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VU BA PHU

**ENHANCING THE GOODS EXPORT PROMOTION'S
CAPACITY OF VIETNAM**

SUMMARY OF DOCTORAL THESIS IN ECONOMICS

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Scientific instructors :

- 1: Assoc. Prof. Dr. Ta Van Loi
- 2: Assoc. Prof. Dr. Dinh Van Thanh

Counterargument :

- 1.
- 2.
- 3.

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PREFACE

1. The urgency of the thesis topic

Vietnam's goods export promotion (GEP) activities have achieved important results and increasingly affirmed their indispensable role in promoting the country's exports in recent years. GEP activities have contributed significantly to the development of export markets, including traditional markets, potential markets and markets that have signed free trade agreements (FTAs).

The GEP missions of Vietnamese government agencies have achieved important results in recent times, such as: building, approving and implementing many national trade promotion programs, organizing GEP events with diverse forms to create conditions for Vietnamese enterprises to learn about foreign markets. On one hand, the GEP's capacity of other entities such as associations, export support organizations, and enterprises in Vietnam has been gradually improved, basically meeting new requirements.

On the other hand, the infrastructure for GEP has been gradually upgraded. Equipment for management and organization of GEP activities has been newly equipped to promote the application of digital transformation information technology; to innovate and improve the effectiveness of GEP activities; to support businesses in finding and connecting customers, and to maintain and develop export markets effectively. In addition, the professional qualifications, skills of officials, civil servants, and employees working in GEP activities are increasingly improved.

However, the GEP's capacity still has some shortcomings such as: Export promotion activities are still spread out among ministries, branches, and localities, with overlapping content, time, and

implementation locations, which can easily cause waste of resources; Human resources at agencies and organizations in responsibility of GEP are still lacking in quantity and weak in quality, affecting the quality of implementation of GEP activities. The organizing and implementing of GEP activities have not achieved the goals. On the other hand, there is no ability to deploy new GEP activities to meet the needs of enterprises in the current situation.

The main cause of these shortcomings is that the GEP's capacity of the entities still has certain shortcomings. The shortage of resources, coordination mechanisms between entities, financial mechanisms have not really met new requirements, the organizational model of GEP units is not unified, some units have not been proactive in innovating, researching and implementing modern GEP methods, ...

The reality and requirements show that Vietnam needs a system of fundamental, synchronous and breakthrough solutions to enhance the GEP's capacity to develop goods exports, determining Vietnam's position in the world and regional markets. On the other hand, the issue of enhancing trade promotion activities in general and GEP activities in particular has been mentioned, analyzed and published in many research works. However, the theoretical and practical issues on enhancing the GEP's capacity of a country are still quite modest and need to be supplemented and improved.

For the above reasons, the doctoral fellow chose the topic "*Enhancing the goods export promotion's capacity of Vietnam*" as the topic of the doctoral thesis.

2. Research objectives and tasks

2.1. Research objectives

Based on the theory and analysis of the reality of GEP's capacity, the thesis proposes theoretical and practical solutions to enhance Vietnam's GEP's capacity by 2030.

2.2. Research tasks

To achieve the above research objectives, the tasks of the thesis are: *Firstly*, to systematize and clarify the theoretical basis, to establish a theoretical framework on enhancing the GEP's capacity; *Secondly*, to analyze and evaluate the reality of Vietnam's GEP's capacity in the period 2020 - 2024; *Thirdly*, to propose viewpoints, orientations and solutions to enhance Vietnam's GEP's capacity by 2030.

3. Research subjects and scope

3.1. Research subjects: Theoretical and practical issues on enhancing the Vietnam's GEP's capacity.

3.2. Research scope: (1) *Regarding time:* The thesis studies the reality of Vietnam's GEP's capacity in the period 2020-2024, proposes solutions to enhance Vietnam's GEP's capacity by 2030; (2) *Regarding space:* in Vietnam; (3) *Regarding content:* The thesis studies Vietnam's GEP's capacity, focusing on the capacity of the GEP network.

4. Research methodology

The thesis uses dialectical materialism and historical materialism methodology and synthesizes the following methods: systematic method, analytical method, synthetic method, inductive method, comparative method, statistical method, survey method, expert method.

