

From  
**Market Operators**  
To Your

**Strategic  
Navigators**

Viet  Navigator

A Lien and Alliance Initiative

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“Our mission is to provide the strategic clarity that transforms the complexity of Vietnam into a landscape of opportunity for the world’s most ambitious brands.”





## Strategy is Born from the **Ground Up**, Not from a Spreadsheet.

In 2018, I arrived in Vietnam with a vision and a challenge. Like many entrepreneurs, I saw the immense energy of this market — the bustling streets of Ho Chi Minh City, the rapidly filling supermarket shelves, and the undeniable spirit of growth.

But I also learned a hard truth: Vietnam is not a market you simply "enter"; it is a landscape you must learn to navigate.

The path to success here is rarely a straight line. It is hidden within the complexities of local regulations, the nuances of traditional trade, and the ever-shifting expectations of a new generation of consumers. In those early years, I invested more than just capital; I invested time, grit, and the hard-earned lessons that only come from being on the ground when things don't go according to plan.

I started Viet-Navigator because I believe that no transformative brand should have to pay the "tuition fee" of trial and error alone.

My "Why" is simple: I believe that when global innovation meets Vietnamese opportunity through a transparent, strategic bridge, everyone wins. We aren't here to play a "finite game" of quick wins and one-off commissions. We are here for the Infinite Game — building long-term ecosystems where international manufacturers and Vietnamese consumers thrive together.

At Viet-Navigator, we don't just offer advice. We offer Strategic Clarity. We provide the map we spent eight years drawing, so that your journey into Vietnam is defined by precision, partnership, and predictable growth.

Let's build your gateway to the future.

**Gan Chee Siong**

Founder, Viet-Navigator

(A Strategic Initiative by Lien & Alliance Co., Ltd)

"We aren't here for quick wins; we are here for the Infinite Game — building the strategic bridge where global innovation meets Vietnamese opportunity."

# Our Infinite Values

## We Don't Play to Win the Trade. We Play to Keep the Game Going.

At Viet-Navigator, we don't measure success by the closing of a contract, but by the longevity of the partnership. We operate under four core principles that ensure our clients aren't just entering a market, but evolving with it.



### Radical Transparency

In a market often clouded by "backdoor" rumors, we lead with the light. We believe the only sustainable path is a legal and ethical one. We provide our partners with a "clear view" of the regulatory landscape, ensuring every step taken is on solid, compliant ground.

***The Commitment:***

No hidden agendas.  
No "consultant-speak."  
Just the truth.



### Battle-Tested Empathy

We have walked the path, so you don't have to trip. Our strategies are not born in ivory towers but on warehouse floors and supermarket aisles. We treat your capital as our own and your risks as our personal responsibility.

***The Commitment:***

Your "tuition fee" has already been paid by us.



### Strategic Agility

The market is finite; the opportunity is infinite. Vietnam moves fast, and static strategies fail. We maintain a "Day One" mentality, constantly adapting our navigation to the shifting digital landscape and consumer trends.

***The Commitment:***

We don't just give you a map; we stay in the passenger seat as the road changes.



### Shared Prosperity

Success is only valid if it is scalable and inclusive. An Infinite Player knows that for a business to thrive, the manufacturer, the local distributor, and the Vietnamese consumer must all benefit.

***The Commitment:***

We build ecosystems, not just sales channels.



# Our Operational Pedigree

## From Operators to Architects:

8 Years of Ground-Truth.

- 2018 | **LAUNCH:**  
Established Lien & Alliance. We didn't study the market; we entered it.
- 2020 | **SCALE:**  
Built a nationwide distribution infrastructure, managing \$1M+ in operational flow.
- 2022 | **INSIGHT:**  
Hard-won lessons codified. Identified the systemic "Tuition Trap" facing foreign brands.
- 2024 | **TRANSFORM:**  
Launched VietNavigator. Converting 8 years of operational DNA into your competitive advantage.

