

PwC's Global NextGen Survey 2024  
Vietnam report

# NextGen Vietnam

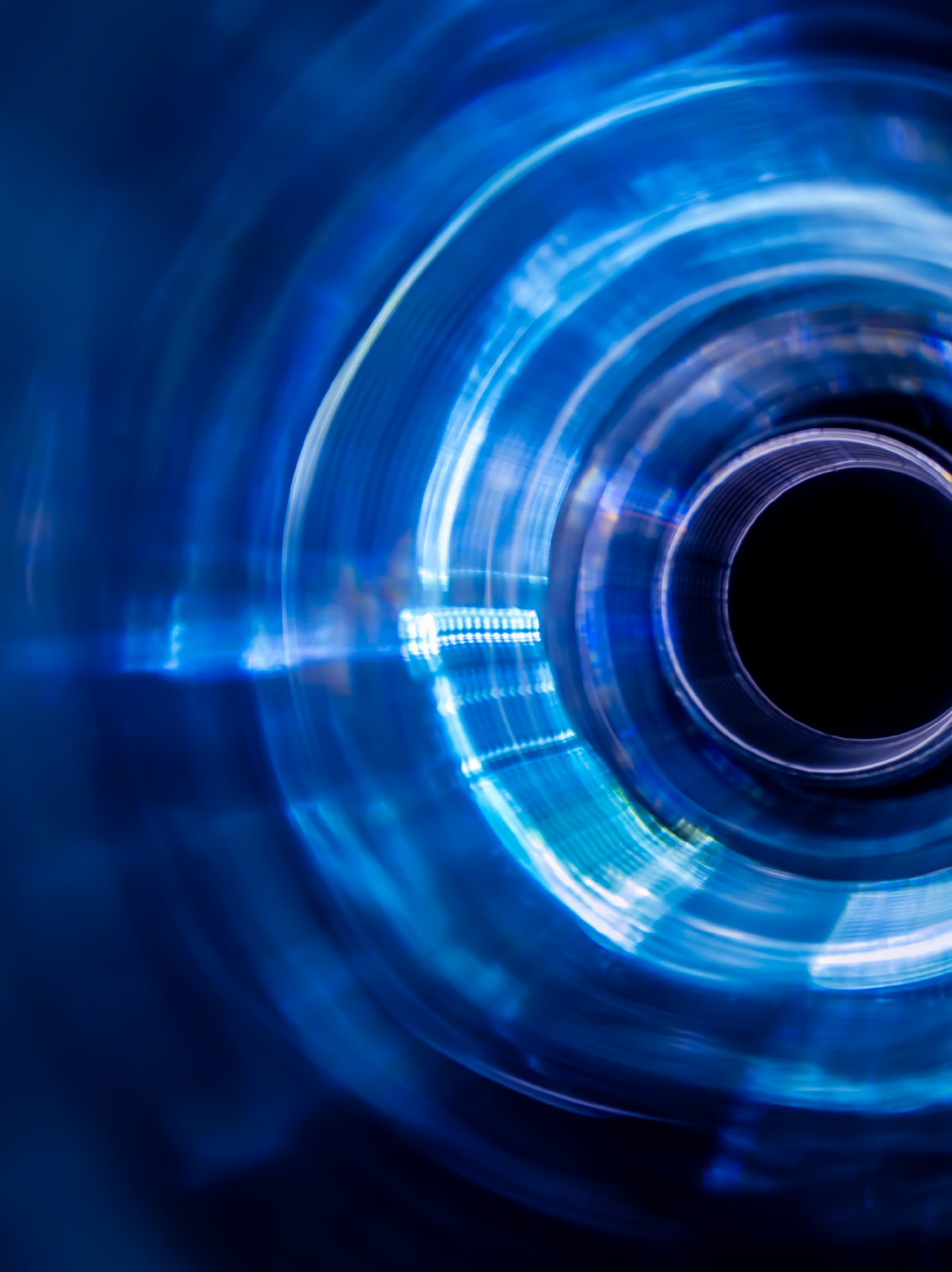
Succeeding in an AI-driven world



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## Foreword

In the ever-evolving landscape of business and technology, the emergence of generative artificial intelligence (“GenAI”) stands as a transformative force, reshaping industries and redefining the very nature of leadership.

PwC’s NextGen 2024 Survey sheds light on Vietnamese NextGen’ pivotal position in shaping the future of family businesses amidst the digital age’s transformative tide. The NextGen in Vietnam are not mere spectators to this paradigm shift, but are poised to step into leadership roles, armed with a keen understanding of the significance of AI and its implications for future strategies. More than ever, they have the capacity to shape their family businesses and make an impact as they take up responsibilities as stewards of their businesses.

We encourage you to share the insights from this survey with family members, top management and peers, and join us on this exciting and transformational journey.



**Johnathan Ooi Siew Loke**

Entrepreneurial and Private  
Business Leader  
PwC Vietnam





A low-angle, upward-looking photograph of several modern skyscrapers with glass facades, reaching towards a blue sky with light clouds. The image is overlaid with various geometric shapes: orange and grey triangles at the top, a large orange rectangle on the left containing the title, and a white triangle with orange dots on the left. In the bottom right, the back of a person with dark hair in a ponytail, wearing a black sleeveless top and carrying a bag, is visible, looking up at the buildings.

# Embracing Leadership in the Digital Era



# Rising generational involvement in family businesses

Our ongoing analysis of family businesses and the members of the next generation (“NextGen”) in Vietnam since 2019 has shown increasing generational involvement and transition within these enterprises.

In our latest report, the [PwC Global NextGen Survey 2022](#) – Vietnam’s NextGen in Focus, we shed light on the Vietnamese NextGen who were emerging as leaders in waiting and becoming particularly noticeable during the pandemic. With aspirations to lead and a readiness to assume their roles, Vietnamese NextGen are now rising to the challenge, actively participating in shaping the future of their family businesses.

