

**MINISTRY OF EDUCATION
AND TRAINING**

**NATIONAL POLITICAL ACADEMY
HO CHI MINH**

ACADEMY OF JOURNALISM AND COMMUNICATION

DOI SY NAM

**PROPAGANDA FOR DIGITAL TRANSFORMATION
FOR ENTERPRISES IN THANH HOA PROVINCE AT PRESENT**

ABSTRACT OF THE DOCTORAL THESIS IN POLITICAL SCIENCE

HANOI - 2026

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ABSTRACT OF THE DOCTORAL THESIS IN POLITICAL SCIENCE

Field: Political Science
Specialization: Ideological Work
Code: 9310201

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AT THE ACADEMY OF JOURNALISM AND COMMUNICATION

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The dissertation is defended before the Dissertation Evaluation Council
at the Academy of Journalism and Communication.

INTRODUCTION

1. Reasons for Choosing the Topic

We chose this topic for our doctoral dissertation in the field of Ideological Work for the following main reasons:

Firstly, ideological work holds a key position in all the victories of the Vietnamese revolution under the leadership of the Party.

Secondly, digital transformation is a comprehensive restructuring process of management, production, operation, and social life on the foundation of digital technology. Effective implementation of digital transformation helps to improve state management capacity, modernize the operations of agencies, organizations, and businesses, and create new ways of working, communicating, and living for the people.

Thirdly, Resolution No. 68-NQ/TW dated May 4, 2025, of the Politburo on the development of the private economy affirms that the private economy is one of the most important driving forces of the economy, and also a pioneering force in the development of science and technology, innovation, and digital transformation, contributing to the effective implementation of the goals of Resolution No. 57-NQ/TW and the major policies of the Party.

Fourth, due to its unique economic, socio-cultural characteristics and business structure, Thanh Hoa province has promptly issued policies to support businesses in digital transformation, notably Resolution No. 214/2022/NQ-HĐND (2022–2026) with three direct support policies, aiming to comprehensively implement the Law on Supporting Small and Medium-Sized Enterprises and related documents.

With the above-mentioned fundamental reasons, we have chosen the topic *“Propaganda for digital transformation for enterprises in Thanh Hoa Province at present”* as the subject of our doctoral dissertation in Political Science, specializing in Ideological Work.

2. Research Objectives and Tasks

2.1. Research Objectives

Based on research clarifying some theoretical issues regarding digital transformation communication activities for businesses, this thesis analyzes and evaluates the current situation and proposes directions and solutions to strengthen digital transformation communication for businesses in Thanh Hoa province in the coming time.

2.2. Research Objectives

- Overview of typical scientific works related to the dissertation topic.
- Clarifying some theoretical issues regarding communication and the promotion of digital transformation for businesses.
- Surveying and evaluating the current situation, identifying the causes and challenges facing the communication of digital transformation for businesses in Thanh Hoa province.
- Forecasting the situation, proposing directions and solutions to strengthen the communication of digital transformation for businesses in Thanh Hoa province in the future.

3. Research Subjects and Scope

3.1. Research Subjects

The research subject of this thesis is the dissemination of information about digital transformation to businesses in Vietnam, with a focus on businesses in Thanh Hoa province.

3.2. Scope of Research

- Time Scope:

The thesis surveys the current state of digital transformation awareness campaigns for businesses in Thanh Hoa province from 2020-2025, and proposes solutions up to 2030 (summarizing 10 years of implementing Decision No. 749/QĐ-TTg of the Prime Minister approving the "National Digital Transformation Program to 2025, with orientation to 2030").

Spatial Scope: The study was conducted in Thanh Hoa province, focusing primarily on small and medium-sized enterprises (SMEs), which account for approximately 97% of the province's total number of businesses. The survey sample ensures representativeness, including businesses within the province and those operating in the area; businesses in urban and mountainous regions; manufacturing and service businesses; and representatives of the main economic sectors in the province.

Content Scope: The study examines the dissemination of information about digital transformation to businesses in Thanh Hoa province.

4. Research Questions and Hypotheses

4.1. Research Questions

- Are there currently many studies on promoting digital transformation for businesses in Vietnam and in Thanh Hoa province?

- What is the theoretical basis for researching digital transformation promotion activities for businesses in Vietnam today?

- What is the current state of digital transformation promotion for businesses in Thanh Hoa province?

- What directions and solutions are needed to promote digital transformation promotion for businesses in Thanh Hoa province in the future?

4.2. Research Hypotheses

There are many studies on digital transformation and digital transformation for businesses, but none directly address the promotion of digital transformation for businesses in Thanh Hoa province.

- The current practice of promoting digital transformation for businesses in Vietnam has a theoretical basis, but it needs to be specifically applied to Thanh Hoa province.

- The current state of digital transformation promotion for businesses in Thanh Hoa province, while having clear advantages, also reveals some limitations and shortcomings, raising many issues that need to be addressed soon.

- In the future, digital transformation promotion for businesses in Thanh Hoa province needs appropriate directions and solutions to improve quality, meet new requirements, and contribute to promoting the digital transformation process throughout the province, aiming towards the development of digital government, digital economy, and digital society in Thanh Hoa province.

5. Theoretical Basis and Research Methodology

5.1. Theoretical Basis

The dissertation is conducted on the theoretical foundation of Marxism–Leninism, Ho Chi Minh Thought, the viewpoints and guidelines of the Communist Party of Vietnam, and the policies and laws of the Socialist Republic of Vietnam concerning ideological work, communication activities, and digital transformation, including digital transformation for enterprises.

5.2. Research Methods

“The dissertation is grounded in the methodological framework of dialectical materialism and historical materialism of Marxism–Leninism. It employs a combination of research methods, including analysis and synthesis, historical and logical approaches, comparative analysis, document analysis, sociological surveys, and in-depth interviews. A sociological survey was conducted using a questionnaire of 35 questions with both closed- and open-ended responses, administered to 500 respondents from 50 small and medium-sized enterprises across different sectors and regions of Thanh Hóa province. In addition, seven in-depth interviews were carried out with local leaders, communication experts, association and enterprise leaders, and individuals responsible for digital transformation

6. Novel Contributions of the Thesis

The thesis systematizes and clarifies several key concepts; identifies the constituent elements and determines the factors influencing digital transformation (DSP) promotion activities for businesses in Vietnam, including Thanh Hoa province.

