

HO CHI MINH NATIONAL ACADEMY OF POLITICS

NGUYEN TRONG UYEN

**SUPPORTING SERVICES FOR FOREIGN ENTERPRISES
INVESTING IN VIETNAM**

**DOCTORAL THESIS
SECTOR: POLITICAL ECONOMY
Code: 9310102**

HANOI - 2026

**The thesis was completed at
Ho Chi Minh National Academy of Politics**

Science Instructor: 1. Assoc. Prof. Dr. Ngo Tuan Nghia



2. Dr. Vu Le Hang



Criticism 1:

Criticism 2:

Criticism 3:

The thesis will be defended before the Academy-level thesis grading council meeting at the Ho Chi Minh National Political Apprenticeship

In return..... hours..... date..... months..... year 2026

**The thesis can be found at: National Library
and Library of the Ho Chi Minh National Academy of Politics**

INTRODUCTION

1. Rationale of the Study

During the process of attracting foreign investment, the provision of support services is essential, as these services create the most favorable conditions for foreign enterprises seeking to expand their business operations into new markets. Business support services facilitate the prompt and efficient completion of business procedures in the host country and serve as a linkage among stakeholders in terms of information provision, consultancy, research and development (R&D), finance, trade and investment promotion, technology transfer, and related activities. These services contribute to improving the quality of foreign investment attraction and minimizing risks associated with delays or even investment failure, which may result in lost development opportunities and damage to the reputation of both investing and host parties. The ongoing improvement of the market-oriented economic institution further requires the enhancement of the State's role in perfecting the investment and business environment, ensuring transparency, and improving the efficiency of support services for foreign enterprises investing in Vietnam.

In practice, support activities for foreign enterprises investing in Vietnam have been implemented in recent years and have generated positive outcomes in assisting enterprises in addressing shortcomings and limitations, while also promoting foreign investment attraction. However, several limitations still remain in the implementation process, including support services related to investment development, business establishment and dissolution, human resource supply, legal assistance, access to and use of public services, market research, and understanding Vietnamese culture. These limitations have affected the quality and effectiveness of foreign investment in Vietnam. In response to the aforementioned situation and urgent requirements, the doctoral candidate conducts the research entitled "Support Services for Foreign Enterprises Investing in Vietnam" as a doctoral dissertation in Political Economy.

2. Research Objectives and Tasks

2.1. Research Objective

Based on the study of the theoretical foundations of support services for foreign enterprises investing in developing countries, as well as the analysis and assessment of the current situation of support services for foreign enterprises investing in Vietnam, the dissertation proposes solutions to improve such support services through 2040, with a vision toward 2045, thereby contributing to the improvement of the investment and business environment and the attraction of increasingly high-quality and effective foreign investment into Vietnam.

2.2. Research Tasks

First, the dissertation systematizes, develops, and further clarifies the theoretical and practical foundations of support services for foreign enterprises investing in

developing countries, including concepts, characteristics, roles, contents, evaluation criteria, influencing factors, and international experiences.

Second, the dissertation analyzes the current situation of the provision of support services for foreign enterprises investing in Vietnam and evaluates the achieved results, existing limitations, and causes of such limitations through the use of primary and secondary data.

Third, the dissertation assesses the impacts of key factors affecting support services for foreign enterprises investing in Vietnam in recent years.

Fourth, the dissertation proposes solutions to improve support services for foreign enterprises investing in Vietnam in the coming period, in line with the increasingly stringent requirements for the quality of international investment.

3. Research Object and Scope of the Dissertation

3.1. Research Object

The research object of the dissertation is support services for foreign enterprises investing in developing countries from the perspective of Political Economy.

3.2. Research Scope

- **Content scope:** The dissertation examines support services for foreign enterprises investing in developing countries, focusing on two main subjects: (i) service providers, including enterprises and organizations providing support services; and (ii) service users, namely foreign-invested enterprises utilizing such support services.

- **Spatial scope:** The study focuses on Korean and Japanese enterprises in three localities: Thai Nguyen, Bac Ninh, and Hanoi.

- **Temporal scope:** The dissertation analyzes data for the period 2008–2024, with secondary data concentrated in the most recent five years (2019–2024). Primary survey data were collected by the author in 2024. The proposed solutions extend to 2040, with a vision toward 2045.

4. Theoretical Foundations and Research Methods

4.1. Theoretical Foundations of the Dissertation

The dissertation is grounded in the theoretical foundations of Marxism–Leninism, Ho Chi Minh Thought, the Party’s lines and guidelines, and the State’s policies and laws, while selectively incorporating relevant scientific economic knowledge related to the research topic.

4.2. Research Methods

The dissertation employs the methodology of dialectical materialism and historical materialism of Marxism–Leninism, while also applying methods such as scientific abstraction, statistical analysis, comparison, analysis and synthesis, sociological investigation, as well as data collection and processing.

From the perspective of economic management and service development, the dissertation examines support services for foreign-invested enterprises not only from the standpoint of service provision but also from the perspective of state management. This includes policy mechanisms, the organization of service

provision, and management effectiveness in order to create a favorable investment environment for foreign-invested enterprises.

5. New Contributions of the Dissertation in Terms of Theory and Practice

Theoretical contributions:

First, the dissertation develops the central concept of the study: support services for foreign enterprises investing in developing countries.

Second, the dissertation develops and further clarifies an analytical framework for support services for foreign-invested enterprises in developing countries based on a two-dimensional approach, integrating both the perspectives of service providers and foreign-invested enterprises.

Third, the study provides additional empirical evidence on the extent to which various factors have affected support services for foreign enterprises investing in Vietnam in recent years.

Practical contributions:

First, based on the study of the experiences of Japan, Singapore, and Thailand in improving support services for foreign enterprises investing in those countries, the dissertation draws valuable lessons that can be applied to Vietnam.

Second, the dissertation analyzes and evaluates the current situation of support services for foreign enterprises investing in Vietnam. It also provides additional empirical evidence on the extent to which various factors have affected support services for foreign enterprises investing in Vietnam in recent years, thereby clarifying the achievements, limitations, and causes of the limitations in the service provision process.

Third, the dissertation proposes solutions for foreign investors and foreign-invested enterprises operating in Vietnam regarding the access, utilization, and feedback mechanisms related to support services. At the same time, the research findings provide a practical basis for state management agencies, local authorities, and investment support organizations to adjust policies and improve support services for foreign enterprises investing in Vietnam, thereby contributing to the improvement of the investment environment and the enhancement of national competitiveness.

