2	59.0	28.2
4. Good layout of system printouts	0.0	20.5	56.4	23.1
5. Few technical incidents/problems	2.6	12.8	64.1	20.5

Table 2 shows that up to 97.4% of respondents agreed that the use of the System is simple; 84.6% of persons agreed with the statement that the system's processing speed is high; 87.2% of persons agreed with the statement about system user-friendliness; 84.6% of respondents agreed that there have been few system technical incidents/problems and 79.5% agreed that system printouts have good layout. All of these rates are respectively higher than in the 2015 survey.

There are 31/39 persons (accounting for 79.5%) saying that there have been service interruptions for a certain reason. The longest system downtime in average is 64 minutes<sup>1</sup>.

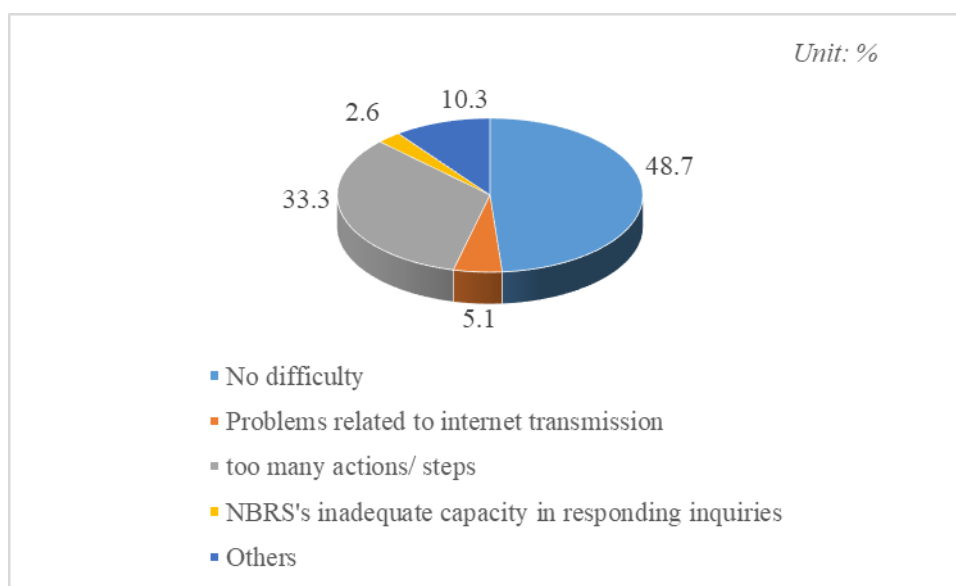
When asked about the biggest difficulties when using the System, 48.7% of respondents answered that there were no difficulties (compared to 36.7% of 2015). In addition, 33.3% of respondents said that there were too many

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<sup>1</sup> This is the average data after excluding 2 responses giving irrationally high numbers. Specifically, 1 person answered 2880 minutes, 1 answered 4320 minutes. If these figures are included, the longest system downtime is 292 minutes on average.

operations (steps) (compared to 36.7% of 2015); 5.1% of survey respondents complained about frequent network problems (compared to 10.2% of 2015); 2.6% said that the system did not meet user requirements (compared to 12.9% of 2015). In addition, a number of respondents also mentioned that the System is regularly upgraded without instructions on the new features for users, or there are applications being excluded in system upgrades, or problems such as slow network speed, server problems ... It can be seen that the rates have improved. However, there are still shortcomings that need to be addressed in order to improve the system to meet requirements of users.

**Figure 2. Evaluation of respondents on the biggest difficulties in using the NBRIS**

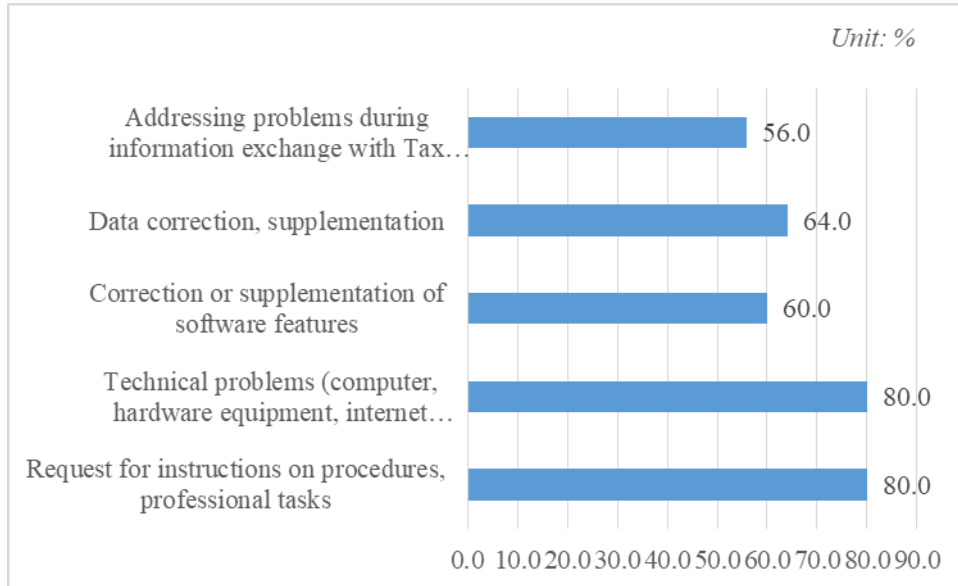


Most of the persons who have encountered difficulties in using the System (19/20) have received support from the concerned departments under ABR. Among them, only 1 persons rated the support as very untimely, 9 persons assessed that the support was relatively timely and 9 persons said it was very timely. If compared with the results of the survey conducted in 2015, it can be seen that the assistance of ABR departments has improved significantly.

During the working process, 25/39 persons (accounting for 64.1%) have received support requests related to the use of the System from provincial Business Registration Offices. In particular, the most frequently asked questions are related to business processes and technical issues (computers, hardware devices, transmission lines) (all are selected by 80% of the votes). Next is to

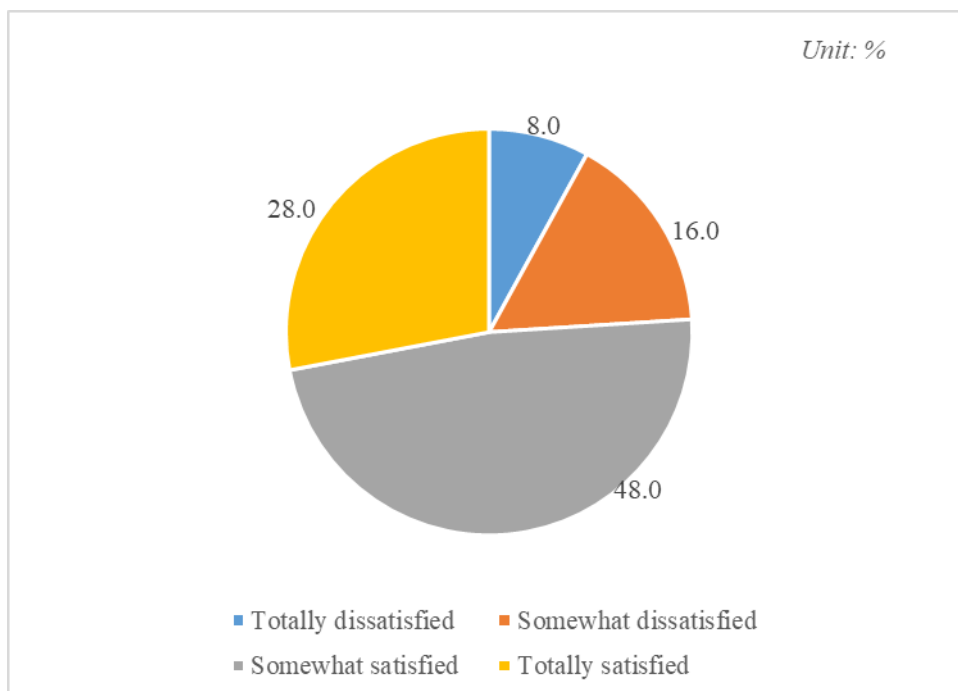
correct and supplement data (64% of votes); correct and supplement software features (60%) and handle problems in exchanging information with Tax authorities (56%).

**Figure 3. Percentage of support request from provincial BROs**



When asked to self-assess the level of satisfaction of the above requirements, 16% of persons responded that their support was fully satisfactory; 48% said that it was relatively satisfactory; 28% claimed that their support have satisfied a minor portion of requirements, 8% said it was completely unsatisfactory.

**Figure 4. Percentage of satisfying provincial BRO's requirements**





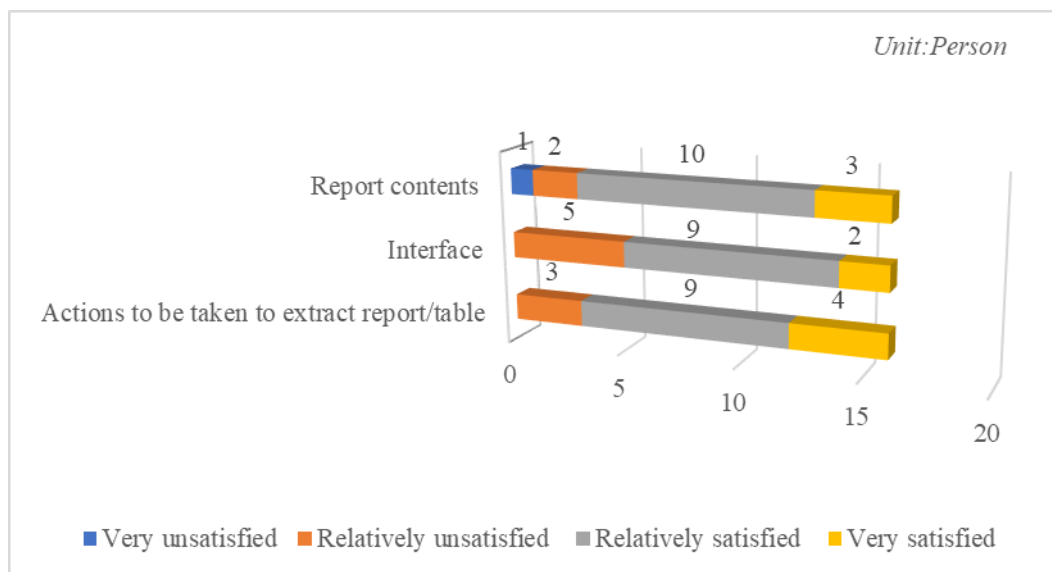
### 3.1.4. Evaluation on the satisfaction with basic professional tasks on the NBRS

#### 3.1.4.1. Report extraction from the System

There are 16/39 (accounting for 41%) of ABR staff members who have to extract reports on the NBRS. Of these persons, 14 are officials and only 2 of them are heads of departments. The average number of reports per month a staff member needs to extract is 6.66.

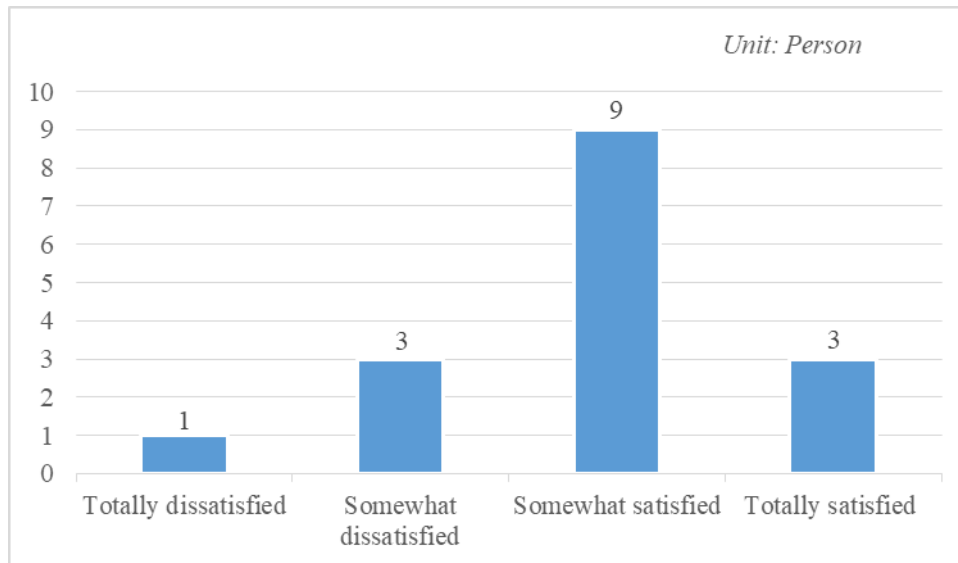
The majority of persons who have to do this work are satisfied with three factors: report content, report layout and report extraction operations. However, there are 5 persons who are not satisfied with the report layout while 3 persons are not satisfied with the report content and the extraction operation. Only 1 person was very unsatisfied with report content. Detailed results are shown in Figure 5 below.

**Figure 5. ABR staff's satisfaction with report extraction from the System**



When asked about the extent to which system reports satisfy requirements, 1 person stated that the report was completely unsatisfactory, 3 persons said that only a small part could be satisfied, 9 persons said the reports are relatively satisfactory and 3 persons believed that it was completely satisfactory.

**Figure 6. Assessment on the level of satisfaction of system reports**



#### 3.1.4.2. Information services in the NBRIS

Only 8/39 users (20.5%) in the ABR use the System Information Services to provide information to the requesting organizations/ individuals. On average, in 1 month, the number of information requests being processed is 20.88. In particular, the package of information on an enterprise is the most-requested product (8 votes), followed by the aggregated information package and customized information package (both products have 5 votes).

Extraction of information from the System is regarded as not easy. Specifically, only 1 person said that it was relatively easy to extract information from the System, while 5 persons said that it was relatively difficult, 1 person said very difficult and even 1 person thought it was not possible.

However, 5 persons said that the report form has relatively met requirements and 2 persons said that it has completely met the requirements of providing information to agencies/organizations. Only one person said that the report form only met a small part of the requirements.

Regarding payment for information services, 1 person said that the electronic payment functions on the current system is relatively inconvenient, 4 persons said that it was relatively convenient and 3 persons considered it very convenient.

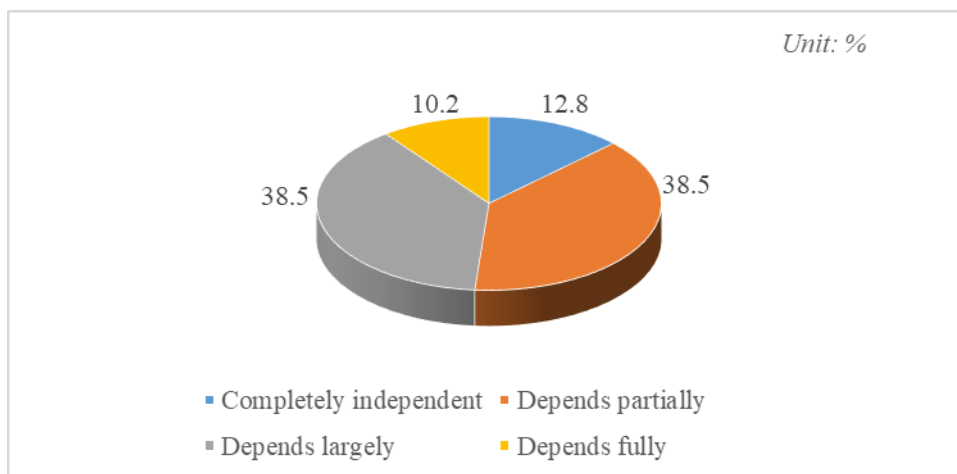
There are 3/8 persons who have received negative feedbacks about the service of providing business registration information. In particular, the

feedback is about difficulties in electronic payment, late or delayed delivery of products and information received does not meet requirements. Thus, these shortcomings should be addressed in order to better meet the needs of users.

### ***3.1.5. Assessment on the level of users' dependence on the system and convenience of the NBRS***

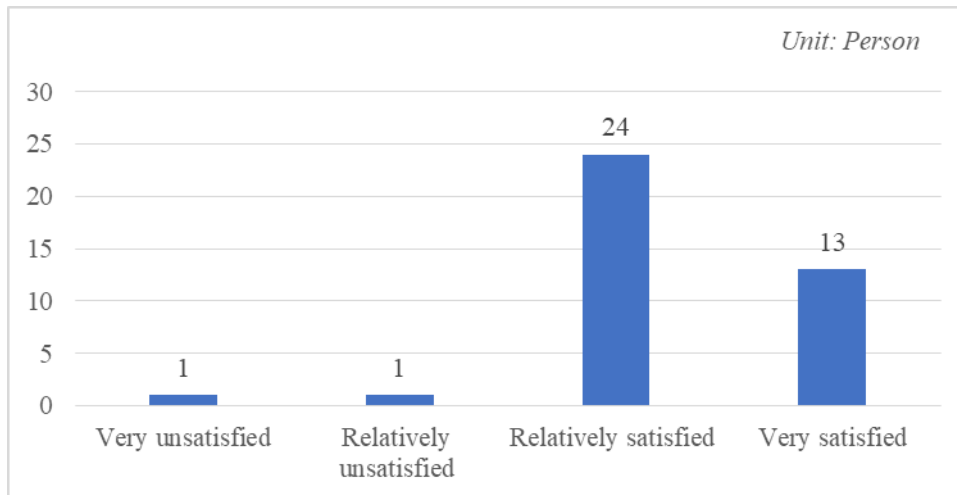
When asked to assess the level of dependence on the System, 10.2% of ABR staff participating in the survey said they were completely dependent on the system. The rate of relatively major dependence and minor dependence ratio are equal, both being 38.5%. In addition, there are 12.8% of respondents who are completely independent of the system.

**Figure 7. Level of dependence of the NBRS of survey respondents**



All respondents stated that the System has made it more convenient to process their work than before using the System. In particular, 64.1% of respondents said that it was relatively more convenient and 35.9% said it was much more convenient. Therefore, only 1 person felt very unsatisfied, 1 person is relatively unsatisfied with the system. The remaining 24/39 persons (61.5%) said that they were relatively satisfied and 13/39 persons (33.3%) said that they were very satisfied with the System.

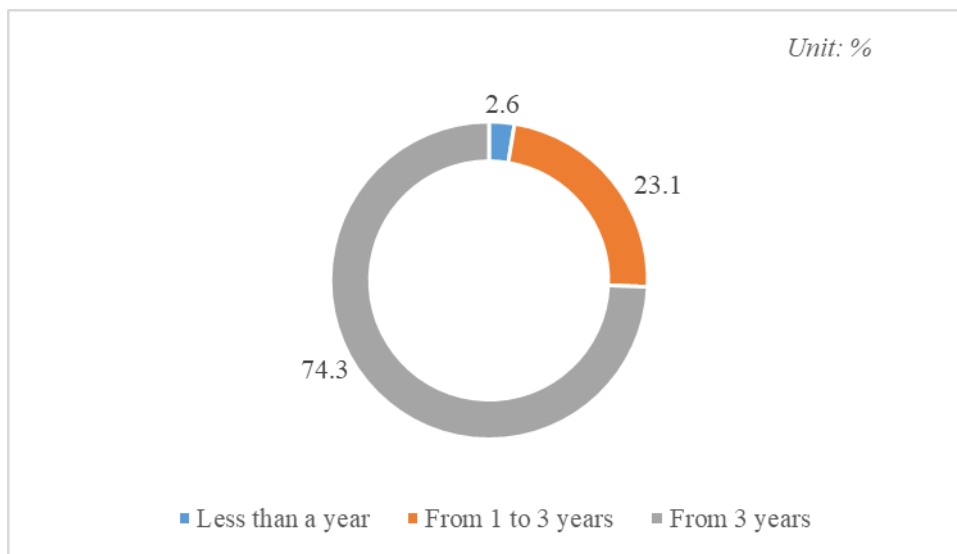
**Figure 8. Number of persons by the level of satisfaction with the current NBRS**



**3.1.6. Comparison between the current NBRS and Portal and the 2015 version**

Of the 39 respondents, 1 person has been using the System for under 1 year, 9 persons have used the System for from 1 to below 3 years and 29 persons over 3 years.

**Figure 9. Percentage of respondents by duration of using the NBRS**



The persons who have been using the System for 3 years or more are requested to make assessments on the current NBRS and Portal. The evaluation results are shown in Table 3 and 4 below.

**Table 3. Evaluation of the ABR staff on the current NBRS vs. the 2015 NBRS**

*Unit: %*

	Much worse/ Remarkable	A little worse/ Minor decrease	The same	A little better/ Minor increase	Much better/ Remarkable

	decrease			increase	
1. Response time	0.0	6.9	13.8	27.6	51.7
2. Transmission/network speed	0.0	3.5	17.2	37.9	41.4
3. Technical incidents/problems	17.2	24.2	17.2	17.2	24.2
4. Printouts	0.0	3.4	20.7	55.2	20.7
5. Information exchange with tax offices	3.4	0.0	6.9	41.4	48.3

According to ABR staff, ‘Information exchange with tax offices’ is the category on the NBRS with the most positive change as 89.7% of respondents said it is better than 3 years before. This is followed by ‘Response time’ and ‘Transmission / network speed’ which received 79.3% positive reviews each; ‘Printouts’ also received positive reviews from 75.9% of respondents. However, as it is shown in Table 3, the category ‘Technical incidents/problems’ has received poor reviews when up to 41.4% think it has improved while 41.4% think it has worsened.

With the NBR Portal, in general, the reviews are positive, or it can be said that survey respondents supposed that the current NBR Portal is better than 3 years ago. The six categories having the most positive changes are: 1) Information provided; 2) Appearance/interface of the Portal; 3) User support; 4) User manuals/ guidelines; 5) Meeting users’ requirements and 6) Printouts generated from the Portal. No ABR staff has reviewed any of these categories as worse than 3 years ago.

