

DIGITAL TRANSFORMATION THE FIRST STEPS OF VOICE OF VIETNAM (VOV)**Dong Manh Hung¹, Tran Huong Tra²**

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ABSTRACT

Since its inception over a century ago, radio has proven to be one of humanity's most advantageous media. Radio has been modified to better serve the public as a result of the current technology revolution. The costs of starting a radio station with vast coverage are greatly decreased thanks to Internet broadcasting and streaming. The public can now readily listen to and even "watch" radio broadcasts from stations all over the world thanks to mobile phones and smartphones. On September 7, 1945, the Voice of Vietnam (VOV) was founded. The Voice of Vietnam has endeavored to approach and implement new technical technologies for broadcasting and production activities since its foundation. It is digitizing its production and broadcasting at the moment. This has not only made radio production faster but also more accessible to a wider audience...The following article discusses VOV's digital transformation, which aims to improve services for the public.

Keyword : Digital , Tranformation, Voice of Vietnam

INTRODUCTION

Established in 1945, Voice of Vietnam has been developing for more than 75 years. This is a Government press agency, so the Voice of Vietnam (VOV) is always at the forefront of technology application to best serve its mission. The world's latest and most advanced technologies in broadcasting have been researched and applied by VOV in every stage from production to broadcasting of radio programs. When the technology world entered the digital era, VOV quickly transformed, grasping quickly to apply digital in production and broadcasting.

The station has put radio programs on the internet, creating software that can edit sounds, archive documents, programs and broadcast automation. It is digital technology that has helped VOV shorten program production time, save costs and human resources, and create a strong connection between listeners, the public and radio producers. Currently, VOV has been investing human resources and budget to research digital transformation strategy with the goal of completing the digitization of the stages of production, content management, and content distribution on various platforms. creating a strong digital ecosystem, contributing to reducing production costs, adding value of content and creating unlimited interaction with the public.



Picture 1. New VOV's Logo in 2020 that have Play at the main between, the VOV can be current VOV is the one of the single media''

The following article will study the process of applying digital technology of VOV from 1995 to the present and the first results when implementing VOV's digital transformation strategy as well as the orientations in digital transformation in the coming time.

METHODS

For the best results, the research team used mixed methods such methods as case study observation, Document analysis and In-depth interview.

- Observation. This method is used to complement the other methods. According to (Zuriah 2006, p. 173) suggests that: Based on the type, observations are divided into two, namely as follows: (a) direct observation is an observation made where the observer is with the object under investigation, and (b) indirect observation, namely Observations or observations made not at the time of an event to be studied, for example through a film, a series of slides, or a series of photos. In this research, the observations were made through questionnaire-based interviews and in-depth interviews. This method focuses to evaluate the impacts of new technologies on some stages of content production and distribution by Radio Voice of Vietnam

- Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic (Bowen, 2009. At the same time, during and after the survey, this method also helps clarify many of the results. The main documents analyzed include (i) Digital transformation - Initial successes; (ii) Producing radio and television using IP technology; (iii) Radio and television on multiple platforms; (iv) Turn social media challenges into opportunities; (v) Orientations in implementing digital transformation at VOV. Beside it, the reseach also use some document form global report about media.

- In-depth interview: Usually, market studies pay little attention to this method as they only focus on questionnaire-based methods. However, in-depth interviewing plays an important role in helping to interpret and analyze the results of quantitative research, especially concerning

studies aimed at identifying solutions to improve and renovate programs and timeframes like this study on VOV.