5. Additional outcomes of the thesis

- *As for the theoretical basis:* The thesis systematizes, clarifies and supplements the theory on enhancing the export capacity of a country, establishes the content and factors affecting the GEP's capacity of goods, builds a set of criteria for assessing the export capacity of goods as a basis for analyzing and evaluating the reality;

- *As for the practical experience:* The thesis has analyzed and drawn out the successes, shortcomings and causes of the reality of Vietnam's GEP's capacity. These comments and assessments are the basis for calculating and proposing solutions to eliminate the causes leading to the limitation of the GEP's capacity of Vietnamese promotion entities; The thesis has proposed viewpoints, orientations and some of solutions with practical value for trade promotion organizations, state management agencies, and Vietnam's GEP policy makers.

6. Structure of the thesis

The thesis is structured into 04 chapters including: Chapter 1 - Overview of research works related to the thesis topic; Chapter 2 - Theoretical basis and practical experiences on enhancing the goods export promotion's capacity; Chapter 3 - Reality of goods export promotion's capacity of Vietnam in the period 2020-2024; Chapter 4 - Viewpoints, orientations and solutions to enhance the capacity goods export promotion's capacity of Vietnam by 2030.

CHAPTER 1:

OVERVIEW OF RESEARCH WORKS RELATED TO THE THESIS TOPIC

1.1. Research works related to the thesis topic

Regarding the issue of enhancing the GEPc's capacity, there are a number of published research works such as: Nguyen Xuan Quang (2007), *Trade Marketing Textbook*; Nguyen Bach Khoa (2011), *Trade Marketing Textbook*; Nguyen Thi Dung (2007), *Law on trade promotion in Vietnam: theoretical and practical issues*; Le Hoang Oanh (2014), *Trade promotion - Theory and practice*; Nigar Hashimzade, Gareth Myles and John Black (2017), *Economic Dictionary*; William D. Perreault, Edmund Jerome McCarthy (2006), *Essentials of Marketing*;

Nguyen Van Tuan (2020), *Trade promotion of key agricultural products of Bac Giang province - Urgent issues*; Nguyen Thi Dung (2006), *Law on trade promotion in the market economy in Vietnam - theory, practice and solutions*; Do Thi Huong (2009), *Completing promotion activities to boost exports of Vietnamese enterprises to the EU market*; Trade Promotion Agency (2020), *Report on the effectiveness of trade promotion activities in the past time and plans and orientations for the period 2020 - 2025*; Tran Dinh Hiep (2019), *Solutions to promote the export of Vietnamese goods to some Eastern European countries*; Nguyen Thi Thuy Hong (2014), *Policy to promote the export of Vietnamese goods to the EU market in the context of joining the WTO*; Pham Thu Huong (2004), *reality and solutions to promote Vietnam's international activities*; Nguyen Thi Nhieu (2003), *Government EP for SMEs*; Daniele Giovannucci (2020) *National trade promotion organizations: their roles and functions*; Tran Nhu Trang (2009), *Support to Trade Promotion and Export Development in Vietnam*; International Trade Center (ITC) (2016), *Investing in Trade Promotion Generates Revenue Geneva*; Nathan Associates Inc. EXPRO Project (2004), *Best Practices in Export Promotion*; International trade Centerr (2014), *The changing role of trade promotion*; Daniel Lederman, Marcelo Olarreaga and Lucy Payton (2011), *Export Promotion Agencies: Do They Work?*; European Economic and Social Committee (2018), *Study on best practices on national GEP activities*; Business Administration & Marketing Department, *Trade Promotion Organizations (TPOs) Role in Laying the Groundwork for an Export Promotion Program*; Sri Lanka Export Development Board (2018), *Sri Lanka's Apex Organization for Export Promotion*; Michele Di Maio University of Naples Parthenope, Italy (2012), *Experiences with Strategies and Practices for Export Promotion in Developing Countries*

and Some Implementation Issues with the Sierra Leone NES; Guillermo Donoso (2016), *Chilean agricultural GEP experience to advance agricultural trade: legal, regulatory and operational frameworks and impact assessment*. Myanmar Trade Promotion Organization (2018), *Roadmap for Trade Promotion of Myanmar*; Daneta Fildza Adany (2017), *Export promotion policy and its impact on ASEAN economic development: A comparative analysis on Indonesia as ASEAN countries*, University of Brawijaya; Jakob Munch, Georg Schaur (2018), *The effect of GEP on firm-level performance*, *American economic journal: Economic policy*.