**Table 4. ABR staff assessment on the current NBR Portal vs. 2015 version**

	<i>Unit: %</i>				
	Much worse/ Remarkable decrease	A little worse/ Minor decrease	The same	A little better/ Minor increase	Much better/ Remarkable increase
1. Appearance and interface	0.0	0.0	10.3	27.6	62.1
2. Information provided	0.0	0.0	6.9	37.9	55.2
3. Quantity of operations/tasks	3.4	17.2	24.2	31.0	24.2

required					
4. Response time	3.4	3.4	20.7	51.8	20.7
5. Transmission/network speed	3.4	0.0	17.2	55.2	24.2
6. Technical incidents/problems	6.9	31.0	20.7	27.6	13.8
7. Satisfying users' requirements	0.0	0.0	13.8	62.0	24.2
8. Printouts generated from the Portal (enterprise information, announcements...)	0.0	0.0	17.2	55.2	27.6
9. User manuals/guidelines	0.0	0.0	13.8	37.9	48.3
10. User support	0.0	0.0	10.4	31.0	58.6

As with the NBRS, the category that received the least positive assessment on the Portal is 'Technical incidents/ problems' with 37.9% of respondents reviewed it as worse than before and 20.7% of respondents supposed that the issue remains the same. Next, the category 'Quantity of operations/ tasks required' only received 55.2% of positive comments. These are the contents that need to be improved in the future.

### ***3.1.7. Proposals and recommendations of ABR staff***

According to some ABR staff, there are still some shortcomings in the System such as stream errors<sup>2</sup>, the system still has problems with Oracle, the processing speed is still not high ... Besides, errors often occurs in the process of publishing information on the Portal, the interface of the posts is not good enough. For many posts, the layout and formatting has not been modified (uneven indents of the text, error in illustrative images...)

Therefore, it is necessary to further improve processing speed on the System, improve the interface of the posts in the menu of "News and updates" to ensure higher professionalism. In addition, reports need to be more diversified to meet requirements of BROs. Some respondents also suggested that it is necessary to improve the legal system, reduce procedures for enterprises to

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<sup>2</sup> Technical error in replicating data from one application to another

register on the system more easily; also it is necessary to invest in promotional activities to introduce the System to more users.

### 3.2. Business Registration staff

#### 3.2.1. Information on survey respondents

This year's survey received 320 responses from BRO staff across the country, an increase of 8.0% compared to the 2015 survey. Among them, 318 people (99.4%) use the system for their work; the remaining 2 people do not use the system, so they were not included in the analysis report.

Among these 318 persons, 29.9% are BRO staff in 5 central-level cities: Hanoi, Ho Chi Minh City, Hai Phong, Da Nang and Can Tho. The number of responses from these 5 cities has increased by 12.4% compared to the 2015 survey, which is a good sign showing the improved cooperation of the BROs performing the biggest workload in the country, especially Hanoi and Ho Chi Minh City.

45.6% of respondents are male and 54.4% are female. No respondent is under 25; 33.3% of respondents age from 25 to 35; 58.2% from 36 to 50 years old and 8.5% are over 50 years old. This shows that BRO staff are generally not too old or not too young. Most of them have worked for a certain number of years and are at the age of flourishing in their careers.

As for the position, 32.4% are leaders of BROs, 66.7% are officials. The majority of respondents are assigned jobs according to registration applications (62.9%), the rest are assigned according to the processing phases (29.2%) or other ways (7.9%). In terms of average working time per day, 8.4% work over 10 hours/day, 27.7% work from 9 to 10 hours/day, 53.5% work from 8 to 9 hours/day, and 10.4% work less than 8 hours. On average, each officer has to work 8.84 hours/day. Compared to the information obtained from the 2015 survey, it seems that the working time of BRO staff has increased a little (in 2015 it is 8.6 hours/day).

**Table 5. Characteristics of BRO staff**

	Quantity (Persons)	Percentage (%)
<b>Total</b>	<b>318</b>	<b>100.0</b>
Gender		
Male	145	45.6

Female	173	54.4
Age		
Below 25	0	0.0
From 25 From 35	106	33.3
From 36 From 50	185	58.2
Above 50	27	8.5
City/province		
Central-level	95	29.9
Others	223	70.1
Position		
BRO leader	103	32.4
BRO official	212	66.7
Others	3	0.9
Average working time/day		
Below 8	33	10.4
From 8 to 9	170	53.5
From 9 to 10	88	27.7
Above 10	27	8.4
Assignment of jobs		
By registration application	200	62.9
By processing phases	93	29.2
Others	25	7.9

### ***3.2.2. Use of the National Business Registration System***

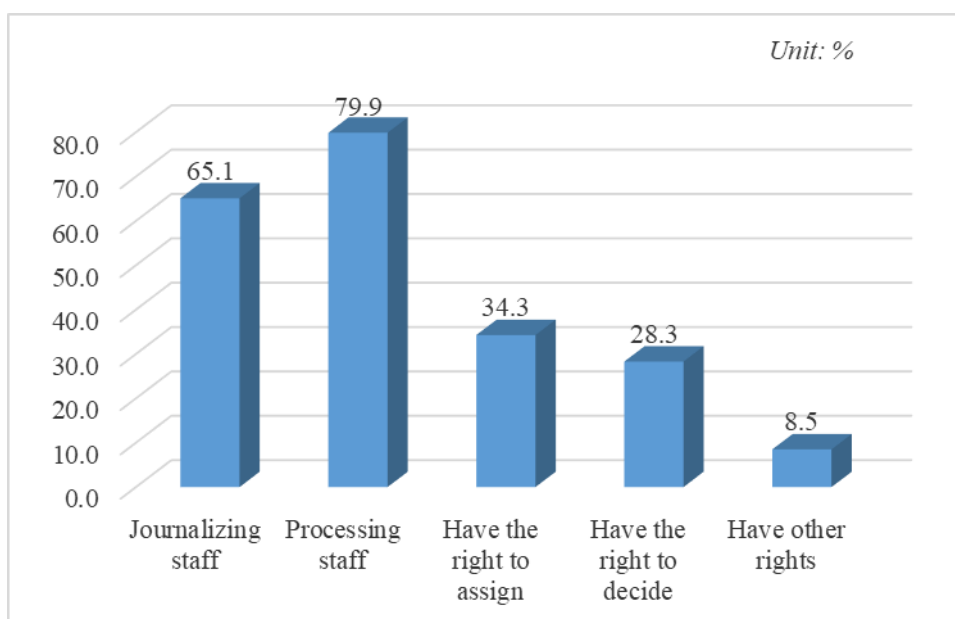
In regard to the use of the NBRS, 77% of respondents answered that their work of business registration completely depends on operations in the NBRS while the remaining 23% mentioned partly dependency. In centrally-governed cities, the rate of complete dependency on the NBRS is slightly lower (72.6%). The leadership group and the high-intensity working groups also have higher rate of using the System than the general level. Specifically, 82.5% of BRO leaders, 80.7% of persons working from 9-10 hours/day and 88.9% of persons working more than 10 hours/day completely depend on the system to perform daily tasks related to business registration.

Regarding authorization in the system, many BRO staff members are assigned with more than one type of duty. In particular, the persons assigned with processing registration applications comprising the largest group (with 79.9% of respondents), followed by those who are authorized to receive registration applications (accounting for 65.1%). These two types of duty are mainly assigned to BRO officials. Assigning and making decisions on the registration applications is usually the responsibility of BRO leaders.



Specifically, among BRO leaders, 68.9% take charge of assigning and 86.4% of making decisions.

**Figure 10. Percentage authorization in the NBRB among BRO personnel**



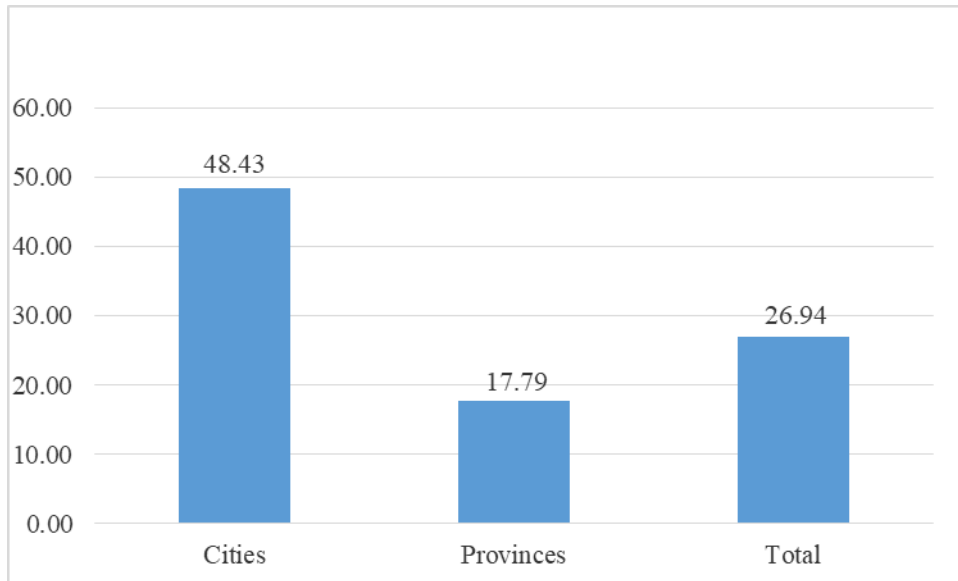
The majority of respondents have been trained on operations in the NBRB (87.1%). This rate for BRO staff in 5 centrally-governed cities and for BRO leaders is higher than the general rate (91.6% and 93.2% respectively).

Training programmes for BRO staff are mainly conducted by the Agency for Business Registration (82.3%) or BROs themselves (45.5%). A large number of officials have been trained both by these agencies. The proportion of officials in 5 centrally-governed cities is also higher than in the remaining provinces.

The average number of registration applications processed in the NBRB per day per each BRO staff is 26.94, which is almost double that of 2015 (13.64). This figure is even higher in 5 central cities (48.43), which is 79.7% higher than the average number nationwide. This number in the remaining provinces are only 17.79 which is 34.0% lower than the country average number. This is also the figure showing the level of hard work as well as the pressure that the staff of BROs in 5 centrally-governed cities have to deal with daily. BRO leaders also have to process more applications (37.74) and officials have to process less applications than the medium level (21.43). The survey also shows that the higher the average working time, the larger the number of registration applications BROs have to process. Specifically, for those persons working under 8 hours/day, the number of applications is 11.82; those working from 8-9 hours/day have to process 20.59 applications and people who work from 9-10

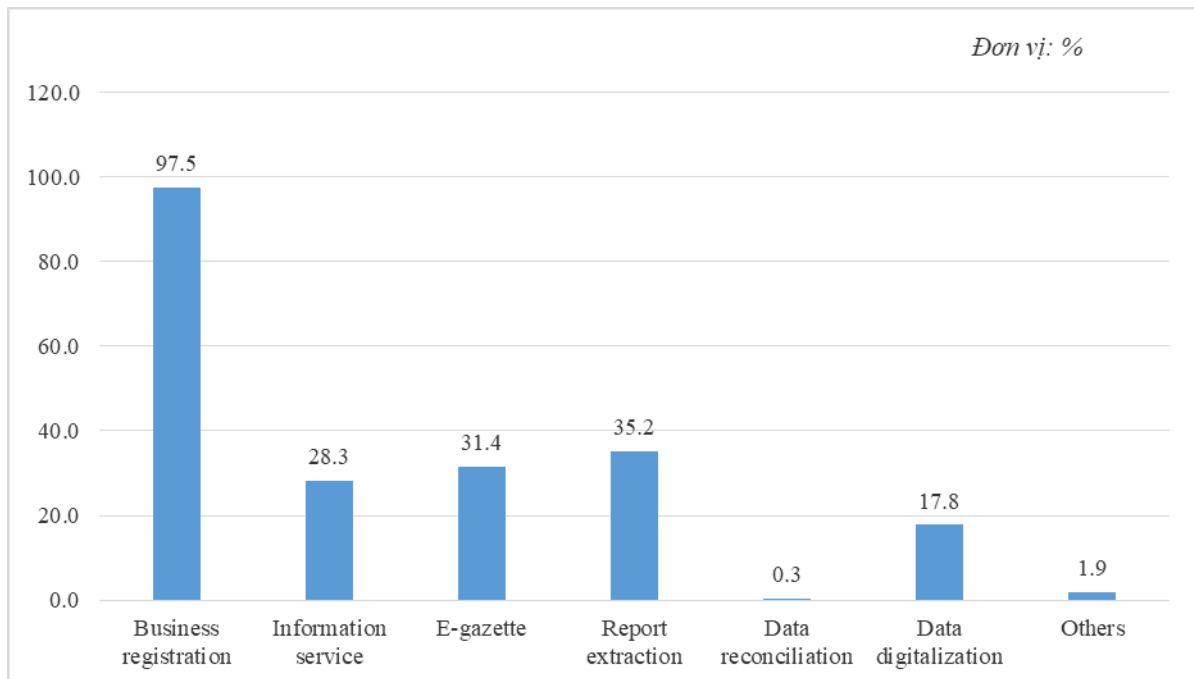
hours/day have to process 39.63 applications and those whose work day last over 10 hours/day have to process 44.11 applications.

**Figure 11. Average quantity of applications processed in the NBRIS per day**



Of all the IT applications in the NBRIS, the mostly used application is basic registration (97.5% of counts), followed by reporting extraction (35.2%), E-gazette (31.4%), Information Service (28.3%), Data Digitalization (17.8%). The least-used application is Data Reconciliation (0.3%).

**Figure 12. NBRIS services use of respondents by service type**



For assessment of the NBRIS, the consultants made a number of comments and about which respondents are requested to indicate their level of agreement.

In general, a majority of respondents provided positive assessment. Specific results are presented in **Table 6** below.

**Table 6. Ranking of agreement on assessment of NBRIS**

Statement	<i>Unit: %</i>			
	Strongly disagree	Disagree	Agree	Strongly agree
1. Simple operations	2.5	4.1	62.6	30.8
2. High speed of processing transactions	6.0	21.4	58.5	14.1
3. User-friendliness	2.5	8.2	67.9	21.4
4. Good formatting/layout of documents printed out from the system	4.7	20.8	59.1	15.4
5. Few technical incidents/problems	5.7	26.4	58.2	9.7

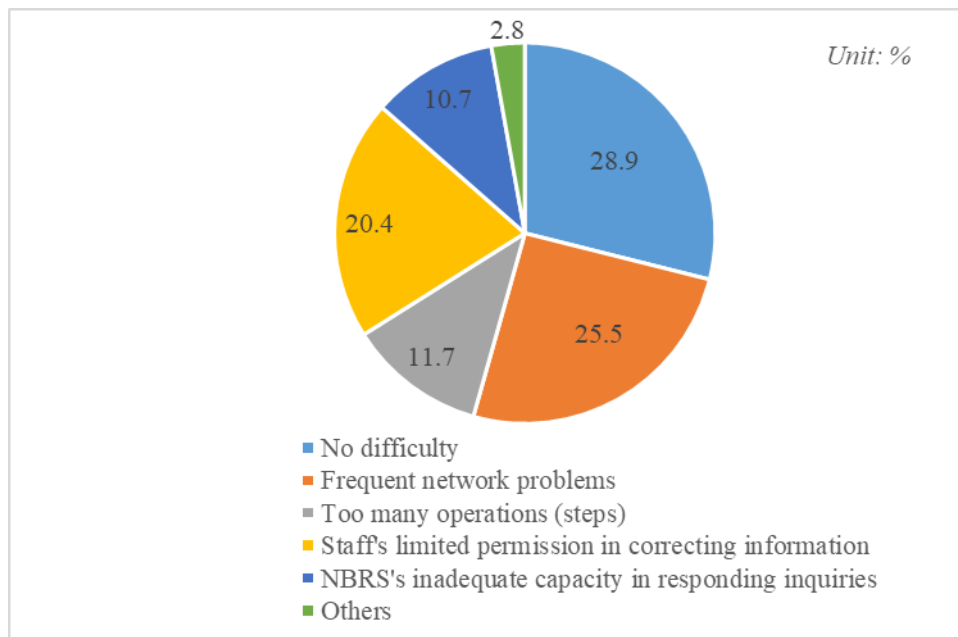
Over the past few years, many measures have been taken to limit the incidents of the System. However, 88% of respondents noted suspension of system services for some reason. The longest suspension time in average was 331.78 minutes, down about 5% compared to 2015. In central cities, this figure is much larger being 488.43 minutes which is 47.2% higher than the average level and also increased by 17.9% compared to 2015. This is reasonable because of the large volume of documents to be processed in these localities which possibly leads to overloading and congestion, and even shutdown and subsequent suspension of system services.

Responding to the question about the biggest difficulty in using the System, 28.9% of respondents across the country said that there have been no difficulties. The remaining respondents mentioned their biggest difficulties they encountered: frequent network malfunctions (25.5%); restricted permissions of officials pertaining editing information in some cases (20.4%); too many operations are required (11.7%); NBRIS's inadequate capacity in meeting user demands (10.7%). These are issues related to the NBRIS that need to be improved most.

In-depth analysis of data in central cities shows a big difference in the order of difficulties compared to the overall situation of the country. The results show that the biggest difficulty in 5 central cities is that the network is frequently

malfunctions (41.1%), followed by system’s inadequate capacity to meet users’ demands (19%); and too many operations are required (16.8%). Only 6.3% of these said that there was no difficulty. Therefore, at this point, it is worth noting that one of the system investment priorities is to improve the transmission to 5 central cities, where there are large number of registered enterprises.

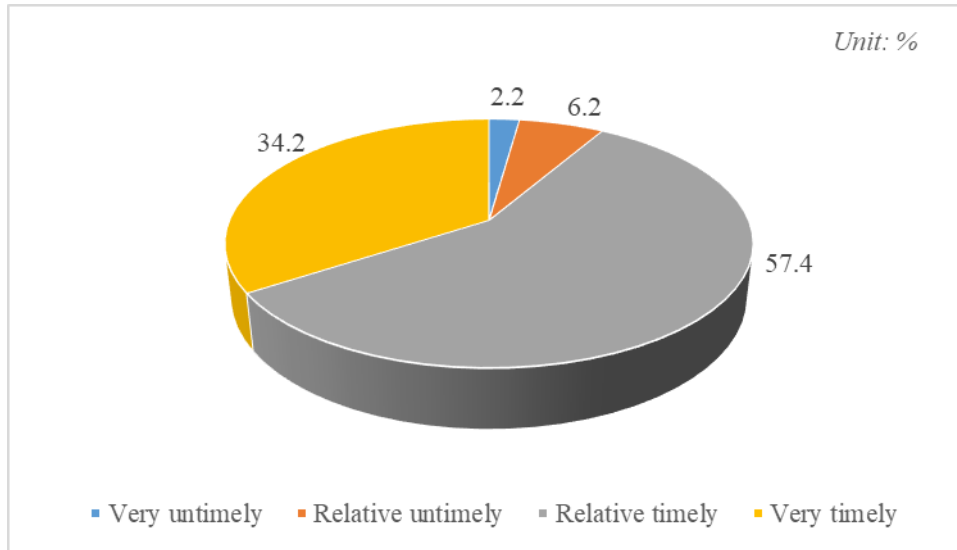
**Figure 13. Biggest difficulty in using the NBRS services**



When there are difficulties in using the System, most respondents (225/226) received support from the Agency for Business Registration. During the meeting with Hanoi BRO - one of the two units with the largest workload in the whole country and therefore encountering a number of problems in operating in the System, the consultants noted positive comments on ABR’s support. The channels of regular communication between the BRO staff and ABR staff through emails, Zalo, Viber ... are all effective.

In general, the ABR’s support is assessed as timely. Specifically, 34.2% of respondents stated that it was very timely while 57.3% said it was relatively timely. The portion of respondents underestimating the timeliness was low, accounting for only 8.4%.

**Figure 14. Timeliness of ABR’s support to BROs**

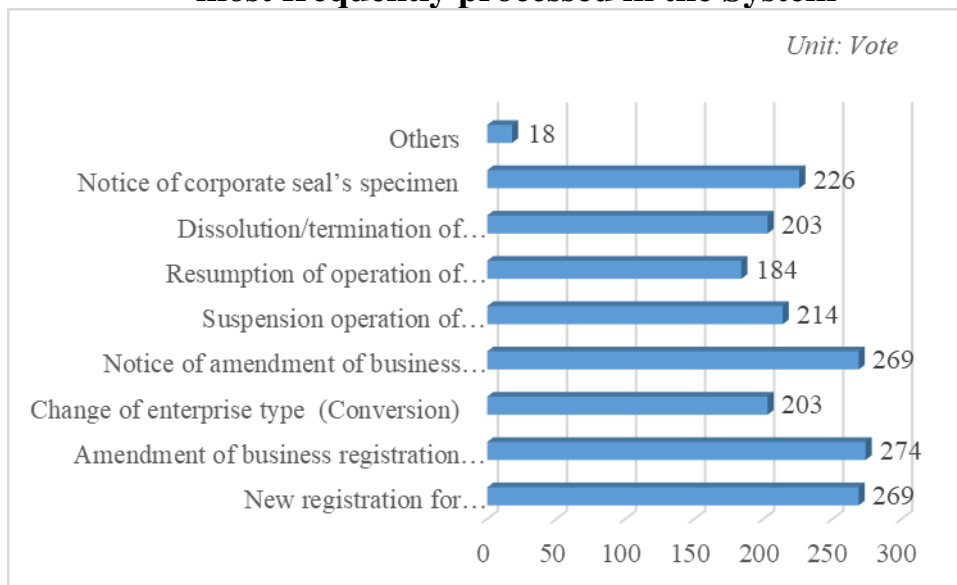


**3.2.3. Evaluation on the satisfaction with operations in the National Business Registration System**

**3.2.3.1. Business registration**

Among activities related to business registration, the most frequently processed work on the NBRS by BRO staff in one day is “Amendment registration of enterprise” (274/318); followed by “New registration of an enterprise/subordinate unit” and “Notice of changing business registration contents” (both being 269/318); “Notice of enterprise seal specimen” (226/318). Details are presented in **Figure 15** below.

