

**Bui Ba Khiem, Doctor<sup>1</sup>, Bui Ngoc Mai<sup>1</sup>, E. Iu. Rudneva, Cand. of Econ. Sciences<sup>2</sup>**

**1 – Hai Phong University, Hai Phong, Vietnam**

**2 – Automobile and Road Institute of the Federal State Budget Educational Institution of Higher Education “Donetsk National Technical University” in Gorlovka**

## **RISK MANAGEMENT IN LINKAGES BETWEEN PRIVATE ENTERPRISES AND FOREIGN DIRECT INVESTMENT ENTERPRISES IN HAI PHONG**

*In the context of accelerating industrialization, Hai Phong affirms its role as a leading center for attracting foreign direct investment (FDI) in the country. However, the cooperative relationship between domestic private enterprises and foreign-invested enterprises still faces systemic risks, affecting cooperation efficiency and business sustainability. This article analyzes risks in the linkages between private enterprises and FDI enterprises in Hai Phong city based on the Enterprise Risk Management (ERM) theoretical framework and synthesizes statistical data, previous research, and practical reports. From there, it proposes several policy recommendations to contribute to improving linkage efficiency and promoting sustainable development between the domestic and foreign economic sectors in Hai Phong city.*

**Keywords:** risks, foreign direct investment, private enterprises (DNTN), Hai Phong

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### **Introduction**

In the context of an increasingly deep and multi – dimensional international economic integration process, the foreign direct investment (FDI) sector has been playing a key role in promoting economic growth, restructuring the industrial base, and enhancing Vietnam’s national competitiveness. Hai Phong city is the locality attracting the second – largest FDI flow in the country, having formed an industrial ecosystem including a network of concentrated industrial zones, a deep-water seaport system, and synchronous logistics infrastructure, creating favorable premises for establishing and developing business links between FDI enterprises and the domestic private sector.

Practice shows that although the number of FDI projects in Hai Phong is constantly increasing, the level of participation of domestic private enterprises in FDI – led value chains remains limited. One of the important causes is the existence of many risks during the cooperation process, ranging from legal, financial, and technical risks to risks concerning the environment, supply chains, and management capacity. Previous studies have mainly focused on analyzing the positive impacts of linking with FDI enterprises on economic growth, while in – depth research on risks in private enterprise – FDI linkages, especially from a risk management perspective, is still relatively limited.

**This article aims** to fill the research gap by approaching the issue of private enterprise and FDI linkage from a risk management perspective.

The research objectives of the article are:

- 1) identify risks in private enterprise – FDI linkages;
- 2) analyze factors affecting risks;
- 3) evaluate the effectiveness of current risk management mechanisms and propose appropriate management and policy implications.

### **Theoretical basis and research overview**

Concept and Classification of Risks in Business Linkages.

Risk is understood as the possibility of uncertain events occurring that could negatively affect the achievement of organizational goals. According to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) [1], risk is associated with strategy and performance, requiring businesses to identify and manage it systematically. In the context of linkages between private enterprises and FDI enterprises, risks not only come from the external business environment but also arise during the process of cooperation, resource sharing, and benefit distribution. Business linkage risk can be understood as the possibility of conflicts, losses, or cooperation disruptions due to differences in goals, information, behavior, and the institutional environment between partners.

Based on a synthesis of research, risks in private enterprise – FDI linkages can be classified into main groups:

- 1) strategic risks;
- 2) information and information asymmetry risks;
- 3) contractual and legal risks;
- 4) operational risks;
- 5) financial and profit-sharing risks;
- 6) institutional risks.

These risk groups have interactive relationships and directly impact the efficiency as well as the sustainability of business linkages.

Foundational Theories.

The research is based on three main theoretical frameworks.

First, Transaction Cost Theory suggests that uncertainty and information asymmetry increase cooperation costs, thereby increasing linkage risks.