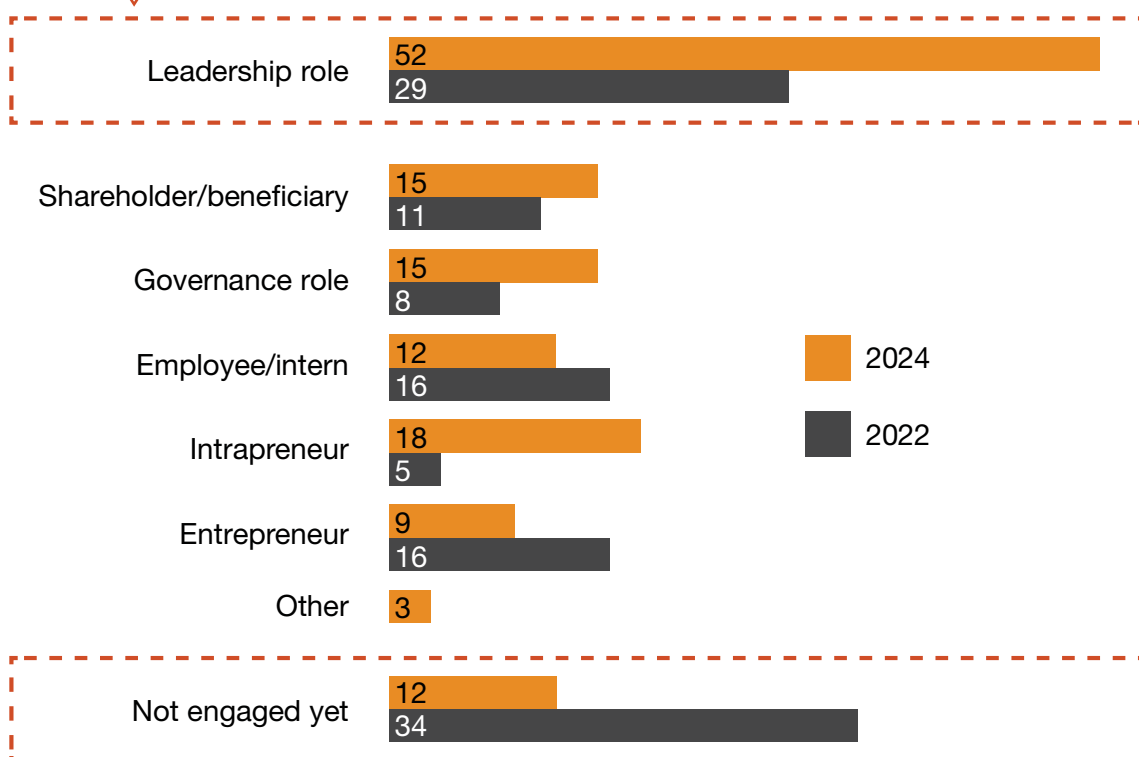
Two years on, now 52% of NextGen respondents from our survey are already occupying leadership positions, a substantial increase from 29% in 2022.

Moreover, the number of respondents feeling disengaged from their family businesses has plummeted to just 12%, down from 34% in 2022. This indicates a notable surge in the contribution of NextGen to their family enterprises.

The current business environment, post-pandemic, presents an opportune moment for NextGen to take the reins. With ever greater disruptions and complexities arising from technological advancements and global shifts, there exists a wealth of opportunities for innovation and entrepreneurship – areas where the new generation of leaders excel.

As Vietnam’s NextGen leaders step up to the plate, they are poised to drive the evolution of family businesses, striving for growth, resilience, and success in the face of unprecedented challenges.

## Vietnam NextGen Current Job Role / Position (%)

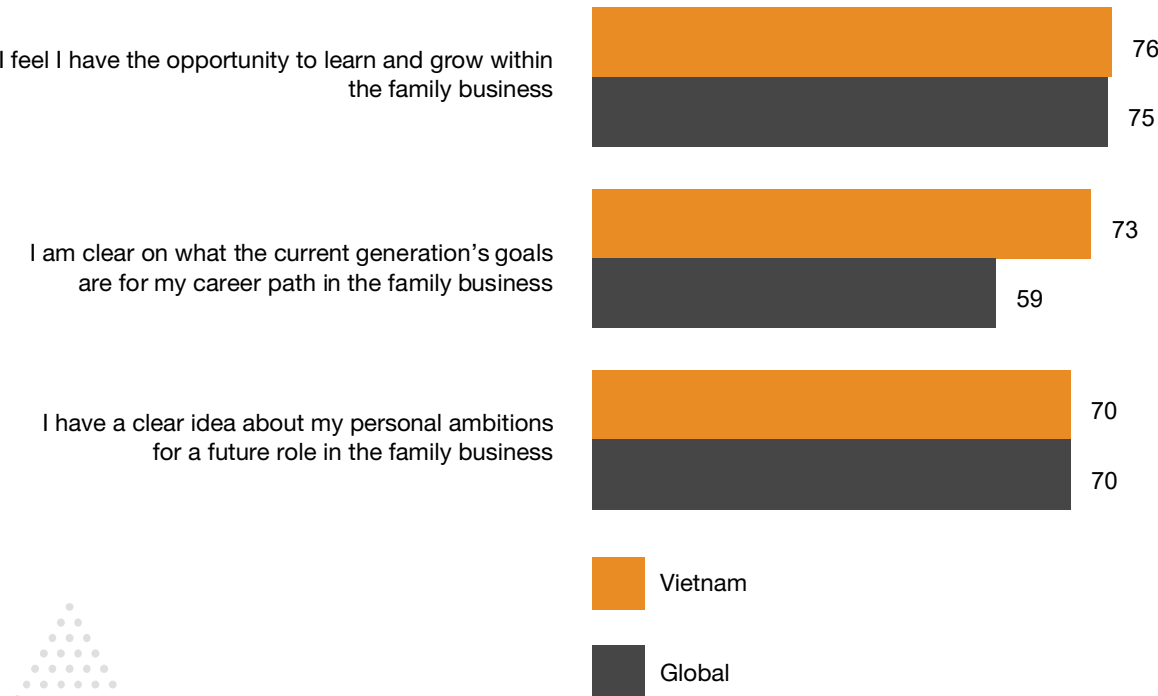


# Setting a clear vision for the digital future

## NextGen in Vietnam feel positive about their career opportunities and ambitions

With a strong emphasis on personal and professional development, 76% of NextGen within family businesses in Vietnam prioritise opportunities for learning and growth within their companies. Moreover, they demonstrate a clear understanding of both the career aspirations set by the current generation and their own ambitions for future roles within the family business.

### NextGen' future in the business (%)





## Aside from business growth priority, talent management and technology adoption are top priorities for NextGen in the next two years

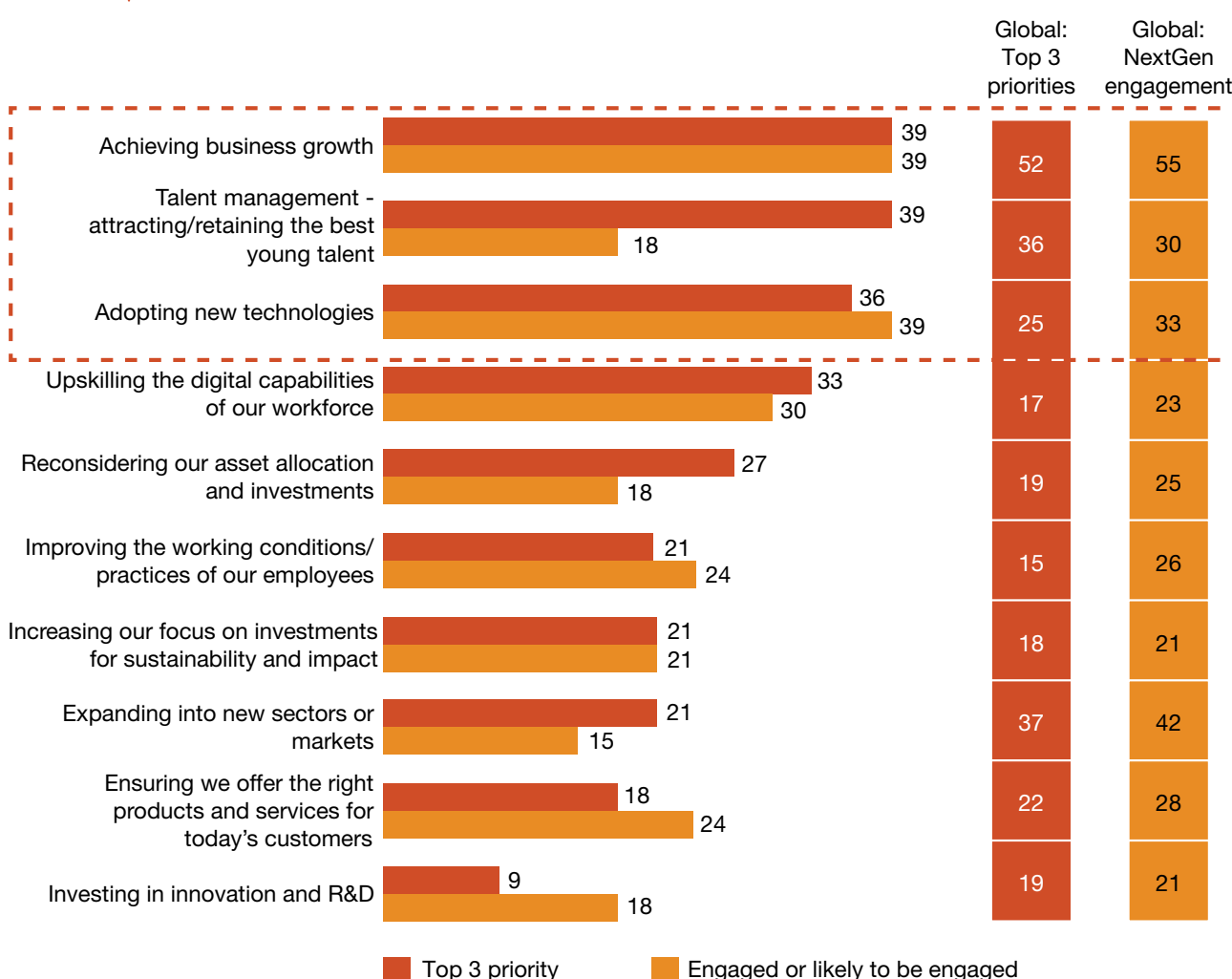
As Vietnamese NextGen step into leadership roles amidst the dawn of technological disruption, their focus remains steadfast on securing the prosperity of their family businesses. A notable 39% prioritise growth as a top business imperative, underscoring their commitment to driving forward momentum.