1.2. Some comments on research works related to the thesis topic

The thesis has pointed out the issues related to the thesis topic that have been solved and can be inherited as well as unresolved in published works in 03 aspects: theory, practice and proposed solutions.

1.3. Research gap of the thesis

The research gap of the thesis is identified as follows: (1) There is no complete theoretical framework on the country's GEP. The thesis is going to build and supplement related issues, including the definition, elements and criteria for assessing GEP's capacity; (2) There has been no research to assess the reality of GEP's capacity through conducting a survey and applying a set of indicators to specifically measure the capacity of GEP's network; (3) There is no proposal for a system of solutions to enhance GEP's capacity based on quantitative evidence and new integration trends. The thesis proposes synchronous solutions, with scientific and practical bases, to enhance GEP's capacity of Vietnam in the context of implementing new-generation FTAs and digital transformation.

CHAPTER 2:

THEORETICAL BASIS AND PRACTICAL EXPERIENCES ON ENHANCING THE GOODS EXPORT PROMOTION'S CAPACITY

2.1. Some theoretical issues on enhancing the GEP's capacity

2.1.1. Related concepts

The thesis explains some related concepts such as: goods export, GEP, GEP's capacity and proposes the concept of enhancing GEP's capacity as follows: “ *Enhancement of GEP's capacity is the strengthening of the ability and resources of the State, organizations and enterprises in carrying out activities to promote and expand export activities* “

2.1.2. The role of enhancing the GEP's capacity

Enhancing GEP's capacity plays the following main roles: (1) Contributing to promoting domestic production and exploiting competitive advantages; (2) Minimizing risks and facilitating export activities; (3) Promoting the image of goods in the world market; (4) Contributing to enhancing the position and prestige of trade promotion agencies and organizations; (5) Expanding cooperative relations and export markets; (6) Actively supporting enterprises to promote trade promotion.

2.1.3. Elements of GEP's capacity

The GEP's capacity is made up of the following main elements: (1) Capacity to develop laws and plan export promotion policies; (2) Capacity of the personnel in charge of GEP; (3) Financial capacity to serve GEP activities; (4) Technology capacity and building information databases; (5) Capacity to create promotion infrastructure and support services; (6) Capacity to organize networks and coordinate in export promotion.

2.1.4. Policies and measures to enhance the GEP's capacity in the context of integration and digital transformation

In order to enhance GEP's capacity, policies and measures need to be innovated in accordance with the context of deep integration and the digital era, which are:

Firstly, at the macro level, the State plays a central role in building institutions, planning policies and regulating the export promotion system.

Secondly, intermediary organizations act as strategic bridges between the State and the enterprise level

Thirdly, at the micro level, enterprises are the direct subjects implementing promotion activities, and at the same time reflect the final results of the entire system of policies, infrastructure and support resources in export trade promotion..

2.2. Methods and indicators to assess the GEP's capacity

2.2.1. Overview of GEP's capacity assessment

Capacity assessment is a systematic analysis process to compare the current state with the desired future state. For trade support organizations and trade promotion agencies, capacity assessment plays a particularly important role. Assessment results provide a scientific basis for policy design and capacity building strategies. In short, capacity assessment not only helps trade promotion organizations identify strengths and weaknesses, but also ensures the flexibility, adaptability and effectiveness of trade promotion activities in the long term. Capacity assessment acts as a systematic analysis, comparing current capacities with desired future states to identify strengths and areas for improvement.

2.2.2. Methods and tools for assessing GEP's capacity

According to published studies, to evaluate the current GEP's capacity, subjects often use the following popular methods: SWOT analysis; Balanced Scorecard (BSC), this method is used by subjects to measure efficiency; OECD's results-based management method; Quantitative KPI method; Assessment method based on the Provincial Competitiveness Index ITC;

2.2.3. GEP's Capacity Index

Trade Promotion Capacity Index (TPCI) is a synthesis of indicators and methods for calculating, measuring and evaluating Vietnam's capacity for trade promotion. TPCI is built and completed on the basis of applying the methods and tools for assessing the capacity of ICT, SIPPO, etc. The basis for building TPCI is the indicators and assessment methods of ITC CUBED, legal documents, trade promotion policies of Vietnam and the functions and tasks of TPOs and BSOs/TPOs nationwide.

The structure, analysis methods, assessment and scores of each indicator are presented specifically and in detail by the researcher in the thesis.

