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Industrial Cluster (IC) development After The Global Economic Crisis is one of crucial issues in Modern Economy and Developing Economic. In addition, consumer protection in industrial zones can have certain meanings from safety management approach.

Its Theories and Practices, Standards and principles might be applied in other developing countries as well, at least from risk management and comparative approaches

Government officers, CIO, CTO, CFO, and CEO, Board and Chair and Management, Internal Control Internal and External Audit of Firms need to own knowledge of IC development, in their specific field as well as in general. For senior management, they need to know issues of consumer protection in business operation as well as in industrial cluster levels.

This book is not just about theories and history, but it is about practical and as a kind of consulting book for all those who could read, interested in industrial clusters, understand and use it in their field in many sectors, for academic and business.

Reading concepts about industrial clusters, case studies is practical, and coming to conclusions and recommendations is subjective ideas of authors, while readers can suggest their own recommendations with our implications.

Thanks everyone very much for giving comment on it!

Dinh Tran Ngoc Huy

Management Issues and Consumer Protection in Industrial Clusters - Relevant Framework and Regulations After Global Economic Crisis

(Part I)

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Dinh Tran Ngoc Huy, Sylwia Gwozdziewicz,
Nguyen Trong Diep, Nguyen Dinh Trung,
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Management Issues And Consumer Protection in Industrial Clusters -Relevant Framework and Regulations After Global Economic Crisis (Part I)

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About the book

After publishing Book Modern Corporate governance/Risk management - part I and part II, we think about Management Issues And Consumer Protection in Industrial Clusters (IC) -Relevant Framework and Regulations.

After Global Economic Crisis in developing countries including Vietnam. And another new point of this book is that we aim to explore problems in IC management from comparative approaches as well. Therefore the book aims to provide top management team, board, business consultant, officer and relevant shareholders in both public and private companies, profit and non-profit firms, academic, social firms and businesses with updated knowledge of managing IC development after financial crisis. With limited and solid contents and three (3) sessions, it also tries to support academic people, including but not limited to, professors and university students, esp. last year undergraduates, Master/MBA students or researchers, and administrative staff from low to upper-intermediate levels with IC concepts and practical matters through cases studies and comparative analysis. Additionally, it aims to put questions on the table of relevant organization and people who is responsible for making policies for a sound IC development process.

The book is organized into three (3) main parts: in which Part I is divided into 2 Chapters:

Part I: Perspectives in Industrial Cluster Development

Chapter 1 - Concepts and perspectives in Industrial Cluster Development

(written by Main Author Dinh Tran Ngoc Huy, Dr To Hien Tha, Ms. Ly Thu Trang, Dr Le Huong Hoa, Dr Nguyen Thu Thuy, Dr Le Ngoc Nuong, Dr Ly Lan Yen, Dr Nguyen Thi Ngoc Lan, Dr Tran Thi Thanh Nga, Dr Nguyen Thuy Duong, Dr Pham Minh Dat, Dr Nguyen Trong Diep, Dr Nguyen Dinh Trung, Dr Nguyen Tien Dung, Dr Nguyen Thanh Hai, Dr Pham Tuan Anh, Dr Pham Minh Dat, Dr. Ta Van Thanh, Tran Duc Thang, Le Quang Hieu)

Chapter 2 - Models and Frameworks in Industrial Cluster Development

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Part II: Eight (8) Case Studies in Industrial Clusters Development and Consumer Protection in VietNam After The Global Economic Crisis (written by Dinh Tran Ngoc Huy, Nguyen Dinh Trung, Nguyen Trong Diep, Ly Lan Yen)

Part III: Recommendations and General Principles of Risk Management With Suggested Practices for Risk management in Developing Countries including Vietnam

Chapter 3: Conclusion And Suggested General Principles of Industrial Cluster Development in Developing Countries including Vietnam

(written by Dinh Tran Ngoc Huy, Dr Sylwia Gwozdziewicz, Dr To Hien Tha, Dr Le Huong Hoa, Dr Duong Thi Tinh, Dr Phan Anh, Dr Nguyen Trong Diep, Dr Nguyen Dinh Trung, Ms. Le Thi Han, Ms. Pham Thi Hong Nhung, Ms. Ly Thu Trang, Le Thi Mai Huong, Ms. Vu Thi Thu Ha, Dr Le Ngoc Thang, Dr Nguyen Thi Phi Nga, Dr Hoang Thanh Hanh, Dr Pham Minh Dat, Nguyen Trong Hung, Ninh Thi Nhung, Tran Thi Tra Phuong, Nguyen Thi Phuong Thao, Nguyen Thi Tuyen Ngon, Tran Duc Thang)

Chapter 4: Several suggestions on management issues in Industrial Cluster Development

(written by Dinh Tran Ngoc Huy, Dr Pham Van Tuan, Dr Sylwia Gwozdziewicz, Master Vu Thi Thu Ha, Dr Nguyen Thi Thanh Phuong, Dr To Hien Tha, Dr Le Thi Viet Nga, Dr Nguyen Dinh Trung, Dr Phan Anh, Ms. Le Thi Han, Ms. Pham Thi Hong Nhung, Ms Nguyen Thi Hong Nhung, Ms Nguyen Thi Phung, Dr Nguyen Kim Phuoc, Dr Nguyen Thi Phi Nga, Dr Le Ngoc Thang, Dr Hoang Thanh Hanh, Dr Pham Minh Dat, Nguyen Trong Hung, Ninh Thi Nhung, Tran Thi Tra Phuong, Nguyen Thi Phuong Thao, Vu Viet Tien, Truong Dinh Trang, Nguyen Viet Dung, Lanh Nguyen Van, Tran Duc Thang)

Generally, typical following people is directly involved and relevant in this book:

Governmental agencies-CEO - CFO – CRO - Chief Accountant - Finance Director - Board of Directors –Executives – Non Executives - Independent Directors – Supervisory Board – Supervisory Management – Senior Administrators – Officers - Management Team – Management Board - Corporate Secretary – Compliance Officer –Internal Auditor – External Auditor – Audit Committee – Shareholders – Stakeholders – Employee – Company as a whole entity –Audit firm people – Consultant and Business Compliance Officer.

The book uses some contents of same author's papers "Analysis of Industrial cluster development, framework and relevant regulations" which have been published in ISI(ESCI) journal : International Journal of Ecosystems and Environment, etc...

In this edition, the book has implemented new changes such as: Adding Appendix for a reference on competitive advantage and Firms and institutions in IC. And it also includes a short analysis on worldwide IC development situation after recommendation in part 3. Last but not least, it suggests three (3) implementation forms for IC development activity in areas which operate and encounter with business risks.

Brief Description of Its Application

Basically the book has ten (10) immediate uses or application: 1) case studies or reference material for teaching and studying at undergraduate and Master or MBA levels or postgraduate research implications, as well as reference book and source for PhD students; 2) reading material and reference for business officers at all levels with an attention on management team, corporate leaders and directors; 3) policy and macroeconomic framework, standards, principles and guidelines for government and non-government, academic and non-academic institutions and people, or any person who is interested this continuing subjects in relation to changes in the social economic market conditions; and 4) reference material for corporate leaders, management, specialists and analysts in developing products or services or growing employee and others to serve better and wider needs of company, clients and public; 5) English reading book for economic relevant people and those who want to explore their knowledge in economics, business, management and leadership; and 6) consulting book for business, officers and training material for academic, lecturers and business people and experts; and 7) reference sources for scholars and researchers in Economics, business, management, leadership and risk and other relating fields; and 8) giving topics for discussion in seminars, conferences and round table and 9) this book as your friend during free time or vacation; and lastly 10) a gift book to the person you like. Last but not least, it may be used to train board of directors and management in various organizations.

For the purpose of case studies discussion, below are, but not limited to, among recommended case questions for appropriate Professors to use in case write-ups, class discussion, presentation, analytical paper, homework or group meeting. Moreover, trainers around the world can use this consulting book as reference for learners.

About the Main Author



Mr. Dinh Tran Ngoc Huy born in 1980, currently an experienced (senior) advisor for Associate Prof/PhDs/Masters/Undergraduates/High schools...and being a PhD candidate with about 450 -500 articles published in prestigious Intl. Journals (ISI, Scopus,...), in Finance and Management field, among 650 writing projects. He teaches many courses: English (Cambridge), Corporate Finance, Leadership, Risk management, Commercial Bank, Principles of Banking, Business Communication, etc...He also held an MBA in Intl. Management from Graduate School of International Management, International U of Japan from 2005-2007 with full ADB scholarship. He used to be an exchange MBA student at Arhus business school, Denmark and at Tuck school of business, Dartmouth College, USA, in 2006. In previous years, 1998-2002, he got a Bachelor of Economics from Banking University in Ho Chi Minh city where he received partial tuition scholarship. In 2007, He and his colleagues have presentation at Urasa Conference, Japan(www.iuj.ac.jp/platform/pdf/s7-2.pdf). In 2010, he received full IT scholarship at SKT Telecom IT training centre, Viet Nam and full Master scholarship for MSc in International Banking and Finance from Lingnan University, Hong Kong. From 2010 to 2012, he is a member of Royal Journal in the UK.

Among his papers is “Should SA Tour, a Singapore travel company, uses external financing to expand MICE business in China and Singapore markets”, accepted at the 1st International Conference on Business and Management placed in Turkey. Another paper “A Set of Limited Asian Pacific Corporate Governance standards After Financial Crisis” is accepted for the 36th Annual Economic & Business Historical Society Conference in Columbus, Ohio, USA in Jan 2011 and at the Advances in Business-Related Scientific Research Conference 2011, Italy. Next paper “Corporate Restructuring Under Holding Company Structure – NTT Case” with his IUJ’s group is accepted for presentation at International Conference on Social Science and Humanity – ICSSH 2011, Singapore. His recent paper series of “Corporate governance standards” are posted on various e-journals such as: Corporate Finance: Governance, Corporate Control & Organization eJournal, International Corporate Finance eJournal, IO: Firm Structure, Purpose, Organization & Contracting eJournal, Organizations & Markets: The Firm as a Nexus of Contracts (Boundaries of the Firm) eJournal and Cognitive Social Science eJournal.

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Acknowledgement

After our ten (10) previous books (on Global Modern corporate governance principles and models, Action leadership, Risk management, Marketing and Realistic Financial management) have been published in Singapore , Europe, USA and distributed worldwide via www.amazon.com, this is an opportunity to look at management issues/problems in industrial clusters (IC) development in emerging markets such as Vietnam including frameworks, legal and technological issues.

One of this book's scopes is to provide CEOs, CROs, CFO, Chief accountants, and business consultants of relevant companies with IC development and consumer protection matters from corporate governance, comparative and management approach.

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Abstract

Industrial Cluster (IC) development After The Global Economic Crisis is one of crucial issues in Modern Economy and Developing Economic. In addition, consumer protection in industrial zones can have certain meanings from safety management approach.

Its Theories and Practices, Standards and principles might be applied in other developing countries as well, at least from risk management and comparative approaches

Government officers, CIO, CTO, CFO, and CEO , Board and Chair and Management, Internal Control Internal and External Audit of Firms need to own knowledge of IC development, in their specific field as well as in general. For senior management, they need to know issues of consumer protection in business operation as well as in industrial cluster levels.

This book is not just about theories and history, but it is about practical and as a kind of consulting book for all those who could read, interested in industrial clusters, understand and use it in their field in many sectors, for academic and business.

Reading concepts about industrial clusters, case studies is practical, and coming to conclusions and recommendations is subjective ideas of authors, while readers can suggest their own recommendations with our implications.

Thanks everyone very much for giving comment on it!

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Overview

Contemporary Industrial clusters (IC) development and consumer protection is going to be a continuous issue in developing economics since global crisis 2007-2009, esp. during modern technology revolution in recent years (4.0 and further). And there is another comparative approach from management aspect. In the book authors take industrial zones development in Vietnam as examples and case studies in Hanoi city in order to propose an IC framework and suggested management policies.

This book plays a role both as a consulting book to use in many kinds of business and as a teaching book for Professors and students (last year undergraduates and graduates/MBA/PhD). It will provide many case studies and case questions in Vietnam, and instructions for case discussion in class as well. In future, its ambition is developing more many international case studies for readers and students.

The recent IC development trend is affected by and analyzed in the content for part one and part three of this book: Perspectives on IC Issues, then, its following Case Studies and Practices are presented in next parts.

Although the book is suitable for developing countries, esp. It uses cases from Vietnam market, its theories and principles can be applied for various organizations in other countries and markets.

Also, though this book is written for governmental agencies, FDI firms, banks and financial service firms, most of other companies can also see implications for their policies and practices in this version. This is another goal of this book presence.

Last but not least, to contribute to build a better IC development in a system and standards in Viet nam market, esp. for those who are interested, we divide the book into three (3) sessions in which session two (2) presents our findings on Vietnam IC development issues and general principles will be recommended in session three.

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Part One

Perspectives in Industrial Cluster Development

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Chapter One

Concepts and perspectives in Industrial Cluster Development

(written by Main Author Dinh Tran Ngoc Huy, Dr To Hien Tha, Ms. Ly Thu Trang, Dr Le Huong Hoa, Dr Nguyen Thu Thuy, Dr Le Ngoc Nuong, Dr Ly Lan Yen, Dr Nguyen Thi Ngoc Lan, Dr Tran Thi Thanh Nga, Dr Nguyen Thuy Duong, Dr Pham Minh Dat, Dr Nguyen Tien Dung, Dr Nguyen Thanh Hai, Dr Pham Tuan Anh, Dr Pham Minh Dat)

I - Revisiting Concepts and definitions on Industrial clusters

Global crisis, commerce war and covid 19 pandemic has cause risks increasing, may organizations has gone to bankruptcy and profits declines ..So what's happen for firms in industrial clusters?

First we need to understand industrial clusters (IC).

According to Clause 1, Article 2 of Decree 68/2017/ND-CP, the concept of industrial clusters is defined as follows:

"An industrial cluster is a place of production and provision of services for industrial production and handicrafts, with definite geographical boundaries, without inhabitant, invested and built in order to attract and relocate. small and medium enterprises, cooperatives, cooperative groups in investment, production and business."

The industrial cluster has an area not exceeding 75 ha and not less than 10 ha. Particularly for industrial clusters in mountainous districts and industrial clusters in craft villages with an area not exceeding 75 ha and not less than 5 ha.

An industrial cluster has the basic characteristics of being a small and medium-sized production and business place providing services for the production of industry and handicrafts within a defined geographical boundary, where there are no human areas. people live and are under the management of the state and local government.

An industrial cluster is a type of small business in an industrial park. This is a small business and production zone with mainly small factories with investors contributing capital together.

Formed and developed industrial clusters create opportunities and solve job problems for many people, promote economic development, and create a premise for better development of industrial zones. Besides, increasing competition in the market contributes to the economic development of the country. With many small and medium industrial clusters growing up, helping our country become a modernized industrialized country.

Second, what is industrial park?

An industrial park is an area with definite geographical boundaries, specialized in manufacturing industrial goods and providing services for industrial production, established

under the conditions, order and procedures specified in this Decree. Clause 1, Article 2 of Decree 82/2018/ND-CP). Industrial park involves mainly large enterprises - serving industrial production.

Next we see: Slaper and Ortuza (2015) defined, industry clusters are regional concentrations of related industries. Clusters consist of companies, suppliers and service providers, as well as government agencies and other institutions that provide education, information, research and technical support to a regional economy. One might say that clusters are a network of economic relationships that create a competitive of a particular region. This advantage then becomes an enticement for similar industries and suppliers to those industries to develop or relocate to a region. Think of it this way: if you wanted to relocate your smartphone application development company from your basement in Loogootee, would you move it to Vermont or to the Bay Area? On the other hand, if you made artisanal cheeses in your barn out back and wanted to expand, would you move to the Bay Area or not, your decision on relocation is informed by the presence of strong industry clusters.

Munnich et al (1999) mentioned that Industry clusters are geographic concentrations of competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure. The firms included in the cluster may be both competitive and cooperative. They may compete directly with some members of the cluster, purchase inputs from other cluster members, and rely on the services of other cluster firms in the operation of their business.

Clusters may get their start in any number of ways. For example, a cluster may form around a large competitive firm, such as Medtronic in the Twin Cities or Microsoft in Seattle. The presence of and support of a major research institution may spur the development of a cluster, such as the information technology clusters in Silicon Valley and the Boston area. Special infrastructure conditions, or resources may also support the development of industry clusters. Examples include the wood products cluster in northern Minnesota, the wine industry in northern California, and tourism in southern Florida.

Also, The UK Government defined clusters as “a concentration of competing, collaborating and interdependent companies and institutions which are connected by a system of market and non-market links” (UK Parliament, 1999) which emphasises both a network of professional and intellectual linkages, as well as the perceived importance of geographic proximity between cluster members.

Then, according to Memphis & Shelby County Economic Alliance , there are 2 types of clusters in regional economy:

Traded clusters provide products and services for cross regional markets and they bring in dollars from outside the region. The dollars generated from traded cluster companies are important to economic growth in the region because they represent new wealth being brought into the area rather than the simple recirculation of wealth already present in the market.

Traded cluster companies have competitors that are typically national or international. Unless proximity to specific natural resources impacts their location choice, they can choose the location of their operations.

Traded clusters are highly geographically concentrated. Typically, traded clusters are present only in markets that offer specific competitive advantages to those industries. Advantages include access to a high concentration of talent that has specialized training, education or skills to support the cluster; infrastructure to meet the cluster's specific needs and a business environment that supports the cluster's success.

Some well-known examples include New York's Financial Services cluster or Silicon Valley's IT cluster.

Local clusters consist of groups of industries that primarily serve the local market. Local clusters are not typically impacted by the competitive advantages of a region or a particular location. The majority of employment in a region comes from local clusters. They are not directly exposed to competition from outside of their direct geography. Some examples of local clusters include local health services like dentists and eye doctors.

II - Related studies on IC development

Yinming et al (2010) defined IC as a system of many industries, its structure concerns the correlation and interdependent relationship among basic integral parts, namely, among industries. It is determined by the functional and spatial links among industries and in turn, deeply influence these links. Economic links among industries within clusters not only include input-output relationships, but also reflect external economic relationships.

We will analyze previous studies on risk management in the below table for clearer analysis:

Table 1- Previous studies

Authors	Year	Content, results
Doeringer et al	1995	<p>Although industry clusters are becoming the focus of state economic development policies, most states continue to define clusters in ad hoc ways, often focusing only on clusters of firms in single industries. Such policies run the risk of wasting development resources by neglecting important linkages among firms that cut across industries. Exploiting the dynamic nature of the competitive advantages associated with the clustering process requires an understanding of strategic business decisions made at the firm level.</p>
Bembenek & Kowalska	2016	<p>characterise the role of industrial clusters in SMEs development. Trying to meet demands of the current environment, these companies are forced to constantly identify new ways of development, including new sources of sustainable competitive advantage. Nowadays, focusing only on the internal (endogenous) development for many entities is insufficient and external development of the SMEs through the clusters may be a complementary approach for their internal development. Despite the scarcity of clear cluster definitions it is widespread that clusters - as concentrations of R&D entities, business support institutions and interconnected firms operating in the same or related economic sectors that cooperate and compete at the</p>

		<p>same time - provide favorable conditions for entrepreneurship and innovativeness development. SMEs can improve their market offer, transfer knowledge, formulate and implement R&D activities, and develop relational capital by actively operating within clusters and collaborating with their partners, both in internal and external environments (eg. involvement in foreign networks). The activities of cluster coordinators play a strategic role in shaping the appropriate conditions for the development of cluster members. Based on the good practice in the field of Polish-Spanish international networking linked to the execution of the “Adelante” project by the coordinator of Sub-Carpathian Renewable Energy Cluster, the benefits for SMEs of that cluster were pointed out. This practice shows that the involvement of a cluster coordinator with key cluster stakeholders for development of cluster members contribute to development of the entire cluster and boost its competitiveness</p>
Roberts and Enright	2004	<p>Industrial clustering is a powerful framework to help organize, work together and work with external institutions to meet the needs of, and promote the interests of, the organizations comprising the cluster. Central to the idea of clustering is the personal interaction and the relationships which give rise</p>

		to the opportunity to communicate, to create and to learn. Firms comprising an industrial cluster contain individuals who are participating in a community which transcends each particular organization. The firms behave in a highly co-operative and communicative way. This environment is widely accepted as providing a wide range of benefits to the components of the cluster.
Morosini, P	2004	Furthermore, industrial cluster has great influence on the optimization of regional industrial layout and regional economic structure. The international and local historical experiences of economic development have both demonstrated that the formation and development of specific industrial clusters have often played key roles in regional economic development
	2005	Theoretically, industrial cluster can reinforce specialized division and give full play to industry association and cooperation. Therefore, this industry pattern can promote rational allocation of technology, talent and capital, and stimulates technique progress and management innovation effectively by exemplary function.
Narula	2004	SMEs often suffer from limited resources and low capabilities to generate development in internal activities
Darwish et al	2021	The outbreak of COVID-19 threw the whole world into a deep crisis. In this time of crisis during the pandemic,

		enterprises have been through many challenges, so as to say; to the degree that impact of sustainability needed engaging attention.
Batterink et al.,	2014	Therefore, interfirm networks are crucial to SMEs' innovation processes. Extant studies on industry cluster development and innovation have focused on hub firms. Hub firms play a valuable role in facilitating social exchange within a cluster network. They are the companies that have the largest number of contacts with other member firms in the cluster
Alsaadi & Norhayatizakuan	2021	It is essential to hire qualified project managers who has sufficient knowledge in risk management and its main activities.

(source: author synthesis)

Beside, Knowledge transfer and information acquisition vary greatly among enterprises in clusters (Giuliani & Bell, 2005; Li et al., 2013). Innovation actors are likely to obtain the knowledge and information they need in the cluster, which increases the frequency of the discovery of opportunities to turn knowledge into business value. Core enterprises often have substantial relationships with stakeholders in their regional clusters. Trade relationships can also be found between hub firms and local suppliers. By building new and promising relationships, hub firms can enhance network performance through existing relationships. In addition, by working with new enterprises that already have relationships with existing partners, the hub firm can create a new business model to adapt to the future or even enhance the structure and promote the overall dynamic development of the cluster network.,

Finally we consider benefits of IC in below figure:

Figure 5 – Benefits for IC members

<p>Characteristics of selected benefits/advantages:</p> <ul style="list-style-type: none"> • industrial cluster development can impel economic growth and urge the formation of a regional innovation system • industrial cluster plays an important role in a group of competitive, interconnected industries and other entities; through specialisation and collaboration between enterprises within the group established a close relationship between competition and cooperation • through competition and cooperation (coopetition), members in the cluster complete the human resource distribution and establish economic and technological relationships based on input–output analyses • the appropriate support agencies, to provide various services such as local governments, industry associations, the financial services sector and education and training institutions • the concentration and collaborative ties of companies promote efficiency and productivity • clusters offer companies easy access to important resources, lower transport costs, access to customers and the workforce • cluster in many ways to establish an environment conducive to innovation, face to face communication between people in the cluster and the mobility of labour, to speed up the flow of business knowledge, financial knowledge and technical knowledge, to stimulate innovation • clusters in all sectors can be developed through the construction of internal industrial networks, reduce costs and promote innovation • the main function of a cluster is to promote innovation (and open innovation) • within the industrial clusters, improvement of innovation capability relies on the sustainable supply and input of technology development resources from both internal and external • the improvement of innovation capacity relies on the continuous supply of internal and external technical resources to the industrial cluster, namely talents and academic research, enterprise research and development, and other technological innovation information transfer networks • division of labour between firms in the cluster can reduce production and transaction costs • cluster members through joint use of public facilities to reduce the additional investment required to dispersed layout, and use of geographic proximity and save the costs of material and information flow in the inter-migration, thus reducing production costs • common culture and shared values within cluster is conducive to the establishment of a partnership between cluster members and trust-based social networks, making it both easy to deal and fulfil the contract, thereby reducing transaction costs, but also to make the transaction uncertainty lead to the risk of cost reduction • cluster formed by establishes a “brand” and leads to the formation of a good brand image among consumers, enhances consumer desire to buy, expand the market competitive advantage • industrial clusters tend to have the characteristics of cross-regional and cross-industry

(source: Bembenek & Kowalska, 2016)

III - Relevant regulations on IC development and infrastructures

First of all, according to current Law in Vietnam (Decree 68/2017/ND-CP effective July 15, 2017):

Conditions for establishment and expansion of industrial clusters

- An investor is required to be able to build the infrastructure for an industrial cluster.
- Must be able to fill the business more than 30% after 1 year.
- Persons with legal status such as enterprise cooperatives, capable and experienced in investing in the construction of technical infrastructure or units assigned the task of investing in the construction of technical infrastructure. Enterprises and cooperatives with legal status, capacity and experience in technical infrastructure construction investment or units assigned to invest in technical infrastructure construction;
- In case the district-level area has established industrial clusters, the average occupancy rate of industrial clusters will reach over 50% or the total unleased industrial land fund of industrial clusters is less than 50 hectares.

Munnich et al (1999) specified that Industry cluster strategies, unlike industrial policies, do not necessarily involve government creating special advantages for some industries at the expense of others.

Second, Policy on investment and construction of infrastructure of industrial clusters

On the basis of the approved industrial development planning, investment in the construction of industrial infrastructure will be carried out. Specific policies at this stage mainly include:

- Regulations on investment and construction of industrial cluster infrastructure.

Investment in construction of industrial cluster (CCN) infrastructure shall be carried out in the following order:

- (first). Prepare and approve investment reports on establishment and expansion of CCN.
 - (2). Preparation and approval of detailed planning for construction of CCN.
 - (3). Prepare and approve investment projects on construction of CCN infrastructure or issue Certificate of investment and business in CCN infrastructure.
 - (4). Organize the construction of CCN infrastructure works and manage and operate the infrastructure works after completion.
- Detailed planning of industrial clusters.

Before formulating a construction investment project, the infrastructure business unit must prepare a detailed planning for the construction of the CCN. The selection of detailed planning consulting units is done through bidding or appointment of contractors.

- Selecting an infrastructure business unit.

The selection of the infrastructure business unit is determined during the establishment and expansion of the CCN. In case the CCN is expected to be established or expanded without an infrastructure business unit, the CCN Development Center is the unit performing the CCN infrastructure business function.

- Preparation of construction investment projects.

The content and order of formulation, appraisal, approval and management of investment projects on construction of infrastructure of CCNs comply with the provisions of Decree No. 12/2009/ND-CP dated February 12, 2009 on management construction investment projects. The content of the project's environmental impact assessment must be prepared, appraised and approved in accordance with the law on environmental protection.

- Implement investment policy from the State budget for infrastructure outside the industrial fence and support a part of the State budget for infrastructure construction within the fence. Decision No. 105/2009/QĐ - TTg dated August 19, 2009 stipulates:

- For CCN detailed planning. Before formulating a construction investment project, the infrastructure business unit must prepare a detailed planning for the construction of the CCN.
- On the selection of infrastructure business unit. The selection of the infrastructure business unit is determined during the establishment and expansion of the CCN. In case the CCN is planned to be established or expanded without an infrastructure business unit, the CCN Development Center is the unit performing the CCN infrastructure business function.
- Regarding the formulation of construction investment projects. The contents and order of formulation, appraisal, approval and management of investment projects on construction of industrial infrastructures shall comply with the provisions of the law on investment and construction. The content of the project's environmental impact assessment must be prepared, appraised and approved in accordance with the law on environmental protection.
- On the rights and obligations of the infrastructure business unit.

The infrastructure business unit has the right to: a) Mobilize investment in the industrial park on the basis of the approved detailed planning; b) Mobilizing capital for investment in the construction of infrastructure of industrial zones in accordance with the law; d) Invest in building factories in industrial zones to lease or sell to enterprises; dd) Trading in other public services and utilities in the CCN in accordance with the contents of the granted investment certificate or business registration; e) Decide the price for sub-lease, land transfer, factory rental or sale price and other fees for using public services and utilities. In case the CCN is managed by the CCN Development Center and does business with infrastructure, the price for sublease of land, the price for leasing or selling the factory and other fees for using public services and utilities shall be determined by the competent authority. decision; f) Enjoy investment incentives and other incentives and supports as prescribed by law.

The infrastructure business unit is obliged to: a) Implement the investment project on technical infrastructure of CCN in accordance with the approved detailed planning and the schedule stated in the project according to the provisions of the Land Law. band; in case of exceeding the prescribed time limit, the infrastructure business unit must apply for an extension and obtain the approval of the competent authority; b) Maintenance and repair of infrastructure works in the CCN during the operation

period; providing services related to investment in CCN; providing services and utilities in service of production and business in the industrial park (if any); c) Perform obligations as prescribed by the law on finance, accounting, auditing, statistics, insurance, labor, construction standards; regulations on labor safety, industrial hygiene, environmental protection, fire prevention and fighting...; d) Acting as a focal point to assist enterprises in investment registration and issuance of investment certificates in CCNs. Creating favorable conditions for enterprises to implement production and business investment projects in the CCN; dd) Implement the regime of periodical reporting to the People's Committee of the district where the CCN is located, the Department of Industry and Trade and other obligations as prescribed by law.