Recognising the vital role of human capital in fortifying their businesses and the associated technological infrastructure, Vietnamese NextGen prioritise initiatives aimed at building and nurturing the talent pools of their businesses (39%).

Additionally, they emphasise the importance of strengthening the technological foundation (36%) and ensuring that employees possess the necessary skills to embrace new technologies (33%). This acute understanding of the key ingredients for business success demonstrates NextGen's clear vision of what drives success in the new era.

In navigating the challenges faced by businesses and society today, Vietnamese NextGen recognise the importance of a human-led, tech-powered approach. Their forward-thinking mindset reflects their commitment to building resilient and innovative businesses that can thrive in an ever-evolving landscape.

### Key priorities over the next two years (Top 3) - Vietnam



# Leading the reinvention imperative in family businesses

## NextGen in Vietnam are in line with the sentiment of CEOs across the Asia Pacific region regarding the reinvention imperative

In light of [PwC's 27th Annual Global CEO Survey - Asia Pacific](#); where 69% of CEO respondents were from privately owned businesses and

# 63%

Asia Pacific CEOs expressed scepticism about the economic viability of their companies within a decade on their current trajectories,

a pressing dual imperative emerges: addressing immediate profitability challenges while concurrently reinventing businesses for future sustainability.

Vietnamese NextGen bring their distinct perspectives to the forefront, identifying avenues where they can drive substantial value within their enterprises, alongside articulating clear business objectives. Positioned as catalysts for change, they recognise their key roles in reshaping the future sustainability of their family businesses.

## Reshaping management and business strategy

The top areas where Vietnamese NextGen seek to add value are in professionalising and modernising management practices. Additionally, they want to play a key role in facilitating the separation of family ownership from management. This highlights the importance of external ideas and talent in the success and longevity of family business.

Moreover, Vietnamese NextGen see themselves as better suited than their predecessors in developing a business strategy tailored for the digital age. With a focus on fortifying the company's technological foundation, this again highlights the pivotal role that they are to play in shaping the future trajectory of their organisations. Their proficiency, particularly in navigating AI disruptions, is poised to be instrumental in ensuring the company's long-term success.

## Where NextGen feel they can add the most value to the business (%)



**Having a business strategy fit for the digital age**

Vietnam: 24%  
Global: 21%



**Having a clearly defined purpose, i.e. ensuring the business is not just about making profits**

Vietnam: 18%  
Global: 10%



**Separating family ownership from management**

Vietnam: 15%  
Global: 8%



# Thriving on change

## The story of Biti's

**Miss Vuu Le Quyen**

CEO of Biti's



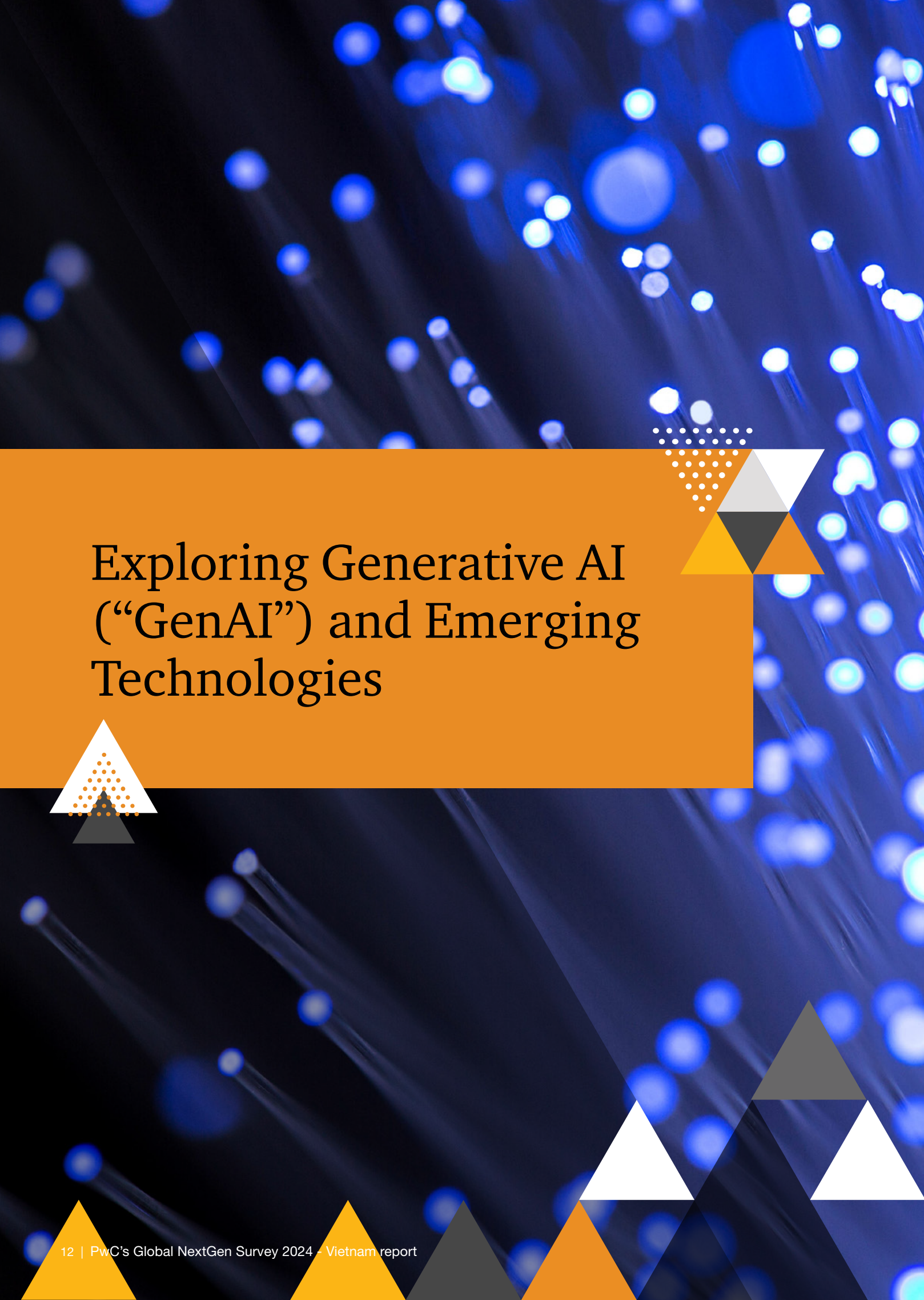
In the dynamic realm of business, where technology constantly reshapes the landscape, the story of Ms. Vuu Le Quyen, CEO of Biti's, offers valuable insights into navigating change and preparing for an AI-driven future.