- The thesis provides a relatively comprehensive picture of the current state of DSP promotion for businesses in Thanh Hoa province (advantages, limitations, shortcomings, causes, and issues raised).

- The thesis proposes directions and solutions that are valuable for reference and application in the practical implementation of DSP promotion for businesses in Thanh Hoa province in the coming period.

7. Theoretical and Practical Significance

Theoretical significance: The dissertation clarifies several theoretical issues related to digital transformation communication for enterprises in Vietnam, with specific application to Thanh Hóa province.

Practical significance: The results of the dissertation can be applied to digital transformation communication for enterprises in Thanh Hóa province in the coming period, and may also serve as reference material for other provinces and cities nationwide.

8. Thesis Structure

Besides the introduction, conclusion, bibliography, and appendices, the main content of the thesis consists of 4 chapters and 12 sections.

CONTENTS

Chapter 1. OVERVIEW OF RESEARCH RELATED TO THE THESIS TOPIC

1.1. Research on Propaganda

1.1.1. Research by Foreign Scholars

The book *An Introduction to Propaganda Studies* edited by Xiang Zairen (Sichuan Academy of Social Sciences Press, China, 1998) consists of ten chapters providing an overview of the theory and practice of propaganda in China, as well as the way propaganda operates within the Chinese political system.

The work *Ideological and Propaganda Work in the New Period*, published by the Personnel Department of the Central Propaganda Department of the Communist Party of China in 2005, analyzes a systematic set of core issues of ideological and propaganda work in the new context. It clarifies the role of propaganda in shaping public awareness, guiding social opinion, and the operational mechanisms of the press and media system in an open and diversified information environment.

In *How Propaganda Operates in the Digital Age: Soft News as a Gateway* by Zhu Yun'er and King-wa Fu (2022), the authors emphasize the role and position of propaganda in an era of rapid scientific and technological development, elucidating how propaganda operates in the digital sphere and within the context of global digitalization.”

1.1.2. Domestic Research Works

Bui Phuong Dung, in her work "Ideological Propaganda Work in the New Era" (National Political Publishing House, 2005), clarifies the role, content, and methods of propaganda work in the Party's revolutionary leadership process.

The Central Propaganda Department, through its work "Continuing to innovate and improve the combativeness, sharpness, quality and effectiveness of propaganda work" (2008), emphasized the need to innovate ideological work in the context of international integration.

Luong Khac Hieu (2008 - editor), in "Principles of Ideological Work, Volume 1" (National Political Publishing House), systematized the basic issues of ideological work from its nature and functions to its methods, forms, and the Party's leadership role.

The book "Studying Ho Chi Minh's Revolutionary Propaganda Methods" compiled by Hoang Quoc Bao (National Political Publishing House, 2014) researches, synthesizes, and analyzes the revolutionary propaganda methods applied by President Ho Chi Minh, including their theoretical origins and factors influencing these methods.

In the book "Uncle Ho and Propaganda Work" published by the Justice Publishing House in 2014, President Ho Chi Minh's requirement is clearly stated: "Propaganda is about explaining something to the people so they understand, remember, follow, and act upon it. If this goal is not achieved, the propaganda is a failure."

Vu Hoai Phuong (2014), in the article "Ho Chi Minh's View on Oral Propaganda" (Journal of Political Theory and Communication, No. 7-2014), systematizes and explains the core contents of Ho Chi Minh's thought on propaganda work.

Le Hong Anh (2014), in the article "Continuing to innovate and improve the effectiveness and quality of propaganda work" (Propaganda Magazine), emphasized the need to innovate the content of propaganda, especially external propaganda, to meet new requirements.

Luong Khac Hieu (2017), in "Theoretical Basis of Ideological Work of the Communist Party of Vietnam" (Political Theory Publishing House), analyzed the concept, classification, and role of propaganda work.

Bui Thu Huong (2018), in the book "Propaganda and Mobilization on Social Issues – A Practical Approach" (World Publishing House), clarified the content from target audience and message to plan, monitoring, and evaluation in propaganda and mobilization.

The Central Theoretical Council, in "Ideological Work in the Current Context – Reality, Issues and Solutions" (National Political Publishing House, 2018), synthesizes theoretical and practical assessments of the ideological work of the Communist Party of Vietnam and the Lao People's Revolutionary Party.

Luong Ngoc Vinh (2021), in his work "Propaganda Work of the Communist Party of Vietnam in the New Era" (Political Theory Publishing House, 2021), presents the system of positions, roles, and strategic significance of propaganda work in the Party's leadership activities.

Dang Thi Bich Phuong (2021), in her book "Strengthening the Propaganda Work of the Vietnam Trade Union through Social Networks" (Labor Publishing House), analyzes the use of social networks as an effective propaganda channel in the context of digital transformation.

Le Duc Hoang (2023), in "Propaganda Work in the Context of the Fourth Industrial Revolution" (People's Public Security Publishing House), comprehensively analyzes propaganda work, clarifying the types and content of propaganda in the context of the 4.0 Industrial Revolution.

Nguyen Thi Truong Giang (2025 - editor), in "Innovation in Political Propaganda on Social Media in Vietnam Today" (Information and Communication Publishing House, 2024), conducts in-depth research on political propaganda on social media and the need for innovation in methods.

Dao Duy Quat (2025), in "Ideological Work and Issues Arising for Ideological Work in the New Development Period of the Country" (National Political Publishing House), addresses theoretical and practical issues of propaganda in current ideological work. 1.2. Research works on digital transformation and digital transformation propaganda for businesses

1.2. “Studies on digital transformation and digital transformation communication for enterprises.

1.2.1. Research Works by Foreign Scholars

David L. Rogers, in his book *Business Transformation in the Digital Age* (translated by Pham Anh Tuan, Ho Chi Minh City General Publishing House, 2019), proposes an approach to transforming businesses formed before the internet era to adapt and succeed in the digital age.