8+

Years of continuous market operations

200+

Active retail & distributor relationships nationwide

12,000

Tons of goods imported and distributed

\$1M+

In market entry lessons learned and codified

**Viet-Navigator** was not born in a boardroom; it was forged in the logistics hubs and retail aisles of Vietnam.

Through Lien and Alliance Co., Ltd., we built a nationwide distribution business from the ground up. We didn't just study the barriers to entry—customs friction, supply chain volatility, and high-stakes retail negotiations—we broke through them.

Our consulting is not based on theoretical models. It is the result of managing the full-cycle journey from customs to cash collection. We have already paid the "market tuition" so that you don't have to.

“ We've moved from doing to guiding — turning our lessons into your competitive advantage. ”

## The Strategic Triad

### Regulatory Mastery

Hands-on experience with 500+ customs clearance procedures.

Deep understanding of FDA, MOIT, and MARD regulations.

Relationships with key certification bodies.

### Network Architecture

Built networks across all three regions (North, Central, South).

Experience with both Modern Trade (VinMart, Lotte) and General Trade.

Managed logistics for temperature-sensitive and high-value goods.

### Commercial Reality

Navigated price wars, promotional demands, and payment term challenges.

Managed product recalls and quality issues.

Adapted to sudden regulatory changes.

# The Market Tuition Trap

## Why 70% of Market Entries Fail Within 24 Months.

Vietnam is a high-reward frontier, but it is not a 'plug-and-play' market. For many international brands, the first two years are characterized by a 'Trial and Error' approach that we call Market Tuition — a period where capital is drained by predictable, avoidable mistakes.

### The Three Fatal Friction Points

1

#### The Information Gap:



*Macro Data vs. Ground Truth*

Most manufacturers rely on "Top-Down" reports — macro-economic trends and national averages. However, Vietnam is a fragmented landscape of micro-markets.

**The Failure:** Decisions are made based on "Market Static." Without localized data on regional pricing sensitivities and the "real" margin requirements of local distributors, brands launch with an unsustainable price-to-market architecture.

**The Cost:** Complete loss of price positioning within the first 6 months.

2

#### The Network Gap:



*Partner Interest vs. Partner Alignment*

There is no shortage of distributors in Vietnam willing to take a "trial shipment." However, interest is not alignment. Most brands sign with the first available partner rather than the right one.

**The Failure:** Partnering with "Passive Lead-Takers" who lack cold-chain integrity, financial stability, or ethical transparency. These partners often "park" your brand on a shelf and focus on easier, high-volume commodities.

**The Cost:** Brand dilution and legal entanglements that freeze market access for years.

3

#### The Institutional Gap:



*Compliance as a Task vs. Strategy*

Regulatory compliance (Decree 15, Halal, Labeling) is often viewed as a bureaucratic checkbox. In reality, it is a shifting landscape influenced by geopolitical and institutional changes.

**The Failure:** Relying on "Generic Agencies" that don't understand the intersection of customs and commercial strategy. A single error in documentation or a failure to anticipate 2026 labeling mandates can lead to terminal friction.

