

Determining the Factors Affecting the Competitiveness Capacity of Coffee Enterprises in Tay Nguyen in the 4.0 Industrial Revolution

Nguyễn Văn Đạt

(Economics Faculty, Tay Nguyen University, Vietnam)

Abstract: International economic integration has become an indispensable and objective trend. It is taking place strongly in all areas of social life. It opens up coffee enterprises in the Central Highlands with large and abundant markets, creates opportunities to access advanced science and technology. However, integration also makes enterprises many difficulties and challenges to face. In order to maintain advantages and effectively use resources, achieving the highest profits requires enterprises to be stronger and more drastic, especially improving the competitiveness. This study focuses on identifying factors affecting competitiveness of coffee enterprises in the Central Highlands in Revolution 4.0 that shows a more comprehensive view in enterprise administration, responding the competition of the fierce market so that businesses can grow and stand firm on the market in the future.

Key words: coffee enterprises; competitiveness; Central Highland

JEL code: F

1. Introduction

Vietnam has been gradually integrating into the regional and world economy, integration or not integration is no longer a problem of any country but the problem is how to integrate effectively as well as avoid the negative effects of globalization. In a market economy, competition takes place anytime, anywhere, regardless of the individual's will, business, industry and country. Businesses do not adapt it will be excluded from the market. Instead, the market paves the way for businesses to seize the opportunity, maximize their strengths and minimize the disadvantages to win in competition, especially in the context of the market especially in the current 4.0 revolution.

Vietnam is one of the countries with the most exported coffee in the world. Coffee businesses have contributed significantly to the socio-economic development of the country towards industrialization and modernization. Export turnover tends to increase, the market is constantly expanding. Although the Central Highlands is considered to be the capital of Vietnamese coffee, the coffee businesses in the Central Highlands have low competitiveness. Therefore, finding out the factors affecting the competitiveness of coffee businesses in the Central Highlands, in order to help coffee businesses have an overall view, to come up with appropriate business strategies. In order to increase profits in a sustainable manner, promote the process of international

Nguyễn Văn Đạt, Ph.D., Economics Faculty, Tay Nguyen University; research areas: production management, international business administration, and enterprise competitiveness. E-mail: datantoan2017@gmail.com.

economic integration is an extremely urgent requirement for all enterprises in the Central Highlands in the current period.

2. Literature Review and Research Methodology

2.1 Literature Review

In recent years, there have been many elaborate researches on competitiveness with different approaches such as:

Resource-based approach of enterprises: The theory of competition is based on IO Porter's economics. M. E. (1980, 1988), monopoly competition (Chamberlin E. H., 1933) is often based on the premise that enterprises in the same industry have the same resources and business strategies they use (Barney J., 1991). However, when the business environment changes and influences business strategies, the distinct attributes of an enterprise in the same industry will not last long because they can often be easily defeated by competitors. paintings that mimic, or trade in, the resource market (Barney J., 1991; Porter M. E., 1980, 1988). Enterprise resources are the decisive factor to the competitive advantage and business performance of enterprises (Wernerfelt B., 1984). It differs from Porter's model of five competitive pressures (1980), focusing on the competitive advantage of the business. The theory of resources focuses on analyzing competitiveness based on internal factors of the enterprise. Resource-based theory was first introduced by authors (Wernerfelt B., 1984; (Grant R. M., 1991; Barney J., 1991) ... etc. until the mid-1990s. The resource-based approach has two goals: categorizing different forms of resources and ownership resources linked together to form and create competitive advantage from comparative advantage. This approach has been applied in management since the 1980s (Barney J., 1991; Wernerfelt B., 1984) is relatively limited. It actually developed in the period 1990-2000, when the company's intrinsic factor became a priority for strategic researchers (Freiling J., Gersh M., Goeke C. & Sanchez R., 2008).