While driving business growth remains the company's top priority, Ms. Quyen is deeply committed to a people-centric approach. Initiatives such as "Happy Biti's" underscore her dedication to fostering a positive and transparent work culture that prioritises employee well-being. Recognising the inevitable impact of emerging technologies on the future workforce, she emphasises the need for organisational readiness to embrace change for the company's advancement.

Acknowledging the natural resistance to change within organisations, Ms. Quyen highlights the importance of effective change management. In addition to providing processes and training, she values the significance of shifting mindsets. Clear communication and engagement from leadership are vital in helping employees grasp the benefits of adaptation. Once employees recognise the value and benefits, they become proactive in self-learning, experimentation, and integrating new knowledge into their daily tasks.

As Biti's starts integrating emerging technologies such as GenAI into its operations, Ms. Quyen emphasises the importance of involving the founding generation through sharing compelling use cases with her parents, who founded the company, demonstrating the tangible benefits and opportunities of new technologies, thus fostering support and understanding.

"Reflecting on Biti's current early-stage adoption of technologies like GenAI, I see the imperative for action. In the ever-changing business and technological landscape, adaptation is vital for survival. By identifying gaps, assessing risks and opportunities, and investing in areas that yield competitive advantages, we can attain sustained growth and success, with our people leading the charge." - Ms. Quyen.

The background features a dark blue field with numerous out-of-focus blue and white light points, creating a bokeh effect. Overlaid on this are several geometric shapes: a large orange rectangle on the left, and various triangles in white, grey, orange, and dark blue scattered across the page, some containing patterns of small dots.

# Exploring Generative AI ("GenAI") and Emerging Technologies



# Attuned to emerging technologies


## Most NextGen in Vietnam are very interested in GenAI

According to the [2024 PwC Asia Pacific CEO Survey](#), the emergence of climate change and technological advancements, notably led by innovations like GenAI, has intensified the call for CEOs to adapt their strategies. An overwhelming 77% of business leaders in the region anticipate substantial shifts in how their companies generate, deliver and capture value within the next three years, all due to the influence of GenAI.


Echoing this sentiment, Vietnamese NextGen are increasingly intrigued by the transformative potential of GenAI. Our research reveals an impressive 82% of Vietnamese NextGen expressing personal enthusiasm for exploring GenAI, reflecting a widespread recognition of its power among the younger cohort of leaders.

  
**82%**

of NextGen in Vietnam  
are personally  
interested in GenAI  
(Global: 82%)

  
**55%**

of NextGen in Vietnam  
feel personally  
knowledgeable  
about GenAI  
(Global: 53%)



## Vietnamese NextGen see themselves as knowledgeable on GenAI

This shows a confidence in GenAI's ability to drive positive change and innovation, mirroring a broader trend of embracing cutting-edge technologies in Vietnam's evolving business landscape.

This knowledge on GenAI makes Vietnamese NextGen well positioned to derive insights and unlock the creative possibilities and business potential of AI and emerging technologies, from AI-generated content to AI-driven analytics.

# Ambition to lead AI innovation in family businesses

## 67%

Vietnamese NextGen share a strong consensus regarding GenAI's potential as a powerful tool for business transformation.

They perceive GenAI not merely as a technological innovation, but as a catalyst for redefining business operations, strategies and customer experience.

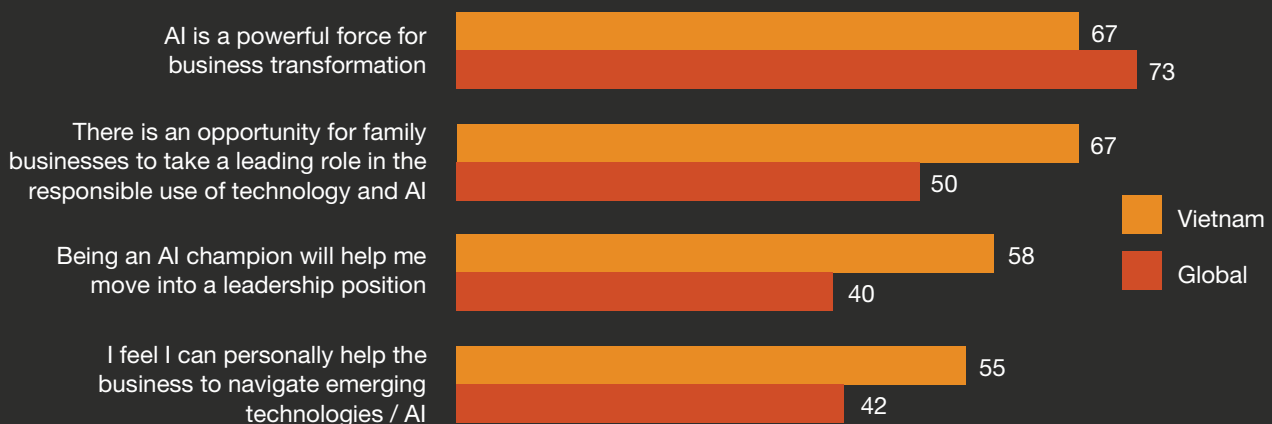
There is widespread recognition among Vietnamese NextGen (67%) that AI represents a significant opportunity for family businesses to assume a leading role in the responsible use of technology and AI. They envision their businesses not only adapting to the digital age but also pioneering ethical and sustainable practices in AI implementation.

Personally, nearly two third (58%) also believe that championing AI initiatives will enable them to make a name for themselves and allow them to become leaders within their businesses.

They view themselves as instrumental in driving the adoption of GenAI, advocating for its integration across various business functions and processes. And over half (55%) are keen to guide their businesses through the complexities of adopting these new technologies.

Their proactive stance towards embracing GenAI reflects not only their readiness to adapt but also their commitment to driving transformative change in their family businesses and the broader business landscape.

## Agreement with statements (%)





# Navigating the gap between NextGen ambition and organisational AI readiness

However, a significant disparity arises between the personal ambition of Vietnamese NextGen for GenAI and the readiness of organisations to implement such initiatives.