**The Cost:** Stock impounded at the port, heavy administrative fines, and institutional "Blacklisting."

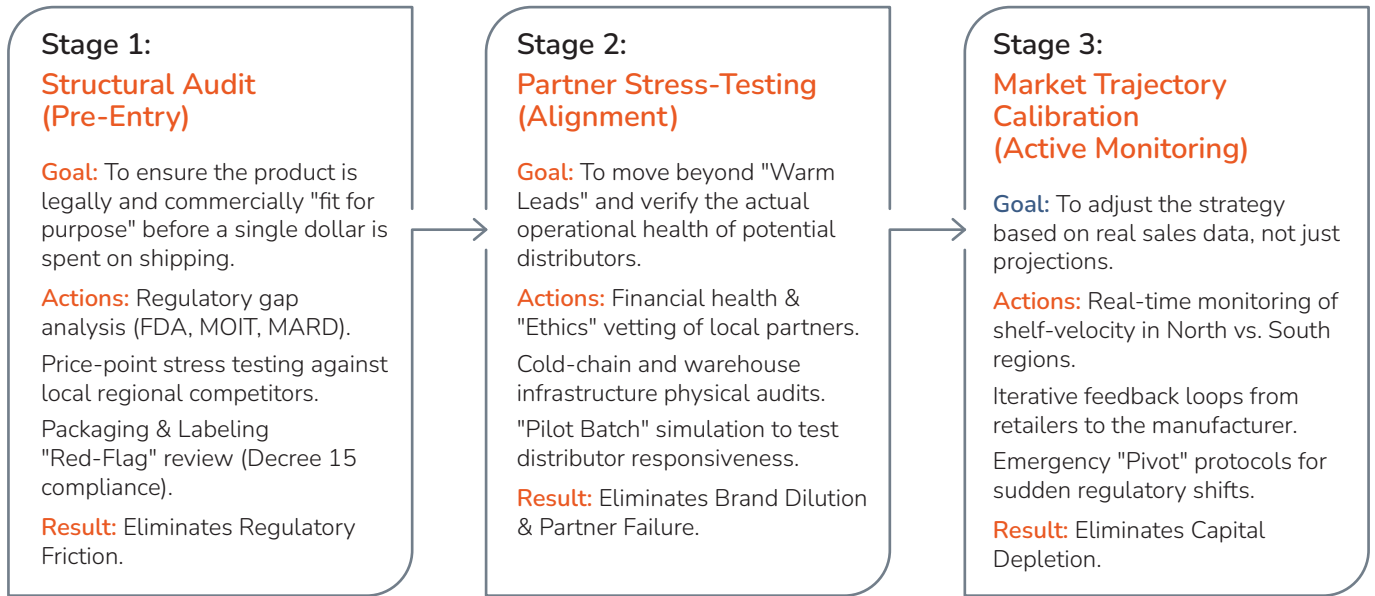
### BOTTOM LINE

**The Financial Reality:** The average "Tuition Fee" for an unguided entry in the F&B or Industrial sector ranges from **\$50,000 to \$150,000** in lost inventory, legal fees, and wasted marketing spend.

**Viet-Navigator** was built to ensure your tuition is already paid.

# Our Consulting Solution

## The Viet-Navigator Safeguard:



## Our Unique Value Proposition:



### Operational Truth vs. Theoretical Models

We navigate by the coordinates of 12,000+ tons of actual cargo experience, not desk research.



### Access Over Information

While info shifts like the wind, our 200+ vetted relationships anchor your brand to the local soil.



### Regional Intelligence

We provide the regional calibration needed to master the distinct cultural "pull" of Vietnam's three markets.



### Risk Mitigation

We illuminate hidden regulatory "reefs" and Decree 46 pitfalls before they can impact your bottom line.



### Success-Aligned Partnership

We aren't passengers; we lock our operational DNA into your trajectory and steer toward success together.

## The Differentiation Matrix

Capability	Traditional Firms	Viet-Navigator
Market Knowledge	●●●○○ Desk research & PDFs	●●●●● 8 years operational experience
Partner Network	●●○○○ Purchased databases	●●●●○ Relationships built on trust
Regulatory Insight	●●●○○ Generic guidelines	●●●●● Hands-on clearance experience
Risk Identification	●●○○○ Theoretical models	●●●●○ Lessons from actual mistakes
Implementation	●○○○○ Advisory only	●●●●○ Full execution capability

# Our Framework:

## A 3-Pillar Methodology:

We don't believe in "one-size-fits-all" market entry. To win the Infinite Game in Vietnam, a brand requires a balance of intelligence, protection, and orchestrated action. Our framework is designed to eliminate the "Tuition Fee" of trial and error through three distinct phases of navigation.

### Pillar 1: The Strategic Compass *(Intelligence)*



#### Authority & Clarity

- > Before a single product is shipped, we provide the data-driven map required to navigate the market. We move beyond surface-level research to provide "on-the-ground" truth.
- > Market & Competitor Audits: Real-world pricing, shelf-share analysis, and consumer taste-profiling.
- > Product-Market Fit: Identifying the precise niche where your brand solves a local problem.
- > Pricing Architecture: Calculating the "True Landing Cost" to ensure sustainable margins for all stakeholders.

