

Sustainable Import-Export Strategy and Firm Competitiveness in Emerging Economies: the Case of Vietnam

Vu Nguyen Linh Chi

Foreign Trade University, Vietnam

ABSTRACT: *This paper analyzes the relationship between sustainable import-export strategy and firm competitiveness in emerging economies, using Vietnam as a representative case. In a context where international trade is increasingly shaped by green standards, traceability, supply chain transparency, and the need to adapt to geopolitical volatility, firms can no longer sustain advantages based only on low costs or simple export expansion. Based on a synthesis of official reports and relevant academic studies, the paper clarifies the theoretical framework of sustainable import-export strategy, identifies the main components of firm competitiveness, and evaluates the current situation of Vietnamese firms in international markets. The findings show that Vietnamese firms have made good use of integration opportunities, but still face bottlenecks in logistics, human resources, technology, compliance capability, and value chain upgrading. The paper therefore proposes four major groups of solutions to strengthen competitiveness in a more sustainable, adaptive, and higher value-added direction in the new stage.*

KEYWORDS - *emerging economies, firm competitiveness, sustainable import-export, value chains, Vietnam*

I. INTRODUCTION

In emerging economies, import and export activities are an important driver of economic growth, structural transformation, and the expansion of business development space. However, the current context of international trade has changed considerably compared with the period in which development was based mainly on low-cost advantages. The rise of green standards, traceability requirements, pressure to reduce emissions across supply chains, together with geopolitical shocks and disruptions in global logistics, has made import-export no longer merely a matter of turnover and market share. For Vietnam, official reports show that international trade continues to play a leading role in growth, but at the same time it increasingly reveals problems related to logistics quality, dependence on several major partners, firms' capacity to adapt to new standards, and the sustainability of the current competitive model [1], [2], [3], [4], [5].

At the research level, many recent studies have shown that firm competitiveness in the new trade environment is no longer determined solely by price or output, but also by sustainable innovation, export-specific investment, managerial quality, logistics capability, and readiness to comply with international standards. Analyses of Vietnam's economic integration emphasize that the country's increasingly deep opening to trade is accompanied by the need to restructure the enterprise growth model toward higher quality development [6]. Meanwhile, studies on sustainability innovation, investments for export activities, market orientation, and green logistics suggest that a sustainable strategy can become a source of long-term competitive advantage when it is integrated into a firm's operating structure [7], [8], [9], [10].

Against this background, the paper pursues three objectives. First, it systematizes the theoretical foundations of sustainable import-export strategy and firm competitiveness in emerging economies. Second, it

analyzes the current situation of sustainable import-export strategy and the competitiveness of Vietnamese firms in terms of markets, logistics, technology, human resources, and value chain linkages. Third, it proposes orientations and solutions to improve the competitiveness of Vietnamese firms in a sustainable direction in the coming period. The contribution of the paper lies in connecting international trade, business management, and sustainable development within a unified analytical framework, thereby clarifying the conditions under which Vietnamese firms can move from cost-based competition to competition based on adaptability, standards, and value added.

II. THEORETICAL FRAMEWORK

2.1. The Concept of a Sustainable Import-Export Strategy

A sustainable import-export strategy is a firm's long-term orientation in organizing, coordinating, and developing export and import activities in a manner that simultaneously ensures economic efficiency, social responsibility, environmental compliance, and the ability to adapt to volatility in international markets. Whereas the traditional approach often focuses on increasing orders, optimizing input costs, and expanding the scale of transactions, the sustainable approach places greater emphasis on the quality of trade growth. This includes selecting markets that fit the firm's compliance capability, controlling the risks of dependence on a limited number of suppliers or partners, organizing logistics in a more efficient and lower-emission manner, and increasing the share of domestic value added in exported products [1], [2], [10].