Vietnamese family businesses are very much in the early stage of adopting these new technologies, with a majority (63%) of family businesses in Vietnam having yet to explore AI.

Nevertheless, there are still promising signs of change. Nearly one third revealed that they are currently exploring and piloting AI-related initiatives (27%), with a smaller proportion having already implemented such initiatives (9%). In addition, 27% of Vietnamese family businesses (compared to the global average of 14%) have dedicated personnel or teams responsible for GenAI initiatives within their organisations.

76%

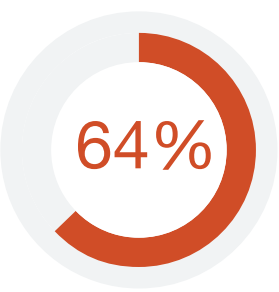
Vietnamese NextGen respondents say that their business is likely to be involved in AI-related initiatives in the future,

showing an optimistic outlook towards the adoption of this emerging technology within the Vietnamese business landscape. Crafting an “early-stage” GenAI strategy is essential for family businesses to maintain a competitive edge amidst the rapidly accelerating imperative for business reinvention.

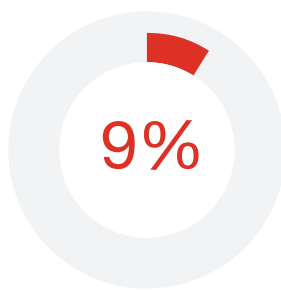
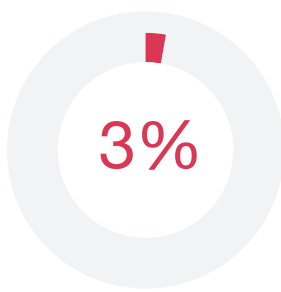
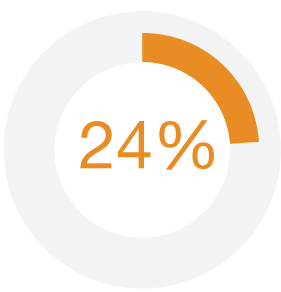


Read more:  
Craft an “early-stage” GenAI strategy for leading adoption and success.

## Business’s current level of adoption of GenAI (%)



No activity/  
Not sure  
(Global: 55%)



36% already exploring/implementing AI



Read more:  
GenAI: Bridging the gap  
between intent and adoption

# Harnessing the advantages of AI in the next three years

When exploring about the impact of GenAI on family businesses,

**39%** agree that GenAI has already begun influencing company strategy.

However, opinions diverge on its immediate effects such as reducing headcount (24% believe this will happen) and increasing profitability (18%).

A significant consensus is found in the acknowledgment that GenAI will necessitate a fundamental shift in workforce skills (73%). Vietnamese NextGen widely agree that employees must develop new competencies to effectively harness this technology. Additionally, 64% share the understanding that GenAI will reshape how companies operate, from value creation to delivery and capture.

**NextGen expect a rising impact from GenAI on business**

## Impact from GenAI on family business in the next three years

### Last 12 months



**39%**  
say that AI has already changed their company strategy  
(Global: 15%)

### Next 12 months



**24%**  
think that GenAI will result in headcount reduction  
(Global: 18%)

**18%**  
think GenAI will increase the profitability of their company  
(Global: 21%)

### Next 3 years



**73%**  
think GenAI will require most of their workforce to develop new skills  
(Global: 48%)

**64%**  
think GenAI will significantly change the way their companies generate, deliver, and capture value  
(Global: 44%)



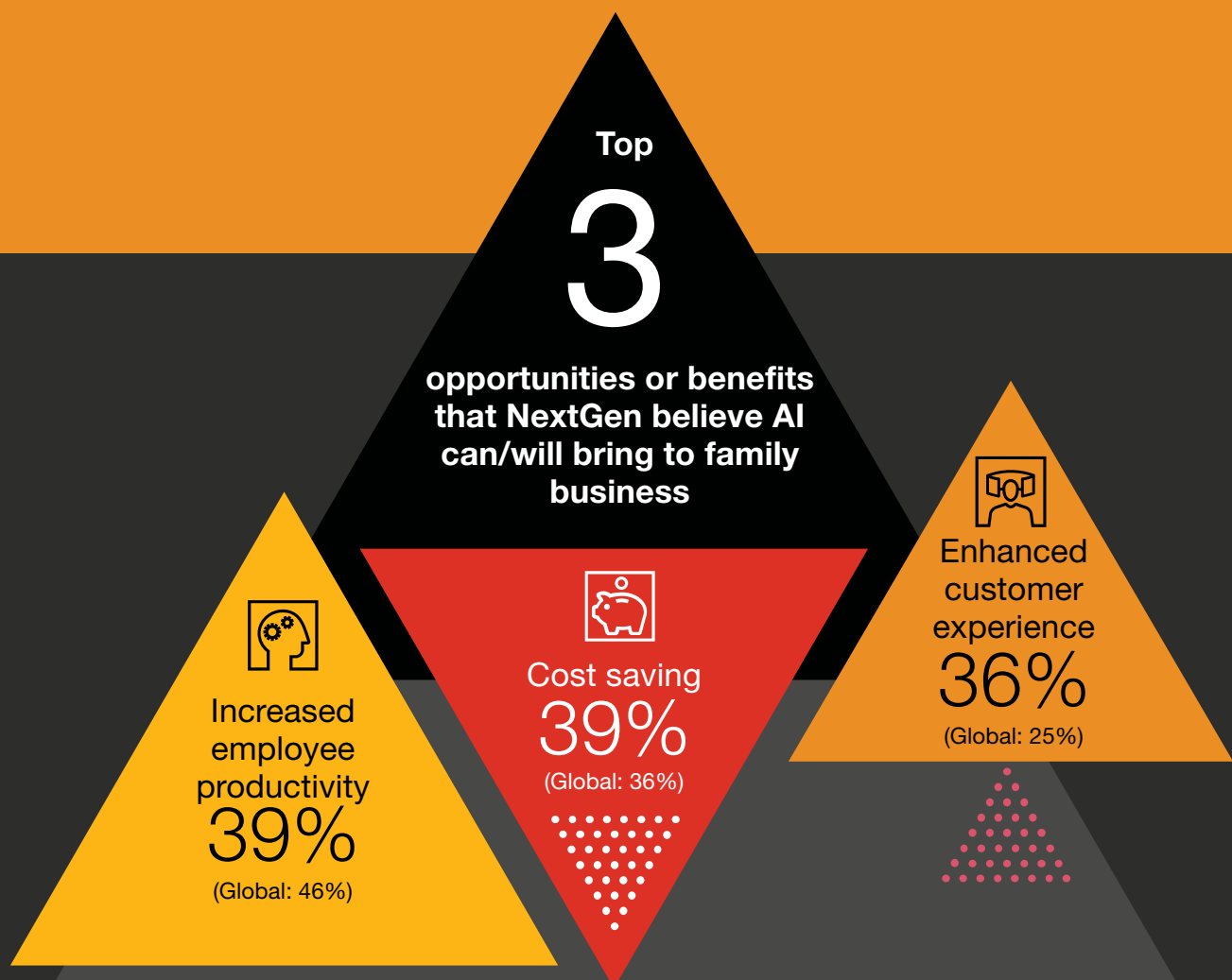
## Seizing opportunities presented by AI, particularly in regard to the workforce and skills

Vietnamese NextGen view GenAI as a catalyst for business transformation, anticipating benefits like increased employee productivity (39%), cost savings (39%), and enhanced customer experience (36%). This highlights the strategic significance of embracing AI in today's competitive landscape, positioning family businesses for success in the digital age.