Resource of theory is a theoretical framework applied to many different fields of economics and management such as in human resource management, dynamic capacity theory (Teece D. J., Pisano G., & Shuen A., 1997); Marketing (Sivastava R. K., Fahey L., & Christensen H. K., 2001). This theory is based on the premise that businesses in the same industry often use different business strategies. Moreover, businesses cannot easily copy each other's business strategies, because the business strategy is built on the resources of the business.

Enterprise resources include all assets, capabilities, organizational processes, company attributes, information, knowledge, etc., controlled by a company that allows it to realize and implement a strategy. To improve its performance and efficiency (Barney J., 1991). According to him, many researchers have come up with a list of company attributes that can allow companies to realize and execute to create strategic value. Company resources can be classified into three categories: i) physical resources: including technology, technology used in a company, a factory and equipment, geographic location and usage rights. raw materials, ii) human resources: including training, experience, judgment, intelligence, relationships, insight of managers and personnel in the company and iii) organizational resources: formal structures, formal and informal planning, control, coordination systems, as well as informal relationships between groups within a company and between a company and its environmental factors.

However, in the current competitive environment, enterprises compete not only with the difference of resources, but also on the ability to coordinate and use resources effectively to achieve their strategic goals (Sanchez R., 1996). This is also a limitation of the theory of resources when emphasizing intrinsic factors without

considering business environment factors and competitive pressures of the business sector.

Approach based on the capacity of the business: The management capability-based management view focuses on the ability to use a combination of assets and capacities to achieve the organization's overall growth and efficiency. It was developed primarily by the research of Barney J. (1991), Wernerfelt B. (1984), Peteraf M. (1993); Sanchez R. and Heene. A (2004). In particular, competition theory based on competence is consistent with the theory of evolution in analyzing the economic interactions between businesses and the environment created through the influence of continuous change (Freiling J., 2004; Freiling J., Gersh M., Goeke C., Sanchez R., 2008). Prominent in the capacity base view is the assumption that the corporate environment is dynamic and therefore requires the building of capacity and the utilization of continuous competencies to maintain a competitive advantage.

The relationship between a company's resources, capabilities and capabilities is explained by how a company's resources and capabilities interact with each other. The ability of a company to use its resources, all of which include tangible and intangible resources, human resources, or knowledge assets. Executives can innovate and recombine using enterprise dynamics. New and existing management capabilities are interrelated and coordinated by the integration capabilities of a business, which can evolve into an organizational capacity that allows companies to compete in the market (Freiling J., Gersh M., Goeke C., & Sanchez R., 2008).

Approaching from the value chain: A value chain is a set of activities that businesses carry out to create value for their customers. Enterprise competencies are invested by a variety of resources and interoperability to determine a company's strategy. By combining and recombining corporate resources and capabilities in a variety of ways, managers strive to ensure that the resources and capabilities match the specific strategic goals of the business (Hubbard G., Zubac A., Johnson L., & Sanchez R., 2008).

Approach based on market orientation: According to Kohli A. K. and Jaworski B. J. (1990), market-oriented enterprises are more likely to create, disseminate and respond to market information and market conditions than resource-oriented competitors intrinsic. Therefore, market-oriented enterprises have an important basis to build a sustainable competitive advantage.

Businesses that are capable of reviewing, assessing rapid market changes and acting on market information will gain the best position to gain a competitive advantage (Kotler P. & Armstrong G., 2012; Christensen H. K., 2010; Sivastava R. K., Fahey L., & Christensen H. K., 2001).

In addition, we can see the views as well as other approaches such as:

According to authors such as Bartlett A. and S. Ghoshal (1989), Doz Y. L. and C. K. Prahalad (1987), Prahalad C. K., Hamel G. (1990) suggest that in order to improve competitiveness for businesses, it is necessary to emphasize the role of internal factors such as: corporate strategy, structures, competencies, creativity, resources. tangible and other intangible. In this view, the authors Prahalad C. K. and G. Hamel (1990), Grant R. M. (1991), Barney J. (1991), Peteraf M. (1993) think that competitiveness should be based on on the resources of the business, which means the ability to develop and deploy its resources better than competitors.

