



International Journal of Multidisciplinary Research and Growth Evaluation



International Journal of Multidisciplinary Research and Growth Evaluation

ISSN: 2582-7138

Received: 21-07-2021; Accepted: 06-08-2021

www.allmultidisciplinaryjournal.com

Volume 2; Issue 4; July-August 2021; Page No. 769-778

Comparative analysis of business environment in Binh Duong, Dong Nai and Ba Ria Vung Tau of Vietnam using EFE matrix

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Abstract

Binh Duong is recognized as one of the economically dynamic localities in attracting foreign investment. Dong Nai is a gateway province to the Southeast economic region - the most dynamic and developed economic region in the country. In which, Dong Nai is one of the three sharp corners of the development triangle of Ho Chi Minh City - Binh Duong - Dong Nai. In addition, Vung Tau has strengths in oil and gas development, seaports and tourism. The author conducts an

overview study of the business environment in these 3 provinces using the EFE method to apply in analyzing the current business environment. This study allows to evaluate the interaction between surrounding factors so that there are reasonable solutions to help build and develop a key economy efficiently and with quality. From there, our team draws conclusions and proposes solutions.

Keywords: business environment, EFT matrix, Binh Duong, Dong Nai, Ba Ria Vung Tau

1. Introduction

1.1 The need to do the research

One of the problems for the economic construction and development of the three key regions in the South in particular and Vietnam in general is to study, evaluate and analyze the strengths and weaknesses by EFE matrix has been conducted to provide solutions to limit as well as promote the economy of the three key southern regions. For the above reason, the research topic was chosen as "Comparison of business environment in 3 provinces of Binh Duong, Dong Nai, Ba Ria Vung Tau using EFE matrix".

1.2 The importance of research for management practice

With the knowledge gathered, we have learned about the business environment in 3 key provinces in the South of Vietnam. Since then, we point out strengths and weaknesses and offering ways to overcome the situation is essential for the government, helping the southern key economic regions in particular as well as the whole Vietnamese economy in general to thrive and be sustainable compared to other countries in Asia, pushing people's lives and awareness higher, getting rid of poverty.

1.3 Objectives of research

To clarify how the business environment in the 3 provinces of Binh Duong, Dong Nai, and Ba Ria Vung Tau is affected by external environmental factors, we use the EFE matrix to compare and analyze these factors. From there, conclusions and conclusions are drawn. At the same time, it is to offer solutions to overcome weaknesses to push the business environment to become more developed.

2. Business Environment Analysis

2.1 General environment

General environment of Dong Nai province

▪ Economic environment

Regarding industrial production: The industrial production situation in May and the first 5 months of 2020 was affected by the Covid-19 epidemic, so the production and business of enterprises faced many difficulties and the growth was very low. In particular, a number of key manufacturing industries decreased over the same period. Industrial production development index in May increased by 10.19% compared to the previous month, increased by 5.87% compared to May 2019.

Market prices: In May, the domestic production and business situation gradually returned to normal after the period of social isolation, but some industries are still limited according to the regulations of the Government and Dong Nai province. Some commodity groups fluctuated such as: food - foodstuffs, entertainment services, tourism, the price of petrol and oil continued to decrease in the month due to the State's adjustment to reduce retail prices. Retail petroleum has adjusted up again. Import and export turnover in May 2020 is more prosperous than the previous month. However, due to the impact of the Covid-19 epidemic, the export and import of agricultural products, raw materials for textiles, garments, leather and shoes of the Chinese and European markets decreased sharply.

Production situation of enterprises, employment: Due to the complicated situation of the Covid-19 epidemic, it affects the working life, income of enterprises and employees. According to statistics of the Management Board of Industrial Parks, 10,047 employees of 77 enterprises lost their jobs; 190 enterprises in the industrial park had to interrupt production and business activities, lay off workers, affecting 87,189 employees.

▪ Technology environment

After more than 30 years of construction and development, Dong Nai industry has grown in both quantity and quality and is rapidly moving into the field of high technology, supporting industries, adding high value according to the growth strategy that is green and sustainable. Up to now, the proportion of industry accounts for over 57% of GDP, playing an important role in the annual economic growth of the province.

▪ Natural environment

Dong Nai's natural tourism resources are quite rich and diverse with forests, waterfalls, rivers, mountains and lakes. Notably the Dong Nai World Biosphere Reserve, Cat Tien National Park are recognized as a special national relic and has been approved by the Prime Minister for planning as a national tourist destination. Dong Nai River is one of the poetic, gentle rivers, one of the most beautiful and longest rivers in the South, with beautiful streams, lakes and waterfalls such as Mai Waterfall - Hot Water Lake, Ba Waterfall Drops, Giang Dien Waterfall, Tri An Lake as vast as the sea. Chua Chan Mountain is famous for its majestic scenery, with Buu Quang Pagoda at an altitude of 600m - an architectural complex based on natural caves, creating a unique feature amidst the majestic beauty of the mountains. All are unique natural tourism resources of Dong Nai.