### Pillar 2: The Institutional Bridge *(Compliance)*



#### Stability & Balance

- > We act as your local shield, ensuring your brand is built on a foundation of 100% legal and regulatory compliance.
- > Regulatory Navigation: Pre-Market Compliance & Decree 46 Management: Navigating the 2026 shift from self-declaration to mandatory pre-market review.
- > Grant & Liaison Management: Aligning your entry with international trade bodies (MATRADE, ESG, DITP) to maximize institutional support.
- > IP Protection: Securing your trademarks and brand equity within the Vietnamese jurisdiction.

### Pillar 3: The Distribution Path *(Architecture)*



#### Energy & Execution

- > We don't just find a distributor; we architect your network. We focus on matching your brand with partners who share your long-term vision.
- > Distributor Vetting & Matching: Rigorous financial and operational due diligence of local partners.
- > Channel Orchestration: Mapping the route to market across Modern Trade, General Trade, and E-Commerce.
- > Performance Oversight: Active KPI monitoring and distributor management to ensure your "Path" remains clear and profitable.

# Architecting for 2026

## Navigating the 2026 Consumer Landscape.



### Not the Vietnam of Five Years Ago.

Vietnam's market in 2026 is no longer defined by simple volume; it is defined by sophistication. We architect your brand to thrive in a landscape where:

➤ **The Middle Class is Decisive:**

Consumers now prioritize brand integrity, health certifications, and premium positioning over-price alone.

➤ **Digital & Physical are Unified:**

We navigate the 'Phygital' reality—where your distribution must work seamlessly across traditional retail and the booming social-commerce ecosystems.

➤ **Compliance is a Competitive Edge:**

With stricter 2026 mandates on traceability and sustainability, we turn 'regulatory hurdles' into a trust-signal for your customers."

# Our Service Portfolio

## Modular Services for Every Stage:

Tailored entry and growth strategies for the Vietnamese market.



### NAVIGATOR ASSESSMENT

For companies evaluating Vietnam entry

**Deliverables:**

- 40+ page market assessment
- Regulatory roadmap
- Competitive analysis
- Partner shortlist

**Timeline:**

- 4-6 weeks



### NAVIGATOR LAUNCH

For companies ready to enter within 6 months

**Deliverables:**

- All of Tier 1 + partner introductions, contract support, pilot execution

**Timeline:**

- 8-12 weeks



### NAVIGATOR SCALE

For established companies seeking growth acceleration

**Deliverables:**

- Dedicated market manager, full operations oversight, performance analytics

**Timeline:**

- Ongoing (minimum 6 months)

## Industry Specializations:



### Food & Beverage

(FDA compliance, labeling, distribution)



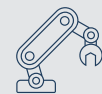
### Health & Wellness

(supplements, cosmetics, regulatory pathways)



### Consumer Goods

(pricing strategy, channel selection)



### Specialty Products

(high-value, niche market entry)

## Who We Architect For

To maintain the precision of our framework, Viet-Navigator exclusively partners with manufacturers who meet the following operational profile:

### Manufacturing Maturity:

You possess established production lines and are ready for international-scale export compliance.

### Market Ambition:

You are seeking a permanent, multi-year brand legacy in Vietnam, not a short-term "trial" shipment.

### Resource Readiness:

You have allocated a dedicated budget for market-entry "tuition"—including localized marketing, compliance, and distribution architecture.

### Strategic Trust:

You value "Ground Truth" over theoretical reports and are ready to execute based on real-world Vietnamese data.

# Client Success & Proof

From First Contact to Market Success:



## Case Study Highlights:

Case A:

### European Health Supplements Brand

**Challenge:**

Premium pricing in price-sensitive market, complex regulatory requirements

**Our Approach:**

Targeted pharmacy channel strategy, premium positioning, regulatory fast-track

**Results:**

- ✔ \$200K Year 1 revenue
- ✔ 150 premium outlets
- ✔ 40% repeat purchase rate

**Client Quote:**

“ Viet-Navigator’s understanding of local channels was the key to our successful launch. ”

Case B:

### Singapore FMCG Company

**Challenge:**

Mass-market product needing wide distribution, price competition

**Our Approach:**

Tiered distribution model, regional rollout strategy, trade promotion planning

**Results:**

- ✔ National distribution in 8 months
- ✔ 1,200+ retail points
- ✔ 25% market share in category