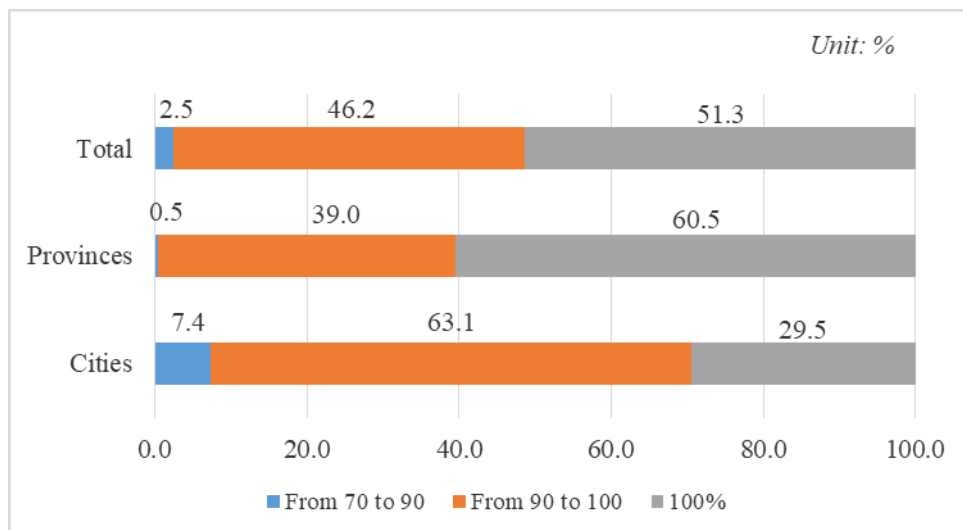
**Figure 15. Business registration activities most frequently processed in the System**



The percentage of registration applications on the System being resolved on time is very high in this survey. Accordingly, 51.3% of respondents said that 100% of dossiers were resolved on time (in 2015, this rate was 0%); 46.2% of respondents answered that 90% to below 100% of the dossiers were resolved on time (compared to 36.1% in 2015). Only 2.5% stated that 70% to below 90% of the dossiers were resolved on time (compared to 55.7% in 2015). Thus, after three years, there has been great progress in processing business registration documents. This result shows a great effort of BRO staff in provinces/cities across the country.

However, there is a big difference between the proportion of dossiers that are resolved on time in 5 central cities and the rest of the provinces/cities across the country. While in 5 central cities, only 29.5% of respondents said that 100% of dossiers were processed on time, this figure was 60.5% in the remaining provinces. Similarly, the rate of respondents supposing that 90% to less than 100% of the applications were completed on time in these two groups is **63.1% and 39.0%** respectively. This result is consistent with the reality because of the huge workload in the central cities, especially in Hanoi and Ho Chi Minh City which easily leads to overloading in the BROs and therefore failure to process dossiers in a timely manner.

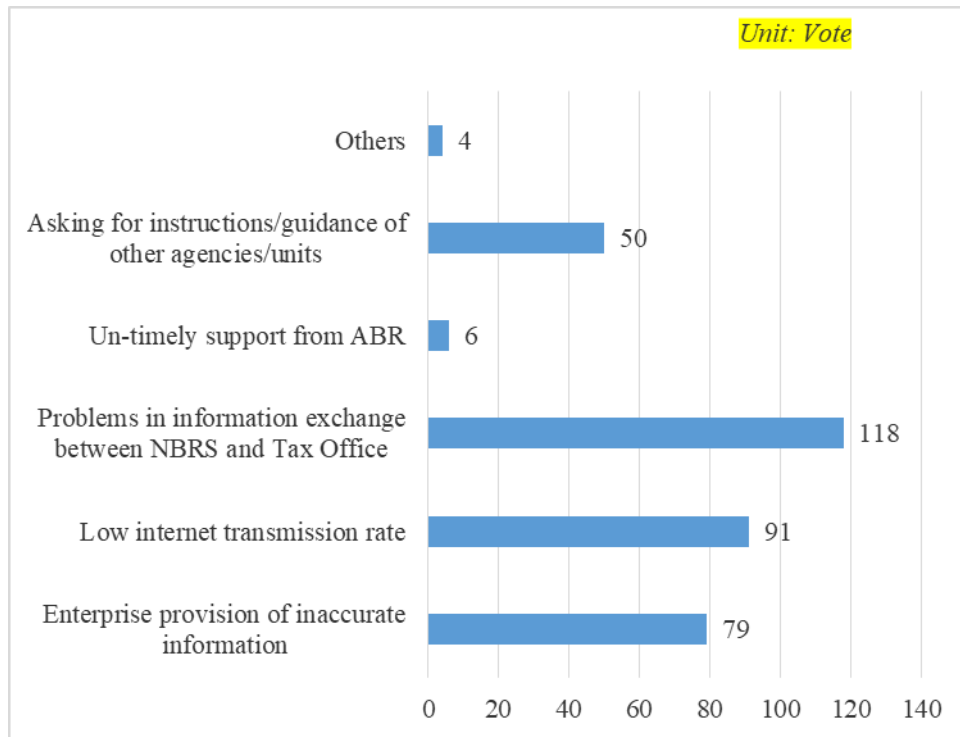
**Figure 16. Percentage respondents in terms of the portion of timely-processed registration applications in the NBRS**



As for overdue applications, the three biggest reasons mentioned include problems in information exchange with tax offices (118/155 counts) followed by technical incidents/problems (91/155 counts) and declaration of incorrect

information by enterprises (79/115 counts). These are also the reasons given by BRO staff in the 2015 survey.

**Figure 17. Reasons for overdue registration applications**



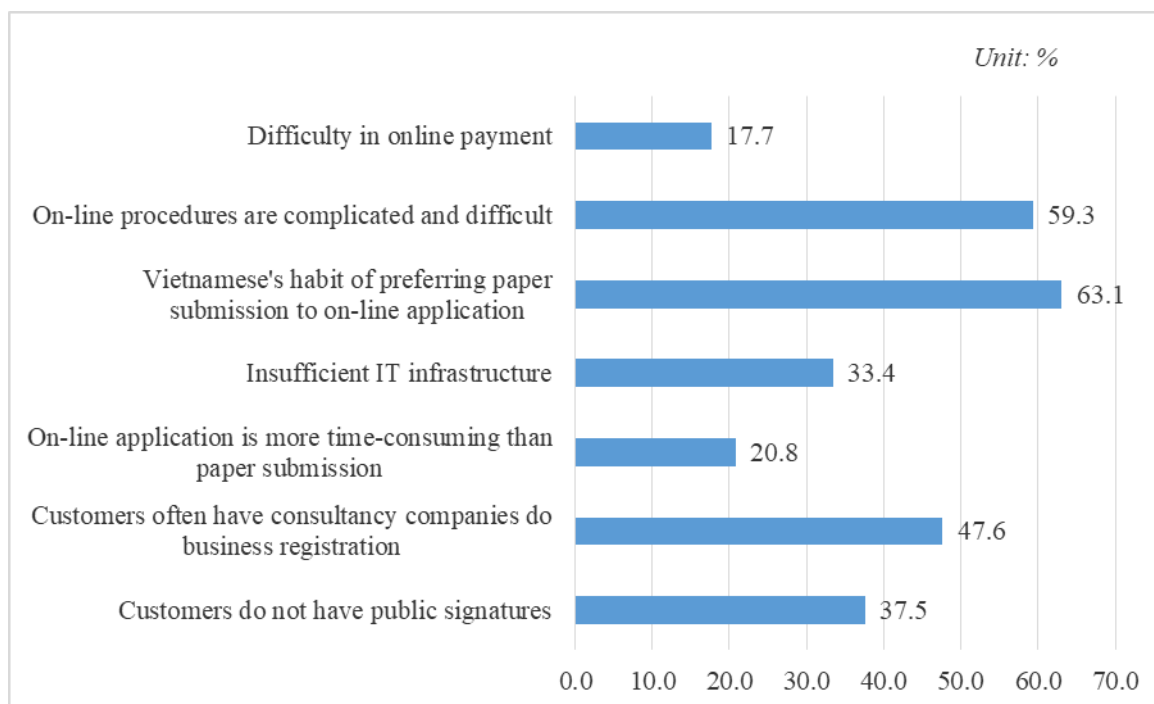
285/318 persons (equivalent to 89.6%) responded that they processed online business registration documents while this rate in 2015 was 44.3%. On average, in 1 month, each official must handle 144 online business registration documents. In central cities, the number of online records to be processed by a BRO staff is more than double the national level (322 records) while in other provinces/cities, the number is only half of the average level (69 records).

146/285 persons (accounting for 51.2% of respondents) who processed online business registration documents received negative feedback from customers. In central cities, the rate of receiving negative feedback from customers is very high (77.4%) while this rate in other provinces is lower than the average level (40.3%).

The most frequent feedback is related to the operation of registration on the system (121/146 votes), followed by the transmission line (80/146 votes), registration applications processing time (41/146 votes). In addition, there are a few other comments related to payment procedures and other issues.

The consultants also studied the reasons why customers do not register online. The results are shown in Figure 18.

**Figure 18. Reasons for users not choosing to register businesses online**



Similarly to the 2015 survey, the biggest reason for customers not registering online is Vietnamese people's habit and preference for in-person transactions (63.1% of the votes). However, the order of the following reasons has changed compared to the 2015 survey. Specifically, the second biggest reason in this year's survey is complicated and difficult operations in the system (59.3% of votes) while the reason was ranked fourth in 2015. The third reason is that customers often hire business registration consulting services (47.6% of votes) – and the reason order remains the same as in 2015. The fourth reason is that customers do not have public digital signatures (37.5% of votes) – and in 2015, it was the second biggest reason. The fifth reason is related to the capacity of technical infrastructure to meet demands of customers (33.4% of the votes) – in 2015, this reason was ranked in the sixth position.

### 3.2.3.2. Information services in the NBRIS

65.1% of the respondents stated that their institutions have used the information services in the System to provide information to requesting organizations/ individuals. The average information enquiries per month is 53. In central cities, this number is 136.34, 2.6 times higher than the nationwide overall level while in the remaining provinces, this figure is 17.35, which is 0.32 time of the overall level. Regarding the number of enquiries by work positions, BRO leaders only have to handle a low quantity of enquiries (19.83) while officials have to deal with more requests (71.07).

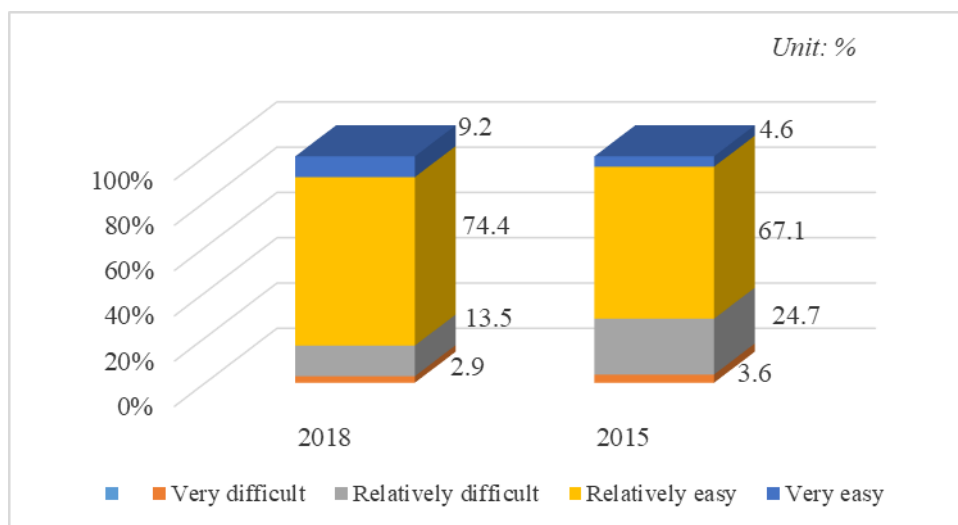


In comparison with the 2015 survey, it can be seen that the information enquiries have dramatically increased. In 2015, the overall average number of requests nationwide was 4.62 and 10.73 in the central cities, and 3.18 in other provinces. This shows the increasing demand for information of organizations and individuals and also partly contributes to the assumption that the quality of services provided has improved.

The most frequently asked type of information is information about a specific business (88.9% of votes), followed by aggregated report on enterprises in a locality (41.6% of votes); application status (38.7%) and the role of a natural person (11.1%). This result is quite consistent with the survey results in 2015.

In general, respondents made good assessment of how easy it is to extract information from the System. Only 2.9% said that it is difficult to extract information from the system, 13.5% supposed it is relatively difficult. In comparison to the 2015 survey results, this is a remarkable change because the positive ratings are superior (Figure 19).

**Figure 19. Assessment on the simplicity in extracting information from the NBRS**



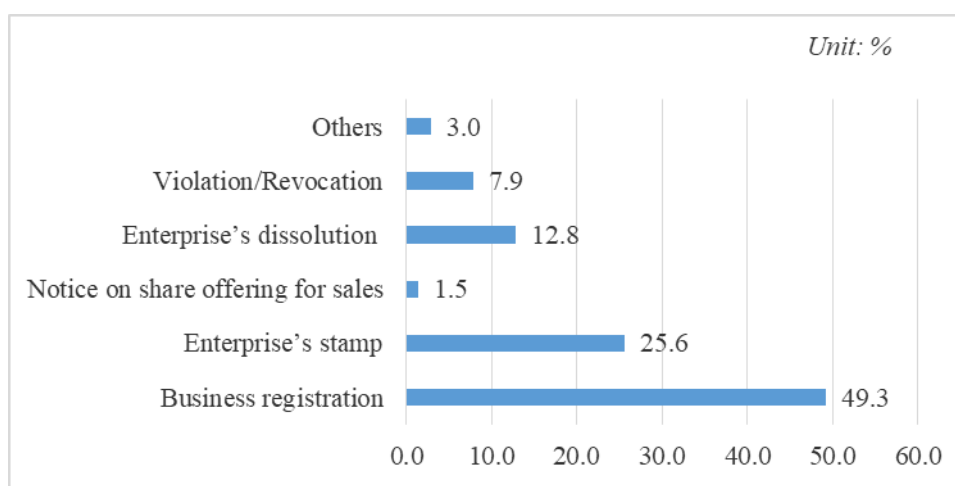
Information services also generally meets the requirement of providing data to agencies/organizations. Specifically, 12.5% of respondents stated that the information services are completely satisfactory; 74.4% relatively satisfactory; 12.1% partially satisfactory (small portion) and only about 1% said that the information was completely unsatisfactory.

### 3.2.3.3. E-gazette services (Electronic announcements of enterprise information)

Regarding E-gazette services, 203/318 persons (accounting for 63.8%) stated that they carry out this activity. The average number of announcements to

be posted daily is 17.45, an increase of 19.6% compared to 2015. Similar to other categories, the average number of announcements in central cities (which is 27.84) is higher than the nationwide overall level and in the remaining provinces, this number is lower than the overall level (14.05). BRO leaders must carry out this activity more than officials with 24.2 announcements compared to 13.81. For respondents working more than 10 hours a day, the average number is 46.7, nearly 2.7 times the general level. The most common announcement types according to the respondents are shown in **Figure 20** below.

**Figure 20. Most common types of announcements**



In order to assess the activity of posting electronic announcements on the System, the consultants requested for responses on the satisfaction level with 3 categories: Operations in publishing announcements, interface/layout and announcement content. **Table 7 below** shows that, in general, respondents made very positive assessment on the E-gazette services in the System.

**Table 7. Percentage of respondents in terms of satisfaction with the NBR E-gazette services**

*Unit: %*

	Very unsatisfied	Relatively unsatisfied	Relatively satisfied	Very satisfied
1. Publishing operations	3.9	3.9	53.2	39.0
2. Interface/layout	2.0	6.9	59.1	32.0
3. Announcement content	2.5	3.9	62.6	31.0

Compared to the 2015 survey results, the level of satisfaction with this activity has increased significantly. In 2015, the percentage of respondents who

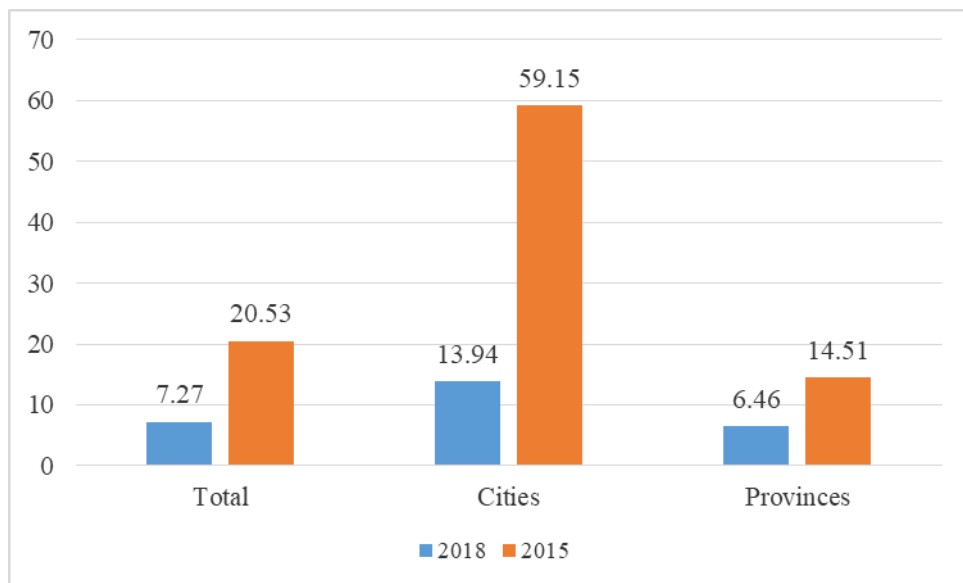
were satisfied with the publishing operations was only 76.3% while in 2018, this rate was 92.2%; the rates in the category of interface/layout are 72.2% and 91.1%; announcement content is 79.9% and 93.6% respectively.

#### 3.2.3.4. Report extraction from the System

There are 147/318 respondents (accounting for 46.2%) said that they extract reports from the System. In central cities, this rate is much lower, only 16.8% of respondents perform this activity. In the remaining provinces, this rate is 58.7%. By working position, 68.9% of BRO leaders must extract reports from the System while only 35.4 officials have to perform this activity.

The average number of reports to be exported per month is 7.27, which is significantly lower than in 2015. This figure in central cities is higher than the average level (13.94) while in the remaining provinces, it is lower than the average level (6.46).

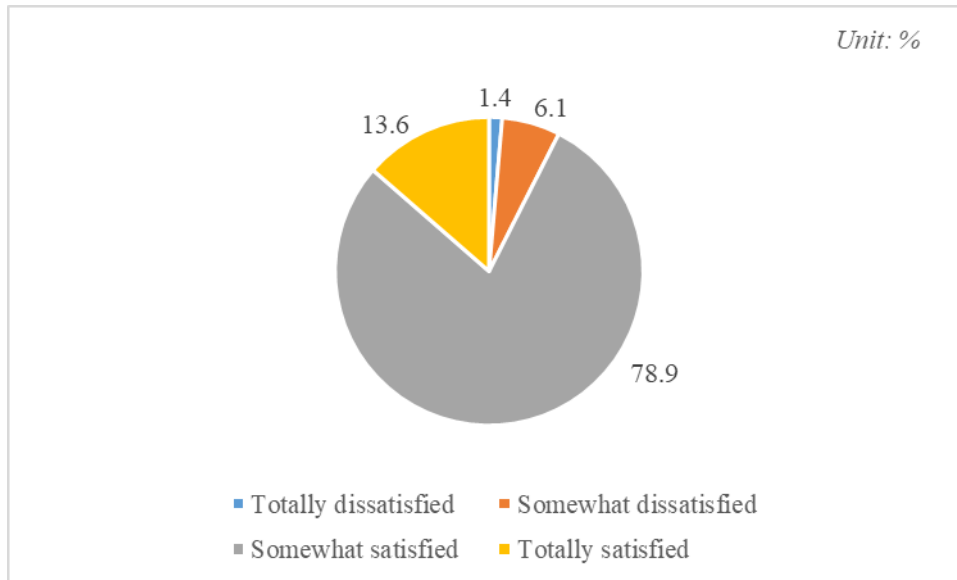
**Figure 21. Average number of reports to be extracted from the NBRS in a month**



Of the persons who carried out this activity, 76.9% said they could export the full set of reports themselves. However, in the central cities, only 56.3% can export the full set, in other provinces, this rate is higher than the average level being 79.4%. In terms of working position, 84.5% of BRO leaders can themselves extract the full set of reports while only 70.7% of officials can do this. This shows that there is a difference in authorization by working position and between central cities and the remaining provinces.

The survey results show that most persons responded that reports extracted from the System meet work requirements. Only 1.4% said that the reports completely fail to meet requirements and 6.1% said that the reports meet only a small part of the job requirements.

**Figure 22. Level of meeting work requirements of reports extracted from the NBRIS**

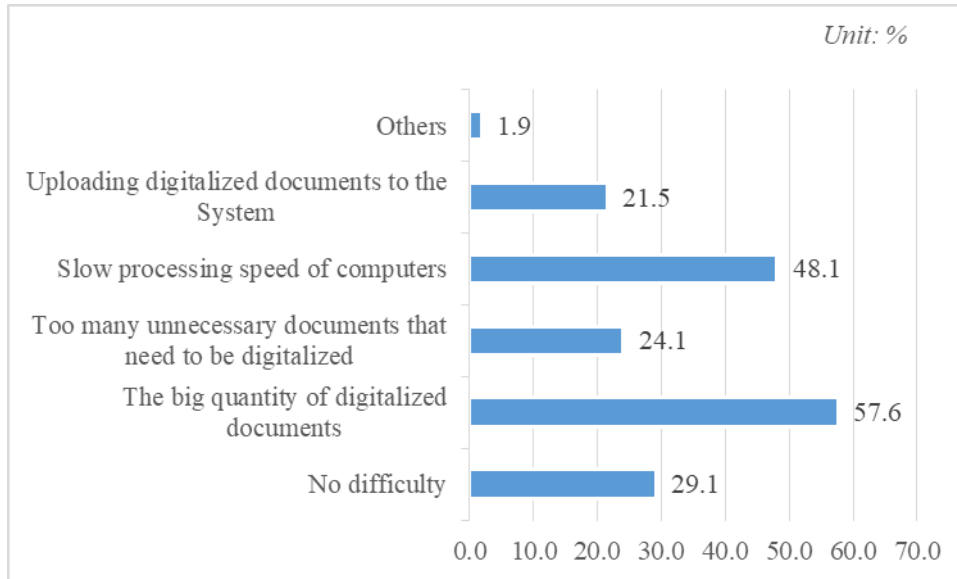


### 3.2.3.5. Document digitalization

There are 158/318 respondents (49.7%) stating that they perform digitalization activities. The number of officials in central cities that have to carry out this activity is quite small, only about 19.0%, while this figure in the remaining provinces is 62.9%.

