

CRUCIAL FACTORS AFFECTING SAME-DAY DELIVERY LOGISTICS IN VIETNAM

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ABSTRACT

Research purpose: The study aims to investigate the crucial barriers and enablers in the application of same-day delivery logistics in Hanoi, Vietnam – a city with very high-speed e-commerce development.

Methodology: From the literature review, factors that affect same-day delivery were identified. Then, a survey was distributed among e-retailers and customers including pre-defined factors and questionnaires. From the service-demand side, the questionnaires are designed to report (yes/no) specific barriers and enablers that customers might have encountered, such as delivery time constraints, delivery costs, or geographical limitations. From the service-supply side, the e-retailers were asked to rank the factors that affected their decision to provide same-day delivery services. The e-retailers rated the enablers and barriers according to their relative importance out of five, where five represents the highest importance and one the lowest. Then the results were analyzed using the Pareto chart to identify the most important factors.

Findings: The survey findings revealed that the most important factors that affect same-day delivery substantially are infrastructure, traffic congestion, weather conditions, high logistics costs, limited payment options, and limited customer awareness. The study results confirm that while same-day delivery offers a competitive advantage for e-commerce businesses, it also presents significant logistical and financial challenges in Vietnam.

Value: Findings from the study facilitate the recommendations for e-commerce and logistics service providers on requiring careful planning and coordination of various logistics processes, including order processing, inventory management, and last-mile delivery. The results also provide practical evidence to transport authorities to provide a possible reduction of logistics costs in the long term.

Keywords: Same-day Delivery; Urban Transport; City Logistics; Last-Mile Delivery; E-Commerce.

Introduction

Vietnam's e-commerce market has grown rapidly in recent years, with total e-commerce revenue expected to reach over \$52 billion by 2025, according to a report by The White Book on Vietnamese E-Business (Vietnam E-Commerce and Digital Economy Agency, 2022). This represents a significant increase from the estimated \$14 billion in revenue in 2019. Furthermore, Vietnam has a mobile-first population, with more than 70% of internet users accessing the internet through their mobile devices (Vietnam E-Commerce and Digital Economy Agency, 2022). This has led to the development of mobile commerce (m-commerce), which has become a significant driver of e-commerce growth in the country. Despite the growth of e-commerce, Vietnam's logistics infrastructure is still developing, with challenges such as traffic congestion and limited last-mile delivery options. This has led to the emergence of third-party logistics providers and innovative solutions such as on-demand delivery services.

Same-day delivery logistics refers to the processes and operations involved in delivering goods or packages to customers on the same day that an order is placed (Taniguchi et al., 2004). It is a time-sensitive service that aims to provide fast and convenient delivery options, allowing customers to receive their purchases within a few hours of ordering. The logistics behind same-day delivery involves a series of coordinated activities, including order processing, inventory management, transport, and last-mile delivery. Various studies have been conducted to understand the advanced technology, optimize logistics operations, improve delivery speed, and enhance the overall customer experience on same-day delivery services. However, the factors affecting same-day delivery logistics in the Vietnamese e-commerce market, where same-day delivery services have been applied in a very early stage, are still unknown.

The study aims to investigate the crucial barriers and enablers on the application of same-day delivery logistics in Hanoi under the perception of customers and e-retailers who are the main actors of same-day delivery services. The paper begins with a literature review of factors affecting same-day

delivery logistics, followed by a discussion of methodology and data collection. The outcomes of data analysis, as well as a summary of the findings, are then discussed. The conclusions are given in the last section.

Factors Affecting Same-Day Delivery Logistics

Barriers and enablers play a crucial role in the successful implementation and operation of same-day delivery logistics. They can significantly impact the feasibility, efficiency, and customer experience associated with same-day delivery services (Dolati Neghabadi et al., 2019). Here are some common barriers and enablers in this context:

Barriers

Same-day delivery requires fast order processing, inventory management, and transport, which can be challenging for e-retailers who are not equipped with efficient processes and systems (Klapp et al., 2020). Furthermore, offering same-day delivery can be cost-intensive due to the need for additional resources, such as vehicles, drivers, and operational infrastructure. High delivery costs may hinder widespread adoption or result in increased product prices for customers. In many studies, it was revealed that inadequate transport infrastructure, such as poor roads, traffic congestion, or limited transport options, can pose significant challenges to timely and efficient same-day deliveries (Banerjee et al., 2023; Chen et al., 2023; Lin et al., 2018)]. Moreover, remote or hard-to-reach areas might have limited coverage for same-day delivery due to longer transport distances (Truong et al., 2021; Truong, 2023a), limited logistics infrastructure (Truong, 2023a; Truong and Derrible, 2021), or higher costs associated with serving these regions. Considering the economic aspects, scaling up same-day delivery operations can be challenging if a company lacks the necessary capacity (Truong, 2023b), such as warehousing space, delivery vehicles, and a sufficient workforce, to meet increasing customer demand. On the other hand, the complexity of managing multiple orders, coordinating logistics operations, and optimizing delivery routes in real time can be a barrier for companies implementing same-day delivery logistics. The summary of barrier factors is shown in Table 1.