2.3. Experience in enhancing the GEP's capacity of some countries and applied lessons to Vietnam

Based on the research of experiences from a number of countries such as the United States, South Korea, the Netherlands, France, Japan and the Czech Republic, the thesis proposed five lessons that can be applied in enhancing the GEP's capacity for Vietnam as follows: (1) Lessons on policy and law development; (2) Lessons on enhancing management efficiency in enhancing GEP's capacity; (3) Lessons on using modern export promotion methods and tools to enhance GEP's capacity; (4) Lessons on building organizational models and coordination mechanisms in the GEP network; (5) Lessons on strategic

orientation for developing GEP towards sustainability and digital transformation; (6) Focus on developing high-quality human resources; (7) Diversifying and attracting financial resources.

CHAPTER 3:

REALITY OF GOODS EXPORT PROMOTION'S CAPACITY OF VIETNAM IN THE PERIOD 2020 - 2024

3.1. Overview of goods export and GEP network of Vietnam

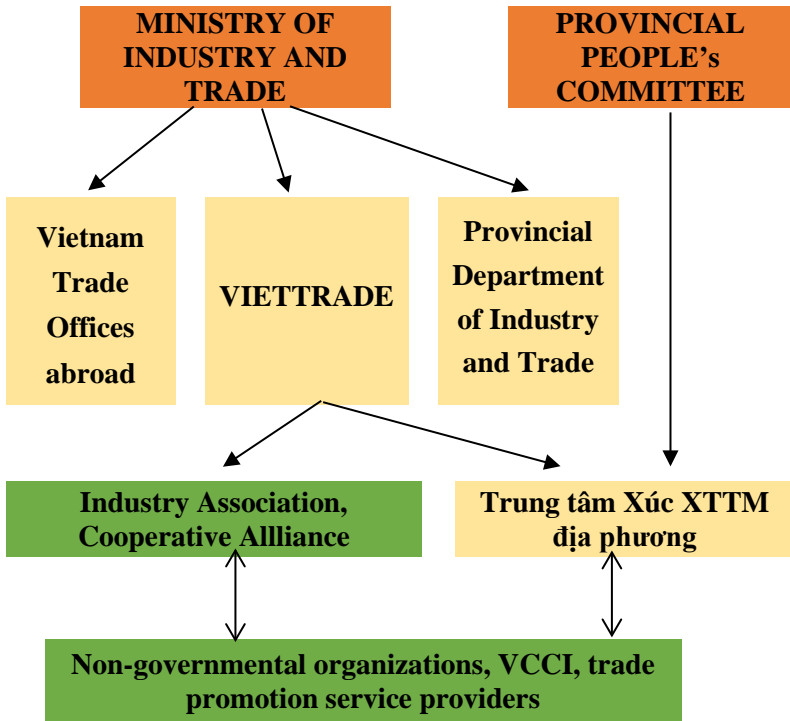
3.1.1. Overview of goods export activity

Vietnam's export activities continue to achieve impressive results, contributing positively to the overall growth of the country's economy in the period of 2020-2024. Accordingly, Vietnam's goods export increased from 282.65 billion USD in 2020 to 405.05 billion USD in 2024, achieving an average growth rate of 9.41%/year, marking Vietnam in the top countries with export turnover exceeding 400 billion USD in 2024. Export turnover continued to maintain a positive growth rate (14.3%) in the context of the global economy with many risks and uncertainties.

Vietnam's export market continued to expand in the direction of diversification and multilateralization, trade relations expanded to continents, regional and international economic blocs. Currently, Vietnam has trade relations with more than 200 countries and territories. Vietnam's export goods continue to consolidate and maintain traditional and key markets such as the United States, EU, ASEAN, Japan, China, Korea... and expand and develop many new markets around the world such as Africa and Latin America.

The market structure has shifted positively in the process of international integration with a strong increase in market share of the Americas and markets of regions that have signed FTAs.

3.1.2. Current Vietnam's GEP network



Source: Compiled from the website of the Vietnam Trade Promotion Agency

3.2. Reality of GEP's capacity of Vietnam in the period 2020 - 2024

3.2.1. Reality of GEP's activities

The reality of trade promotion activities is mentioned and analyzed in the thesis on the following aspects: Institutional improvement in the field of trade promotion; Trade promotion activities under the National Trade Promotion Program; Activities supporting product promotion and introduction on international e-commerce platforms; Brand development activities with the core being the

National Brand Program; State management of promotional activities, fairs, and trade exhibitions; Application of information technology and digital transformation in work.