6. Structure of the Dissertation

In addition to the Introduction and Conclusion, the dissertation consists of four chapters, namely:

Chapter 1: Overview of research related to supporting services for foreign enterprises investing in developing countries;

Chapter 2: Theoretical and practical foundations of supporting services for foreign enterprises investing in developing countries;

Chapter 3: Current state of supporting services for foreign enterprises investing in Vietnam;

Chapter 4: Orientations and solutions for improving supporting services for foreign enterprises investing in Vietnam.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN DEVELOPING COUNTRIES

1.1. SCHOLARLY WORKS RELATED TO THE DISSERTATION TOPIC

Business supporting services are understood as a system of activities that enable enterprises to access markets, enhance competitiveness, and improve business performance. For foreign enterprises investing in Vietnam, such services include assistance with administrative procedures, legal matters, market information, infrastructure, investment promotion, and business linkages provided by the State, intermediary organizations, and the private sector. Existing studies have mainly focused on three directions: the theoretical foundations of business supporting services; the impacts of supporting services on enterprise development; and the factors affecting the provision and use of these services.

1.1.1. Studies related to the theoretical foundations of business supporting services

International studies have contributed to the theoretical foundation of business supporting services. Bobson (2000) distinguishes between intensive, long-term supporting services and short-term, situational services; Muller (2003) emphasizes the role of high-quality services such as accounting, legal services, advertising, and consulting in economic development; and Heidelberg (2006) stresses the need to develop the supporting service market in a sustainable manner. In Vietnam, Dorothy Riddle and Tran Vu Hoai (1998) were among the earliest scholars to point out that the supporting service market remained rudimentary, of limited quality, and unable to adequately meet enterprise needs. Later studies by Nguyen Van Viet (2006), Nguyen Van Phat (2007), Vu Duc Quyet (2007), and Nguyen Xuan Dien (2012) all indicate that business supporting services in Vietnam have developed slowly relative to demand, particularly for the foreign-invested enterprise sector.

1.1.2. Studies on the impacts of supporting services on the development of foreign-invested enterprises

Numerous studies confirm that supporting services have positive effects on economic growth and enterprise performance. Riddle (1986, 1987) and UNCTAD (1989, 1993) show that the development of supporting services often accompanies economic growth and more modern structural transformation. At the enterprise level, Sim et al. (2002) and Bryson (1997) emphasize that supporting services help enterprises reduce costs, improve adaptability, and strengthen competitiveness in the context of globalization. Okeyo et al. (2014), in a study conducted in Kenya, further provide quantitative evidence showing that the use of supporting services has positive effects on enterprise performance. In

Vietnam, Phan Hong Giang (2006) indicates that the supporting system of the Vietnam Chamber of Commerce and Industry (VCCI) has helped enterprises access market information and reduce transaction costs, although its coverage remains concentrated in major urban centers. Overall, existing studies consistently regard supporting services as an important factor in promoting enterprise development, including that of FDI enterprises.

1.1.3. Studies on factors affecting supporting services for foreign enterprises investing in developing countries

Previous studies indicate that the effectiveness of business supporting services depends simultaneously on demand-side factors, supply-side factors, and the institutional environment. The European Commission (2002) argues that the supporting service market often suffers from failures such as lack of information among enterprises, limited capability of providers, services that do not match enterprise needs, and loose coordination between supply and demand. Miehlbradt and McVay (2003) similarly emphasize that supporting services should be developed based on actual enterprise needs. In Vietnam, Dinh Van Tuyen (2014) systematized groups of factors influencing enterprises' decisions to purchase supporting services, including the business environment, enterprise characteristics, and the personal characteristics of decision-makers. Ha Son Tung (2013) highlights the role of provider capacity, responsiveness to demand, and perceived value, while Nguyen Van Chung (2017) and Nguyen Thi Ngan and Bui Huy Khoi (2018) show that factors such as technical infrastructure, public services, industrial zone management policies, and human resources significantly affect the satisfaction of FDI enterprises. These findings suggest that research on supporting services for foreign enterprises should adopt an integrated approach that takes account not only of providers but also of investors' needs and perceptions.

1.2. SYNTHESIS OF THE VALUE OF PREVIOUS RESEARCH RELEVANT TO THE DISSERTATION

1.2.1. Synthesis of key research contributions

Existing studies have helped clarify the theoretical foundations, roles, impacts, and influencing factors of business supporting services. At the same time, many studies provide practical evidence showing that the quality of supporting services is closely associated with enterprise performance and satisfaction. This body of literature provides an important foundation for the dissertation in developing its analytical framework, selecting an appropriate approach, and identifying evaluation criteria suitable for foreign enterprises investing in Vietnam.

1.2.2. Research gaps and research questions

1.2.2.1. Research gaps addressed by the dissertation

Although many related studies have been conducted, there remains a lack of in-depth research on support services for foreign enterprises investing in

Vietnam as a distinct research subject from the perspective of Political Economy. Most previous studies have been fragmented by locality, sector, or specific types of services; they have not fully analyzed the relationship between the supply side and the demand side, nor have they paid sufficient attention to the specific characteristics of foreign-invested enterprises, such as cultural and linguistic factors and support requirements in the context of digital transformation.

1.2.2.2. Research questions of the dissertation

Based on the above research gaps, the dissertation focuses on clarifying three main issues: the theoretical foundations of support services for foreign enterprises investing in developing countries; the current situation of support services for foreign enterprises investing in Vietnam; and the viewpoints and solutions for improving support services for this group of enterprises in the coming period.

Chapter 2

THEORETICAL AND PRACTICAL FOUNDATIONS OF SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN DEVELOPING COUNTRIES

2.1. CONCEPTS, CHARACTERISTICS, AND ROLES OF SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN DEVELOPING COUNTRIES

2.1.1. Selected concepts related to supporting services for foreign enterprises investing in developing countries

2.1.1.1. Foreign enterprise

Foreign enterprises are understood as enterprises established and operating under the laws of the host country, with capital participation or controlling rights held by foreign investors. This concept should be distinguished from branches and representative offices of foreign traders, as those entities do not possess independent legal status. From the perspective of Political Economy, foreign enterprises are economic actors that bring advantages in terms of capital, technology, branding, management, and the capability to organize cross-border production and business activities.