According to D'Cruz J. and A. Rugman, (1992), a company's competitiveness is seen as its ability to design, manufacture and deliver products to the market with outstanding prices and quality. A firm's competitiveness is its ability to gain and maintain market share with certain profits.

For Dunning J. H. (1993), it is argued that competitiveness is the ability of the enterprise to supply its own products in different markets regardless of its location. For Fafchamps Marcel (1999), a firm's competitiveness is its ability to produce products at an average variable cost below its market price, meaning that any firm has the

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ability to produce products of the same quality as those of other businesses but at a lower cost is considered to be highly competitive.

Enterprise capability is not a one-dimensional concept, instead there must be many factors to be considered. Wint Research A. G. (2003), Williams D. A. (2007) identified a number of important factors for companies to improve their competitiveness. These include i) Innovation, ii) International standards, iii) Leadership, iv) Focus on quality, v) Meet competition.

According to Ambastha A., Momaya K. (2004) competitiveness factors of enterprises include: i) Resources (human resources, technology level, assets of the enterprise, structure, culture); ii) Process (Management process, technological process, marketing process, strategy); iii) Performance.

According to A. Thompson Jr, A. J. Strickland and John Gamble (2008) from the perspective of the strategic management school, it focuses on clarifying resources to ensure competitiveness, the constituent resources that are of great interest are: Capital, technology, human resources, marketing, etc. resources are measured to determine competitiveness.

The main approach of the research is combination of the three approaches, including resource of enterprises based approach, approach based on the capacity of the business and approach based on market orientation

To select factors affecting the competitiveness of coffee enterprises in the Central Highlands, authors summarized these factors from previous researches, especially the research in the context of industry revolution 4.0 perspective. All are shown in the Table 1.

Table 1 Summary of Factors Affecting to the Competing Capability of Coffee Enterprises From Previous Researches

No.	Factors	Research 4	Research 5	Research 6	Research 9	Research 10	Research 12	Research 14	Research 26	Propose factors
1	Business strategies of enterprises	x			x					
2	Creativity	x	x							
3	Tangible and intangible resources	x								
4	Management capacity	x			x		x		x	x
5	Financial capacity	x		x	x			x		x
6	Structure of organization	x				x				
7	Competition in quality products		x		x					
8	Quality of goods and services		x	x		x		x		x
9	Information technology capacity		x		x					
10	Demand, market development capacity		x	x	x					
11	Research and implementation capacity			x	x					
12	Science and technology capacity			x	x	x		x		x

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13	Public policies	x			x	x		
14	International integration capacity	x		x	x		x	x
15	Human resource capacity		x	x		x		
16	Corporate social responsibility	x	x	x		x		x
17	Brand ability and reputation of businesses			x			x	x
18	Capacity on product prices			x	x			
19	Adaptive capacity and changing governance			x				
20	Ability to cooperate effectively with businesses				x			
21	Marketing capacity	x	x	x	x		x	x

Source: Summarizing from previous researches.

According to consult the results of previous related researches, experts in the field of business administration and especially based on business production characteristics of coffee businesses in the Central Highlands in the Central Highlands, the author proposed a research model consisting of 7 factors of internal and external environment. to the competitiveness of coffee businesses in the Central Highlands, including: (i) Financial capacity, (ii) Management capacity, (iii) Science and technology competencies, (iv) Marketing capacity, (v) Corporate social responsibility, (vi) Capacity of international integration and (vii) Quality of goods and services (Figure 1).