In discussions about workforce upskilling, Vietnamese NextGen reaffirm the critical role of AI. Over half believe that GenAI will play a key role in enhancing the digital capabilities of their workforce, surpassing the global average of 41%.

Through leveraging AI-driven insights and automation, businesses can effectively equip their teams with the digital skills necessary for success.

These insights again highlight that Vietnamese NextGen recognise the importance of a human-led, tech-powered approach, where new technologies such as GenAI can greater power human potential.





## Acknowledging challenges in AI advancements

In line with their global counterparts, Vietnamese NextGen recognise the challenges inherent in AI advancements. Over two thirds of them acknowledge the rapid evolution of AI technologies, which poses a significant challenge for businesses striving to keep pace with these advancements. Additionally, nearly half of Vietnamese NextGen find it challenging to capitalise on AI, indicating the complexity involved in effectively leveraging this technology for business purposes.

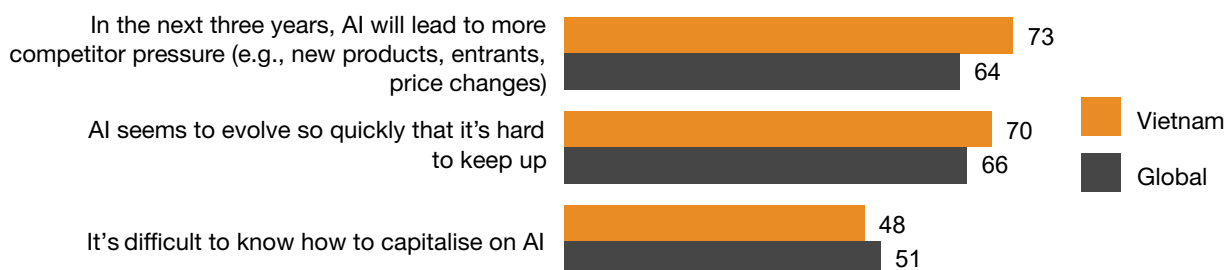
Looking ahead,

# 73%

Vietnamese NextGen foresee that AI will intensify competition in the market over the next three years, highlighting the growing pressure to stay ahead in an increasingly AI-driven landscape.

These findings indicate the multifaceted challenges and competitive dynamics associated with AI innovation, emphasising the need for strategic adaptation and proactive measures to navigate this rapidly evolving terrain.

### Agreement with statements (%)



## Advocating for a governance framework for Responsible AI

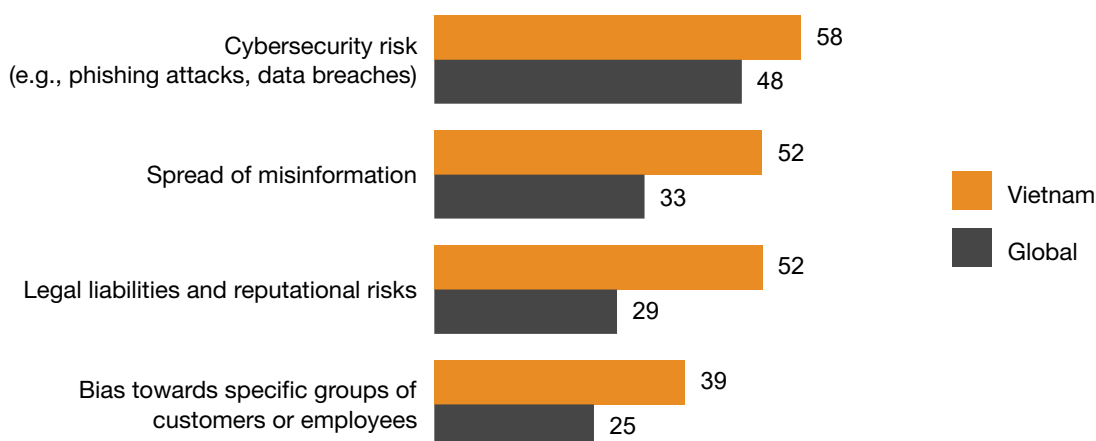
Over half of NextGen in Vietnam express concerns about the potential increase in cybersecurity risks associated with GenAI adoption.

This reflects a heightened awareness of the vulnerabilities that may arise from the use of these new technologies, such as data breaches, privacy infringements, and cyber attacks. As GenAI systems often rely on vast amounts of sensitive data, there's a growing need for robust cybersecurity measures to mitigate these risks and safeguard critical assets.

Consequently, Vietnamese NextGen are increasingly acknowledging the necessity of governance structures for utilising AI within family businesses, with 69% recognising the imperative of defining such frameworks. Clear governance structures will play a pivotal role in guiding ethical AI practices, mitigating risks, and fostering trust among stakeholders.

Within this group, only 21% have taken tangible steps. However, a further 48% believe they need to do so, signalling a growing awareness of the importance of proactive governance in AI adoption. There is a need for family businesses to prioritise the establishment of robust governance frameworks to deploy AI technologies ethically and effectively.

## Agree that GenAI is likely to increase the following risks in your company in the next 12 months





# Adopting GenAI responsibly



AI has the power to greatly transform our lives and work, but we need to manage its risks to unlock its full potential in a secure manner. When integrating AI into business processes, it's crucial to understand how decision making is supported to ensure accuracy and fairness, as well as protect privacy while fostering growth and innovation. That's where Responsible AI comes in.

Responsible AI is about managing risks in AI-based solutions. It means evaluating our current practices or creating new ones to ensure we use AI responsibly. Organisations worldwide recognise the importance of Responsible AI, though they may be at different stages of implementation. By investing in Responsible AI from the start, we gain a competitive edge. We can actively assess related risks and establish an effective AI governance framework using a standardised AI risk taxonomy and toolkit.

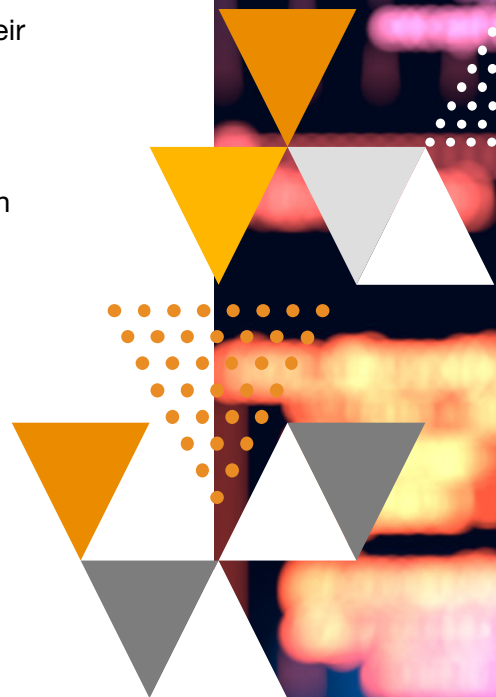
As AI may significantly impact current family businesses in the near future, NextGen leaders in Vietnam should consider how AI could disrupt their current business models. They need to seize new opportunities that AI can offer and invest in the right resources and expertise to foster a culture of adaptability. By embracing Responsible AI throughout their AI adoption journey, they can harness its transformative power while safeguarding their core values.