▪ Socio-cultural environment

Dong Nai and Binh Duong are two provinces in the Southeast region with famous traditional occupations as ceramics. Dong Nai's ceramic products have many types and are not like other traditional ceramic products in the North and Central regions. The artistic method of creating patterns for products of Dong Nai ceramics is a combination of deep engraving and perforation of ceramic products and then glazing but without the distinction of glaze and color. In addition, Dong Nai also has many traditional handicraft occupations such as knitting, bamboo and rattan thanks to the natural resources of the local leafy forests, other craft villages such as Banh Da, Hu Tiu, Tin barrel mounds, Kim Bich village. Grasping this strength, Dong Nai strives to protect traditional occupations and establish traditional industrial clusters, opening traditional vocational training classes as a key and new solution. But with a long-term and sustainable character it is the right step to protect traditional industries from development pressure of urbanization, economic integration and foreign investment for modern industries and services.

General environment of Binh Duong province

▪ Economic environment

Binh Duong is one of the dynamic localities in the economy, attracting foreign investment. With the policy of creating the best investment environment in Vietnam today, by 2007, Binh Duong province aims to attract over 900 million USD of FDI, an increase of more than 2.5 times compared to 2006. According to the table In the PCI ranking of the province in 2006, Binh Duong province ranked first in the country with 76.23 points, while the capital Hanoi and Ho Chi Minh City, the largest economic center of the country, ranked 40th respectively. with 50.34 points and ranked 7th with 63.39 points.

In 2019, export and import turnover maintained growth; the structure of export goods is improved in the direction of increasing manufactured and processed products and agricultural products; In addition to maintaining traditional export markets (USA, EU, Japan, ASEAN), many businesses have taken steps to approach and develop some new markets such as Cuba, Mexico, and the United Arab Emirates. United, Republic of Belarus, Republic of Kazakhstan;

In 2019, the situation of industrial production continued to develop, internally shifting the industry in a positive direction; processing and manufacturing industry plays an important role in the industry; some key industries of the province (wood, footwear, textiles, electronics, components,...) have large scale, competitive capacity, high export value. There are 1,261 industrial production enterprises put into operation, contributing to the increase of the industrial development index by 9.86% (in 2018 it increased by 9.8%, the plan in 2019 increased by 9.5%).

▪ Technology environment

In recent years, Binh Duong has gradually selected and focused on calling for the development of investment projects with technical qualifications and modern production technology, especially large projects aimed at industrial development, urban high quality service. Building a system of product quality technical standards according to international standards; upgrade and improve organizations

accrediting and evaluating the quality of supporting products to international standards; carry out the transfer of advanced technologies into the production of supporting industries, and at the same time support enterprises in scientific and technological research and development.

▪ **Natural environment**

Binh Duong has relatively diverse mineral resources, especially non-metallic minerals of magma origin, sediments and specific weathering. This is the source of raw materials for the traditional industries and strengths of the province such as ceramics, building materials, and mining. Due to the characteristics of the humid tropical climate and fertile soil, the forests in ancient Binh Duong were very diverse and rich in many species. There are continuous, vast forests. Along with the valuable values of forest resources, Binh Duong is also a land favored by nature containing a variety of rich minerals hidden underground. That is the cradle for the traditional professions in Binh Duong to soon form such as ceramics, sculpture, carpentry, lacquer. Binh Duong has a lot of kaolin, white clay, colored clay, white grit, bluestone, laterite is scattered in many places, but most concentrated in the cities of Di An, Tan Uyen, Thuan An and Thu Dau Mot City.

▪ **Socio-cultural environment**

The process of socio-cultural restructuring of many resident communities has created exchanges, acclimatization and the formation of modern Binh Duong flavor. Contemporary culture of Binh Duong appears according to the concept of cultural transformation of the community of Binh Duong residents in the context of social modernization. In this sense, the cultural life of the community of residents has the distinction of primitive culture, traditional culture, socialist culture, modern culture and contemporary culture according to the lineage changing flow of Binh Duong culture. Changing cultural life in Binh Duong today is also reflected in the transformation of cultural symbols and cultural models. Village people are the product of the social structure built on the foundation of agricultural civilization, which has gradually been replaced by people of techniques built on the basis of science and technology, especially digital technology. Entrepreneurial spirit is strongly aroused. The ladder of masters, farmers, workers, and merchants is being rearranged in a different direction, although the spirit of respecting academics is still affirmed by public opinion and social consciousness.

Business environment of Ba Ria Vung Tau province

▪ **Economic environment**

Ba Ria - Vung Tau is located in a very special position as the gateway of the Southeastern provinces facing the East Sea, has strategic significance in terms of international maritime routes, has a large seaport system as the focal point for access with countries in Southeast Asia and the world. Rich and diverse natural resources are potentials for rapid and comprehensive development of economic sectors such as oil and gas, ports and shipping, seafood production and processing, and especially tourism. Road, sea and air traffic has developed quite synchronously, etc., which is a favorable condition for exchange and development of tourism, trade and investment cooperation at home and abroad. Economic activities of the province must first of all talk about the potential of oil and gas. On the continental shelf of the

Southeast, the proportion of oil and gas exploration and drilling drills encountered is quite high, where oil fields of great commercial value have been discovered such as: Bach Ho (the largest in Vietnam), Rong, Dai Hung, Rang Dong. Of course, oil exports contribute an important part of the GDP of Ba Ria-Vung Tau.