Second, Resource-Based View (RBV) emphasizes that capacity differences between FDI enterprises and private enterprises are the core cause of risk.

Third, Enterprise Risk Management (ERM) Framework provides a holistic approach to identifying, measuring, and controlling risks throughout all business activities.

Research Overview.

International studies indicate that linkages between FDI and domestic enterprises are often limited by technical capacity, quality standards, and the risk management capabilities of local firms. In Vietnam, many studies show that the localization rate in industrial sectors remains low, reflecting risks in participating in global value chains; some studies have mentioned risks such as transfer pricing, information asymmetry, and technological dependence [2, 3]. However, the number of studies approaching the issue from a risk management perspective is still limited, especially systematic studies in the Hai Phong locality. This is the research gap that the paper aims to address.

### ***Research methodology***

The study uses a synthetic approach, collecting secondary data from official statistical reports, research documents [4–7], and scientific works both domestically and internationally. The primary analysis methods include descriptive statistics, comparison, and content analysis to identify risk groups and assess their impact levels on the efficiency of private enterprise–FDI linkages.

### ***Research results***

Current status of risks in the linkages of private enterprises and FDI enterprises in Hai Phong.

According to statistics from the Hai Phong Economic Zone Authority as of 2025, Hai Phong recorded 1,761 valid FDI projects with a total capital of over 50,6 billion USD, most of which is located in industrial zones and economic zones – the main drivers for investment attraction. In the first 10 months of 2025, the city attracted an additional 165 FDI projects with registered capital of approximately 1,2 billion USD [8], showing that FDI flows still grow strongly year by year. The number of private enterprises in Hai Phong currently stands at 45,155 operating businesses, contributing significantly to GRDP, budget revenue, and job creation) (Table 1).

Table 1 – Statistics of FDI and Private Enterprises in Hai Phong City

Indicator	Data
Number of valid FDI projects	1,761 projects
Total registered FDI capital (as of 2025)	50,64 billion USD
Of which, FDI in industrial & economic zones	1,017 projects with 42,80 billion USD
New FDI projects (first 10 months of 2025)	165 new projects with 1,2 billion USD
Private enterprises operating in HP	45,155 enterprises
Contribution ratio of private enterprises	> 40 % GRDP; > 50 % domestic revenue
Number of operating FDI enterprises (approx)	> 1,700 enterprises
Number of industrial & economic zones	43 zones

(Source: Hai Phong Economic Zone Authority)

According to Mr. Le Trung Kien, Vice Chairman of the City People’s Committee and Head of the Hai Phong Economic Zone Authority, “The linkage between FDI enterprises and domestic enterprises is not yet tight; many large FDI projects remain like oases, having not yet formed highly competitive linked industry clusters; local enterprises mainly participate in processing and assembly stages with low added value. Besides, technology transfer activities are limited; Hai Phong has attracted factories but has not yet attracted Research and Development (R&D) centers. Technology transfer mainly stops at the operational level, without spreading source or core technology, making the city’s industry dependent on the outside. The supply of high-quality human resources also fails to meet requirements; the shortage of engineers and high-tech experts, especially in new technology fields, is reducing the attractiveness of the investment environment and hindering the development of future industrial sectors” [8].

Thus, in the linkage relationship, private enterprises and FDI enterprises in Hai Phong are still facing major risks that need to be considered for management:

- legal and Green Standard (ESG) Risks. These risks are newly arising but extremely difficult to overcome in the short term due to requirements from international markets such as the EU’s Carbon Border Adjustment Mechanism (CBAM). FDI enterprises have begun requiring suppliers in Hai Phong to prove green production processes and carbon emission reductions. Most Hai Phong private enterprises are using old technology, which is energy-intensive and lacks emission data management systems. The consequence is the risk of mass contract cancellations for failing to meet the green technical barriers of multinational corporations;
- risk of being replaced due to massive technology gaps. This is the most visible risk despite Kaizen programs or technical support; however, these programs have only stopped at a pilot scale with limited participating businesses compared to the city’s total of over 45,000, and the speed of technological innovation of FDI corporations like LG, Samsung, and Pegatron is much faster than the reinvestment capacity of Hai Phong private enterprises. When FDI enterprises upgrade production lines to new generations (e.g., from 4G to 5G, or full automation with robots), domestic private enterprises cannot secure loans in time to modernize corresponding machinery. Consequently, private enterprises are immediately eliminated from the supply chain, leading to “dead capital” risks as old machinery cannot be utilized for other customers. A comparison of the R&D resource gaps between LG and Hai Phong’s private enterprises is presented in Table 2.

Table 2 – Comparison of R&amp;D resource gaps between LG and Hai Phong private enterprises

Index	LG Group (Typical FDI)	Hai Phong Private Enterprises (SMEs)
R&D expenditure rate	3–4,5 %	< 0,5 %
Number of R&D engineers	> 2,000 (in VN)	< 5 (average/enterprise)
Technology level	4.0 / Automation	2.0 / Semi-automatic

(Source: Synthesized from «LG Annual Reports», General Statistics Office, PCI-VCCI Report)

- risk of the processing trap and low added value. Although called a linkage in reality most Hai Phong private enterprises still stop at low-level supporting sectors. Domestic enterprises

mainly provide packaging, logistics, labor protection, or simple mechanical details. Core parts such as sophisticated electronic components, chips, and software are still imported by FDI enterprises from their existing overseas ecosystems. Consequently, private enterprises are stuck in low-profit segments, lacking sufficient profit margins to invest in R&D, leading to unsustainable development;

- risk of high-quality brain drain. A paradox is occurring in the Dinh Vu - Cat Hai economic zones: domestic private enterprises act as training schools for the FDI sector. The FDI sector in Hai Phong industrial zones, with strong financial potential, has attracted most of the city's high-tech labor and good managers. According to survey results in the 2023 PCI Report [9], although Hai Phong is in the leading group for labor training, personnel competition pressure from the FDI sector causes more than 60 % of domestic enterprises to face difficulties in retaining experts and technical labor. The turnover rate of core technical personnel in Hai Phong's supporting private enterprises to the FDI sector is estimated at 15–20 % per year, putting private enterprises in the trap of losing people after training. Consequently, domestic private enterprises not only find it hard to recruit but also frequently lose core personnel to the FDI sector, risking production disruption and leakage of business secrets and operational processes to competitors or partners;

- negotiation asymmetry risk. The disparity in economic status leads to contract terms that are often unfavorable to local private enterprises. FDI enterprises often apply delayed payment mechanisms (60–90 days), require annual price reductions of 5–10 % [10], and impose very heavy penalty clauses for violations. Consequently, private enterprises suffer from extreme financial pressure. When market fluctuations occur (such as rising raw material prices), private enterprises lack the ability to negotiate higher selling prices, leading to the risk of losses even with full orders.

Policies Hai Phong is implementing to manage private enterprise and FDI linkage risks.

1. Legal risk management policy. The city implements a direct dialogue mechanism to resolve problems right from the grassroots level. Hai Phong maintains periodic dialogue conferences to remove difficulties for FDI enterprises and connect investment–business (typically conferences organized by the Department of Finance and the Economic Zone Authority at the end of 2025). Administrative reform applies new regulations of the Investment Law (amended) from December 2025 [11] to narrow down cases requiring project adjustments, helping private enterprises and FDI respond faster to market fluctuations.

2. Technology risk management policy. To prevent private enterprises from being eliminated from supply chains due to obsolescence, the city applies Resolution No. 18/2025/NQ-HĐND [12] providing tax incentives for innovation activities, semiconductor circuits, and artificial intelligence. This is the key for private enterprises to upgrade technology levels to approach FDI requirements. Hai Phong has completed surveys and updated data on over 170 enterprises (mechanics, electronics, automotive...) on the national information system for FDI to easily search, reducing information asymmetry risks. The city aims for supporting technology to meet 60–65 % of local production demand by 2025.