Paul R. Daugherty and H. James Wilson, in *Humans & Machines – Reshaping Work in the AI Age* (translated by Phan Thi Cong Minh, Ho Chi Minh City General Publishing House, 2020), deeply analyze the impact of artificial intelligence on the nature of work and organizational structure.

Thomas Siebel, in *Digital Transformation* (translated by Pham Anh Tuan, Ho Chi Minh City General Publishing House, 2021), illustrates the digital transformation process through practical examples of AI and IoT applications in large corporations.

Tony Saldanha, in "Why Digital Transformation Fails" (translated by Tran Quoc Hung, Ho Chi Minh City General Publishing House, 2021), analyzes the causes of digital transformation failure according to the 5-stage maturity model.

Mark Raskino and Graham Waller, in "Digital Transformation to the Core – Elevating Leadership Capabilities for Industries, Businesses, and Yourself" (translated by

Pham Anh Tuan, edited by Vo Thanh Lam, Information and Communication Publishing House, 2022), present the orientation and methods of digital transformation associated with enhancing leadership capabilities.

Nicolas Windassinger, in "Internet of Things (IoT): Digital Transformation or Death" (translated by Ho Thi Huong Giang, edited by Nguyen Thanh Lam, Information and Communication Publishing House, 2023), affirms the crucial role of IoT and digital transformation in changing the market, helping businesses and leaders create a competitive advantage.

Paul Leonardi and Tsedal Neeley, in **Digital Thinking** (translated by Hoang Huan, Ho Chi Minh City General Publishing House, 2024), emphasize the increasing pressure of digitalization, requiring individuals to develop new mindsets and adaptive capabilities.

Paul Leinwand and Mahadeva Matt Mani, in **Beyond the Digital Age** (translated by Luong Ngoc Phuong Anh, Ho Chi Minh City General Publishing House, 2024), argue that mere digitalization is insufficient; businesses need to redefine how they create value to excel in the digital age.

David L. Rogers, in **Digital Transformation Strategy** (translated by Pham Anh Tuan, PACE Books – Ho Chi Minh City General Publishing House, 2024), provides systematic guidance for traditional businesses in the digital transformation process.

David L. Rogers, in **Digital Transformation Summary: Strategy & Roadmap** (translated by Pham Anh Tuan, Information and Communications Publishing House, 2024), outlines the key issues and strategic directions of digital transformation.

David L. Rogers, in **Digital Transformation Roadmap for Enterprises** (translated by Pham Anh Tuan and Doan Duc Thuan, Ho Chi Minh City General Publishing House, 2024), analyzes the challenges, barriers, and methods for effectively implementing digital transformation.

1.2.2. Domestic Research Works

The Ministry of Information and Communications, in the Digital Transformation Handbook (Information and Communications Publishing House, 2021), synthesizes guiding viewpoints, practical experiences, and intellectual contributions from many experts and managers on policy planning, strategies, and implementation of digital transformation in Vietnam.

Nguyen Danh Nam and Uong Thi Ngoc Lan (2021), in their study "Digital Transformation of Small and Medium-Sized Enterprises in Vietnam" (Science Journal - Hanoi Open University), assess the current situation and difficulties of SMEs through qualitative research methods.

Phan Thi Bich Nguyet, Bui Quang Hung, and Pham Duong Phuong Thao (2021), in their article "Digital Transformation of Vietnamese Enterprises: A Comprehensive Overview" (Journal of Science – University of Economics, VNU Hanoi), affirm that digital transformation contributes to reshaping new production, business, and production relations methods.

Bui Thi Thanh and Nguyen Xuan Hiep (2021), in their study "Digital Transformation of Small and Medium-Sized Enterprises in the Context of the Covid-19 Pandemic" (Journal of Science – University of Economics, VNU Ho Chi Minh City), analyze the current state of digital transformation in SMEs using synthesis methods and practical surveys.

Nguyen Quoc Hung, Nguyen Thi Hang, and Nguyen Duy Minh (2021), in their article "Training Human Resources to Meet Job Positions in Enterprises During the Digital

Transformation Era" (Journal of Asian Economic and Business Research), emphasize the need for integration between training, research, and production to address the imbalance between labor supply and demand.

Nguyen Thi Kim Ngan (2021), in the article "Some Existing Issues in the Digital Transformation Process in Vietnam" (Journal of Science - Hanoi Open University), assesses the current state of digital transformation of Vietnamese organizations and businesses in the context of the Fourth Industrial Revolution.

Chu Ba Quyet (2021), in his research "Exploring Factors Affecting the Successful Digital Transformation of Businesses in Vietnam" (Journal of Science and Banking Training), approaches digital transformation as an endogenous process strongly influenced by the external environment.

The Association of Vietnamese Universities and Colleges, in "Digital Transformation in Higher Education" (Da Nang Publishing House, 2021), compiles 69 scientific papers on the theory, practice, and solutions for digital transformation in Vietnamese higher education. This is further supported by the work "Vietnam's Digital Skills Readiness Level" (Survey March 2021), which analyzes the current situation, opportunities, and requirements for promoting national digital skills development.

Bui Chi Trung, Phan Van Kien, and Nguyen Ba, in "Digital Transformation of Vietnamese Journalism – Some Theoretical and Practical Issues" (National Political Publishing House), analyze the legal aspects and impacts of digital transformation on the development of Vietnamese journalism.

Bui Quang Tuan and Ha Huy Ngoc (co-editors), in "Digital Transformation – International Experience and Roadmap for Vietnam" (National Political Publishing House, 2022), synthesize international experience, assess the current situation, and propose a roadmap for digital transformation in Vietnam.

Do Van Hung (editor), in "Digital Competence" (Hanoi National University Publishing House, 2022), systematizes theoretical and practical issues on digital competence, serving human resource development in the context of digital transformation.

Vu Minh Phuong (2022), in the article "Forecasting the Impact of Digital Transformation on the Business Performance of the 500 Largest Enterprises in Vietnam" (Science and Technology Forum Magazine), affirms that digital transformation contributes to improving the business efficiency and competitiveness of large enterprises.

Bui Thi Hue, in the article "Digital Transformation in Small and Medium-Sized Enterprises in Vietnam and the Impact of Policies" (Electronic Industry and Trade Magazine, July 27, 2023), analyzes the current state of digital transformation in SMEs and the impact of state policies.