The implementation of digitizing documents generally still faces certain difficulties. The most difficult problem for many persons is that the large quantity of documents that have to be digitized (57.6%). Next to quantity is the slow processing speed of computers (48.1%). In addition, 24.1% of persons stated the requirement for digitalization of many unnecessary documents.

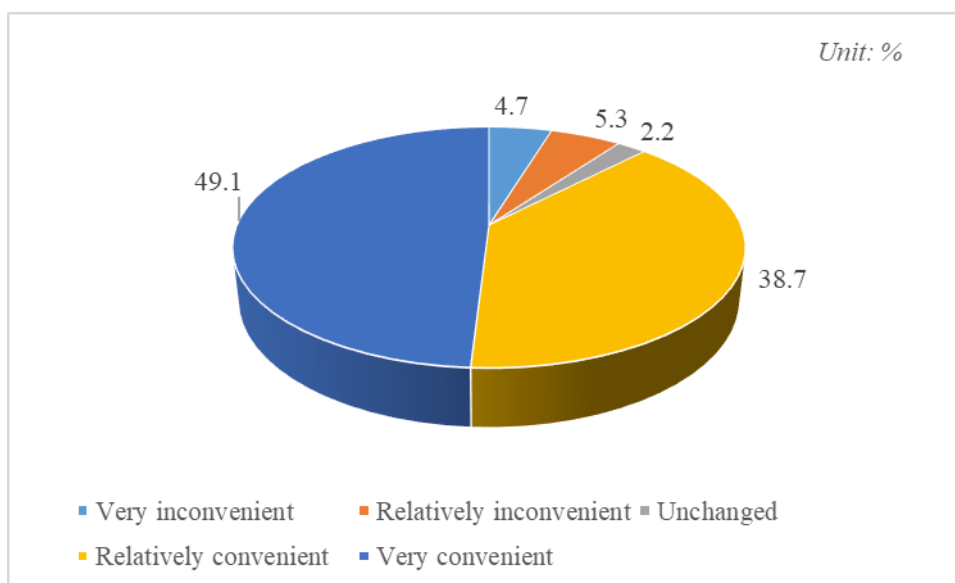
**Figure 23. Difficulties in digitalization of documents into the NBRBS**



**3.2.3.6. Overall assessment on the NBRBS**

Figure 24 shows that the majority of respondents said that the System made their work more convenient than before. In particular, nearly half of respondents (49.1%) said that the System made their work more convenient, 38.7% said that they are relatively more convenient at work thanks to the System. Only a small percentage of people think that using the System is not very helpful for their work.

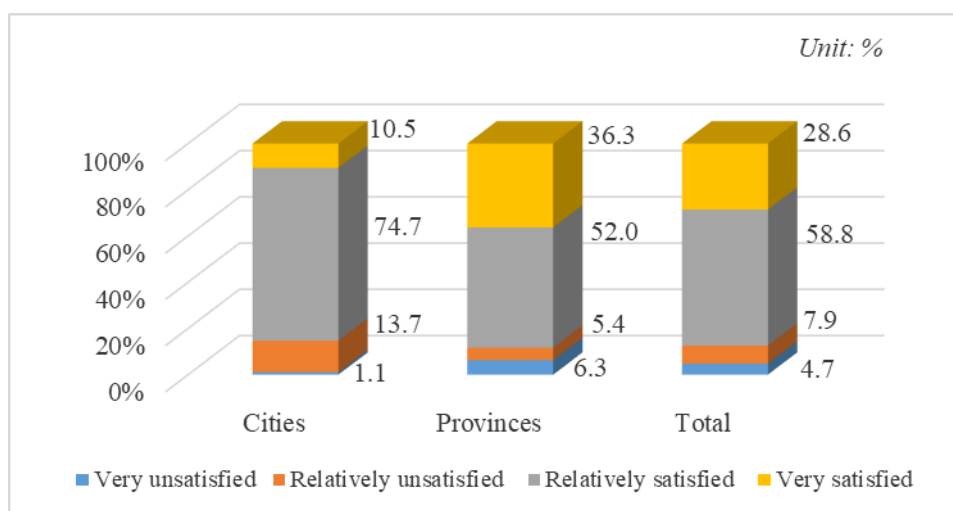
**Figure 24. Respondents’ assessment on the convenience in BRO work after NBRBS**



With these positive reviews, most of BRO staffs participated in the survey felt satisfied with the System. However, there are certain differences in the level

of satisfaction between the central cities and the remaining provinces across the country. Detailed results are shown in **Figure 25** below.

**Figure 25. BRO staff satisfaction with the NBRS**



### 3.2.4. Comparison between the current NBRS and the 2015 NBRS

Among the respondents, 6.9% are new users who have been using the system for less than 1 year, 21.7% have used the system from 1 to under 3 years and 71.4% have used the system for more than 3 years - these are persons who will have enough information to compare the current System and its version of 3 years before.

**Table 8. BRO staff assessment on current NBRS vs. 2015 NBRS**

Unit: %

	Much worse/ Remarkable decrease	A little worse/ Minor decrease	The same	A little better/ Minor increase	Much better/ Remarkable increase
1. Response time	0.0	1.3	6.2	42.7	49.8
2. Transmission/network speed	0.0	3.5	9.7	49.3	37.5
3. Technical incidents/problems	10.1	16.3	13.7	37.0	22.9
4. Printouts	0.0	0.9	9.7	55.1	34.3
5. Information exchange	0.4	0.4	9.3	52.4	37.5

**Table 8** results show that, in general, BROs' assessment of the current system is better than 3 years ago. In particular, the biggest improvements of the System are: (1) Required time for the system to process transactions (response time), with 92.5% of respondents thought that there has been improvement compared to 3 years ago; (2) 'information exchange with tax offices', with 89.9% positive reviews; (3) 'printouts' with 89.4% positive reviews and (4) 'Transmission/network speed', with 86.8% positive reviews. As for the category of 'Technical incidents/problems', only 59.9% rated positive, relatively lower than other categories..

Similarly, as for the comparison between the current NBR Portal and its version of 3 previous years, most respondents gave positive reviews. **Table 9** below shows that the categories related to the NBR Portal are reviewed as better than 3 years ago in the following order: (1) 'Appearance and interface' with 93.4% rated it better than 3 years ago; (2) 'Information provided', with 92.1% positive reviews; (3) 'Satisfying users' requirements' with 90.3% positive reviews; (4) 'Printouts generated from the System' with 89.9% positive reviews; (5) 'User manuals/guidelines' and 'User support' both gained 89% positive reviews. The remaining categories also received about 80% positive reviews, except for 'technical incidents/problems' as this category is rated positive by only 57.7% of respondents. Thus, in the coming time, the Agency for Business Registration needs to channel more efforts into solving technical incidents and problems of both the System and the Portal to better meet user requirements.

**Table 9. BRO staff assessment on current NBR Portal vs 2015 version**

	<i>Unit: %</i>				
	Much worse/ Remark able decrease	A little worse/ Minor decrease	The same	A little better/ Minor increase	Much better/ Remark able increase
1. Appearance and interface	0.0	0.9	5.7	52.4	41.0
2. Information provided	0.0	0.4	7.5	54.2	37.9
3. Quantity of operations/tasks required	1.3	6.2	14.1	49.3	29.1
4. Response time	2.2	5.3	14.5	47.6	30.4

5. Transmission/network speed	0.0	2.6	15.4	48.1	33.9
6. Technical incidents/problems	9.2	13.7	19.4	37.0	20.7
7. Satisfying users' requirements	0.0	0.4	9.3	58.6	31.7
8. Printouts generated from the Portal (enterprise information, announcements...)	0.0	0.9	9.2	62.1	27.8
9. User manuals/guidelines	0.0	0.4	10.6	53.7	35.3
10. User support	0.0	0.9	10.1	50.2	38.8

With the significant improvements of the System and the National Business Registration Portal, 97.4% of respondents stated that the number of customers doing online business registration has increased compared to three years ago.

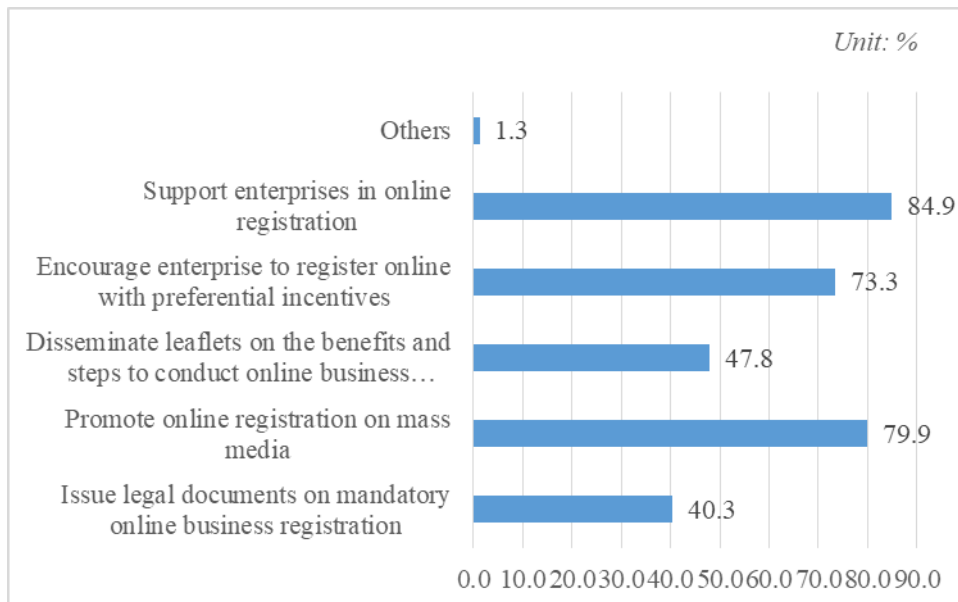
However, this is not the only reason for increasing the number of customers using online business registration service. In some provinces and cities, local authorities have launched a number of initiatives related to business registration activities. According to the survey results, 99 persons (accounting for 31.1%) from 21 provinces and cities across the country have stated that the local authorities have introduced initiatives with a view to encouraging and supporting enterprises in online business registration. For example, in Hanoi, the authority has been proactive in promoting online business registration through introducing a number of initiatives, one of which being raising awareness of the community about the benefits of online services including hosting meetings, discussions and organising training courses on online registration. The city authority also emphasises the importance of better customer service quality and provides consultancy and full support to applicants if online registration is chosen. A kiosk was set up in the BRO premise to introduce and support applicants in online registration. On their arrival, if an applicant does not know about the procedures, he/she will be provided with guidance to choose paper-based method or online method by staff members. If the latter is chosen, staff members will provide detailed guidance until the applicant completes data entry through the online system. Other measures to encourage online registration in Hanoi include reducing the time-limit for handling online dossier to 2 work days



as opposed 3 days as stipulated by law; offering free-of-charge service applicable to 12 registration procedures (before the issuance of official regulations by Ministry of Finance which stipulate that online registration is free of charge). Therefore, in 2018, the rate of online registration in Hanoi was almost 100%.

In relation to the efforts of local authorities in promoting online registration, with a view to introducing this online service to people visiting BROs, 95/99 respondents said that they inform the visitors at BROs, 83/99 persons said that they have carried out promotional activities in mass media, 39/99 persons said that they have distributed leaflets. BRO staff who participated in this survey proposed many measures to increase the rate of online business registration. In particular, the three most mentioned solutions are: support for enterprises in online business registration (270/318); strengthened promotional activities on mass media (254/318); incentives for encouragement of online business registration (233/318). In addition, a number of other solutions have been proposed, such as: compilation and distribution of guidance leaflets on the benefits of online business registration as well as promulgating official regulations encouraging and supporting enterprises in online registration.

Figure 26. Solutions to increasing online business registration rate



### 3.2.5. Recommendations and proposal by BROs

This survey received a number of comments from the provincial BROs in order to improve and further develop the NBRS.

### *3.2.5.1. NBRS in general*

The most popular comment among respondents is the problem of network congestion, slow transmission speed which makes it time-consuming to load documents. The system sometimes kicks users out during their work sessions, which has negative impacts on the work of BRO staff. In addition, the system shows signs of overloading when synchronizing and processing data on weekends. Therefore, the general recommendation is to find solutions to the problem and stabilize the operation of the system by increasing investment in infrastructure uniformly, increase the transmission speed and storage capacity.

In addition, there are still some other opinions that the system is not really smart and user-friendly and there are complicated operations. Therefore, it is necessary to simplify system operations to the fullest extent possible to support users. In addition, more videos need to be added to simply describe how to use the System. The visualization of operations, which is very popular in the world today, will help businesses and people easily use the system.

The interface and website gadgets need to be constantly changed in the direction of simplicity, ease of use and friendliness. The forms should be completed and presented in accordance with the regulations on text modalities, and show high professionalism and aesthetics. In addition, there are recommendations on improving the warning functionality on the System, handling “garbage data” on the System...

Agency for Business Registration should regularly collect feedbacks from Business Registration Offices, enterprises and other users to adjust and improve the System.

### *3.2.5.2. Online business registration*

#### *Information exchange with tax offices*

There are still problems in information exchange between the NBRS and the Tax system, leading to repeated contact with enterprises and BROs' additional operations, which is time consuming. For example, for documents dissolution, when deemed as eligible, these documents are sent to the Tax offices but Tax offices often respond later than expected, leading to overdue applications. Errors in granting tax codes also often occur.

Therefore, it is necessary to strengthen the connection between the two systems to ensure closer coordination. There should be a written request for tax

authorities so that when the tax sends the notice of rejection, the reasons must be clearly stated in such a notice and no technical message should be used.

#### *Business Registration Certificate and Practice Certificate*

According to users, system printouts often lack aesthetics. For example, on the printout of confirmation slips, alignment of the area of BRO Registrar's signature is unbalanced, similarly, formatting of the printouts of notices of violation/ decisions of revocation lacks aesthetics. The procedure for revocation of Business Registration Certificate is complicated.

Therefore, it is necessary to allow officials to adjust some items themselves. Also, there should be added the page number for Business Registration Certificate and a printout of business lines enclosed with Business Registration Certificate in case enterprises register for amendments to business registration content. The date of establishment registration should also be added on the confirmation slip for the convenience of BROs in archiving.

#### *Business registration information*

Some difficulties recorded in the process of business registration are:

- For applications for which correction is required, when the application is re-submitted, there is often error in the step of processing clerk submitting the application to BRO leaders. Even when the application is valid, the error message is still displayed.

- Sometimes, enterprises applying for bank account number registration when printing the confirmation slip, there is no such information. Users must then go to the menu of enterprise list to generate the printout to have the registered information included in the printout.

- Issues of business lines and shareholders on the System have not been solved.

Therefore, to overcome the aforementioned problems, some of the following solutions have been proposed:

- Standardization of registration documents is recommended so that businesses can easily follow.

- Review of new registration applications of 100% FIEs submitted online.

- Integration of cooperatives and households businesses into the NBRS so that the reports on registration of all business entities can be extracted from the System.

- The list of business lines should be numbered for easy tracking by BROs. The columns in the list of business lines should be arranged as follows (in the order from left to right): ordinal number, business line name, business line code. This makes the order of columns similar to that presented in the paper document which facilitates BRO's comparison.

- In the section of information on capital contributing members, shareholders, there needs to have a button to mark if they are legal representatives or other persons.

Some functions can be performed when enterprises submit their applications. For example, the system does not allow submission of applications in case the suspension date is later than the current date, or in case of duplicate business lines, business lines [of subordinate units] fall out of scope of the parent enterprise...

The system of reporting, aggregated reports, there should be added the section of receiving valid original paper documents, reports on receiving applications upon request by the Government on the one-stop shop mechanism, add types of reports which satisfy other needs of BROs in reporting such as reports on cooperatives, foreign bank branches, science and technology units, ...

The process should be simpler; profile information should be saved in the account of the sender, not in the account of persons opening the applications;

In conversion applications or changing enterprise name application, there should be added a field to save old information. In addition, it is advisable to give BRO staff permission to edit value in the "Application type" field at the processing step in case of conversion applications.

The changes in business content should be clearly shown to make it easier to distinguish and process faster. For example, for the addition of a business line, it is necessary to support BRO staff to know which business lines have been supplemented or adjusted (in particular, set in bold text the changes of the registered business information), this would help BRO staff review the applications faster...

To reduce complexity in information processing, it is necessary to remove the confirmation of bank account information in the tax information section.

It is necessary to revise the function of extracting list of enterprises operating in each field: agriculture, trade and service ...

Currently, the number of solved applications are not sufficiently recorded in the reporting system. Name checking is not fully accurate, complicated and time-consuming. Enterprise data does not match between the Enterprise list in the system and the list of received applications. Therefore, it is necessary to have unified criteria for retrieving data. In addition, it is necessary to add a number of forms of reports on business registration.

Add more functions related to business management, fully update information in the process of business operations ...

There should be a connection between the registration system and the post-registration corporate governance system, ensuring correct updated information on enterprise status. For example, on the post-registration corporate governance system, enterprise status is updated to “revoked” due to a decision on revocation, then the status on NBRIS should be updated to “first dissolution” (equivalent to dissolution notice) so that the next step which is “second dissolution” (delete the name of the enterprise in the NBRIS) would be enabled subsequently.

Fix the errors of the post-registration corporate governance system which often occur and make it difficult for BROs to handle their work.

There are warnings in case foreign-invested enterprises submit their applications.

There should be the functions of automated deletion of enterprises which are dissolved according to revocation decisions.

It is important to take into account the extra time (days) to process applications during holidays.

Decentralization to officials of the right to handle and correct information in some cases when the data is wrong in online registration applications.

Whether the applications submitted following the combined amendment procedure or not, it is recommended to combine the procedure automatically.

There should be the functionality supporting users to directly chat with processing clerks.

Issue documents requiring 100% business registration applications must be submitted online. Currently, from August 2018, tax authorities have implemented the regulations requiring 100% tax declaration and tax payment applications to be submitted online.

It is proposed to speed up the issuance of Business Registration Accounts for organizations and individuals to use in online business registration should be.

In online registration applications, it should be stipulated uniformly that only .pdf files are accepted and .doc and/or .docx files are not accepted.

It is recommended to transfer the application of “Warning/Violation/Revocation” [post-registration corporate governance system] to the NBRS for convenience of BRO staff in operations.

#### *3.2.5.3. Report extraction*

In regard to extraction of reports, BRO users stated that formatting of printouts is not good, it is difficult to view information, reports extracted in excel format contain too many merged columns which make it inconvenient for BRO staff to re-format or adjust the reports. In addition, report information is not diversified and sufficient.

Therefore, it is proposed by a number of BRO staff that reports formatting should be improved, reports should contain more data, reporting criteria should be more diversified. In addition, it is necessary to add reports output according to business lines codes (main code) because currently, it is possible only to extract reports by general business line codes. The information in the report needs to be diversified to serve the management of enterprises in each specialized field. It is also necessary to supplement reports on subordinates of FIEs.

There should be added different types of reports required by localities as because in many provinces, provincial leaders often request BROs to report the number of businesses in the region and the whole country for comparison.

In some localities, Deputy Registrars do not have access to reports. In order to create favourable conditions for BRO’s staff, the permission of extracting reports should be granted to all roles of BROs.

#### *3.2.5.4. Data digitalization*

It is necessary to solve the problem of slow performance in the NBRS affecting the speed of processing dossiers when BRO staff open the application of data digitalization.

#### *3.2.5.5. Other recommendations*

There is a suggestion that the current anti-virus software should be replaced with a better one.

### 3.3. National Business Registration Portal Users

#### 3.3.1. Information on survey respondents

Of the 160 respondents, only 1 person has never used the NBR Portal. Therefore, the remaining 159 persons are the main subjects of this analysis report.

Among the persons who have used the NBR Portal, men accounted for 47.8%, females accounted for 52.2%. By age group, 13.2% of respondents are below 25 years old, 66.0% aging from 25 to 35 years old and 20.8% from 36 to 50 years old. No respondent ages 50 or older. In terms of nationality, 158/159 respondents are Vietnamese.

Respondents use the NBR Portal in different capacities. 40.2% use it in their personal capacities, 37.7% use it as a representative for a consulting agency, 20.8% use it as a representative for an enterprise. Only 1.3% use it in other capacity.