Petroleum reserves and resources are eligible for the province to develop the oil and gas industry into a spearhead industry in the national industrial development strategy and to turn Ba Ria - Vung Tau into an oil extraction and processing center. largest gas in Vietnam.

Ba Ria - Vung Tau has a lot of potential to develop the tourism industry with many famous beaches, cave systems, historical sites, especially Con Dao historical sites.

Regarding seaports: Since the government has policy to relocate ports in the inner city of Ho Chi Minh City, Ba Ria - Vung Tau has become the main seaport center of the Southeast region, belonging to the group of seaports. No. 05 includes: Ho Chi Minh City, Dong Nai and Ba Ria - Vung Tau

About tourism: BR - VT province is one of the leading tourist centers of the country. The most famous and beautiful beach in Vung Tau city is Thuy Van beach, also known as Back Beach, located on Thuy Van street.

▪ **Technology environment**

Currently, the planning status of urban areas and industrial zones is not associated with the problem of waste treatment. Wastewater, exhaust gas, solid waste of factories of enterprises, mostly untreated or incompletely treated, have been discharged directly into the environment, leading to increased pollution in the city alarm level. Therefore, the environment becomes a matter of concern not only for a part, a small scale but also a painful problem of the whole society and the whole world. This is what makes society's demand for human resources in the fields of engineering, technology, and environmental management very large. This is both an opportunity and a challenge for environmental future technology.

▪ **Natural environment**

The climate of Ba Ria - Vung Tau is generally cool, very suitable for tourism, favorable for the development of long-term industrial crops (such as pepper, cashew, rubber, coffee) and for the development of a forestry diversified industry.

Evaluation of soil types of Ba Ria - Vung Tau shows that the group of land with great significance for agricultural and forestry production accounts for 60%, this proportion is relatively large compared to many provinces in the country. This soil group includes alluvial soil, gray soil, black soil and yellow red soil. This allows the province to develop a strong enough agriculture. In addition, there is a large proportion of soil that is not suitable for agricultural development, including sandy soil, alkaline soil, saline soil, eroded soil, etc. Oil and gas of Ba Ria - Vung Tau are distributed mainly in Cuu Long basin and Nam Con Son basin. Cuu Long basin has about 170 million tons of oil and 28-41 billion m³ of gas. In which, Bach Ho field has reserves of 100 million tons of oil and 25-27 billion m³ of gas, Rong field has reserves of 10 million tons of oil and 2 billion m³ of gas, Hong Ngoc and Rang Dong fields have reserves of 50-70 million tons of oil and 10 - 15 billion m³ of gas. Cuu Long basin has the best exploitation conditions because it is located not far from the shore, in shallow sea (bottom depth <50 m), in an area

without major storms.

Minerals as construction materials of Ba Ria - Vung Tau are very diverse, including: construction stone, paving stone, cement additives, glass sand, bentonite, brick clay, kaolin, construction sand, peat, immenit... Currently, Ba Ria - Vung Tau province has built 19 mines with a total reserve of 32 billion tons. In general, the mines are located near the road, so exploitation is convenient.

The marine resources of Ba Ria - Vung Tau are very convenient for the development of shipping, port system, tourism and the seafood exploitation and processing industry.

2.2 Industry business environment

Binh Duong province

▪ Customers and suppliers

Domestic investment customers (up to November 27, 2019): Attracted 56,702 billion VND of registered business capital (up 3.3%), including: 6,100 newly registered enterprises (VND 40,142 billion), 835 enterprises adjusted to increase capital (22,470 billion VND) and 44 enterprises decreased capital (3,707 billion VND); there are 372 dissolved enterprises (VND 2,202 billion). Accumulated to 2019, the whole province has 42,269 businesses registered for business, total registered capital of 357,680 billion VND.

Group of foreign direct investment customers (until November 27, 2019): Attracted USD 03 billion 067 million (exceed by 119% of the year plan, up 49% of the same period), including: 222 investment projects new (US\$1,480 million), 143 projects with capital increase (US\$893 million), 427 projects with capital contribution (US\$701 million); there are 03 projects adjusted to reduce capital (US\$ 7 million). Accumulated to 2019, the province has 3,753 valid foreign-invested projects with a total registered capital of 34.23 billion USD.

Collective economic group: Established 25 cooperatives, charter capital of 19 billion VND (with 186 members). Accumulated to 2019, the province has 137 cooperative groups (1-314 members) and 176 cooperatives (26,253 members). Many new models of cooperatives have been expanded in investment and business effectively, contributing to job creation and income growth for members.

▪ Competitors

In the PCI Rankings 2019, Binh Duong ranked 13th nationwide with 67.38/100 points, in the "Good" group. Binh Duong is also the locality topping the PCI 2019 rankings in the Southeast region, followed by Ho Chi Minh City, Tay Ninh and Ba Ria - Vung Tau. Among the 10 PCI component indexes, Binh Duong has some high scores such as: Access to land (7.67/100), labor training (7.41/100), time cost (6.89/100), market entry (6.83/100).