High-quality human resource attraction policy [13]. The city offers support packages to attract talent; excellent graduates receive support up to 150 million VND when recruited into the city's key units. Social welfare support: Laborers from other localities coming to work are supported with 5 million VND/month for travel expenses and prioritized for social housing purchases (policy applied for the 2026 period). This helps supporting private enterprises reduce welfare cost pressures while still retaining people.

Finance and infrastructure policies to manage operational risk. Resolution 20/2025/NQ-HĐND [14] allows support for direct leasing of science and technology infrastructure assets without bidding, helping private enterprises access modern Labs and machinery at low costs. Hai Phong is deploying a free trade zone of over 6,000 hectares to create a specific business environment where private enterprises and FDI enjoy specific tariff and customs procedure incentives, minimizing logistics cost risks.

Overall, Hai Phong has issued many breakthrough policies like Resolutions 18 and 20 of 2025. However, “gaps” still exist that prevent FDI-private enterprise links from meeting expectations. Incentive policies for AI, semiconductors, or science and technology (Resolution 18/2025) [12] often

set very high standards. Most Hai Phong private enterprises are SMEs and lack the profile capacity to prove eligibility, and there is currently no specialized credit guarantee fund for supply chains. Banks still require real estate as collateral, while the largest assets of private enterprises – supply contracts with FDI firms and specialized machinery systems – are not accepted as collateral. Additionally, Hai Phong still lacks “soft” policies to encourage FDI enterprises to transfer technology to local firms. FDI enterprises still prioritize importing components from their existing overseas ecosystems or satellite businesses of the same nationality within Hai Phong.

Several proposals.

For the Hai Phong City Government.

**Green standard risk management.** Propose that the city government build support policies for consultancy costs, assessment, and granting of green/low-emission certificates for domestic private enterprises participating in FDI supply chains to help them overcome the risk of exclusion due to international green standards. Turn environmental risk compliance into a competitive advantage for Hai Phong private enterprises compared to other localities. Enterprises achieving green certification will be prioritized for access to green credit packages or supported with ground rental costs in eco-industrial zones (such as Deep C, Nam Cau Kien).

**Financial risk management.** Implement linked credit packages to help mitigate cash flow disruption risks for private enterprises participating in large supply chains. The city government works with commercial banks to build preferential loan packages based on orders or accounts receivable from reputable FDI enterprises (such as LG, Pegatron). Private enterprises can access capital without excessive collateral, thereby having resources to upgrade machinery timely according to FDI enterprise requirements.

**Human resource risk management.** Propose building human resource training policies based on orders and protecting personnel copyrights: the city government establishes joint technical training centers between industrial zones and local universities. Establish non-compete agreements monitored by the government. FDI enterprises commit not to solicit core personnel from private enterprise partners for a certain period to resolve brain drain risks from private enterprises to FDI, thereby helping create stable human resource flows for both sides and protecting private enterprise training investments.

For Hai Phong Private Enterprises (DNTN).

**Green standard risk management.** Private enterprises need to proactively apply standards like ISO 9001, ISO 14001, and especially Social Responsibility (RBA) or emission reporting (ESG) standards to reduce the risk of sudden contract termination due to global standard violations.

**Technology risk management.** Invest in core technology instead of just buying machinery to avoid obsolescence risks by allocating at least 3–5 % of revenue to R&D or digital skills training for employees. Should cooperate with universities in Hai Phong to solve specific technical problems requested by the FDI side.

**Risk of replacement.** Strategy of “customer portfolio diversification”; should not let one FDI customer account for more than 40 % of total revenue to mitigate chain collapse risks if the main FDI partner faces a crisis or shifts factories to another country.