2.1.1.2. Foreign enterprises investing in developing countries

a. Concept

Foreign enterprises investing in developing countries are enterprises with ownership or control by foreign investors that undertake long-term investments in the host economy in pursuit of lasting interests and with the ability to influence corporate governance. This form of investment is associated with foreign direct investment, involving not only capital flows but also the transfer of technology, management practices, market networks, and value chain

linkages. In the context of Vietnam, this group of enterprises is primarily established through new investments, capital contributions, share acquisitions, mergers and acquisitions (M&A), or project expansion.

b. Characteristics

Foreign enterprises investing in developing countries often aim to seek profit, expand markets, take advantage of investment incentives, exploit cost advantages, and establish positions in regional supply chains. At the same time, they often bring advanced technology and management methods and attach greater importance to corporate social responsibility, while also confronting cultural differences, institutional risks, and the need to adapt to the host business environment. These characteristics generate substantial demand for supporting services.

2.1.1.3. Business supporting services

Business supporting services constitute the aggregate of activities, products, and processes designed to assist enterprises in solving problems, meeting needs, and improving operational efficiency. Such services may be provided directly, online, or through self-service platforms, and commonly include technical support, financial support, advisory services, information services, training, and business linkages. In essence, these services help enterprises reduce transaction costs, lower uncertainty, and enhance competitiveness.

2.1.1.4. Supporting services for foreign enterprises investing in developing countries

Support services for foreign enterprises investing in developing countries refer to the overall set of activities provided by the State, public organizations, private organizations, and intermediary actors within the economy to foreign enterprises during the process of investment, production, and business operations in the host country. These services aim to create a favorable investment environment, attract and effectively utilize external resources for economic growth and development, enhance national competitiveness, and promote international economic integration.

2.1.1.5. Requirements for supporting services for foreign-invested enterprises

In the context of international integration and digital transformation, support services for foreign enterprises should satisfy several fundamental requirements, including: (1) ensuring transparency and accessibility of information; (2) ensuring professionalism and a high degree of specialization; (3) ensuring consistency and interconnectivity; (4) adapting to the requirements of digital transformation and international integration; (5) ensuring economic efficiency and reducing costs for investors; (6) ensuring compliance with legal regulations and international commitments; and (7) aligning with the development objectives of the host country.

2.1.2. Characteristics of supporting services for foreign enterprises investing in developing countries

Support services for foreign enterprises possess several distinctive characteristics, including a high level of specialization, customization according to the needs of individual enterprises, multilingual and multicultural adaptability, networking capabilities with regulatory authorities and local partners, objectivity in consultancy, and comprehensiveness across multiple stages of the investment and business process. These characteristics make support services an integral component of the investment environment, directly influencing the ability to attract and retain foreign-invested enterprises.

2.1.3. The roles of supporting services for foreign enterprises investing in developing countries

2.1.3.1. For investing enterprises

For foreign enterprises, supporting services help save costs and time in market entry, shorten the search for investment opportunities, mobilize necessary resources more rapidly, and improve compliance with the law as well as adaptation to the local business environment. In addition, these services help narrow cultural gaps and strengthen relations with government authorities, partners, and communities, thereby enhancing the likelihood of successful and sustainable investment projects.

2.1.3.2. For service providers

For the host country and service providers, an effective supporting system contributes to job creation, income growth, the formation of an attractive investment environment, enhanced national competitiveness, the attraction of high-value-added industries, and the promotion of technology and managerial skill transfer. Thus, supporting services for foreign enterprises not only serve enterprises but also constitute an important instrument for upgrading growth quality and the economy's position within global value chains.

2.2. CONTENTS, EVALUATION CRITERIA, AND FACTORS AFFECTING SUPPORT SERVICES FOR FOREIGN ENTERPRISES INVESTING IN DEVELOPING COUNTRIES

2.2.1. Contents of Support Services for Foreign Enterprises Investing in Developing Countries

2.2.1.1. Information and Consultancy Support Services

This group of services plays a pioneering role in helping enterprises identify markets, assess investment opportunities, competitors, and customer demand, as well as select appropriate business strategies. These services also assist enterprises in risk management and investment planning in the host country.

2.2.1.2. Administrative Procedure Support Services

This group of services focuses on supporting investment registration, business registration, licensing procedures, import–export procedures, and other legal compliance obligations. Its primary role is to reduce administrative

burdens, save time, lower compliance costs, and minimize legal risks for foreign investors.

2.2.1.3. Business Partner Search Support Services

Business partner search services help foreign enterprises connect with suppliers, customers, distributors, joint venture partners, and actors within the value chain. This service area has high practical significance because the ability to establish suitable partnership networks is an important condition for enterprises to stabilize and expand their investment activities.

2.2.1.4. Financial Support Services

Financial support services include financial management consultancy, access to capital, identification of funding sources, and capital mobilization support. These services help enterprises improve the efficiency of financial resource utilization, minimize risks, and create favorable conditions for the implementation and expansion of investment projects.

2.2.1.5. Human Resource Training and Development Support Services

Training and human resource development services help enterprises improve professional skills, management capabilities, and the adaptability of their workforce. This area is strategically important because it not only supports business efficiency but also contributes to the development of high-quality human resources in the host country.

2.2.1.6. Trade Promotion Support Services

Trade promotion services support enterprises in product promotion, brand development, market expansion, and relationship building with customers, distributors, and partners. Under conditions of intense international competition, this group of services helps foreign enterprises strengthen their market presence and achieve sustainable development in new markets.

2.2.2. Evaluation Criteria for Support Services for Foreign Enterprises Investing in Developing Countries

2.2.2.1. Criteria Related to Service Costs

This group of criteria includes: reasonable costs; transparency in pricing; cost efficiency; and flexibility in payment methods.

2.2.2.2. Criteria Related to Service Quality

This group of criteria includes: the expertise, experience, and professionalism of service providers; completeness, transparency, and timeliness of services; reliability and reputation; flexibility and adaptability; and service standards.

2.2.2.3. Criteria Related to Effectiveness for Foreign Enterprises

This group of criteria includes the ability to reduce transaction costs and risks, support market entry, and facilitate operational activities, expansion, and reinvestment in the host country.

2.2.2.4. Criteria Related to Governance and Compliance

This group of criteria reflects the extent to which the support service

system aligns with state management requirements, legal standards, and modern development trends. It includes the ability to ensure compliance with legal regulations and international commitments, promote sustainable development, strengthen the application of digital technology in service provision, and ensure fairness, transparency, and non-discrimination among enterprises.