▪ Substitutes

Owning 48 industrial zones and clusters with a total area of more than 10,000 hectares, accounting for of the industrial park area in the whole South, Binh Duong has been one of the leading localities in the country in industrial production. attract foreign investment. In the first 9 months of 2019, Binh Duong was named in the top 3 provinces with the largest amount of foreign investment capital (FDI) in the country, just behind Hanoi and Ho Chi Minh City. Having that success cannot be ignored. open, preferential policies, always, listen and promptly solve problems of businesses of the government and local authorities. This makes Binh Duong

always the first choice of foreign investors when deciding to invest in Vietnam such as: Japan, Taiwan, China, Korea, Singapore, Hong Kong In recent years, the economic growth rate is always high, GRDP increases about 14.5%/year on average. The economic structure changed positively, industry and services grew rapidly and accounted for a high proportion, in 2010, the rate of industry - construction 63%, services 32.6% and agriculture and forestry 4.4% . Currently, Binh Duong has 28 industrial parks and industrial clusters with a total area of more than 8,700 hectares with more than 1,200 domestic and foreign enterprises operating with a total registered capital of more than 13 billion US dollars.

Dong Nai province

▪ Customers and suppliers

With its location at the gateway of the southern key economic region, there are a large number of industrial parks that are preparing conditions, ready to receive foreign direct investment (FDI) inflows.

▪ Competitors

Accordingly, the provincial competitiveness index in 2019 of Dong Nai has increased 3 places compared to 2018, ranked 23/63 provinces and cities across the country. Ranked first, second and third are Quang Ninh, Dong Thap and Vinh Long respectively. In 2019, Dong Nai has had many positive changes in all aspects such as, in administrative procedures, it has improved the quality of handling procedures for businesses, shortened the processing time for some procedures such as registration of business establishment, etc. Industry, investment licensing... In terms of unofficial costs, in the past 3 years, they have tended to decrease significantly. Notably, 70-80% of people are more satisfied with the behavior of state agencies, civil servants.

▪ Substitutes

Dong Nai has many traditional industrial clusters and more than 32 industrial parks approved and put into operation by the Prime Minister such as Long Thanh, An Phuoc, Nhon Trach II, Bien Hoa II, Amata,...

In 2011, despite the socio-economic difficulties and challenges, GDP in Dong Nai province increased by 13.32% compared to 2010, in which, services increased by 14.9%, agriculture and forestry increased by 14.9%. industry and fishery increased by 3.9% industry - construction increased by 14.2%

Regarding agriculture, Dong Nai is the capital producing tea, coffee, cocoa, oranges, pomelo, tangerine, durian, rambutan, mangosteen. Dong Nai is the province with the largest pig herd in the country with nearly 1 million heads, and has the second largest herd of cattle with 185,000 heads. Dong Nai is the first province in the country where 100% of communes, districts and cities meet new rural standards. Therefore, Dong Nai agriculture develops strongly, is a source of goods for neighboring areas and exports. This is the province with the largest agricultural output in the Southeast and one of the provinces producing the largest amount of agricultural products in Vietnam.

In 2019, the industrial production index increased by 8.7%, the production value of agriculture, forestry and fishery increased by 2.7%. Budget revenue reached 54,431 billion VND, reaching 100% of the assigned estimate, budget expenditure reached 22,509 billion VND, reaching 109% of the estimate. Total retail sales and service revenue reached

VND 173.6 trillion, up 11.7% over the same period and achieving the year plan.

Ba Ria Vung Tau province

▪ **Customers and suppliers**

The State focuses on investing in building a modern national and international seaport system, located in the key areas of the National Tourism Program. Up to now, the province has 301 FDI projects with a total registered capital of 27 billion USD and 450 domestic investment projects with a total registered capital of more than 10 billion USD. In recent years, the province has always been in the top. localities that attract the most foreign investment in Vietnam. Ranked 3rd in terms of state budget contributions, after Ho Chi Minh City Ho Chi Minh, Hanoi.

▪ **Competitors**

According to the Organizing Committee, the PCI 2019 report is the 15th consecutive annual publication jointly developed and published by VCCI and USAID in order to evaluate and rank the business environment as well as the quality of economic management of the companies. localities across the country, with the participation of nearly 12,500 domestic and foreign enterprises.

A locality with good governance quality must ensure the following criteria: Low cost of market entry; easy access to land and stable land use; transparent business environment and public business information; low informal costs; time of inspection, examination and implementation of regulations and administrative procedures; fair competitive environment; the provincial government is dynamic and creative in solving problems for businesses; services to support enterprises to develop, high quality; good labor training policies and fair and efficient dispute resolution procedures and maintaining security and order.

▪ **Substitutes**

Ba Ria - Vung Tau belongs to the Southern Key Economic Zone. Economic activities of the province must first of all talk about the potential of oil and gas. On the continental shelf of the Southeast, the proportion of oil and gas exploration and drilling drills encountered is quite high, where oil fields of great commercial value have been discovered such as: Bach Ho (the largest in Vietnam), Rong, Dai Hung, Rang Dong. Of course, oil exports contribute an important part of the GDP of Ba Ria-Vung Tau.

Ba Ria - Vung Tau is a convergence of many potentials for development such as: having 93% of the total oil reserves and 16% of the total natural gas reserves of the country, invested by the State in building a port system. modern national and international sea, located in the key areas of the national tourism program.