**Table 10. Characteristics of survey respondents**

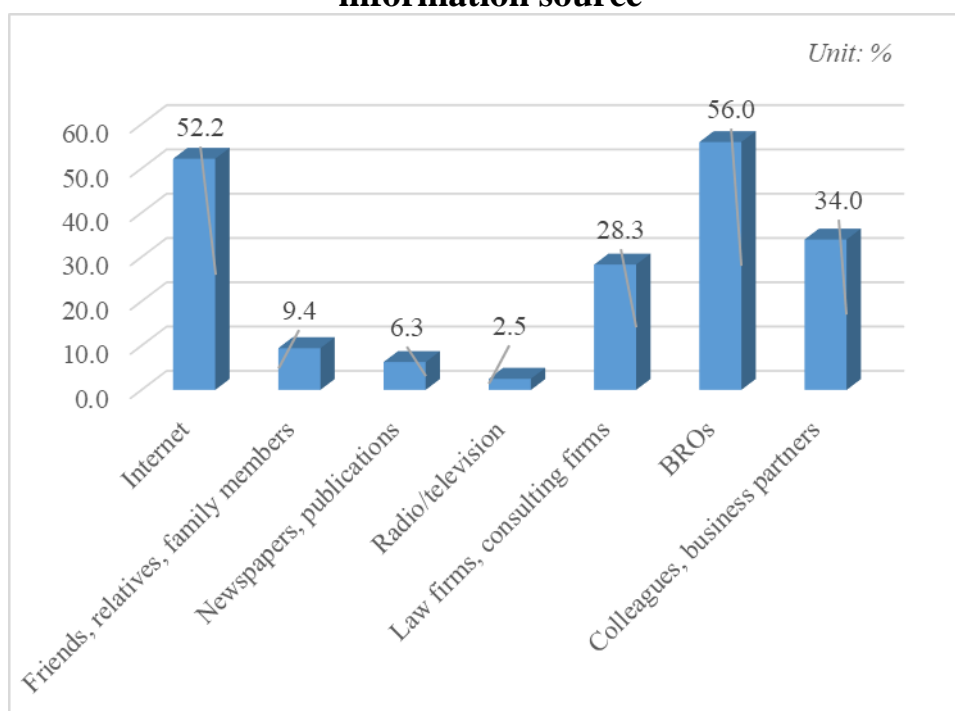
	Quantity (persons)	Percentage (%)
<b>Total</b>	<b>159</b>	<b>100.0</b>
Gender		
Male	76	47.8
Female	83	52.2
Age		
Below 25	21	13.2
From 25 to 35	105	66.0
From 36 to 50	33	20.8
Nationality		
Vietnamese	158	99.4
Other	1	0.6
User accessing NBRS services in the capacity of		
Personal capacity	64	40.2
Representative for an enterprise	33	20.8

Representative for a consulting agency	60	37.7
Other	2	1.3

### 3.3.2. Use of the National Business Registration Portal

Like other groups of respondents, most external users know about the NBR Portal through the Internet and the provincial Business Registration Offices. However, if for other groups of users, the Internet is the most popular promotion channel, then for external users, the Business Registration Office is the most popular channel with 56.0% of respondents selecting this source. The Internet ranks second with 52.2% of votes. The third popular channel is through colleagues, work relations (34.0%), followed by the source of law consulting firms/companies (28.3%). The number of people who know about the NBR Portal through radio/ television, newspapers, publications – similar to other user groups - is very small, accounting for about 8.8%.

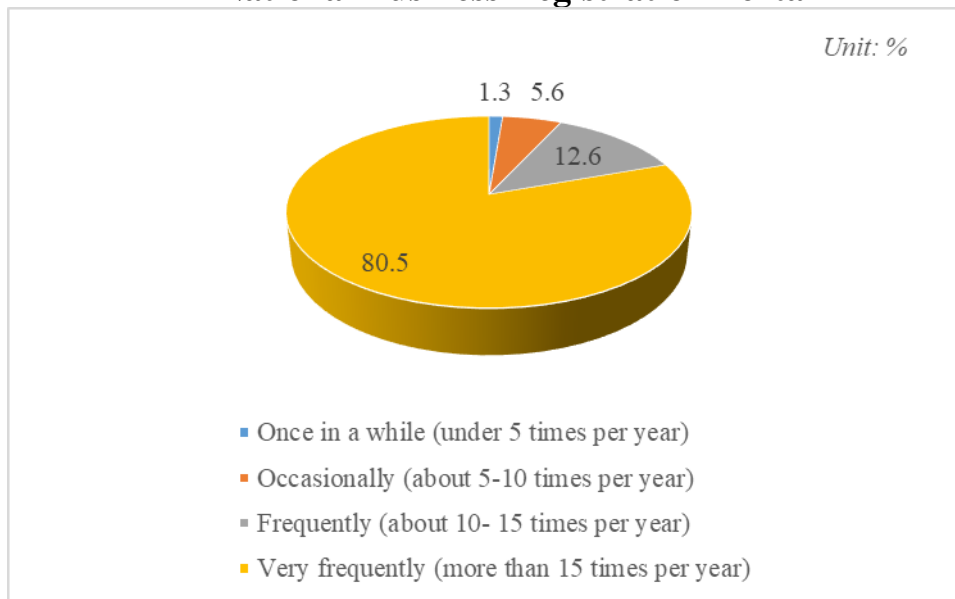
**Figure 27. Percentage of respondents knowing about the NBR Portal by information source**



The purposes of using the NBR Portal vary with most of the respondents use the Portal to search for business registration information (97.5% of votes). Next, the respondents use the Portal to register changes in information of enterprises/ subordinate units (83.0% of the votes); search enterprise seal specimens (82.4%); register the establishment of new enterprises/ subordinate units (78.6%) and search information on conditional business lines (76.7%).



**Figure 28. Percentage of respondents by frequency of using the National Business Registration Portal**



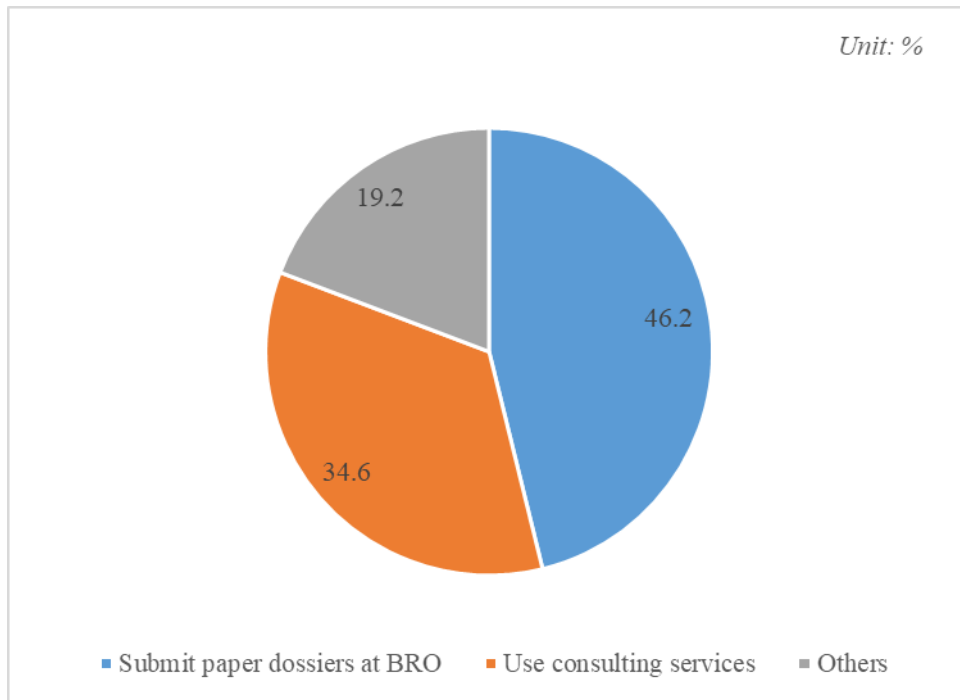
Regarding the frequency of using the Portal, the survey results show that the NBR Portal is a useful information source for users when up to 80.5% of respondents use the Portal very frequently, over 15 times/year. Frequent users who uses the services from 10 to 15 times/year accounts for 12.6%. Only a very small number of respondents use the Portal at infrequent levels.

### ***3.3.3. Evaluation on the System applications***

#### ***3.3.3.1. Online business registration***

Of the 159 respondents, only 26 persons (accounting for 16.4%) did not use online business registration services. In particular, 12/26 persons registered directly at Business Registration Offices, 9/26 people hired consulting organizations, and 5/26 people implemented business registration in another way.

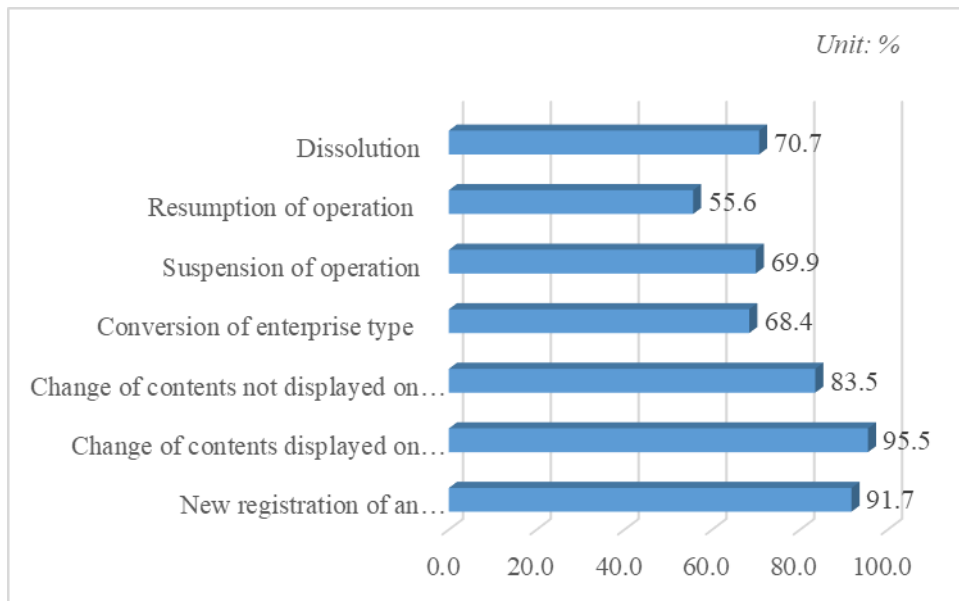
**Figure 29. Percentage of respondents by registration methods other than online business registration**



There are many reasons why these persons do not register online. In particular, the most common reason is ‘Enterprise conducted business registration before the existence of online business registration system’ (10/26 votes), followed by ‘Hiring consultancy organizations’ (5/26 votes). In addition, other reasons such as: ‘no digital signature’, ‘Submission of paper dossiers at BROs is still required in online registration’, ‘Direct registration is simple’ or ‘Habit/psychology factor’, all have 3/26 votes.

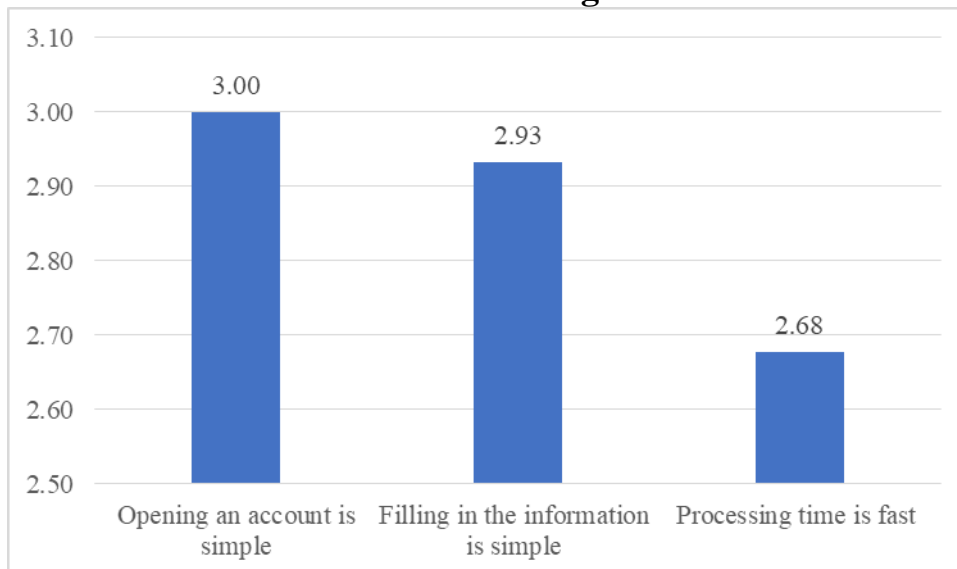
133/159 respondents (83.6%) used online business registration service. The most popular online business registration case among this group is ‘amendment registration’ [meaning changing the business registration information displayed on Business Registration Certificate], followed by ‘establishment of new enterprises/ subordinate units’, ‘amendment notification’ [meaning changing the business registration information not displayed on the Business Registration Certificate]... Many users have conduct different cases of online registration. The results are shown in detail in **Figure 30** below.

**Figure 30. Percentage of respondents by online business registration cases**



In terms of online business registration service, the results show that the average score for the category of simple account registration is the highest, followed by the statement about simple information declaration and the final category is ‘Fast registration’. On a scale from 1 to 4 with 4 being the highest, the results show that users generally rated positively about the service.

**Figure 31. Average ranking on a number of categories in online business registration**



Detailed assessment for each of the above categories are shown by the level of agreement with the statements made in [Table 11](#) below.

**Table 11. Percentage of agreement with statements about online business registration**

*Unit: %*

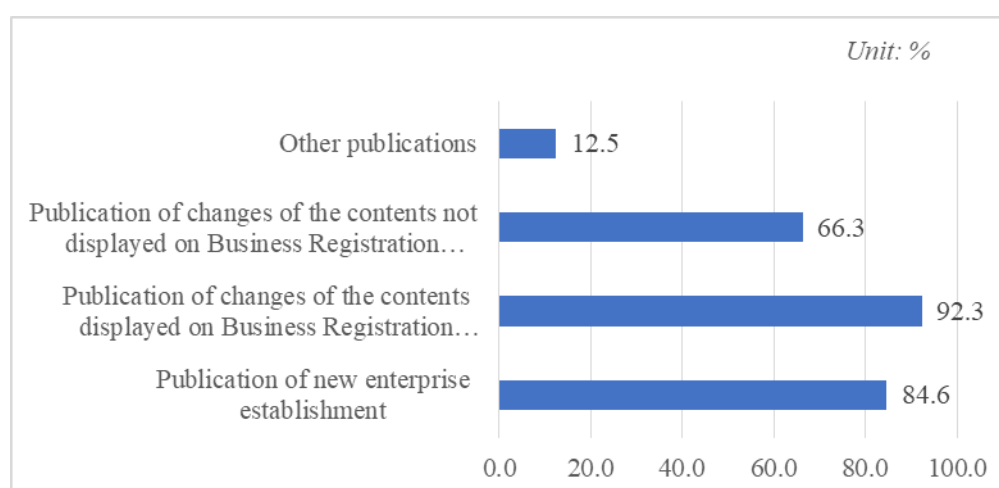
Statement	Strongly disagree	Disagree	Agree	Strongly agree
1. Account registration is simple	3.8	12.8	63.2	20.3
2. Filling information into forms is simple	4.5	13.5	66.2	15.8
3. Registration is fast	8.3	30.8	45.9	15.0

With the results presented in Table 11 above, it can be seen that many respondents still want the time for online registration to be further shortened. This is the point to note to simplify the business registration process to save time and efforts for enterprises.

### 3.3.3.2. E-gazette service

There are 104/159 persons (65.4%) have used the service to publish electronic announcements the NBR Portal. Among these people, 92.3% used the service to announce changes in the contents of Business Registration Certificate, 84.6% to announce the establishment of new enterprises, 66.3% announced change of the contents not displayed on Business Registration Certificate and 12.5% published other information. Many people have used the service to post different types of announcements, the average number is 2.56 types.

**Figure 32. Percentage of E-gazette users by types of announcement**



In terms of the advantages of E-gazette service, 70.2% of respondents said that it was convenient; 67.3% said that the service is quick; 34.6% said that it is

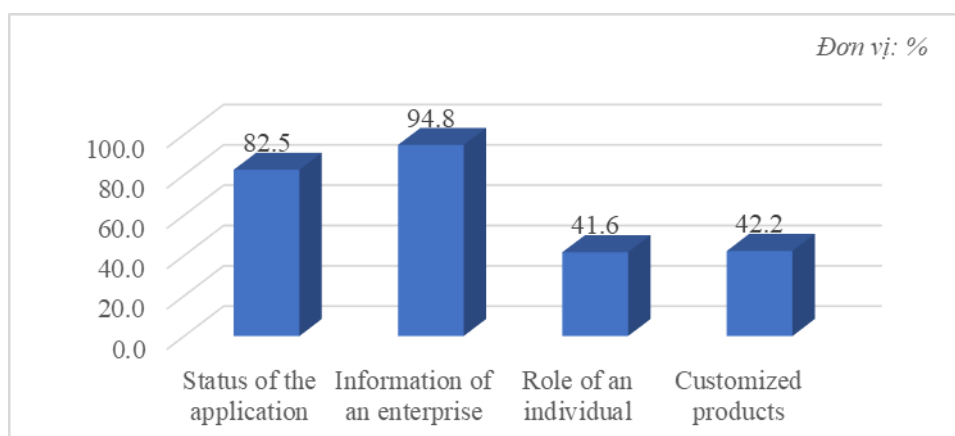
[cost and/or time] saving. With such clear assessment of the service advantages, the rate of using this service is quite high as analysed above.

### 3.3.3.3. Information services

There were 154/159 people who used information services. This is a very high rate, and this once again confirms the role of the NBR Portal as an effective channel for finding information.

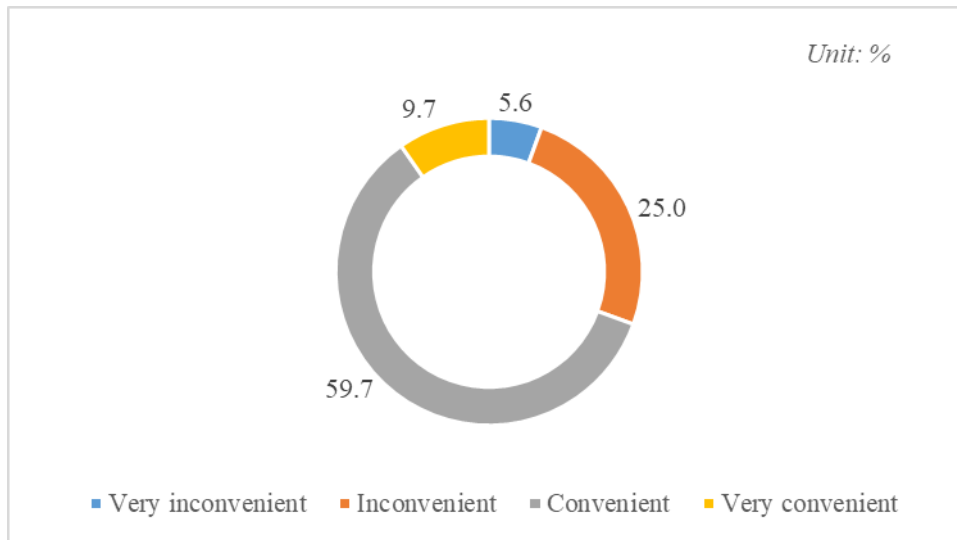
Two commonly searched information include: information on 1 enterprise (94.8% of votes); information on the status of business registration applications (82.5% of votes). In addition, users can search the role(s) of a natural person in enterprises (41.6%) and products meeting specific requirements (customized information products) (42.2%).

**Figure 33. Percentage of NBRS information service users by types of information products**



For the activities of searching information, only 72/154 respondents (46.8%) have used chargeable information services on the NBR Portal. However, there are still more than 30% of these persons said that it is not convenient to make online payment on the NBR Portal (see **Figure 34** below). Thus, this feature of the NBR Portal should be improved in the future.

**Figure 34. Assessment on the convenience of online payment on the National Business Registration Portal**

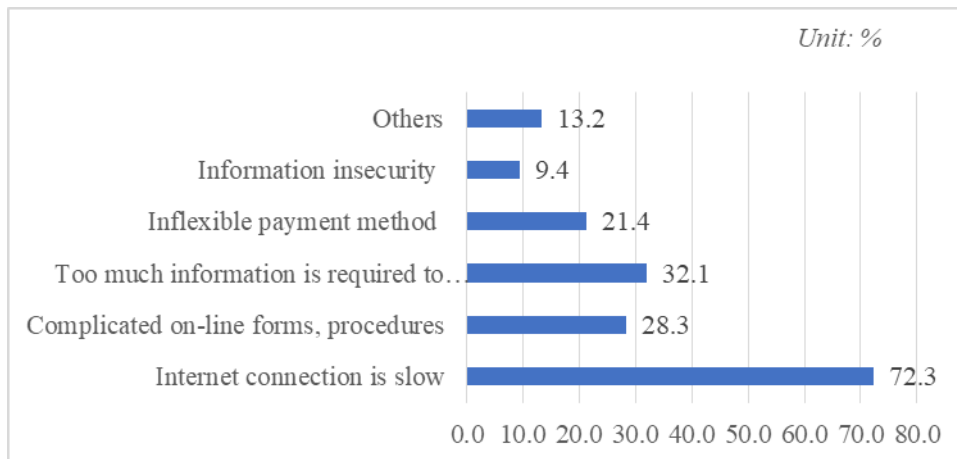


When asked about the reasons for using online services, 77.7% of respondents said these services give them flexibility in time arrangement; 71.3% mentioned the reason is that they do not have to travel [to get information they need]; 61.1% stated that online services are quick. In addition, some choose to use online services because they believe in the safety of the services.

### 3.3.4. Assessment on limitations of the National Business Registration Portal

Users have pointed out some limitations of the Portal they have experienced in the process of using the NBR Portal (Figure 35).