With this approach, family businesses in Vietnam can navigate and shape a sustainable future of success within the evolving AI landscape.”



**Pho Duc Giang**

Director  
Data Trust and Cybersecurity  
Services  
PwC Vietnam





# Maximising NextGen' contribution to family businesses

# Fostering alignment between generations

Vietnamese NextGen seek to be agents of change in order to bring innovation and change within family businesses. However, in order for them to play their role as innovation catalysts, there will need to be alignment between the perspectives of the two generational cohorts, to make sure that business and family are united in carrying out these transformative tasks.

A notable finding reveals that

almost half of Vietnamese NextGen | **45%** perceive a lack of comprehensive understanding among the current generation (“CurrentGen”) regarding the opportunities linked to technology transformation within the business,

a figure notably higher than the global average (29%).

Additionally,

a substantial majority of Vietnamese NextGen encounter resistance within their organisations towards embracing change, compared to the CurrentGen (39%).

This highlights the barrier to adopting new ideas and innovation within family businesses, as the NextGen seek to drive transformative change while encountering internal resistance.

Furthermore, there is disparity in perceptions regarding digital capabilities between CurrentGen and NextGen. Interestingly,

**42%** a greater proportion of CurrentGen have a positive view of their company’s digital capabilities compared to NextGen (27%).

This suggests a potential gap in understanding or prioritisation of digital initiatives between the two generational cohorts. Closing this gap and fostering alignment in perspectives will be crucial for leveraging the full potential of NextGen as innovation accelerators within family businesses.



## Agree with statements - Vietnam (%) ?





# Governance and trust as bedrock for growth and innovation

## Strengthening family governance structure and trust within family businesses

Strong governance and internal trust serve as the bedrock for family businesses venturing into the era of emerging technologies. However, Vietnamese NextGen show less optimism in these crucial areas compared to the perspectives of the CurrentGen, as revealed in our [Family Business Survey 2023 - Vietnam Report](#).

# 45%

Vietnamese NextGen are likely to express their clarity on the governance structure of their business, compared to 50% of the CurrentGen.

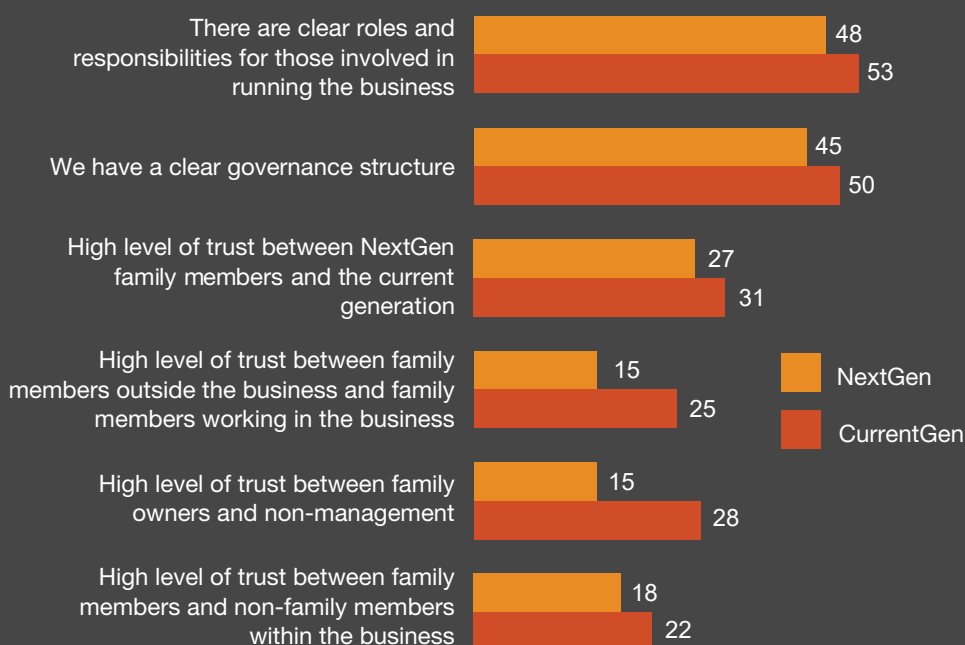
Similarly, perceptions about roles and responsibilities are less defined among NextGen, with only 48% feeling clarity compared to 53% of the CurrentGen.

Additionally, over half of NextGen (52%) struggle to understand the criteria for family employment and board member/executive selection, indicating a transparency gap.

Moreover, trust issues pose a significant challenge, with NextGen less likely to perceive high levels of trust between family members. Particularly, only 27% of NextGen believe there are high levels of trust between them and the CurrentGen, compared to 31% of the CurrentGen.

Addressing this “trust gap” is paramount for the future growth of family businesses. [Our Family Business 2023 survey](#) emphasises the importance of establishing a formal family governance structure and fostering transparent communication to manage conflicts effectively and ensure the longevity of family enterprises.

## Agree with statements - Vietnam (%) ?



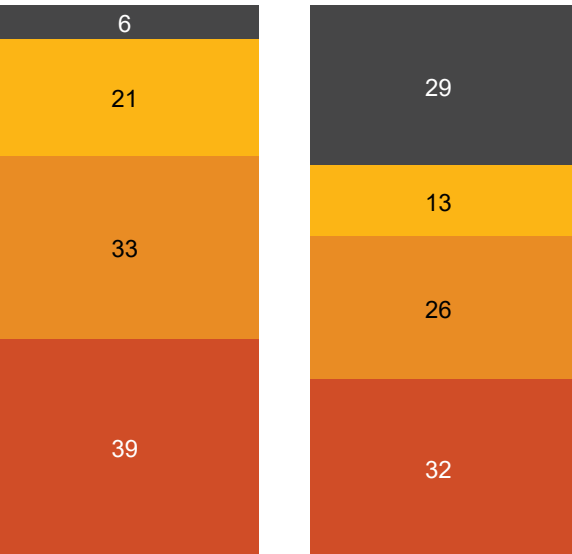
## Involvement in succession

Compared to our [NextGen 2022 survey](#), it is encouraging to note a growing awareness among NextGen regarding succession planning, with 72% indicating involvement in the process (up from 58% in 2022), and 39% actively participating in plan development (up from 26% in 2022).



Regarding succession hurdles, 36% of Vietnamese NextGen find the readiness of the CurrentGen to retire a difficult aspect, while 58% anticipate challenges in proving themselves as new leaders or board members. However, these figures reflect greater optimism compared to our 2022 survey results, where 42% and 61%, respectively, expressed similar sentiments.

## Awareness of succession plan - Vietnam



- Yes, and we have developed the plan together
- Yes, but I was not involved in its development
- No, there is no plan
- I don't know if there is a plan



# Next steps



## Turbocharging innovation in family businesses



### For NextGen



#### Seek out dialogue

If you feel well equipped to understand the related opportunities and risks, don't be afraid to talk to the current generation of leadership and raise your questions or concerns about technological transformation. It will be for your mutual benefit.



#### Understand your business and initiate or volunteer pilot projects

You need to be knowledgeable about the current business model and the financial and organisational limits of the company. Embrace opportunities to learn, try and fail through pilot projects in order to develop your skills and talents with great passion.