3.2.2. Reality of GEP's capacity of Vietnam

- Capacity for GEP's law making and policy planning

In general, Vietnam's capacity to make laws and policies on GEP has partly met the requirements, covering from general principles to detailed implementation regulations, demonstrating the efforts of lawmakers and policymakers for this activity. However, the policy and legal framework for GEP still has some shortcomings, such as: slow amendments, supplements, and delays in legal documents are still quite large.

- Capacity of the GEP personnel

Currently, Vietnam is still seriously lacking in export promotion experts with in-depth expertise, practical experience and high adaptability. Many officials, civil servants, and employees of trade promotion organizations and employees of export enterprises may have a firm grasp of theory but are confused when faced with complex real-life situations in the international market (for example, negotiating with major partners, handling trade disputes, adapting to different business cultures).

- Financial capacity for export

Financial resources for trade promotion activities mainly rely on the budget of the National Trade Promotion Program assigned by the Government to the Ministry of Industry and Trade, making Vietnam's trade promotion activities unable to meet the scale and limiting export capacity..

- Technological capacity and information database construction

The Trade Promotion Agency has effectively implemented activities of investigation, survey, and provision of information on markets and industries, especially important target export markets and some new markets with much room for exploitation for localities,

associations and enterprises through specific activities such as: (1) Organizing a series of trade promotion meetings with the Vietnamese Trade Office system abroad on a monthly basis; (2) Consulting and providing information to enterprises with diverse content; (3) Coordinating with experts and specialized units to research and build a comprehensive model of the Digital Trade Promotion Ecosystem with many successful information technology applications; (4) Coordinating with the Alibaba.com e-commerce platform to deploy the Vietnam National Pavilion - Vietnam Pavilion on Alibaba.com.

- *Capacity to create promotional infrastructure and support services*

The Trade Promotion Agency and Trade Promotion Centers, industry associations, and export enterprises have paid attention to investing in equipment systems, software, and stable internet connections to serve online promotion activities and international communication, ensuring 24/7 connectivity with foreign partners.

Vietnam has a number of large, international-standard exhibition centers in two leading economic cities, allowing the organization of large-scale national and international trade promotion events. However, there is still a lack of large-scale regional infrastructure.

3.3. General assessment

3.3.1. Results achieved

- The policy and legal framework for trade promotion in general and GEP in particular has been built relatively comprehensively.

- Resources have been focused on promoting trade promotion activities, creating a premise for enhancing trade promotion capacity.

- In the period of 2020-2024, capacity building for the entire national trade promotion network has been comprehensively promoted.

- The trade promotion capacity of Vietnamese industry associations has been increasingly improved.
- Local trade promotion centers have gradually enhanced their role in enhancing local trade promotion capacity.
- The capacity of Vietnam's trade promotion network has been improved, which is demonstrated through the average scores of the group of pillar indicators: Management, Strategy and Orientation, Resources and Processes, Communication, Accountability, etc..
- GEP's human resources have been gradually improved in both quality and quantity;
- GEP's funding activities have been maintained stably and tends to increase;
- GEP's facilities and infrastructure have been gradually improved.

3.3.2. Shortcomings and causes

a) Shortcomings

- The system of policies and laws on trade promotion in general is not synchronous, lacks feasibility and overlaps.
- The ability to apply information technology and digital transformation in trade promotion activities of units is not high.
- The awareness, thinking and methods of managing customer data of the trade promotion network are not adjusted.
- The capacity of human resources doing trade promotion work is still limited, creating barriers and greatly affecting the effectiveness of the overall trade promotion activities of the whole network.
- The capacity of the GEP network is not uniform and has great differentiation.
- The budget for enhancing the capacity of trade promotion has not really met the actual needs

- The quality of GEP support services is not high and professional
- The coordination mechanism between relevant trade promotion agencies and units is still loose.
- Market information has not been systematized and disseminated.
- Lack of human resources for capacity building activities for green transformation and sustainable development:
- Public-private partnership in green transformation and sustainable development still has many shortcomings and shortcomings.
- Limited awareness and capacity of green transformation and sustainable development staffs.

b) Some causes

These shortcomings and imbalances stem from many systemic causes, including:

Firstly, difficulties due to State regulations on spending norms.