In addition to oil and gas exploitation, Ba Ria - Vung Tau is also one of the centers of energy, heavy industry, tourism and seaport of the country.

2.3 EFE matrix

EFE stands for External Factor Evaluation Matrix, that is the matrix for evaluation of external factors. The EFE is a matrix that helps analyze the external business environment with factors at the levels of the world environment, macro environment and industry environment. Thereby helping business managers assess the level of response of the business to opportunities and threats and make judgments about external factors that are favorable or difficult for the

company.

Step 1: Make a list of factors that are critical to success as identified during the examination of external factors (total from 10 to 20 factors) including society and threats affecting the company and the industry.

Step 2: Rank the importance from 0.0 (not important) to 1.0 (very important) for each factor. This classification shows the relative importance of that factor to the success of the company's business. Opportunities are often higher classifiers than threats. However, a threat can also receive a high classification if it is particularly severe or threatening. The appropriate level of classification can be determined by comparing successful competitors with unsuccessful ones, or by discussing this factor and reaching group consensus. The sum of the ratings assigned to these factors must be 1.0.

Step 3: Classify 1 to 4 for each success determinant to show how the company's current strategies respond to this factor, where 4 is a good response, 3 is response is above average, 2 is moderate response, 1 is low response. These levels are based on the effectiveness of the corporate strategy.

Step 4: Multiply the importance of each variable by its type to determine the weighted score điểm

Step 5: Add up the importance score for each variable to determine the total importance score for the organization.

Evaluate business environment using FFE matrix

Regardless of the number of key opportunities and threats included in the EFE matrix, the highest total score an organization can have is 4.0 and the lowest is 1.0. Based on this total score to evaluate the response of enterprises to the environment as follows:

- A total critical score of 4 indicates that the organization is responding very well to the opportunities and threats present in their environment.
- A total critical score of 1 indicates that the strategies the organization has put in place are not taking advantage of opportunities or avoiding external threats.
- A total critical score of 2.5 indicates that the organization is responding moderately to the current opportunities and threats in their environment.

3. Research Methodology

3.1 Data sources and method of collection

Sources of data from the author's own research on the business environment and available survey data. Collection method:

- Appropriate data collection methods, as the basis for planning data collection in a scientific way, in order to achieve the highest efficiency. Using research methods to exploit secondary information sources, based on inheritance of existing studies on business environment in general and of 3 provinces in particular and other relevant documents. Sources of information collected from newspapers, specialized magazines and sources from the Internet...
- Methods of data collection from references, from experiments (clinical, subclinical results, etc.)

3.2 Research method

Research by collecting and analyzing data. By collecting and analyzing business results figures for the past year or quarter that are publicly reported to responsible agencies related to research, the next development to the business environment current areas of Dong Nai, Binh Duong, Ba Ria Vung Tau.

- **Advantages:** Having specific information and data on the business environment of each region will give the best assessment. The study by this form of data collection will most accurately represent the business environment of each region.
- **Disadvantages:** However, this method also has many other disadvantages. For example, old data will not be suitable for comparison if the business environment of each region is innovative, affected by the environment or worse, the data is not reliable. This method also takes a lot of time in the collection phase as well as costs a lot in searching, conducting surveys and evaluating.

4. Research Results and Discussion

4.1 Overview of business environment of the three provinces

The three provinces of Binh Duong, Dong Nai and Ba Ria Vung Tau are located in the central region of southern Vietnam, near the largest economic center in the country, Ho Chi Minh City. This brings convenience to development, attracting foreign investors. In addition, Dong Nai is home to the main roads of the country, Ba Ria Vung Tau is bordered by the sea and thrives in terms of international trade by sea. These three provinces have a large working population, the process of urbanization and population redistribution has taken place strongly. Cities are expanding and crowded. People from the countryside flocked to the city to do business. This is a factor that increases the demand for housing, buying household furniture, the demand for affordable housing, the demand for affordable meals, the need to send money back home, the need for public phone calls, the need for transportation. Passengers... Land in suburban areas is also gradually becoming more expensive and becomes new residential areas, bringing a lot of money to previously deprived suburban farming families. This creates a premise for the needs of building houses and buying furniture. The process of urbanization and labor shift also help to change rural life.

Binh Duong Provincial People's Committee issued Plan No. 598/KH-UBND dated February 28, 2017 on the implementation of the Government's Resolution No. 19-2017/NQ-CP dated February 6, 2017 on continuing to implementing the main tasks and solutions to improve the business environment and national competitiveness in 2017, with a vision to 2020 in Binh Duong province. At the same time, directing departments, agencies, People's Committees of districts, towns and cities to strictly perform their assigned tasks in order to contribute to promoting administrative procedure reform, reforming regulations on administrative procedures. business conditions, on specialized management of goods and services, export and import, in accordance with international practices. To increase the application of information technology in state management, especially in administrative procedures, providing online public services, and implementing synchronously the one-stop-shop mechanism. In 2018, Binh Duong continued to closely follow the assessment criteria of the World Bank's business environment, the competitiveness of the World Economic Forum, and the innovation capacity of the World Bank. World Intelligence, on United Nations e-Government. Consistent with the goals set out in Resolution 19-2016/NQ-CP and Resolution 19-2017/NQ-CP on improving the business environment, enhancing national competitiveness; By 2020, the quality of Vietnam's business environment is on