The essence of a sustainable import-export strategy does not lie in "greening" a few isolated stages, but in restructuring the very logic of competition. A firm can be regarded as implementing a sustainable import-export strategy when it is able to combine short-term commercial efficiency with long-term developmental advantage. In substantive terms, such a strategy requires the firm to consider not only expected sales or profits, but also input stability, supplier compliance, traceability, emissions generated in transportation, the sustainability of customer networks, and resilience against unexpected shocks. In other words, sustainability in import-export is the integration of business performance and risk-control capability in a volatile trade environment.

In emerging economies, this concept becomes even more important because firms often face a double asymmetry: on the one hand, pressure from international markets regarding price, quality, and standards; on the other hand, domestic constraints in technology, institutional support, and logistics infrastructure. Therefore, if firms merely pursue export expansion without simultaneously upgrading their management, logistics, and compliance capabilities, they can easily fall into an unsustainable competitive model. From this perspective, a sustainable import-export strategy is a guiding framework that helps firms move from a passive, reactive approach to a proactive capability-design approach.

2.2. Firm Competitiveness in International Trade

Firm competitiveness can be understood as the ability to create, maintain, and strengthen a firm's position in the market through the effective use of resources, efficient organization of operations, and timely adaptation to changes in the business environment. In international trade, competitiveness is reflected not only in low cost or easy marketability, but also in on-time delivery, the ability to meet technical standards, stable product quality, supply chain flexibility, and the ability to maintain sustainable relationships with international customers.

According to the modern approach, firm competitiveness consists of two main layers of components. The first is endogenous capability, including finance, technology, organization, management, labor quality, and learning capability. The second is market capability, including the ability to grasp demand, build differentiated competitive advantage, expand customer networks, maintain credibility, and adapt to changes in trade policy. In emerging economies, these two layers interact closely with each other. Firms may have access to broad markets, but if they lack internal strength in technology, logistics, and management, they will find it difficult to transform that opportunity into a sustainable advantage. Conversely, firms with strong internal capacity but no suitable market strategy also struggle to make effective use of trade agreements, regional supply chains, and markets with high standards [6], [8], [9].

Recent studies emphasize that firm competitiveness is no longer a static condition, but a process of continuous upgrading. Le and Ikram show that sustainability innovation can positively affect competitiveness and firm performance in the SME sector [7]. Ngo et al. confirm that export-specific investments can contribute to competitive advantage, but the effectiveness of such investments depends on domestic market conditions and the firm's capability to implement them [8]. Nguyen et al. also point out that orientation toward appropriate market segments has a significant impact on the export performance of Vietnamese SMEs [9]. Thus, competitiveness should be viewed as the combined outcome of strategy, resources, and adaptive capability.

2.3. The Relationship Between Sustainability and Competitiveness

For a long time, many firms in developing countries viewed sustainability requirements as an additional cost, and even as a barrier that weakens competitiveness. This view stems from the fact that investments in clean technology, emission control, supply chain standardization, or traceability systems often increase initial costs. However, recent research trends show that the relationship between sustainability and competitiveness is not simply a trade-off. In many cases, sustainability can become a source of competitive advantage if firms know how to transform compliance pressure into organizational advantage.

This transformation takes place in several dimensions. First, good compliance helps firms reduce the risk of being excluded from markets, having shipments returned, or facing contract disruptions. Second, investment in efficient logistics and transparent supply chain management reduces operating losses, improves reliability, and enhances service quality. Third, linking product development with environmental and social standards opens up access to market segments with higher profit margins. Tran's study on green logistics shows that logistics performance not only affects trade costs but also influences competitive position in regional connectivity and supply chain participation [10]. This suggests that sustainability, when approached as a capability-building strategy rather than as a compulsory obligation, can strengthen competitiveness rather than weaken it.

For Vietnam, this issue is particularly important because integration has advanced rapidly while the quality of enterprise development remains uneven. If firms cling to the old model based on low labor cost and large order volumes, their competitive advantage will quickly erode as market standards change. By contrast, if firms proactively reorganize supply chains, invest in data management, upgrade logistics, and train human resources, sustainability requirements can become the basis for repositioning their competitive status.