Phan Thi Hang Nga (2023), in "The Impact of Digital Transformation on the Business Efficiency of Private Enterprises in Vietnam" (Financial and Marketing Research Magazine), assesses the relationship between digital transformation and business efficiency.

The Institute for Digital Transformation Strategy, with its book "Promoting the National Digital Transformation Process" (National Political Publishing House, 2023), presents the orientation, content, and roadmap for national digital transformation.

The article "Digital Transformation in Thanh Hoa Province with the '3 No' Model" (National Digital Transformation Portal, October 3, 2023) introduces a pilot model for digital transformation in the provision of public services at the local level.

The THINK TANK VINASA team, in "Vietnam in the Digital Transformation Era"

(World Publishing House, 2024), analyzes the context, opportunities, and challenges of Vietnam in the digital transformation process.

The articles "Promoting Digital Transformation - What Does Each Citizen Need to Prepare For?" (March 7, 2023) and "Promoting Digital Transformation" (June 10, 2023) on the Thanh Hoa Provincial Information Portal emphasize the role of promoting and raising social awareness about digital transformation.

The papers presented at the Scientific Conference on Promoting Digital Transformation in Small and Medium-Sized Enterprises in Thanh Hoa Province (Hong Duc University, October 2023) focused on analyzing the theoretical basis, practical aspects, and the relationship between digital transformation and the competitiveness of SMEs.

Linh Huong, in her article "Thanh Hoa Businesses Accelerate Digital Transformation" (Thanh Hoa Online Newspaper, July 25, 2024), reflected the efforts of local businesses to apply technology to enhance their competitiveness.

Mai Luan, in "Thanh Hoa Accelerates Digital Transformation, Improves the Quality of Service to the People" (Nhan Dan Online Newspaper, November 2, 2024), assessed the results of building a digital government and improving the quality of public services.

The article "Raising Awareness of Digital Transformation in State Agencies, Businesses, and the Entire Population" (Thanh Hoa Electronic Information Portal, January 7, 2025) identified the key contents of digital transformation communication efforts.

The Academy of Journalism and Communication, in its special issue "Digital Transformation - Theoretical and Practical Foundations in Vietnam" (2025), compiles research on the theoretical and practical foundations of digital transformation in Vietnam.

Nguyen Thi Truong Giang (editor), in "Digital Transformation in Journalism and Communication" (Science, Technology and Communication Publishing House, 2025), comprehensively assesses the current situation, trends, challenges, and solutions for digital transformation in the field of journalism and communication

1.3. Overview of research results and issues requiring further clarification

1.3.1. Overview of Research Results from Scientific Works

From the overview of research related to the dissertation topic as analyzed above, the results of research works can be summarized in the following main points:

Firstly, there are numerous works by scholars both domestically and internationally researching propaganda activities and propaganda work from various perspectives. Within these works, scholars from different ideological standpoints (proletarian or bourgeois) have differing views and assessments of propaganda activities and propaganda work. These differences are often reflected in their perspectives on the purpose, importance, and content of propaganda.

Secondly, these comprehensive works, to varying degrees, address fundamental theoretical issues concerning national, local, and sectoral digital transformation, offering analyses and evaluations of its importance, significance, effects, and necessity. Some works even assess the decisive role of digital transformation in the "survival" of the nation, industries, and sectors, especially agencies and businesses.

Third, numerous studies on digital transformation in businesses affirm that digital transformation is essential for improving management efficiency, reducing costs, increasing profits, saving time and effort, facilitating business operations, and integration. Simultaneously, they clearly indicate that the nature of digital transformation in businesses is a comprehensive and holistic change process, using digital technology to improve or

change every aspect of the organization, from processes and business models to how it interacts with customers.

Fourth, there have been many studies on digital transformation over the years. Since the issuance of Decision No. 749/QĐ-TTg dated June 3, 2020, by the Prime Minister approving the "National Digital Transformation Program to 2025, with a vision to 2030," an increasing number of articles have appeared addressing digital transformation and digital transformation promotion. However, these are mainly in the form of theoretical outlines, general in nature, and do not clearly define the subjects, content, and methods of promotion. According to our survey, there are currently no studies specifically researching digital transformation promotion for businesses in general, and even fewer studies specifically focusing on digital transformation promotion for businesses in Thanh Hoa province.

1.3.2. Issues the Thesis Needs to Research and Clarify

The thesis identifies several key issues that require in-depth research to supplement both theoretical and practical aspects, specifically:

Firstly, the thesis should clarify the meaning of the concept of "digital transformation promotion for businesses." Connecting the concept's meaning to the specific characteristics of businesses in Thanh Hoa province, including small and medium-sized enterprises (SMEs), FDI enterprises, and large enterprises, is a theoretical and empirical requirement to ensure the adaptability and applicability of the concept in the context of a specific locality.

Secondly, it should identify the constituent elements of digital transformation promotion activities for businesses in Vietnam today. This includes identifying the structure of the promotion system, participating entities, target audiences, promotion content, promotion methods, and criteria for evaluating promotion effectiveness. Thirdly, the thesis should conduct a survey and analysis of the current state of digital transformation promotion for businesses in Thanh Hoa province, clearly identifying achievements, limitations, causes, and challenges; and proposing directions and solutions to enhance digital transformation promotion for businesses in Thanh Hoa province.

Chapter 1 Summary

Chapter 1 provides a systematic review of domestic and international studies related to the dissertation topic, covering four main groups of content: propaganda and ideological communication; digital transformation and enterprises; digital transformation communication for enterprises at the local level; and a synthesis of research findings along with the identification of issues requiring further study. Notably, studies on digital transformation communication for enterprises at the local level, such as in Thanh Hóa province, remain very limited. To date, no research has comprehensively systematized the content, forms, means, and actors of digital transformation communication in relation to the socio-economic characteristics of the locality.