Barrier Factors	Details	Sources
Time Constraints	Requires fast order processing, good inventory management and transport	(Banerjee <i>et al.</i> , 2023; Verma <i>et al.</i> , 2023)
Cost	Requires cost-intensive due to the need for additional resources, such as vehicles, drivers, and operational infrastructure	(Chen <i>et al.</i> , 2023; Dayarian <i>et al.</i> , 2020)
Infrastructure Limitations	Challenges from inadequate transport infrastructure, such as poor roads, traffic congestion, or limited transport options	(Lin <i>et al.</i> , 2018; Taniguchi <i>et al.</i> , 2004)
Geographical Constraints	Remote or hard-to-reach areas	(Irawan and Belgiawan, 2022; Savelsbergh and Van Woensel, 2016)
Scalability and Capacity	Ability to scale up same-day delivery operations	(Dolati Neghabadi <i>et al.</i> , 2019; Irawan and Belgiawan, 2022)
Operational Complexity	The complexity of managing multiple orders, coordinating logistics operations, and optimizing delivery routes in real-time	(Irawan and Belgiawan, 2022; Savelsbergh and Van Woensel, 2016)

Table 1: Summary of barriers

Enablers

Despite numerous barriers restraining the expansion of same-day delivery service, several enabling factors appeared in recent years. Firstly, the changing work patterns and lifestyles enable the expansion of same-day delivery in many cities (Imre *et al.*, 2021; Irawan and Belgiawan, 2022). Secondly, the advancements in logistics technology, including route optimization software, real-time tracking systems, inventory management tools, and automated order processing systems, enable more efficient and streamlined same-day delivery operations. Additionally, collaborating with logistics providers, fulfilment centers, or third-party delivery services can help expand the delivery network and

leverage existing capabilities to offer same-day delivery services (Lin *et al.*, 2018; Taniguchi *et al.*, 2004).

The advancement of technology can help optimize operations, forecast demand, and make data-driven decisions to improve the efficiency and accuracy of same-day deliveries (Lin *et al.*, 2018). Furthermore, the real-time visibility of inventory levels across multiple locations allows retailers to ensure the availability of products for immediate dispatch, reducing order fulfilment time and enhancing same-day delivery capabilities. In research by Lin *et al.*, it has been presented that offering flexible delivery options, such as specific time slots, evening deliveries, or pick-up points, can provide customers with convenience and increase the likelihood of successful same-day deliveries (Banerjee *et al.*, 2023; Lin *et al.*, 2018).

Considering the implementing strategies from logistics companies, they investigated the strategic location of distribution centers (Dolati Neghabadi *et al.*, 2019; Savelsbergh and Van Woensel, 2016). Strategically located distribution centers and fulfilment centers near target customer bases can minimize transport distances and enable faster same-day deliveries. Moreover, retailers consider that having a trained and skilled workforce, including delivery drivers, warehouse staff, and customer service representatives, is crucial for efficient same-day delivery operations (Klapp *et al.*, 2020; Taniguchi and Van Der Heijden, 2000). By addressing the barriers and leveraging the enablers, companies can overcome challenges and optimize their same-day delivery logistics, offering fast and reliable services to meet customer demands.

Enablers	Details	Sources
Advanced Technology	Route optimization software, real-time tracking systems, inventory management tools, and automated order processing systems	(Banerjee <i>et al.</i> , 2023; Chen <i>et al.</i> , 2023; Xi <i>et al.</i> , 2021)
Collaboration and Partnerships	Collaborating with logistics providers, fulfilment centers, or third-party delivery services	(Dolati Neghabadi <i>et al.</i> , 2019; Savelsbergh and Van Woensel, 2016)
Data Analytics and Predictive Modeling	Analyzing historical data and using predictive modelling techniques	(Imre <i>et al.</i> , 2021; Irawan and Belgiawan, 2022)
Inventory Visibility and Management	Real-time visibility of inventory levels across multiple locations	(Irawan and Belgiawan, 2022; Klapp <i>et al.</i> , 2020)
Flexible Delivery Options	Offering specific time slots, evening deliveries, or pick-up points	(Imre <i>et al.</i> , 2021; Irawan and Belgiawan, 2022; Xi <i>et al.</i> , 2021)
Strategic Location of Distribution Centers	Locating distribution centers and fulfilment centers near target customer	(Dolati Neghabadi <i>et al.</i> , 2019; Savelsbergh and Van Woensel, 2016)
Skilled Workforce	Having a trained and skilled workforce, including delivery drivers, warehouse staff, and customer service representatives	(Dolati Neghabadi <i>et al.</i> , 2019; Savelsbergh and Van Woensel, 2016; Taniguchi <i>et al.</i> , 2004)