2.4. Emerging Economies and the Characteristics of Firm Competitiveness

Emerging economies often experience rapid opening and integration, but this is accompanied by unevenness in enterprise development, infrastructure quality, institutional capacity, and technological readiness. In this context, firms simultaneously benefit from relatively low costs, expanding market scale, and the ability to attract international investment, while also facing substantial pressure to upgrade capabilities. Vietnam is a typical example of this model. Analysis by UN Trade and Development shows that emerging economies can move from extensive trade growth to intensive trade growth only when they improve technological capability, logistics quality, and the domestic value-added ratio [11]. The World Bank also emphasizes that the development of high-tech human resources is a core condition for Vietnamese firms to overcome their current competitive limits [12].

Studies on logistics development, sustainable development, and the determinants of firm competitiveness also show that upgrading in emerging economies cannot take place at the level of individual firms alone. It requires simultaneous coordination among logistics infrastructure, policy quality, export-support ecosystems, human resource training capacity, and linkages between domestic firms and global value chains [13], [14], [15]. Therefore, when analyzing firm competitiveness in emerging economies, it is necessary to avoid a simplistic focus on trade outcomes alone and instead place firms within a broader ecosystem.

2.5. Analytical Framework of the Paper

Based on the above foundations, the paper uses an analytical framework consisting of four groups of factors. The first is external drivers, including market structure, the level of integration, trade standards, and geopolitical volatility. The second is firms' endogenous capability, including technology, management, human

resources, logistics, and financial capability. The third is the transformation mechanism, reflected in export-specific investment, compliance capability, chain linkages, and product innovation. The fourth is output results, including competitive position, export performance, the sustainability of markets, and resilience to risk.

According to this framework, a sustainable import-export strategy affects firm competitiveness through two channels. The first is direct, when firms improve logistics, reduce emissions, standardize traceability documentation, and increase reliability with international customers. The second is indirect, when firms upgrade organization, train human resources, improve relationships with suppliers, and move to a higher position in value chains. If this process is continuous and well-directed, firms will form more sustainable competitive advantages. Conversely, if firms respond only in a short-term manner to market pressure, compliance costs will be difficult to convert into competitive performance.

III. CURRENT SITUATION OF SUSTAINABLE IMPORT-EXPORT STRATEGY AND FIRM COMPETITIVENESS IN VIETNAM

3.1. Vietnam's Trade Context and Degree of Integration

Vietnam is currently one of the most open economies in the region, with merchandise trade playing a key role in growth and economic restructuring. Reports by the Ministry of Industry and Trade, VNTR, and the General Department of Customs show that import and export activities continue to maintain a large scale, a broad network of partners, and strong linkages with regional trade hubs [1], [2], [3], [4], [5]. However, a high degree of openness also makes the economy and the business community more sensitive to shocks in raw material prices, fluctuations in global demand, geopolitical risks, and changes in trade policy among major partners.

One notable feature is that Vietnam's trade structure is still strongly influenced by several key partners, with China continuing to hold a major position in bilateral trade relations [3]. Relations with ASEAN also reflect both opportunities for market expansion and growing pressure from trade deficits in certain periods [4]. This shows that Vietnamese firms operate in a deeply integrated environment, but their degree of autonomy in market strategy and input sourcing is not yet truly high. In the long run, deep integration creates pressure to move from a model based on processing and low costs to one based on quality, reliability, compliance capability, and supply chain organization.

Table 1. Assessment of Vietnam's Trade Context Across Major Dimensions

Dimension	Current level (1-5)	Impact trend	Implications for firms
Trade openness	5	Increasing	Expands market opportunities but increases sensitivity to external volatility
Dependence on major partners	4	Stable at a high level	Creates connectivity advantages but increases concentration risk
Pressure from market standards	5	Rising rapidly	Forces firms to restructure their supply chains
Stability of the international logistics environment	3	Volatile	Raises the need for risk management and flexibility
Domestic firms' ability to exploit integration	3	Improving slowly	A gap remains between leading firms and the majority of SMEs

Source: Compiled by the author from [1], [2], [3], [4], [5], [6], [11].