Policy on quality management of industrial clusters

Decree No. 209/2004/ND - CP dated December 16, 2004 on quality management of construction works is a decree guiding the implementation of the construction law on construction quality management.

IV – Enterprise activities in IC

First of all, in case of the UK clusters are strongest in manufacturing, manufacturing -related and infrastructures, but weaker in services (Beaudry & Swann, 2009). Also firms in strong clusters grow faster than average.

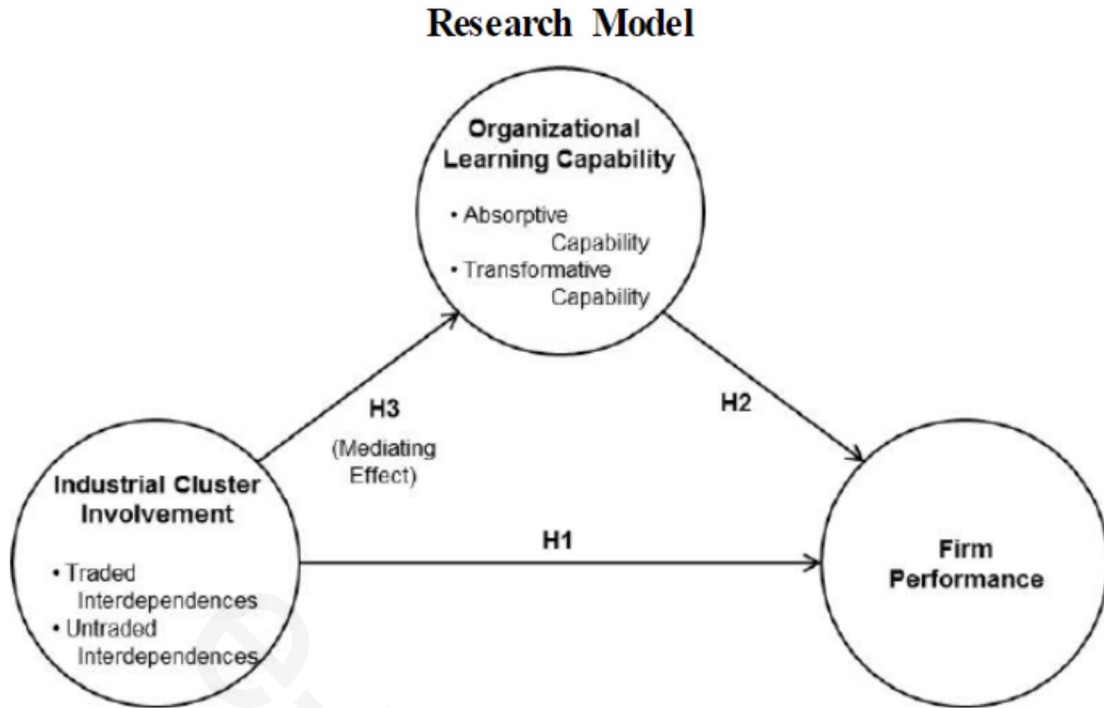
Second, Seo et al (2015) pointed the success of cluster firms depends on endogenous factors such as formal economic transactions and social interactions for exchange of knowledge and information among members within industrial clusters.

Third, from organizational learnign theory, firms benefit from external knwoledge and information acquired from others (Pleffer & Sutton, 2000). Organizational learning and relevant capabiities allow SMEs to overcome their lack or resources because learning is the influential concepts determining how to internalize and apply external knwoledge to existing knwoledge base in a firm (Lane et al, 2006).

Fourth, Huber (1991) specified that organizational learning consists of 4 processes, called knoweldge acquisition, distribution, interpretation and organizational memory.

Then we see below figures;

Figure – IC involvement and firm performance



(Source: Seo et al, 2015)

Figure – Industrial cluster involvement

Construct	Traded Interdependences	Untraded Interdependences
Theoretical Focus	Exogenous factors Economic/transactional exchange Efficient allocation of resources Inter-organizational collaboration Technical specialization Specialized labor pool Locational advantage	Endogenous factors Social relationship and interactions Tacit knowledge creation Supportive institutes Marketing and operation sharing Implicit knowledge transfer Exchange of complementary asset
Component	Contractual agreement Supply chain partnership Product imitation Inter-organizational strategic alliance Joint economic activities Transaction cost Development of core resource and capability	Shared cultural background Supportive institutes and research centers Government support Social networking Collaboration for innovation Knowledge exploration and exploitation Exchange of resource and capability
Researcher	Pedersen et al. (1994), Schmitz and Nadvi (1999) Saxenian (1994), Zucker et al. (1998)	Marshall (1919), Piore and Sabel (1984) Porter (1998), Tallman et al. (2004)

V - Global Economic crisis and Existing problems of IC development in Vietnam

First of all, Limitations and reasons:

(1) Compared with other localities in the country, Hanoi does not have many clear and specific support in terms of preferential policies for industrial clusters. The box below will take some examples of supporting policies for industrial clusters (CCNs) in some localities.

Box 1. Local support mechanisms

- ✓ Support investment in essential infrastructure such as electricity, water supply and drainage, roads, communication systems up to the fence of industrial parks and production and business facilities of enterprises (Gia Lai, Tay Ninh). , Binh Thuan, Thanh Hoa, Hai Duong, Thua Thien Hue, Dak Nong, Nam Dinh, ...)
- ✓ Support for compensation for site clearance (Nghe An: 100 million VND/ha; Thanh Hoa: 30% and Thua Thien Hue: 10% through amortization of land rent; Quang Binh: 50% but not more than 300) million VND/project; Yen Bai: 50% and deferred payment for 3-5 years depending on the investment capital of the project).
- ✓ Support for labor training: Gia Lai: 300,000 VND/month and not more than 1,500,000 VND/employee; Thai Binh: 700,000-1,200,000 VND/person; Quang Ngai: 700,000-1,200,000 VND/person/course; Hai Duong: no more than 1 million VND/person/course; Dak Nong: 50-100%; Ben Tre, Phu Yen: no more than 1 million VND/person;...
- ✓ Support for credit loans for development investment: Hai Duong; Hau Giang; Phu Yen. Loan interest support for investors in construction and infrastructure business in site clearance and construction of CCN: Ho Chi Minh City
- ✓ Some other support policies: such as supporting relocation of enterprises investing in industrial zones: Gia Lai: 30% but not more than 100 million VND/facility; Support for environmental treatment: Gia Lai: 20% of the cost of applying environmental treatment technology, but not more than 01 billion VND/project; Binh Dinh: 50% of the cost of building a centralized wastewater treatment system; Quang Binh: 30% of the construction cost of environmental treatment works; Binh Thuan supports 20% of investment capital for centralized wastewater treatment system.

Source: Report of the Department of Local Industry (2010)

(2) The quality of industrial development planning and detailed planning for industrial infrastructure construction is not high. Most of the master plans were formulated and approved in the early 2000s - at that time Hanoi had not been merged and expanded and there had not been a world economic crisis since 2008 so the quality of the planning has not yet occurred. high due to the failure to predict well the development needs of industrial zones, scientific and technological progress, urbanization, investment environment and business environment. For example, there is a CCN that divides lots for each enterprise in the cluster with an average of 1000m² that does not meet the requirements of technological innovation and production

expansion. Therefore, there is still the phenomenon of “hanging planning”; low feasibility of planning; many CCNs have to change their purpose (from industrial production to industry - service) or apply for additional acreage; the planning of some CCNs must be adjusted many times;

(3) Investment in infrastructure construction has not met the requirements. The outstanding feature of the CCN infrastructure is that it must be synchronous and step by step modern to meet the requirements of sustainable industrial development, but in practice the implementation of this requirement is weak. Out of the total number of planned industrial zones, only 4 have built a wastewater treatment system, and most of them do not have a centralized waste treatment service facility (solid waste, wastewater treatment, etc.). ...), social infrastructure (training, security...) has not been developed.

Many industrial zones have not yet ensured the synchronization between the infrastructure inside and outside the fence. Construction of industrial zones has not been associated with regional technical infrastructure development. In fact, in some industrial infrastructures inside and outside the fence, there is no synchronization, many technical infrastructure works outside the fence such as traffic, power supply system ... require large investment capital, so it is not deployed or deployed slowly. Many technical infrastructure works are planned or built, but after a period of time they have not met the requirements. The guarantee of synchronization between the new construction stage and the maintenance, maintenance and use of the infrastructure technology (traffic, telecommunications...) in most industrial zones is still limited. Through the survey, the production and business establishments in the cluster still face many difficulties and obstacles when operating in the CCNs. Table below will make this clear:

Table - Difficulties of business establishments in industrial clusters

No.	Criteria	Opinion	Rate
1	Complicated and troublesome administrative procedures	40	27%
2	Under the management mechanism of many clues	20	13%
3	Poor infrastructures	32	21%
4	Asynchronous support service system	87	58%
5	Many unexpected expenses arise	120	80%
6	Lack of capital for moving production and business locations	102	68%
7	Not convenient due to far from residential area	52	35%

Source: Author's survey

(4) Construction time of CCN technical infrastructure is often longer than planned, and site clearance is slow. The average time to build technical infrastructure usually takes place in 3-5 years, exceeding the planned time, most of the Clusters have not completed the investment in building technical infrastructure according to the content. detailed planning and approved investment project (mainly unfinished items are: wastewater and waste treatment items; trees; operator; centralized water supply station).

(5) The quality of construction works is not high, some works deteriorate quickly, survey and design work has not been taken seriously; there are no specific and appropriate standards for CCN infrastructure works; Project quality supervision is still weak

(6) Lack of investment capital for industrial infrastructure construction. Building industrial infrastructure requires a huge amount of capital investment. In general, there is a lack of capital because the capital mobilization mechanism has not attracted much advance capital from secondary investors and loans from development investment funds.

According to the Government's Decree No. 106/2008/ND-CP dated September 19, 2008 amending and supplementing a number of articles of the Government's Decree No. 151/2006/ND-CP dated December 20, 2006 on credit Using the State's investment and export credit, investment projects on construction of industrial infrastructure are not eligible for investment credit loans (except for projects in difficult and extremely difficult areas). Thus, compared with Decree No. 151/2006/ND-CP, investment projects on construction of CCN infrastructure have been reduced and cannot borrow investment credits, while in fact the above projects are in dire need of the Government's approval. preferential countries, support with loans to build infrastructure of industrial parks.

(7) State management of industrial infrastructure construction still has some shortcomings such as:

+ For the State management of land: The status of investment projects in the CCN when being allocated land do not deploy on schedule, do not conform to the licensed project contents, violate regulations on land management There's still a lot going on. Many industrial estates, when allocating land to households, have used the land for the wrong purpose, turning it into residential land, living land, new concentrated residential areas, etc., which do not meet the objectives of industrial construction. Many industrial clusters have the status of receiving and arranging projects that are not in accordance with the approved detailed planning (the Hapro CCN is planned as a food processing cluster, actually licensed to invest into a multi-industry cluster) .

+ For the State management of investment: The coordination between State management agencies in attracting and receiving investment in industrial zones is still limited; Procedures for investment and land allocation for secondary investment projects in industrial zones are still complicated, with many clues causing difficulties for investors; The status of receiving investment, arranging secondary investment projects not in accordance with the planning is still common; Investment projects at CCNs implementing projects behind schedule, not conforming to the licensed investment content, illegally transferring projects, etc. are still quite common; The reporting information regime has not been seriously implemented by infrastructure investors and secondary investors in CCN. The mobilization of investment capital to build technical infrastructure for industrial zones invested by the People's Committees of districts and communes is still difficult and inadequate.

The organization of selecting investors for construction and infrastructure business is not really strict, many investors have limited capacity, so progress is slow, construction quality is still low. Most of the investors in infrastructure of industrial zones are CCN Management Boards established under the decision of the City. This investor establishment mechanism causes the

disadvantage of 1 project but there are 2 or 3 investors (eg Vinh Tuy CCN, Phu Thi CCN), which makes it difficult to unify management for the project. with infrastructure, especially for the maintenance and repair of technical infrastructure works in the future.

+ For the State management of the environment: The inspection and examination are still weak; CCNs have not properly and fully complied with regulations on environmental protection. Among the CCNs that have been put into operation, only 5 have wastewater treatment items; most industrial zones do not plan and build concentrated water supply items; secondary investment projects to drill underground water to serve production, violating regulations on protection of water resources; Most of the secondary investment projects do not meet the criteria for the percentage of trees and other regulations on environmental protection.

+ There is no consensus on the focal agency for State management of industrial parks; Most CCNs have not yet issued a management charter and established an operation management board. Through the survey, the author found that most of the CCNs owned by enterprises as an investor in construction and infrastructure business have issued management charters, organizing and operating basic operations in accordance with regulations. Meanwhile, the CCNs run by the People's Committees of districts and communes have almost no official operation management apparatus, management charters, management fee collection, etc., so the State management faces many difficulties. .

+ Decentralization and authorization of planning, licensing and construction management at CCNs are not yet unified. The status of projects that are not fully implemented or violate regulations on construction management is still common, such as: no construction permits, improper construction permits, etc., especially in many industrial parks. households have built houses, turning industrial sites into rural residential areas;

+ Management of infrastructure after handing over to CCN still has many unknown points. Some industrial estates are invested by the People's Committees of districts and communes. The project management boards only perform the function of infrastructure construction investors and are not assigned the task of managing operations. Therefore, until the operation, many CCNs have not officially had an operation management apparatus, management charter, management fee collection, ...

+ Administrative procedures are cumbersome and waiting for a long time. Businesses investing in CCN as well as participating in CCN face a long waiting time for administrative procedures, for example, the process of technical design appraisal, environmental appraisal for projects. project is in CCN

The causes of the above disadvantages and limitations are due to:

□ After adjusting the administrative boundaries, the planning for development of zones, clusters, industrial sites and other related plannings in Hanoi was affected or broken. Implement Notice No. 144/TB-VPCP dated May 4, 2009 of the Government Office on the conclusions of the Prime Minister at the Government Standing meeting on the general planning project to build the Capital until 2030 and With a vision to 2050, the Hanoi People's Committee has directed departments and agencies to coordinate with districts to review planning projects in the city. Many industrial construction projects had to be suspended from implementation to review the

planning, the system of mechanisms and policies has not been completed, etc., greatly affecting the speed of construction and development of industrial zones in the locality. City table. Infrastructure construction activities are only carried out in a number of industrial zones that are under construction, most of the remaining industrial zones under the planning must be temporarily suspended pending the results of the planning review.

□ In Vietnam, CCN is a new form of territorial production organization, it is formed and developed mainly according to the guidelines, policies and planning of the State. Therefore, there are unavoidable shortcomings in industrial development and industrial infrastructure construction

□ Regulations on State management of industrial enterprises that existed before the Government issued Decision No. 105/2009/QĐ-TTg were inconsistent. CCNs in the old Hanoi city were implemented by the Management Board of Industrial Parks and Export Processing Zones, while those in Ha Tay Province were previously implemented by the Department of Industry (now the Department of Industry and Trade). As for the concentrated craft village production clusters in the old Hanoi city, implemented by the Department of Agriculture and Rural Development; Craft village industrial sites in Ha Tay province were previously implemented by the Department of Industry (now the Department of Industry and Trade). This leads to overlap and lack of consistency

□ There is no general plan on development of Hanoi City. This is an important basis, a necessary framework for making the planning for the development of industrial zones and the detailed planning for the construction and development of industrial infrastructures. The planning of industrial zones still has many shortcomings, lacks publicity and is unclear; procedures for land recovery, compensation for site clearance and land lease are still tumultuous, compensation and compensation prices change rapidly; policies to encourage, propagate and mobilize people whose land has been recovered to allocate land for the development of industrial zones is still limited; the problem of creating jobs for people whose land has been recovered is still difficult, especially agricultural laborers who cannot be trained...;

□ The coordination between agencies related to investment, receipt of investment in industrial zones and management of construction of industrial infrastructures is not close and effective.

□ Mechanisms and policies to support the development of industrial zones and the construction of technical infrastructure of industrial zones of the State and Hanoi City already exist but are not attractive enough to attract investors to invest in infrastructure of industrial zones as well as to invest in industrial parks. production and business capital in CCN. The industrial zones are often in an unfavorable position compared to industrial parks, but the level of incentives for infrastructure construction is not equal to those of industrial parks. Many CCNs are not supported to invest in infrastructure or if so, the level of support is too small compared to demand.

□ There are no specific criteria in the selection of investment projects, in the selection of investors, in the construction and development of industrial infrastructure. The coordination between agencies related to receiving investment in industrial clusters and spots is not clear and effective; administrative procedures are still complicated. Many CCNs do not attract capable enterprises to invest in infrastructure business.

□ Unlike industrial parks, most industrial zones are located in locations that are not convenient for traffic (far from key traffic routes such as highways, national highways, etc.), rural areas (districts, towns, communes).) - where industrial infrastructure (roads, electricity, water, post and telecommunications, human resources, financial and banking services, markets, etc.) has not been developed or developed slowly;

Chapter Two

Models and Frameworks in Industrial Cluster Development

(written by Main Author Dinh Tran Ngoc Huy, Co-authors: Nguyen Thi Phuong Thanh, Dr To Hien Tha, Le Thu Ha, Nguyen Thu Thuy, Le Ngoc Nuong, Do Thi Sang, Duong Thi Tinh, Le Thi Mai Huong, Nguyen Thu Hien, Vo Kim Nhan, Dinh Thien Phuc, Nguyen Thi Phuong Hong, Vu Trung Dung, Nguyen Van Bao, Dr Pham Minh Dat and Dinh Tran Ngoc Hien, Vu Thi Thu Ha, Ngo Tran Viet Ha, Pham Le Thuy, Hoang Thien Trang)

VI - Examples of IC development

First, in Minnesota case, the reasons for pursuing an industry cluster strategy include, opportunities to:

- address the current and projected workforce shortages;
- plan for and develop the infrastructure needed to move the state economy forward;
- develop and strengthen rural communities and regions of the state;
- provide for strong companies and a strong workforce; and,
- create more efficient and effective government

(Munnich et al, 1999).

Second, in case of Qingdao in China, The upstream and downstream industries are closely associated and the impact range is extremely wide. (Yuxiang et al, 2011).

According to statistics, the industries directly correlated with auto industry are more than 40, which can drive the development some other industries directly, such as steel, electronic, textile, building materials, rubber, equipment manufacturing, financial and insurance law consulting, industrial service, science research design, and originality industries, etc.

Qingdao is an important economy centre and coastal open city of China. Since the reform and opening-up over the past 20 years, the economy scale, technical level and industrial level of Qingdao have been promoted greatly. A distinctive industry had also formed initially, which provided good location advantages and development foundation. However, with the rapid development of globalization and regional integration, Qingdao is also faced with a new challenge as a regional centre. How to re-choose and orientate in the development of city and industries in a larger space? How to establish and stretch of industry chain in the peninsula region to realize the leading role?

Authors suggested that: Enlarge the infrastructure investment further. Deepen the reform of the financial system to create comfortable conditions for corporate financing. Adjust and improve the foreign investment policy and use foreign capital reasonably and effectively. Encourage

produce and use domestically-manufactured equipment. Strengthen the cultivation of senior technical talents.

Then, Optimize the industrial structure and layout

Insist on combination of market adjustment and government guidance. Strengthen the policy guidance to optimize the resources allocation.

x Keep innovating independently to promote industrial technology level, which should be the key link of industrial structure adjustment. Establish a technology innovation system, including enterprises as the main body, market as the guidance and combination of production and research. This system can improve the original, integrated and introduction-digestion-absorption innovation abilities, as well as the overall technical level.

x Adhere to new type of industrialization. Informatization can propel industrialization, which can also stimulate the informatization in turn. The new industrialization in Qingdao need to be featured as high scientific and technological content, good economic benefits, low resources consumption and environmental pollution, etc

Third, Slaper and Ortuza (2015) pointed in case of Indiana, the national multipliers are largest because of greater breadth, depth and geographic scope of a cluster or an industry's supply chain. One may wonder, however, why the upstream chemicals production has such a large multiplier. This large value reflects several important features of the cluster:

1. There are industries in this cluster that are not present in Indiana and some of those industries have very large multipliers. So, the industry mix, or profile, of a state will influence the size of an industry's, or cluster's, multiplier.
2. There is a massive capital requirement for plant and equipment. The physical scale of a chemical plant can be awe-inspiring, and much of that equipment may not be sourced within a region.
3. That massive complex requires a lot of maintenance and repair. There is a lot of money spent on contractors to supply the labor and materials to maintain these facilities.
4. Despite the size of the plant and equipment, relatively few workers are needed to operate the plant compared to an assembly plant or slaughterhouse. In other words, the denominator is relatively small.
5. The workers, both production and engineering, tend to be well compensated compared to those working in many other lower-skilled occupations. This contributes to a greater number of "induced" employment—jobs generated to serve local needs—for every job added in upstream chemicals as opposed to, say, food processing.

Fourth we see example:

Figure – Tourism cluster

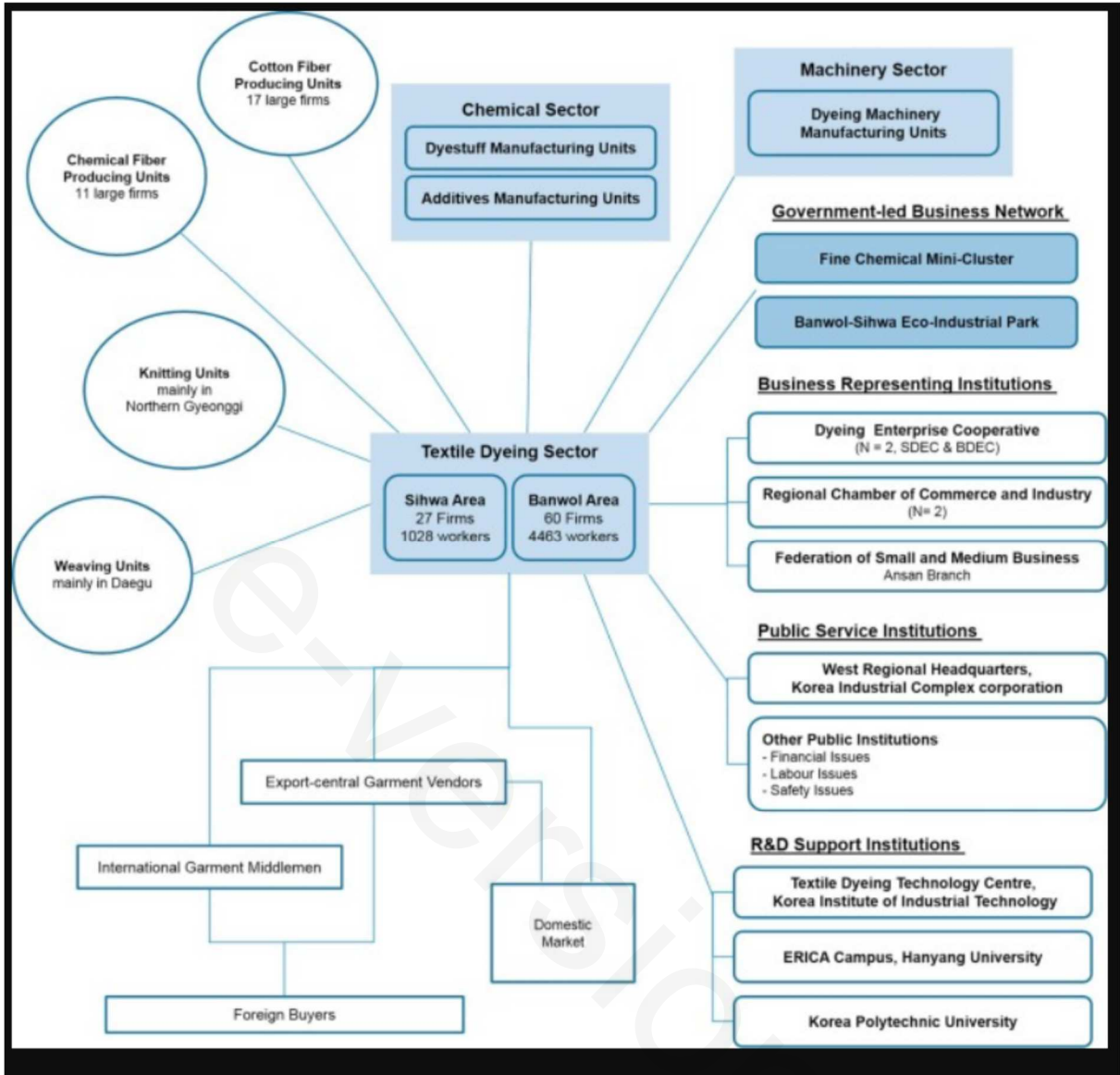
Tourism Cluster in Cairns, Australia



(source: <https://www.isc.hbs.edu/competitiveness-economic-development/frameworks-and-key-concepts/Pages/clusters.aspx>)

Fifth, we see below example:

Figure – the Banwol-Sihwa Dyeing Cluster



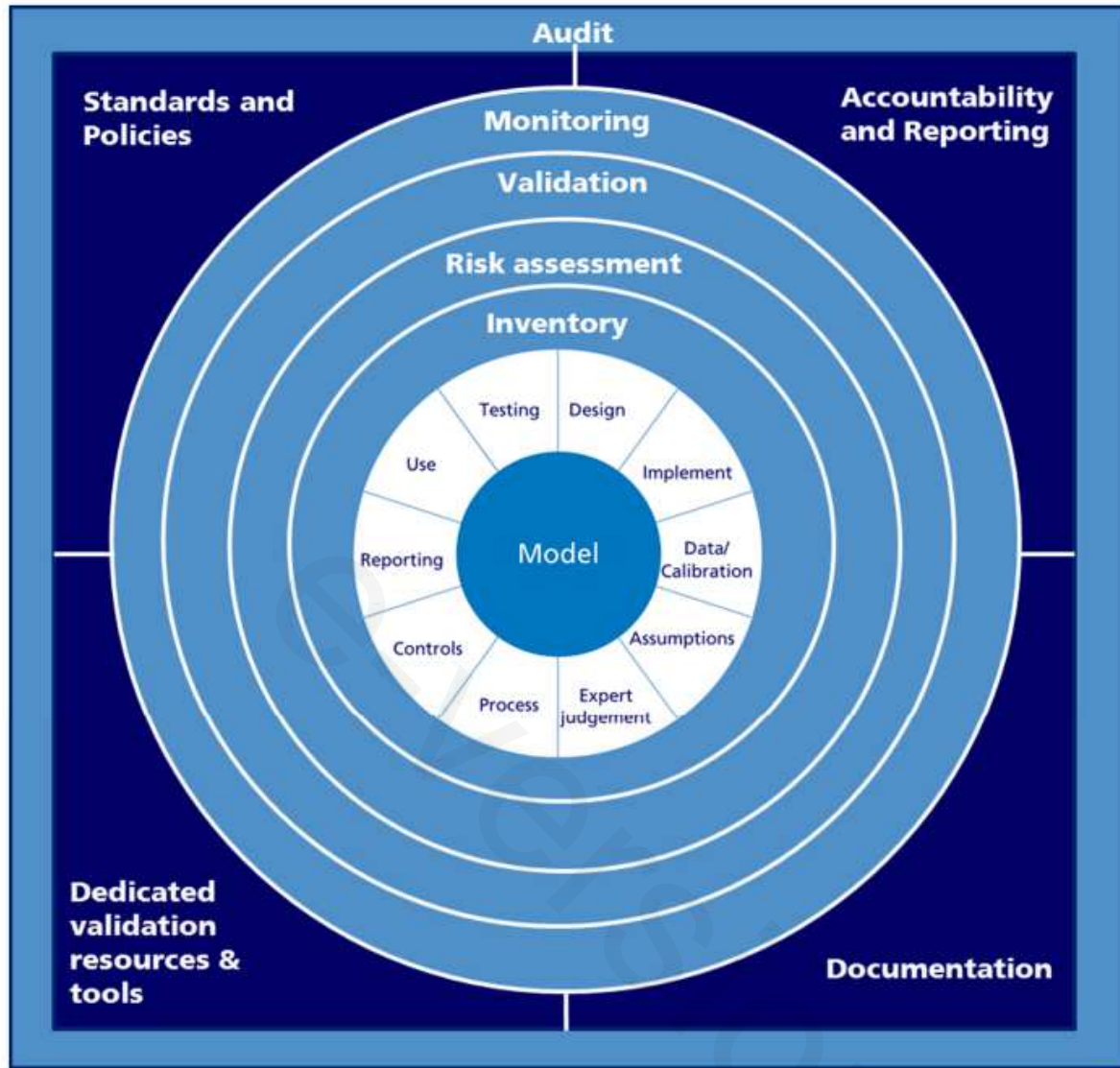
(source: Yoon & Nadvi, 2018, Banwol-Sihwa textiles dyeing cluster, South Korea)

VII - Risk management in IC

Dedunu (2017) presents research in Sri Lanka where financial variables have been tested by statistical description, correlation analysis and regression analysis. Regression results show that dividend payment has a significant negative relationship with systematic risk while profitability, liquidity and leverage have a positive relationship. Pearson correlation analysis showed that all variables had no significant influence on beta. In addition, profitability and liquidity are positively related to systematic risk, and dividend payout and leverage exhibit negative correlation with beta.