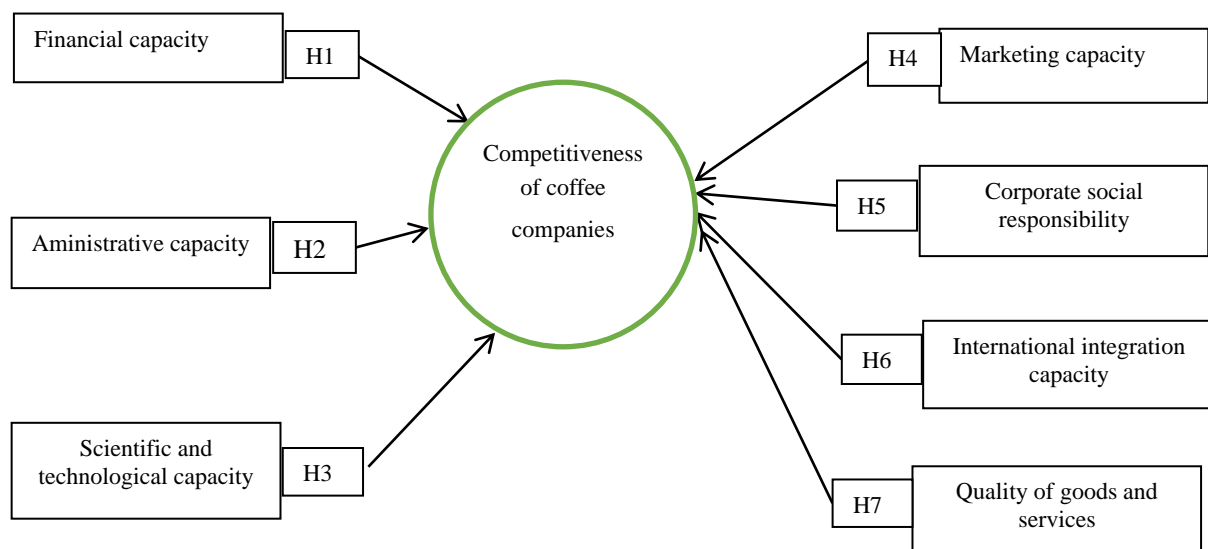


Figure 1 Proposed Research Model

Source: Research results of the author

2.2 Research methodology

The number of 450 coffee businesses in the Central Highlands provinces has been investigated by the convenient sampling method. Enterprises that conducted the survey include: 109 joint stock companies (24.2%); 212 limited companies (47.1%); 115 private enterprises (25.6%); 14 other businesses (3.1%). Gather information by direct interviews and send questionnaires to interviewees in advance. The questionnaire uses the Likert scale with 5 levels of indicators from “strongly disagree” to “totally agree”. 450 votes were distributed and collected 415 votes (92.22%), after screening and 395 data were analyzed (reaching 87.78%). The survey was conducted for 2 months (from March to April in 2019).

This study uses a linear regression model with the support of SPSS 20.0 software to analyze the factors affecting the competitiveness of coffee businesses.

The overall regression model has the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \varepsilon$$

In which: Y is the dependent variable - The competitiveness of the enterprise;

X is an independent variable: Financial capacity (X1), Management capacity (X2), Scientific and technological capacity (X3), Marketing capacity (X4), Corporate social responsibility (X5), International integration capacity (X6), Quality of goods and services (X7).

β_0 is the blocking factor;

ε is the random error.

3. Results and Discussion

3.1 Test the Reliability of Scales by Cronbach's Alpha Coefficient

The testing results show that the scales all have values from 0.865 to 0.967 > 0.6, the correlation of the total variables reaches from 0.465 to 0.846 > 0.3. Therefore, all scales are qualified to be included in factor analysis.

3.2 Explore Factor Analysis (EFA)

The results show that there are 7 factors including: Financial capacity (X1), Management capacity (X2), Scientific and technological capacity (X3), Marketing capacity (X4), Social responsibility of Enterprise (X5), Capacity of international integration (X6), Quality of goods and services (X7), extracted from 42 measurement variables, these 7 factors extracted 71.68% > 50%, scale Accepted. KMO coefficient = 0.911 within $0.5 \leq \text{KMO} \leq 1$, factor analysis is appropriate. Test Barlett with Sig. =, 000 represents a high level of meaning. All factors loading values of each group are greater than 0.50, thus meeting the requirements.