**Legal risk management.** Build legal negotiation capacity, hire or consult professional law firms when signing contracts regarding terms such as payments, penalties, and intellectual property.

For FDI Enterprises in Hai Phong.

There is a need to consider domestic private enterprises as “strategic assets” to reduce global supply chain risks:

- shift from screening to nurturing. Instead of just eliminating weak suppliers, FDI enterprises should send experts to provide direct technical consultancy support at the private enterprise’s factory (similar to the Samsung model). This reduces risks of uneven product quality and lowers logistics costs compared to importing components;

- apply financial risk-sharing mechanisms. Consider shorter payment terms for local private enterprises or provide guarantees for them to borrow bank capital to buy machinery specifically for their own orders;

- prioritize peripheral technology transfer. Proactively transfer technologies that are old compared to global standards but still modern compared to local levels to gradually upgrade the supporting ecosystem in Hai Phong;

- transparency in localization roadmap. Provide private enterprises with a component demand plan for the next 3–5 years to reduce wrong-direction investment risks for them, helping them feel secure in pouring capital into machinery that the FDI side actually needs.

General recommendations for coordination between the two sides.

To manage common risks, both sides should establish regular interaction mechanisms:

- build emergency communication channels. Establish rapid response teams to handle supply chain incidents, raw material price fluctuations, or policy changes in Hai Phong;

- participate in local specialized associations. Join organizations together, such as the Supporting Industry Association, to have a common voice in recommending policies to the city government;

- cooperate on supply chain digital transformation. Jointly use order management platforms (connected ERP) to track production progress in real-time, helping eliminate risks of late delivery and inventory discrepancies.

### **Conclusions**

In general, risk management in linkages between private enterprises and FDI enterprises is not only the task of each individual enterprise but requires a multi-level approach, combining the state, locality, intermediary organizations, and the enterprises themselves. Synchronous implementation of the above measures will contribute to improving linkage quality, minimizing risks, and heading toward the goal of sustainable development for the business sector in the context of international economic integration.

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*Рецензент: Л. С. Медведева, канд. экон. наук, доц.,*

*ФГБОУ ВО «Донской государственный технический университет», г. Ростов-на-Дону*

*Буй Ба Кхьем, Буи Нгок Май, Е. Ю. Руднева*

**Управление рисками во взаимодействии частных предприятий и предприятий с прямыми иностранными инвестициями в городе Хайфон**

В условиях растущей международной экономической интеграции сектор прямых иностранных инвестиций (ПИИ) играет ключевую роль в развитии Вьетнама. Город Хайфон, который привлекает второй по величине поток ПИИ в стране, обладает развитой промышленной и логистической инфраструктурой, создающей благоприятные условия для взаимодействия иностранных и отечественных предприятий. Однако, несмотря на рост числа проектов ПИИ, уровень вовлеченности местного частного бизнеса в производственные цепочки остается низким из-за множества рисков (юридических, финансовых, технических и т. д.).

Поскольку вопросы управления рисками в связях между частными предприятиями и ПИИ изучены недостаточно, данное исследование нацелено на восполнение этого пробела и рассматривает проблему взаимодействия указанных субъектов через призму риск-менеджмента.

Проведен анализ рисков, имеющих место при взаимодействии частных предприятий и предприятий с ПИИ в городе Хайфон на основе теоретической концепции управления рисками предприятия, а также обобщены статистические данные, результаты предыдущих научных исследований и практические отчеты. Рассмотрена политика, которую реализует правительство Хайфона для управления рисками в правовой, финансовой и инфраструктурной сферах, а также в сферах управления технологическим риском и привлечения человеческих ресурсов.

Предложены рекомендации, направленные на повышение эффективности связей и содействие устойчивому развитию между отечественным и иностранным секторами экономики в городе Хайфон, среди которых: создание каналов экстренной связи, участие в местных специализированных ассоциациях, сотрудничество в области цифровой трансформации цепочки поставок.