Secondly, support services for trade promotion have not developed, mainly existing services, there are no new services. The business support mechanism is not attractive enough for businesses to participate. There is a lack of human resources with experience in trade promotion, in-depth consulting, especially in local trade promotion centers, weak in foreign languages and market analysis skills.

Thirdly, there is no coordination mechanism between central and local agencies and units. The appropriate trade promotion program has not been determined for the local GEP characteristics.

Fourthly, trade promotion and logistics infrastructure is still lacking and asynchronous, not qualified to organize regional, national or international trade promotion events; The market information system has not been built yet, providing timely information on the GEP programs

Fifthly, the capacity to receive and access new GEP models and methods is still weak due to human resources, material resources as well

as the level of development in science and technology, taking advantage of the advantages in GEP on digital platforms.

Sixthly, the legal framework on public-private partnership does not cover the GEP field. The mechanism for sharing risks and benefits between the State and enterprises is not clear. There is a lack of pilot models to attract enterprises to participate in GEP activities.

Last but not least, training and development work has not kept up with demand, especially training in specialized integration knowledge and digital skills.

CHAPTER 4: VIEWPOINTS, ORIENTATIONS AND SOLUTIONS TO ENHANCE THE GOODS EXPORT PROMOTION'S CAPACITY OF VIETNAM BY 2030

4.1. International and domestic contexts impact Vietnam's ability to promote goods exports

4.1.1. International contexts

The main issues of the international context affecting the improvement of GEP's capacity of Vietnam are: (1) Geopolitical shifts and trade policy adjustments of countries; (2) Regulations and requirements on sustainable development; (3) Application of new technology and digital transformation is the main trend; (4) The strong development of virtual reality (VR), augmented reality (AR) and metaverse has opened up completely new GEP channels.

4.1.2. Domestic contexts

The main issues of the domestic context affecting the improvement GEP's capacity of Vietnam are: (1) Economic development strategies and policies related to trade promotion; (2)

Implementation of two-level local government; (3) International integration and implementation, signing of FTAs; (4) Digital transformation and sustainable development.

4.2. Viewpoints and orientations to enhance the GEP's capacity of Vietnam

4.2.1. Viewpoints

Enhancing the GEP's capacity shall be based on the following viewpoints: (1) In line with the general socio-economic development orientation of the country, associated with comprehensive international economic integration and ensuring the sustainable development of foreign trade and domestic trade; (2) basing on the requirements of practice and integration, in accordance with the needs and capacity of organizations, participating in trade promotion of agencies, organizations and the business community; (3) creating favorable conditions to promote trade promotion activities, contributing to the development of import and goods export, developing domestic trade in accordance with the objective laws of the socialist-oriented market economy; (4) basing on a comprehensive and holistic approach, on the basis of effectively implementing commitments in FTAs; (5) improving the mechanism and policies for training human resources for goods export, creating opportunities for businesses to participate in goods export, grasp market information, information of competitors in the international market; (6) increasing investment resources for goods export infrastructure to ensure international scale and utilities to exploit the advantage that Vietnam is an attractive destination guide for conference, seminar, exhibition, tourism programs; (7) building, consolidating and developing strategic cooperation partners in training to enhance GEP's capacity, towards promoting sustainable, green, environmentally friendly and circular GEP.

4.2.2. Orientations

The orientations for GEP's capacity are: (1) building and perfecting the index and norms of GEP; (2) Perfecting the methods and models of GEP; (3) Enhancing the GEP's capacity needs to be carried out equally for all subjects of the Government agencies.

4.3. Some solutions to enhance the GEP's capacity of Vietnam by 2030

4.3.1. Develop and promulgate the national GEP plan for the period 2026-2030

To enhance the capacity of the subjects, it is necessary to develop and promulgate a plan for the activities of the GEP by 2030 as a basis and roadmap for implementation. The Ministry of Industry and Trade is the responsible agency, based on socio-economic development strategies and export development orientation strategies. Programs to implement this plan must be built on the basis of specific criteria, such as promoting potential products, developing export markets, in accordance with the Strategy for import and goods export until 2030, and at the same time there must be close coordination in the implementation of this plan by ministries, branches and localities.