In addition, Risk management framework is shown below:

Figure - Framework of RM



(Source: Zurich insurance group Ltd.)

VIII - Model and frameworks for IC development

First, Munnich et al (1999) showed In Minnesota, a workforce shortage hinders the growth of some industries. By working collaboratively in industry clusters, government, education, and industry can take steps to address this problem. Industry, government, and education can respond to shortages by providing training and promoting research that enhances productivity. Employees and the region overall will benefit from enhanced skills and higher wages as their productivity increases.

Second, The four elements that constitute Porter's diamond are (Porter, 1990; Bergman and Feser, 2020):

- 'factor conditions': natural resources; educated and skilled labour; technical and research expertise; industrial, transportation, or communication infrastructure
- 'demand conditions': including consumer demand for foreign versus domestic goods, and local industrial demand for

intermediate goods. • ‘firm strategy, structure, and rivalry’: historical and cultural norms regarding relations between government, labour, and private enterprise; attitudes regarding inter-firm competition, rivalry, and cooperation • ‘related and supporting industries’: including potential collaborators such as suppliers and service firms, as well as successful competitors and rivals. Crucially, Porter frames these four elements as being mutually reinforcing and interdependent, underlining the point that a successful cluster requires a broad ecosystem of actors, as well as material resources and policy support

Third, In a more expansive view on the nature of industrial clusters, Gordon and McCann (2000), identified three distinct types: (1) The canonical Marshallian ‘industrial district,’ a densely concentrated agglomeration of various actors, who draw mutual benefit from tight association with other cluster members (2) ‘industrial complexes,’ designed and oriented around the material and service requirements of a small number of end-market producers (3) ‘social networks,’ defined by inter-firm and inter-personal relationships, where social capital and mutual trust is more relevant than mere geographic proximity.

Finally we see below table for cluster methods:

Table – Various Alternative Cluster analysis methods

Method	Advantages	Pitfalls
Expert opinion	Relatively cost and time effective Detailed contextual info	Not generalizable Systematic data collection very hard to do well
Specialization indicators (LQs)	Easy, inexpensive; Can supplement other methods	Focus is on sectors, not clusters
Input-output: Trade	Often only major source of data on interdependence Comprehensive and detailed	May be dated Industry definitions imperfect Neglects supporting institutions
Input-output: Innovation	Key measure of inter-dependence	Data not available in U.S. (see OECD activities)
Graph theory/ network analysis	Visualization aids interpretation and analysis	Methods, software still limited
Surveys	Flexibility to collect ideal data; current	Costly Difficult to implement properly

(source: Bergman & Feser, 2020)

Then we see below framework:

Figure – Cluster and ecosystem



(source: csc.gov.sg)

IX - SWOT analysis for IC development

We will address more in below table:

Table - SWOT analysis

Opportunities

- A cluster strategy can also help a region or state address critical issues such as human capital and workforce development, infrastructure planning and development, and rural and community development.
- The industry cluster approach allows public agencies the opportunity to work directly with industries and develop strategies for building a sustainable economy (Munnich et al, 1999)
- An industry cluster strategy helps a state or region set priorities for these major investments and ensures that infrastructure is appropriately developed to ensure the greatest effectiveness and efficiency. For example, if Minnesota's information technology cluster is an important to the state's economy, then significant and appropriate investment in telecommunications infrastructure and workforce development may be beneficial to spur cluster growth

Threats

- There may be a risk of dominance by big business
- M & A and covid 19 can put pressure on human resources (reduction)
- Covid effect will reduce profits and customer interaction

Strengths

- Create flow of knowledge and information
- This in turn increases productivity and improves innovation;
- Support policy makers and academic researchers to improve economic policy recommendations; Provides a strong research base; and Increases the knowledge pool and the human capital available to the region to help address local common problems (Porter, 1998)

- Critical knowledge and innovation resources may be learned by companies that have mutually dependent business in the same clusters (Barney, 2001; Madhok et al., 2015). Dhanaraj and Parkhe (2006) suggested that networked R&D can be consciously orchestrated rather than managed by a single actor in the traditional sense. The network can be regarded as the knowledge coding coordination within and among professional companies in a specific cooperation and competition structure, in which “missing” value sources can be found (Kogut, 2000).

- Increases ‘public goods’ that result from investment;
- Improves creation and flow of knowledge and information;
- Increases local institution’s responsiveness to the clusters specialized needs;

(source: authors analysis)

Weaknesses

- The difficulty in measuring the benefits and the impacts of industrial clustering is

Weaknesses

Difficulties in measuring benefits and impacts of industrial clustering also considered a disadvantage of cluster theory. (Nicolini, 2001).

The fact that industrial clustering applies to the entire industry with unclear

Industrial clustering applied to entire industry with Unclear boundaries, and is therefore difficult to define, is seen by skeptics as a negative aspect of cluster theory (Desrochers and Sautet, 2004)

X – Benefits of Industrial clusters

First, in the past three decades, because of Porter (1990, 1998) and Krugman (1991), regional economists, economic developers, and planners have stressed the importance of industry clusters in promoting job creation and enhancing regional competitiveness, and a series of cluster-based development strategies have been proposed and adopted throughout the world.

Second, Healy and Jackson (2001) suggested that if regions would work with rather than work against each other, costs of competition for local economic development could be avoided and economic returns could be enhanced. As such, neighboring regions should work together to strengthen the collaboration of various specializations and foster economic performance.

Third, Dyer and Singh (1998) contended that interfirm-specific resources can, themselves, be “sticky” to a particular interfirm relationship. Geographical proximity reduces costs and

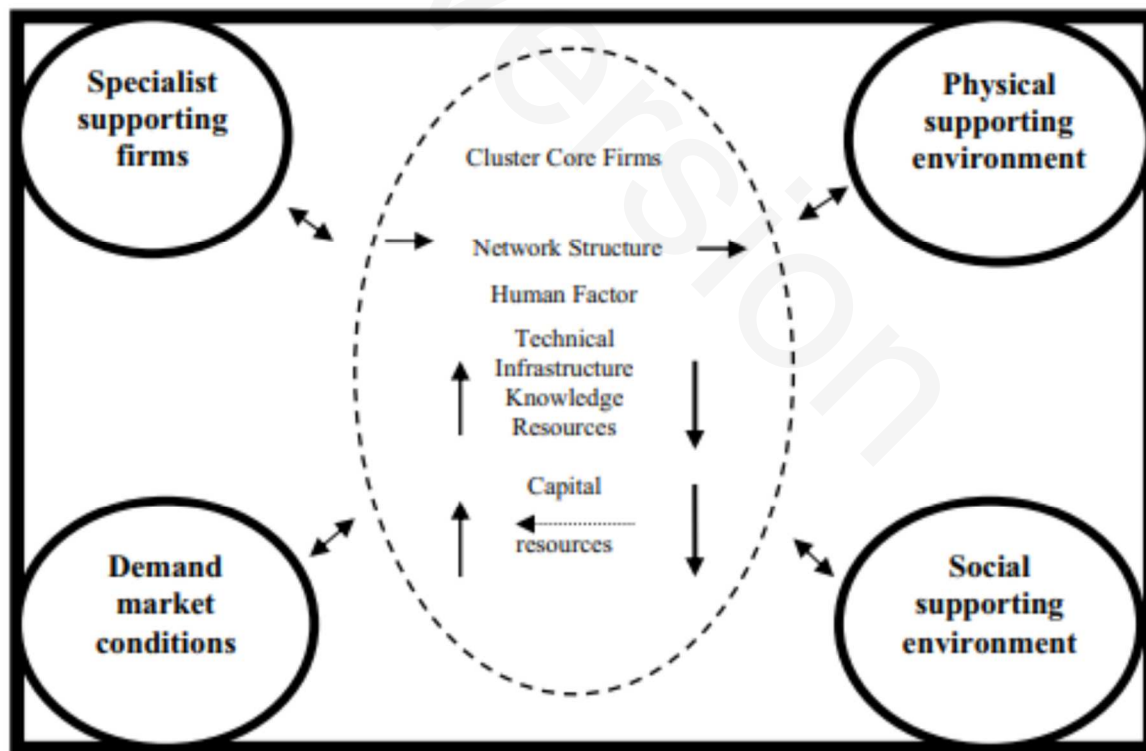
facilitates the transfer of local knowledge in the cluster (Rosenkopf & Almeida, 2003). As members' interactions become increasingly wide and deep, allowing them to deepen their understanding of each other's capabilities and characteristics, their connections are strengthened, and the collapse of the network becomes more difficult. New network relationships and links to new network partner nodes are formed, allowing members to continuously acquire new and complementary resources. This allows them to adapt to changing market and technological conditions, enhancing their own competitive ability to develop and survive.

XI – Industrial clusters and Human resources

First, IC development will help to attract human resources because it provides an excellent investment place, for instance, export processing zone (EPZ) parks.

Second, we see below, a cluster's core firms characterizes five main factors i.e. the human factor, the technical infrastructure, the network structure, capital resources and knowledge resources.

Figure – Integrated model



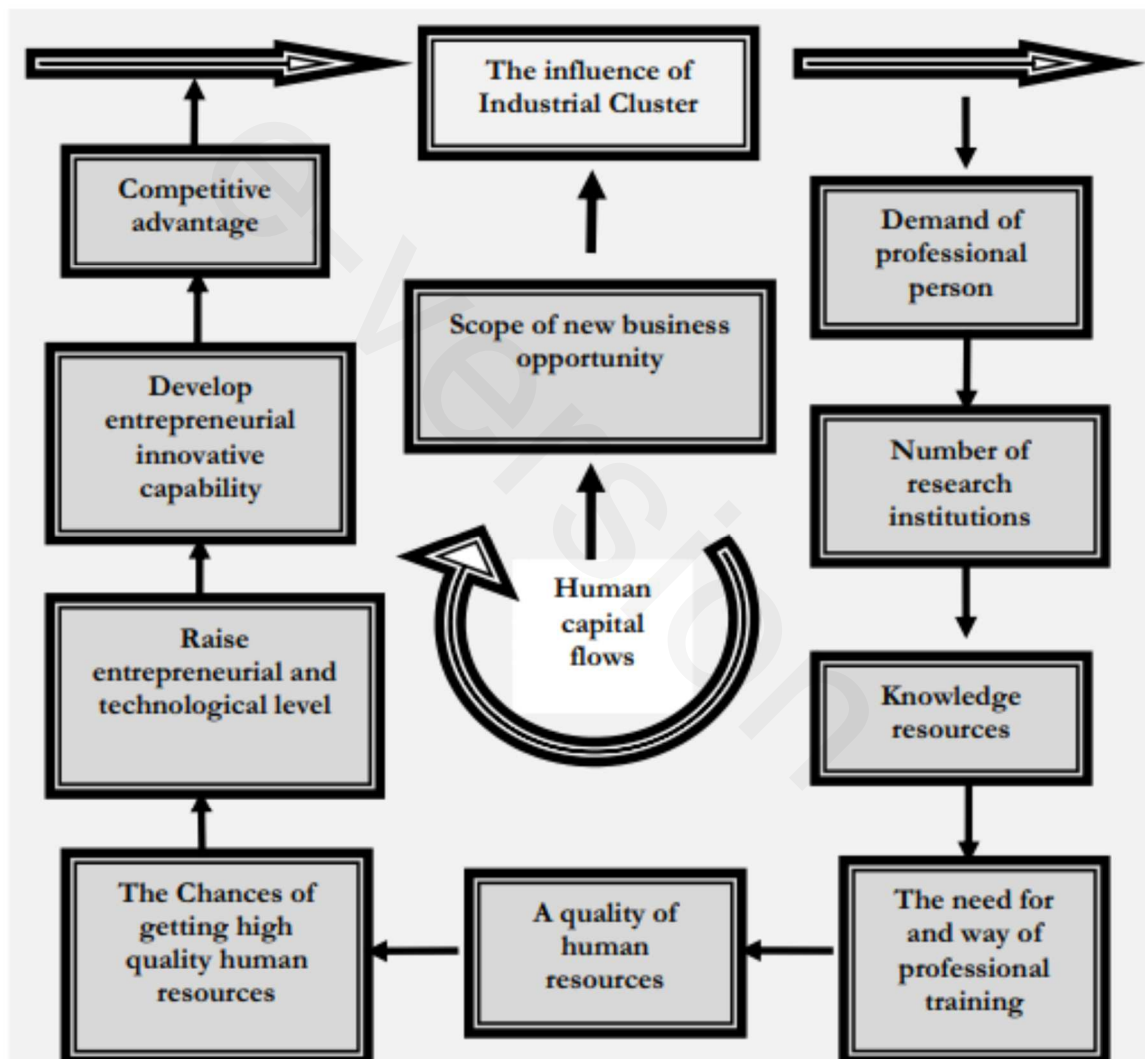
(source: Martinez, C, 1998)

Third, According to various management experts, there are different HR strategies such as: (a) building and guiding coalition, (b) imaging the future, (c) understanding current capabilities and identifying the gap between business strategy and corporate strategy, (d) creating a map of

the whole management system, (e) modelling the dynamic of the vision, (f) developing network into action (Khandekar, A. & Sharma, A., 2005; Rennie, W. H., 2003).

Fourth, organizations tend to join cluster to integrate and motivate the human resource that enables them to: develop more skills and specialized labour force, establish cluster skills centres, train people for employment, engage community-based employment intermediaries, establish new ones to fill gaps, support regional skills and alliances, enhance its potential, organizations can gain knowledge through attending training and development programmes, seminars, and conferences (ECOTECH, 2004)

Figure – Model of IC boosting



(source: Saha & Pavelkova, 2010)

Fifth, we also recognize Human resources - HRM i.e. the management of an organization's employees, can be referred as a "soft" management skill, where the resources of people can facilitate achievement of the organizational goals (Armstrong, M., 2006). At the same time,

Miller (1987) suggests that the HRM relates to “those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage” (Sharma, S.K., 2009).

XII – SMEs in Industrial clusters

First, IC development will help SMEs to attract human resources as well as transfer knowledge, develop new markets and formulate/implement R& D activities, and also attract capital by collaborating with more partners.

Second, SMEs can increase competitiveness via IC. The aim of the special economic zones is to attract new, high-tech enterprises that can contribute to export growth, sustained modernisation of the regional economic structure, effective use of local resources in a sustainable way, stimulating the local job market, and creating a cooperation network between the actors of the regional innovation system. The formation of industrial clusters cannot be achieved by the market mechanism alone because the harmonisation of suitable economic policies and cluster policies is also required (Kuchiki, 2011).

Third, The European definition of SMEs including micro (up to 10 employees), small (up to 50 employees) and medium-sized enterprises (up to 250 employees). SMEs represent 99% of all businesses in the EU. The definition of an SMEs is important for access to finance and EU support programmes targeted specifically at these enterprises. Within a cluster there can exist three different types of SMEs:

- first type are SMEs that simply respond to some challenge or local need that is clearly apparent and does not require a great deal of technical knowledge, large investment capital, or significant labour force;
- second type are SMEs that have moved up the technology curve. Over time, these type of companies gain knowledge and experience in operating large-scale production equipment and start to offer design options to their clients;
- third type are SMEs that reflect strong entrepreneurial initiatives (new products, processes, solutions, etc.) (European Commission, 2016).

Part Two

Eight (8) Case Studies in in Industrial Clusters Development and Consumer Protection in VietNam After The Global Economic Crisis

The cases are presented in the following order:

These questions for teaching purpose only: Below are, but not limited to, among recommended case questions for appropriate Professors to use in case write-ups, class discussion, presentation, analytical paper, homework or group meeting

Case 1 “Analysis of Industrial cluster development, framework and relevant regulations”

Question 1: Discuss socio-economic environment of industrial clusters (IC) in the country.

Question 2: Discuss about relevant regulations on building clusters?

Question 3: What are suitable policies for IC development?

Case 2 “Building infrastructures and protecting laborers and consumer in industrial clusters”

Question 1: Discuss current situation of industrial clusters infrastructures?

Question 2: What are issues of protecting consumers and laborers in IC?

Question 3: Analyze and describe more macroeconomic or market conditions in Vietnam that affect clusters development. Comparison to your country (if not Vietnam) situation.

Case 3 “Improvement of industrial clusters (IC) infrastructure in hanoi, consumer protection in ic and regulations in industrial cluster (IC) development”

Question 1: What are concepts of industrial clusters?

Question 2: What are strengths and weaknesses of IC development?

Question 3: Give suggestions to enhance building clusters infrastructures.

Case 4 “Digital transformation era and protecting laborers and consumer interests in industrial zones”

Question 1: Discuss SWOT analysis for IC development.

Question 2: What are risks for laborers in clusters in digital transformation era?

Question 3: What are sound recommendations for protecting laborers and consumers in digital era? Comparison to your country (if not Vietnam) situation.

Case 5 “Planning the use of land in industrial zones in Hanoi capital for labor force – and relevant regulations on land compensation”

Question 1: What are sound recommendations or suggestions for economical use of land in industrial zones?

Question 2: What are relevant laws on land use in industrial zones?

Question 3: Discuss SWOT analysis for use of land in industrial zones

Case 6 “Which suitable model for developing industrial clusters in Hanoi Vietnam? And matters of protecting consumers in clusters”

Question 1: What are key aspects in IC development in Viet Nam?

Question 2: What are potential opportunities for banking and financial service?

Question 3: Give recommendations for enhancing suitable cluster development model.

Case 7 “Solutions for Industrial Clusters for Socio-Economic Development in Hanoi City and Protecting Consumer Interests”

Question 1: What are sound recommendations or suggestions for protecting consumer interests in IC?

Question 2: What are benefits of IC development?

Question 3: Discuss SWOT analysis for consumer protection in industry 4.0.

Case 8 “Proposed solutions for Industrial cluster development and environmental management in Hanoi Vietnam”

Question 1: What are key aspects in RM system in Viet Nam Commercial Bank Industry?

Question 2: What are potential risk for banking and financial service?

Question 3: Give recommendations for enhancing RM responses to potential risks.

GLOSSARY AND ABBREVIATION

RM	Risk Management
CP	Corporate Performance
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
RMC	Risk Management Committee
IS	Industrial Symbiosis
MIS	Management Information System
RMIS	Risk Management Information System
RG	Risk Governance
RC	Risk Control
RP	Risk Prevention
CG	Corporate Governance
CEO	Chief Executive Officer, or Chief Executive
CFO	Chief Financial Officer, or Finance Director
IC	Internal Control
HR	Human Resource
IC	Industrial clusters (CCN)
AC	Audit Committee
R.O	Risk Officer
CRO	Chief Risk Officer
ESR	Environmental and Social Risks
CSR	Corporate Social Responsibility
COSO	Committee of Sponsoring Organizations of the Treadway Commission

Abbreviations

FAQs	Frequently Asked Questions
b.t	between
w/o	without
esp.	especially

CASE NO. 1 : ANALYSIS OF INDUSTRIAL CLUSTER DEVELOPMENT, FRAMEWORK AND RELEVANT REGULATIONS

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Abstract

To speed up the construction of industrial clusters, on March 16, 2022, the Hanoi People's Committee issued Plan No. 85/KH-UBND on management, investment and development of industrial clusters in the city. Hanoi in 2022. Along with that, on March 17, 2022, the City People's Committee continued to issue Plan No. 89/KH-UBND on overcoming limitations and shortcomings in investment in infrastructure of industrial clusters which were still slow local progress.

This study uses methods of qualitative analysis, induction, synthesis and interpretation.

Our study shows that it is necessary to continue to improve mechanisms and policies to support preferential treatment for industrial clusters and craft village clusters; then, it is necessary to study and refer to the advanced successful ecological industrial cluster construction models in the world

Keywords: existence, difficulties, models, solutions, industrial clusters

1. Introduction

According to the Hanoi Department of Industry and Trade, 70 industrial clusters operating in the city have attracted nearly 3,900 households and businesses to invest in production and business with more than 60,000 employees, paying the average annual budget. about 1,100 billion VND. However, up to now, the process of implementing industrial clusters is still behind schedule; site clearance has not yet met the start-up schedule. Despite the direction of the City People's Committee and the comments of the relevant departments and agencies, up to now, some districts have not approved the 1/500 detailed planning for industrial clusters in the area (Thach That district, Gia Lam)... Therefore, it is really necessary to study the shortcomings in the planning of industrial cluster development, for example filling in the case of Hanoi from which to propose solutions, which is the reason why the author researches the topic: "**Analysis of Industrial cluster development, framework and relevant regulations**".

Research questions:

Question 1: Analyzing related previous studies on IC development?

Question 2: Presenting framework and relevant regulations on IC development?

2. Research Methods

The authors will use analysis, experience, observations, real situation with case studies of industrial clusters in Hanoi, Vietnam, and also use qualitative research methods, analysis collect, synthesize. The relevant regulations and planning of clusters in Hanoi are also studied.

The data will be taken from the actual cases and regulations of industrial zones in Hanoi city and the methods used are mainly qualitative, inductive and synthetic analysis methods.

3. Main findings

3.1 Some framework for IC development

We consider the following model:

Nadia et al (2013) propose below model for IC development:

Fig 1 – IC model

Improve Cluster Dynamics			Improve Cluster Environment	
New Technology Firm Growth	Inter-Actor Network Creation	Cluster Formation	Factor Market	Cluster Basis
<ul style="list-style-type: none"> - New Technology - Firm Growth 	<ul style="list-style-type: none"> - Networking - Commercial Cooperation - Joint R & D Projects 	<ul style="list-style-type: none"> - Cluster Analysis - Actions for Engagement and Service Delivery - Cluster Marketing 	<ul style="list-style-type: none"> - Specialized Labor Supply - Specialized Capital Markets 	<ul style="list-style-type: none"> - Legal Framework - Infrastructure - Social Capital - R & D

In addition, the author summarizes some related studies as follows:

Authors	Year	Content, results
Porter	1990	Accordingly, Porter presented a framework, called Diamond model, which rests on the proposition that the performance of individual firms depends upon favorable combination of external conditions including demand; factor conditions; related and supporting industries; and context of firm strategy and structure of rivalry between companies in one location
Porter	1998	Moreover, since these favorable conditions are best met in industrial clusters, industrial policy of the government should focus on strengthening existing clusters and the formation of new ones. He also suggested that government and private sector should dovetail their activities to set up public private partnerships for undertaking collaborative initiatives for development of the clusters

Steinle & Schiele	2002	A major breakthrough in cluster research was made by Michael Porter's book – Competitive Advantage of Nations – which provoked the idea of pursuing a cluster development policy for gaining competitive advantage in the global context. It maintained that in accelerating international trade, only those countries would remain competitive which could exploit strengths of their industrial clusters effectively
Malmberg & Maskell	2002	Emphasize exploiting capabilities and advantage sources by specific industrial clusters
Colgan et al	2003	Clusters, especially those based in some way on technological innovation, have become a key concept in regional development. But precise measurement and assessment of the concept is difficult. This is particularly the case in regions where technological innovation has lagged significantly and where policy support has only recently expanded. This study examines the use of the “cluster” idea in seven industry groups in Maine defined by the state. An eight-element framework is proposed to describe cluster characteristics appropriate to these technology and industry-related groups. Based on extensive interviews with firms and other organizations, the strengths and weaknesses of cluster characteristics

		are identified. The role of clusters in the economy is also assessed by comparing cluster strength with market growth potential. The results show that none of the technology clusters currently has strong economic impact potential but that some could achieve that potential more quickly than would others.
Trung, N.D et al	2022	has raised solutions to promote the speed and quality of industrial infrastructure construction, which are: Improve the quality of the industrial cluster development planning and the detailed planning for constructing the industrial park infrastructure; views and overall measures to solve environmental problems in the process of industrial development.
NN Thach, HT Hanh, DTN Huy, QN Vu	2021	Commercial banks need to strengthen their role in financing projects and businesses

(source: author synthesis)

3.2 Relevant regulations on management and development of IC

According to DECREE 68/ND-CP in 2017 ON MANAGEMENT AND DEVELOPMENT OF INDUSTRIAL Clusters:

This Decree provides for planning, establishment and expansion of industrial clusters; investment in construction of technical infrastructure and production and business in industrial clusters; preferential policies, supporting the development of industrial clusters and state management of industrial clusters.

Subjects of application of this Decree:

- a) Enterprises, cooperatives and units investing in the construction of technical infrastructure of industrial clusters;
- b) Production and business organizations and individuals in industrial clusters;
- c) Other agencies, organizations and individuals related to the management and operation of the industrial cluster.

Though the listening and exchange session, the most common psychological state of the heads of medical equipment and supplies departments of hospitals today is easily recognized as anxiety, even confusion with the situation. assigned work. Health workers in charge of supplying medical supplies, purchasing and maintaining medical equipment are in the middle of two legitimate but always opposing requirements: On the one hand, they must listen and respond to each other. meet the requirements of hospital specialists who always want the best medical supplies and equipment for diagnosis, treatment and patient care; On the other hand, must comply with the requirements of the hospital's board of directors, especially to explain to state management agencies such as audit and inspection teams about the construction of estimated prices when bidding for procurement to ensure The purchase price must be the lowest price.

Article 10. Conditions for establishment and expansion of industrial clusters**1. Conditions for establishment of an industrial cluster:**

- a) Included in the approved industrial cluster development planning;
- b) Having an enterprise or cooperative with legal status, capability and experience in investing in the construction of technical infrastructure or a unit assigned to invest in the construction of technical infrastructure;
- c) In case the district-level area has established industrial clusters, the average occupancy rate of industrial clusters will reach over 50% or the total unleased industrial land fund of industrial clusters is less than 50 hectares.

2. Conditions for industrial cluster expansion:

- a) Do not exceed 75 hectares, have a land fund suitable to the master plan and plan on land use in the district-level area;
- b) Having an enterprise or cooperative with legal status, capability and experience in investing in the construction of technical infrastructure or a unit assigned to invest in the construction of technical infrastructure;
- c) The occupancy rate is at least 60% or the demand for industrial land lease in the industrial cluster exceeds the existing industrial land area of the industrial cluster;
- d) Complete construction and put into regular operation of common technical infrastructure works according to approved detailed planning.

Trouble, difficulties:

Some difficulties exist in the construction, planning and development of industrial clusters as follows:

Firstly, Up to now, the process of implementing industrial clusters is still behind schedule; The site clearance work has not met the start-up schedule. Despite the direction of the City People's Committee and the comments of the relevant departments and branches, up to now, some districts have not approved the 1/500 detailed planning for industrial clusters in the area (Thach That district, Gia Lam)...

Second, it is necessary to continue to improve mechanisms and policies to support preferential treatment for industrial clusters and craft village clusters;

Third, it is necessary to study and refer to the advanced successful ecological industrial cluster construction models in the world.

Fourth, some industrial clusters with specific characteristics, still facing difficulties and behind schedule can be considered to determine the time to start construction of technical infrastructure in accordance with actual conditions.

Article 16. Order of investment in construction of technical infrastructure of industrial clusters

1. Prepare and approve investment reports on establishment and expansion of industrial clusters.
2. Formulate and approve detailed planning on construction of industrial clusters.
3. Formulate and approve investment projects on construction of technical infrastructure of industrial clusters.
4. Organize the construction of technical infrastructure works for industrial clusters and manage the operation and exploitation of technical infrastructure works after completion.

4. Discussion and conclusion

Conditions for adjusting industrial clusters out of the planning:

An industrial cluster that meets one of the following two conditions shall be considered and removed from the Planning:

- a) The industrial cluster is no longer consistent with the socio-economic development planning; Industrial and handicraft development planning; Land use planning and plans; Construction and urban planning and other industry and product plannings in the area;
- b) There is a need to convert an industrial cluster with effective investment in low technical infrastructure to the purpose of developing other fields and industries according to the orientation of socio-economic development planning, construction and urban planning. in the area approved by the competent authority..