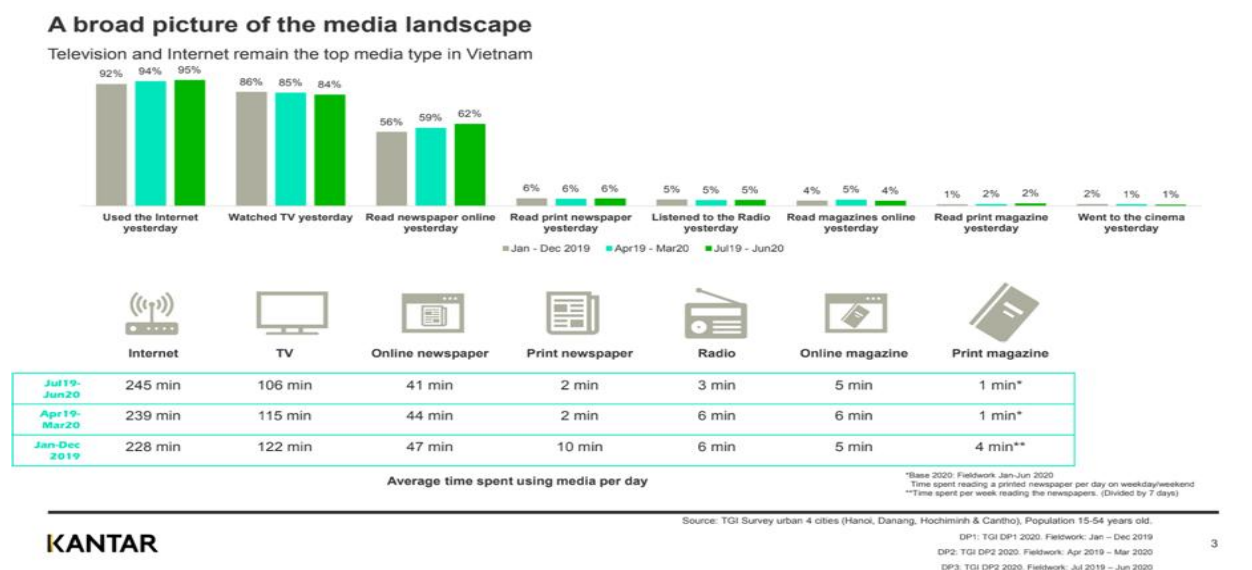
According to Esternberg (Sugiyono, 2010, p. 233)\) Semistructured Interview is included in the in-depth interview category because in its implementation it is freer when compared to structured interviews. The purpose of this interview is to find problems more openly, by asking the interviewee for their opinions and ideas. Therefore, conducting in-depth interviews is necessary. In-depth interviews were conducted with technology experts, policy makers and leaders of VOV to understand related issues from the perspective of production and broadcast units. In-depth interviews focus on describing and explaining the views and methods of digital transformation.

DISCUSSION

The trend of moving to a digital environment of media agencies in Vietnam and the world

According to statistics, in 2021, Vietnam will have about 21 million traditional television sets; 6.7 million pay TV subscribers. Meanwhile, the number of mobile subscribers reached 154.4 million (equivalent to 157.9% of Vietnam's population - 97.75 million people); 65.08 million people use the internet on mobile devices. These figures show that Vietnam is a potential market for audio/visual services of information, entertainment on the internet and digitization of content in the direction of diversifying distribution channels, which is an inevitable trend of enterprises. traditional communication channels.

At the same time, Kantar Media's Media Landscape 2020 report also shows the trend of users' access to information moving from traditional media to the Internet. In the second quarter of 2020, the average Vietnamese spends 239 minutes/day on the Internet; television viewing time is 115 minutes; radio: 6 minutes; Read newspaper only 2 minutes. In the third quarter of 2020, there was a change: surfing time increased to 245 minutes/day; television reduced to 106 minutes/day; broadcasting reduced by 50%, to 3 minutes; Reading newspaper is still only 2 minutes/day.(Kantar Media's Media Landscape 2020 report)



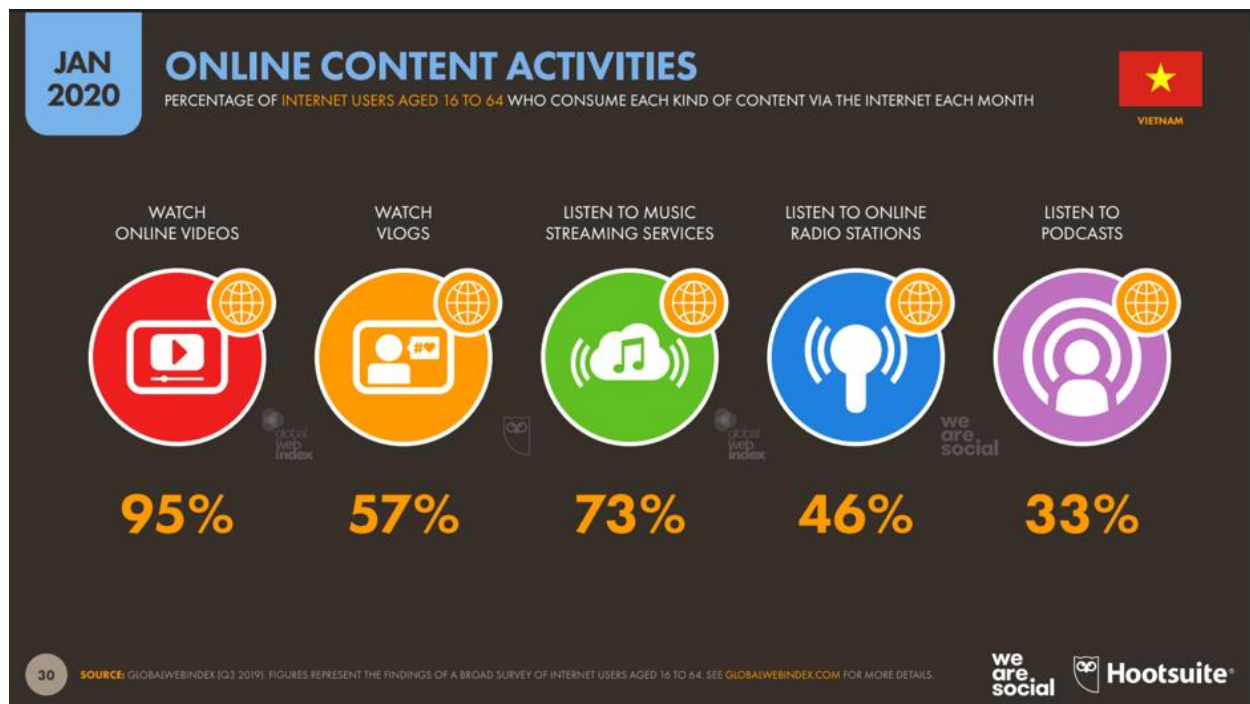
Picture 2. Television and internet remain to top media type in Vietnam -Kantar Media's Media Landscape 2020 report