2.2.2.5. Criteria Related to Development Impacts

This group of criteria reflects the contribution of the support service system to the quality and effectiveness of attracting and utilizing foreign investment in the host country. It includes the ability to improve the quality of foreign investment flows, promote linkages between foreign enterprises and domestic enterprises, support technology transfer, develop human resources, enhance labor productivity, and promote sustainable development.

2.2.2.6. Criteria Related to Harmonization of Interests Among Stakeholders

This group of criteria includes: supporting and protecting enterprise interests; and fostering trust and long-term cooperation among stakeholders.

2.2.3. Factors Affecting Support Services for Foreign Enterprises Investing in Developing Countries

2.2.3.1. Legal and Policy Environment

The legal and policy environment forms the foundation of the support service system. A stable, transparent, predictable legal framework combined with appropriate incentive policies helps reduce investment risks, build investor confidence, and improve the effectiveness of support service implementation.

2.2.3.2. Infrastructure Development

Technical and social infrastructure, including transportation, electricity, water supply, telecommunications, logistics, healthcare, education, and housing, directly affects the effectiveness of support services and the attractiveness of the investment environment. The more integrated and well-developed the infrastructure system is, the lower the transaction costs and the greater the ability of foreign enterprises to sustain their operations.

2.2.3.3. Quality of Human Resources Involved in Providing Support Services

The human resources of support service providers are a decisive factor in service quality. Professional qualifications, communication skills, foreign language proficiency, cultural understanding, and practical experience determine the professionalism and effectiveness of support provided to foreign enterprises.

2.2.3.4. Awareness of Stakeholders Regarding the Importance of Support Services

The awareness of both enterprises using support services and organizations providing them significantly affects service effectiveness. When stakeholders properly recognize the role of support services, their level of initiative in accessing, coordinating, and improving services will increase, thereby enhancing the actual quality of support.

2.2.3.5. Capacity of Support Service Providers

The capacity of support service providers is reflected in their ability to organize implementation, solve problems, coordinate across sectors, and deliver services that meet investors' needs. This is a decisive factor because, even under the same policy framework, the actual effectiveness of support services depends heavily on the implementation capacity of service providers.

2.3. EXPERIENCES OF SOME COUNTRIES IN PROVIDING SUPPORT SERVICES FOR FOREIGN INVESTED ENTERPRISES AND LESSONS FOR VIETNAM

2.3.1. Japan's Experience

Japan has developed a relatively systematic investment support system, focusing on procedural consultancy, legal and tax assistance, human resource support, and post-licensing services. A distinctive feature of Japan's experience is the strong accompaniment provided by support agencies, the reduction of procedural complexity, and considerable attention to human and cultural factors during investors' operations in localities.

2.3.2. Singapore's Experience

Singapore stands out for its investment support model associated with innovation, digitalization, and smart financial support. The country has implemented numerous programs through specialized agencies such as SPRING, focusing on supporting enterprises in consultancy, training, technology, credit access, and innovation. As a result, Singapore has developed an attractive, flexible, and highly competitive investment environment.

2.3.3. Thailand's Experience

Thailand has established a relatively comprehensive investment support system through the Board of Investment (BOI), with emphasis on information provision, investment promotion, procedural guidance, investment incentives, and enterprise support during project implementation. This experience highlights the important role of a focal agency with sufficient authority and coordination capacity to provide substantive support for foreign investors.

2.3.4. The Netherlands' Experience

Support services for foreign-invested enterprises in the Netherlands have contributed to making the country one of the most attractive and competitive economies in the world. Typical support services include tax support services, strategic industry cluster development support, flexible and smart indirect support mechanisms, and the development of support ecosystems for small and medium-sized enterprises. In particular, the Netherlands has business support agencies that effectively assist innovative enterprises.

2.3.5. Lessons for Vietnam

From the experiences of the above-mentioned countries, several lessons can be drawn for Vietnam, including:

(1) developing a comprehensive and synchronized support service ecosystem from the central to the local level;

(2) emphasizing in-depth tax and financial support services linked to sectoral development strategies;

(3) providing timely information support through transparent digital platforms and investment guidance for foreign enterprises;

(4) upgrading human resource support services and cultural integration assistance;

(5) developing specialized financial support services through multi-tier financial funds supporting small foreign enterprises and start-ups; and

(6) ensuring that the Government plays a facilitating and coordinating role while enterprises act as market leaders.

Chapter 3

THE CURRENT STATE OF SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM

3.1. OVERVIEW OF THE CURRENT STATE OF FOREIGN ENTERPRISES INVESTING IN VIETNAM IN RECENT YEARS

3.1.1. General overview of foreign direct investment in Vietnam

During the 2019–2024 period, Vietnam continued to affirm its position as an important destination for foreign investment in the region, despite the impacts of the COVID-19 pandemic and global economic fluctuations. By the end of 2024, the country had 42,002 valid FDI projects with a total registered capital of USD 502.8 billion, while cumulative disbursed capital reached USD 322.5 billion. In 2024 alone, disbursed FDI capital amounted to USD 25.35 billion, the highest level ever recorded. The FDI structure remained heavily concentrated in the processing and manufacturing industries, while the foreign-invested sector continued to play a major role in exports, particularly in electronics, and generated a trade surplus of approximately USD 50.3 billion.

In terms of trends, foreign investment in Vietnam declined sharply during the 2020–2021 period, before showing a clear recovery from 2022 and experiencing strong growth in 2023–2024. Throughout the entire period, 16,743 new projects were licensed, with total registered capital of USD 98.97 billion and implemented capital of USD 131.03 billion. The foreign-invested sector continued to serve as a key driver of trade, economic growth, and employment. However, the quality of foreign investment still exhibited certain limitations, reflected in the relatively low proportion of high-technology projects, weak linkages with domestic enterprises, low localization rates, slow disbursement in some projects, and the persistence of several labor-related violations.

3.1.2. Overview of Korean and Japanese enterprises investing in Vietnam (2019–2024)

South Korea and Japan are two particularly important investment partners

in the structure of foreign investment in Vietnam. Vietnam has strongly attracted enterprises from these two countries due to its stable political environment, deep international integration, bilateral and multilateral free trade agreements such as the VKFTA, VJEPA, and CPTPP, as well as advantages in labor costs and its position within regional supply chains.