Thus, the author proposes solutions that Hanoi should continue to implement as follows:

First is that It is necessary to promote more large-scale industrial zones and clusters in the direction of clean, environmentally friendly, high-tech industrial production such as microchips, electronic equipment, etc. to serve export.

Second, commercial banks continue to complete programs and projects to finance industrial clusters and craft village clusters.

Third, efforts to introduce transaction models, regional institutions and mechanisms to promote interdisciplinary, value-added, low-cost networks still prevail for cluster development.

Next, it is necessary to apply advanced governance and risk management models in industrial park operations (Huy, D.T.N, 2015; Huy, D.T.N, & Hien, D.T.N, 2010; TTH Ha et al, 2019; Dat, PM et al, 2020; NTT Phuong, DTN Huy, P Van Tuan., 2020; NN Thach et al, 2020). Last but not least, Education to equip the workforce with knowledge is necessary (D Thi Ngu, DT Huong, DTN Huy, PT Thanh, ES Dongul, 2021; Do Thu Huong et al., 2021; DT Tinh, NT Thuy, DT Ngoc Huy, 2021; HOANG, N.T. et al, 2021 ; Hoa, N.T et al, 2021)

Fig 2 – Hanoi Industrial clusters



(source: internet)

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**CASE NO. 2 : BUILDING INFRASTRUCTURES AND
PROTECTING LABORERS AND CONSUMER IN
INDUSTRIAL CLUSTERS**

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Abstract

Currently, Building infrastructures and protecting laborers and Consumers in industrial clusters are 2 concerns.

Our study purpose is to figure out problems in **BUILDING INFRASTRUCTURES AND PROTECTING LABORERS AND CONSUMER IN INDUSTRIAL CLUSTERS**. Methodology: authors use qualitative analysis (synthesis, analytical, explaining methods). Our study results show that: Infrastructure plays a role in promoting regional and international economic integration. Moreover, Good infrastructure helps promote the exchange of goods, convenient for the transportation of raw materials, semi-finished products and finished products between production and consumption locations.

Keywords: infrastructures, laborer protection, INDUSTRIAL CLUSTERS, Hanoi city

X.1 INTRODUCTION

Currently we need building infrastructures for industrial clusters (CCN). Infrastructure CCN is a commodity that is different from other types of physical products, it is a public good. It is jointly used by production and business establishments in the cluster, the use of this facility does not affect the use of other facilities, the products of the CCN infrastructure are not competitive.

The development of industrial clusters need us to protect laborers and consumers because there are risks in transactions with damage belongs to consumers.

Hence we select this topic “**BUILDING INFRASTRUCTURES AND PROTECTING LABORERS AND CONSUMER IN INDUSTRIAL CLUSTERS**”.

Fig 1 – Together protecting consumers



(source: internet)

X.2 PROBLEM STATEMENT

This study will cover major issues below:

Research issue 1: What are issues of **BUILDING INFRASTRUCTURES AND PROTECTING LABORERS AND CONSUMER IN INDUSTRIAL CLUSTERS?**

Research issue 2: What are **RELEVANT STUDIES?**

X.2.1 PREVIOUS STUDIES

DTN Huy et al. (2020) pointed roles of banks in such economic activities to promote businesses and laborers.

Then we look at below table:

Table 1- Previous studies

Authors	Year	Content, results
Festel	2013	The developed benchmark and best practice methodology is well suited to evaluate best practice in the field of industrial park infrastructures. It is important for industrial parks to understand the individual performance level and to adapt best practice in all areas.
Bai et al	2014	However, the agglomeration of production in industrial parks results in intensive consumption of resources. Moreover, there are still rough production patterns and layouts in industrial parks due to the lack of foresight in preliminary planning, resulting in the waste of resources in production and transportation, and there are still large gaps in the gradation and recycling of materials. For example, plenty of enterprises gathered in industrial parks are prone to high consumption of resources and energy, as well as high pollution emissions, which has damaged their local ecological environments and led to industrial parks becoming synonymous with highly polluted and energy-intensive areas
Alves et al	2022	Urbanization causes major changes in environmental systems, including those related with radiation balances and other meteorological conditions because of changes in surfaces and the physical environment. In addition, cities generate specific microclimates as a consequence of the diverse conditions within the urban fabric. Industrial parks represent vast urban areas, often neglected, contributing to the degradation of

		the urban environment, including poor thermal comfort as a result of soil sealing and low albedo surfaces.
Liu et al	2021	The difference-in-difference (DID) and mediation effect model are used to test the impact and mechanism of the construction of national eco-industrial demonstration parks (NEDP) on green total factor productivity (GTFP). The results show that: (1) The construction of NEDP has significantly improved the urban GTFP, and the conclusion is still valid after running the robustness test. (2) Mechanism analysis shows that the construction of NEDP has improved GTFP through technological innovation and industrial structure upgrading. (3) The heterogeneity results reveal that NEDP has a significant positive effect on GTFP in the central and western regions, while the effect was insignificant in the eastern region. Moreover, NEDP significantly contributes to GTFP in resource-based and non-resource-based cities, while the contribution of resource-based cities is greater than that of non-resource-based cities.

(source: author synthesis)

Last but not least, roles of banks in transactions needed (D Thi Ngu et al, 2021; NTT Phuong, DTN Huy, P Van Tuan , 2020; Do Thu Huong et al, 2021; DTN Huy, BTT Loan, TA Pham, 2020; NN Thach et al, 2021; PTM Hanh, NT Hang, DTN Huy , 2021; NN Thach, HT Hanh, DTN Huy, QN Vu, 2021) and risk management (Dat, P.M et al, 2020; DTN Huy et al, 2021; DTN Huy et al, 2020; DTN Huy, 2015; Huy, D.T.N., & Hien, D.T.N, 2010; Hang, T.T.B, 2020; HT Hanh, DTN Huy, NTT Phuong, LTV Nga, PT Anh., 2020; TTH Ha et al, 2019). Also more researches needed (DT Tinh et al, 2021; DTN Huy, TH Le, NT Hang, S Gwoździwicz, ND Trung, P Van Tuan, 2021; DTN Huy, PN Van, NTT Ha, 2021; Le Huong Hoa, Dinh Tran Ngoc Huy, Thieu Ngoc Hung , 2022 ; HOANG, N.T. et al, 2021 ; Hang, N.T. et al, 2021; Hoa, N.T et al., 2021; Huong, L.T.T., Huong, D.T., Huy, D.T.N., & Thuy, N.T., 2021; Hai, N.T et al., 2021; Le Huong Hoa, Dinh Tran Ngoc Huy, 2022).

X.3 Research Methods

3.1. Collecting data

All data we collect from reliable sources such as Banking system, other data from Bureau statistics, Ministries.

3.2. Methods of data analysis

We use various methods of qualitative analysis (synthesis, analytical, explaining methods)

X.4 RESULTS AND DISCUSSION

X.4.1 Building infrastructures in industrial parks

The infrastructure of the craft village is similar to the industrial infrastructure. In general, CCN's production and business establishments often have a higher level of production concentration, technical level, and management level than production and business establishments in craft villages that have not yet established CCNs. The infrastructure of the industrial zone has the following requirements: more balanced, synchronous and modern than the craft village's infrastructure.

Infrastructure has an important role to maintain and develop CCN, they are demonstrated through the following aspects:

- Infrastructure determines the growth and rapid development of manufacturing industries, production-business and service sectors in the industrial zone. This is because the infrastructure will provide services, inputs and outputs, ensuring that the production process proceeds on a regular and continuous basis with an ever-expanding scale. This is a fundamental factor for CCN to have the opportunity to develop in the integration process.
- Infrastructure will create a fundamental change in the structure of production and industries in CCN. With a modern infrastructure, which is the basic condition for the development of many highly specialized occupations in CCN, it is possible to change the occupational structure to meet the needs of development and integration.
- Infrastructure is an important material base and condition for CCN development. If we consider the CCN as a human body, the infrastructure system is likened to the component sub-systems of the human body: traffic and electricity are the vascular system; post and telecommunications is the nervous system; Water supply and drainage are the human digestive and excretory systems... These systems are indispensable. Because if there is a lack and weakness of a certain module, it will lead to an imbalance in the human body. Likewise, if the technical infrastructure system is malfunctioning, it will cause production and business to stagnate or even fall into disorder. Infrastructure creates basic and necessary conditions for production and promotes CCN's production and business activities.
- Good infrastructure will create conditions to attract investment capital from outside. Practical experience shows that places with good infrastructure will easily attract investors to invest in business and thus help CCN have better development opportunities.
- Good infrastructure helps promote the exchange of goods, convenient for the transportation of raw materials, semi-finished products and finished products between production and consumption locations. The main infrastructure of CCN is services, which are intermediate products (inputs of production) for regular and continuous production and business activities. For example, supplying energy, raw materials, information, communication, .. for industrial production activities. The role of providing input is shown first of all by electricity and communication works and systems. Likewise, the infrastructure also ensures the consumption of products and services, and the provision of market information. Just a problem in a certain stage or the weak operation of the infrastructure system will cause problems for the operation of CCN's production and business facilities. On the contrary, if the infrastructure system is

modern and synchronous, it will facilitate shortening the production cycle and product circulation, reduce production costs and contribute to improving product quality, making products more affordable. goods and services more competitive. The development of infrastructure is one of the important conditions for modernizing production and business.

- Infrastructure plays a role in promoting regional and international economic integration. In the context of a modern market economy and with the trend of globalization and international economic integration, the post and telecommunications infrastructure and information technology (telecommunication networks, internet...) have a particularly important role. . Outdated infrastructure in this field will lead to delays, shortages or bottlenecks in information provision and processing. This not only increases transaction costs and time, but can also cause loss of investment opportunities, business facilities of enterprises, or make management and administration less effective.

Fig 1 – Infrastructures of IC



(source: internet)

X.4.2 Protecting laborers and consumers in industrial zones

We see:

The Vietnam Association of Standards and Consumer Protection (VINASTAS) held the 6th National Congress of Representatives, term 2018-2023.

VINASTAS was established in 1988, has undergone 5 congresses, up to now, VINASTAS is a socio-professional organization with 10 affiliated organizations, 05 professional committees, 05 central member organizations, 49 members is a local association with 2,108 collective members and 101,650 individual members. During the 30 years of establishment and development, the Association has achieved many achievements recognized and appreciated by the Party, State and people. The new context and situation requires the Association to continue

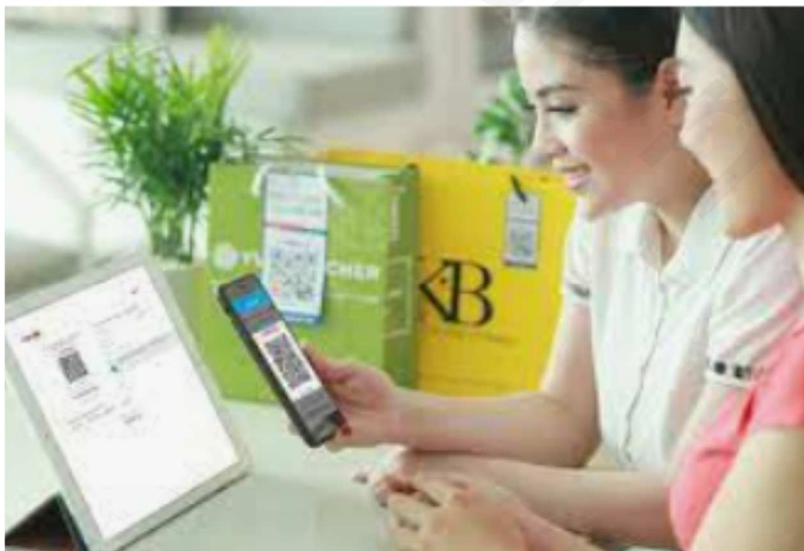
to strengthen the organization in order to create a change in activities to better serve the cause of standards, quality and protect the interests of Vietnamese consumers as well as in line with the standards and regulations of Vietnam. current regulations of international law and practices. Therefore, one of the contents raised for opinions, discussion and approval at the General Meeting was the separation of the Association, the establishment of a consumer protection organization to both promote activities in the field of standards, quality, while promoting activities in the field of consumer protection on the basis of the provisions of the Law on Standards and Technical Regulations, the Law on Product and Goods Quality and the Law on Protection of Consumer Rights.

One of the highlights of Decree No. 99/2011/ND-CP is the regulation on the system of state management agencies related to the protection of consumers' interests from central to local levels. This regulation helps to form a system of cross-cutting agencies on consumer protection, helping the state management of consumer protection to be carried out synchronously, consistently and effectively.

To handle violations related to the protection of consumer interests, including the issue of signing and implementing commercial contracts, DKGDC, on November 15, 2013, the Government issued Decree No. 185/2013 /ND-CP stipulates sanctioning of administrative violations in commercial activities, production and trading of counterfeit and banned goods and protection of consumers' interests, of which the most notable is the regulation on sanctioning of violations. administrative actions against acts of trading in counterfeit and banned goods, infringing on consumers' interests.

(source: sct.haiduong.gov.vn)

Fig 4 – Protecting consumers



(source: internet)

X.5 CONCLUSION

Discussion and Conclusion

- In the world today, developed countries are also countries with synchronous and modern developed infrastructure systems. Meanwhile, most developing countries have underdeveloped infrastructure systems. Weakness in infrastructure creates "bottlenecks" in socio-economic development. Therefore, Vietnam has identified infrastructure development as a breakthrough in socio-economic development and should be given priority in the In the past years, the Government has spent a high level of investment on infrastructure development, about 9-10% of annual GDP has been invested in the transport and energy sectors. , telecommunications, clean water and sanitation, this is a high rate of infrastructure investment compared to many countries in the world. Many economic studies also show a strong relationship between investment in infrastructure development. infrastructure with growth and poverty reduction in Vietnam.

Fig 5 – Protecting consumers in transactions



(source: internet)

Research limitation

We could consider more detailed solutions in our study

Acknowledgement

Thank you editors, friends to assist this publishing

Conflicts of interest

There is no conflict of interest

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**CASE NO. 3 : IMPROVEMENT OF INDUSTRIAL
Clusters (IC) INFRASTRUCTURE IN HANOI,
CONSUMER PROTECTION IN IC AND
REGULATIONS IN INDUSTRIAL CLUSTER (IC)
DEVELOPMENT**

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Abstract

In Hanoi, there are currently 70 industrial clusters (CCNs) operating, contributing significantly to economic growth and ensuring social security. However, besides the CCNs that are invested, built synchronously and strictly managed, there are many CCNs formed many years ago with many shortcomings. In addition to industrial parks that are synchronously invested and strictly managed, there are also many industrial parks with primitive infrastructure systems, poor management, leading to violations of construction order, environmental pollution and pollution. potential risks of fire prevention and fighting. To overcome this situation, in 2018, Hanoi city planned to build a modern industrial cluster network to meet the new wave of investment in the field of industrial production and handicrafts. For speeding up the progress of construction and implementation of investment in construction of technical infrastructure of industrial zones:

Develop an investment program to complete technical infrastructure of industrial zones in the city in the period of 2021-2025.

Key words: IC development, industrial clusters, regulations, shortcomings

1. Introduction

Because much impacts of IC on socio-economy, we conduct this study “IMPROVEMENT OF INDUSTRIAL Clusters (IC) INFRASTRUCTURE IN HANOI, CONSUMER PROTECTION IN IC AND REGULATIONS IN INDUSTRIAL CLUSTER (IC) DEVELOPMENT”.

The Chairman of the Hanoi People's Committee has just signed a decision approving the project to establish 2-5 industrial parks in the capital in the period of 2021 - 2025.

According to the scheme, industrial parks are expected to be established, including: Soc Son clean industrial park, Soc Son district; Dong Anh Industrial Park, Dong Anh District; Bac Thuong Tin Industrial Park, Thuong Tin District; Expanded Phu Nghia Industrial Park, Chuong My District; Phung Hiep Industrial Park, Thuong Tin District.

Besides, the city also focuses on speeding up the implementation of industrial parks with investors such as: Quang Minh I Industrial Park, Me Linh district; Hanoi Bio-Tech Park, Bac Tu Liem District. The city also reviewed and removed difficulties, speeding up the implementation of the South Hanoi Supporting Industrial Park. On the other hand, Nguyen Dinh Trung, Ta Van Thanh, Dinh Tran Ngoc Huy, Le Huong Hoa, Le Ngoc Nuong (2022) stated The implementation of planning, investment in construction of infrastructure of industrial parks in general is still slow and facing many difficulties.

2. Methodology

Authors used synthetical method, statistical method, legal analysis method, case study, comparative method, etc., are used to clarify issues relating to policies on CCN. Based on results of analysis and assessment of the current situation, the paper proposes recommendations for organizations.

3. Main findings

3.1 CONSUMER INTEREST PROTECTION AND REGULATIONS IN INDUSTRIAL CLUSTER (IC) DEVELOPMENT

3.1.1 CONSUMER INTEREST PROTECTION

First it is necessary to amend the Law on Protection of Consumer Rights

Presenting the draft of the Law on Consumer Protection (amended), Minister of Industry and Trade Nguyen Hong Dien said that the Law on Consumer Rights Protection took effect from July 1, 2011. . In nearly 12 years of implementation, the provisions of the Law on Protection of Consumer Rights have drastically changed the protection of consumers' interests, and at the

same time, created solid frameworks and foundations. sure to continue to create the development of consumer rights protection activities in Vietnam in the coming time.

However, the process of implementing the Law has now revealed a number of shortcomings and limitations, including issues related to the consistency, effectiveness and efficiency of the implementation of the provisions of the Law, changes in the implementation of laws and regulations. production and business practices as well as new requirements and trends for consumer protection.

According to the Minister of Industry and Trade, the construction of the Law on Protection of Consumer Rights (amended) aims to institutionalize the guidelines and lines of the Party and the State's policies on perfecting the protection institution. interests of consumers, overcome obstacles and inadequacies in the nearly 12 years of implementation of the Law on Protection of Consumer Rights 2010, contributing to improving people's living standards and promoting economic and cultural development. society and culture of the country.

Fig 1 – Consumer protection



(source: internet)

To accomplish the above purpose, the Law Project defines basic construction principles, including: Protecting consumers' interests is a common responsibility of society, inheriting and developing current regulations, selectively refer to international experiences suitable to the conditions in Vietnam; ensure the balance in transactions between consumers and business organizations and individuals on the basis of increasing awareness and self-protection capacity of consumers.

(source: moit.gov.vn)

3.1.2 REGULATIONS RELATED

Article 7. Conditions for adjustment and supplementation of the industrial cluster development planning

2. Conditions for adjusting industrial clusters out of the planning:

An industrial cluster that meets one of the following two conditions shall be considered and removed from the Planning:

- a) The industrial cluster is no longer consistent with the socio-economic development planning; Industrial and handicraft development planning; Land use planning and plans; Construction and urban planning and other industry and product planings in the area;
- b) There is a need to convert an industrial cluster with effective investment in low-tech infrastructure for the purpose of developing other fields and industries according to the orientation of socio-economic development planning, construction and urban planning. in the area approved by the competent authority.

3.2 Advantages of building infrastructure of INDUSTRIAL Clusters (CCN) INFRASTRUCTURE CONSTRUCTION IN HANOI

Hanoi has good infrastructure in terms of traffic, electricity, water, post office... Besides, Hanoi has been invested heavily in infrastructure development, this is a good condition. to develop CCNs.

Through the survey at the production facilities in the Clusters, the majority of enterprises highly appreciated the improvement of the floor infrastructure in the current clusters compared to before they produced in craft villages, production places.

According to authors survey, Pwer supply and water supply evaluation good is 31% and 46%; traqnspotation good as 54% and communication good as 23%, etc.

Table 1. Assessment of the level of infrastructure improvement

No	Content	Evaluation			
		Worse	Unchange d	Good	Better
1	Power supply	0	8%	31%	62%
2	Water supply	0	23%	46%	23%
3	Transportation of materials and goods	0	15%	54%	31%
4	Communications	0	15%	23%	62%
5	Ability to apply technology	0	31%	54%	15%
6	Waste treatment	0	15%	62%	23%
7	Drainage	0	8%	62%	23%
8	Protection, Security	0	8%	62%	31%
9	General hygiene	0	15%	31%	54%
11	Additional services	0	15%	77%	8%

Source: author survey

4. Discussion

Some comments drawn from the case study of infrastructure construction of industrial clusters in Hanoi

Wastewater treatment at industrial parks is also a rather painful problem. Out of 70 CCNs, only 26 clusters have centralized wastewater treatment stations. But in which there are many construction projects that have not been effectively promoted. Wastewater treatment plant at Tan Trieu CCN (Thanh Tri district) was built in 2007, but has not been in operation yet. As for the wastewater treatment plant at Duyen Thai Industrial Park (Thuong Tin district), after more than 5 years of operation, it had to stop operating since 2017 due to financial difficulties. Most of the industrial clusters are small-scale in craft villages, in which many clusters are interspersed with or near residential areas without wastewater treatment systems, causing serious pollution.

Not only that, in the process of operation, the local government and the CCN Management Board also loosened their management, causing a violation of order to occur at many CCNs. In Tien Phong Industrial Park (Thuong Tin district), there are many households renting production land who voluntarily transferred and built illegal works. Many land areas for manufacturing factories have become permanent houses. At La Phu CCN (Hoai Duc district), along the two sides of the main road of the CCN appeared many solid constructions with three to five stories high. A representative of La Phu Commune People's Committee said that because people both produce and live together, right after the industrial park went into operation, there was a violation of construction order. In recent years, the demand for production and business of the people is increasing, leading to the people looking for ways to repair and expand production and business establishments. The government has handled many violating works, but the investors still deliberately find ways to build. Many projects have been handled many times, but investors still build stealthily.

Another issue that is also very worrying is the work of fire prevention and fighting (fire fighting) at industrial parks. Currently, only four CCNs have been accepted for fire prevention and fighting. Most of the remaining industrial zones have not met traffic requirements, water sources for fire fighting, fire protection equipment systems, etc. While, with industrial production activities, the construction density is dense in the CCNs. potential fire hazard, threatening the safety of life and property.

(source: ipc1.gov.vn)

5. Conclusion

Completing policies to support the construction and development of infrastructure of industrial clusters

Industrial infrastructure is a public good, it is shared by production and business establishments in the industrial park. Industrial infrastructure is not competitive. Investment in industrial infrastructure requires large investment capital, but the recovery time is long, exceeding the capital capacity of a production and business establishment, and it is difficult for a business establishment to recover capital. On the other hand, industrial infrastructure is an indispensable condition for the development of production and business of production and business

establishments in the cluster. Therefore, the State must have appropriate support policies for the construction of industrial infrastructure

The Central State Budget has supported the construction of infrastructure for industrial clusters in the provinces of the Central Highlands and the Northern Midlands and Mountains. In the remaining provinces, including Hanoi, depending on the budget capacity of the province or city, there are policies to support the construction of industrial infrastructure. Because the financial capacity of the provinces and cities in general is still limited, they have to invest in many industries and many projects, so the level of support is low.

Based on the local budget capacity, the City People's Committee shall stipulate the level and allocate investment capital from the state budget to:

- a) Invest in building infrastructure outside the fence of the CCN before its establishment;
- b) Support investment in infrastructure construction in CCN
- c) Support to build houses and serve daily life for workers working in industrial parks

The industrial zones compared to industrial parks are located at an unfavorable position in terms of traffic, technical infrastructure, production and business establishments in the industrial zones are mostly small and medium enterprises, family business households, limited in capital, market, technology, quality of human resources. Therefore, objectively, it is necessary to have policies to support the construction and development of the infrastructure of industrial parks

The viewpoint of supporting investment in industrial infrastructure is: i) Inputs in infrastructure construction and development in order to create the best conditions for sustainable and effective development of industrial zones; ii) Support policy equal to that of industrial parks; iii) Synchronously apply mechanisms and policies to the development of industrial zones, including: policies on formulating and supplementing planning; policies on infrastructure construction, investment and development; policies to support industrial development activities, in which infrastructure construction and development are given priority first.

Fig 2 – Managing IC in Hanoi



(source: internet)

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CONFLICTS OF INTEREST

There is no conflict of interest

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**CASE NO. 4 : DIGITAL TRANSFORMATION ERA
AND PROTECTING LABORERS AND CONSUMER
INTERESTS IN INDUSTRIAL ZONES**

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Pre-Submission

Abstract

Currently, Consumers have to find reliable places to buy and sell to ensure their interests in the buying and selling process. Hence, we have done a lot to ensure the interests of consumers. But there's still a lot of work to be done. First, although laws to protect consumers are in place, enforcement is still weak. We need to enhance roles of Forces such as tax administration, market management, the Consumer Protection Associations, the Competition Administration Bureau..... involved in consumer protection, etc.

Our study purpose is to figure out problems in **DIGITAL TRANSFORMATION ERA AND PROTECTING LABORERS AND CONSUMER INTERESTS IN INDUSTRIAL ZONES**. Methodology: authors use qualitative analysis (synthesis, analytical, explaining methods). Our study results show that: The Draft Law of Consumer Protection also introduces other specific prohibited acts for online intermediary platforms such as: Forcing or preventing consumers register, use other online intermediary platforms as mandatory conditions to use the service; restricting consumers' choices through unreasonable prioritization of product selection among organizations and individuals providing business on the platform.

Keywords: digital transformation, consumer protection, INDUSTRIAL ZONES, Hanoi city

X.1 INTRODUCTION

According to In the Draft Law on Protection of Consumer Rights to amend the identification of organizations and individuals doing business in cyberspace, they include:

- Organizations and individuals doing business by themselves or through online platforms having transactions in cyberspace with consumers, which we are now accustomed to calling e-commerce (online sales platform) .
- Business organizations and individuals set up, operate and provide online intermediary platform services to consumers.

The development of the Internet system and the increasing number of mobile users participating in the market bring many new opportunities from the market demand on the basis of changing the buying habits of consumers, moving from buying habits to consumers. , selling traditional to buying goods and services through an online sales platform. However, buying goods and services through e-commerce brings many advantages, but it is accompanied by risks in transactions where most of the damage belongs to consumers.

Hence we select this topic “**DIGITAL TRANSFORMATION ERA AND PROTECTING LABORERS AND CONSUMER INTERESTS IN INDUSTRIAL ZONES**”.

Fig 1 – Together protecting consumers



(source: internet)

X.2 PROBLEM STATEMENT

This study will cover major issues below:

Research issue 1: What are issues of **DIGITAL TRANSFORMATION ERA AND PROTECTING LABORERS AND CONSUMER INTERESTS IN INDUSTRIAL ZONES?**

Research issue 2: What are **RELEVANT REGULATIONS?**

X.2.1 PREVIOUS STUDIES

DTN Huy et al. (2020) pointed roles of banks in such economic activities to promote businesses and laborers.

Then we look at below table:

Table 1- Previous studies

Authors	Year	Content, results
Grant	2000	Industrial ecology suggests that businesses should operate more like ecosystems: cycling energy and matter through the system, with limited waste outputs. By preventing contamination and reusing by-products, industry could save money while protecting the environment and generating new economic opportunities. This paper discusses the theory, practice, and limitations of the new

		field of industrial ecology and considers some of its implications for planning and designing industrial parks.
Brownsword	2008	There are other areas of the Fourth Industrial Revolution, especially where bio-technology is involved, that impact on consumers and undoubtedly will pose new ethical challenges to society. Many of these developments will challenge traditional regulation and legal rules and may require different regulatory solutions
Howells	2019	We are entering into an era of new technological possibilities. Many benefits will be derived for consumers from the development of data and computer-driven innovation. We will have new products and services and new ways of making and supplying goods and services. Without wanting to inhibit innovation, this article calls for the legal system to remain committed to an ideology and legal framework that supports consumer protection. It will counsel against assuming that the law should give way unduly to the technology agenda, whilst accepting that adaptations should be made and also that there should be a critical review of whether traditional forms of regulation are needed in the Fourth Industrial Age.
Howells et al	2017	Europe has developed an extensive range of consumer protection measures based on some core values. As the consumer market evolves in the Fourth Industrial Age, consumers will have the

		same basic needs that have influenced the development within Europe of core consumer protection values.
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(source: author synthesis)

X.3 Research Methods

3.1. Collecting data

All data we collect from reliable sources such as Banking system, other data from Bureau statistics, Ministries.

3.2. Methods of data analysis

We use various methods of qualitative analysis (synthesis, analytical, explaining methods)

X.4 RESULTS AND DISCUSSION

X.4.1 Consumers in industrial parks

During covid season, The workforce in industrial zones plays an important role in contributing to the economic development of the province, but at the same time has led to consequences, the security and order situation in the locality with a large number of workers. unsecured workers, social evils tend to increase; food, accommodation and living conditions of temporary workers; spiritual life is very poor,... The cause of this problem is partly due to limited infrastructure in localities with industrial parks; Many businesses have not paid much attention to the cultural and spiritual life of their workers.