With about 4,500 businesses and more than 70,000 employees operating in the digital content industry, Vietnam has an annual growth rate of over 20% per year. Digital content producers are not only units involved in the field of radio and television, but also other content production units such as video game production, applications mobile applications, information - entertainment, e-commerce...

The explosion of digital technology and the habit of accessing information via the Internet make the audience tend to shift to digital devices with Internet connection. The decrease in the percentage of traditional TV viewers is not because of the quality of the content, but because of the competition of new media platforms such as Facebook, YouTube, Zalo... Moreover, user habits have also changed, they like to listen/watch content on demand, watch anytime, anywhere, not waiting to listen/watch programs on radio/television.

As one of the fastest blooming countries in the Southeast Asia region, Vietnam holds a lot of potentials, business opportunities for investors and brands. Vietnam Media Landscape 2020 from Boxme Global shows that, With the reported number above of online content activity, 95% of users watch online video each month, especially high user in Youtube platform.

This number strongly stated the popularity of video among Vietnamese watchers. It is recommended for business owner to take this opportunity and further expand marketing activities on video. Consequently, media planners need to be sensible and quick update to the current trends on video marketing platform by using up-to-date, on trend video content for delivering in-house marketing.



Picture 3. Vietnam Media Landscape 2020, Boxme Global

In some developed countries, major media companies invest heavily in technology and human resources to develop their own digital platforms. CNN has built a Digital and Social department with hundreds of people, including many leading personnel in technology, design,

digital content, product development and continuous development of digital versions on the internet. Internet and mobile layer. The UK's BBC has been preparing and investing for many years to build its own digital platform and is currently considered the most professional digital content development broadcaster today. CBS Television Station of the US is strongly developing OTT applications under many different business models and different fields (Movies, News, Sports... with free viewing methods with ads, rentals, etc.) the package does not advertise and both collects subscription fees and attaches ads).

The field of digital radio, and most specifically, on-demand music streaming services on the Internet is really booming. In 2020 alone, the total number of subscribers using music streaming services (including Spotify, Amazon Music, Apple Music, YouTube Music, Tidal, Qobuz, Deezer and Pandora Premium) has increased by 100 million new subscribers, bringing the total number of subscriptions. bag to 467 million. In the first quarter of 2021 alone, there were 19.5 million new subscribers.

VOV is always at the forefront of introducing and applying new technologies

This study collects data through three techniques, namely, in-depth interviews, observation, and documentation. Informants in this study were selected based on purposive sampling. The criteria for key informants in digital transformation research at VOV consist of three, namely, (1) technology experts working at VOV as Deputy Director of VOV's Program Production and Archive Center. (2) VOV's leader, Deputy Director General of VOV Vu Hai Quang who takes care of technical problems in VOV.

With the introduction and operation of computers to publish news and articles instead of typewriters in 1995, VOV started a new era. It made producing news and articles, archiving and exchanging information, and increasing job efficiency much easier for reporters and editors. At the same time, the station's reporters began using digital recorders, according to Mr. Nguyen Nang Khang, Deputy Director of VOV's Program Production and Archive Center. VOV was one of the first digital audio stations to use computers, setting up and launching a modern news center with recording, audio editing, and news reporting systems centered on a mainframe computer. The station started using computers and digital studios for manufacturing and broadcasting radio waves for internal and eventually external purposes in 2003. Mr. Nguyen Nang Khang stated, "The introduction and deployment of the master control system and digital studios were deemed a technological revolution of VOV." Next, in 2007, VOV began to digitize all of its audio archives containing thousands of valuable documents dating from the years of the anti-French struggle. Thus, by 2000, VOV basically completed the digitization stage of its entire production process, from collecting news to producing programs in the studios and archiving and broadcasting. (Voice of Vietnam professional magazine, Hanoi, p.15, 2020).