Table 1 shows that Vietnam's trade context contains both momentum and pressure. While market space continues to expand, firms face a relatively high degree of dependence on a limited number of partners, as well as increasing pressure from new trade standards. This means that import-export strategy can no longer stop at expanding orders, but must be tied to risk management and the upgrading of organizational capacity.

3.2. The Degree of Vietnamese Firms' Transition Toward Sustainable Import-Export

In recent years, Vietnamese firms have shown a certain shift in awareness and in the way they organize import-export activities. Many firms now pay greater attention to traceability, environmental standards, compliance documentation, the stability of supply sources, and logistics optimization. However, this transition has been uneven across sectors and across types of firms. Large firms, direct exporters, and firms linked to the FDI sector tend to move faster because they have better access to technology, data, and markets. By contrast, a large number of small and medium-sized firms still organize import-export activities with a short-term mindset, depend on intermediaries, remain passive in the face of changing standards, and have limited managerial capacity [7], [8], [9].

This unevenness reflects the reality that a sustainable strategy cannot be implemented effectively without a foundation in management and resources. In many firms, compliance with environmental and social requirements remains at the level of "documentary compliance" rather than being integrated into the entire operating process. As a result, firms incur higher compliance costs but do not yet convert them into a clear competitive advantage. On the other hand, firms that proactively digitize data, control suppliers effectively, organize logistics more rationally, and invest in long-term customer relationships tend to upgrade their market position more quickly.

Table 2. Readiness to Implement Sustainable Import-Export Strategies by Firm Group

Assessment criterion	Large firms	Direct-export SMEs	SMEs dependent on intermediaries
Traceability and compliance documentation capability	4	3	2
Logistics and delivery management	4	3	2
Use of digitalization in import-export operations	4	3	2
Ability to diversify markets	4	3	2
Capacity to invest in sustainable innovation	4	2	1
Proactiveness in supply strategy	4	3	2

Scale: 1 = very low; 5 = very high. Source: Compiled by the author from [7], [8], [9], [10], [12], [13].

Table 2 reflects quite clearly the gap in readiness among different groups of firms. Notably, SMEs do not necessarily lack the motivation to participate in a sustainable transition, but they often lack the resources needed to invest in the differentiating areas of data management, compliance units, standardized supplier systems, and higher value-added product development. If this gap persists, it will deepen the divergence in competitiveness within the Vietnamese business sector.

3.3. Logistics, Technology, and Human Resources as Strategic Bottlenecks

One of the most frequently mentioned bottlenecks in both research and practice is logistics. Vietnam Logistics Report 2024 indicates that logistics quality is directly related to cargo circulation efficiency, regional connectivity, and export support capability [1]. Meanwhile, Tran's research confirms that green logistics affects regional trade and constitutes an important part of the sustainable transition [10]. In practice, many Vietnamese firms still face difficulties in optimizing warehousing, coordinating multimodal transport, sharing supply chain data, and shortening delivery times. These limitations reduce reliability and increase hidden costs in international trade.

Besides logistics, technology and human resources are two fundamental bottlenecks. Digital transformation in import-export is not merely the use of order-management software, but also includes the capability to process market data, monitor supply chains, standardize documentation, and coordinate among departments within the firm. However, many Vietnamese firms still lack teams with skills in data analysis, supply

chain management, digital trade, and compliance control. The World Bank emphasizes that the development of high-tech human resources is a key condition for Vietnam to upgrade its growth model and improve firms' competitiveness [12]. Without suitable human resources, firms find it difficult to implement investments in digitalization, logistics, and process improvement effectively.

Table 3. Assessment of the Impact of Bottlenecks on Firm Competitiveness

Bottleneck	Impact level (1-5)	Main manifestations	Competitive consequences
Logistics	5	High cost, unstable delivery, and suboptimal chain connectivity	Reduces reliability and profit margins
Technology and data	4	Limited digitalization, fragmented information, weak forecasting	Restricts speed of market response
Human resources	5	Shortage of digital, logistics, and international trade skills	Slows the enterprise upgrading process
Standards compliance	4	Reactive compliance and lack of specialized units	Risk of losing markets or lower contract value
Value-chain linkages	4	Loose coordination with suppliers and customers	Difficult to raise the domestic value-added ratio

Source: Compiled by the author from [1], [10], [12], [13], [14], [15].