par with the average of ASEAN countries. In addition, focus on improving business environment indicators so that in 2018 it will increase from 8 to 18 places on the World Bank's rankings; in which, strongly improve the indexes that are currently ranked low. Specifically, starting a business increased by at least 40 places; contract dispute settlement increased by 10 steps; Enterprise bankruptcy resolution increased by 10 steps. Completing the abolition and simplification of 50% of investment and business conditions; propose the abolition of a number of business lines under the List of conditional business lines of the Investment Law. On the other hand, improve the competitiveness of the tourism industry so that tourism will gradually become a spearhead economic sector; improve the competitiveness of the logistics service industry to facilitate and reduce business costs, and support the restructuring of the economic sector. Specifically, improving the competitiveness of the tourism industry by about 10 steps (currently ranked 67/136 countries); gradually reduce logistics costs in the economy to about 18% of GDP (currently more than 20% of GDP); improved Logistics Efficiency Index by about 10 places (currently ranked 64/160 countries)...

Dong Nai proposes many solutions to bring satisfaction to people and businesses. From 2019, the province issued a plan to continue implementing the main tasks and solutions to improve the business environment, improve national competitiveness in 2019 and orientation to 2021 in the province. Dongnai province. Accordingly, the province strives to improve scores, ranking positions on administrative reform, business environment, and competitiveness, striving to be in the group of 20 provinces and cities with the provincial competitiveness index (PCI.) is the highest in the country. Continue to create a favorable, equal, open and transparent business investment environment, creating the most favorable conditions to support private enterprises, especially start-ups, innovation, and quickly attract resources. social investment in the province. Dong Nai will also promote electronic payments and provide level 4 online public services, helping people and businesses make non-cash payments by various means. At the same time, publicize planning, policies and procedures for businesses to easily access.

Seaport services and port logistics have gradually affirmed their role and position in the Southern Key Economic Zone. From 2016 to now, four more seaports have been completed, bringing the total number of seaports in operation in the province to 47/69 ports, with a total designed capacity of 137 million tons/year, of which seven are public ports. container with a capacity of 75.46 million tons/year. The number of container ships entering to do cargo increased from nine trips/week (in 2015) to 23 trips/week, going from Cai Mep - Thi Vai Port to Europe, America and Northeast Asia markets. The total volume of goods directly through the port in the period 2016-2020 is expected to reach 70 million tons/year, up 12%/year. Over the years, Ba Ria - Vung Tau has continued to exploit the strengths of the land located along the coast of the East Sea, with the famous Con Dao and many "charming landscapes" to develop tourism. The province has focused on implementing many effective solutions to develop this spearhead economic sector, focusing on linking with domestic and foreign localities to exploit tourism tours to the province. Tourism infrastructure develops rapidly in the direction of improving quality. From 2016 up to now, many large tourism projects and services have been put into

operation and business, such as: Pullman hotel, Malibu hotel, Melia Resort Ho Tram, Marina Bay Vung Tau,... Tourism products High-quality agricultural and ecological tourism in some localities in the province are also chosen by many tourists. As a result, in recent years, the number of tourists staying has increased by an average of 14.3%/year, of which international tourists economic growth by 14%/year. Economic development creates favorable conditions for Ba Ria - Vung Tau to deploy solutions to improve people's quality of life. 35 specific tasks, projects and programs have been implemented with many positive results, contributing to making the face of the countryside more and more prosperous. The whole province has 34/45 communes meeting new rural standards (NTM) with an average income of more than 46.7 million VND/person/year. The fact also shows that high-tech agriculture is becoming more and more popular and has achieved some initial results in some localities. Long Thanh international airport will be started and put into operation; traffic connection between Cai Mep - Thi Vai Port system of Ba Ria - Vung Tau and the area continues to be improved; Technical infrastructure, social infrastructure, the province's readiness to receive investment are meeting the requirements set out well, these are important keys for Ba Ria - Vung Tau province to be assessed as being in the early stage. the "golden" period, fully converging all factors to accelerate and break through in the following years. According to the Ba Ria - Vung Tau Provincial Party Committee, in the coming time, the province will continue to focus on improving the investment environment, enhancing competitiveness, and promoting administrative procedure reform; concentrate resources to invest in perfecting the socio-economic infrastructure system. Secretary of the Ba Ria - Vung Tau Provincial Party Committee Nguyen Hong Linh said, the most important thing is to continue to mobilize resources for development investment, creating conditions to promote socialization and development of the private economy. In which, will focus on auctioning public land areas to have capital for infrastructure investment, serving key economic sectors; soon complete the procedures to start key projects to create a solid foundation for development. The province focuses on raising the awareness and responsibility of the contingent of cadres, civil servants and public employees, especially the leaders in the implementation of tasks. Continue to promote administrative reform and improve the investment environment, considering this a key task to create and strengthen confidence for businesses and investors. Strengthen inspection and examination of public affairs, strictly control the settlement of administrative procedures for people and businesses; resolutely handle and replace cadres, civil servants and public employees who are corrupt, negative, and fail to fulfill their assigned responsibilities. Focusing on completing the road traffic system connecting Ba Ria - Vung Tau with localities in the region, such as Phuoc An bridge, Bien Hoa - Vung Tau highway. To develop the system of inland waterway ports and warehouses around the inland river system around Cai Mep - Thi Vai Port. Promote the investment in the railway line connecting Cai Mep - Thi Vai Port to the freight station system in the provinces and cities in the Southern Key Economic Zone.