Digital transformation - Initial successes

Up to this point, VOV as the primary national press agency has maintained 4 types of media with 7 radio channels; 1 VTC digital TV station; 1 TV channel VOVTV; 2 electronic newspapers, and 1 printed newspaper. In order to complete its important mission, the station determined that in entering the fourth industrial revolution, the application of scientific and technological advances to digitize the stages of manufacturing, broadcasting, archiving, and interacting with the public is a matter of survival. New technologies in the digital transformation have been deployed and shown initial successes. (Phan Van Kien, Phan Quoc Hai, Pham Chien

Thang, Nguyen Dinh Hau (2016), Some trends of modern media journalism, Information and Communication Publishing House, Hanoi.)



(Picture 4. The engineers, technicians, reporters and editors of TNVN always adapt and work well in the new technology environment.)

Producing radio and television programs using IP

With the application of IP (internet protocol), VOV has made a new step in the digital transformation process. IP has been producing fundamental changes in the way signals are produced, managed, and distributed throughout radio and television stations. IP offers the ability to generate new equipment or replace audio mixers, renderings, routers, and decoders. A computer alone can replace a radio or television studio. (Mitchell Stephens, *More than news*, (2017), Tre Publishing House)

Since 2015, VOV has started IPizing radio studios. To date, about 20% of studios have used AoIP transmissions for all its live broadcasts from outside the studios. According to initial assessments, the implementation of the IP system has been advantageous to engineers, editors and reporters alike. The costs of broadcasting over IP platforms and structures have decreased, but its flexibility has increased dramatically. However, according to Mr. Nguyen Nang Khang, Deputy Director of VOV's Program Production and Archive Center, "The transition to IP broadcasting requires a higher level of IT technology, so it demands properly trained engineers to manage and maintain the system. For VOV, to master IP technology, the first thing to do is to computerize electronic and audio engineers so that they can be both sound technicians and system operators (VOV professional magazine, Hanoi, p.4, 2015)

For its Digital Television Station - VTC, currently the production processes have been uniformly implemented using its CMS system. Administrators can monitor the entire operating process from developing the project idea to finishing the products. The station has also created its own IP Media system to provide basic services such as receiving collaborators' articles, livestreaming, and sharing information. This system also provides services such as internal communication, websites and apps for collaborators. A product is distributed across many platforms and partners can easily reach all audiences.

In addition, VTC takes advantage of digital transformation solutions provided by big companies. It is using the email system provided by Google with its own domain vtc.gov.vn. The Broadcasting Technical Center is the station's core technical unit attempting to apply new technologies such as WebRTC to television production, remote program production, virtual reality, etc., in order to reduce costs for equipment and produce exclusive programs. In addition, VTC has applied new technologies such as image recognition using artificial intelligence to create metadata for data automation. (<https://vtc.vn/ap-luc-chuyen-doi-so-voi-cac-co-quan-bao-chi-trong-ky-nguyen-moi>)



Picture 5. VTC Digital Television Launches VTC Now Multimedia Content Distribution System