**Figure 35. Limitations of the National Business Registration Portal**



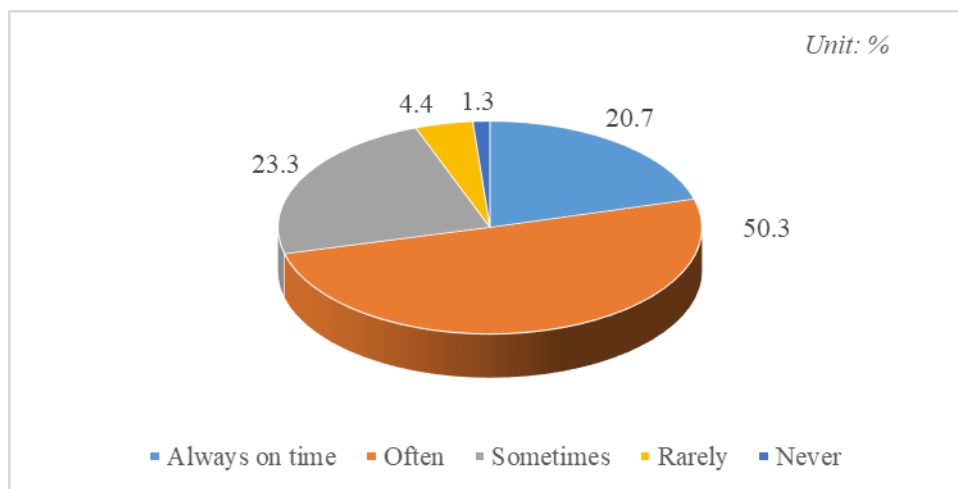
More than two thirds of respondents mentioned the slow transmission speed (72.3% of the votes). This is also a problem that other groups of survey respondents such as non-registered users, corporate users ... also mentioned. In addition, there are some other shortcomings, such as: Required declaration of too much information (32.1% of votes); too complicated operation of declaration (28.3%); inflexible payment methods (21.4%). Some also expressed concern about the safety of information (9.4%). Some other issues of the NBR

Portal mentioned include: the interface has not met requirements, limited information items accessible to viewers.

There were 105/159 respondents (accounting for 66.0%) who unsuccessfully conducted their transactions on the NBR Portal. The reason given by many respondents is system malfunctions (85.7% of votes). It can be seen that it is quite logical when compared to the biggest limitation of the Portal mentioned above which is the transmission speed. In addition, about 30.5% of these respondents did not successfully carry out transactions due to the large amount of time it takes; 25.7% stated the reason of incorrect declaration; 9.5% mentioned the failure of making payments online.

Although there are some difficulties mentioned above, in general, most external users believe that their requirements have been resolved within the prescribed timeline. Specifically, 20.7% of respondents said that requests were always resolved on time; 50.3% mentioned frequent timeliness. The rate of negative response is only about 29.0%.

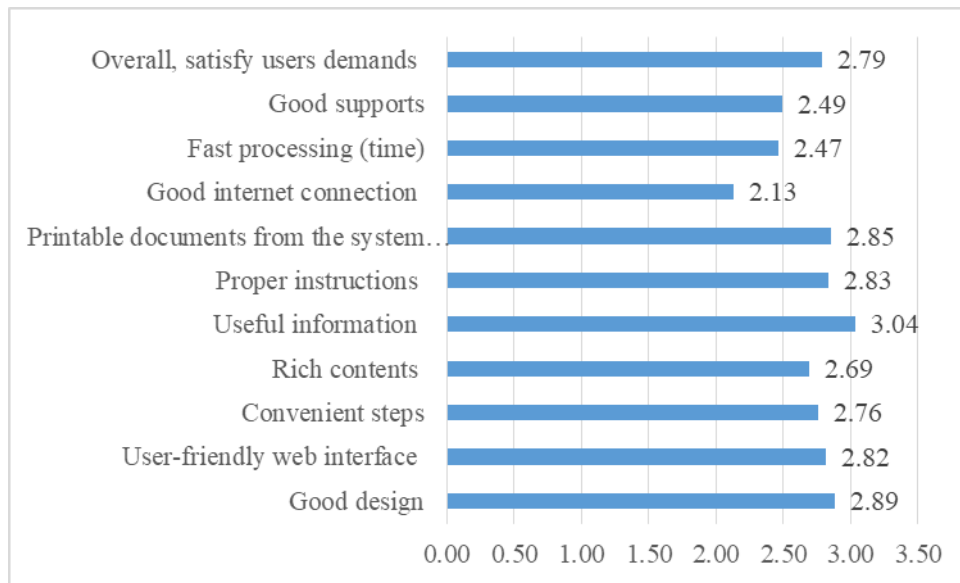
**Figure 36. Percentage of respondents by the level of timeliness in resolving user requests**



### ***3.3.5. Assessment on user satisfaction with the National Business Registration Portal***

In order to find out the satisfaction level of respondents on issues in the NBR Portal, a number of statements about the Portal have been listed out for the respondents to assess. On a scale from 1 to 4, in general, the average ranking of each category is quite good. The general assessment are presented in **Figure 37** below.

**Figure 37. Average ranking on agreement with statements about the NBRS**



The three worst-reviewed categories in the NBR Portal include: first, transmission (network), with the lowest average score of 2.13; the second is the processing time, with an average score of 2.47; the third is support of the system with 2.49 points. This is also a problem where many respondents look forward to improvements in the future.

In contrast, the three best-reviewed categories in the NBR Portal include: useful information (3.04); good appearance (2.89) and nice-looking system printouts (2.85). Detailed assessments of each of these categories are as follows: for the 8<sup>th</sup> category ‘Good transmission (network)’, 69.2% of respondents expressed their disagreement. 45.9% of respondents disagreed with the statement 9 ‘Fast processing’. Similarly, about 45.9% of respondents did not agree with the statement 10 ‘Good support system’. The remaining categories generally have the rate of agreement of over 70%. Detailed results are presented in [Table 12](#) below.



**Table 12. Level of agreement with the statements about the National Business Registration Portal**

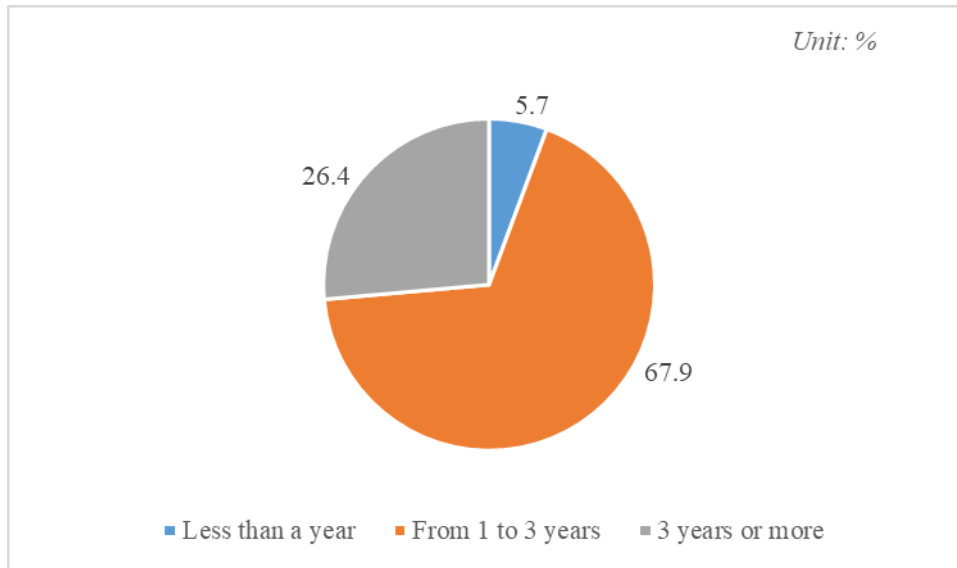
*Unit: %*

	Strongly disagree	Disagree	Agree	Strongly agree
1. Good appearance	2.5	13.8	76.1	7.6
2. User-friendly interface	2.5	19.5	71.7	6.3
3. Convenient operations	3.1	23.9	66.7	6.3
4. Diversified content	3.8	29.5	60.4	6.3
5. Useful information	1.3	7.5	77.4	13.8
6. Sufficient instructions/manuals	1.9	25.2	61.0	11.9
7. Nice-looking system printouts	1.9	22.6	64.2	11.3
8. Good transmission (network)	22.0	47.2	27.0	3.8
9. Fast processing	12.6	33.3	49.1	5.0
10. Good support system	9.4	36.5	49.7	4.4
11. Satisfy user's requirements in general	3.8	17.0	76.1	3.1

### ***3.3.6. Comparison of the current NBR Portal and the NBRS in 2015***

For comparison of the current NBR Portal and the NBRS of three years ago, only users who have used the Portal for 3 years or more are subject to analysis. The survey results show that 26.4% of respondents belong to this group.

**Figure 38. Percentage of respondents by the duration of using the National Business Registration Portal**



Users who have used the Portal for 3 years or more are required to compare the current Portal and the Portal of 3 years ago.

The ‘Appearance/interface’ of the Portal is considered to be the most positive change (83.3% of positive reviews). Next is the ‘Information provided’ gaining 78.5% positive reviews; ‘Printouts generated from the NBR Portal (enterprise information, announcements ...)’ earned 73.8% positive reviews. ‘Quantity of operations’ was also better evaluated (rated as positive by 69.1% of respondents) but still about one third of respondents said this category remained the same.

The remaining categories received less positive reviews when many respondents supposed that the former have not been changed or even worsened compared to 3 years ago. For example, there are up to 50% of respondents saying that processing time is unchanged and only 38.1% rated this category positively. Issues such as ‘Network (transmission) speed’, ‘Technical incidents/problems’ are reviewed as worse than before by about 30% respondents. These are also the categories where many users expected improvement in the future.

The comparison results are presented specifically in **Table 13** below.

**Table 13. Assessment of respondents using the system for over 3 years on the current NBRBS vs. the 2015 NBRBS**

	Much worse/ Remarkable decrease	A little worse/ Minor decrease	The same	A little better/ Minor increase	Much better/ Remarkable increase
1. Appearance/interface	0.0	4.8	11.9	71.4	11.9
2. Information provided	0.0	7.2	14.3	57.1	21.4
3. Quantity of operations	0.0	0.0	30.9	54.8	14.3
4. Printouts generated from the NBR Portal (enterprise information, announcements ...)	0.0	2.4	23.8	61.9	11.9
5. Time required to process registration applications	7.1	4.8	50.0	33.3	4.8
6. Network (transmission) speed	11.9	19.0	23.8	42.9	2.4
7. Technical incidents/problems	11.9	26.2	30.9	26.2	4.8
8. Satisfying users' requirements	2.4	7.1	38.1	47.6	4.8
9. Payment procedure	2.4	9.5	42.8	40.5	4.8
10. System services	0.0	7.1	33.3	54.8	4.8
11. User manuals/guidelines	0.0	9.5	33.3	50.0	7.2
12. User support	2.4	11.9	38.1	42.8	4.8

### ***3.3.7. Recommendations and proposals***

Respondents gave positive comments about the NBR Portal which is shown through good comments on the usefulness of the information provided, the appearance/interface of the Portal as well as the printouts generated from the system. According to the survey respondents, the NBR Portal generally meets the requirements of users. However, respondents also mentioned the shortcomings of the NBR Portal and proposed recommendations to improve the quality of the Portal specifically as follows:

#### ***3.3.7.1. NBR Portal interface, layout and applications***

The information search system of the Portal is not convenient, quick search of information that users need is not yet supported. Sometimes there are errors in search result and only the first result page is viewable, users fail to view the next pages.

Therefore, the survey respondents proposed continued improvement of the interface for user convenience and optimization [of the use of system applications], and at the same time, it is necessary to ensure accessibility using different devices such as mobile phones or tablets.

#### *3.3.7.2. Operations*

The declaration (entry) of business activities is still quite time consuming. If user makes mistake in one business activity and therefore needs to re-enter information, all the detailed contents of each business activity previously declared will be lost.

Besides, when creating a business registration account, users must go through 2 steps. Step 1 is to create an account, step 2 is to activate the account. Users propose to reduce to one step so that account registration is faster, more simple and convenient.

#### *3.3.7.3. Information services*

The information provided currently has many errors and it is relatively difficult to read the information presented. Time-limit for authentication of business registration account is too long (2 working hours), the ordering system sometimes has problems leading to incorrect orders and users losing their money.

The tools for searching duplicate names does not work well sometimes making it impossible [for users] to search enterprise names. The search of enterprise information is quite complicated. For example, to look up enterprise announcements, a lot of confirmation steps are required so that users can download the pdf files.

The list of enterprise's branches (with the same initial code numbers) has not been fully updated. The form of payment is not convenient. Fees for copies of Business Registration Certificate and service fees for some information products are quite high.

Given the aforementioned shortcomings, the survey respondents proposed as follows:

More information should be supplemented such as business sales, financial statements of enterprises. Information on charter capital, shareholders and capital contribution ratio should be more complete.

Improving the accuracy of the information in the report on the business history of 3 latest years. The full range of information products available should be listed to make it easier for users to order customized products.

The original Business Registration Certificate needs to be published, or at least the copy published must contain complete information as the original. Announcements of companies registered from previous years need to be published. At the same time, it is necessary to simplify the steps to look up business information so that the search for information is faster. There should be added the function of searching by identity card number of the legal representative because there are many people having the same name.

Returned information results in pdf file should be in both English-Vietnamese (at least the title of the items, tables) to facilitate foreign investors who want to study about Vietnamese enterprises.

The search engine needs to be improved because the current limit of number of characters allowed in the search bar make it very inconvenient for users to search enterprises by full name. There should be the function of sorting search results by enterprise code and by alphabetical order of enterprise names.

It is necessary to review the entire information fields and type of attachments to fully match with legal regulations. There should be notes providing instructions for confusing information fields. For example, the number of shares offered for sale, sold shares or unsold shares...

Chargeable products need to include accurate and easy-to-understand information. Information should be provided at cheaper price, there should be more free information. For some information products on the Portal, enquirers need to wait until the next day to receive information. This needs to be improved so that products are provided instantly as information is always available.

When users pay by their personal cards, it is necessary to include the payment service fee in the general cost in the same invoice so that the companies [which these users work at and represent] will refund the payment they make with their personal cards. Besides, there should be the service supporting users in exploiting information and making payment 1 time on a monthly basis (payment is made and invoice is issued once at the end of the month). Currently users are only allowed to use the information services in their personal capacity.

It is recommended to implement e-invoicing for chargeable transactions. The method of end-of-period payment should be restored. Enterprises often do not pay electronically, so there should be added the form of bank transfer and credit card payment.

#### *3.3.7.4. Support staff*

Enterprises contacted via chat or texting but the responses were slow and sometimes generic and did not give solutions to the problems.

Sometimes instructions by different [BRO] clerks are inconsistent (for e.g. one clerk might instruct users to check this one specific field while another might request to uncheck that field). This is confusing, especially to first-time applicants and it is time consuming to follow these instructions.

In that spirit, survey respondents requested quick and enthusiastic support to fix errors in the process of interacting on the System.

#### *3.3.7.5. Business registration procedure*

Users also complained about occasion system overloading and unstable operation of the system, which led to difficulties in filing applications. Searching for business information sometimes fail, or users are automatically logged out.

In addition, the system service is occasionally unavailable for maintenance, so people cannot submit their applications. The processing on the system is quite slow, for example, there is a case where the application had been filed for half a day before user received Receipt Slip.

Currently, if online registration users accidentally choose the wrong information fields, they will have to wait 3 days for BRO to issue a notice requesting for correction and supplementation of information. Then users must submit a letter to BROs requesting for cancellation of the application since the system does not have the feature for deleting the selected information fields (which are the wrong one). After this, the application must be resubmitted. So processing time lasts up to 9 days or longer. Therefore, users suggest adding the feature to cancel the information fields selected by mistake to shorten the time for online business registration.

In addition, users also encounter some other difficulties in submitting their applications such as failure to search bank accounts. In some cases, the system informs user that Business Registration Certificate has been issued but it is not available when users visit BRO to collect the Certificate. Or in other cases, users

visit BRO at the appointed date and time stated in the Receipt Slip but do not receive the Certificate. This takes time and effort in travelling to BRO.

The connection between the NBR Portal and provincial Departments of Planning and Investment is not good enough and it is inconvenient for enterprises seeking support.

Based on the aforementioned shortcomings, the survey respondents provided some suggestions as follows:

It is necessary to upgrade and maintain the system regularly to ensure stable operation of the system, avoiding congestion at peak hours. Internet connection needs to be improved to increase processing speed, especially on weekends. Information fields in registration forms should be simplified.

Processing time on the system needs to be reduced. It is recommended that processing of applications should be completed within 3 days with the result of issuing Business Registration Certificate, instead of issuing the Notice on valid dossier after 3 days. Account validation procedures should be simplified.

There needs to be more detailed instructions and they should be placed in easy-to-observe positions. In addition, there should be more detailed instructions for filing and uniform requirements for each set of documents to avoid inconsistency between BRO staff. The application should be reviewed entirely once and notice on correction and supplementation should be issued once instead of multiple times to save time for enterprises. Notices on supplementation and correction should be issued on time as regulated by law so that enterprises can timely supplement information.

It is necessary to supplement the feature of cancelling the submitted document within the first 15-60 minutes from the time of completing submission to avoid the case where users find errors in the application but cannot correct and therefore must wait 3-5 days to re-register the application.

In the list of attachment types, many common types are missing. For example, the types of Decision of Board of Directors or ID card are missing in many types of procedures. The types of attachments should be modified in accordance with Decree 78 and 108. Warning messages requesting users to enter sufficient information should be supplemented for all cases. For example, there are currently no warnings and submission of is allowed though the title of “legal representative” is missing in an application for establishment of an enterprise.

The time to process a scanned application on the NBR Portal must be regulated as the the processing time of a paper application. Default value should not be set in a number of fields such as enterprise name/enterprise type in new registration applications. For example, a company is to be established with the name ONE MEMBER LTD. FINANCIAL COMPANY X but user cannot enter its name into the system as the default value set by the system is LTD. COMPANY \* X

The latest update date (timestamp) should be added in the page of conditional business activities.

It is necessary to show information of clerks processing the dossiers so that enterprises can know and contact the right clerks. At the same time, it is necessary to announce the timeline of forwarding the applications to the internal positions at BROs and the timeline should be arranged more appropriately (in some cases, applications are submitted to BRO leaders right on the filing date). There should be instructions on business conditions. Processing results should be sent during office hours (applications should not be processed after office hours/ during evening hours).

In addition, some respondents also supposed that as the system has been put into operation for quite a period and stability is gradually maintained, it is necessary to consider reducing the fee for publishing announcements on the Portal to support enterprises.

### **3.4. Corporate users**

#### ***3.4.1. Information on survey respondents***

This survey obtained 25 responses from 04 corporate users<sup>3</sup>. The majority of respondents come from Hanoi (84%), the rest (16%) come from Ho Chi Minh City. As for the category of occupation, 72% of respondents work in banks; 20% working in the field of business consulting services – those who have high demand of information about the legal status of organizations. Most respondents work for institutions with over 200 employees (76%). In terms of job positions, 88% are employees and 12% are managers. These are also people who often work with the Agency for Business Registration. Detailed characteristics of the survey sample are presented in **Table 14** below.

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<sup>3</sup> Although the questionnaire is sent to 04 organizations, each organization has different users of the Portal services, so there are more than 1 respondent in each organization.



**Table 14. Characteristics of survey respondents**

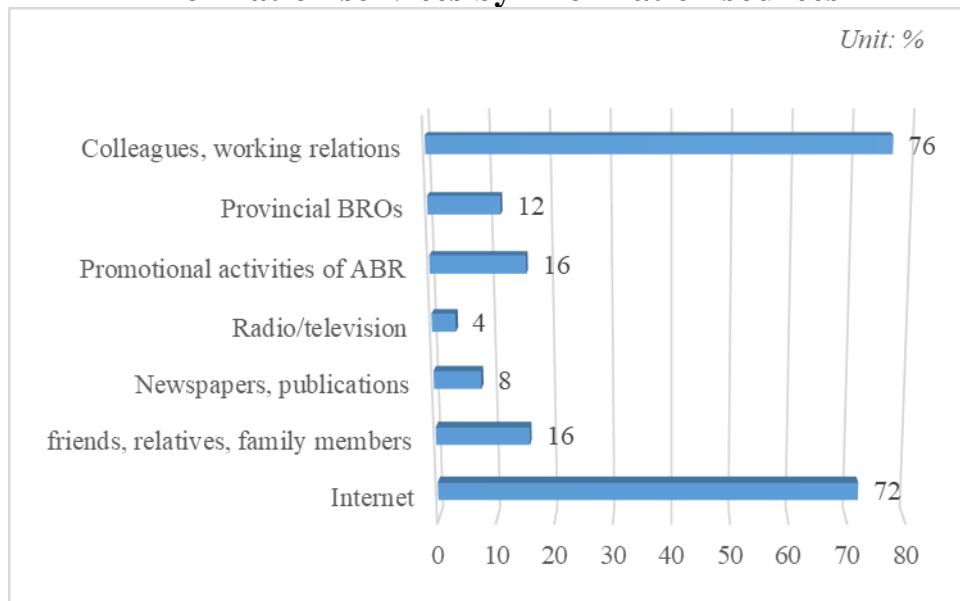
	Quantity (persons)	Percentage (%)
<b>Total</b>	<b>25</b>	<b>100</b>
Gender		
Male	6	24
Female	19	76
Age		
Below 25	1	4
From 25 to 35	15	60
From 36 to 50	9	36
Work position		
Manager	3	12
Employee	22	88
Occupation category		
Banking services	18	72
Financial services	1	4
Business consulting services	5	20
Others	1	4
Province/city		
Hanoi	21	84
Ho Chi Minh city	4	16
Employment size		
Below 200	6	24
From 200 to below 300	11	44
From 300 and above	8	32

### ***3.4.2. Use of information services provided by ABR and user satisfaction***

The respondents in this survey are all from the institutions who have signed contracts with the Agency for Business Registration to exploit information services on the NBRS. Among them, 24% said that their institution signed a contract with ABR for a period of 1 to 3 years; 76% said they have been signing contracts for more than 3 years. This information partly shows the usefulness of the services provided by ABR.