Chapter 2. DIGITAL TRANSFORMATION PROPAGANDA FOR BUSINESSES IN VIETNAM – SOME THEORETICAL ISSUES

2.1. Concepts of propaganda and propaganda on digital transformation for businesses

2.1.1. Concept of propaganda

Different perspectives on propaganda are viewed from various angles, with different approaches from foreign viewpoints and domestic authors such as President Ho Chi Minh, or authors Luong Khac Hieu and Luong Ngoc Vinh. We agree with and inherit the above-mentioned conceptions of propaganda and offer the understanding that: Propaganda is a purposeful activity by which a subject conveys certain content (usually ideas and theories) through specific methods to a target audience in order to change their perceptions, attitudes, and behaviors according to the subject's wishes and achieve the highest possible effectiveness.

2.1.2. The Concept of Promoting Digital Transformation for Businesses

** Digital Transformation:*

Digital transformation began to be widely discussed globally around 2015 and became popular from 2017, but in Vietnam it only started to be widely discussed around 2018 when the Communist Party of Vietnam issued Resolution No. 52-NQ/TW dated September 27, 2019, on some guidelines and policies for proactively participating in the Fourth Industrial Revolution, which emphasized the urgent need to accelerate the digital transformation process. To concretize that policy of the Party, on June 3, 2020, the Prime Minister issued Decision No. 749/QĐ-TTg approving the “National Digital Transformation Program until 2025, with orientation to 2030”.

We agree with the concept of digital transformation of the Ministry of Information and Communications of Vietnam (the Ministry's name before the merger) and emphasize the main issues regarding the content of the concept of digital transformation. They argue that, “Digital transformation is the next step in the development of informatization, achieved thanks to the remarkable progress of new, breakthrough technologies, especially digital technologies. Digital transformation is a comprehensive and total change of individuals and organizations in their way of life, work, and production methods based on digital technologies.”

** Businesses:*

According to the Vietnamese Enterprise Law of 2020, Article 4 clearly states: “A business is an organization with its own name, assets, and a stable business address, registered in accordance with the law for the purpose of conducting business” (Clause 10).

In addition, if classified by size (according to Decree No. 80/2021/ND-CP dated August 26, 2021 of the Government), businesses are divided into: 1- Micro-enterprises, 2- Small enterprises, 3- Medium enterprises, 4- Large enterprises.

** Digital transformation in businesses:*

Digital transformation in businesses is understood as “the integration and application of digital technology to improve business efficiency, management efficiency, enhance the capacity and competitiveness of businesses, and create new values.” Here, we define digital transformation in a business as the process of transforming from a traditional business to a digital business by changing management and leadership methods, corporate culture, work processes, etc.

** Promoting Digital Transformation for Businesses*

From understanding the concepts of promotion, digital transformation, businesses, and digital transformation for businesses, we have determined that promoting digital transformation for businesses is a crucial part of the national digital transformation process, contributing to the formation of a digital society, digital citizens, and digital businesses, creating a foundation for the development of the digital economy and modern governance.

Promoting digital transformation for businesses is the process by which stakeholders communicate, disseminate, and guide information about policies, benefits, content, and methods of digital transformation, aiming to raise awareness and encourage action among businesses in applying digital technology to their management, production, and business operations. Essentially, this involves disseminating and guiding information, raising awareness, and creating a unified understanding to help businesses (leaders, employees, partners, and customers) act promptly and participate effectively in the national digital transformation process, contributing to the development of the digital economy and digital society.

2.2. Components of Digital Transformation Communication Activities for Businesses in Vietnam Today

2.2.1. Communication Subjects

Communication subjects are organizations or individuals whose functions, tasks, needs, or interests are related to the content of the communication. The subjects of digital transformation communication for businesses in Vietnam today include organizations and individuals who carry out or direct digital transformation communication activities for businesses in Vietnam, including:

Firstly, Party and State agencies. Secondly, press and media agencies. Thirdly, business support organizations and industry associations. Fourthly, digital technology businesses, experts, and influential people who play a role in disseminating and sharing knowledge and practical models of digital transformation for businesses. Fifthly, business leaders, company leaders, workers, and employees who are the direct subjects of communication and practice of digital transformation within their businesses.

2.2.2. Target Audience

The target audience for digital transformation outreach to businesses in Vietnam is the Vietnamese business community, including various types of businesses: state-owned enterprises, private enterprises, FDI enterprises, small and medium-sized enterprises (SMEs), cooperatives, household businesses, including innovative startups and digital technology businesses. Each target group has different needs, capabilities, and levels of readiness, so outreach activities must be designed appropriately according to scale and industry.

2.2.3. Propaganda Content

The content of propaganda regarding digital transformation for businesses can be summarized into the following main groups of issues:

First, disseminating information about the Party's guidelines and policies, and the State's laws and regulations at all levels on digital transformation and promoting digital transformation, including digital transformation for businesses.

Second, disseminating information about the necessity, importance, role, significance, and benefits of national digital transformation in general, including digital transformation for businesses.

Third, disseminating information about the "digital ecosystem" - the backbone of

digital transformation for businesses, which includes digital thinking, digital data, digital people, and digital infrastructure.

Fourth, disseminating information about knowledge, skills, and tools for practicing digital transformation and applying digital technologies in production, business, and enterprise management.

Fifth, disseminating information about cybersecurity and digital culture for businesses.

2.2.4. Propaganda Methods

Currently, there is still a view that propaganda methods include both form and approach, but there is also a view that propaganda methods include form, approach, and means. In this thesis, we approach propaganda methods as encompassing all three aspects: approach, form, and means.

2.2.5. Propaganda Results

The results of propaganda on digital transformation for businesses are determined through positive changes in the awareness, attitudes, beliefs, and behaviors of business owners, leaders, and workers in companies and enterprises. This is a comprehensive indicator, reflecting the extent to which propaganda on digital transformation has deeply permeated the awareness, attitudes, and behaviors of businesses.

2.3. Factors Affecting and the Necessity of Digital Transformation Communication for Businesses in Vietnam Today

Firstly, the impact of the Fourth Industrial Revolution, globalization, and the pressure of international integration and competition on digital transformation communication for businesses.

Secondly, the influence of the policy and legal framework and state support on the direction and reliability of communication.

Thirdly, the influence of the level of development of digital infrastructure and data systems on the ability to implement communication.

Fourthly, the influence of the characteristics of the business structure on content design and channel selection.

Fifthly, the influence of management capacity, leadership awareness, and market competition pressure on the level of communication reception.