**Client Quote:**

“ They delivered what others only promised: actual shelf presence. ”

## Quantified Impact:

Average time-to-revenue reduction:

40-60% vs. self-guided entry

Average cost savings:

\$85,000+ in avoided errors per client

Client retention rate:

97% year-over-year

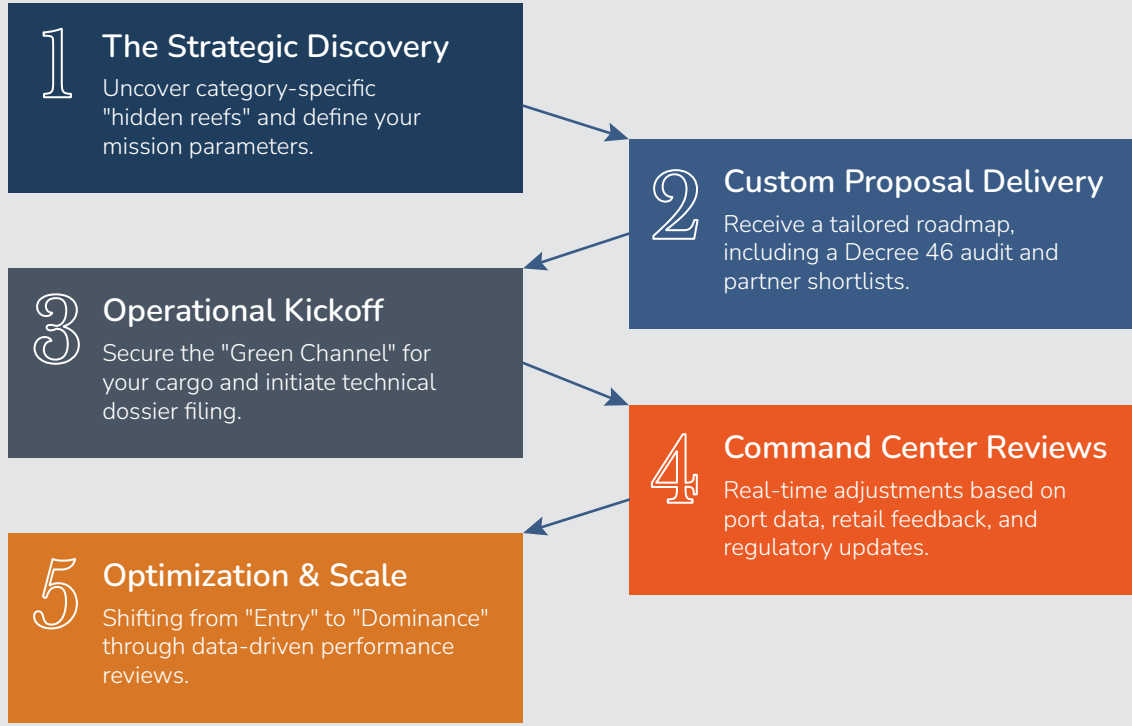
Market expansion success:

100% of clients who completed Phase 2 advanced to Phase 3

# The Road to Presence

## Launch Your Vietnam Navigation Journey:

A structured framework to move your brand from "Inquiry" to "Active Market Presence."



## Ready to audit your readiness?

- Identify unique category hurdles.
- Receive preliminary regional insights.
- Timeline: 30 minutes. Value: Immediate.



Book Your Complimentary Navigation Call



# Legal & Contact

## Company Legal Information:

**Official Name:**

Viet-Navigator Consulting Services

**Parent Company:**

Lien and Alliance Co., Ltd.

**Business Registration and Tax Code:**

0315655779

**Address:**

83 Duong so 55, Phuong Tan Tao,  
TP HCM, Vietnam

## Quality Assurance:

- All client engagements covered by professional liability insurance
- Strict confidentiality agreements standard for all projects
- Transparent pricing with no hidden fees
- Vietnamese and English documentation provided

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## Connect With Us:



[www.Viet-Navigator.com](http://www.Viet-Navigator.com)



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**“The best time to enter Vietnam was yesterday.  
The second-best time is today —  
with the right navigator.”**