Overall competitiveness of coffee businesses in the Central Highlands

The results show that there is one factor: The overall competitiveness of the enterprise is extracted from 3 variables measuring attributes within the internal and external environmental factors. This factor extracted 74.50% > 50%, the scale is accepted. KMO coefficient = 0.662 within $0.5 \leq \text{KMO} \leq 1$, factor analysis is appropriate. Test Barlett with Sig. = 000 represents a high level of significance. All factors loading values of each group are greater than 0.50, thus meeting the requirements.

3.3 Regression Analysis

The regression results show that the value $R = 0.767$, proving that the relationship between variables in the model is quite close. The value of $R^2 = 0.627$ (satisfying $0 \leq R^2 \leq 1$) this indicates the model's suitability of

62.70%.

The results also show that the model has a satisfactory fit with a correction coefficient of R^2 of 0.592 and a test of F of 36.427 at the Sig significance level. Very small, 000. VIF magnification coefficient is from 1.761 to $6.463 < 10$, so there is no multi-collinear phenomenon. The adjusted R^2 value of 0.592 shows that the variation of the factors affecting the competitiveness of coffee businesses is explained by 59.20% by the impact of the independent variables in the model. The remaining 40.80% is explained by non-model variables. The significance level of the statistical value F of the model is very small ($0.000 < 0.05$), so it is safe to reject the hypothesis that all regression coefficients in the overall regression model are zero.

Table 2 Summary Model Using the Enter Method

Model	R	R^2	R^2 calibration	Standard deviation of estimates	Statistics change					Durbin-Watson
					R^2 change	F change	df1	df2	The sign level F change	
1	0.767a	0.627	0.592	0.600	0.627	36.427	9	386	0.000	1.958

Source: Summary from the survey results.

The results of the regression analysis show that seven factors of the original proposed model all affect the competitiveness of coffee business in the Central Highlands (hypotheses are accepted). Specifically: Financial capacity (0.572), Administration capacity (0.537), Production capacity and technology (0.665), Marketing capacity (0.611), Corporate social responsibility (0.574), Capacity international integration (0.666), Quality of goods and services (0.543). In particular, the factors of international integration most strongly affected, this is completely consistent with the competitive tendency of coffee businesses in the Central Highlands today; next is the science and technology factor, because the 4.0 revolution has been creeping into all areas of the socio-economic life, and the next is the factor marketing capacity.

Thus, the linear regression model has the following form:

$$Y = 0.767 + 0.572X_1 + 0.537X_2 + 0.665X_3 + 0.611X_4 + 0.574X_5 + 0.666X_6 + 0.543X_7$$

4. Some Policy Implications

To improve the competitiveness of coffee businesses in the Central Highlands, according to the authors, businesses and local authorities need to implement the following measures:

International integration, along with the fact that Vietnam has been very successful in joining regional and international organizations such as joining ASEAN (in 1995), signing the Vietnam Bilateral Trade Agreement — The United States (BTA) (2000), joined the WTO (2007) and the bilateral FTA Vietnam — EU (2017). The international economic integration of coffee enterprises of Vietnam in general and the Central Highlands in particular in recent years has achieved remarkable results. The international economic integration in general and the implementation of FTA in particular will bring great opportunities for economic development, trade, investment, market development of businesses as a positive factor to improve the competitiveness of coffee businesses in the Central Highlands. By fulfilling commitments and signing FTAs with different partners will help businesses here promote export, remove trade barriers for goods that businesses have strengths such as coffee. workers, deep processing products, etc., promote production of goods with great export potential and create opportunities for domestic enterprises to participate in production chains, supply chains, and price chains. regional and global values. Therefore, this is the most powerful factor affecting the competitiveness of businesses, so

businesses need to be more active and more active in international integration to bring sustainable development for businesses in future.