Vietnam currently has nearly 400 established industrial parks, 30 border-gate economic zones, 20 coastal economic zones, the total number of direct employees in these zones is nearly 4 million. Meanwhile, the commercial area has 800 supermarkets, 168 trade centers, nearly 9,000 markets with individual business households, 600,000 restaurants...

(source: ncov.vnnet.vn)

Particularly, industrial clusters, with 700 clusters and about 600,000 employees, are places where people gather but still have to operate in production, otherwise it will lead to economic disruption.

Implemented many price stabilization programs, developed a plan to supply goods at each level, to ensure the essential consumption needs of the people.

In particular, for production and distribution enterprises in the area, the province also requires signing commitments, ensuring the supply of goods in all situations. Up to now, the situation of goods supply in the area is still stable, there is no phenomenon of price increase or shortage of goods.

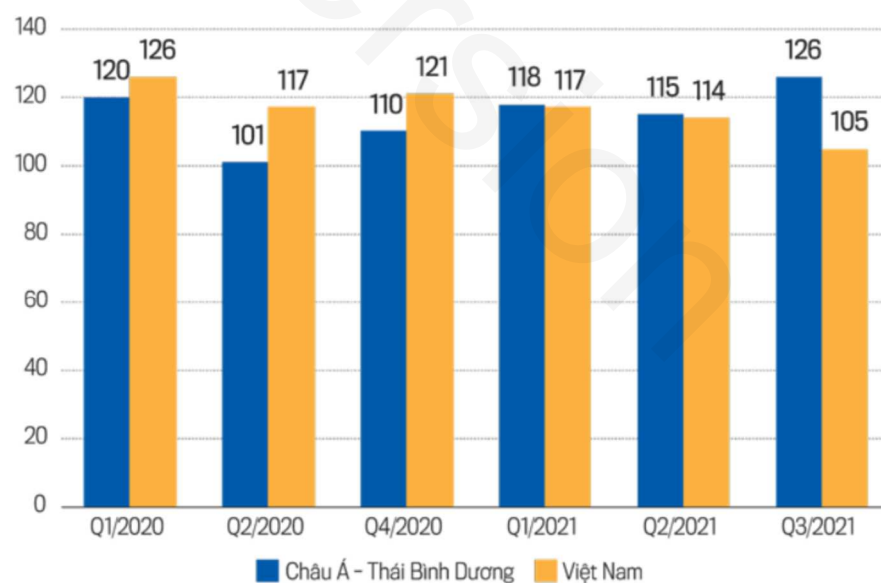
Fig 1 – Consumers in industrial zones



(source: internet)

We also see consumer credibility index:

Fig 2 – CCI index

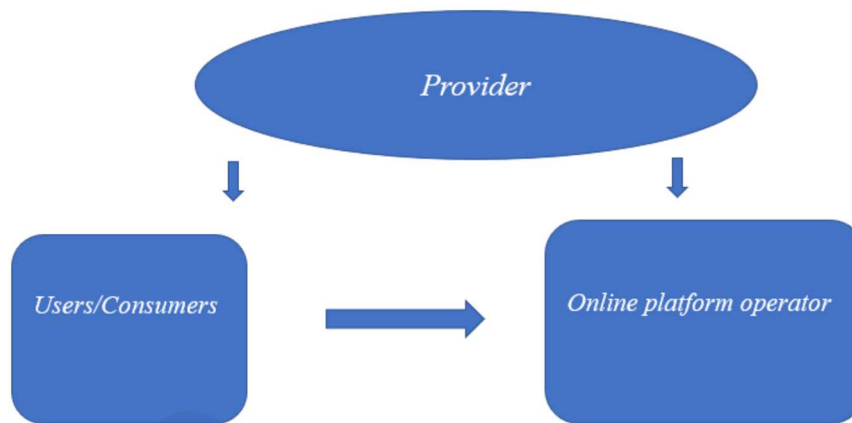


(source: vneconomy.vn)

X.4.2 Digital transformation era and Protecting laborers and consumers interests in industrial zones

We see:

Fig 3 – Three subjects (digital)



(source: made by authors)

Summary of reports of units under the Ministry of Industry and Trade in recent years shows that the requests, reflections and complaints of consumers in the field of e-commerce are increasing continuously. Commonly reported and complained acts are: Selling fake goods, used goods, goods of unknown origin, infringing intellectual property rights; goods received differ from advertised; the consumer's transaction information is used by a third party to impersonate a delivery; automatic cancellation of orders; consumers are unable to purchase goods at the advertised price or associated promotional goods; prolonging the time to settle complaints or not resolving complaints in a timely manner...

In the Draft Law on Protection of Consumer Rights to amend the identification of organizations and individuals doing business in cyberspace, they include:

- Organizations and individuals doing business by themselves or through online platforms having transactions in cyberspace with consumers, which we are now accustomed to calling e-commerce (online sales platforms) .
- Organizations and individuals doing business in setting up, operating and providing services The Draft Law also introduces other specific prohibited acts for online intermediary platforms such as: Forcing or preventing consumers register, use other online intermediary platforms as mandatory conditions to use the service; restricting consumers' choices through unreasonable prioritization of product selection among organizations and individuals providing business on the platform; use measures to prevent display or display dishonestly the results of feedback and evaluation of consumers about products and services; organizations and individuals doing business on the platform; use measures to prevent registration, operation, evaluation, display of feedback of social organizations engaged in consumer protection; prevent consumers from removing pre-installed software and applications or force users to install software and applications with online intermediary platform services.

(source: baochinhphu.vn)

Fig 4 – Protecting consumers



(source: internet)

In particular, among these, it is common to place an order on an e-commerce platform but the order is canceled for unknown reasons, then a third party contacts to deliver the ordered item but there is a problem with the order. quality, transaction documents.

Along with that is the situation where the consumer is automatically canceled the order because the shipper cannot contact the buyer but in fact the consumer has not received any contact from the shipper.

Moreover, the situation of selling fake, counterfeit and used goods also often appears, not to mention when consumers have a need to exchange or return goods, many consumers are refused or extended the processing time. resolve the complaint.

That's not to mention the recent outbreak of COVID-19 that has made anti-epidemic support products sold out. This is also the reason why the prices of these items are constantly galloping because small traders arbitrarily raise prices in the style of floating water.

Not stopping there, at many petrol stations across the country recently, they also constantly hung signs of holiday or out of stock before the date of price adjustment, which caused an uproar in public opinion. This not only affects the trading market but also the interests of consumers are directly violated.

(source: vietnamplus.vn)

X.5 CONCLUSION

Discussion and Conclusion

- Till present, The protection of consumer rights has made great progress in recent decades. The documents on the Law on Consumer Protection, the Law on Competition, the Law on Food Safety, the Law on Goods Quality... are solid foundations to protect the interests of consumers and law enforcement forces. the law. The consumer purchases goods from the producer (depending on the period in which the goods are shipped), initially in a contractual relationship but if the goods are transferred to a third party (who is not the direct buyer) and generating product defects that cause damage to third parties without regard to the manufacturer's liability is very dangerous. Even if the contract of sale is void, the manufacturer's liability is still in place. Non-contractual compensation in this case is the basis to protect the interests of parties who have no relationship with the original manufacturer.

Fig 5 – Protecting clients



(source: internet)

Last but not least, Braun et al (2019) indicate that The digital transformation has changed many aspects of our daily life and democratised access to knowledge and services. In the legal domain, however, consumers rarely benefit from digitisation. On the contrary, they are often overpowered by big corporations and their well equipped legal departments. In this paper, we outline how LegalTech can be used to empower consumers in the digital era, by building tools to support consumers and those who protect them.

And then, Sadriwala (2018) specified that Digitization has provided easy access, large variety to choose, convenient payment, improved services and shopping at your convenience any time, due to the rapid growth in internet, smart phone and other technologies but along the growth path it also brings in challenges related to consumer protection. In Oman there exists a strong Consumer Protection Act. With all this, still the challenge today is to build a digital world

consumers can trust. The consumers internationally have some basic rights but the question is whether they are aware about it? An aware consumer is better protected. The companies who work for consumer awareness not only build trust of the consumers but also develop a strong brand equity leading to increased business.

Research limitation

We could consider more detailed solutions in our study

Acknowledgement

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Conflicts of interest

There is no conflict of interest

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**CASE NO. 5 : PLANNING THE USE OF LAND IN
INDUSTRIAL ZONES IN HA NOI CAPITAL FOR
LABOR FORCE – AND RELEVANT
REGULATIONS ON LAND COMPENSATION**

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Abstract

Currently, The Hanoi People's Committee issued Decision No. 65/QĐ-UBND approving the project "Establishment of 2 - 5 new industrial parks, period 2021 - 2025".

The establishment of these IPs is to meet the requirements of attracting investment and developing industrial production, contributing to speeding up the process of industrialization and modernization of the city in the coming time. Concretize the development strategy of industrial zones in the city in accordance with the planning for development of industrial zones, the master plan for socio-economic development, the planning of land use in the localities of the city; ensure the development of scientific, reasonable and effective industrial parks in the direction of forming industrial zones in locations and locations convenient for waterway and land transportation, capable of developing linkages and attracting investment, plays a key role in industrial development, promoting the transformation of the local socio-economic structure

Our study purpose is to figure out existing problems in the **PLANNING THE USE OF LAND IN INDUSTRIAL ZONES IN HA NOI CAPITAL FOR LABOR FORCE – AND RELEVANT REGULATIONS ON LAND COMPENSATION**. Methodology: authors use qualitative analysis (synthesis, analytical, explaining methods). Our study results show that:

Keywords: industrial parks, existing problems, land use, land compensation

JEL Classification: M21, M10

1. Introduction

According to the Hanoi Department of Industry and Trade, 70 industrial clusters are operating in 17 districts, districts and towns in the capital with a total planned area of 1,686 ha; of which, 1,392 ha have been invested in infrastructure construction and operated stably. Industrial clusters have attracted about 3,864 production and business establishments; create jobs for 60,000 workers, pay about 1,100 billion VND/year to the state budget.

Industrial clusters have partly solved the demand for premises for businesses and production facilities, especially when synchronously invested and closely managed. This also helps to move production facilities causing environmental pollution out of residential areas; bring industrial production, handicraft villages in the direction of professionalism and efficiency and promote the capital's economic development.

However, currently, only 26/70 industrial clusters (accounting for 1/3) have relatively synchronous infrastructure works; such as the expanded Quat Dong industrial cluster, Ngoc Hoi, Tu Liem, Phung town...

In this regard, the Hanoi Department of Industry and Trade explained, because many industrial clusters have been deployed since the time when administrative boundaries have not been merged, they only stop at allocating land to enterprises for production, business, and housing investment. workshops while there is no common infrastructure for the whole cluster.

Therefore, currently, many industrial clusters do not have centralized wastewater treatment stations, and have not paid attention to fire prevention and fighting... For example, the wastewater treatment station in Tan Trieu industrial cluster (Thanh Tri district) has been invested. Since 2007 but not a single day of operation. Or the wastewater treatment station at Duyen Thai industrial cluster (Thuong Tin district) after more than five years of operation, from 2012 until now has also stopped operating due to financial difficulties. Even up to now, only 4 clusters have been accepted for fire prevention and fighting for technical infrastructure works.

(source: baotintuc.vn)

Hence we select this topic “**DEVELOPMENT OF INDUSTRIAL CLUSTERS IN HA NOI - REGULATIONS ON LAND COMPENSATION AND THE USE OF LAND in Industrial Parks**”.

Fig 1 – Land in industrial clusters (IC)



(source: internet)

2. Previous studies

We look at below table

Table 1- Related studies

Authors	Year	Content, results
<u>Eswaran and Kotwal</u>	1985	extend the models used in the tenancy literature mentioned above to investigate issues concerning regulation of exchange-rights: In particular, the key distortions arise from a problem of ‘moral hazard in teams’ generating under-investment in farm-specific assets by landlord and tenants
Ghatak & Mookherjee	2014	addresses the question of how farmers displaced by acquisition of agricultural land for the purpose of industrialization ought to be compensated. Prior to acquisition, the farmers are leasing in land from a private owner or local government with a legally mandated sharecropping contract. Compensation rules affect the decision of the landlord to sell the land ex post to an industrial developer, and ex ante incentives of tenants and landlord to make specific investments in agricultural productivity. Efficiency considerations are shown to require farmers be over-compensated in the event of conversion.
Thanh Thuy CU , Thi Hoai Huong HOANG , Thi Yen LE	2020	analyze the impact of industrial park development on the livelihood of people living around the industrial parks in the Central region of Vietnam. Research findings show that industrial park development has both positive and negative impacts on the livelihood of

		<p>people living around the industrial parks. Specifically, the factors that positively affect the income of households living around industrial parks include the area of land acquired due to the construction of industrial parks, the transportation system after the industrial park has located there, and the number of jobs available when the industrial park is being built. The factor that negatively affects the income of households living around industrial parks when they are under construction is the number of unemployed laborers. The study also calculated that the adaptive capacity of the people after the industrial park development is a coefficient of 0.376.</p>
Vaida Vabuolytė et al	2021	<p>Industrial parks (IPs) are a frequently used regional policy tool to increase economic viability and social equality. Successful functioning of such areas can increase land use efficiency and, by attracting investment, create high added value nationwide. However, the creation of IPs requires significant initial investments in the installation of their infrastructure and the preparation of plots of land, which is often realized through public financial instruments. The overall objective of the research is to present the different strategies for IP development in three different countries' economies, to discuss the outputs and added value</p>

		created by such areas, and to provide insights and suggestions for the planning and development of efficient industrial land as well as to increase its value in the developing and middle-income countries.
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(source: author synthesis)

Beside, DTN Huy, PM Dat, PT Anh (2020) said banks need to support economic activities for this progress and confirmed by (DTN Huy, VK Nhan, NTN Bich, NTP Hong, NT Chung, PQ Huy, 2021; DTN Huy et al, 2020).

3. Research Methods

3.1. The method of data collection

All data we collect from reliable sources such as Banking system, other data from Bureau statistics, Ministries.

3.2. Methods of data analysis

We use various methods of qualitative analysis (synthesis, analytical, explaining methods)

4. Results and discussions

4.1 Use of land for labor force in Industrial clusters development

There are still existing problems such as:

According to figures from the Ministry of Construction, in 2020 there will be about 1.7 million workers working in industrial zones and clusters across the country in need of housing. Meanwhile, urban and social housing projects for workers are few in number and slow in progress. Currently, there are 278 projects implemented with the construction scale of about 274,000 apartments.

In fact, many localities have not included social housing development targets for workers in their regular plans as prescribed; planning, site clearance, investment in construction of technical infrastructure outside the project to hand over to the investor. Many industrial park investors want to invest in building housing for workers to ensure a stable labor source and ensure the quality of life for workers, but lack of land for investment.

Recently, the Ministry of Construction proposed a credit package to support the implementation of social housing policies in the Sustainable Economic Recovery Program until 2023, focusing on a credit package of VND 65,000 billion. This policy aims to support preferential loans for workers of industrial zones to buy and rent social housing or investors of social housing projects... Besides, the Ministry has also proposed solutions, mechanisms and policies. to "pave the way" for workers' housing: planning, land fund; preferential mechanisms for investors,

rental prices, house sale prices, etc., in order to maximize support for businesses wishing to invest.

(source: diendandoanhnghiep.vn)

4.2 Regulations on land compensation and the use of land in industrial parks

Article 8. Compensation for land and remaining investment costs in land when the State recovers agricultural land from economic organizations, self-financed public non-business organizations, residential communities, and religious establishments

Comply with the provisions of Article 78 of the 2013 Land Law, Clause 1, Article 5 of Decree No. 47/2014/ND-CP.

Article 9. Compensation for land when the State recovers residential land

1. Households and individuals currently using residential land and overseas Vietnamese owning houses associated with land use rights in Vietnam when the State recovers all residential land or part of the land area. The remaining residents after withdrawal are ineligible to live in, are not eligible for a house construction permit under the provisions of the provincial People's Committee, but have a certificate of land use right or are eligible for a grant. For a certificate of land use rights and ownership of houses and other land-attached assets (hereinafter referred to as the Certificate) in accordance with the land law, the compensation for land shall be made as follows: after:

- a) In case there is no other residential land or house in the commune, ward or township where the recovered residential land is located, compensation shall be paid by the allocation of residential land or housing for resettlement;
- b) In case residential land or other houses are still available in the commune, ward or township where the recovered residential land is located, compensation shall be made in cash. For localities with conditions on residential land funds, the district-level People's Committees shall consider and decide on compensation by allocating residential land at the request of households and individuals whose land is recovered;
- c) The remaining residential land area after recovery is ineligible for habitation or ineligible for housing construction permits as prescribed by the Provincial People's Committee, the State shall recover and compensate in accordance with regulations. determined. This land area is assigned to the organization in charge of compensation and site clearance for management according to current regulations on public land management.

2. In the case in a household specified in Clause 1 of this Article that has many generations or many couples living together on the same residential land plot, if they are eligible to separate into separate households according to the provisions of Clause 1 of this Article. provisions of the law on residence or having many households using common land with the same right to use a residential land parcel is recovered if there is a need for accommodation and there is no other place to live in the same commune. , wards or townships where the land is recovered, the People's Committees of districts shall, based on the residential land fund, resettlement houses

and the actual situation in the locality, decide to sell more resettlement apartments or allocate more apartments for resettlement. residential land with land use levy for each household. The selling price of resettlement houses and the price of residential land allocation for collection of land use levies shall be decided by the provincial People's Committees at the request of the district-level People's Committees.

3. Households, individuals and overseas Vietnamese who fall into the cases specified in Clause 1 of this Article and do not need compensation in residential land or in resettlement houses shall be compensated by the State in money.

According to Article 149 of the 2013 Land Law, the use of land in industrial parks, export processing zones, industrial clusters and craft villages is implemented as follows:

The use of land for construction of industrial parks, export processing zones, industrial clusters and craft villages must conform to master plans, plans on land use and detailed construction planning already approved by competent state agencies. Browser.

When planning and establishing an industrial park or an export processing zone, it must concurrently make planning and building residential areas and public works located outside the industrial parks and export processing zones to serve the lives of workers working in the zones. industrial and export processing zones.

- The State leases land to economic organizations, overseas Vietnamese and foreign-invested enterprises to invest in the construction and business of infrastructure in industrial parks, industrial clusters, and zones. produce.

For the land leased area with annual land rental payment, the person to whom the land is leased by the State has the right to sublease the land in the form of annual land rental payment; for the land leased area with one-off payment of land rental for the entire lease period, the person to whom the land is leased by the State has the right to sub-lease the land in the form of one-off payment of land rent for the entire lease period or payment of rent. land every year.

Investors are exempted from land rent for the land area for construction of infrastructure for common use in industrial parks, industrial clusters and export processing zones.

– Economic organizations, households, individuals, overseas Vietnamese, foreign-invested enterprises investing in production and business in industrial parks, industrial clusters, export processing zones may sub-lease land associated with infrastructure from other economic organizations, overseas Vietnamese, foreign-invested enterprises investing in the construction and business of infrastructure, and have other rights and obligations. the following services:

In case of sub-leasing land with one-off rental payment for the entire lease period, they have the rights and obligations prescribed in Article 174 of this Law;

In case of sub-leasing land with annual rental payment, they have the rights and obligations prescribed in Article 175 of this Law.

Land users in industrial parks, industrial clusters or export processing zones must use the land for the right purposes and be granted a certificate of land use rights and ownership of houses and other attached assets. land and has the rights and obligations prescribed by this Law.

- *Economic organizations, households, individuals, overseas Vietnamese investing in production and business in industrial parks, industrial clusters or export processing zones which have been allocated or transferred land by the State. land use rights associated with infrastructure of other economic organizations, overseas Vietnamese investing in the construction and business of infrastructure of industrial parks, industrial clusters and export processing zones before the date of this Law If it takes effect, they may continue to use the land for the remaining term of the project without having to change to land lease.*

At the end of the project implementation period, if there is a need, the State will consider leasing land according to the provisions of this Law.

Fig 2 – Arrangement of resettlement before land acquisition



(source: internet)

5. Discussion and Conclusion

- According to the Management Board of Hanoi Industrial Parks and Export Processing (QLB), the city has been developing 19 industrial parks (IZs) and high-tech parks (CNCs) with a total area of nearly 4,100 hectares. In which, the city is constructing 3 high-tech zones, along with 110 industrial clusters with a planned area of more than 3,000 hectares. In the future, Hanoi will develop new industrial parks in the direction of information technology services, biotechnology. For newly established industrial zones, it is required to synchronize and have a centralized wastewater treatment plant before officially going into operation, and at the same time to attract investment selectively in the direction of prioritizing technical projects. high, low labor use, environmentally friendly projects; create products with high added value, export products with great competitiveness; industrial product branding.

Fig 3 – Arrangement of land in industrial clusters



(source: internet)

On January 7, Hanoi People's Committee issued Decision No. 65/QĐ-UBND approving the project "Establishment of 2-5 new industrial zones, period 2021-2025".

Accordingly, the city determines and strives to complete the goal of establishing 5 new industrial parks (IZs) in the period 2021-2025, specifically: Soc Son Clean industrial park, Soc Son district with an area of 302.8 hectares in two communes Minh Tri and Tan Dan; Dong Anh industrial park, Dong Anh district with an area of 300ha in communes Nguyen Khe, Xuan Non, Thuy Lam, Lien Ha and Dong Anh town; Bac Thuong Tin industrial zone, Thuong Tin district with an area of 112ha in Van Binh, Ninh So and Lien Phuong communes; Expanded Phu Nghia industrial park, Chuong My district with an area of 389 hectares in Phu Nghia, Truong Yen and Ngoc Hoa communes; Phung Hiep industrial park, Thuong Tin district with an area of 174.88 ha in Dung Tien, Nghiem Xuan, To Hieu and Thang Loi communes.

The establishment of these industrial parks is to meet the requirements of attracting investment and developing industrial production, contributing to speeding up the city's industrialization and modernization process in the coming time. To concretize the strategy for development of industrial parks in the city in accordance with the master plan on development of industrial zones, the master plan on socio-economic development, the master plan on land use of the localities of the city; ensure the development of scientific, reasonable and effective industrial parks in the direction of forming industrial parks at locations and locations convenient for water and land transportation, capable of linking development and revenue, attract investment, play a key role in industrial development, promote socio-economic restructuring of the locality.

(source: moit.gov.vn)

Research limitation

We could consider more detailed solutions in our study

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Conflicts of interest

There is no conflict of interest

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**CASE NO. 6 : WHICH SUITABLE MODEL FOR
DEVELOPING INDUSTRIAL CLUSTERS IN HANOI
VIETNAM? AND MATTERS OF PROTECTING
CONSUMERS IN CLUSTERS**

DATE
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Abstract

Our paper will present suggestions for suitable models for developing clusters today. Development and great contributions of industrial clusters are undeniable. However, the process of developing industrial clusters in Hanoi still has many challenges and inadequacies. Our study shows that , we can analyze some models, however, there has been considerable debate concerning its effectiveness, and indeed its appropriateness as a policy framework. And It is necessary to regularly organize and integrate regulations on consumer protection in many relevant documents and fields. Last but not least our analysis can be applied for many industrial clusters (IC) in Vietnam not only in Hanoi city.

Key words: physical infrastructures, clusters, suitable models, Hanoi, protect consumers

JEL: M1, M21, K10, K15

1. Introduction

Previously, M.Porter who is recognized as the founder of industrial cluster concept defined cluster as a “Geographically proximate group of interconnected companies, suppliers, service providers and associated institutions in a particular field, linked by externalities of various types” .

Hanoi city has identified some problems in clusters development over years, so we conduct this study to solve partially this matter.

Research question:

Question 1: Presenting previous related studies on cluster development?

Question 2: What are suitable models for developing clusters ?

2. Literature review

First, When discussing effective cluster development, a model must comply the changing pattern of labor-intensive to capital-intensive and further to knowledge-intensive policies for industries (Lin 2009).

Huy, D.T.N (2015) also mentioned governance standards including standards for risk management activities and confirmed by (PM Dat et al, 2020; TTH Ha et al, 2019). And Le, K., & Nguyen, M. (2021) emphasizes implied meanings of education.

Then we summarize previous studies in below table:

Table 1 - Related previous studies

Authors	Year	Content, results
Lundequist and Power	2002	In past year ideas of interplay in knowledge strategic area set by planner
UNIDO	2005	Clusters are geographic concentrations of interconnected companies engaged in similar or highly related economic activities”
Kumral and Deger	2008	The definition of the term cluster has been the subject of much intellectual debate. A cluster is a grouping of like-minded companies (competitors) and talents in a specific geographic area. A feature of clusters is their statistically significant concentrations of companies and employment in relevant business activities that share common supply and distribution chains. Clusters generate considerable employment and are an important means of soaking up informal labor in cities
Hayami and Godo	2005	Hence the concept interlines with the technology transfer for developing countries from developed ones where it always results the successful development of the first
Nguyen Dinh Trung et al	2022	For developing industrial clusters we need many combined policy: development of firm hubs, policies and regulations, investment encouragement, FDI and ODA, etc. And roles of bank sector as well. Many localities have faced difficulties and embarrassment in converting the state-invested industrial cluster model to enterprises acting as investors in construction and

		infrastructure business to handle previous problems.
Nguyen Anh Thu et al	2021	show that for developing industrial clusters, we would suggest A preschool with fully equipped facilities and infrastructure

(source: author synthesis)

3. Methodology

Authors mainly use methods of historicalism and dialectical materialism combined with experiences, observations .

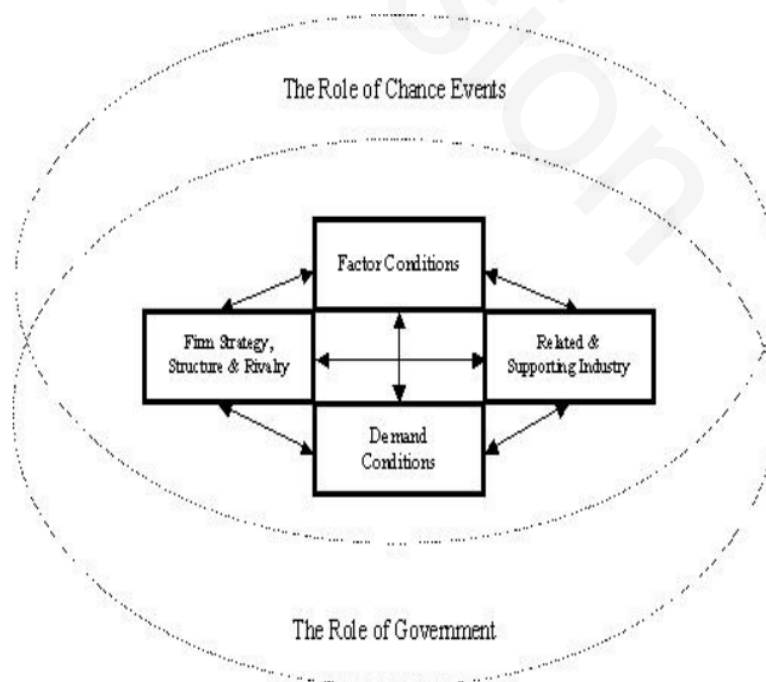
Besides, In this paper, various research methods such as synthetical method, statistical method, inductive analysis method, case study, comparative method, etc., are used to clarify issues. Then authors proposes recommendations on suitable IC models in our country.

4. Main findings

4.1 Which are suitable models for developing industrial clusters

First is Porter Diamond model described in figure below:

Fig 1 - Porter 1990 Diamond factor model

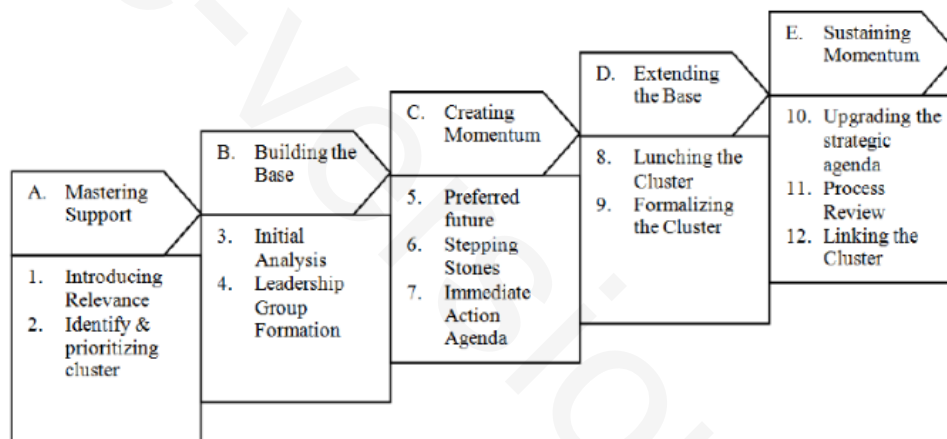


(source: Porter, 1990)

As Gordon & McCann (2000) mentioned, In many of the failed or under-performing IC developments, researchers noted that the associated government policy ignored the local and interregional industrial linkages and/or the channels of technology and knowledge transfer that existed, instead relying on relatively simple measures (such as ‘industry size’) to detect potential industry clusters. These simplistic measures are a common feature of Australian industrial cluster policy, and formed the basis upon which expensive and complex resource allocations were made. The adoption of Porter’s Diamond Factor Model (DFM) as a basis for policy development, however, there has been considerable debate concerning its effectiveness, and indeed its appropriateness as a policy framework for Australia.