As of 2024, South Korean enterprises had invested in 10,013 projects with a total registered capital of USD 86.75 billion, while Japanese enterprises had invested in 5,381 projects with a total registered capital of USD 74.69 billion. Both groups mainly concentrated on the processing and manufacturing industries; however, Japanese investment was also more prominent in real estate, infrastructure, and certain financial service sectors. Major corporations such as Samsung, LG, Hyundai, Lotte, Toyota, Honda, Canon, Panasonic, Sumitomo, and Mitsubishi have made significant contributions to Vietnam's industrial restructuring, export growth, job creation, and the diffusion of management skills and technology.

Table 1. Number of projects from South Korea and Japan in 3 localities

Unit: Million USD

Province	Korea			Japan		
	Number of projects	Total registered investment capital	Average capital size per project	Number of projects	Total registered investment capital	Average capital size per project
Bac Ninh	960	11.459	11,94	106	1.691,65	15,96
Ha Noi	2.598	9.400	3,62	1.530	12.510	8,18
Thai Nguyen	137	7.058	51,52	7	153,77	21,97
Total	3.695	27.917		1.643	14.355	

Source: Foreign Investment Agency, 2024

Across the three study localities—Hanoi, Bac Ninh, and Thai Nguyen—clear differences emerge in the investment structures of the two countries. For Korean investment, Hanoi led in the number of projects, whereas Bac Ninh led in total capital, and Thai Nguyen had the highest average capital size because it hosted several very large projects, most notably Samsung Electronics Vietnam. For Japanese investment, Hanoi also remained the main destination in terms of project numbers and total capital, while Thai Nguyen recorded a relatively high average project size, reflecting a pattern of fewer but larger projects. Nevertheless, investment from Korea and Japan also reveals several bottlenecks: Korean enterprises face difficulties related to information access and language barriers; Japanese enterprises are concerned about supporting industries, electricity supply, infrastructure, and the shortage of high-quality managerial personnel; and the objectives of technology transfer and stronger linkages with domestic enterprises have not yet been achieved as expected.

3.2. CURRENT STATE OF SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM (2019–2024)

In the context of Vietnam’s emergence as a production and investment hub in Southeast Asia, supporting services for foreign enterprises increasingly serve as a bridge between macro-level policy and enterprise-level operations. According to a survey of 90 service providers, the current supporting service system in Vietnam is concentrated in six major groups: information and advisory support; legal and procedural support; business partner-search support; financial support; training and human resource development support; and trade promotion support. Some services are more widely provided than others, including supporting for enterprise registration and business licenses (85.6% of providers), skills training (73.3%), provision of information on supporting plans and programs (60%), contract drafting and review supporting (60%), access to investment capital and marketing campaigns (both 58.9%), supplier search (56.7%), and financial management advice (55.6%). The supply network comprises both state agencies and intermediary organizations, including investment promotion agencies, business associations, law firms, auditing and consulting firms, and logistics enterprises.

3.2.1. Current state of information and advisory supporting services for foreign enterprises investing in Vietnam

Information and advisory supporting services are among the most frequently used services, especially by Korean and Japanese enterprises. Agencies such as KOTRA, KOICA, JETRO, JICA, JCCI, the Foreign Investment Agency, provincial investment promotion centers, and international consulting firms such as PwC, Deloitte, KPMG, and EY have formed a relatively diverse service ecosystem. Among the 350 enterprises surveyed, the three most frequently used services were: provision of information on supporting plans, programs, and activities; market information analysis; and business strategy consulting. Official information provision was the service most often selected from state organizations, with 229 out of 350 enterprises (65.4%), whereas market information analysis leaned more heavily toward consulting firms, with 201 out of 350 enterprises (57.3%).

In terms of assessment, Korean and Japanese enterprises both viewed the provision of official information as “very important,” with mean scores of 4.21 and 4.22 out of 5, respectively; market information analysis was regarded as “important,” while business strategy consulting was rated only at a moderate level because many enterprises already possess in-house strategic units. Nevertheless, satisfaction with this service group reached only around 3.05–3.24 out of 5, indicating only partial satisfaction. Major limitations include insufficient timeliness and consistency of information, local information portals that are still slow to update and lack foreign-language versions and detailed guidance, persistent language barriers and cultural differences that reduce

advisory effectiveness, and the high cost of high-quality services for small and medium-sized enterprises.

3.2.2. Current state of legal-procedural supporting services for foreign enterprises investing in Vietnam

Legal-procedural supporting services are the most essential category during market entry and the maintenance of operations in Vietnam. Survey results show that both Korean and Japanese enterprises use supporting services for enterprise registration and business licenses at a rate of 100%. Contract drafting and review services are also widely used, but Korean enterprises use them more frequently than Japanese enterprises, whereas dispute-resolution services in the host country are used less frequently and mainly when problems arise.

In terms of importance, supporting for enterprise registration and business licensing received the highest evaluation, with scores of 4.45 among Korean enterprises and 4.38 among Japanese enterprises. Contract drafting and review supporting was considered important, while dispute resolution was rated at only a low-to-moderate level. However, overall satisfaction with legal services remained around 3.2 out of 5, mainly because of the high cost of legal consulting, insufficient flexibility in service design, and the lack of service models tailored to small and medium-sized enterprises. Moreover, although organizations such as KOTRA, KOICA, JETRO, JCCI, and international law firms have provided fairly effective support, Vietnam's legal-information portals and e-procedures still face limitations in multilingual accessibility, consistency across localities, and the ability to reduce entry costs for investors. The PCI "Market Entry" index indicates an overall trend of improvement, with Bac Ninh and Thai Nguyen improving markedly in the later period, although Hanoi continues to face greater pressure due to the scale and complexity of its business environment.

3.2.3. Current state of business partner search supporting services for foreign enterprises investing in Vietnam

Business partner search services constitute an important link enabling foreign enterprises to connect with customers, suppliers, and strategic partners in Vietnam. Organizations such as KOTRA, KOCHAM, JETRO, JCCI, and JBAV, together with certain international consulting firms, play a prominent role in this field, while trade fairs and exhibitions such as Vietnam Expo also serve as important channels for connection. Survey results show that among the three service types, "customer connection" was used most frequently, with 215 out of 350 enterprises (61.43%); this was followed by "supplier search" with 178 enterprises (50.86%); and "strategic partner development" ranked lowest, with 121 enterprises (34.57%). In terms of importance, enterprises attached the greatest importance to customer connection (3.84/5), followed by supplier search (3.48/5), whereas strategic partner development was evaluated with hesitation. Notably, satisfaction with all three services remained only around 3.20-3.33 out of 5, indicating that connection effectiveness has not yet been

fully convincing.