The national plan for the GEP must be based on the market characteristics of countries and regions (such as consumer protection and environmental protection, strict requirements on technical standards). Along with the characteristics of each market, Vietnam's GEP plan needs to be designed to exploit the advantages of products and advantages in economic relations between Vietnam and other countries, for example, being members of an FTA to facilitate exports.

The national GEP plan needs to assign specific responsibilities to the Departments of Industry and Trade, local trade promotion centers,

associations, and enterprises in promoting exports of their respective industries and localities.

4.3.2. Perfecting the system of policies and mechanisms to support GEP activities

The legal system on GEP must be complete, synchronous, unified and modern, creating a transparent and favorable legal corridor for businesses to carry out GEP activities at home and abroad. Accordingly, it is necessary to review and systematize the laws related to GEP; comprehensively evaluate current documents on GEP (including laws, decrees, circulars, etc.) and abolish or amend inappropriate, overlapping regulations that are no longer consistent with reality and international practices.

Issuing new documents suitable for the context of integration and digital transformation, developing legal documents on digital GEP, connecting the national digital platform with major e-commerce platforms and recognizing the legal value of online GEP events. Issuing and updating regulations on coordination in developing the national network of GEP organizations. Developing, promulgating and updating regulations on inter-sectoral coordination to develop the GEP network. Improving the system of legal documents on encouraging GEP activities.

4.3.3. Innovation in organization methods and GEP models

Continuing to promote digital GEP. It is necessary to increase investment in developing online GEP platforms, ecosystems connecting digital businesses, virtual exhibitions/fairs, cross-border trade via digital platforms. Develop and update the national database system on trade promotion, which is highly interconnected and connected to databases of industries and localities. Increase the application of artificial intelligence and big data analysis to forecast market demand and customer's personalized access.

Changing the method of trade promotion according to value chains and industry clusters. Shift from promoting single products to promoting the entire production - supply - consumption chain; promote the promotion model according to industry clusters, associated with upgrading Vietnam's position in the global value chain; Proactively adapt to the situation combined with digitalizing trade promotion and connecting smart trade.

Applying advanced export promotion models, adapt to changes in technology, markets and global consumer behavior to expand market opportunities for Vietnamese enterprises.

Developing GEP models on digital platforms: Build and develop online trading platforms (online B2B, B2C) owned by Vietnam or in international cooperation; Promote virtual reality fairs and exhibitions (VR/AR) to help businesses participate without having to travel; Apply artificial intelligence (AI) in analyzing market trends, suggesting target customers, proposing marketing strategies; Develop barcodes, blockchain, QR codes to trace origin, creating trust for importers.

Developing smart GEP support centers in localities or industry sectors (e.g., agricultural GEP centers). Upgrading specialized market information services (through digital databases); On-demand export consulting; connecting with the Vietnamese trade office system and foreign experts.

Converting and applying new GEP models and methods is an inevitable trend, and at the same time a great opportunity to: Reduce costs - increase efficiency - expand markets; Enhance the position of Vietnamese goods in the world market; Help businesses adapt quickly to the context of global competition and digital trade.

4.3.4. Enhancing the capacity of the GEP network

Completing the national trade promotion data sharing portal. The Trade Promotion Agency establishes and provides a digital-based trade

promotion information system to update, synthesize and share information on plans, programs and trade promotion activities of the national trade promotion program, ministries, localities, associations and enterprises. Units in the trade promotion network at ministries and localities are responsible for periodically updating the action plan (quarterly, yearly), reporting implementation results and coordinating information on a common platform. Expand international cooperation in GEP through strengthening cooperation with ITC, UNIDO, GIZ, JICA, USAID, WB... to develop the GEP program for strategic industries. Call for technical and financial support resources and training for sustainable export enterprises, meeting ESG standards, traceability... Coordinate the implementation of sustainable GEP models to develop green value chains and environmentally friendly products.

4.3.5. Infrastructure and resource development for GEP' activities

Currently, the Government has approved the Ministry of Industry and Trade to establish a number of domestic trade promotion centers such as regional centers and centers to introduce Vietnamese products abroad such as the EU, Russia, and the United Arab Emirates (Outside). This is a big step forward in trade promotion work to serve enterprises. In order for these centers to truly be the focal point for trade promotion for enterprises, the following measures need to be taken:

- Increasing the efficiency of using the state budget for trade promotion through allocating operating funds based on implementation results; mobilize ODA resources for technical assistance, support from FTAs; encourage enterprises to invest in joint promotion activities, combined with sharing experiences and good practices in co-investment in trade promotion.