Sixthly, the influence of the technology ecosystem, collaborative environment, and digital media culture.

Seventhly, the influence of internal factors of the business, especially the capacity to use digital technology, on the effectiveness of communication.

Chapter 2 Summary

Digital transformation is becoming a core driving force of socio-economic development in the digital age, posing an urgent requirement for all sectors, including the promotion of digital transformation among businesses. From a theoretical perspective, promoting digital transformation is the process of transmitting, guiding, and disseminating knowledge, values, attitudes, and behaviors to promote awareness and action for transformation within the business community. This is not merely a simple information and communication activity, but also a process of influencing thought, forming beliefs, and inspiring innovation in the production and business sectors.

Chapter 3.

DIGITAL TRANSFORMATION PROPAGANDA FOR BUSINESSES IN THANH HOA PROVINCE TODAY - CURRENT SITUATION, CAUSES AND ISSUES

3.1. Overview of Thanh Hoa Province and the Situation of Businesses in Thanh Hoa Province

3.1.1. Overview of Thanh Hoa Province

3.1.1.1. Natural Characteristics

Thanh Hoa is a province in the North Central region of Vietnam, with a natural area of approximately 11,120 km². The province borders Ninh Binh, Phu Tho (new) and Son La to the north; Nghe An to the south; the Lao People's Democratic Republic to the west with a border length of over 200 km; and the East Sea to the east with a coastline of approximately 102 km. This geographical location gives Thanh Hoa a significant strategic advantage in terms of economics, politics, national defense and security, and international trade.

3.1.1.2. Socio-economic characteristics

Thanh Hoa province has a large population and abundant labor force, playing an important role in economic and business development. After the administrative unit reorganization (July 2025), the province has 166 commune-level administrative units, including 147 communes and 19 wards; of which 145 units were formed after the reorganization and 21 communes remained unchanged. In recent years, Thanh Hoa's economy has developed strongly, especially in connection with the Nghi Son Economic Zone – a key national economic zone, attracting many large projects in oil refining, energy, and industry. During the 2020-2024 period, the province's GRDP growth rate reached a relatively high level compared to the national average.

3.1.2. The Situation of Businesses in Thanh Hoa Province

As of June 2025, Thanh Hoa province had 42,122 registered businesses, but in reality, only over 21,350 businesses were actually operating and generating revenue. In the first six months of 2025 alone, Thanh Hoa province saw the establishment of 1,725 new businesses, mostly small and medium-sized enterprises (registered capital under 10 billion VND). For businesses, especially SMEs, digital transformation is not only an opportunity to improve productivity and product quality but also a condition for increasing competitiveness and international integration. Thanh Hoa has a large number of businesses, becoming an important force contributing to the socio-economic development of the province.

3.2. Current Status of Digital Transformation Awareness Campaigns for Businesses in Thanh Hoa Province

3.2.1. Advantages

3.2.1.1. Regarding the Dissemination Entities

Propaganda agencies have proactively concretized the Party and State's policies and guidelines on digital transformation to suit the practical conditions of Thanh Hoa province, issuing numerous directives and organizing the implementation of digital transformation propaganda for businesses. From the very beginning, the province identified digital

transformation as an objective requirement, an inevitable trend, and an important solution to exploit development potential and as a foundation for the application of artificial intelligence (AI) in management and socio-economic activities.

Party and State agencies such as the Provincial Party Committee's Propaganda and Mass Mobilization Department, the Party Committee of the Provincial Agencies and Enterprises Bloc (before July 1, 2025), the Provincial People's Committee, the Department of Information and Communications (now the Department of Science and Technology), and the Provincial Steering Committee for Digital Transformation have strengthened leadership, guidance, and organized many activities to promote digital transformation for businesses. Simultaneously, the province's press and media agencies have effectively played their role in disseminating information and promoting digital transformation across various media platforms and digital channels.

From 2021 to the present, the province has issued over 30 documents directing and implementing digital transformation, many of which directly guide communication efforts to raise awareness among the business community and disseminate the set of indicators for evaluating the level of digital transformation in businesses. Annually, 100% of departments, agencies, and district-level People's Committees (before the implementation of the two-tiered local government system) issue digital transformation plans; all agencies and units establish digital transformation steering committees. At the commune level, the Provincial People's Committee issued Decision No. 1829/QĐ-UBND on the set of criteria for digital transformation at the commune level by 2025, creating a basis for synchronized implementation from the provincial to the grassroots level.

The survey results show that 320 out of 500 respondents (64%) believe that the main agencies in promoting digital transformation are "the Provincial Party Committee's Propaganda and Mass Mobilization Department, the Department of Science and Technology, the Department of Planning and Investment, the Provincial People's Committee..."; 300 out of 500 respondents (60%) rated the level of attention from business leaders as "Very high"; and 256 out of 500 respondents (51.2%) rated the quality of the propaganda staff as "Very good, professional".

3.2.1.2. Regarding the Target Groups of Communication

Through awareness campaigns, the understanding of leaders, business owners, managers, employees, small businesses, household businesses, and the consumer community has been increasingly enhanced; supportive attitudes and practical actions towards digital transformation in businesses have become more evident. Businesses have recognized that digital transformation is not simply about investing in equipment or creating websites, but a comprehensive innovation process in management, production, and business, crucial for survival, aiming to restructure operations, improve productivity, reduce costs, and expand markets.

The survey results show that 467 out of 500 opinions (93.4%) assessed the change in business actions as "Implemented a specific plan"; while 1.6% said "Not yet acted" and 0.4% said "No intention to implement".

3.2.1.3. Regarding the methods of propaganda

The content of the propaganda is increasingly diverse and rich, closely adhering to

the guidelines and policies of the Party, the State, and the province, promoting the progress of digital transformation for businesses in Thanh Hoa province. It focuses on: the Party's guidelines and policies, and the State's laws and regulations at all levels regarding the digital transformation program and digital transformation propaganda, including digital transformation for businesses; the necessity, importance, role, significance, and benefits of national digital transformation in general, including digital transformation for businesses; digital thinking, digital data, digital people, and digital infrastructure; skills and tools for practicing digital transformation and applying digital technology in production, business, and enterprise management; indicators for measuring the level of digital transformation in businesses; and content on cybersecurity and digital culture for businesses.