Table 2: Summary of enablers

Methodology and Data Collection

From the literature review, factors that affect the same-day delivery were identified. Then, a survey was distributed among e-retailers and customers including pre-defined factors and questionnaires. From the service-demand side, the questionnaires are designed to report (Yes/No) for specific barriers and enablers that customers might have encountered, such as delivery time constraints, delivery costs, or geographical limitations. The questions also encouraged respondents to provide detailed explanations and examples, allowing for a deeper understanding of their perceptions. The survey sample included a diverse group of customers (Table 3) who had either used or considered using same-day delivery services. The customer survey was conducted from October 7th to October 15th, 2023. The face-to-face interview survey was implemented with the involvement of 400 respondents. The interviewees were randomly selected at the commercial areas and office buildings

by the survey team. After scanning the respondent-filled questionnaires, the missing data sheets were omitted. Finally, 382 respondents were selected for the analysis.

From the service-supply side, the survey targeted professionals involved in logistics and operations within retail organizations. The questionnaire consisted of a series of questions designed to assess the retailers' experiences and perceptions of same-day delivery. The questions covered various aspects, including operational challenges, cost considerations, infrastructure limitations, and technological capabilities. Finally, the e-retailers were asked to rank the factors that affected their decision to provide same-day delivery services. The e-retailers rated the enablers and barriers according to their relative importance out of five, where five represents the highest importance and one the lowest. Then the results were analyzed using the Pareto chart to identify the most important factors.

Characteristics	Description
Gender	Male (45%); Female (55%)
Age	18-25 (22%), 25-40 (41%); 40-60 (35%); Above 60 (2%)
Education	College/associates (33%); Undergraduate (56%); Graduate (11%)
Monthly household income	Less than 3 million VND/month (1%); 3 ~ < 6 million VND/month (8%); 6 ~ < 10 million VND/month (11%); 10 ~ <20 million VND/month (35%); 20 ~ 40 million VND/month (28%); Above 40 million VND/month (17%)
Experience in purchasing products via E-commerce	Less than 1 year (3%), 1-3 years (62%); 3-5 years (21%); More than 5 years (14%)
Average number of orders per month	Seldomly using e-commerce: Less than 3 orders (8%); Moderately using e-commerce: 5-10 orders (42%); 10-20 orders (38%); Frequently using e-commerce group: More than 20 orders (12%)
Top three products purchased via e-commerce	Books (45%); Electronics (38%); Home and Kitchen (21%)

Table 3: Characteristics of customer respondents (N=382)

The survey sought to identify the specific barriers retailers cope with in implementing and managing same-day delivery services. Additionally, it aimed to uncover enablers that contribute to successful same-day delivery, such as strategic partnerships, advanced logistics technology, or optimized processes. The e-commerce retailers were selected through the 3-step process. In the first step, the shops offering same-day-delivery services in such e-commerce websites as Tiki (Tiki-Now), Lazada (24h-Delivery), and Shopee (Shopee Express Delivery). In the second step, the e-commerce retailers were contacted by sending direct messages through the website, to be introduced the aim of the survey and the possibility to share the survey results. Next, direct calls were conducted to the accepted retailers who agreed to be involved in the survey in the previous step. Finally, 128 e-commerce retailers were included in the analysis with a diverse range and encompassing different industries and sizes (Table 4).

Characteristics	Descriptions	(%)
Product Categories of E-retailers	Electronics	14,1
	Fashion and Apparel	13,3
	Home and Kitchen	15,6
	Beauty and Personal Care	18,8
	Sports and Fitness	10,2
	Books, Movies, and Music	14,8
	Health and Wellness	13,3
Number of Orders per Day of E-retailers	0-500 orders	73,4
	500-1000 orders	14,8
	1000- 3000 orders	8,6
	Above 3000 orders	3,1

Table 4: Characteristics of e-commerce retailers (N=128)

Results and Discussion

Results

Based on the survey results, time constraints, operating complexity, cost, and infrastructure constraints account for around 80% of the significant variables (barriers) affecting the willingness to expand same-day delivery logistics from an e-retailer's perspective (Table 5). Meanwhile, the strategic location of distribution centers, inventory visibility and management, data analytics and predictive modelling, and advanced technology are the most important factors (enablers) that accounted for almost 70% of the significance as rated by the e-retailers (Table 6). With the development of advanced technology, many problem issues in the past, such as inventory management or the location selection of distribution center have been transformed into enablers in the current implementation of e-retailers.