Radio and television on multiple platforms

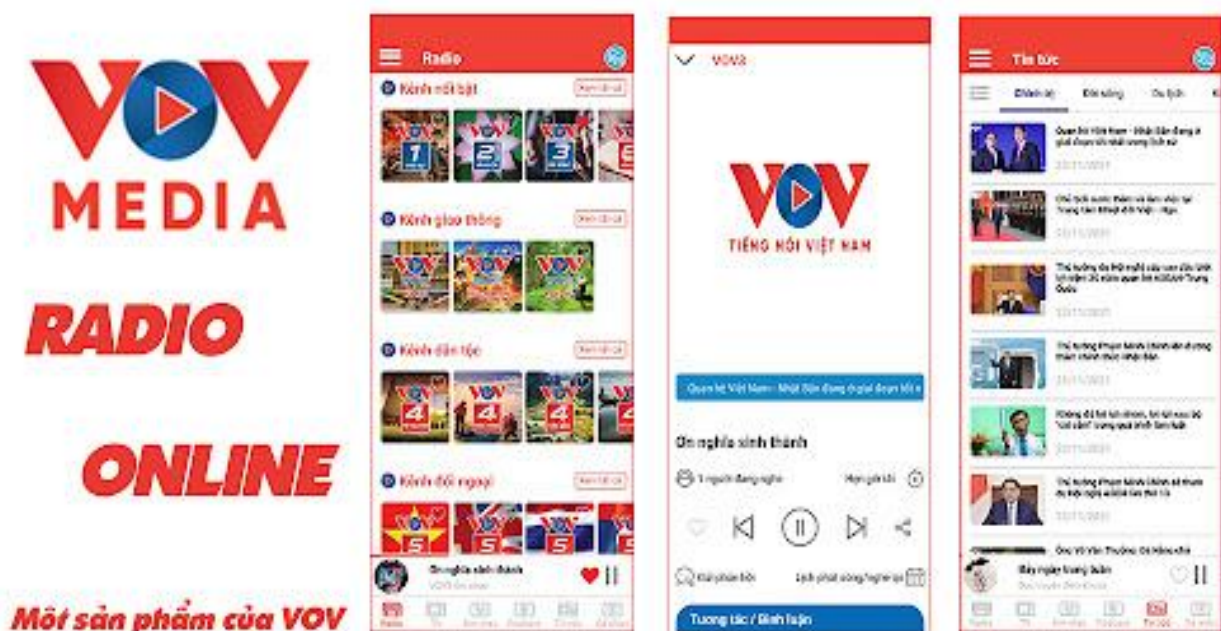
Currently, VOV's radio channels are broadcasting on 3 platforms: satellite, terrestrial, Internet and OTT. VOV has determined that AM and FM terrestrial broadcasting is still a development strategy for the audience of traditional radio, but in order to keep up with the latest trends, VOV is planning a pilot project of small digital stations that can broadcast multiple

channels simultaneously, run texts and foster interactions, which will help it reach more listeners with higher sound quality.

Recognizing the power of radio on the Internet such as unlimited coverage and especially the ability to create radio stations without antennas yet with high sound quality and no interference (Murray Masterton and Roger Patching, Here is a detailed report, World Publishing House, 2001), since 2000, VOV has been broadcasting on the Internet. And VOV is implementing two forms of this broadcasting: online broadcasting and on-demand broadcasting.

Currently, all VOV channels have websites that broadcast on the Internet. Websites designed according to respective programs, categories, or the names of the hosts...are not only user-friendly but also make it convenient for users to find, access, and review programs. Every day, thousands of users access VOV's programs on the Internet. Two special frequent groups of audience of VOV's radio programs via the Internet are ethnic minorities living at remote and isolated areas, who listen to programs featured in 12 minority language languages on VOV4 (www.vov4.vov.vn), and foreigners and overseas Vietnamese around the world, who listen to programs in 12 non-Vietnamese languages and a program for Vietnamese who live far away from the Fatherland - VOV5 on website (www.vovworld.vn). (VOV technology solutions report, 2017)

Recently, VOV developed OTT applications with APP-mobile for radio broadcasting, namely VOVMedia, VOVlive, and for TV broadcasting, namely VTCnow. These are multimedia systems that help listeners and viewers to listen to and watch radio, television programs and read online newspapers of Voice of Vietnam anywhere, anytime with fast bandwidth using only a smart handheld device such as a smart-phone or an Ipad (iOS or Android operating system...with Wifi, 3G, or 4G connection). These systems are designed with a user-friendly, easy to use interface; for example, when a user enters to listen to/watch a certain program, the systems automatically create links to the website of the program itself.



(Picture 6. VOV Media- Radio Online, VOV's OTT applications)

Turning challenges posed by social media into opportunities

Appearance and development of social media not only brings challenges but also golden opportunities to journalism, including the radio industry (Michael Schudson (2003), The power of media news, National Political Publishing House, Hanoi). VOV's radio channels immediately took advantage of the strong infrastructures of social media, including Facebook and Youtube to expand their audience, especially to the youth. The fan pages of VOV1, VOV2, VOV Traffic and many other programs all attract a large number of followers, of which VOVGT has garnered up to 180,000 follows. VOV1's Fanpage currently has more than 124,000 followers.



Picture 7. Fanpage VOV1 dengan more than 180,000 followers

By utilizing these platforms, VOV radio has overcome inherent limitations such as being able to broadcast only sound with no image. VOV radio channels take advantage of the strength of social media to conduct live radio programs on Facebook or on Youtube. This allows listeners to not only listen to but also watch everything produced in a studio, so their experiences become more lively and immersive. In addition, interactions have become easier, faster and more diverse. The interaction of the public through social media helps VOV radio channels get familiar with the needs of the public, receive more contents provided by them, and bring radio broadcasters closer to their listeners.