3.2.4. Current state of financial supporting services for foreign enterprises investing in Vietnam

Compared with other groups of support services, financial support services, although relatively visible, still lack sufficient depth. A survey of service providers shows that 55.6% offer financial management consultancy, 58.9% support access to investment capital, and 35.6% assist in identifying funding opportunities. In practice, foreign enterprises in Vietnam require not only support related to cash flow, taxation, accounting, and corporate finance, but also more flexible financial instruments, particularly during the start-up or project expansion stages. However, current support packages remain largely focused on professional consultancy rather than in-depth financial support mechanisms. As a result, their capacity to meet the needs of small and medium-sized enterprises remains limited.

3.2.5. Current state of training and human resource development supporting services for foreign enterprises investing in Vietnam

Training and human resource development support services have become an increasingly important group of services as foreign investment in Vietnam gradually shifts from labor-intensive industries to sectors requiring higher levels of technology and technical expertise. According to a survey of service providers, 73.3% of organizations implement skills training programs, 43.3% provide management and leadership training, and 44.4% offer human resource strategy consultancy. In addition, data from the General Statistics Office indicate that employment in the foreign-invested sector increased from 5.09 million workers in 2020 to 5.31 million workers in 2023. Although female workers continued to account for the majority, their proportion slightly declined, while the proportion of male workers increased, reflecting the transition toward processing, manufacturing, and technology industries requiring more advanced skills.

The “Labor Training” index in the Provincial Competitiveness Index (PCI) also clearly reflects differences among localities. Hanoi has maintained the highest and most stable score, Bac Ninh has experienced significant fluctuations due to pressure from shortages of skilled labor, while Thai Nguyen has shown a slight downward trend and remains heavily dependent on the labor demands of several large enterprises. This indicates that the quality of human resource training support services has become an important competitive factor among localities in attracting and retaining high-quality foreign investment flows.

3.2.6. Current state of trade promotion supporting services for foreign enterprises investing in Vietnam

Trade promotion services are among the most widely used supporting service groups. Agencies and organizations such as KOTRA, KORCHAM, KCCI, JETRO, JBAV, and JCCI have organized numerous trade fairs, exhibitions, seminars, B2B meetings, and marketing activities to support Korean

and Japanese enterprises in expanding their markets in Vietnam. Survey results show that trade fairs and exhibitions were used more frequently than marketing campaigns by both groups of enterprises. Specifically, 88.10% of Korean enterprises and 90.7% of Japanese enterprises participated in trade fairs and exhibitions, while marketing campaigns were used by 70.0% and 72.14% of enterprises, respectively. Trade fairs and exhibitions were also assessed as “very important,” with average scores of 4.24 and 4.25, whereas marketing was rated as “important,” with scores of 3.82 and 3.76. Satisfaction with trade promotion services reached a level of “satisfied,” fluctuating around 3.43–3.63 out of 5.

However, trade promotion activities still face limitations in terms of consistency, funding, coordination between business associations and promotion centers, and the extent to which they support enterprises in strategic business planning. This suggests that although trade promotion in Vietnam has expanded in quantitative terms, it still needs qualitative upgrading and greater professionalism in order to effectively support FDI enterprises.

3.3. FACTORS AFFECTING SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM

The dissertation develops a model comprising six groups of factors affecting the effectiveness of supporting services: the legal and policy environment; infrastructure; human resources; awareness of the importance of supporting services; the capacity of supporting units; and culture and language. Survey results show that the measurement variables for each group generally achieved relatively high average values: the legal and policy environment ranged from approximately 3.30 to 3.97 points; infrastructure from 3.90 to 4.04; human resources from 3.78 to 3.94; awareness of the importance of supporting services from 4.08 to 4.27; and the capacity of supporting units from 3.83 to 3.99. EFA results indicate that the observed variables were clearly extracted into six factors, with loadings mostly above 0.5, thereby confirming that the proposed factor framework has a relatively sound empirical basis.

Findings show that supporting services for foreign enterprises investing in Vietnam are mainly affected by the legal and policy environment, infrastructure, human resource quality, stakeholders’ awareness of the role of supporting services, the capacity of service providers, and culture and language. Among these, the legal and policy environment plays a foundational role because it determines the transparency, stability, and predictability of investment activities, whereas infrastructure directly influences service accessibility and implementation effectiveness.

Table 2. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 ^a	.982	.981	.08255

a. Predictors: (Constant), UDTC, NLDV,>NNL, VHNN, NTQT, CSHT

b. Dependent Variable: DVHT

The standardized regression equation is as follows:

$$DVHT = 0.014 \times NNL + 0.018 \times CSHT + 0.855 \times NLDV + 0.433 \times UDTC + e$$

In addition, the quality of human resources and the capacity of service-providing organizations directly affect the actual quality of supporting activities. A team of experts with strong qualifications, foreign language skills, and an understanding of international business culture enhances the effectiveness of support for FDI enterprises. At the same time, appropriate awareness on the part of both service users and service providers increases initiative, coordination, and supporting quality. Culture and language, although difficult to fully quantify, still remain significant barriers in communication, advisory activities, and procedural handling for foreign enterprises in Vietnam.

3.4. EVALUATION OF SUPPORT SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM

3.4.1. Achievements

In recent years, the provision of support services for foreign enterprises investing in Vietnam has achieved several positive results, reflected in the following aspects:

(1) The legal environment and state support mechanisms have shown positive improvements toward greater transparency, convenience, and compatibility with the requirements of international economic integration;

(2) Consultancy services provided by the private sector have become increasingly professional;

(3) Human resources involved in providing support services for foreign enterprises investing in Vietnam have gradually improved;

(4) The diversity and level of development of support services have expanded across different regions;

(5) Service prices and quality have initially met the basic requirements of foreign enterprises; and

(6) There has been a degree of risk-sharing and harmonization of interests among stakeholders involved in support services for foreign enterprises investing in Vietnam.

3.4.2. Limitations

However, the achieved results have not been fully consistent nor commensurate with the requirements of foreign enterprises. Specifically:

(1) The system of support services for foreign enterprises investing in Vietnam remains uneven among localities;

(2) There is still a lack of transparency and difficulty in accessing investment support information;

(3) Service quality remains disproportionate to service costs;

(4) The capacity of support service personnel is still limited; and

(5) There is a lack of policies encouraging private sector participation in the provision of support services.