**РИСКИ, ПРЯМЫЕ ИНОСТРАННЫЕ ИНВЕСТИЦИИ, ЧАСТНЫЕ ПРЕДПРИЯТИЯ (ПРЕДПРИЯТИЯ ЧАСТНОГО СЕКТОРА), ХАЙФОН**

*Bui Ba Khiem, Bui Ngoc Mai, E. Yu. Rudneva*

**Risk Management in Linkages between Private Enterprises and Foreign Direct Investment Enterprises in Hai Phong**

In the context of growing international economic integration, the foreign direct investment (FDI) sector plays a key role in Vietnam’s development. Hai Phong, which attracts the second largest inflow of FDI in the country, has a developed industrial and logistics infrastructure that creates favorable conditions for linkages between foreign and domestic enterprises. However, despite the growing number of FDI projects, the level of local private business involvement in production chains remains low due to numerous risks (legal, financial, technical, etc.).

Since the issues of risk management in the relationships between private enterprises and FDI have not been sufficiently studied, this study aims to fill this gap and examines the problem of linkages between these entities based on the risk management.

This article analyzes risks in the linkages between private enterprises and FDI enterprises in Hai Phong city based on the Enterprise Risk Management (ERM) theoretical framework and synthesizes statistical data, previous research, and practical reports. It examines the policy implemented by the Hai Phong government to manage risks in the legal, financial, infrastructure, technological and human resource management areas.

From there, the article proposes several policy recommendations to contribute to improving linkage efficiency and promoting sustainable development between the domestic and foreign economic sectors in Hai Phong city including creating emergency communication channels, participating in local specialist associations, and collaborating on digital transformation of the supply chain.

**RISKS, FOREIGN DIRECT INVESTMENT, PRIVATE ENTERPRISES (DNTN), HAI PHONG**

**Сведения об авторах:****Буй Ба Кхьем**

Доктор наук, доцент,  
 начальник отдела науки, технологий и международного сотрудничества, Хайфонский университет, г. Хайфон, Вьетнам,  
 Телефон: +84904773579  
 Эл. почта: khiembb@dhhp.edu.vn

**Буй Нгок Май**

Преподаватель факультета экономики и управления бизнесом, магистр управления экономикой, Хайфонский университет, г. Хайфон, Вьетнам,  
 Телефон: 0965139313  
 Эл. почта: maibn@dhhp.edu.vn

**Руднева Елена Юрьевна**

Кандидат экономических наук, доцент,  
 Доцент кафедры «Менеджмент организаций» Автомобильно-дорожного института (филиал) федерального государственного бюджетного образовательного учреждения высшего образования «Донецкий национальный технический университет» в г. Горловка, ДНР, Российская Федерация,  
 SPIN-код РИНЦ: 8572-9465  
 Телефон: +7 988 587-20-39  
 Эл. почта: rudneva\_elena@mail.ru

**Authors' information:****Bui Ba Khiem**

Doctor, Associate Professor,  
 Head of the Department of Science, Technology and International Cooperation, Hai Phong University, Hai Phong, Vietnam,  
 Phone: +84904773579  
 Email: khiembb@dhhp.edu.vn

**Bui Ngoc Mai**

Lecturer of the Faculty "Economics and Business Management", Master of Economic Management, Hai Phong University, Hai Phong, Vietnam,  
 Phone: 0965139313  
 Email: maibn@dhhp.edu.vn

**Rudneva Elena Iurievna**

Candidate of Economic Sciences, Docent,  
 Associate Professor of the Chair "Management of Organizations" of Automobile and Road Institute of the Federal State Budget Educational Institution of Higher Education "Donetsk National Technical University" in Gorlovka, DPR, Russian Federation,  
 RSCI SPIN: 8572-9465  
 Phone: +7 988 587-20-39  
 Email: rudneva\_elena@mail.ru