Second is 5 phases model of William in 2005 for cluster development shown in below figure : in the first phase, the measure of support level is identified according to relevancy and priority for those clusters. During the second phase, within the selected clusters, thorough analysis is done and a leadership group who will take over the development process is formed. Next phase emphasizes upon the future goals to achieve, the milestones to reach and creating an agenda for taking actions for reaching those goals.

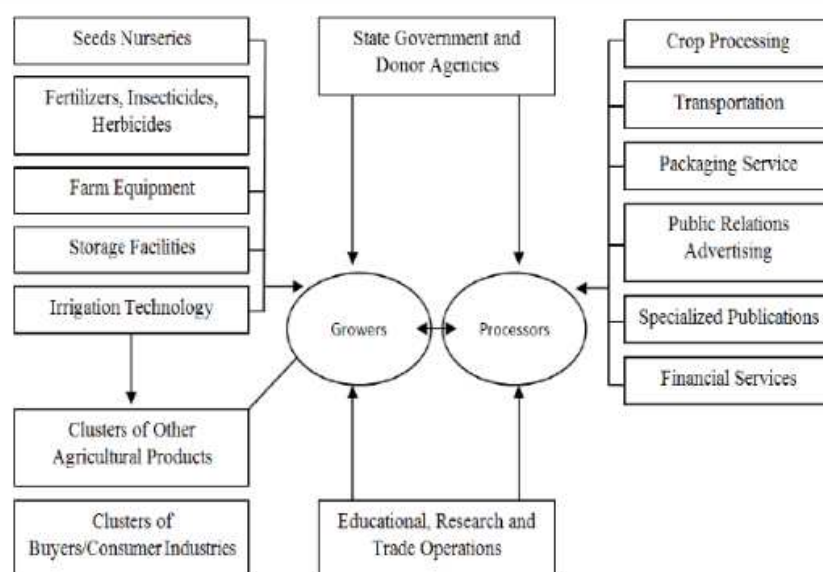
Fig 2 - William Five Phases Model for Cluster Development



(source: William, 2005, Cluster development)

Third is Agro processing cluster model shown in below fig:

Fig 3 - Resource map of Agro processing cluster



Source: Cluster for Competitiveness

Four is J&M Model for cluster development shown below:

Fig 4 - Joynal and Mizan model for cluster

Phases	Phase-I Identification and Mapping	Phase-II Cluster Analysis	Phase – III Intervention Designing and Piloting	Phase-IV Implementation and Monitoring	Phase-V Networking and Evaluation
Steps	1. Defining cluster as per national stage of industrialization, 2. Identify cluster's location in countries administrative map 3. Educating Stakeholders with the cluster development process 4. Developing a database with cluster information	5. Collecting data regarding cluster's existing features, development barriers, potentials etc. through FGD and KII. 6. Preparing Cluster's Resource Map. 7. Prioritizing cluster's development barriers. 8. Listing problems as per short, mid and long term basis.	9. Designing development interventions to solve/overcome the barriers. 10. Identifying concern agencies to take the lead. 11. Piloting a cluster with identified interventions. 12. Monitoring outcome. 13. Revising/updating the list of interventions as and when required.	14. Implementing determined interventions at a cluster. 15. Monitoring output 16. Fixing benchmark 17. Initiative for further value addition 18. Preparing leadership groups for future course of action.	19. Networking with local and international stakeholder organizations. 20. Evaluating progress and taking corrective measures. 21. Handing over the leadership into the leadership group.
Outputs	Latest database of Clusters across the country	Updated information about the problems and prospects of each cluster.	Cluster Development Action Plan	A growing/developed cluster	A sustainable and well established cluster with value chain linkage
Source: Abidin MJ, Rahman MM Cluster Development Models: Challenges and Opportunities, International Journal of Economics, Finance and Management Sciences 3: 358-366. [1]					

(source: J&M Model, 2015)

Solvell (2003) stated that cluster analysis phase comes up with in depth study on selected clusters. However, selecting the right cluster to start the initiative with is a very critical issue. But clusters can be selected based on leveraged existing activities and business environment strength.

4.2 Matters of protecting consumers in clusters

Institution building has received attention from all levels and sectors, accelerating the implementation progress, meeting the requirements of concretizing the Party's guidelines,

in line with the actual situation in Vietnam and the development trend. development of consumer rights protection in the world; effectively implement the system of legal documents directly regulating the field of consumer protection; integrate regulations on consumer protection in many relevant documents and fields, notably e-commerce, market management.

During the period 2011 - 2021, the Ministry of Industry and Trade received and supervised a total of 171 cases of defective product recalls related to hundreds of millions of products of automobiles, motorcycles, computers, phones, batteries and fans. , cosmetics, children's toys

The number of consumer complaints sent to the Ministry increased from 26 cases in 2011 to 263 cases in 2012, 450 cases in 2013 and maintained an average of nearly 1,500 cases/year in the period 2014-2020. The average rate of successful settlement of cases at the Ministry is over 90% annually.

(source: <https://moit.gov.vn/tin-tuc/>, access date 31/7/2022)

5. Discussion and Conclusion

Therefore, we recognize that :

From 2018-2020, Hanoi city has decided to establish 43 industrial clusters.

Industrial clusters have attracted more business establishments, created jobs for workers. The formation of industrial clusters has helped to move production facilities out of residential areas, meet the demand for production space, and at the same time contribute to solving pollution in residential areas as before.

The strong development and great contributions of industrial clusters are undeniable. However, the process of developing industrial clusters in Hanoi still has many challenges and inadequacies.

According to Plan No. 89/KH-UBND dated March 17, 2022 of the Hanoi People's Committee on overcoming limitations and shortcomings in infrastructure investment in industrial clusters, which are still behind schedule in the area. Some industrial clusters have specific characteristics. Difficulties and obstacles can be considered to determine the time to start construction of technical infrastructure in accordance with actual conditions.

Last but not least, we need to protect consumers in clusters; proactively detecting, fighting and preventing timely and effectively issues of consumer rights violations in the online environment, enhance the roles and responsibilities of businesses owning e-commerce websites in protecting consumers in clusters.

Fig 5 - Hanoi expand clusters



(source: internet)

Study limitation

Authors need to make analysis for specific industries, linkages and identify the improvement opportunities of this model.

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Conflicts of interest

There is no conflict of interest

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**CASE NO. 7 : SOLUTIONS FOR INDUSTRIAL
CLUSTERS FOR SOCIO-ECONOMIC
DEVELOPMENT IN HANOI CITY AND PROTECTING
CONSUMER INTERESTS**

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Abstracts

This study aims to explore What are contents of consumer interests protection? And What are solutions for industrial clusters to grow in future? By using qualitative analysis, inductive and synthesis methods, our study findings show that Rural areas are renovated and built a spacious, clean and beautiful market system, creating long-term budget revenue. Along with that, focus on investing in 5 wholesale markets, some of which meet international standards. In addition, developing models of night economy, sharing economy, developing vending machine system...Based on this finding, some management implications are also discussed such as The important role of CSR activities in building trust and firms' reputation, especially CSR activities that show the interest of businesses in ethics and volunteer activities for the development of the community. Therefore, managers need to change their minds toward CSR activities. Finally, consumer interest/right protection when buying industrial products also needed to be consider.

Keywords: industrial clusters, Hanoi, consumer interest, protection, Vietnam

JEL code: M10, M21

1. INTRODUCTION

On the development and establishment of new industrial clusters, HCMC. Hanoi will step up investment promotion and advertising activities; complete the appraisal and decide on the establishment and expansion of 15-20 new industrial clusters.

In addition, the City focuses on implementing solutions to remove difficulties and obstacles, creating the most favorable conditions for investors to shorten the time to carry out investment procedures, speed up the construction progress, deploy the construction of technical infrastructure and put into operation industrial clusters.

Figure 1 - Current clusters in Hanoi



(source: author synthesis)

Research questions:

Question 1: What are contents of consumer interests protection?

Question 2: What are solutions for industrial clusters to grow in future?

The paper will be organized with introduction, issues and then previous studies and methodology. Next sections are findings, discussion and summary.

2. THEORETICAL BACKGROUND AND PREVIOUS STUDIES

Economic responsibility and reputation

Carroll (1999) defined that the economic responsibility includes the obligation to satisfy consumers with good value products, as well as to generate enough profits for investors. Society expects enterprises will satisfy their consumers with quality products and generate enough returns for their investors. The completion of economic responsibility helps to enhance their reputation (Fombrun, 1996; Thao et al., 2019). Brown and Dacin (1997) have pointed out that the capacity in the production and distribution of the enterprise's products is the key factor in determining their reputation.

The implementation of CSR activities helps to nurture consumer trust towards corporates as well as their products/services (Castaldo et al., 2009; Thao et al., 2019). After that, consumer trust will help the enterprise maintain positive relationships with customers (Morgan & Hunt, 1994; Sirdeshmukh et al., 2002).

TTH Ha, NB Khoa, DTN Huy, VK Nhan, DH Nhung, PT Anh, PK Duy. (2019) pointed we need risk management in such activities via research and this confirmed by (DTN Huy, 2015; PM Dat et al, 2020; TTB Hang et al, 2020; DTN Huy & DTN Hien, 2010; Le, K., & Nguyen, M, 2021; D Thi Ngu, 2021; DT Tinh et al, 2021) and in (NN Thach et al, 2021; P Anh et al, 2021).

Then we summarize in below table:

Table 1- Previous studies

Authors	Year	Content, results
Cruz & Teixeira	2010	Since the 1990s, industry cluster literature has seen a significant increase in research on the application and development of methods to identify industry clusters
Boix, Hervás-Oliver	2015	More recently, the localization of knowledge-intensive business services, life science, and creative and cultural industries has been thoroughly analysed (e.g.,
Torres et al	2020	show the multidisciplinary character of the topic, including papers published in different areas, such as business, regional studies and world development, as well as its close link with aspects like innovation, regional development, governance or organization. Finally, this study remarks the research lines that could attract more attention in the immediate future
TTH Ha, NB Khoa, DTN Huy, VK Nhan, DH Nhung, PT Anh, PK Duy	2019	<u>Modern corporate governance standards and role of auditing-cases needed</u>
Komorowski	2020	found that a mixed-methods approach (compared with the application of a single method) can reveal important patterns of industry cluster formation, and that future research should make purpose-driven choices on methods based on known limitations and benefits within the research process.

(source: author synthesis)

Moreover, Nowadays, most companies want to survive and develop sustainability, they must integrate CSR activities in their business strategies. According to Sen and Bhattacharya (2001), CSR refers to corporate obligations to society or, more specifically, stakeholders.

And Salper et al (2018) found Cluster theory provides a framework for analyzing regional industry dynamics. Definitions and categorizations of clusters vary, however, hindering the development of econometric models for cluster analysis.

The Law on Protection of Consumer Rights officially took effect on July 1, 2011 very clearly stipulates the rights and obligations of consumers; responsibilities of organizations and individuals trading goods and services towards consumers; responsibility of social organizations in participating in protecting consumer interests; settle disputes between consumers and organizations and individuals trading in goods and services; State management responsibility for the protection of consumer interests.

3. Methodology

In this study, the authors chose analysis, experiences, observations, practical situation with cases studies of industrial clusters in Hanoi, Vietnam, but it also uses will use qualitative, analysis, synthesis research methods. Relevant regulations and plans of clusters in Hanoi also researched.

4. Research findings

4.1. Protecting consumer interests in purchasing products of industrial clusters

The reality of consumer protection work in Vietnam shows that cases of consumer rights violations tend to increase in both quantity and level. A series of serious violations of consumers' rights and interests were discovered such as the case of gasoline mixed with acetone, the case of soy sauce contaminated with 3-MCPD, the petrol fraud case or most recently the discovery of a series of animal fat trading establishments of unknown origin... In 2008, there are many violations, including cases of trafficking in banned and smuggled goods, and many cases of production, export and trade in counterfeit goods, poor quality goods, violations of intellectual property rights and food safety and hygiene, fraud in measurement and trading of petroleum products; helmet service does not guarantee quality safety. These incidents have caused damage not only to property but also to the health and even lives of consumers.

Protecting consumers' interests is always a matter of concern when recently, violations are increasing at an alarming level such as: milk containing melamine; alcohol containing toxins, cosmetics containing chemicals that are not allowed to be used, food containing preservatives, etc... The above situation requires a new approach in the field of consumer protection, including the improvement of the law on the protection of users' interests, with a focus on the development of the Law on the protection of consumer rights, is an urgent requirement today to ensure that the rights of Vietnamese consumers are respected and protection and at the same time make an important contribution to creating a healthy business environment and the development of the country.

So we need amendment of Consumer Rights Protection Law is based on the following guiding and oriented points of view:

Ensuring the balance in civil transactions between consumers and business organizations and individuals.

Contract is a freedom of agreement. However, if the parties are allowed to have unlimited freedom, the contract will become a means for the stronger party to overwhelm the weaker party and cause great damage to the common interests of society. Consumers are always the party that lacks information, especially information and knowledge related to product specifications. In addition, ordinary consumers rarely have the opportunity to negotiate and negotiate in relation to business organizations and individuals. Therefore, the law needs to have specific provisions to ensure the balance in these relations, thereby contributing to stabilizing social order and protecting the common interests of society.

4.2 Solutions for Industrial Clusters for Socio-economic development in Hanoi city

Hanoi currently has 70 industrial clusters operating on a total area of nearly 1,400 hectares, attracting more than 1,000 businesses into production and business and annually paying tens of thousands of billions of dong to the state budget. Among the operating industrial zones, so far, there are about 16 developed CCNs that are relatively complete, basically meeting the requirements of Decree No. 68/2017/ND-CP dated May 25, 2017 of the Government on management, CCN development. The remaining 54 CCNs still need to be further improved in the synchronization of infrastructure, wastewater treatment system, fire prevention and fighting,

trees...

We see: PLAN no 85/KH-UBND dated 16/3/2022 ON MANAGEMENT, INVESTMENT AND DEVELOPMENT OF INDUSTRIAL Clusters IN HANOI CITY IN 2022 as below:

1. Formulating mechanisms and policies for industrial cluster development

- Organize the formulation of an industrial cluster development plan in the city to integrate it into the Hanoi City Planning to 2030, with a vision to 2045 on the basis of the review results of the above industrial cluster development planning. the city until 2020, with a vision to 2030.
- Continue to complete the investment program to improve technical infrastructure of industrial clusters in the city in the period of 2021 - 2025 to ensure that 100% of industrial clusters in operation are invested in synchronous construction of technical infrastructure. Technical specifications include: internal traffic, sidewalks, trees, water supply, drainage, wastewater treatment, solid waste, electricity supply, public lighting, internal communication, operator, fence protection and other works serving the operation of the industrial cluster.
- Review current regulatory documents and submit to competent authorities for amendments and supplements to suit.

2. Organization of management and development of industrial clusters that have come into operation

- Organize the review and assessment of the current status, collect data on industrial clusters in the city as a basis for updating data on the industrial cluster management website of the Ministry of Industry and Trade.
- Invest in, renovate, upgrade, maintain technical infrastructure works in order to complete the infrastructure to ensure synchronization according to regulations; investment in construction of technical infrastructure in phase 2 (for clusters that still have an area under planning that needs to be expanded).
- Strengthen promotion activities, attract investment to fill industrial clusters.
- Complete investment in construction and put into operation 11 centralized wastewater treatment systems in 11 industrial clusters operating in the city according to Decision No. 6613/QĐ-UBND dated 15/11/ 2019 of the City People's Committee; Prepare investment projects and organize the groundbreaking of 03 centralized wastewater treatment systems in 03 industrial clusters operating in the remaining city.
- Formulate and approve plans on service prices and wastewater treatment prices in industrial clusters invested by district-level construction investment project management boards.
- Transforming the management model to improve the efficiency of operation management for industrial clusters invested by the District People's Committee.
- Manage, monitor and handle illegal land use and construction in accordance with approved

regulations and planning; propose handling of violations (if any).

- Regularly grasp and evaluate the management and development of industrial clusters; promptly solve difficulties and problems, improve the quality and efficiency of management, investment and development of industrial clusters in the city.

3. Implement investment in construction of technical infrastructure of industrial clusters that have already been established under the decision on establishment

- Organize the start of construction and completion of technical infrastructure, attract secondary investment projects in production and business activities in 45 industrial clusters that have already been established, including:

- + 02 industrial clusters were established according to Joint Circular No. 31/2012/TTLT-BCT-BKHĐT dated October 10, 2012 of the Inter-Ministry of Industry and Trade: Industry and Trade - Planning and Investment guiding the handling of formed industrial clusters before the Regulation on management of industrial clusters promulgated together with Decision No. 105/2009/QĐ-TTg dated August 19, 2009 of the Prime Minister took effect (Binh Minh - Cao Vien industrial cluster, Thanh Oai district , CN3 industrial cluster, Soc Son district);

- + 43 industrial clusters were established in the period of 2018 - 2020.

- Focus on implementing solutions to remove difficulties and obstacles, create the most favorable conditions for investors to shorten the time to carry out investment procedures, speed up the progress of construction, start construction. to build technical infrastructure and put into operation industrial clusters in the city.

From 2018 - 2020, Hanoi has decided to establish 43 CCNs. In which, in 2020, there are 25 industrial clusters, with a total area of 497.4 ha, established and implemented quite smoothly because problems in planning and land have been resolved by departments and branches advising the City People's Committee.

Moreover, In current context, Most of the remaining provinces, including Hanoi city, have policies to support the construction of industrial infrastructure, depending on the budget capacity of the province or city. Because the financial capacity of the provinces and cities in general is still limited, having to invest in many industries and many projects, the level of support is low.

Based on the local budget capacity, the City People & Committee shall stipulate the level and allocate investment capital from the state budget to:

- a) Invest in the construction of infrastructure outside the fence of the industrial clusters before its establishment;

- b) Support investment in building infrastructure in industrial clusters

Next, For the production of supporting industry products and key industries, the Industry and Trade sector identifies key and spearhead industries. Currently, in Hanoi, there are 117 key industrial products, there are enterprises with key products with trillions of revenue. In addition,

the Department also found key products with a high proportion, helping to grow well.

For the commercial sector, the Department determined to focus on attracting investment in commercial infrastructure. Rural areas are renovated and built a spacious, clean and beautiful market system, creating long-term budget revenue. Along with that, focus on investing in 5 wholesale markets, some of which meet international standards. In addition, developing models of night economy, sharing economy, developing vending machine system...

Figure 2- Plans for clusters



(source: author synthesis)

5. Summary and Discussion

Striving in 2022, 100% of industrial clusters in operation are managed in accordance with the provisions of law; 100% of newly built industrial clusters have wastewater treatment stations that meet relevant national standards or technical regulations; 100% of industrial clusters, craft village industrial clusters that have been put into operation have wastewater treatment stations that meet the respective national standards or technical regulations.

To achieve the above goal, the City People's Committee. Hanoi has set out the implementation contents, including: Developing mechanisms and policies for industrial cluster development; organize the management and development of industrial clusters that have come into operation; invest in the construction of technical infrastructure for industrial clusters that have already been established; strengthen inspection, examination and handling of violations in the management and operation of industrial clusters in the city.

Then, for industrial clusters development, we need roles and involve duties of Department and agencies, for instance:

The Department of Natural Resources and Environment shall assume the prime responsibility for, and coordinate with the People's Committees of districts and towns in, removing difficulties and obstacles; accelerate the progress of site clearance, land recovery and land allocation for industrial projects in the city according to regulations; urgently guide the district-level People's

Committee and relevant investors to explain, complete the dossier and report to the city to submit to the Prime Minister for approval the policy of allowing the change of land use purpose for rice cultivation over 10ha..

Next: Supporting industries are industries that produce raw materials, accessories, spare parts and components, and semi-finished products for the production, processing and assembly of finished products and production materials. or consumer products. In recent years, Vietnam's supporting industry has grown and played an important role in participating in the global supply chain as well as the value chain.

The development of supporting industries is one of the Government's top priority policies to promote the development of the industry, contributing to accelerating the process of industrialization and modernization of the country. Over the past time, Vietnam has had many mechanisms and policies to support and prioritize the development of supporting industries. Prominent among them are the Investment Law 2014 and Decree No. 118/2015/ND-CP guiding the Law on Investment with the provisions: Supporting industry is a field that receives special investment incentives in Vietnam. Corporate income tax (CIT) incentives for supporting industry development investment projects have been stipulated in Law No. 71/2014/QH13 amending and supplementing a number of articles of the Law on Taxation...

The Government has issued Decree No. 111/2015/ND-CP on the development of supporting industries with the following 06 supported and preferential industries: Textile - garment, leather - shoe, electronics, umbrella manufacturing and assembly automobiles, mechanical engineering and supporting industry products for high technology. Supporting industries play an important role in the economic restructuring towards industrialization and modernization, helping to improve labor productivity and competitiveness, create added value, and contribute to the growth of labor rates. the contribution of the processing and manufacturing industry in the structure of the economy. Developing supporting industries is one of the most important solutions for Vietnam to improve the quality of its economy, develop sustainably and avoid the middle-income trap; help increase the ability to attract foreign direct investment, step up the reception and transfer of technology, and promote the development of small and medium-sized enterprises in the country. From there, creating a strong spillover, helping domestic enterprises to deeply participate in the supply chain of EDI enterprises and the global value chain of multinational corporations.

In order to support the recovery of enterprises, cooperatives and business households, and at the same time perform assigned tasks, the State Bank has presided over and coordinated with ministries and sectors in construction, submitting to the Government for promulgation Decree 31/2022. /ND-CP dated May 20, 2022 on interest rate support from the state budget for loans of enterprises, cooperatives and business households; On the same day, the Governor of the State Bank issued Circular 03/2022/TT-NHNN to guide commercial banks to implement Decree 31. And after the Government issued Decree 31/2022/ND-CP, the State Bank promptly issued Circulars and documents guiding the implementation of policies and accounting guidance; urge commercial banks to urgently register interest rate support plans according to regulations. Up to now, commercial banks have completed registration of interest rate support plans, the State Bank has summarized and proposed to the Ministry of Planning and Investment and the Ministry of Finance to report to the competent authorities to assign additional annual

public investment plans. 2022 (nearly VND 16,035 billion), arranging public investment plan in 2023 (over VND 23,965 billion). At the same time, the State Bank has also announced the expected interest rate support limit in 2022 to each commercial bank for early implementation of the policy; held a Conference of the whole banking industry on May 27, 2022 to popularize and thoroughly understand the implementation.

Figure 3 - Develop industrial clusters in Hanoi



(source: author synthesis)

Managerial implications

We have some other recommendations for businesses in clusters:

The results of the study point out that industrial clusters need attention of consumers (community). That is why consumers highly evaluate and have a good impression of the companies that have done charitable activities and ethical actions. The important role of CSR activities in building trust and firms' reputation, especially CSR activities that show the interest of businesses in ethics and volunteer activities for the development of the community. Therefore, managers need to change their minds toward CSR activities .

Last but not least, Protecting consumers in the process of economic development and integration is the responsibility of the whole society. The protection of consumers' interests not only brings benefits to consumers, but also promotes the building of a healthy business environment for businesses and individuals, creating an important driving force for the economy to develop stably. All levels and branches of the province have been taking practical actions to better protect the interests of consumers.

5.2. Limitations

Although study have advantaged results, it also has inevitable limitations. Firstly, data should be considered. Secondly, CSR construct in Vietnam is still quite new and understood in many different ways depending on the context and field of study (Tien & Anh, 2018). Therefore, study can expand to other areas to enhance the understanding and development of CSR in the business community as well as consumer awareness.

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Conflicts of interest

There is no conflict of interest

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**CASE NO. 8 : PROPOSED SOLUTIONS FOR
INDUSTRIAL CLUSTER DEVELOPMENT AND
ENVIRONMENTAL MANAGEMENT IN HANOI
VIETNAM**

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Abstract

For developing industrial clusters we need many combined policy: development of firm hubs, policies and regulations, investment encouragement, FDI and ODA, etc. And roles of bank sector as well. Many localities have faced difficulties and embarrassment in converting the state-invested industrial cluster model to enterprises acting as investors in construction and infrastructure business to handle previous problems.

By using experiences, observations, practical situations with cases studies of industrial clusters in Hanoi, Vietnam combined with qualitative analysis, synthesis, and explanatory methods, This study proposed some solutions such as: State will invest mainly, production and business establishments will contribute a part of the capital to invest in the construction of this concentrated environmental treatment zone.

Last but not least, developing industrial clusters need more firm hubs to expand their largest network for industrial cluster development.

Key words: development, industrial cluster, firm hubs, policies, investment, Hanoi

1, Introduction

By the end of 2016, the whole country had established 736 industrial clusters (CCNs) with a total area of 22,317 ha, of which 621 CCNs (total area of over 19,536 ha) have been put into production and business activities, attracting tourists. 10,680 production and business investment projects with a total registered capital of 137,568 billion VND; create jobs for 537,172 employees.

Over the past time, since the Regulation on management of industrial zones was promulgated (according to Decision No. 105/2009/QĐ-TTg dated August 19, 2009), the management of industrial parks has been uniformly regulated, from the planning, establishment, investment in infrastructure construction and operation management. In addition, although the central budget's support for industrial zones is not much, it has initially contributed positively with the local budget to support investors to remove capital difficulties to invest in infrastructure construction. industrial development as well as business development; contributing to attracting investment, increasing occupancy rate, promoting socio-economic development in the whole country.

However, according to the assessment of the quality of urban industrial planning work is not high, the ability to forecast and calculate the planning needs and the ability to meet the resources to carry out the planning is not close to reality, suitable to the reality in Vietnam. local. The implementation of planning, investment in construction of infrastructure of industrial parks in general is still slow and facing many difficulties. The number of industrial clusters put into operation, attracting new investment projects reached 42.3% compared with the planning (621/1,467 clusters). The issue of environmental protection in the CCN has not been paid attention by localities and investors, and has not met environmental standards; most of the industrial zones have not built the waste concentration area, wastewater treatment system. The whole country has only 98 industrial zones with wastewater treatment works put into operation

(accounting for 15.7% of the industrial parks in operation). Attracting investment capital for infrastructure business in industrial zones faces many difficulties, because most of the industrial zones are located in rural areas, the location is not convenient for traffic, and the surrounding infrastructure is weak...

(source: http://arit.gov.vn/tin-tuc/quan-ly-phat-trien-cum-cong-nghiep-hieu-qua-thuc-day-cong-nghiep-nong-thon-phat-trien-0bac232e_3836/, access date 19/3/2022).

Industrial cluster development policy and industrial cluster infrastructure construction planning

Decision No. 105/2009/QĐ - TTG dated August 19, 2009, on Promulgation of Regulations on Management of CCN clearly stated:

- Based on the socio-economic development planning, the industrial and handicraft development planning in the area, the master plan, land use plan, and other relevant plannings, the Department of Industry and Trade shall preside over, coordinate with the Departments, branches, and district-level People's Committees in formulating the industrial cluster development planning scheme in the area

The main contents of the industrial cluster development planning project include:

- a) Legal grounds and necessity for planning;
- b) Overview of the development situation of industries and industrial zones in the area;
- c) Analysis and assessment of the current status of construction and development of industrial zones that have been planned and established in the area,
- d) Orientation for distribution and development of industrial clusters in the locality, including name determination, location, expected area size, ability to arrange land, nature of the industry, and conditions of connection. External infrastructure connection of planned industrial clusters.
- e) Identify solutions, mechanisms, policies and propose plans for implementation;
- f) Strategic environmental impact assessment;
- g) Show the planning options for industrial development on the planning map.