3.4.3. Causes of the Limitations

First, regarding awareness and policy orientation, both central and local authorities have not yet fully regarded support services for investors as a strategic component of the investment environment.

Second, regarding the legal framework and regulatory mechanisms, Vietnam currently lacks a specialized legal document comprehensively regulating the provision of support services for foreign-invested enterprises.

Third, recruitment and remuneration mechanisms remain inadequate and are not sufficiently attractive to retain highly qualified personnel or individuals with international experience.

Fourth, regarding operational mechanisms and inter-agency coordination, the current support service system for foreign enterprises investing in Vietnam still lacks interconnectivity, synchronization, and information transparency. An integrated support service ecosystem has not yet been established, resulting in low service efficiency.

Fifth, the participation of the private sector remains limited. Although private enterprises, particularly consulting firms, law firms, accounting companies, logistics providers, and technology start-ups, have participated in the investment support service system, their role is still unclear and lacks strategic orientation.

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR IMPROVING SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM

4.1. CONTEXT AFFECTING SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM

Chapter 4 situates the issue within three major contextual drivers that directly affect supporting services for foreign enterprises investing in Vietnam. First, the Fourth Industrial Revolution is promoting comprehensive digital transformation, changing service delivery methods toward greater intelligence, transparency, connectivity, and data integration, while also imposing urgent demands on institutional capacity, digital human resources, and information security. Second, the reconfiguration of global investment flows, driven by supply-chain restructuring, the “China +1” strategy, and geopolitical volatility, creates major opportunities for Vietnam but also places pressure on it to improve the speed, professionalism, and customization of supporting services. Third, the political and economic conditions of major investing countries such as Japan, the Republic of Korea, China, Singapore, Taiwan, and European countries directly affect service demand; investors increasingly require a stable

investment environment, transparent procedures, sound infrastructure, rapid support, and staff equipped with foreign language competence and understanding of partner cultures.

4.2. VIEWPOINTS AND OBJECTIVES FOR IMPROVING SUPPORT SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM WITH A VISION TOWARD 2045

4.2.1. Viewpoints on Improving Support Services for Foreign Enterprises Investing in Vietnam

The dissertation identifies six guiding viewpoints: First, the improvement of support services must place the quality and effectiveness of foreign investment flows at the center. Second, support service improvement should follow a development-oriented and investor-serving approach. Third, the improvement of support services must ensure synchronization between central and local levels. Fourth, support service improvement should be based on digital transformation and e-government development. Fifth, the improvement of support services must be associated with sustainable development and social responsibility. Sixth, supporting service improvement must be embedded within the strategy of enhancing the endogenous capacity of the economy. On that basis, by 2040, support services should shift from the traditional administrative model toward a proactive investment support model based on digital transformation, interconnected data systems, and modern public governance.

4.2.2. Objectives

4.2.2.1. Overall objective

The overall objective through 2040 is to develop a modern, professional, synchronized, and investor-centered system of support services for foreign enterprises investing in Vietnam. This system is expected to provide comprehensive services throughout the entire project life cycle, from investment preparation and implementation to operation and business expansion, thereby contributing to the attraction of high-quality foreign investment flows featuring advanced technology and environmental sustainability.

4.2.2.2. Specific objectives

The specific objectives focus on five major directions: improving the investment information and consultancy system toward digitalization, transparency, and accessibility; developing an integrated one-stop mechanism to shorten procedures and reduce market entry costs; enhancing the quality of post-licensing support services in order to resolve difficulties and encourage reinvestment; promoting business linkage services and supporting industry development to strengthen connections between foreign enterprises and domestic enterprises; and developing training services and the supply of high-quality human resources in line with the demands of high-technology production.

4.2.2.3. Orientation indicators to 2045

The major orientation targets include: over 90% of foreign enterprises being satisfied with the quality of investment support services provided by state agencies; a reduction of 30–40% in the processing time for investment and business procedures compared with the 2020–2024 period; at least 70% of foreign enterprises receiving regular post-licensing support services; the proportion of foreign enterprises maintaining production and business linkages with domestic enterprises reaching 40–50%; the proportion of trained workers in the foreign-invested sector exceeding 85%; and 100% of localities attracting key foreign-invested enterprises operating digital platforms for investor support and advanced online public services.

4.3. SOLUTIONS FOR IMPROVING SUPPORTING SERVICES FOR FOREIGN ENTERPRISES INVESTING IN VIETNAM TO 2040 WITH A VISION TO 2045

Basis for proposing solutions

The proposed solutions are developed based on the analytical results presented in Chapter 3, which identified five major limitations: the system of support services for foreign enterprises investing in Vietnam remains uneven across localities; investment support information lacks transparency and is difficult to access; service quality is not commensurate with costs; the capacity of support service personnel remains limited; coordination among relevant agencies and organizations is insufficient; and policies encouraging private sector participation are not yet strong enough. Quantitative analysis also indicates that four factors have statistically significant impacts on the effectiveness of support services, namely the capacity of service providers, financial incentive policies, infrastructure, and human resources, among which the capacity of service providers has the strongest influence. Therefore, the proposed solution system is designed in a synchronized manner and directly linked to the above-mentioned bottlenecks.

4.3.1. Narrowing the gap in support services among localities

This solution aims to address the uneven development of support service systems among localities. The key contents include: developing a national set of standards for support services for foreign enterprises in order to establish common benchmarks regarding processing time, service quality, costs, and satisfaction levels; establishing regional support centers for foreign-invested enterprises to enhance coordination, connectivity, and capacity sharing among localities; applying digital technology in the provision of remote support services to overcome inequalities caused by geographical distance; and improving the capacity of local officials toward greater professionalism, multilingual competence, and stronger understanding of international law and business culture. Conditions for implementation include a unified institutional and standards framework, adequate financial and human resources, stronger digital transformation, regular monitoring mechanisms, and closer regional linkages.