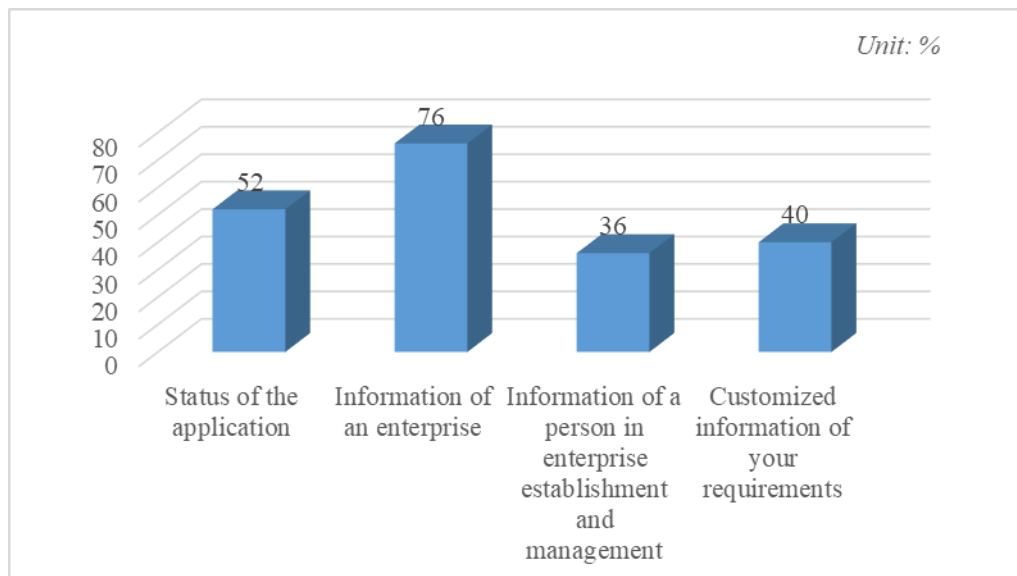
Most respondents know this service from at least two different sources. In particular, the two most commonly sources are through colleagues, work relations (76%) and the Internet (72%). Other official channels such as communication of ABR, Provincial Business Registration Offices, newspapers, publications, and radio/television are generally less effective in promoting the role of services provided by ABR.

**Figure 39. Percentage of respondents who know about the NBR information services by information sources**



Corporate users often require four types of information. In particular, many customers often require two or more types of information. The most requested is information about a specific business with 76% of respondents, followed by the status of business registration records (52%), information provided according to specific requirements (customized products) (40%) ) and finally information about individuals involved in business establishment and management. Information can be provided periodically (daily, weekly, monthly) (68% of respondents) but can also be provided whenever required (56%).

**Figure 40. Percentage of respondents by types of information provided by ABR**



Concerning assessments of information provided by mutual agreements, in general, most respondents agreed with the statements made. In which, 100% of respondents said that information was provided in accordance with the agreement between the two parties. 96% said that the information was provided according to the agreed timeline and 92% said that information accuracy was ensured. It can be said that these are very positive comments for the information services provided by ABR, and this is also the foundation to develop the trust of service users.

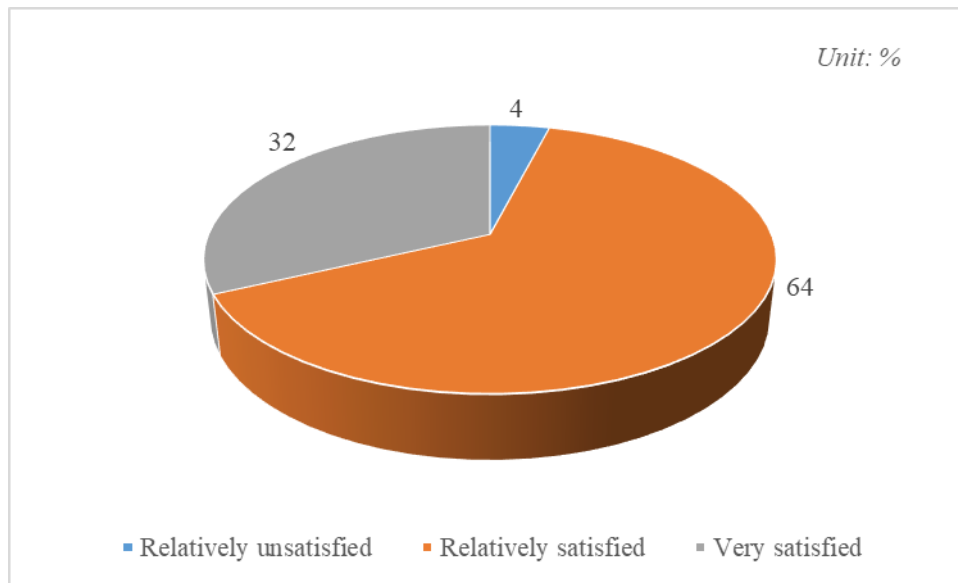
**Table 15. Corporate user assessment on NBRS information services**

*Unit: %*

	Strongly disagree	Disagree	Agree	Strongly agree
1. Information is provided in accordance with the agreement between the two parties.	0	0	60	40
2. Timeline of providing information is in accordance the agreement between the two parties	0	4	48	48
3. Information accuracy is ensured	0	8	64	28

Because of the relatively good assessment of the information services provided by ABR, most respondents are satisfied with the services. In particular, 32% of total respondents were very satisfied, 64% relatively satisfied, only 4% were relatively unsatisfied. No one feels very unsatisfied with the service.

**Figure 41. Respondent's satisfaction with the information services provided by ABR**



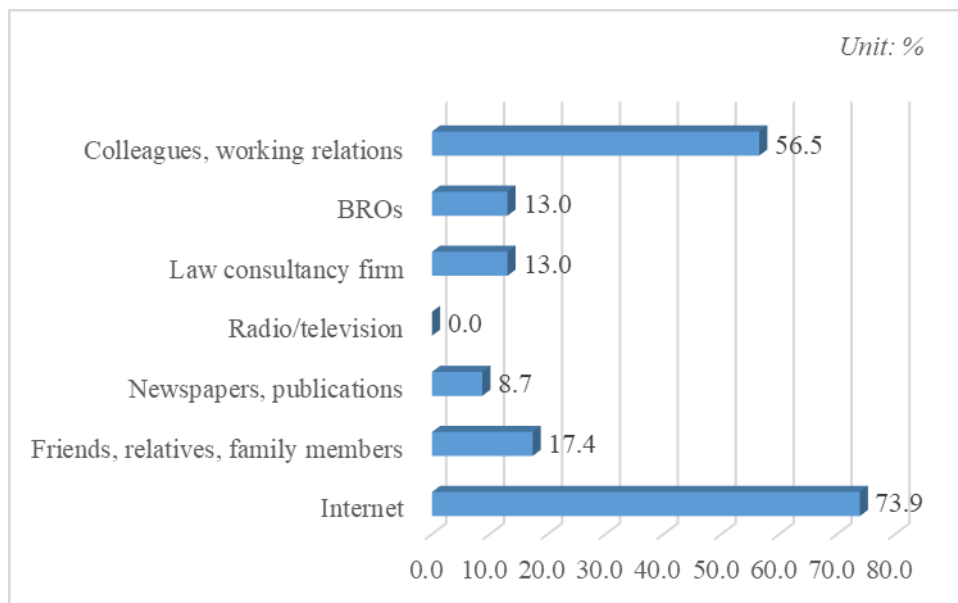
### ***3.4.3. Use of NBR Portal and level of satisfaction of corporate users with the NBR Portal***

Of the 25 corporate users participating in the survey, only 2 work directly with ABR and do not use the NBR Portal as they have no need to use the Portal.

The remaining 23 respondents (92%) used the services on the NBR Portal for their work. Frequency of using the NBR Portal of these subjects is generally quite high, specifically: 17 persons (73.9%) use very often (more than once/month), 4 persons (17.4%) use often (about once/ month), only 2 persons use infrequently (5-6 times per year or less).

These persons also know about the NBR Portal from many different sources of information. In particular, the Internet is still the most effective advertising channel when there are 17/23 respondents (73.9%) selected this source. Next is the information source of colleagues or work relations which is voted by 13/23 persons (56.5%). The remaining channels are less selected.

**Figure 42. Percentage of respondents who know about the NBR Portal by different sources of information**



About the purpose of using the NBR Portal, 22/23 respondents said they used the services to search for information about businesses/ institutions/ legal entities; 15/23 people stated that they looked for information on conditional business activities and 11/23 people searched for information on business registration procedures and regulations.

In general, corporate users have good reviews of the NBR Portal. In which, the best categories are useful information, followed by logical layout, good-looking interface, simple user operation, diversified information, and ultimately easy-to-understand instructions/guidelines and good transmission speed.

**Figure 43. Rankings on the NBR Portal categories**

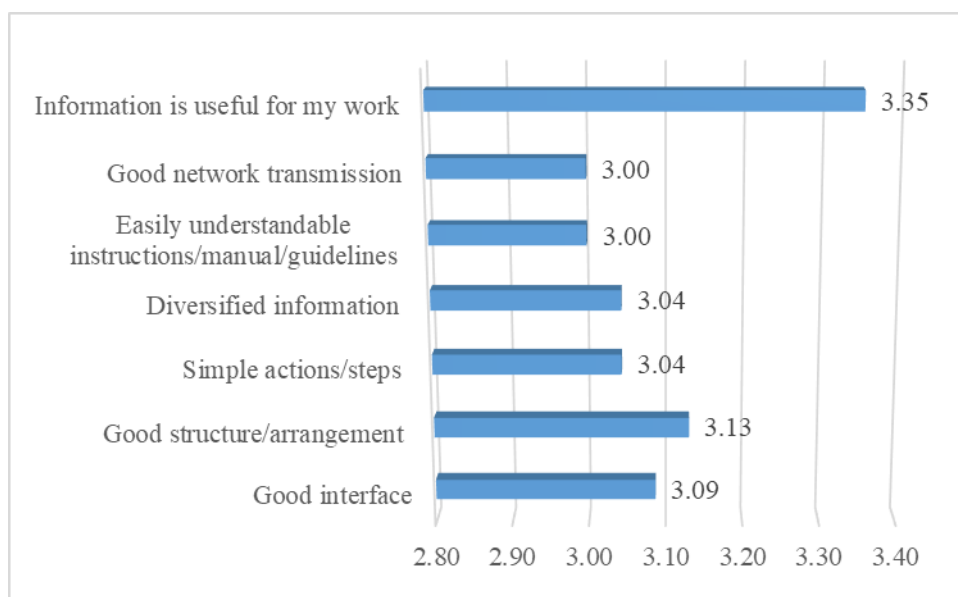


Table 16 below provides more details about the level of agreement with respondents of the statement about the NBR Portal.

**Table 16. Level of agreement of respondents with the statements about the NBR Portal**

*Unit: %*

	Strongly disagree	Disagree	Agree	Strongly agree
1. Good-looking interface	0.0	4.4	82.6	13.0
2. Logical layout and arrangement of content	0.0	0.0	87.0	13.0
3. Simple operation	4.4	13.0	56.5	26.1
4. Diversified information	0.0	8.7	78.3	13.0
5. Easy-to-understand instructions/guidelines	0.0	8.7	82.6	8.7
6. Good transmission speed	4.3	8.7	69.6	17.4
7. Useful information	0.0	0.0	65.2	34.8

Because of the above good assessment, 69.6% of respondents feel satisfied and 30.4% feel very satisfied, none of them are unsatisfied or very unsatisfied. With the NBR Portal.

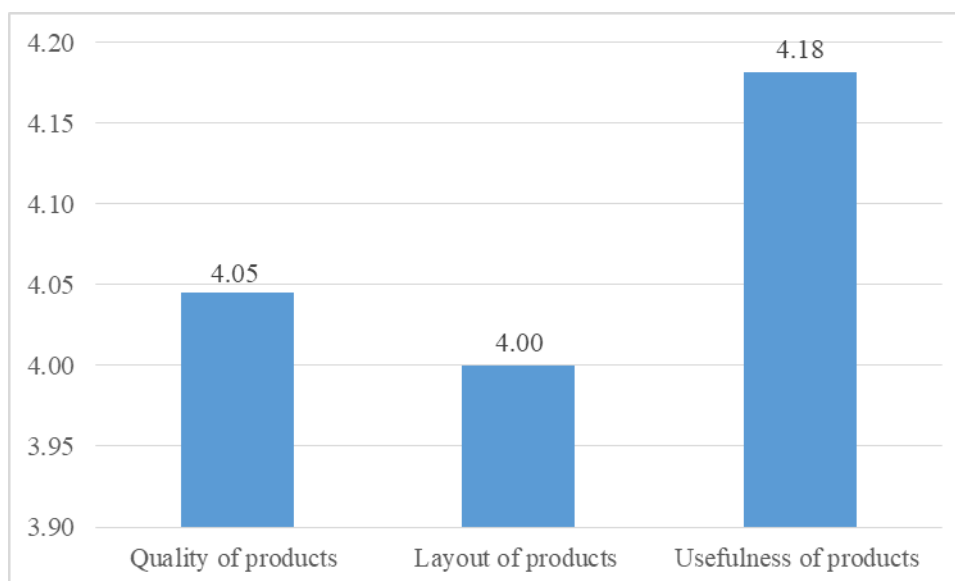
#### ***3.4.4. Use of information services and level of satisfaction of corporate users with information services on the NBR Portal***

22/23 respondents used the information service application on the NBR Portal. Types of information products which users often retrieve include: Business Registration Certificate (21/22 votes), basic information (14/22 votes), financial statements of joint-stock companies (12/22), enterprise historical information for the latest three years (6/22), company charter (5/22), and finally the aggregated report on founders and managers of enterprises in 3 years and other documents in business registration applications (all gained 4/22 votes).

The purpose of using information services is to check the legality of enterprises (21/22 votes), find out information about partners (10/22 votes) and market expansion (3/22 votes).

In order to evaluate the Information services products on the NBR Portal, respondents were asked to rank the 3 characteristics of the products. The results show that the usefulness of the products is appreciated the highest (4.18 points), followed by product quality (4.05) and finally the presentation and layout of the products (4).

**Figure 44. Average rankings of information products on the NBR Portal**

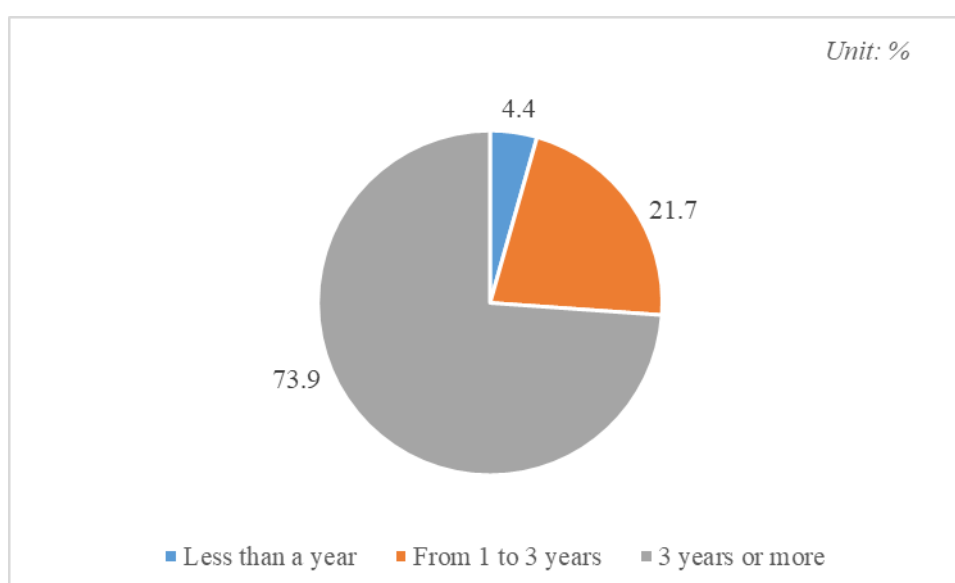


86.4% of respondents stated that they pay fees for information services. Most said that online payment on the Portal is convenient and very convenient (78.9% and 15.8% respectively). Only 5.3% of the respondents said that the payment was not convenient.

#### **3.4.5. Comparison of the current NBR Portal and NBR in 2015**

With the question about how long have they used the NBR Portal, only 4.4% of respondents said that they have used for below 1 year, 21.7% used for 1 to 3 years and 73.9% for more than 3 years.

**Figure 45. Percentage of respondents by the duration Of using the NBR Portal**



For those who have used for more than 3 years (17/23 people), when asked about their assessment of the NBR Portal, most of them think that the NBR Portal is better than 3 years ago. Accordingly, the positive rating for category 2. 'Information provided' is the highest (accounting for 88.2%). Other categories have a positive rating of 82.3% (except for category 4. 'Network speed' and category 7. 'Payment procedure' which have the lowest rate of positive evaluation, being 76.5% and 70.6% respectively). This shows that the two issues of the NBR Portal, network speed and payment procedure, need further attention. Specific results are shown in [Table 17](#) below.



**Table 17. Assessment of respondents  
on the current NBR Portal vs. NBR Portal 2015**

*Unit: %*

	Much worse/ Remarkable decrease	A little worse/ Minor decrease	The same	A little better/ Minor increase	Much better/ Remarkable increase
1. Appearance/interface	0.0	0.0	17.7	58.8	23.5
2. Information provided	0.0	0.0	11.8	47.0	41.2
3. Quantity of operations	0.0	0.0	17.7	58.8	23.5
4. Network speed	0.0	0.0	23.5	53.0	23.5
5. Technical incidents/problems	0.0	0.0	17.7	64.6	17.7
6. Satisfying users' requirements	0.0	0.0	17.7	52.9	29.4
7. Payment procedure	0.0	5.9	23.5	52.9	17.7
8. System services	0.0	0.0	17.7	52.9	29.4
9. Printouts generated from the NBR Portal (enterprise information, announcements ...)	0.0	0.0	17.7	52.9	29.4
10. User manuals/guidelines	0.0	0.0	17.7	47.0	35.3
11. User support	0.0	0.0	17.7	52.9	29.4

#### ***3.4.6. Recommendations and proposals for development of the NBRS***

The survey results have received some additional assessments on the NBR Portal. Accordingly, some respondents said that sometimes there is still congestion. Other customers said that they often experience system downtime leading to failure in searching business information.

In addition, the corporate users also made some suggestions to develop the NBR Portal. Specifically, it is advisable to send a notice to the customers about the timeline of maintenance of the Portal as well as the time when the system services are available again so that users would know and arrange appropriate access time.

Regarding the contents on the NBR Portal, respondents also gave the following suggestions: (1) There should be added information on persons making capital contribution into the enterprise and structure of capital contribution as in previous years; (2) Reduce the number of operations to be performed when users search for changes in business information and representatives, identity card numbers; (3) Increase the number of information products provided free of charge.

### **3.5. Non-registered users**

#### ***3.5.1. Information on survey respondents***

The 2018 survey is considered successful in terms of collecting non-registered users opinions. Information from this group of users was collected through online questionnaire on the NBR Portal, which is similar to the method used in 2015. However, while only 15 participants responded in the 2015 survey, there were 5,889 respondents in this survey, which exceeds expectations.

Among them, 3,741 people (accounting for 63.5%) stated that this was not the first time they used the services on the NBR Portal, only 2,148 people (accounting for 36.5%) informed that this was their first experience with the NBR Portal. This shows the increasing number of people who are interested in and know about the NBR Portal.

For the purpose of assessing the NBR Portal customer satisfaction, the consultants sorted out the answers provided by non-registered users who have been using the NBR Portal services for more than 01 time supposing their opinions are more specific and objective and therefore the impacts of irrationality or random factors in the first-time experience with NBR Portal can be excluded.

With 3,741 non-registered users who used the Portal more than once, the consultants collected a number of basic characteristics of this user group including gender, age, nationality and occupation categories. The results are presented in the **Table 18** below.

**Table 18. Characteristics of survey respondents**

	Quantity (Persons)	Percentage (%)
<b>Total</b>	<b>3741</b>	<b>100,00</b>
Gender		
Male	1468	39,2
Female	2273	60,8
Age		
Below 25	525	14,0
From 25 to 35	2362	63,1
From 36 to 50	773	20,7
Above 50	81	2,2
Nationality		
Vietnamese	3723	99,5
Other	18	0,5
Occupation categories		
Banking services	246	6,6
Marketing	65	1,7
Legal services	1015	27,1
Finance - Accounting	1234	33,0
Trading	481	12,9
Telecommunications	45	1,2
Consulting services	428	11,4
Other	227	6,1

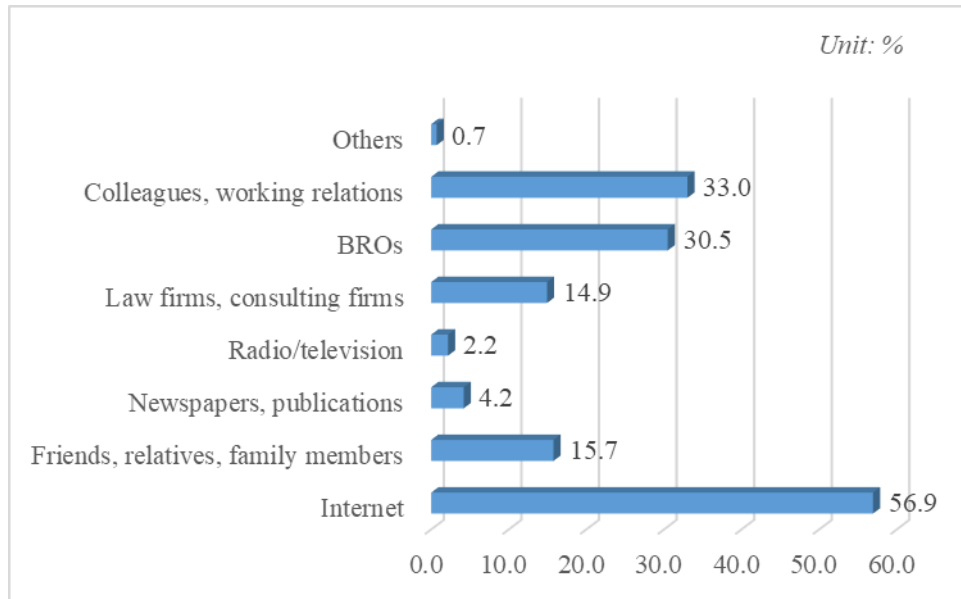
Among the 3,741 respondents, males account for 39.2% while the number of females is almost double males, accounting for 60.8%. In terms of age range, 525 persons are below 25 years old, 2,362 persons aging from 25 to 35 years old, and 773 persons aging from 36 to 50 years old and 81 persons are above 50 years old. The respondents mainly work in the field of Finance - Accounting (accounting for 33.0%), followed by Legal services (accounting for 27.1%), Trading (accounting for 12.9%), Consulting services (accounting for 11.4%). The rest work in the field of banking (6.6%), marketing (1.7%), telecommunications (1.2%) and others (6.1%).