3.2.1.4. Regarding methods of propaganda

Thanh Hoa province has used diverse forms, methods and means of propaganda, creating attractiveness and spreading information about digital transformation relatively widely in the business community and society. Specifically: (1) Thanh Hoa Newspaper, Thanh Hoa Radio and Television Station (now Thanh Hoa Newspaper, Radio and Television) opened sections on digital transformation; (2) The provincial electronic portal and departments and agencies updated documents and plans but still lacked visual and easily accessible content; (3) Social networks, especially some fanpages of the Department of Information and Communications and the Thanh Hoa Young Entrepreneurs Association shared information but did not form a synchronized campaign; (4) The Provincial People's Committee coordinated with the Ministry of Information and Communications and the Provincial Business Association to organize training courses, seminars and workshops to clarify theoretical and practical issues on digital transformation.

3.2.2. Regarding Limitations and Inadequacies

Firstly, regarding the subjects of communication

The awareness and capacity of some subjects in communicating about digital transformation for businesses are still limited, and sometimes even confused about some aspects of digital transformation, with the biggest obstacle being the required level of information technology expertise.

Secondly, regarding the target audience of communication

Besides the achievements, the application of digital transformation in many small and medium-sized enterprises in Thanh Hoa is still localized and fragmented.

Thirdly, regarding the content of communication

Insufficient attention has been paid to communicating about digital thinking, digital data, digital people, digital infrastructure, as well as knowledge, skills, and tools for practicing digital transformation and applying digital technology in production, business, and digital enterprise management.

Fourthly, regarding the methods of communication

Many communication activities are still more focused on campaigns and reporting than interaction. Propaganda methods: heavily focused on administrative information dissemination: providing documents, presenting resolutions, and guiding procedures.

Communication media: In Thanh Hoa, many media are still used in a traditional way, while digital transformation requires stronger digital channels. Digital content media

are also not diverse enough. Feedback collection methods are also weak. Communication channels are not diverse/reach is uneven, especially in rural areas and businesses.

Overall, the communication methods lack visual products such as infographics and video clips; communication activities lack continuity, are mainly driven by campaigns, and have limited coverage, especially in rural and mountainous areas. Furthermore, the information disseminated is not truly aligned with the actual needs of businesses and has not created tailored solutions.

3.3. Causes of the current situation and challenges for promoting digital transformation for businesses in Thanh Hoa province

3.3.1. Causes of the current situation

3.3.1.1. Causes of advantages

Firstly, this is due to the strong attention and decisive direction from the provincial Party committee and government, and the enthusiastic response from businesses.

Secondly, the implementation process is quite systematic. This is mainly demonstrated by the fact that the Department of Information and Communications (now the Department of Science and Technology), along with other departments, agencies, and localities, have developed a well-structured communication plan.

Thirdly, this is thanks to the development of infrastructure and technology in Thanh Hoa province. Thanh Hoa is a province with a relatively fast pace of development in telecommunications and information technology infrastructure in the North Central region.

3.3.1.2. Causes of limitations

Firstly, the awareness of some stakeholders and target groups regarding digital transformation awareness campaigns for businesses in Thanh Hoa province is still limited.

Secondly, the motivation and capacity of businesses in receiving digital transformation awareness content still have certain limitations. Thirdly, the current corporate culture model in Thanh Hoa province still bears strong traditional imprints, while the digital transformation culture has not yet been clearly formed.

Thirdly, the current corporate culture model in Thanh Hoa province still bears strong traditional imprints, while the digital transformation culture has not yet been clearly formed.

Fourthly, the quality of human resources for digital transformation awareness campaigns, especially the team of awareness campaigners within each business, is still lacking and weak.

Fifthly, there is a lack of connection between the benefits of digital transformation awareness campaigns and business objectives, and a lack of funding to support digital transformation awareness campaigns.

Sixthly, the infrastructure still has many shortcomings.

3.3.2. Issues Facing Digital Transformation Communication for Businesses in Thanh Hoa Province Today

Firstly, there is a need to strengthen and improve the quality of digital transformation communication activities, given the limited awareness among some businesses.

Secondly, the trend of digitalization is occurring at a rapid pace and with increasing

intensity, while the innovation of content and methods of communication has not kept pace.

Thirdly, coordination among agencies and units in communication activities is lacking, while in practice, improving the quality of communication requires synchronized, close, and harmonious cooperation.

Fourthly, infrastructure, human resources, and funding for digital transformation communication activities are limited, while practical requirements demand higher standards.

Chapter 3 Summary

Chapter 3 analyzes the current situation, causes, and challenges in promoting digital transformation among businesses in Thanh Hoa province. Practical experience shows that the promotion efforts have yielded many positive results: businesses are increasingly aware of the benefits of digital transformation, and some pioneering units have successfully implemented digital platforms, electronic invoices, online business, and smart management models. The image of exemplary businesses has been disseminated through the press, media, seminars, and forums, contributing to the formation of digital habits and culture within the business community.

Chapter 4. FORECTION OF THE SITUATION AND DIRECTIONS, SOLUTIONS STRENGTHENING DIGITAL TRANSFORMATION AWARENESS FOR ENTERPRISES IN THANH HOA PROVINCE IN THE COMING PERIOD

4.1. Forecast of advantages and disadvantages for promoting digital transformation awareness for enterprises in Thanh Hoa province in the coming period

4.1.1. Advantages

Firstly, favorable impacts from the international situation on promoting digital transformation for businesses in Thanh Hoa province.

Secondly, favorable impacts from the domestic situation on promoting digital transformation for businesses in Thanh Hoa province.

Thirdly, favorable impacts from the situation in Thanh Hoa province on promoting digital transformation for businesses.

4.1.2. Difficulties

Firstly, some current international issues are creating considerable pressure on promoting digital transformation for businesses in Thanh Hoa.

Secondly, some unfavorable impacts of the domestic situation on promoting digital transformation for businesses in Thanh Hoa.

Thirdly, unfavorable impacts from the situation within the province on promoting digital transformation for businesses in Thanh Hoa.