4.3.2. Enhancing transparency and accessibility of information

This group of solutions focuses on overcoming bottlenecks related to fragmented, slowly updated, and insufficiently multilingual information. The main contents include: developing and operating a national digital data platform for support services for foreign-invested enterprises, integrating data on procedures, incentives, infrastructure, labor, and foreign investment projects; standardizing and publicly disclosing administrative procedures related to foreign investment; developing an integrated national electronic one-stop system that enables enterprises to submit documents, track processing progress, and receive feedback through a unified platform; encouraging support organizations and state agencies to improve transparency regarding service categories, processing times, costs, and outputs; and establishing mechanisms for enterprises to provide feedback and evaluate service quality. Conditions for implementation include ensuring digital infrastructure, interconnected databases, improved accountability mechanisms, and enhanced data governance skills among implementation personnel.

4.3.3. Improving the quality and efficiency of supporting services for foreign-invested enterprises

This group of solutions seeks to make supporting services more substantive and more commensurate with the costs borne by enterprises. Its core contents include: establishing an independent evaluation and ranking mechanism for supporting service providers; introducing recommended fee frameworks for basic services so as to enhance transparency and reduce opaque pricing; strengthening the supervisory role of professional associations and intermediary organizations such as VCCI, VAFIE, AmCham, EuroCham, and KoCham; organizing periodic service evaluation forums to create a mechanism for multi-stakeholder dialogue; and accelerating digital transformation in service delivery in order to shorten processing times, reduce transaction costs, and standardize service procedures. Implementation requires improved inter-agency coordination institutions, adequate financial and human resources, and expanded public–private cooperation in service provision.

4.3.4. Enhancing the capacity of personnel providing supporting services for foreign-invested enterprises

The dissertation regards the capacity of service-providing personnel as the decisive condition for the quality of the supporting system. Accordingly, it is necessary to develop specialized training programs for those engaged in supporting foreign enterprises investing in Vietnam, with a focus on international investment law, cross-cultural communication, problem-solving, and digital technology; to strengthen the recruitment and use of international experts or professionals with international experience; to organize knowledge exchange and experience-sharing among localities and with international organizations in order to disseminate good practices; and to develop networks

of sector- and country-specific experts to support localities with limited resources. Implementation requires a dedicated training strategy, suitable recruitment and incentive mechanisms, deeper international cooperation, and the application of digital technologies in personnel management and evaluation.

4.3.5. Strengthening coordination among organizations and agencies related to supporting services for foreign enterprises

Because the supply chain of supporting services remains fragmented, this solution emphasizes the need to establish a clear mechanism for inter-sectoral and multi-level coordination, with a definite coordinating focal point and specific responsibilities for handling tasks. In practice, it is necessary to develop an interconnected one-stop mechanism both horizontally among agencies at the same level and vertically among levels of government, while also building an integrated information technology infrastructure for dossier circulation, data sharing, and progress monitoring. At the same time, there is a need to form an integrated multi-stakeholder supporting service network involving regulatory agencies, public organizations, professional private units, banks, insurance providers, logistics firms, human resource services, legal services, and technology firms, with provincial or regional investment service centers serving as coordinating hubs. Implementation requires clear coordination regulations, shared data infrastructure, adequate implementation resources, and regular evaluation and feedback mechanisms.

4.3.6. Encouraging private sector participation in supporting services for foreign enterprises

This solution stems from the fact that the private sector has considerable potential but has not yet been adequately encouraged to participate in investment supporting service provision. Its basic content includes: improving the legal and policy framework so as to officially recognize qualified private organizations as providers of supporting services for foreign enterprises investing in Vietnam; creating a level competitive playing field between public and private sectors on the basis of transparent service standards, professional practice conditions, quality, and pricing; and promoting public–private cooperation mechanisms in order to mobilize consulting, legal, accounting, logistics, human resource, and technology enterprises to participate more deeply in the investment supporting ecosystem. This is an important direction for enhancing the flexibility, specialization, and responsiveness of the supporting service system in the new period.

CONCLUSION

Improving support services for foreign enterprises investing in Vietnam is an important requirement for enhancing national competitiveness, improving the investment environment, and attracting high-quality foreign investment

flows. In practice, competitive advantages in attracting investment no longer rely solely on tax incentives or land preferences, but increasingly depend on the quality of administrative, legal, logistics, consultancy, and investment support services. These services help reduce transaction costs, improve operational efficiency, and strengthen investor confidence.

On that basis, the dissertation has developed and further clarified the theoretical foundations of support services for foreign enterprises investing in developing countries, while also constructing an analytical framework consisting of six influencing factors: the legal and policy environment, infrastructure, human resources, awareness of support services, the capacity of service providers, and cultural and linguistic factors. The quantitative research results indicate that four factors have positive and statistically significant impacts on the effectiveness of support services, namely: the capacity of service providers, financial incentive policies, infrastructure, and human resources. Among these, the capacity of service providers is identified as the most decisive factor.

The dissertation also identifies several limitations in support services for foreign enterprises investing in Vietnam, including: insufficient awareness of the strategic role of support services; a fragmented and insufficiently standardized legal framework; limited human resource capacity; administrative procedures and data systems that remain poorly interconnected; and inadequate encouragement for private sector participation due to the absence of appropriate public–private partnership mechanisms. These findings suggest that Vietnam has moved beyond a stage of competition based primarily on incentives, but has not yet fully transitioned to a model of competition based on service quality and investor-serving capacity.

Accordingly, the dissertation proposes six major solutions: (1) narrowing disparities in support services among localities; (2) enhancing transparency and accessibility of information; (3) improving the quality and effectiveness of support services for foreign-invested enterprises; (4) strengthening the capacity of personnel providing support services for foreign-invested enterprises; (5) enhancing coordination among organizations and agencies related to support services for foreign enterprises; and (6) encouraging greater participation of the private sector in support services for foreign enterprises. These solutions aim to establish a unified, professional, and more adaptive support service ecosystem capable of meeting the increasingly demanding requirements of foreign investors.

LIST OF SCIENTIFIC PUBLICATIONS RELATED TO THE DISSERTATION

1. Nguyen Trong Uyen (2025), “Assessing the Effectiveness of Supporting Services for Foreign Enterprises Investing in Vietnam”, *Journal of Economics and Forecasting*, No. 08.
2. Nguyen Trong Uyen (2025), “Improving the Effectiveness of Supporting Services for Foreign Enterprises Investing in Vietnam: Empirical Analysis and Policy Implications”, *Journal of Economics and Forecasting*, No. 10.
3. Nguyen Trong Uyen (2025), “Improving the Quality of Supporting Services for Foreign Enterprises Investing in Vietnam”, *Journal of Finance*, Issue 2, No. 885.