Barriers	Average weight	Percentage	Cumulative %	Rank
Time Constraints	5.4	22.46%	22.46%	1
Operational Complexity	5.2	21.02%	43.48%	2
Cost	4.7	18.52%	62.00%	3
Infrastructure Limitations	3.9	16.56%	78.56%	4
Geographical Constraints	2.5	13.01%	91.57%	5
Scalability and Capacity	2.2	8.43%	100%	6

Table 5: Barriers to expand same-day delivery logistics from the e-retailer's perspective

Enabler category	Average weight	Percentage	Cumulative (%)	Rank
Strategic Location of Distribution Centers	7.1	19.58%	19.58%	1
Inventory Visibility and Management	6.8	19.01%	38.59%	2
Data Analytics and Predictive Modeling	5.7	15.46%	54.05%	3
Advanced Technology	5.2	14.12%	68.17%	4
Changing Work Patterns and Lifestyles	3.8	10.52%	78.69%	5
Collaboration and Partnerships	3.1	8.56%	87.25%	6
Flexible Delivery Options	2.5	7.01%	94.26%	7
Skilled Workforce	2.2	5.74%	100%	8

Table 6. Enablers to expand same-day delivery logistics from the e-retailer's perspective

Considering the customer's side, the study aims to analyze the customer's perspective on barriers and enablers to encourage them to use same-day delivery service. First, the customers are categorized into three groups based on their online purchasing frequency (as the average number of orders per month). Then, customers were asked to report (yes/no) on the pre-defined questionnaires on the specific barriers and enablers to use same-day delivery service. The results show that barriers to using same-day delivery customers reported most frequently included paying higher costs compared to standard delivery options (54%), concern about the return policies and return process (35%), and same-day delivery not available in some locations (35%) (Table 7). Of those participants who reported these as barriers, a higher proportion reported concerns about the cost of paying for same-day delivery service. Small proportions of participants (6%) reported factors including being available to receive the package during the delivery window and being hesitant to rely on same-day delivery during periods of adverse weather.

The most highly reported enablers of using same-day delivery included receiving purchases quickly (52%), being able to have real-time tracking and receiving accurate estimated arrival times (42%) and having purchases for the urgency of need (35%) (Table 7). Of the 13% of participants that reported same-day delivery services are more reliable than standard delivery options due to a consistent track record that would enable them to use this service.

Factors	Frequently	Moderately	Seldomly	p-value*
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	use group N = 30	use group N = 306	use group N = 46	
Barriers				
I have to pay higher costs compared to standard delivery options	60.2%	52.1%	62.8%	<0.001
Same-day delivery is not available in my location	16.4%	35.4%	41.7%	<0.001
Many products do not apply to same-day delivery service	16.2%	18.1%	18.9%	0.01
This service requires me to be available to receive the package during the delivery window	8.3%	11.5%	12.6%	<0.001
I have concerns about the return policies and return process	24.8%	36.1%	34.9%	0.07
I am hesitant to rely on same-day delivery during periods of adverse weather	3.2%	6.1%	8.3%	0.03
Enablers				
Same-day delivery provides me with the ability to receive my purchases quickly	55.6%	51.8%	48.4%	0.02
I can have my purchases for the urgency of need	36.9%	36.8%	25.5%	<0.001
This service allows me to choose a time slot that suits my schedule	12.1%	10.4%	9.3%	0.04
I have real-time tracking and receive accurate estimated arrival times	46.6%	42.8%	32.7%	0.55
Same-day delivery services are more reliable than standard delivery options due to a consistent track record	15.5%	12.7%	11.5%	<0.001

*Chi-square test for significance across all groups.