4.2. Directions for Strengthening Digital Transformation Propaganda for Businesses in Thanh Hoa Province in the Coming Time

4.2.1. Propaganda on digital transformation for businesses in Thanh Hoa province needs to ensure adherence to the Party's viewpoints and guidelines, the State's policies and laws, and Thanh Hoa province's policies on digital transformation and digital transformation for businesses.

4.2.2. Propaganda on digital transformation for businesses needs to ensure conditions that promote rapid and sustainable business development, thereby contributing to the achievement of socio-economic development goals and political tasks of the province.

4.2.3. Propaganda on digital transformation should prioritize the practical benefits for businesses and employees, promoting it as a competitive movement among businesses.

4.2.4. Linking digital transformation awareness campaigns with building trust and responsibility among businesses in the digital environment.

4.3. Solutions to enhance digital transformation awareness campaigns for businesses in Thanh Hoa province in the coming period.

4.3.1. Solutions for raising awareness and clearly assigning responsibility to stakeholders, especially promoting the pioneering role of business owners in promoting digital transformation

Business owners play a particularly important role, determining the vision, strategy, resource allocation, and choice of digital transformation roadmap. Therefore, communication needs to focus on business owners and managers, with a practical, easy-to-

understand approach, clarifying the benefits, costs, risks, and long-term effectiveness of digital transformation in relation to each industry and business size. Raising awareness and assigning responsibility in digital transformation communication is a shared responsibility of many stakeholders.

4.3.2. Solutions for communication tailored to the characteristics of the target audience, linked to their interests, and promoting proactive action from the target audience.

It is necessary to strengthen communication to raise awareness of the necessity, core content, and long-term benefits of digital transformation; This is the combined responsibility of many entities in the political system and the business community.

4.3.3. Solutions for strengthening the innovation of communication content to suit the actual situation of national digital transformation and businesses in Thanh Hoa province

Communication content needs to be innovative, specific, easy to understand, linked to the economic benefits of businesses, reducing general theoretical content on digital transformation, shifting to "action guidance," product development, and revenue increase; clarifying the nature of digital transformation, comprehensively innovating business models, management methods, corporate culture, and the digital ecosystem; emphasizing the role and responsibility of departments and agencies in the province to proactively exploit, provide, and disseminate information.

4.3.4. Solutions for continuing to innovate communication methods, increasing the use of new, lively, and attractive means.

Leveraging the digital environment, social networks, online platforms, and various forms of multimedia communication with high interactivity; A harmonious combination of traditional and digital media, between mainstream press and social media, online platforms, and electronic portals.

4.3.5. Solutions for building a digital competency framework for businesses in Thanh Hoa province.

The digital capabilities of businesses are increasingly playing a decisive role in their ability to survive, adapt, and develop sustainably. This responsibility primarily rests with the People's Committee of Thanh Hoa province to ensure uniformity in the construction and implementation of the digital competency framework for businesses in the province. The Department of Science and Technology, in coordination with digital technology units, will research and develop the content of the competency framework, ensuring its scientific basis, consistency with national digital transformation programs, and suitability to the province's reality.

4.3.6. Solutions for ensuring conditions that facilitate effective and efficient communication activities.

There is a need for a plan that clearly defines objectives, target audiences, content, messages, communication channels, and coordination mechanisms among departments, agencies, media outlets, and businesses; mobilizes the entire political system, organizes synchronized implementation across all sectors and levels, and ensures the participation of the entire population; trains digital communication skills for propaganda staff; and

establishes a mechanism for monitoring and evaluating the effectiveness of propaganda using a system of specific, measurable indicators.

Chapter 4 Summary

In Chapter 4, favorable conditions and challenges are forecast, strategic orientations are identified, and major groups of solutions are proposed to strengthen digital transformation communication for enterprises in Thanh Hóa province in the coming period. The communication orientations for the forthcoming phase are closely aligned with the overarching directions of both the national and provincial levels, ensuring coherence between communication activities and socio-economic development objectives. This approach places enterprises at the center, regards innovation as the driving force, and positions digital transformation as a key means of enhancing the competitiveness of the local economy.

CONCLUSION

Based on the systematization of theory, survey of the current situation, and proposed solutions to promote digital transformation awareness activities for businesses in Thanh Hoa province, the thesis has achieved its research objectives through four chapters with a logical structure from overview, theory, current situation to solutions. Through the research of this dissertation, we draw the following main conclusions:

Firstly, the dissertation has systematically reviewed the research situation in Vietnam and abroad on digital transformation communication and digital transformation communication for businesses.

Secondly, the dissertation has built and explained the theoretical basis of digital transformation communication for businesses in the new context.

Thirdly, the dissertation has relatively comprehensively reflected the current state of digital transformation communication for businesses in Thanh Hoa province in recent years.

Fourthly, the dissertation forecasts the situation, favorable and unfavorable impacts, and proposes directions and groups of solutions to strengthen digital transformation communication for businesses in Thanh Hoa province in the future.

Fifthly, the dissertation makes certain contributions to theory and practice. In terms of theory, the dissertation contributes to supplementing the concept, structure, and components of digital transformation communication for businesses; clarifying the relationship between subject - object - content - method in the digital communication system.

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**LIST OF PUBLISHED SCIENTIFIC WORKS RELATED
TO THE THESIS TOPIC**

N0	Title of work (article, project...)	Author or Co-author of the work Publication location	(Name of the journal where the work was published)	Year of publication
1	Solutions to enhance the role of grassroots Party organizations in enterprises in Thanh Hoa province in protecting the Party's ideological foundation	Author	Journal of Socialism	10/2022
2	Protecting the Party's ideological foundation at the Academy of Journalism and Communication: Contributions, limitations and issues raised	Co-author with Assoc. Prof. Dr. Pham Minh Son	Journal of Political Theory & Communication	10/2022
3	Promoting digital transformation in enterprises in Thanh Hoa province: Achievements and issues raised	Author	Journal of Political Theory & Communication	Special Issue No. 3 (2025)
4	Issues raised and solutions to promote digital transformation for enterprises in Thanh Hoa province today.	Author	Thanh Nien Magazine	November 2025 Issue
5	Current situation and lessons learned on promoting digital transformation for businesses in Thanh Hoa province	Author	Thanh Nien Magazine	December 2025 Issue