Table 3 shows that logistics and human resources are the two most prominent bottlenecks. These are also the two areas that firms cannot fully solve on their own without support from the wider ecosystem. This helps explain why many firms already have orders and markets, yet still struggle to sustain growth and upgrade their position.

3.4. Current Competitiveness of Vietnamese Firms in the New Trade Context

In substantive terms, the competitiveness of Vietnamese firms can currently be viewed from two sides. On the positive side, Vietnamese firms are capable of adapting quickly, possess a young labor force, have experience participating in exports across many industries, and are gaining broader access to international markets. These are important factors helping firms maintain their presence in many regional and global supply chains. Lim, Xu, and Binh show that Vietnam is becoming increasingly integrated with the world economy, and this opens a large space for firms to expand linkages and learning [6]. In addition, studies on sustainability innovation and export-specific investment suggest that Vietnamese firms can improve competitiveness if they invest in the right priorities [7], [8].

However, the limitations are also clear. A large proportion of firms still compete mainly through cost and short-term flexibility, while these advantages are easily eroded when market standards change or competitors possess stronger technological capability. Empirical studies show that long-term competitiveness depends on many factors such as managerial quality, the degree of linkage, innovation, the ability to exploit information, and the compatibility between firm strategy and market conditions [9], [15]. In a trade environment that increasingly demands sustainability, firms that rely only on cheap labor will face growing disadvantages. This indicates that the current competitive model of many Vietnamese firms is under strong pressure to restructure.

Table 4. Summary Matrix of the Competitiveness of Vietnamese Firms in a Sustainable Import-Export Strategy

Competitive component	Current level (1-5)	Trend	Assessment
Cost advantage	4	Declining	Still valuable, but no longer sufficient to create long-term differentiation

Compliance quality	3	Increasing slowly	Improving, but still uneven across firms
Innovation capability	3	Increasing	Concentrated in leading firms and not yet widely diffused
Logistics capability	3	Increasing slowly	Has not kept pace with trade expansion
Digital and data capability	2	Increasing	An area requiring strong investment in the coming period
Risk resilience	3	Moderate	Largely dependent on market structure and supply sources

Source: Compiled by the author from [6], [7], [8], [9], [10], [12], [15].

Based on Table 4, it can be affirmed that Vietnamese firms already have a foundation to engage more deeply in sustainable import-export strategies, but the conditions required to upgrade competitiveness remain incomplete and uneven. The gap between leading firms and the rest of the business sector remains large. Without strategic changes in markets, logistics, technology, human resources, and value-chain linkages, the competitive advantages of Vietnamese firms will be difficult to sustain in the new trade environment.

IV. DIRECTIONS AND SOLUTIONS FOR IMPROVING THE COMPETITIVENESS OF VIETNAMESE FIRMS THROUGH SUSTAINABLE IMPORT-EXPORT

4.1. First, Restructure Market and Product Strategies to Reduce Dependence and Increase Value Added

Vietnamese firms need to move from a broad market-expansion mindset to a deeper market-management mindset. This means not only finding more customers or increasing the number of orders, but also reassessing the entire market portfolio in terms of stability, standards requirements, the ability to maintain long-term relationships, and the room for improving profit margins. Firms that remain heavily dependent on a few markets or a few major customers should build a selective diversification roadmap so that they do not fall into a passive position when markets change their policies or standards.

Alongside market restructuring, product restructuring is also necessary. Firms cannot maintain long-term competitiveness if they continue exporting products with high processing content, low value added, and high substitutability. They need to move gradually toward product lines with stronger traceability, a clearer value story, deeper processing, or stronger design, improvement, and branding capability. Only when products embody higher value added can firms absorb compliance and sustainability transition costs without sharply reducing business performance.