To continue to attract listeners, VOV Traffic is testing a new application, a user-friendly navigation application for bikers and car drivers. With this application, along with receiving information about the traffic situation on VOV Traffic, road users are also shown the shortest route to get around traffic jams with ease. VOV1 has successfully managed to deploy VOV1's programs on PODCAST. This is a new platform but features many advantages, especially for re-listening and on-demand listening. Currently, VOV1's PODCAST channels have become leading

in attracting listeners. After this success, VOV1 expands its PODCAST application with new channels such as English News Channel; Entertainment Stories channel... (<https://vov.vn/xa-hoi/noi-nao-co-thinh-gia-noi-do-co-phat-thanh>)

With VTCnow on such platforms as Youtube or Facebook, VTC Digital Television Station has developed a huge number of followers. Specifically, on YouTube, VTC Now has 2,500,000 subscribers and 80,000,000 views. On Facebook, VTC Now has a total of 1,000,000 followers and 500,000 likes; its viewership is 500,000. This is because the news on VTCnow is now delivered in a fast, concise and accessible way and able to satisfy the viewers' tastes. This is an unexpected success of VTC in bringing contents to the digital platform.

On August 2, 2019, VOV approved the implementation policy of the project "Building and developing program content of Voice of Vietnam Radio on a digital platform" and launched the VOV Live Digital Content system. VOV Live is available on all Web, iOS, Android platforms and popular social media channels such as YouTube, Facebook.

- Promote the content of the program of VOV;
- Protecting the copyright of the contents of the Voice of Vietnam programs on the Internet;
- Assessing business opportunities and potentials on the Internet, looking for and boosting revenue from digital content;
- Having indicators as a basis for evaluating and renewing traditional radio advertising activities;
- Promote and spread the VOV brand.

After 1 year of construction and development, VOV Live has become a familiar destination for VOV audiences on a digital platform. VOV Live website and application each day attract tens of thousands of visitors to listen to online radio channels of Radio TNVN and a system of more than 800 podcasts with a full range of special programs of the station such as Window of Love, Reading Late night stories, Wary Storytelling...

On the digital platform, VOV Live is operating:

Facebook

- Fanpage VOV Live has 32,000 likes and 234,000 followers. Each month, VOV Live Fanpage reaches an average of 14 to 17 million people, has between 23 and 25 million video views, and 3 to 4 million interactions. Many VOV Live events have participated in the media, such as the live program "People ask the city to answer" in Ho Chi Minh City, VOV Live has had millions of views, received and transmitted tens of thousands of ideas. People's opinions and requests for support come to the city's responsible agencies and organizations...

YouTube

- VOV Live channel - Reading stories has 155,000 subs, attracting a total of more than 34 million views/views
- VOV Live channel - Music: 15,000 subs, 2.3 million views/views
- VOV Live channel: 3,000 subs, attracting 1 million views/views

Digital content at Radio Departments/Centers of Radio

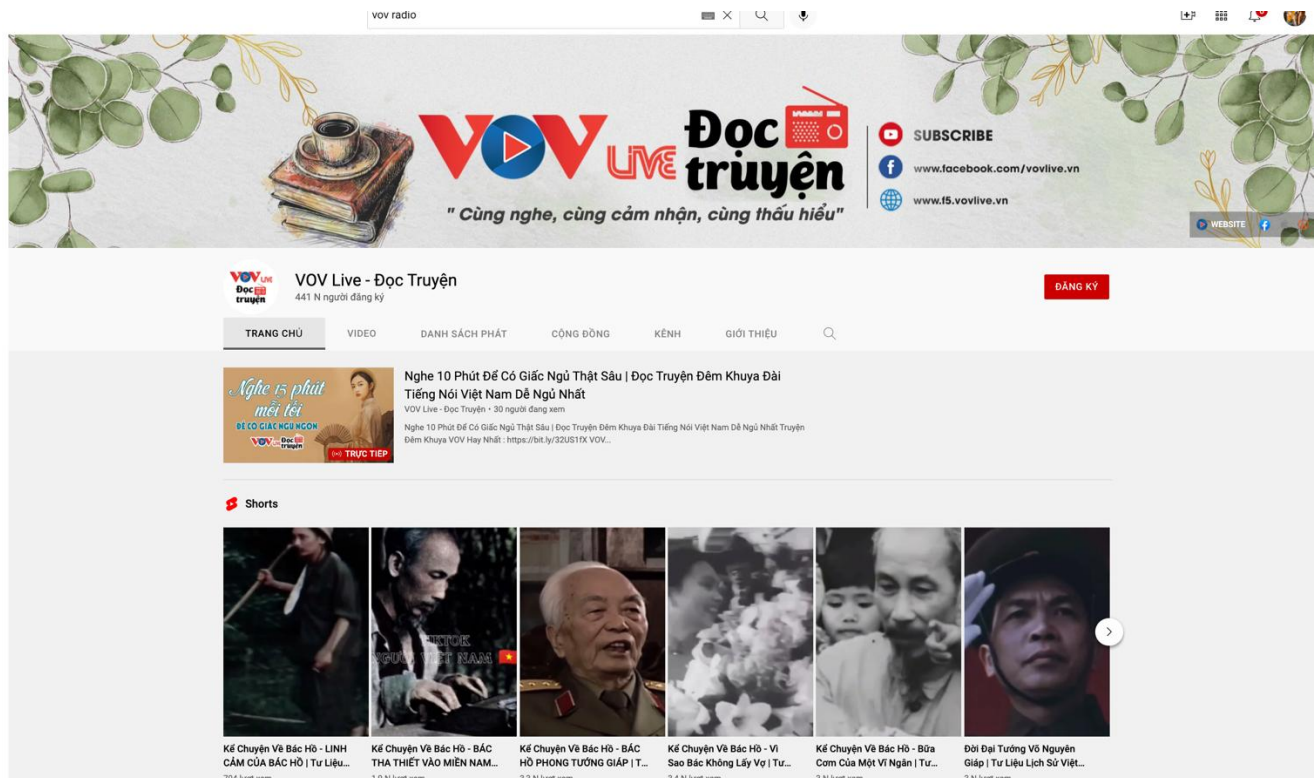
In addition to online newspapers, VOV Live and VTC Now, the Centers, Channels/Systems are all operating their own digital content channels such as: VOV Media online broadcasting system: website www.vovmedia.vn and VOV Media applications on iOS and Android operating systems; VOV web portal (www.vov.gov.vn) and VOV applications on iOS and Android operating systems.