- Building a system to assess the impact of trade promotion according to clear criteria, prioritizing programs with widespread and sustainable impacts instead of focusing only on the number of activities. Encourage promotion associated with sustainable development, such as environmentally friendly products, circular models, low-carbon agriculture, etc. to enhance the position of Vietnamese products in the international market. Innovate the operating model of trade promotion agencies towards greening and saving energy.

- Strengthening and clarify the position and role of important members in the trade promotion ecosystem, supplement capacity, tools, and build mechanisms to optimize the position and expertise of each member in accordance with market movements.

- Enhancing the capacity of staff working in trade promotion, focusing on both professional qualifications and foreign language proficiency to facilitate relations and communication with foreign partners, have enough ability to access documents, and learn from GEP experiences of advanced countries.

4.3.6. Strengthening the in-depth market information system

- Expanding and promote the role of Vietnam's trade and diplomatic representative agencies abroad, collect, process and analyze information, create a mechanism for collecting information and working conditions;

- Building a centralized database on export markets and importers, connecting information from Vietnam's representative agencies abroad with domestic business data;

- Deploying a modern Market Intelligence model, integrating analysis of consumer trends, market segments, technical requirements/standards, competitors and penetration readiness;

- Learning from international experience in providing information by industry/industry cluster such as ITC (Trade Map, Market Access Map), CBI (Netherlands), SIPPO (Switzerland), JETRO (Japan), Pro (Chile)...

- Encouraging and support organizations such as industry associations, information service companies, business consulting companies... to provide information by membership fees or according to market mechanisms.

4.3.7. Developing human resources for GEP's activities

- Implementing specialized training projects: each year, select 10-15 promising young staff from the VIETTRADE, trade offices, and trade promotion centers to send them to study for a master's degree or advanced courses in international marketing and promotion management abroad.

- Regularly inviting experts to guide groups of young staff through working on practical promotion projects.

- Cooperating with universities and research institutes to open majors/training courses on international trade promotion.

- Encouraging key export enterprises to send their staff to participate in promotion training courses.

CONCLUSION

Enhancing the GEP's capacity is very necessary, urgent and complex due to the characteristics of the implementing entities and the rapidly changing market context. With the effort to find measures and methods to enhance the GEP's capacity for related entities, the doctoral thesis in economics with the topic "*Enhancing the goods export promoting's capacity of Vietnam*" has achieved the following main results:

Firstly, it has systematized theoretical issues and supplemented

the theory of GEP's capacity. Specifically, by inheriting the results of previous research, the thesis has proposed a number of related concepts such as: trade promotion, GEP, GEP's capacity; building a related theoretical framework such as determining evaluation indicators, roles, and factors affecting the capacity of the GEP network.

Secondly, conducting research on the experiences of some countries in enhancing the capacity to promote exports of goods, from which to draw some lessons that can be applied to Vietnam as a practical basis for proposing solutions to enhance the capacity to promote exports in Vietnam.

Thirdly, by using the research methods, the thesis has assessed the reality of the GEP's capacity of the subjects, drawn out the successes, existing shortcomings and more specifically, found the main causes that limit the capacity of the subjects to carry out GEP activities.

Fourthly, on the basis of theoretical research, analysis and assessment of the reality of GEP's capacity, the thesis presents viewpoints, orientations and proposes 06 groups of solutions to enhance the capacity to promote exports by 2030. These solutions are practical and feasible.

By conducting a doctoral thesis with the above research topic, the researcher wishes to contribute his/her intellect to further improve the GEP's capacity of Vietnam to promote the country's goods export sustainably in the coming time. However, due to shortcomings in time, conditions, as well as research ability, the thesis still has shortcomings, the doctoral fellow wishes to receive comments and contributions from teachers, scientists to make the thesis more complete.

THE PUBLISHED WORKS

1. Vu Ba Phu (2025), Method of assessing GEP's capacity: international experience and lessons for Vietnam, Journal of Economics and Forecast, electronic version, <https://kinhtevadubao.vn/phuong-phap-danh-gia-nang-luc-xuc-tien-xuat-khau-hang-hoa-kinh-nghiem-quoc-te-va-bai-hoc-cho-viet-nam-32225.html>;
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