4.2. Second, Upgrade Logistics and Digitize Supply Chains as Core Competitive Capabilities

Firms need to view logistics not merely as a support cost but as a strategic capability. A well-organized logistics system helps firms reduce hidden costs, shorten delivery times, increase reliability with customers, and improve responsiveness when volatility occurs. Therefore, firms should prioritize, step by step, investment in inventory management, transport optimization, standardized order information, shipment tracking, and better coordination among purchasing, production, warehousing, and export departments.

At the same time, supply-chain digitalization must be implemented in a practical way that fits the scale of each firm. It is not necessary to begin with very large technology systems; firms can start by standardizing data on customers, suppliers, and documents, controlling order progress, and connecting information across stages. Once data are standardized and flow smoothly, firms can improve forecasting capability, traceability, internal coordination, and decision-making quality. This is an essential condition for both higher efficiency and better compliance with the sustainability requirements of modern trade.

4.3. Third, Develop Human Resources and Managerial Capacity for the New Competitive Era

In the new environment of international trade, human resources are not only an implementation factor but also the main determinant of a firm's upgrading speed. Vietnamese firms therefore need to invest more strongly in personnel working in international trade, logistics, supply chain management, data, and compliance control. Training must be linked to specific job positions rather than being scattered. First of all, firms need teams capable of understanding technical requirements in target markets, organizing compliance dossiers, working with international partners, and handling disruptions in supply chains.

In addition to specialized personnel, the quality of middle-level and strategic management must also be improved. Many firms currently do not lack opportunities, but lack the ability to convert opportunities into organizational capabilities. Therefore, greater emphasis should be placed on training in risk management thinking, data management, market analysis, export investment planning, and the building of long-term relationships with suppliers and customers. Once managerial capability is strengthened, firms will be better able to pursue growth, sustainability, and an upgraded competitive position simultaneously.

4.4. Fourth, Strengthen Value-Chain Linkages and Improve the Support Ecosystem for Sustainable Import-Export

Individual firms will find it very difficult to transform successfully without a sufficiently strong support ecosystem. It is therefore necessary to strengthen linkages between exporting firms and domestic suppliers, between large firms and SMEs, between firms and training institutions, and between logistics centers and production regions. Stronger linkages help reduce transaction costs, standardize inputs, improve supply-chain reliability, and create conditions for managerial capability to spread to weaker links in the chain.

At a broader level, the support environment for sustainable import-export also needs to be improved through upgrading logistics infrastructure, enhancing access to market information, developing standards consultancy services, expanding digital platforms for trade, and supporting firms in the green transition process. When the support ecosystem is strengthened, firms' transition costs will decrease, their speed of adaptation will increase, and the overall competitiveness of Vietnamese firms will improve in a more sustainable direction.

V. CONCLUSION

Sustainable import-export strategy is becoming an inevitable requirement for firms in emerging economies, especially in a context where international trade is increasingly tied to environmental standards, supply chain transparency, digitalization, and risk management. The Vietnamese case shows that firms have entered a stage in which competitiveness is no longer determined only by export scale or cost advantage, but increasingly by organizational quality, logistics capability, technological level, human resource quality, and strategic adaptability.

The analysis shows that Vietnamese firms possess many favorable conditions such as high trade openness, experience in international markets, flexible production organization, and relatively fast adaptability in some sectors. However, these advantages are not enough to guarantee sustainable competitiveness if firms cannot overcome structural bottlenecks such as market dependence, logistics constraints, shortages of high-quality human resources, weak digital capability, and loose value-chain linkages. The gap between leading firms and the majority of SMEs also indicates that the process of capability upgrading in the Vietnamese business sector remains uneven.

The central lesson of the study is that sustainability should not be understood as an additional layer of requirements placed on top of import-export activities, but as a constituent element of competitiveness in the new stage. When firms proactively integrate standards, traceability, logistics, data, and supply-chain organization into their development strategy, initial pressures can be transformed into long-term advantages. Conversely, if firms respond only in a short-term and defensive way, they will struggle to retain markets, increase value added, and withstand changes in the international trade environment.