Developing digital content is an urgent requirement

According to Vu Van Ha, 2021, Digital transformation is the current inevitable trend taking place in all fields of socio-economic life, including journalism and communication. Digital transformation in the field of journalism and media is first of all the use of digital technology tools and solutions to innovate models and ways of working, producing and distributing content in the direction of optimizing business models. organization and operation of the village press agencies. This is the activity of applying digital technology to renew the traditional process of creating and distributing as well as enjoying the products and services of the media.

To make this change, units and subjects operating in the field of media journalism must digitize relevant input information of press and media activities and digitize operational processes. Currently, VOV is the national radio station, so its national radio position must be guaranteed both in the digital environment and increasing its coverage to the public on the digital platform. The contents and programs of VOV must be transmitted on digital infrastructures, so that they can continue to maintain influence and carry out the task of timely and accurate information in cyberspace, serving the public. them at home and abroad. (Press and communication in the trend of digital transformation, Vu Van Ha, 2021, Scientific Journal of Dai Nam University)

The current status of many attractive and unique programs of VOV are pirated on the Internet platform. This is VOV's greatest resource and asset, if not well managed and protected, VOV has lost its readers, its revenue, and the most dangerous thing is that bad actors take advantage of it, cut it, edit it, and edit it. used for anti-sabotage purposes, spreading fake news dangerous to the country, to VOV and the public.



Picture 8. VOV Live on Youtube dengan 441.000 Subscribes

Keeping up with the trend of the industry and the public, VOV must develop new communication methods and channels in addition to its strength in AM and FM broadcasting. Therefore, VOV needs to develop, own digital platforms, transform digital content production to make a clear mark on the Internet infrastructure. Thus, the audience of VOV can listen and watch VOV radio and television programs on smart mobile devices through applications and platforms quickly and conveniently, helping to access information accurately and securely.

Digital content production: Multi-platform, multi-media content production model has been implemented at VOV based on recent trends. However, this proportion is still low and has not made a clear trail from the radio's own perspective as well as from the public's point of view. Therefore, in order to be able to develop sustainably, in addition to radio and broadcast content, VOV needs to focus on producing and distributing content on digital platforms in the coming period, on the basis of a combination of traditional elements and the development of modern science and technology. On the other hand, the human resources of VOV also need to try and participate in a new production field so as not to be surprised towards multitasking and also an opportunity for VOV to re-train the workforce.

Covering concave areas: With growing technology, telecommunications networks are constantly being changed in technology, the development of a digital platform helps VOV to quickly broadcast radio coverage to low-lying, deep-lying and remote areas. , borders, islands, where the wave frequency cannot be broadcast as well as investment and maintenance costs are expensive.

Creating new sources of revenue: The traditional advertising revenue of VOV is decreasing year by year, the same is true of other media agencies. The budgets of brands and businesses are gradually shifting to a digital platform, therefore, revenue is flowing into the pockets of Google and Facebook. A piece of advertising cake on a lucrative digital infrastructure only for fast - creative - constantly changing units can be divided. With the advantage of brand name and volume of available content, VOV needs to change direction to be able to supplement revenue from this infrastructure.