Next authors summarize previous studies in below table:

Table 1 - Related studies

Authors	Year	Content, results
Bergmen, E. M., & Feser, E.	1999	Discussed an issue: Rural Industrial Cluster: to Cluster or Not to Cluster.
Narula	2004	mentioned R&D collaboration by SMEs: new opportunities and limitations in the face of globalization
Hallencreutz, D., & Lundequist, P.	2003	stated Spatial Clustering and the Potential for Policy Practice: Experiences from Cluster-building Processes in Sweden.
Huy, D.T.N	2015	Risk management needed for corporate governance in development
Soloveva et al	2021	For socio economic potential of regional development, we need Investment and innovation activity
Nguyen Dinh Trung et al	2021	Conducted Overview of the development of industrial clusters in Hanoi

(source: author synthesis)

2. Methodology

Authors mainly use experiences, observations, practical situations with cases studies of industrial clusters in Hanoi, Vietnam combined with qualitative analysis, synthesis, and explanatory methods.

This study also uses historical and dialectical materialism methods, with data and statistics in Hanoi, Vietnam.

3. Main findings

Discussing issue

Environmental protection work in industrial clusters (CCNs)

Statistics show that, by the end of 2020, the country has established 968 Industrial clusters with a total area of over 30,912 hectares; in which 730 CCNs with a total area of about 22,336.3 ha have been put into operation, attracting nearly 12,000 production and business investment projects, the average occupancy rate is 65%; create jobs for about 600,000 workers.

The formation and development of industrial zones in recent years have made an important contribution to economic restructuring, speeding up industrial development, creating more new jobs for workers; promote access to and innovate technology, improve management capacity; raise GDP growth, export value, budget revenue and promote socio-economic development. In particular, the development of industrial zones is often associated with relocation, arrangement and attraction of production facilities, small and medium enterprises, individuals and households in each locality to invest in production and business. in the focus area. However, besides creating products, the activities of enterprises and production facilities in Industrial clusters also generate a large volume of waste such as: Waste water, solid waste, exhaust gas,

hazardous waste ... And according to the assessment, the environmental protection work in industrial zones currently has many limitations, inadequacies,

In addition, because the established Industrial clusters are mostly of small scale (from a few hectares to several tens of hectares) and are only within the scope of local management; are not concentrated production zones (industrial parks) established by the Prime Minister's decision; therefore, the environmental protection planning and management in each locality for industrial zones are also different; production scale of investment projects in CCN is mainly small and medium scale or just equivalent to household size; Infrastructure and technical infrastructure for traffic and environmental protection in industrial parks are therefore still quite limited...

Industrial clusters have almost no environmental impact assessment (EIA) reports.

While making an EIA report is the basis for enterprises to better know the status of environmental quality in their production activities, as well as the basis for proposing measures to reduce pollution. effectively, in order to meet the prescribed environmental standards, but due to time pressure and lack of infrastructure investment from the outset, most of the previous industrial clusters did not have an EIA. Even some industrial clusters have become local environmental hotspots; due to the concentration of many production facilities in one area but there is no EIA, there are industrial parks in inappropriate locations (in the inner city, inner city, near residential areas...).

(source: <http://consosukien.vn/phat-trien-cu-m-cong-nghiep-gan-voi-bao-ve-moi-truong.htm>, access date 19/3/2022).

Proposed solutions for industrial cluster development:

–Directing environmental management to the goal of sustainable development of industrial clusters. The main characteristic of sustainable development of industrial zones is the harmonious combination of factors: i) Economic growth; ii) Environmental protection; iii) Social security; iv) Good institutional settlement in development.

–Environmental management should be done by synchronous measures and integrated tools. Regarding synchronous measures, if considering the nature of the measure, measures must be taken in terms of economy, technique, organization, management, law, propaganda, education, etc. If considering the responsibilities of the branches, At all levels, there are State management measures; measures of industrial clusters; measures of society, and measures of organizations that research, manufacture, supply technology and equipment for environmental treatment.

– Solving the problem of environmental pollution in industrial zones requires appropriate steps and a roadmap.

–Environmental management and environmental pollution settlement must take the main principle of combining pollution treatment, environmental improvement with nature conservation.

–The Department of Homeland Security has decided to make more decisive decisions. Environmental issues need to be considered not only when planning projects, investing

in projects, planning for industrial development, detailed planning for industrial construction, but also when operating and using the infrastructure.

From those points of view, the author proposes the following solutions:

+ The city needs to be resolute in not approving and granting construction permits for investment projects, in the planning of development and expansion, and construction of industrial zones without an environmental impact assessment. Industrial clusters must strictly comply with regulations on making and appraising environmental impact assessment reports and approving them. Environmental impact reporting is important content when planning, appraising, and approving projects. The environmental impact report should focus on two issues.

1) Determine the scope of impact and extent of the impact on the environment of several industries and products of the industrial cluster such as i) Industry of mining, processing, and production of building materials (brick production) tile, stone, ceramic...); ii) Agriculture, forestry and food processing industry (wood processing, food processing, bamboo, and rattan...); iii) Chemical industry, dyeing, bleaching (varnishing, bleaching, dyeing, paper production...); iv) Mechanical industry and metal processing (Casting, plating, manufacturing, mechanical engineering...).

2) Forecasting the changing trend of the environment. When implementing a project, it is necessary to accurately forecast the trend of changing environmental components such as:

Water environment: The most negatively affected water resources are chemical processing, metal surface treatment, paper production, dyeing, bleaching, waste collection, and treatment plants. . Next is the processing of agricultural, forest, and food products and then the mechanical industry sub-sectors, mineral processing, production of building materials...

Air environment: The biggest negative impact is due to the emission of air from the mining and mineral processing industry and then the metal surface processing industry.

Soil environment: Industrial plants occupy a large area of land which has a negative impact on the quality of the soil.

Biodiversity: It becomes degraded mainly due to the impact of mining, mineral processing, and processing of forest products.

Factors affecting the environment when constructing and putting industrial zones into operation include solid waste of all kinds; dust, smoke causing air pollution; water pollution; especially when industrial clusters investment projects come into operation. Among these industries, chemical manufacturing, papermaking, bleaching and dye manufacturing, coating processes, and chemical surface cleaning are all sectors with a large environmental impact on their surroundings.

+ To attach importance to the planning and construction of industrial parks in association with environmental protection.

Article 38 of the Law on Environmental Protection (2005) stipulates: “The planning, construction, renovation, and development of craft villages must be associated with environmental protection.

The State encourages the development of industrial zones and clusters of craft villages that share the same infrastructure system for environmental protection. Decision 105/2009/QĐ-TTg dated August 19, 2009, also identifies the environmental problem of industrial clusters as one of the main contents of the industrial clusters development planning project.

For newly built industrial clusters, the environmental protection master plan right from the project formulation plays an important role. In the planning, in addition to the arrangement of premises for factories, it is necessary to mention the environmental protection plan. In each industrial cluster, it is necessary to set aside a certain area of land to build a wastewater treatment system and plant trees. When arranging production and business establishments, it is necessary to pay attention to dividing them into groups of industries with medium and light pollution levels to arrange into clusters close to each other. Production and business establishments that cause heavy or medium pollution must be located behind the wind direction compared to those with light pollution levels.

+ Build and complete the concentrated environmental treatment zone.

This is a very effective solution for wastewater treatment in industrial clusters and is also a mandatory requirement when building. A centralized wastewater treatment system built to treat the same volume of wastewater of the same type from many production facilities will save more costs from the construction, operation, and maintenance of the system. In areas where multiple industries generate the same type of wastewater, locating these industries in one zone makes wastewater treatment easier.

Currently, out of the newly built industrial clusters, only 5 have built a centralized wastewater treatment station. Therefore, in the coming time, the City needs to request the industrial clusters that have been put into operation to quickly complete this item. For industrial zones that are or have not yet built infrastructure, it is necessary to supplement and deploy the construction of a centralized wastewater treatment area. The city is determined not to approve new industrial clusters or expand industrial clusters without building a centralized wastewater treatment area.

4. Discussion and conclusion

In fact, the concentrated environmental treatment zone is a kind of public good, and many production and business establishments in the cluster use it. It is a non-competitive commodity, the money invested in the concentrated environmental treatment zone in many cases is beyond the capacity of a business establishment. Therefore, the State will invest mainly, production and business establishments will contribute a part of the capital to invest in the construction of this concentrated environmental treatment zone.

So far, the current legal documents on the management of industrial clusters, including Decree No. 68/2017/ND-CP, Decree 66/2020/ND-CP, Circular 28/2020/TT-BCT on basically created a legal corridor for management and development of industrial zones unified from planning, establishment and expansion of industrial zones to investment in infrastructure construction and production in industrial zones.

Some localities have not yet made development planning, so they face difficulties in investment and development of industrial zones, or some other localities are slow to adjust the master plan for industrial development in the area for the period 2016-2020.

The observance of some contents and provisions of Decree 68/2017/ND-CP and the law in some localities is still not serious and complete. Central agencies and many localities have not yet developed mechanisms and policies strong enough to complete investment in infrastructure of industrial zones, attract enterprises to invest in infrastructure business of industrial zones and secondary enterprises to enter industrial zones. Many localities have faced difficulties and embarrassment in converting the state-invested industrial cluster model to enterprises acting as investors in construction and infrastructure business to handle previous problems.

Last but not least, developing industrial clusters need more firm hubs to expand their largest network for industrial cluster development.

Moreover, Limitations and disadvantages in the construction of industrial infrastructures are: The quality of the industrial development plannings and the detailed plannings on the construction of industrial infrastructures are not high; there is still the phenomenon of “hanging planning”; The infrastructure is not synchronous and modern; construction time of industrial infrastructure is often prolonged compared with the plan; State management has some shortcomings. The reasons for these limitations are: There is no general plan for the development of Hanoi city; mechanisms and policies to support the construction of industrial infrastructure, although existing, are not attractive enough to attract investors to invest in industrial infrastructure; There are no specific criteria in selecting investment projects, choosing investors, many industrial clusters cannot attract capable enterprises to invest in the infrastructure business.

Research limitation

Author need to discuss detailed plans fo industrial clusters

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Pre-
Version

Part Three

Conclusion And Suggested General Principles of Industrial Cluster Development in Developing Countries including Vietnam

e-Version

Chapter Three

Conclusion and Suggested General Principles of Industrial Cluster Development in Developing Countries including Vietnam

(written by Dinh Tran Ngoc Huy, Dr Sylwia Gwozdziewicz, Dr To Hien Tha, Dr Le Huong Hoa, Dr Duong Thi Tinh, Dr Phan Anh, Ms.Le Thi Han, Ms.Pham Thi Hong Nhung, Ms. Ly Thu Trang, Le Thi Mai Huong, Ms. Vu Thi Thu Ha, Dr Le Ngoc Thang, Dr Nguyen Thi Phi Nga, Dr Hoang Thanh Hanh, Dr Pham Minh Dat, Nguyen Trong Hung, Ninh Thi Nhung, Tran Thi Tra Phuong, Nguyen Thi Tuyen Ngon)

1. Conclusion on IC development in Vietnam

The Central Institute for Economic Management (CIEM) supported by UNIDO completed the project on “Development of industrial clusters and industrial parks in association with the development of supporting industry to create production network and value chains”, but had not received adequate attention.

The project suggested policy intervention in the early formation of clusters (through initiatives to engage leaders or develop vertical/horizontal linkages between businesses and institutions). The Government also should identify the already existing clusters and the potential “seeds”. Promoting the support industry needs the development of SMEs.

Attracting quality FDI and leading companies is not only the preparation of clean land, good human resources, appropriate and global competitive incentives, but also the need for good thinking and policies to develop industrial clusters. The world does not stand still and Việt Nam should take this chance to present itself as an attractive destination for quality FDI.

(source: vietnamnews.vn).

2. Proposed Ten (10) Principles of IC and Fifteen (15) IC quality standards

Within the scope of this book (part I), we aim to build Fifteen (15) IC quality standards

for listed and unlisted companies as below, a system with impacts on business operation and governance that we think it still can be developed through time.

Figure - Fifteen (15) components of the 1st comparative IC quality standards for IC development and consumer protection

Factor No.	Subjects or parties	Main quality factors	Sub quality factors
1	Risk management	Dynamic when organisation and its environment changes;	Train employee about risk management processes
2	CFO/Chief accountant and Financial reporting	Build credit trust; finance for growth;	Involve into more value added risk functions; Monitoring risk;
3	CEO	Review risk management processes; define operation principles;	Pay attention to risks that organization faces;
4	Strategic planning	Faster grow than average in strong clusters	approve processes to monitor these environmental-social-governance risks
5	The corporation itself	Faster grow ; internalize and apply external knowledge;	Pay attention to both systemic and unsystemic risks;
6	SMEs	Evaluate growth: Initially, relationships with suppliers are vertical, and largely unplanned, the emergence of horizontal relationships among suppliers , increase in the hierarchical character of the network	reflect strong entrepreneurial initiatives (new products, reflect strong entrepreneurial initiatives (processes, solutions, etc.)
7	Supply chain management	Monitor, mitigate instability and vulnerabilities in supply chain;	Manage logistic and network risk;
8	Technology innovation	Manage research expenses effectively;	R&D for technological competence;
9	Investment	Assess risk-return trade-off; Evaluate investment opportunities;	Cost advantage evaluate;
10	Information Technology	Cybersecurity risk management; Ensure information security and data privacy; Using ERP for RM function;	Help innovation, productivity and gain competitive advantage; knowledge-based;
11	Human Resource Management	Ensure productivity, good teamwork; ensure quality in finance and marketing and other functions;	using its people effectively and efficiently;
12	FDI	Evaluate risks from FDI;	Evaluate: geographic location, land, labour, infrastructure, industry, business environment, and incentives

13	Hub firms	serve as coordination power over value-added sequences of raw materials, components and products	Gain technology and market; transformation capabilities;
14	Knowledge and information	Intensity exchange of knowledge and information of firms	Internal resources and cluster-based shared resources (firms): common reputation, exchange and combination of resources; mutual trust, network of collective learning and knowledge sharing, co-competition and support of local institutions
15	Consumer protection	Ensure (check) quality of goods via online platform; legal awareness;	Protect laborers and consumers in IC in areas of food, online transactions,...
16	Cluster policy	Green, low carbon; identify driven market forces (bottom up) and government actions (top down)	Refer to international experience; policy for supporting industries; suitable tax policy;

(source: made by authors)

Next, not only we suggest to implement an IC form in Appendix for the above 15 elements of IC quality standards, but we also continue to propose 10 principles of a so-called good IC development principles which can be used in most of companies, from small to medium to big size, esp. in developing countries including Vietnam as following:

Principle 1 – The company needs to consider to apply 2 or 3 implementation forms (in Appendix of this book).

Principle 2 – For IC development and project management in industrial clusters, it is necessary to conduct SWOT analysis

Principle 3 – The company need to think of consumer protection, risk management strategy in the interaction with other business functions.

Principle 4 – The company may evaluate firm performance via cost advantage, network of collective learning, use of shared resources in clusters then compared to non-cluster firms

Principle 5 – The investors and IC administrators ensures both costs and benefits of IC development plans analyzed fully.

Principle 6 – The firm might evaluate vertical then horizontal relationships among suppliers, increase in the hierarchical character of the network

Principle 7 – IT and HRM functions ensure productivity and using people effectively and efficiently

Principle 8 – The internal control system, management accounting need to provide reports to support decision making

Principle 9 – Corporation needs to consider using PDCA cycle of Deming in management analysis

Principle 10 – Categorize clusters in which there are supporting clusters and hub/leading firms

Beside, we recommend management to use three (3) implementation forms attached in the appendix section to be used flexibly in various companies and organizations in most of industries. The person in charge can be a strategic officer, a risk officer or CRO, or designated person, etc.

Last but not least, we also suggest countries who recognize the importance of IC standards and principles in CG structure to apply and respond with the 3rd implementation (see appendix) for country practices and responses.

Chapter Four

Several suggestions on management issues in Industrial Cluster Development

(written by Dinh Tran Ngoc Huy, Dr Pham Van Tuan, Dr Sylwia Gwozdziewicz, Master Vu Thi Thu Ha, Dr Nguyen Thi Thanh Phuong, Dr To Hien Tha, Dr Le Thi Viet Nga, Dr Nguyen Dinh Trung, Dr Phan Anh, Ms.Le Thi Han, Ms.Pham Thi Hong Nhung, Ms Nguyen Thi Hong Nhung, Ms Nguyen Thi Phung, Dr Nguyen Kim Phuoc, Dr Nguyen Thi Phi Nga, Dr Le Ngoc Thang, Dr Hoang Thanh Hanh, Dr Pham Minh Dat, Nguyen Trong Hung, Ninh Thi Nhung, Tran Thi Tra Phuong, Nguyen Thi Phuong Thao, Vu Viet Tien, Truong Dinh Trang, Nguyen Viet Dung)

1.Examples of IC management in era of globalization and integration

First, It is necessary to specify the minimum size for each type of CCN. The construction of industrial clusters (CCNs) with too small scale will be difficult to ensure the sustainability of the CCN itself. In fact, in the past time, there are still many industrial parks with a scale of less than 5 hectares. If the CCN is too small, the investment in infrastructure, environmental management system and associated services will face many difficulties and will not ensure operational efficiency.

+ The formation and development of CCNs combines short-term steps with long-term steps; combine new construction with expansion of existing industrial parks on the basis of calculating economic, social and environmental efficiency. Industrial zones planning must be associated with plannings, linkages and interactions of industrial zones in neighboring provinces and cities.

Second, we look at cases of industrial clusters in Bac Ninh province:

Policy on construction and development of industrial cluster in Bac Ninh province

Bac Ninh is the first province in the country to introduce the model of an industrial cluster of craft villages, the province has issued many policies to encourage businesses and production facilities to invest in production in industrial zones. The Provincial People's Committee has issued and assigned functional branches to issue guiding documents in the direction of simplicity and speed, creating the most favorable conditions for investors, namely: i) Decision 60/2001/QĐ - UB dated June 26, 2001 of the Provincial People's Committee promulgating regulations on incentives to encourage investment in Bac Ninh province; ii) Decision 105/2002/QĐ-UB dated 30/8/2002 on establishment, use and management of industrial promotion fund; iii) Decision 71/2002/QĐ - UB on decentralization to the People's Committees of districts and towns to grant construction permits to production facilities in industrial zones. iv) The Department of Natural Resources and Environment has issued inter-sectoral guidance documents on the consideration and approval of land tenants and the preparation of land lease applications from economic organizations and households in industrial zones. In addition to investing in infrastructure outside the fences of industrial zones, the province annually balances its budget to support funding for CCNs to invest in infrastructure within the fences of CCNs (about 4-6 billion VND/year). Bank for Agriculture and Rural Development of the province

also implements the policy that all feasible projects of production households are loaned 70% of the value of fixed asset purchase by the Bank with medium-term loans. and support loans from 30-50% of working capital.

Bac Ninh is a province that performs quite well in site clearance. Before the site clearance, the Management Board approved the project to select the Party Committee and proposed that the Standing Party Committee thoroughly understand within the Party the economic development objective is to plan the forestry industry and be approved by the Party Committee. policy out. The province publicizes the recovered area, publicizes the compensation amount for the area to be recovered, and publicizes the land use plan in the form of a notice from 5-7 days on the commune's radio media. With specific solutions and policies, production facilities investing in industrial zones have been created with favorable conditions such as: simple procedures and documents (not doing investment projects); low land rent (usually 150 VND/m²/year for production land, 210 VND/m²/year for service land), in addition to being exempted and reduced in the first 10 years and 50% in the following years remaining of the project; long land lease period (usually 50 years); granted a certificate of land use right. Up to now, Bac Ninh has planned and invested in building a total of 21 industrial zones with a total area of 460.87 ha, 15 industrial zones have invested and put into operation production facilities.

Table. List of industrial clusters in Bac Ninh

	Industrial clusters	Area (ha)	No of organizations (land lease)	Total investment (b VND)	Employed labor (people)
1	Lỗ Xung	9,7	15	150	354
2	Mả Ông	5,0	24	100	250
3	Tân Hồng	17,8	20	120	650
4	Võ Cường	8,0	12	90	133
5	Khắc Niệm	92,5	8	250	550
6	Thanh Khương	11,4	2	15	50
7	Xuân Lâm	49,5	7	85	255
8	Phố Mới	15,2	2	30	35
9	Táo D Đội	12,9	1	10	130
10	Lâm Bình	50,0	1	300	75
	Total	272,07	92	1.150	2.482

Source: Bac Ninh Department of Industry and Trade

Third, we see case in yen Bai province:

Construction and development of an industrial cluster in Yen Bai

As of 2010 in Yen Bai province, there are 18 industrial clusters with a total area of about 425.4 ha, of which 08 industrial clusters are investing in infrastructure construction with a total area of 167.5 ha; The remaining 10 CCNs are in the planning and detailed planning stage (Table 1.4).

Table : Summary of the current situation of industrial cluster planning and construction in Yen Bai

No.	Industrial clusters	Unit	Planned area	Under construction	Planning approved
1	Đồng Lú A	ha	10,5	10,5	
2	Yên Thế	ha	50	50	
3	Đồng An	ha	21	21	
4	Báo Đáp	ha	25	25	
5	Hưng Khánh	ha	20	20	
6	Mình Tiến	ha	20	20	
7	Pú Trạng	ha	21	21	
8	Cụm CN khu 5	ha	6,5		6,5
9	Khánh Hòa	ha	30		30
10	Phú Thịnh	ha	30		30
11	Ba Khe	ha	30		30
12	Gia Hội	ha	30		30
13	Vĩnh Lạc	ha	31		31
14	Mông Sơn	ha	25,9		25,9
15	Tân Lĩnh	ha	26,5		26,5
16	An Thịnh	ha	43		43
17	Cổ Phúc	ha	5		5
			425,4	167,5	257,9

Source: Yen Bai Department of Industry and Trade

Some policies to attract investment in Yen Bai province are:

- Support 50% of the cost of compensation, clearance and ground leveling, with late payment of that amount for a period of 3-5 years, depending on the investment capital of the project (Projects with investment capital less than 1 year). billion dong is deferred for 3 years; Projects with investment capital from 1 billion to under 2 billion dong are deferred for 4 years; Projects with investment capital of 2 billion dong or more are deferred for 5 years)
- Provincial budget supports up to 5 billion VND to invest in the construction of essential technical infrastructure works inside and outside the industrial park.
- Decision No. 27/2008/QĐ-TTg dated February 2, 2008 of the Prime Minister on the promulgation of mechanisms and policies to support socio-economic development for the Midlands and Mountainous regions. Northern Vietnam to 2010: "Support investment from the central budget to build infrastructure of industrial clusters, handicrafts, not exceeding 6 billion VND/cluster and not more than 70 billion VND for one province by 2010"

Through the actual situation of implementing the planning on construction of industrial zones in Yen Bai province, there are some problems as follows:

- Although the CCNs have been built for many years, there are no management regulations or the development of management regulations is slow. The production scale

is still small and not highly industrial, lacks stability, and has low industrial production value.

- CCNs that are in the process of investing in infrastructure construction are slow to deploy, always face difficulties in investment capital, compensation for site clearance and resettlement, thus affecting the investment progress. projects registered in CCN.
- The implementation of industrial cluster planning is slow due to lack of capital and limited land fund for construction of industrial zones. The planning construction is slow, the land fund is mainly taken from residential areas and arable land, so the cost of compensation for site clearance is often high.

Last but not least, There are two ideal patterns of innovation and knowledge learning (Jensen et al., 2007). One is the STI pattern, which focuses on the formal process of R&D that aims to produce explicit scientific and technical knowledge. The STI pattern often refers to firms' development of innovative activities by the reexamination of their current knowledge implementation. It refers to the formation and use of explicit and codified knowledge in the formalization of R&D; technological innovation often relies heavily on the STI pattern. The formal learning in this environment is crucial for knowledge creation; the focus is on making knowledge explicit and translating innovations into a codified form for documentation and communication.

The other pattern is the DUI innovation pattern, which focuses on learning from informal interactions between organizations to build capacity using tacit knowledge. It is described as focusing on informal learning and experiential processes and represents companies' efforts to develop a "know how" and "know who" culture. This innovation pattern emphasizes the development of the skills needed to solve customer problems through effective coordination among innovators and suppliers. Thus, the learning from the DUI pattern is closely related to marketing and organizational innovation (market and organizational innovation).

The use of tacit knowledge is centrally located in the innovation process. The DUI innovation pattern aims to mobilize the development of corporate tacit knowledge and employee skills and is considered to be effective in stimulating nontechnological innovation (Parrilli & Heras, 2016).

2. Some suggestions on managing existing problems

First, The main contents of the industrial cluster (CCN) development planning project include:

- a) Legal bases and necessity for planning;
- b) Overview of the development situation of industries and industrial parks in the area;
- c) Analysis and assessment of the current status of construction and development of industrial zones that have been planned and established in the area, including: i) Determining the position and role of industrial zones in socio-economic development , develop local industries; ii) Analyze and evaluate the achievements and shortcomings in the investment, construction and development of industrial parks; iii) Forecasting the factors affecting the demand for industrial zones development, the ability to attract

investment in infrastructure of industrial zones and the demand for land lease of enterprises and industrial production establishments in the area.

d) Orientation for distribution and development of industrial clusters in the locality, including: identification of names, locations, expected area size, land layout capability, nature of industries and conditions of connection. external infrastructure connection of planned CCNs.

dd) Identify solutions, mechanisms, policies and propose plans for implementation;

e) Strategic environmental impact assessment;

g) Show the planning options for industrial development on the planning map.

The order of formulation, approval and management of the CCN development planning scheme complies with current regulations, approval and management of the socio-economic development master plan. CCN development planning in the locality must be announced no later than 30 days from the date of approval decision.

The approved industrial park development planning is the basis for considering and deciding on the establishment of industrial zones, calling for investment in infrastructure construction, planning to relocate polluting enterprises and production facilities or there is a risk of polluting out of craft villages, residential areas and mobilizing and attracting investment in production and business in industrial zones.

On the other hand, Dinh Tran Ngoc Huy et al (2022) suggested:

There are every ways that organizations response well to risks and crises. For instance:

- First approach is creating a learning-based organization in which everyone and business functions can connect together and transfer knowledge about customers need, communication channels changing, marketing changes, new product development and so on. This is also called a knowledge-based organization then employee can share information and documentation of risk processes to avoid same risks taking place again in future.

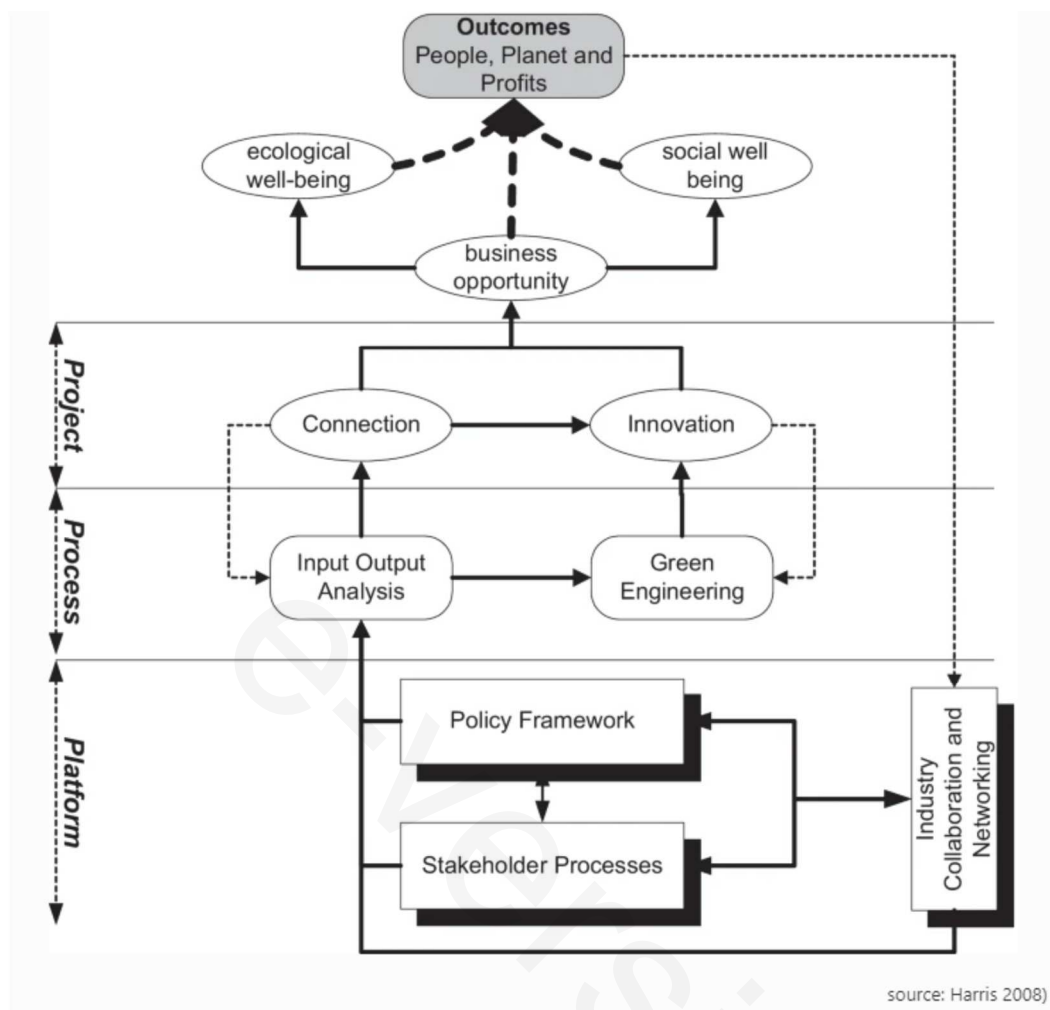
- Second approach is adapting to a risk-based organization where from leaders to middle managers and to officers pay attention to risks presence that their organizations face. Then they will propose recommendations to respond risks.