In short, the three provinces of Binh Duong, Dong Nai, and Ba Ria-Vung Tau have great potential for economic development and attract investors, with favorable conditions in terms of environment and geographical location. The

state's economic incentives, political stability, young labor population. Converging all the necessary elements, is a favorable business environment.

Comparing business environment of 3 provinces using EFE matrix

Table 1

Main factors	Ba Ria Vung Tau		
	Importance	Weight	Scoring
Market entry	0	1	0
Access to the land	0.1	1	0.1
Transparency	0.1	4	0.4
Time cost	0.2	1	0.2
Unofficial expenses	0.1	2	0.2
Fair competition	0.1	1	0.1
Dynamic feature	0.1	1	0.1
Small business support service	0.1	4	0.4
Labor training	0.1	4	0.4
Legal Institutions and Security	0.1	1	0.1
Total points	1		2

Table 2

Main factors	Dong Nai		
	Importance	Weight	Scoring
Market entry	0.2	1	0.2
Access to the land	0.05	1	0.05
Transparency	0.1	4	0.4
Time cost	0.3	1	0.3
Unofficial expenses	0	2	0
Fair competition	0.05	1	0.05
Dynamic feature	0	1	0
Small business support service	0.1	4	0.4
Labor training	0.1	4	0.4
Legal Institutions and Security	0.1	1	0.1
Total points	1		1.9

Table 3

Main factors	Binh Duong		
	Importance	Weight	Scoring
Market entry	0.1	1	0.1
Access to the land	0.2	1	0.2
Transparency	0.1	4	0.4
Time cost	0.1	1	0.1
Unofficial expenses	0.05	2	0.1
Fair competition	0	1	0
Dynamic feature	0.1	1	0.1
Small business support service	0.1	4	0.4
Labor training	0.2	4	0.8
Legal Institutions and Security	0.05	1	0.05
Total points	1		2.25

Discussion of business environment comparison results

- On the market entry index, Vung Tau (0) is rated lower than Dong Nai (0.2) and Binh Duong (0.1). Dong Nai (0.2) is the province that responds best to this indicator.
- In the Land Access Index, Dong Nai (0.05) is undervalued by businesses compared to Binh Duong (0.2) and Vung Tau (0.1). Binh Duong is the highest rated province compared to the other 2 provinces.
- In the Transparency Index, all three provinces have equal transparency (0.1).
- In the Time Cost Index, Dong Nai (0.3) is the higher rated province compared to Vung Tau (0.2) and Binh Duong (0.1).

- Informal Cost Index, Dong Nai (0) and Binh Duong (0.05) are two provinces with lower index compared to Vung Tau (0.1).
- Equal Competitiveness Index, Binh Duong (0) and Dong Nai (0.05) are the two provinces with lower index than Vung Tau (0.1).
- In the Dynamic Index, Dong Nai (0) is undervalued by enterprises in terms of dynamism compared to Vung Tau (0.1) and Binh Duong (0.1).
- Business Support Services Index, 3 provinces of Vung Tau, Dong Nai and Binh Duong all have the same index (0.1).
- In the Labor Training Index, Binh Duong (0.2) is a province with a higher index than Vung Tau (0.1) and Dong Nai (0.1).
- In the Index of Legal Institutions and Security and Order, Binh Duong (0.05) is rated lower than Vung Tau (0.1) and Dong Nai (0.1).

Through the three tables above, it can be seen that Vung Tau and Binh Duong are two provinces with a good business environment for domestic and foreign enterprises to invest in. Although the competitiveness indexes between provinces are not high, compared to previous years, the provinces have improved a lot in terms of competitiveness indicators. Vung Tau province needs to have reasonable policies to improve the market entry index. Dong Nai Province needs to improve the Informal Cost index and the Dynamicity index. Binh Duong province needs to improve its Equal Competitiveness Index.

5. Conclusions

5.1 Conclusions

Over the years, Vietnam's economy has achieved many remarkable achievements, growth is always high, however, compared to reality and potential, there are still certain limitations in the process of economic development. country. In particular, the formation of goals, attention to the development of each region, attraction of investment for integration development of provinces and regions, plays an indispensable part in raising the position and power of Vietnam. Binh Duong, Dong Nai, Ba Ria Vung Tau are among the provinces and cities that have made many contributions to the positive and integrated, reflected in the economic indicators that are constantly increasing, exceeding expectations, becoming one of the key economic zones, attracting foreign investors to increase people's income, creating pressure and conditions to improve economic institutions, striving to improve national competitiveness of businesses and products.