Regarding manufacturing technology in enterprises, the Industrial Revolution 4.0 is taking place on a global scale and directly affects businesses at a faster rate than what has happened so far and is forecasted to change the whole system of production, management and administration around the world. enterprises need to gradually adapt to the Industry 4.0 because it will reduce trade costs, income and improve competitiveness for businesses, coffee businesses in the Central Highlands step by step to modernize their businesses. Department of recycling and classifying coffee beans for export. Enterprises should actively invest in equipping advanced machines and equipment, and apply automation of production lines. Application of modern and advanced science and technology to management, production and marketing is considered a “key” for businesses to develop quickly and sustainably. Once an advanced and stable system of technology application is in place for the business operation, having the best support services in its operating process, enterprises are more competitive.

Regarding marketing capacity, in a digital age with the development of various forms of brand promotion, coffee businesses in the Central Highlands have gradually got the right view on building marketing strategies and their own brand strategy by promoting their advertising strategies in accordance with their marketing strategies. Consumers in different market segments, thereby improving their competitiveness. The 4.0 network can also disrupt the traditional market structure, so businesses in the Central Highlands need to implement synchronous measures. Actively apply e-commerce in domestic and international purchases, sales, consignments of coffee, develop market development strategies, rationally adjust product structure towards valuable markets.

Corporate social responsibility, every business is always socially responsible and asks itself what it has done for society. What contribution to national construction? Is there anything harmful to society ...? Therefore, the responsibility of the enterprise to society is not to harm the interests of individuals, collectives and social communities. Enterprises are responsible for paying taxes to the state that is the responsibility and obligation of the business. Enterprises must also be responsible for employees, food safety and hygiene in enterprises. Enterprises always have a sense of environmental protection for themselves and society. Therefore, businesses always raise their awareness of environmental protection as the Prime Minister has said that “economic trade-offs are not allowed”.

Regarding the financial work in enterprises, due to the influence of business size, the ability to access the capital of coffee in the Central Highlands is limited while capital is one of the basic factors and It is crucial for developing production and business. In addition, coffee businesses have a specific seasonal business, so it is necessary to establish and mobilize capital at the right time to use effectively for business activities in the short and long term.

Regarding management issues, in recent years, most Vietnamese enterprises have actively changed the management method in the management system in accordance with the new situation to constantly improve the efficiency of business production. his business. However, the quality of the contingent of officials and business managers has not been trained and fostered to have the appropriate capacity for the tasks and positions, so the quality of the work is not high. Therefore, it is necessary to improve effective management skills in a competitive environment. Fostering international business capabilities and improving the international competitiveness of enterprises. In addition, it is also necessary to foster and develop the capacity of strategic management and strategic thinking for the team of directors, improving the flexibility in operating the operation system to get the highest efficiency.

Quality of goods and services capacity, quality of products and services is a prerequisite for the development of businesses, so this is one of the first items of most businesses to create trust with customers and increase competitiveness compared to competitors in the same industry. Product competition is assessed through two main criteria: The quality of the products provided and the accompanying services. Enterprises need to properly and adequately meet the types of coffee that the business has signed in contracts for cooperation and supply to the market the products of quality assurance as committed on the packaging of each type of commodity products. Ensuring the quality and price of products will enhance the reputation of the business. Corporating reputation is an important factor, helping businesses win customers' trust and create competitive advantages in the market. Customer care, after-sales policies, public image promotion to each customer in order to attract customers and make customers loyal to the product, this is the work that the company needs to regularly do with the strategies for each business period of the business.

The context of industrial 4.0 perspective has created many opportunities for coffee enterprise in the Central Highlands. Besides, it has also had many challenges for them. From the above analysis, capital is one of the basic and crucial factors to develop production and business especially in the context of industrial 4.0 perspective. To increase the competitive capacity in this context, capital capacity becomes the main measure. Movere technology capacity also become more important in order to improve the competitive capacity of coffee enterprises in the Central Highlands.

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