Table 7: Barriers and enablers to use same-day delivery from the customer's perspective

Discussion

Based on the study's results, it is important to realize that major goal conflicts between the service-demand side (customers) and the service-supply side (retailers) on same-day delivery logistics can arise due to differing priorities and expectations. Firstly, customers often hesitate to adopt same-day delivery due to the high cost. They desire fast delivery at minimal or no additional cost. However, for retailers, providing same-day delivery involves significant operational expenses, including transport, personnel, and infrastructure. These results are consistent with the previous studies which have been conducted in Malaysia (Siali *et al.*, 2018), Indonesia (Irawan and Belgiawan, 2022), and China (Xi *et al.*, 2021). It should be noted that, at the early stage of e-commerce development in Vietnam, the customers buy commodities at the e-commerce websites because of their low-cost attraction. To fascinating new customers, e-commerce websites often run promotions and discount programs that result in the lower price of goods compared with the selling prices at the traditional market. Therefore, the customs expect low-cost products and free-delivery service for each purchase, even with high-end services such as same-day delivery.

Secondly, customers have specific time constraints or preferences regarding the delivery time window. They may expect deliveries during a specific timeframe, such as after work hours or on weekends. Retailers, on the other hand, must optimize their delivery routes and schedules to ensure efficient operations, which may not always align with customers' desired time frames. A study in Indonesia (Irawan and Belgiawan, 2022) has a contradicting result with this finding, where the authors found that food and grocery retailers could optimize their delivery roots perfectly to adapt to the demands of the customers. Based on their study, the same-day delivery cost and time could be optimized through the application of a ride-hailing app that the e-commerce retailers in urban areas in Vietnam could reference as a lesson learned.

In addition, e-commerce customers expect clear and transparent communication regarding the status of their same-day delivery orders. They want to be notified of any delays or changes in delivery

schedules promptly. Therefore, e-commerce retailers need to establish efficient communication channels and provide real-time updates to meet these expectations. Failure to do so can result in customer dissatisfaction and conflicts related to communication. International studies from China (Xi *et al.*, 2021) and Malaysia (Siali *et al.*, 2018) also revealed the same findings. Although online shopping may reshape the social interactions among neighbours in Chinese research (Xi *et al.*, 2021), research on online shopping from Malaysian customers indicated that efficient and real-time tracking of parcels contributes significantly to customer satisfaction since they notice the reliability of delivery services.

Finally, same-day delivery logistics may have an impact on return and refund policies. Based on the research findings, customers have to pay for a high cost of express delivery, they expect the same level of convenience and speed in returns and refunds for same-day delivery orders. This result is consistent with a study from Finland (Hjort and Lantz, 2016) which revealed that returning policies had a substantial impact on the shopping behaviour of customers, especially in the fashion industry since they are fascinated with the convenient shopping experience. However, retailers must balance efficient return processes with the need to manage inventory, verify returns, and process refunds, which may involve different timeframes and processes. As mentioned in the results of research from Sweden (Saarijärvi *et al.*, 2017), free-of-charge return policies harm the long-term profit of e-commerce retailers. Therefore, same-day delivery could provide a high level of service for consumers, the returning and refunding policies should be designed at a proper level.

In summary, balancing these conflicting goals requires effective communication, transparency, and proactive management of customer expectations. Retailers must carefully consider customer preferences while also ensuring the sustainability and feasibility of their same-day delivery logistics operations.

Conclusions

With the rise of e-commerce and online shopping in Vietnam, customers increasingly expect faster delivery times. Same-day delivery meets these expectations by providing quick turnaround times, enhancing customer satisfaction, and increasing loyalty to businesses. Therefore, there has been an increasing adoption of same-day delivery logistics services in recent years in Hanoi. The study has presented the most important barriers and enablers in the perception of customers and e-retailers. From an e-retailer's viewpoint, time constraints, operational complexity, and cost are the biggest barriers to implementing same-day delivery services. However, they also noticed potential positive factors enabling their expansion, such as the strategic location of distribution centers, inventory visibility and management. Considering the opposite side of customers, they appreciate receiving purchases quickly and being able to have real-time tracking to receive accurate estimated arrival times. However, many customers hesitate to adopt same-day delivery since they have to pay higher costs compared to standard delivery options and are concerned about the return policies and return process.

The study findings facilitate the recommendations for e-commerce service providers on requiring careful planning and coordination of various logistics processes. However, the research comes with some limitations. Firstly, the effectiveness of the structured questionnaire interview survey method heavily relies on the expertise and diversity of the interviewed members. Although the study has communicated with the involved retailers, however, not all of the invited ones agreed to be involved in the survey. Therefore, there could be a lack of diversity in perspectives, and the results may be limited in their applicability. Secondly, the survey area was conducted in Hanoi, Vietnam, where the purchasing attitude and selling services could not be generalized for all areas in the Asia region. Therefore, further research could be extended in a wider region, then, the results could be compared and unique characteristics of same-day delivery service could be compared.

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