### For CurrentGen



#### Listen and put innovation in your CEO and board agenda

Actively listen to concerns and have clear communication with NextGen on innovation decisions. The decision to implement innovation in the business should be a debate about strategy, not about functions, tools or technology.



#### Involve NextGen in AI

You can start by engaging NextGen in low-risk, high-return GenAI pilot programmes. This will support the generational transition and prepare them for future roles in the business. Treat them as a valuable resource with which to build your AI strategy and firm-wide AI capabilities.



# Next steps



## Co-managing generational transition in an AI-driven world



### For NextGen

- **Get your licence to earn trust**  
You want to earn recognition and respect in your own right and not depend on your birthright. A solid education and relevant working experience outside the family business will give you the confidence to contribute and the ability to earn the trust necessary for future leadership or board positions.
- **Strike the right balance**  
Finding the balance among respect, continuity, disruption and change is key to making the business ready for a digital future. Your role is to challenge the status quo in a constructive and respectful manner.



### For CurrentGen

- **Use NextGen and their enthusiasm to strengthen the board**  
Combine NextGen' acumen for technology with the business experience of older board members. Invite them as guests to your board meetings, and allow them to listen, learn and contribute their fresh ideas and perspectives.
- **Align family values, business purpose and governance**  
Family businesses can be conscious adopters of GenAI, but it is important for everyone in the family to understand what this means and how it aligns with the family values and business purpose. Reviewing your family and corporate governance as well as your leadership and board composition will help to get this right.

# Generational alignment in digital era



Aligning NextGen and current leaders' understanding of digital initiatives is vital for unlocking NextGen' innovation potential in family businesses. Fostering governance and trust is key.

NextGen need to learn how to combine the legacy and values of their family business with their own ambitions, as well as having transparent communication on innovation ideas. Meanwhile, the current generation can help the next generation prepare for leadership by involving them in leadership decision-making and letting them manage lower-stakes innovation projects where they can prove themselves and learn from their mistakes. These foundational elements can lay the groundwork for sustainable growth and smooth succession in the digital era.



**Hoang Viet Cuong**

Partner  
Entrepreneurial and Private  
Business Service  
PwC Vietnam



# About PwC's Global NextGen Survey 2024

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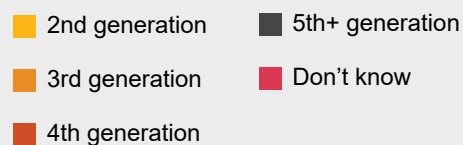
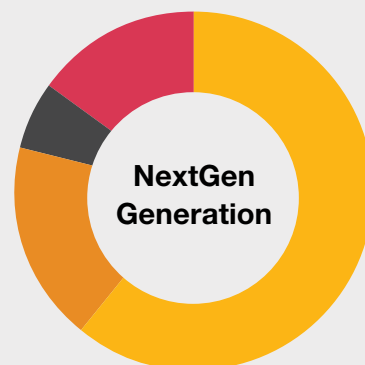
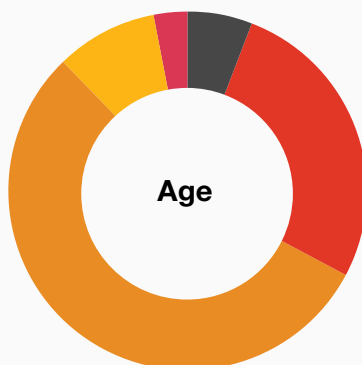
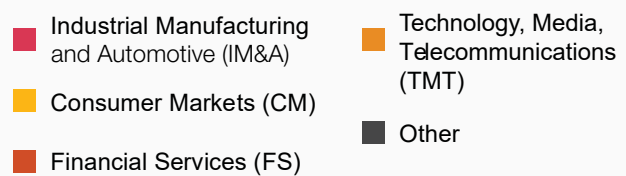
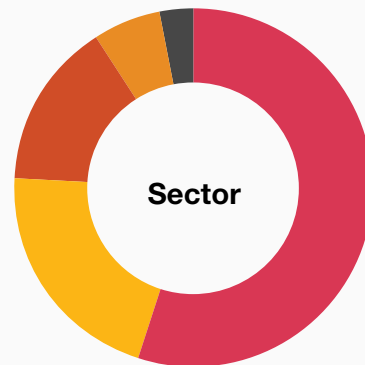
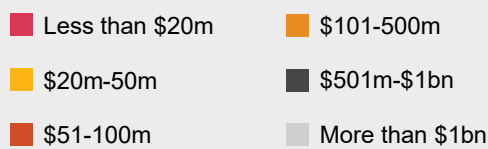
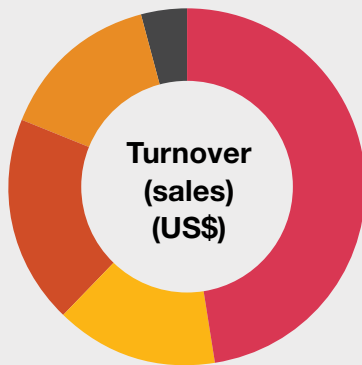
[PwC's Global NextGen Survey 2024](#) is an international market survey among next-generation members of family businesses. The goal of the survey is to get an understanding of what NextGen are thinking on the key issues of the day, what role they are playing and what roles they think they should play. The survey was conducted online with 917 interviews in 63 territories between 13 November 2023 and 23 January 2024. This included 33 respondents from Vietnam.

We would also like to thank Ms. **Vuu Le Quyen** - CEO of Biti's, the NextGen who told us her stories, which have added colour, insights and a personal touch to our survey findings.

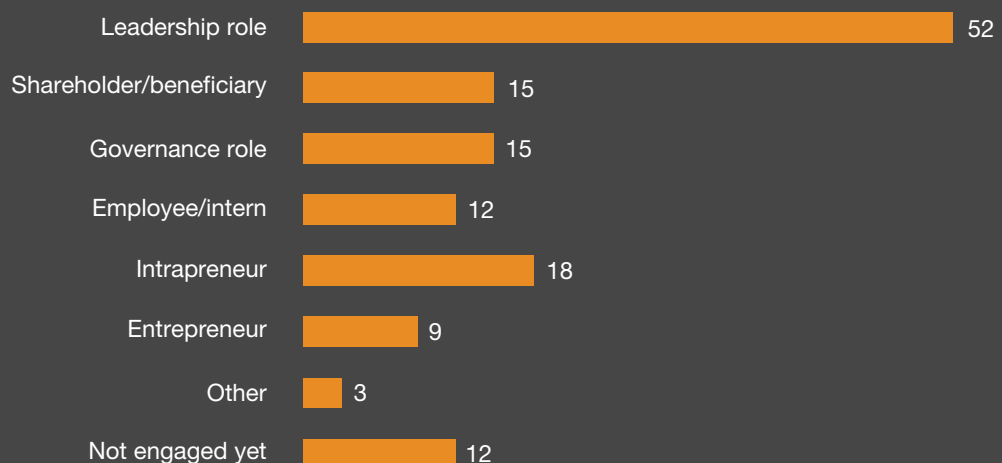




# Profile of the interviewed Vietnamese companies and NextGen respondents



## Current Job Role / Position



# Contact us



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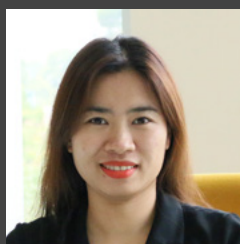


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