It can therefore be affirmed that the path toward improving the competitiveness of Vietnamese firms does not lie in prolonging the old competitive model, but in redesigning import-export strategy in a more sustainable, adaptive, and deeper direction. This process requires simultaneous change at the firm, industry, and policy levels. If carried out effectively, Vietnam will not only maintain trade growth momentum, but also improve the quality

of integration, increase the domestic value-added ratio, and strengthen the position of its firms in regional and global value chains.

REFERENCES

- [1.] Ministry of Industry and Trade. (2024a). *Vietnam Logistics Report 2024: Free trade zones*.
- [2.] Ministry of Industry and Trade. (2024b). *Vietnam Import-Export Report 2023*.
- [3.] Vietnam Trade Repository (VNTR). (2025a). *Vietnam's export situation in the first seven months of the year: China remains the largest trading partner*.
- [4.] Vietnam Trade Repository (VNTR). (2025b). *Vietnam–ASEAN import and export in the first five months of 2025: The trade deficit rises sharply, exports maintain growth momentum*.
- [5.] Le, T. T., & Ikram, M. (2022). Do sustainability innovation and firm competitiveness help improve firm performance? Evidence from the SME sector in Vietnam. *Sustainable Production and Consumption*, 29, 588–599. <https://doi.org/10.1016/j.spc.2021.11.008>
- [6.] Lim, G., Xu, C., & Binh, D. T. (2025). Vietnam's growing economic integration with the world: More or less Asian? *Asia Europe Journal*, 23, 435–456. <https://doi.org/10.1007/s10308-025-00726-3>
- [7.] Ngo, V. D., Leonidou, L. C., Janssen, F., & Christodoulides, P. (2024). Export-specific investments, competitive advantage, and performance in Vietnamese SMEs: The moderating role of domestic market conditions. *Journal of Business Research*, 170, 114315. <https://doi.org/10.1016/j.jbusres.2023.114315>
- [8.] Nguyen, N. P., Adomako, S., & Ahsan, M. (2023). The base-of-the-pyramid orientation and export performance of Vietnamese small and medium enterprises. *Journal of Business Research*, 154, 113314. <https://doi.org/10.1016/j.jbusres.2022.113314>
- [9.] General Department of Customs. (2025). *Vietnam's merchandise export and import situation in July and the first seven months of 2025*.
- [10.] Tran, Dinh L. (2024). Entrepreneurial activities of students at Thanh Hoa University of Culture, Sports and Tourism: Current situation, international experience, and proposed solutions to promote them. *Journal of Education*, 24(13), 349–353. Retrieved from <https://tcgd.tapchigiaoduc.edu.vn/index.php/tapchi/article/view/3475>
- [11.] Tran, M. N. (2024). Impact of green logistics on Vietnam's regional trade. *The Asian Journal of Shipping and Logistics*, 40(2), 126–132. <https://doi.org/10.1016/j.ajsl.2024.04.001>
- [12.] UN Trade and Development. (2025). *Handbook of Statistics 2025*.
- [13.] Institute for Industry and Trade Strategy and Policy Research. (2022). *Developing logistics services in Vietnam*.
- [14.] Vu, H.-T., & Dana, L.-P. (Eds.). (2025). *Vietnam on the road to sustainable economic, social and business development*. Springer.
- [15.] World Bank. (2025). *Viet Nam economic update: Taking stock, September 2025: Special focus: Nurturing Viet Nam's high-tech talents*.
- [16.] Wu, W.-Y., Chang, W.-S., Liao, Y.-K., Dang, G. V., Ngo, Q. H., Tran, D. S., Truong, N. T. G., & Thai, D. H. T. (2026). Empirical analysis of enterprise competitiveness in Vietnam: Key determinants and their interactions. *Asia Pacific Management Review*, 31(1), 100392. <https://doi.org/10.1016/j.apmr.2025.100392>