### ***3.5.2. Non-register users use of services on and level of satisfaction towards the NBR Portal***

As to the question on the source of information from which the survey respondents know about the NBR Portal, the answers vary. In addition, many respondents found information about the Portal from more than one source.

Figure 46 below shows the percentage of respondents answered in the total 3,741 non-registered users.

**Figure 46. Percentage of respondents who know about the NBR Portal from different information sources**



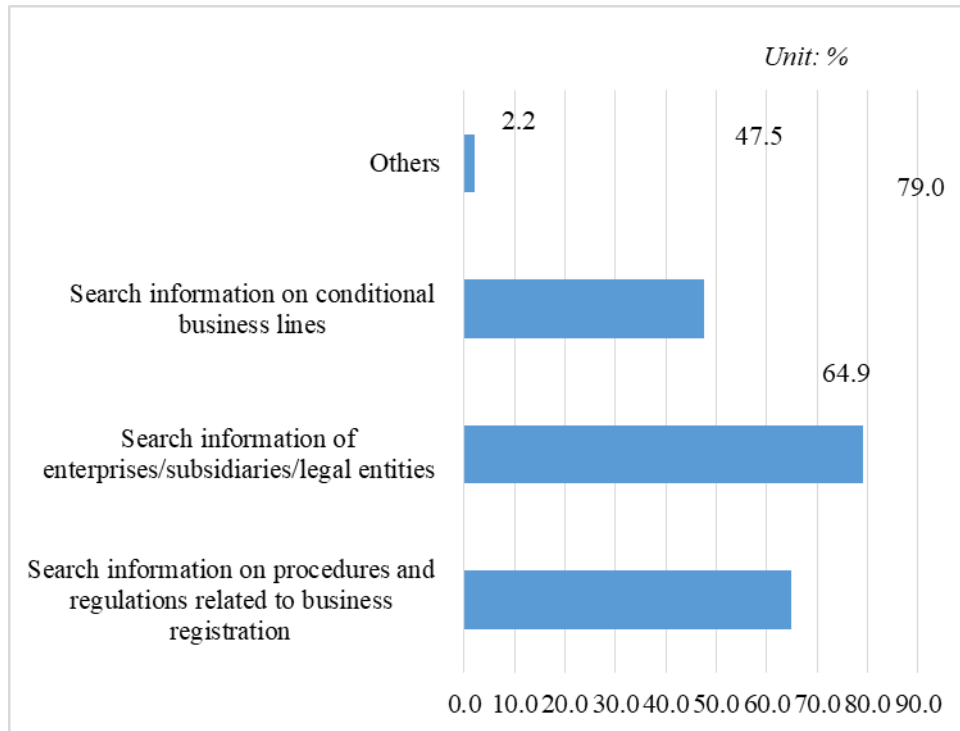
More than half of the respondents (56.9%) know about the NBR Portal through the Internet. This is reasonable when in Viet Nam, the internet is popular almost across the country, and information is easily accessible over the Internet. Following this group, 33.0% of respondents stated that they know about the NBR Portal through recommendation of colleagues or persons with whom they have working relationships. The provincial Business Registration Office also did a good job in promoting the NBR Portal as 30.5% of respondents shared that they know about the Portal via this source. While promotion of the Portal via the internet is quite effective, result in using mass media in increasing popularity of the Portal is quite limited. Only 4.2% of the respondents know about the Portal from newspapers and publications; 2.2% from radio and television.

In the future, it is necessary to have incentives encouraging provincial BROs to perform better in promoting NBR Portal as well as recommending the use of NBR Portal in relevant activities. In addition, activities aiming to introducing and promoting the NBR Portal via mass media such as publishing articles on the NBR Portal on websites, social networks, radio and television, releasing leaflets and other publications.

This target user group uses the NBR Portal mostly for 3 purposes, the most important of which being seeking information on enterprises/ units/ legal entities

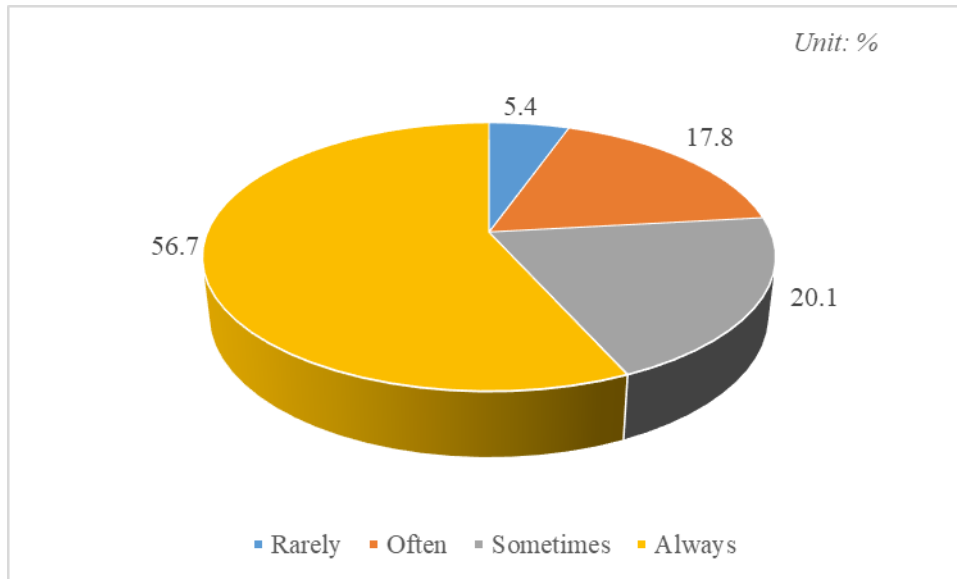
(accounting for 79.0%). The second significant purpose is to find information about procedures and regulations on business registration (accounting for 64.9%) and the third is seeking information on conditional business lines (accounting for 47.5%).

**Figure 47. Purposes of using the NBR Portal**



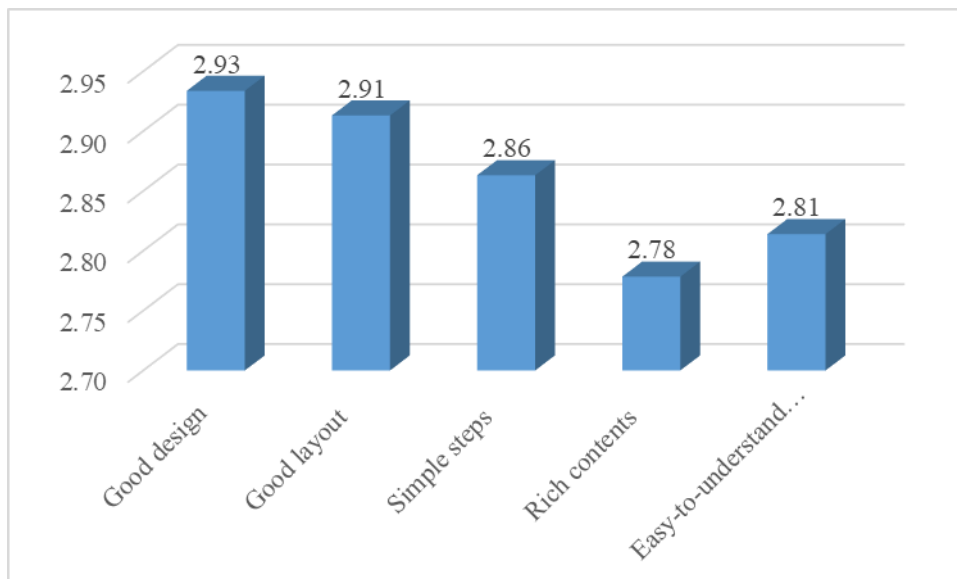
In regard to the frequency of using the NBR Portal, 56.7% of respondents stated that they use it very often (more than once/month); 20.1% use often (once/month); 17.8% sometimes use the services (5-6 times/year) and only 5.4% use from 1-2 times/year. This result partly shows that the NBR Portal has become a useful information channel for various organizations and individuals.

**Figure 48. Frequency of using the NBR Portal**



Average ranking of the level of agreement of the statements about the NBR Portal is presented in the **Figure 49** below.

**Figure 49. Average ranking of the level of agreement of the statements about the NBR Portal**



In general, the categories are relatively equally evaluated. On a scale from 1 to 4, the highest category is the “Good interface” (2.93 points), followed by “Good layout and arrangement of content” (2.91 points), “Simple operations” (2.86 points), “Easy-to-understand instructions/manuals/guidelines” (2.81 points) and finally “Diversified information” (2.78 points). This result shows that in general, respondents almost agree with the comments about the NBR Portal.

**Table 19** below gives further information on the level of agreement of respondents of the statements about the NBR Portal.

The results show that the majority of respondents agree or strongly agree with the statements about the NBR Portal. In which, the two most highly appreciated categories are good interface (73.8% agree and 12.3% strongly agree, accordingly, the percentage of positive assessment accounts for 86.1%) and good layout and arrangement of content (71.7% agree and 12.2% strongly agree, making the total percentage of positive assessment for this category 83.9%). However, more than ¼ of respondents disagree with the statement about the diversity and abundance of information on the NBR Portal and nearly ¼ supposed that the instructions/manuals/guidelines are not easy to understand. These are the factors that need improvement in the future to better meet users' requirements.

**NBR Portal Table 19. Percentage agreement with the statements about the NBR Portal**

*Unit: %*

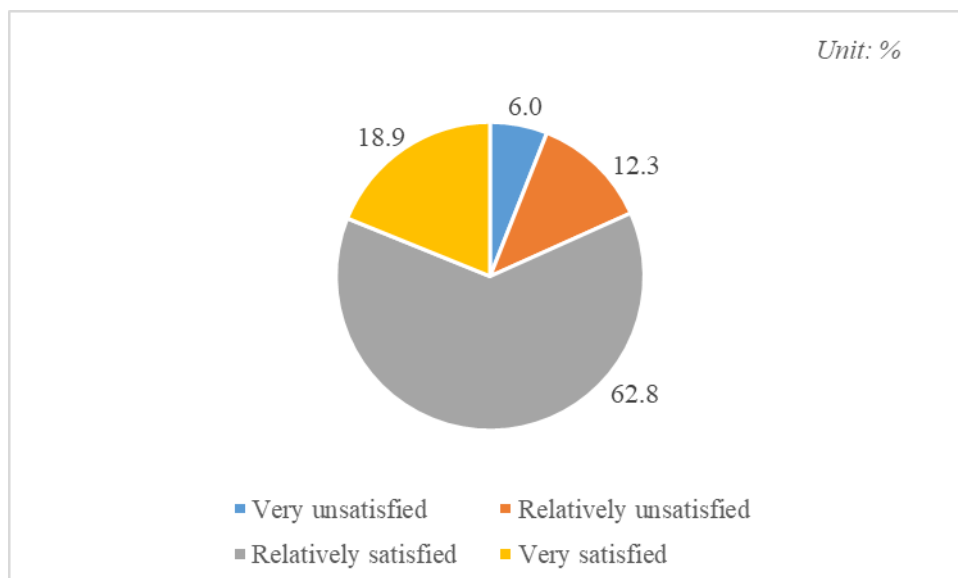
Statement	Strongly disagree	Disagree	Agree	Strongly agree	Total
Good interface	5.0	9.0	73.8	12.3	100.0
Good layout and arrangement of content	4.7	11.4	71.7	12.2	100.0
Simple operations	6.0	15.3	65.0	13.7	100.0
Diversified information	5.7	23.2	58.7	12.5	100.0
Easy-to-understand instructions/manuals/guidelines	6.3	18.5	62.8	12.4	100.0

In comparison with the survey results of NBRS customer satisfaction in 2015, it is clearly seen that after 3 years of continuous efforts in bettering services of the NBR Portal, user assessments have significantly improved. Specifically, the percentage of positive assessment for the entire 5 categories mentioned above is high. In the 2015 survey, the proportion of positive response to the category “Good interface” only accounted for 66.7% (compared to 86.1% in 2018); positive assessment for the two categories “Good layout and arrangement of content” and “Simple operations” representing only 60% while the corresponding percentage of the 2018 survey are 83.9% and 78.8. % In addition, according to the results of the 2015 survey, no respondent answered

“Strongly agree” for four categories including Good interface; Good layout and arrangement of content; Simple operations and Easy-to-understand instructions / manuals / guidelines. Only 6.7% persons strongly agreed with the statement about diversified information on the NBR Portal. On the other hand, in the 2015 survey, the proportion of respondents disagreeing with the statement about “Diversified information” was 53.3% (compared to 28.9% of 2018) and that with the statement about “Easy-to-understand. instructions/manuals/ guidelines” was 60.0% (compared to 24.8% of 2018).

Despite a number of limitations, the NBR Portal is generally highly appreciated by non-registered users. **Figure 50** below shows that, out of 3,741 respondents, 18.9% of respondents are very satisfied; 62.8% of respondents stated that they are somewhat satisfied with the NBR Portal. Compared to the results of the 2015 survey, these rates have improved significantly (in 2015, no respondent stated that they were very satisfied; the proportion of respondents who were relatively satisfied was 53.3%). These are encouraging results and the efforts of the personnel in charge of development and operation of the NBR Portal deserve recognition.

**Figure 50. Percentage of respondents by level of satisfaction with the NBR Portal**





## **PART 4. CONCLUSIONS AND RECOMMENDATIONS**

The National Business Registration System and the National Business Registration Portal have been developed with a vision towards transparency, professionalism and efficiency in business registration management. Since their official launch, both the National Business Registration System (launched in 2010) and the National Business Registration Portal (launched in 2013) have efficiently performed their roles in standardizing and uniforming business registration nationwide, establishing a national database on business registration with fully and uniformly integrated information across the country, improving business registration process, which minimize the intervention of business registration officers...

These achievements are evident in the results of assessing user satisfaction with the National Business Registration System and the National Business Registration Portal in 2018. A relatively high rate in all 5 groups of survey respondents including: Agency for Business Registration staff, provincial Business Registration Office staff, National Business Registration Portal users (registered ones) and corporate users expressed satisfaction with the National Business Registration System and the National Business Registration Portal in general as well as with each specific category of the system. In particular, in regard to the comparison between the current System and the Portal and the version of 3 years ago, most of the respondents in all groups stated that the current System and Portal have made significant progress in almost all aspects.

### **4.1. Network transmission speed and server capacity**

Overall, the transmission speed of the NBRS has significantly improved. Most users rated the current transmission speed better than 3 years ago. However, some users in all groups still expressed concern about the processing speed of the System and network failures; and there are still many related technical incidents/ problems such as system overloading, users being logged out during the session ...As for the NBR Portal, the slow network speed is considered the biggest limitation and often the most complained issue by the users.

The rate of 100% of business registration cases being submitted online is an important goal of the Agency for Business Registration and provincial

Business Registration Offices. In the context that the Government has set the target that by 2020, there will be 1 million enterprises in Viet Nam and also countries in the world, including Vietnam, are entering the Industry 4.0, it is critical to create favourable conditions for users in online registration. Therefore, in the coming time, it is necessary to continue to invest in upgrading infrastructure, increasing transmission speed and server capacity in order to improve processing speed and reduce overloading and congestion ...

#### **4.2. User operation in the System**

In general, users assess operations in the system as quite simple, easy to use and has positive changes compared to 3 years ago have been recognized. However, some respondents commented that a number of operations on the system are still quite complicated, especially the declaration of business activities still takes a lot of time.

To get the problem solved, it is necessary to research to simplify operations to the fullest extent possible to support users, especially the middle-aged who are less familiar with information technology. In addition, more videos need to be added describing how to use the System in a simple way. These videos should be placed in positions which users can easily search and track.

#### **4.3. System interface and layout**

The interface of the System is rated as user friendly; system layout and arrangement of contents is reasonable. This is one of the categories which is ranked highest by users. Besides, almost all of the respondents who have used the NBRIS and the NBR Portal for 3 years or more all evaluated the interface of the current System and Portal as better than 3 years ago.

However, there are still some issues that need to be improved to make the system's interface even better. For example, the information search system of the Portal is not convenient, it does not support quick search of the information users need. The interface of posts and forms is needs to conform to the regulations on text modalities.

Therefore, it is necessary to continue to improve the interface to ensure convenience for users. Also it is necessary to make the system accessible from

all different devices such as mobile phones or tablets. Formatting and layout of posts and forms needs to be improved in accordance with the regulations on text modalities, ensuring high professionalism and aesthetics.

#### **4.4. System application**

##### ***4.4.1. Business registration***

###### *4.4.1.1. Exchange of business registration information with tax offices*

Exchange of business registration information with tax authorities is considered to be much more progressive than 3 years ago. However, there are still problems requiring repeated contact by enterprises and BROs staff performing multiple operations. This is therefore time consuming. In addition, users also commented on the tardiness in sending feedbacks by tax authorities, and tax code errors which are often recorded.

Recommendation: It is necessary to further strengthen the connection between the two systems to ensure close, fast and flexible coordination.

###### *4.4.1.2. Online business registration*

The number of enterprises conducting online business registration has increased compared to 3 years ago. However, online business registration procedures are still considered complicated.

Recommendation: strengthen promotional activities for online business registration on different communication channels; provide instructions for online business registration in the forms such as videos, leaflets, brochures ...; improve the legal framework to reduce paperwork to make it more convenient for enterprises to register online; mobilize enterprises to register online with priority policies; issue documents stipulating that enterprises must register their business information online.

##### ***4.4.2. E-gazette***

The number of electronic announcements posted recently also significantly increased compared to 3 years ago as the E-gazette application has the advantage of being convenient, fast and economical. The E-gazette application also received many positive reviews from users. This is a highlight of the NBR Portal which needs to be further promoted. However, in order to

better meet the needs of users, it is necessary to consider supplementing announcements of the companies registered in previous years.

#### ***4.4.3. Information services***

The number of requests for information has increased compared to 3 years ago. The ease of extracting information is also rated better by users than before. Forms of information extracted from the System are generally rated as satisfactory.

However, there are still comments on the fact that it is not easy to extract information from the System. The information provided still contains errors and the presentation form does not meet aesthetic requirements. In addition, the time it takes to verify business registration information is quite long. Online payment on the NBR Portal could be more convenient.

In order to overcome the aforementioned problems, it is necessary to continue to improve the information services on the System, in particular: standardization of the information provided in terms of both content and formality; supplementation of some specific enterprise information to meet users' requirements; improvement of online payment methods to create favourable conditions for users.

#### ***4.4.4. Report extraction***

In general, users assess extraction of reports from the System as meeting requirements and most respondents expressed satisfaction with the reporting module. However, extracted reports' format and appearance are considered as not very aesthetic and the content is not yet diversified, information is at times incomplete.

Therefore, it is necessary to improve the forms of the reports to meet the aesthetic requirements. The content of extracted reports may include more data according to different criteria to serve the management of enterprises in each specialized area. There should be added local reports to meet management needs in each province and region.

### **4.5. Support line and feedbacks from officers**

Supporting activities of the Agency for Business Registration for provincial Business Registration Offices are regarded as timely and received

positive reviews. The channels of regular information exchange between the staff of the Agency for Business Registration and Business Registration Office staff through mailboxes, Zalo, Viber ... are proven to be effective. The online manuals also received positive feedback from users.

However, a number of users who are enterprises commented that the supporting networks could be more effective. In many cases, enterprises have contacted hotlines, chatboxes or sending messages but there was no response or response was slow, or that response content was not specific, instructions were not complete and accurate, or the support channels in some cases failed to help enterprises solve their problems.

The support and feedbacks from the Agency for Business Registration for provincial Business Registration Offices are important and therefore great attention should be paid to these activities. When administrative reform process takes the dialogue and support for citizens as an important channel to improve the image of public officials, good implementation of these activities will create a strong and effective effect in encouraging people and businesses to register online. Therefore, it is necessary to take measures to ensure that the system supports users more effectively and professionally. It is also required to arrange permanent staff to receive calls via hotlines; respond to messages, emails, livechat texts of users promptly and fully. Instructions should be provided in detail to help users solve their problems related to the System and the Portal. It is worth noting that support staff must have in-depth knowledge about the System and the Portal as well as business registration activities.

#### **4.6. Communication activities**

The survey results show that most users know about the NBRS and the NBR Portal through the Internet and partly through provincial Business Registration Offices or through word of mouth. Other communication channels such as newspapers, radio/ television need to be further strengthened in order to better promote the NBRS System and the Portal. Therefore, promotional activities through the mass media should be considered an important solution for increasing the number of users of the NBRS and the Portal as well as the number of enterprises registering online in the future.

In order to do this, it is necessary to continue to enhance communication and promotional activities for the System through different information

channels. Besides taking advantage of the Internet, it is necessary to enhance communication on other mainstream channels such as newspapers, radio/television in the form of posting articles, video clips, publishing free leaflets and brochures ... introducing functions and duties of the Agency for Business Registration, provincial Business Registration Offices, the NBRS and the NBR Portal and online business registration. In addition, it is also recommended to strengthen the activities of introducing and providing guidelines for using the NBRS and the NBR Portal on bulletin boards at provincial Business Registration Offices so that all users can have information and follow.

**ANNEX**

***ANNEX 1***

**NATIONAL BUSINESS REGISTRATION SYSTEM CUSTOMER  
SATISFACTION SURVEY 2018  
QUESTIONNAIRE**

*ANNEX 2*

**IN-DEPTH INTERVIEW QUESTIONS  
FOR USERS OF THE NATIONAL BUSINESS REGISTRATION SYSTEM**