Reaching new audiences: Distributing radio content in new formats on social media platforms and digital platforms will help VOV expand its reach to audiences unfamiliar with radio. In addition, because each individual has different preferences and behaviors of listening - seeing - reading, converting radio content and re-editing content for distribution on multi-platforms helps audiences enjoy listening to music. listen, like to read can read and like to watch can watch. Thus, VOV meets all the needs of listening - seeing - reading. Furthermore, audiences with hearing impairments (hard of hearing) can read the content, "hearing" in words.

Orientations in implementing digital transformation at VOV

Currently, production activities at VOV are being developed in the direction of multimedia: the radio editorial boards are equipped with modern multimedia studios to both broadcast traditional programs and provide live radio programs on social media. VOV Radio Channels have their own websites to stream and host radio programs for all audiences to listen to, watch and make interactions.

According to Mr. Vu Hai Quang, Deputy General Director of VOV, the public's demands are increasing day by day. They do not only listen to and watch what the radio shows but to whatever they want to hear, anywhere and anytime. To solve that problem, technology is the answer. "VOV is a unit that has always been at the forefront in the field of national communication, broadcasting short, medium and long waves covering 97% of the country's area,

including seas and islands, remote areas and regions, and 91% of the population. But since 2000, entering the digital era, VOV has not only provided terrestrial broadcasting but also broadcasted on all other platforms such as social media, websites, and OTT on the Internet", Mr. Vu Hai Quang affirmed. (<https://vov.vn/xa-hoi/noi-nao-co-thinh-gia-noi-do-co-phat-thanh>.)



Chuyển đổi số là tất yếu nhưng phải đúng thời điểm và có một hướng đi đúng, phù hợp với xu thế hiện nay và phù hợp với khả năng của mình.

Picture 9. Dr Vu Hai Quang, Deputy General Director of VOV: Digital transformation is an inevitable trend, but it must be at the right time

Radio and television broadcasting on multiple platforms need to ensure diversity in forms of expression, but must be consistent in contents and feature clear public orientation. Collaboration must be ensured in the production of news and articles among reporters. A sound promotion strategy has to be devised (for example, promoting the products on social media and Websites, thereby attracting the public to the finished products). Radio and television on multiple platforms and media should enhance the interactivity for the public.

Some experts believe that the shift to digitization helps to reposition the role of radio and television, and it not only creates difficulties and challenges but also fosters a lot of new and significant opportunities. Radio and television stations are an integral part of the process of refreshing and reinvigorating contents. According to analysts of the British newspaper The Guardian, in the digital era, traditional radio and television stations have to study the preferences and behaviors of their audiences, who their target audiences are, what their motivations and ways of approaching and "consuming" media products are. The growth of the internet and the changes in accessing multiple media sources have forced media corporations to conduct a deeper, more thorough study of how the public use new media technologies, how they approach and interact with the contents transmitted by radio and television stations.

Vu Hai Quang, Deputy General Director of Radio TNVN, said: "Currently, VOV is the only agency in Vietnam that has all four types of media. When VOV implements its digital

content strategy, including business solutions for digital content, it must promote the strengths of all four media.

With this strategy, VOV will have a digital content system that take listeners and viewers as the center, being able to distribute contents to specialized audience groups such as the audience of news and entertainment contents (including music, movies, and stories), and those of consulting, traffic, and interactive contents etc. If this strategy is feasible, the deployment of contents on VOV's channels will not only generate more new audience but also more revenue to offset production costs and improve content quality”.(<https://vtc.vn/ap-luc-chuyen-doi-so-voicac-co-quan-bao-chi-trong-ky-nguyen-moi>)

CONCLUSION

Based on the results of the analysis and description above, it can be concluded that, Digital transformation is a process and certain conditions in terms of technical facilities and human resources. A number of press agencies in Vietnam have been and are currently implementing effective digital transformation such as FPT Corporation with many digital applications for newspapers such as Vnexpress, FPT Play or FPT Digital Central; Vietnam Television; Vietnam News Agency, Vietnamnet... The initial successes of the press agencies need to be researched and applied by Voice of Vietnam to be able to absorb the advantages and overcome the disadvantages.

Based on the results and discussion above, the researcher would like to suggested that digital transformation is a long-term process, but to be successful, it is important to understand the goal of digital transformation, to change your mindset, and sometimes to change your mind. production methods, organizational changes, and other conditions.

In short, Voice of Vietnam is one of the six main press agencies of Vietnam, so there are many conditions for digital transformation such as physical facilities and human resources. Currently, VOV has been implementing the strategy "Developing Voice of Vietnam into a strong multimedia communication agency", therefore, digital transformation has been and is being given top priority with the desire to affirm the role of radio in today's journalistic and contribute to the social development process.

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