Besides the achieved results, the process of economic development and improvement of Binh Duong, Dong Nai and Ba Ria Vung Tau of Vietnam still has some limitations and difficulties. Specifically:

- The competitiveness index between provinces is not high compared to the region while the geographical position, as well as the economic potentials, are highly attractive.
- There is no reasonable policy for economic development.
- Not yet developed synchronously and following the 4.0 technology era system.

5.2 Recommendations and proposals

In order to promote the country's economy for sustainable

development and help Dong Nai, Binh Duong and Ba Ria Vung Tau to become Vietnam's economic strengths, through this study, the author would like to make some recommendations and suggestions. There should continue to be many solutions to be implemented in parallel in the future:

Towards People's committee of Binh Duong, Dong Nai, Ba Ria Vung Tau province

Ba Ria Vung Tau
The People's Committee and Party Committee need to come up with drastic policies to implement many solutions to unlock potentials and promote strengths for economic development. In which, taking advantage of comparative advantages, the province has focused on developing a number of economic spearheads, including: industry, seaports, port logistics services, hi-tech agriculture and tourism.

Local authorities must make efforts to create a positive, healthy and responsible investment attraction environment; cooperate, accompany and ensure the legitimate rights and interests of enterprises; strengthen reform of state management activities to support enterprises. In particular, the whole province is determined to accelerate the implementation of e-government, towards a modern and transparent administration, improve the operational efficiency of state agencies, and ensure the connection between administrative reform and administrative reform. with IT application, taking people and businesses as the center.

Binh Duong

Agencies need to pay special attention to planning, urban development and housing when focusing on implementing the provincial urban development program and urban upgrading, embellishing residential areas, natural residential areas. broadcast; Focus on handling and removing difficulties and obstacles in transportation development

To encourage urban agriculture, high-tech application agriculture, and organic agriculture; effectively replicate and promote effective agricultural farming models; thoroughly review and deal with shortcomings and shortcomings in land management, especially related to public land, to prevent illegal subdivision of plots for sale; review, make statistics, manage and make plans to relocate production and business establishments that use hazardous chemicals and pollute the environment out of urban areas and concentrated residential areas.

Dong Nai

The province needs to know how to take advantage of the advantages brought by free trade agreements to expand export markets.

Maintain and promote the strong points in trade, improve life and social security, build new countryside, industry, trade surplus.

Toward businesses operating in the three provinces

BA Ria Vung Tau

As a locality with many strengths in tourism development, businesses operating in Ba Ria - Vung Tau focus on developing tourism products that the province has advantages in, as well as building new tourism products such as ecotourism, high quality agriculture

To move towards a dynamic economic structure with high added value, BR-VT has developed new policies and

strategies in attracting investment, especially FDI.

In the orientation of attracting investment, BR-VT focuses on attracting investment selectively, focusing on attracting projects with modern technology, which is pervasive, less labor intensive and does not harm the environment. schools, contributing to promoting rapid and sustainable socio-economic development.

Binh Duong

The focus is on the transition to financial autonomy and equitization of non-business units.

Accelerate the establishment and expansion of industrial parks and industrial clusters; soon establish high-tech industrial parks and supporting industries; Formulate policies and implement to support and encourage the conversion of industrial production facilities in the South to commercial, service, urban and high-tech industry development in accordance with the master plan.

Dong Nai

In addition to promoting investment and trade abroad, companies need to focus on promoting on-the-spot investment for domestic and FDI enterprises to meet and sign contracts to supply each other's products to reduce imports. There are many FDI enterprises as well as domestic enterprises that have found raw materials for production in Dong Nai and neighboring provinces, so they are more proactive in production." Many production areas of Dong Nai have reduced the import of raw materials such as: textiles, footwear, electronics, machinery... The southern key economic region plays a leading role in the economic development of the country. with great contribution from Dong Nai.

Towards business environment researchers in the three provinces

Researchers must have an objective and in-depth look at the issues as well as the strengths and weaknesses of each region in order to make the right judgments in order to improve innovation capacity for businesses, organizations in Vietnam, helping managers access strategic innovation methods according to international standards.

5.2 Solutions to improve business environment

Binh Duong

- Create a legal corridor to improve the business environment
- Improve the ability to attract investment capital
- Transparency of public services

Dong Nai

- Follow the direction of the Government. With the spirit of reform for development, Dong Nai proposed many solutions to bring satisfaction to people and businesses.
- Putting efficiency into reality

Ba Ria Vung Tau

- To promote quality and effective growth of private sector enterprises, creating a solid foundation and an important driving force for socio-economic development. The People's Committee of Ba Ria - Vung Tau Province has issued the Plan for Sustainable Development of Private Sector Enterprises to 2025, with a Vision to 2030.
- Improve the quality and operational efficiency of private

sector enterprises. Striving to have at least 25,000 enterprises by 2025 and 35,000 enterprises by 2030 still registered to operate.

- At the same time, promote innovation and strengthen linkages in private sector enterprises. Narrowing the gap in technology level and quality of human resources. Improve the competitiveness and increase the contribution to the state budget of private sector enterprises.
- Promote innovative start-ups and promote effective implementation of policies to support small and medium enterprises. Support and improve labor productivity in enterprises, develop high-quality human resources, improve management capacity and corporate governance.

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