- Third approach is group-based organizations in which they can identify and set up risk solutions based on group.

- Fourth approach is SWOT-based organization where management requires SWOT analysis and proper risk solutions to respond challenges and threats and specific market needs.

Then we look at below fig:

Figure – Realization of Regional Resource Synergies



Next, Focus on building infrastructure associated with environmental protection requirements of industrial clusters.

Environment is a living condition for survival and development of production and business. Environmental pollution is a condition in which the environment is polluted by chemical and biological substances that affect human health, living organisms and cause damage and difficulties to production and business. Environment and environmental pollution are major concerns in the development of CCN, it is one of the goals of the establishment and development of CCN. In fact, CCNs have not made any progress in dealing with environmental pollution. Through some preliminary surveys in some craft villages, CCN showed that “The quality of wastewater from craft villages over the years shows that the pollution level has not decreased but tended to increase. In the craft villages of processing agricultural products and food, surface water in many places has COD, BOD5, NH4, Coliform concentrations exceeding tens to hundreds of times the Vietnamese standards; Surface water in weaving and dyeing villages is also heavily polluted; COD is 2-3 times higher than Vietnamese standards, BOD5 is 1.5 - 2.5 times higher, Coliform content is also quite high. In bamboo and rattan craft villages, in many places, the COD content in surface water has exceeded Vietnam's standards, because bamboo and rattan must be soaked in water and the processing process causes wastewater containing many lignin and organic substances. The main reason for the surface water here is that COD, BOD5, NH4, Coliform content exceeds QCVN many times, the water has a rotten

smell and a cloudy color. According to air quality monitoring data in some craft villages of the Center for Urban Environmental Engineering and Industrial Park recently, most of the craft villages have dust content exceeding the allowable standards. The concentration of SO₂ gas in bamboo and rattan craft villages in Giang and processing agricultural products and food is higher than the permitted standards". Therefore, it is necessary to have the right perspective and full awareness of environmental issues. According to the author, the point of view on the environment for industrial development and industrial infrastructure construction should be emphasized as follows:

- Directing environmental management to the goal of sustainable development of industrial parks. The main feature of sustainable development of industrial zones is the harmonious combination of factors: i) Economic growth; ii) Environmental protection; iii) Social security; iv) Good institutional settlement in development.
- Environmental management should be done by means of synchronous measures and integrated tools. Regarding synchronous measures, if considering the nature of the measure, measures must be taken in terms of economy, technique, organization, management, law, propaganda and education, etc. If considering the responsibilities of the branches, At all levels, there are: State management measures; measures of CCN; measures of society and measures of organizations that research, produce and supply technology and equipment for environmental treatment.
- Solving the problem of environmental pollution in industrial zones requires appropriate steps and roadmap.
- Environmental management and environmental pollution settlement must take the main principle of combining with pollution treatment, environmental improvement with nature conservation.
- The Department of Homeland Security has decided to make more decisive decisions on the handling of "Hum". Environmental issues need to be considered not only when planning projects, investing in projects, planning for industrial development, and detailed planning for industrial construction, but also when operating and using infrastructure.

From those points of view, the author proposes the following solutions:

- + The city needs to be resolute in not approving or granting construction permits for investment projects, in development planning, expansion planning and construction of industrial zones without environmental impact assessment. CCNs must strictly comply with regulations on making and appraising environmental impact assessment reports and approving them. Environmental impact reporting is an important content when planning, appraising and approving projects. The environmental impact report should focus on two issues.
- 1) Determine the scope of impact and extent of impact on the environment of a number of industries and products of the industrial cluster such as: i) Industry of mining, processing, production of building materials (production of bricks) tile, stone, ceramic...); ii) Agricultural, forestry and food processing industry (wood processing, food processing, bamboo and rattan...); iii) Chemical industry, dyeing, bleaching (varnishing, bleaching, dyeing, paper production...);

iv) Mechanical industry and metal processing (Casting, plating, manufacturing, mechanical engineering...).

2) Forecasting the changing trend of the environment. When implementing a project, it is necessary to accurately forecast the trend of changes in environmental components such as:

Water environment: The most negatively affected water resources are chemical processing, processing, metal surface treatment, paper production, dyeing, bleaching, waste collection and treatment plants. . Next is the processing of agricultural, forestry and food products and then the mechanical industry, mineral processing, production of building materials...

Air environment: The biggest negative impact is due to the emission of air from the mining and mineral processing industry and then the metal surface processing industry.

Soil environment: Industrial plants occupy a large area of land which has a negative impact on the quality of the soil environment.

Biodiversity: degraded mainly due to the impact of mining, mineral processing, mining and processing of forest products.

Factors affecting the environment when constructing and putting industrial zones into operation include: solid waste of all kinds; dust, smoke causing air pollution; water pollution; especially when CCN investment projects come into operation. Among these industries, the chemical manufacturing, papermaking, bleaching and dyeing products manufacturing, coating processes, chemical surface cleaning are all sectors with a large impact on the environment. around.

+ To attach importance to the planning and construction of industrial parks in association with environmental protection.

Article 38 of the Law on Environmental Protection (2005) stipulates: “The planning, construction, renovation and development of craft villages must be associated with environmental protection. The State encourages the development of industrial zones and clusters of craft villages that share the same infrastructure system for environmental protection. Decision 105/2009/QĐ-TTg dated August 19, 2009 also identifies environmental issues of industrial clusters as one of the main contents of the CCN development planning project.

For newly built CCNs, the environmental protection master plan right from the project formulation plays an important role. In the planning, in addition to the layout of the premises for factories, it is necessary to mention the environmental protection plan. In each CCN, it is necessary to set aside a certain area of land to build a wastewater treatment system and plant trees. When arranging production and business establishments, it is necessary to pay attention to dividing into groups of industries with medium and light pollution levels to arrange into clusters close to each other. The production and business establishments causing heavy and medium pollution must be arranged behind the wind direction compared to those with light pollution levels.

+ Build and complete the centralized environmental treatment zone.

This is a very effective solution for wastewater treatment in CCN and is also a mandatory requirement when building. A centralized wastewater treatment system built to treat the same

volume of wastewater from multiple production facilities will save more from construction, construction, operation and maintenance costs. In areas where multiple industries generate the same type of wastewater, locating these industries in one zone makes wastewater treatment easier.

In fact, the concentrated environmental treatment zone is a kind of public good, and many production and business establishments in the cluster use it. It is a non-competitive commodity, the money invested in the concentrated environmental treatment zone in many cases exceeds the capacity of a business and production establishment. Therefore, the State will invest mainly, production and business establishments will contribute a part of capital to invest in the construction of this concentrated environmental treatment zone.

Currently, among the newly built CCNs, only 5 have built a centralized wastewater treatment station. Therefore, in the coming time, the City needs to ask the CCNs that have been put into operation to quickly complete this item. For industrial zones that are or have not yet built infrastructure, it is necessary to supplement and deploy the construction of a centralized wastewater treatment area. The city is determined not to approve new CCNs or expand CCNs without building a centralized wastewater treatment area.

Through a survey in a microbial fertilizer manufacturing company in Duong Lieu Forestry Industrial Park, the author also found that there is a pretty good model of waste treatment of this industrial park, this is also a new model for CCNs to study and consider. its feasibility when applied to its CCN. (Box 1)

Box 1: Experience in wastewater treatment at Duong Lieu IZ

Due to the specificity of the industry of processing rice paper and vermicelli from dong flour and cassava, the pollution level is quite heavy. The local government has invested in building a common waste treatment facility for CCN and assigned Blue Sun Company (a fertilizer manufacturing company) to manage, exploit and operate. The Green Sun Company has invested an additional 2 billion VND to install a system of equipment that uses waste from the production activities of the craft village to produce micro-fertilizers. The Green Sun Company collects wastes from production facilities in the Cluster to use as raw materials for the production of microbial fertilizers. This technology is transferred from Japan, it collects and settles organic matter from the entire wastewater in the village, through processing to create bagging products of biological BOKASHI - MTX and NPK - MTX fertilizer.

Source: Survey at Duong Lieu Industrial Park

+ Encourage production and business establishments to apply clean and environmentally friendly technologies.

The city should have policies to encourage and give priority support to production and business establishments that apply clean and environmentally friendly technologies such as gas

technology instead of coal technology, firewood in ceramic production, and charcoal production. Bees make use of the residues of buckwheat. High technology is a progressive and inevitable trend to solve environmental pollution in craft villages and industrial zones. In addition, it also promotes research and production of CCN environmental treatment technologies and equipment with suitable prices to equip and apply in CCNs in order to actively contribute to environmental protection of CCNs.

+ Set up environmental monitoring system.

CCN needs to build and invest in upgrading the operational capacity of the environmental monitoring system (Monitoring) in the Cluster. Through this environmental monitoring system, it is possible to timely, accurately assess and strictly control the status of environmental quality as well as the level of environmental pollution in air, water, odor, noise, in the environment. area and its impact on the adjacent area. Since then, there are technical measures for timely and effective treatment, ensuring environmental quality in general.

+ Establishing an environmental service center.

Management boards of CCNs can organize and provide environmental services to achieve environmental goals, generate new income and improve attractiveness to investors. The services CCN provides to manufacturing facilities can include many areas such as:

- Waste water collection and treatment services, solid waste treatment.
- Environmental monitoring service.
- Environmental education and training services.
- Service of providing information about the environment.

Management boards of CCNs can organize and support environmental services. These amounts can be offset when collecting fees for wastewater treatment, solid waste recovery and treatment, inspection and assessment of the quality of input materials and output products according to environmental objectives, and environmental training. schools, technical consulting services. These services can be assigned to the environmental service center to perform the management boards that need to coordinate and monitor these activities.

Last but not least, Strengthening quality management of survey, design and construction of industrial infrastructure.

Survey and design are important stages of the whole construction investment process. Over the years, these activities have had positive changes; contribute to improve the quality of works and gradually improve the investment efficiency of the projects. However, the reality is that there are still many construction works that are not suitable for the actual construction, causing waste in investment. When the works are put into operation, the efficiency of use is not high and the degradation is rapid. , directly affect the exploitation and use process. The cause of the above situation, first of all, is due to the awareness of responsibility in managing the quality of construction survey and design works of the subjects involved in construction activities, including investors, private Project management consultants, construction consulting contractors as well as some state management agencies on construction are still incomplete.

The survey work has not been carried out in accordance with the survey process, the survey data is not suitable, there is not enough data to serve the design work. The design work has not yet complied with the regulations on checking the construction capacity conditions, formulating and approving the tasks serving the design work; the design does not conform to the approved construction planning; the application of standards and regulations is not uniform, there are still many limitations and shortcomings, or the regulations of the national technical regulations and the Vietnam Construction Regulations have not been applied or fully applied. The handling of violations on survey and design quality has not been strict and timely, affecting the quality of construction works.

To overcome the above situation, in order to improve the quality of industrial infrastructure construction works, the survey and design of industrial infrastructure construction works should take the following measures:

- For state management agencies, it is necessary to: develop a plan to open training courses on standards and regulations related to survey, design and construction; Organizations to develop and guide the management process, inspection contents and handling of violations for organizations and individuals that operate beyond the conditions of practice capacity, operate in contravention of the practice certificate. , operating without a practicing certificate; Periodic inspection for owners of industrial infrastructure design survey and design works.

- The investor (or authorized project management board) investing in the construction of industrial infrastructure works has the responsibility: To properly and fully perform the rights and obligations of the owner of the surveying and designing consultancy contractor with the qualification. legal person, having the appropriate professional capacity and experience as prescribed. When appraising, approving or accepting survey and design products, the capacity conditions of organizations and individuals performing survey and design work must be considered.

(3). Improve construction capacity and strengthen construction management including: Construction progress management, construction volume management, work safety management on construction sites, management construction environment.

(4). Develop and implement criteria and quality criteria for the construction of works of industrial infrastructure. The criteria and targets could be:

- + Investment rate for 1 hectare of land of CCN;
- + Design samples for each type of CCN;
- + Functional subdivision in 1 CCN.

The planning of functional subdivisions is carried out according to the specific conditions of each zone and cluster according to the motto of saving land fund, improving the efficiency of infrastructure investment, in accordance with current design and construction standards. . The following guidelines can be applied:

- * Land for construction of factories and enterprises: 55 - 65%
- * Land for construction of technical works: 1.0 - 1.5%
- * Land for construction of management and administration center 1.0 - 1.5%
- * Land for construction of traffic works 8 - 12%
- * Land for supporting services and trees 12 - 20%

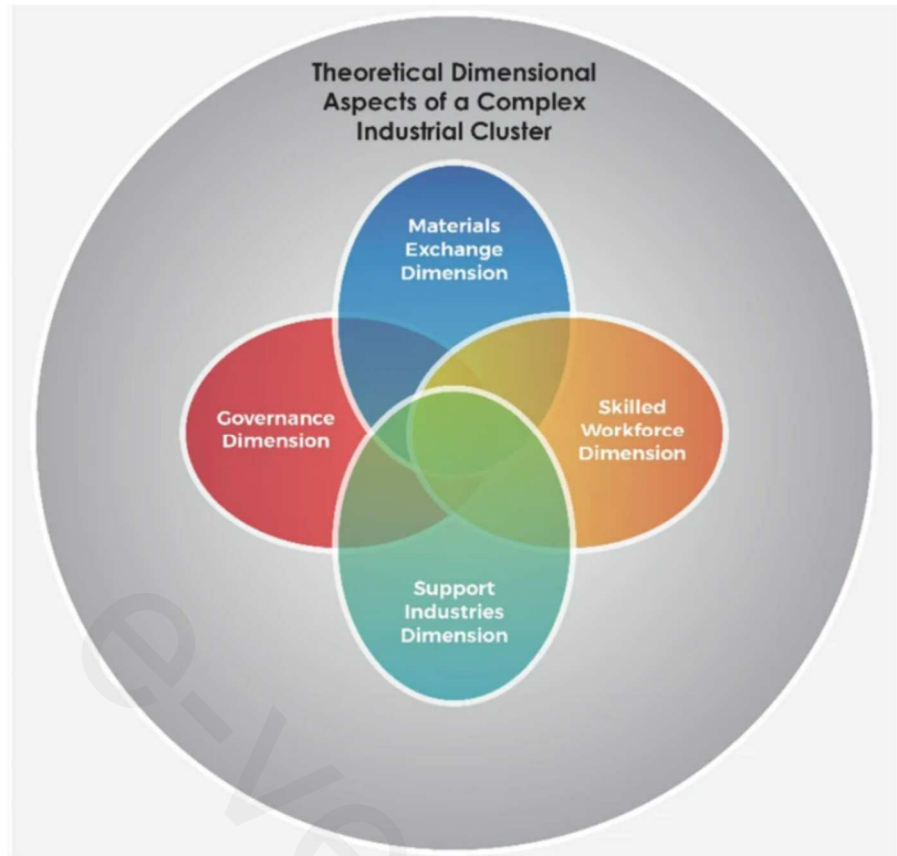
+ Each CCN must build at least 1 wastewater treatment station and 1 power supply transformer station.

+ The solid waste is concentrated in the technical treatment area and transported to the prescribed place for treatment according to the general planning of the City. Industrial waste and scrap yards must be fenced and not adversely affect the sanitary conditions of surrounding production and business establishments and do not contaminate the environment. The yard of hazardous waste products (flammable, explosive, epidemic...) must have measures to handle toxic substances and ensure isolation distance.

+ It is necessary to arrange a road for the outside fire truck to run along at least one side of the house, to ensure that the fire truck reaches the place where the fire fighting water is collected (fire hydrants, fire fighting water storage tanks, etc.)

Last but not least we look at below figure: points to the possibility that there can be a dimensional theoretical framework for IS which brings the earlier frameworks together in a way that can deliver reliable information about strategies to increase the competitive potential of enterprises co-located within industrial precincts.

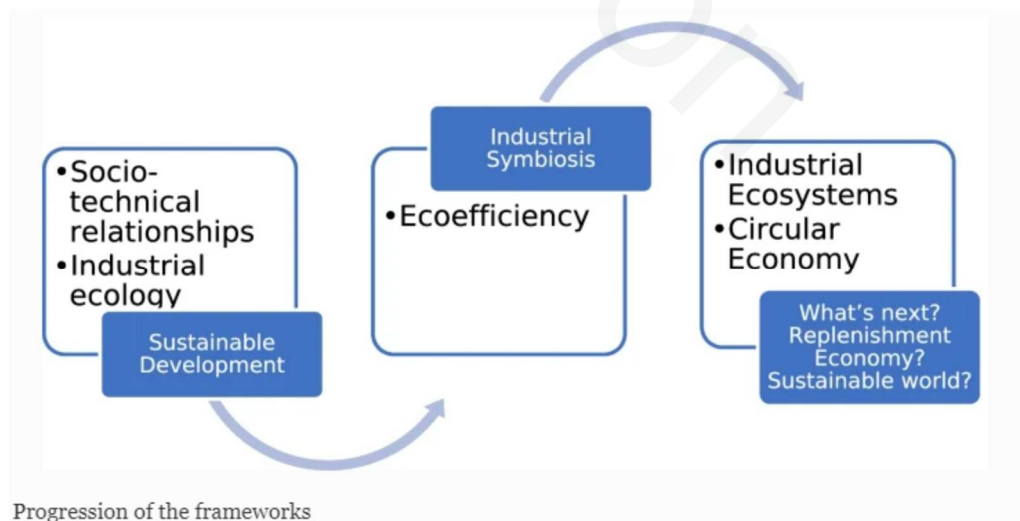
Figure – Dimensional aspects



(source: Oughton et al, 2022).

And also below fig:

Figure – The flows of IS (Industrial Symbiosis)



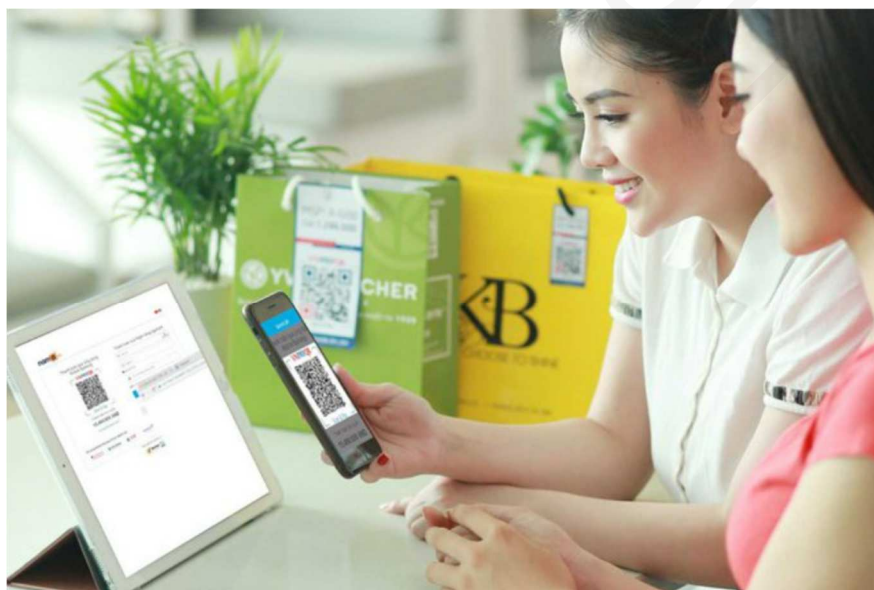
(source: Oughton et al, 2022).

3. Several issues related to consumer protection in industrial clusters

First of all, We see -first it is necessary to amend the Law on Protection of Consumer Rights Presenting the draft of the Law on Consumer Protection (amended), Minister of Industry and Trade Nguyen Hong Dien said that the Law on Consumer Rights Protection took effect from July 1, 2011. In nearly 12 years of implementation, the provisions of the Law on Protection of Consumer Rights have drastically changed the protection of consumers' interests, and at the same time, created solid frameworks and foundations. sure to continue to create the development of consumer rights protection activities in Vietnam in the coming time. However, the process of implementing the Law has now revealed a number of shortcomings and limitations, including issues related to the consistency, effectiveness and efficiency of the implementation of the provisions of the Law, changes in the implementation of laws and regulations. production and business practices as well as new requirements and trends for consumer protection. According to the Minister of Industry and Trade, the construction of the Law on Protection of Consumer Rights (amended) aims to institutionalize the guidelines and lines of the Party and the State's policies on perfecting the protection institution. interests of consumers, overcome obstacles and inadequacies in the nearly 12 years of implementation of the Law on Protection of Consumer Rights 2010, contributing to improving people's living standards and promoting economic and cultural development and culture of the country.

Second, we need to protect consumer in online transactions and e-contracts. At the online seminar "Protecting consumers to promote online business" organized by Industry and Trade newspaper in collaboration with a number of units under the Ministry of Industry and Trade on November 24: Over the past time, the Department of Competition and Consumer Protection has continuously received complaints from consumers. For example, the lack of confidentiality of consumer information or the provision of incorrect information, incorrect delivery, inadequate settlement of disputes, etc.

Figure – Online transactions



(source: internet)

After receiving complaints, the Department of Competition and Consumer Protection will transfer information and connect for the parties to solve together; at the same time, coordinate with businesses and sellers to promote problem solving as well as review and review regulations to protect consumers' interests.

Sharing about consumer protection solutions, representatives of a number of major e-commerce platforms said that they have developed a set of regulations specifying clear responsibilities among shoppers, paying special attention to transparency. transparency, completeness and accuracy of information provided to customers; apply a consumer support policy in line with its commitment to providing a secure and safe online shopping experience.

Besides, the banks will pay the seller when the order is confirmed, the buyer receives the goods in good condition and without any claims.

At the end of September 2021, the Government issued Decree 85/2021/ND-CP amending and supplementing Decree 52/2013/ND-CP on e-commerce.

This is considered an important legal act to protect consumers in the e-commerce environment, which stipulates that e-commerce platforms must be transparent and publicize information about goods when selling to consumers know before choosing a product.

In the Draft Law on Protection of Consumer Rights to amend the identification of organizations and individuals doing business in cyberspace, they include:

- Organizations and individuals doing business by themselves or through online platforms having transactions in cyberspace with consumers, which we are now accustomed to calling e-commerce (online sales platforms) .
- Business organizations and individuals set up, operate and provide online intermediary platform services to consumers.

The development of the Internet system and the increasing number of mobile users participating in the market bring many new opportunities from the market demand side on the basis of changing the buying habits of consumers, moving from buying habits to consumers. , selling traditional to buying goods and services through an online sales platform. However, the purchase of goods and services through e-commerce brings many advantages, but it is accompanied by a risk in the transaction where most of the damage belongs to the consumer.

(source: baotintuc.vn)

Third, In fact, the survey of collective poisoning cases in the past time shows that about 70% of cases of food poisoning are caused by meals transported to workers from elsewhere. The value of a meal of workers in many factories is very low, even in some places it is only about 11,000 - 12,000 VND/serving. With that amount of money, it is difficult to get fresh, hygienic and safe food ingredients.

In order to proactively prevent food poisoning in industrial parks - export processing zones, the Food Safety Department has regularly urged and reminded the local Food Safety and Hygiene Sub-Departments to strengthen supervision and inspection of their compliance with food safety regulations. collective kitchens in industrial parks, export processing zones, and food service

establishments in the area. Promote information, communication and education on food poisoning prevention measures for managers and people directly processing food in industrial parks; require businesses to absolutely not sign contracts to provide food services and collective kitchens for establishments that do not qualify for ready-to-eat meals and do not have a certificate of food safety eligibility.

(source: suckhoedoisong.vn)

4. Some experiences and lessons from Asia, USA and European countries (Italy, US, Taiwan, Japan,...)

4.1 Cluster of Enterprises in Italy

The concept "Cluster of small and medium-sized enterprises" which is widely used in the world today is derived from the concept of "third Italy" in the late 1970s in Italy. At that time, while the South was poor and the Northwest was in serious crisis, the Northeast and Central regions of Italy grew rapidly. In some industries, a number of small companies occupy a dominant position, forming clusters in one region, developing rapidly and creating many job opportunities.

Clusters of industrial SMEs in Italy have been able to assert their position on the world market for products such as fashion, footwear, leather bags, textiles, furniture, and tiles. slices, musical instruments, processed foods, electronic products... and in the industries that supply machinery to these areas. In each Cluster, there are hundreds or even thousands of enterprises working together.

For SMEs, when an enterprise has joined the cluster, that enterprise will be closely associated with the system of mechanisms and a common production base. Therefore, it will optimize the operation of enterprises, businesses use the same resources and share information and knowledge.

In fact, this cluster of SMEs has formed the concept of CCN with the following characteristics: (1) close together in terms of location; (2) specialization in each field; (3) SMEs occupy a unique position; (4) close cooperation between businesses; (5) healthy competition between enterprises on the basis of innovation and creativity; (6) mutual trust based on cultural and social similarities; (7) maintain organizations that actively support each other and (8) have active support from the City and regional governments.

The conspicuous feature of the Italian-style SME Cluster is its very high specialization, usually one Cluster will specialize in a field such as textiles, footwear, mechanical engineering. These SMEs have a high level of organization and specialization that helps to divide production processes among SMEs in the Cluster, while also reducing barriers to entry for enterprises. In the SME Cluster, enterprises can create different parts at low cost thanks to long-term relationships with raw material suppliers, these factors create competitiveness for enterprises in the cluster. . There may exist several large enterprises in the Cluster that undertake a certain stage of production, creating a competitive environment in the Cluster.

Italy's SME clusters gain competitiveness because they actively accumulate technological know-how, pay attention to the establishment of labor training institutions, build research

infrastructure, exchange experiences, conduct research and development. to specialize in the Cluster, promote the promotion of initiatives and disseminate them within the Cluster.

Studies on Italian CCNs show that Italian CCNs are formed through three different stages, at each stage, the policy environment is suitable.

In the first stage, production facilities are only geographically linked and they only stop producing for local or regional markets. At this stage, the Government has policies to support business establishment such as credit policy, production expansion, marketing and product promotion. These policies aim to create favorable conditions for enterprises to develop themselves. The Government pays attention to investment in infrastructure necessary for Cluster of enterprises to operate in the market such as: investment in modern transport infrastructure and information and communication infrastructure, especially e-commerce infrastructure death.

The second phase is to strengthen its Cluster, which is the synergy of Cluster members in innovating products, production processes and organization in the Cluster to reduce production costs. Each member of the Cluster will not have enough capital to invest in innovation and compete with big competitors. Government policy at this time is to support the formation of a common identity for businesses in the Cluster. Once this identity is formed, it becomes easier to organize joint activities such as research, training and retraining of human resources, centralization and dissemination of technologies, techniques and principles. New materials to improve the quality and efficiency of production, disseminate marketing experiences and market information. When the Clusters of Enterprises are strong and highly innovative, the Government focuses on supporting them to access the world market.

The third stage is to access the world market, at this stage, the Clusters will focus on high value-added products and more specialized production. At this time, the Government supports for SME clusters in different regions to link together, even link with foreign business clusters, to form coordination between business clusters and agencies and organizations. office.

To really succeed in supporting the formation of SME Clusters like in Italy, the Government has identified two policy objectives that should be implemented simultaneously, namely:

- Support all SMEs such as building infrastructure, training human resources, providing support services to bring them into the production process, helping to restructure the organization, launch encouraging laws on enterprise formation and foreign investment calling.
- Propose policies for each specialized SME Cluster in order to improve the Cluster's capabilities, promote network formation and coordination among Cluster members, upgrade technology and human resources, and enhance product quality. Specific policies include promotion of local products in foreign markets; strengthen local identity and encourage information exchange through industry exhibitions and industry associations; linking businesses in the Cluster with research centers and universities; there are medium and long term financial support to upgrade equipment and hire experts; especially supporting the formation of service centers for each specialized cluster...

Service centers for Clusters are a prominent feature worth studying in Italy. Governments at all levels in this country facilitate the development of SME clusters or clusters through the formation of service centers to support business development, in accordance with the traditional characteristics of each cluster. These centers provide a wide range of services such as: credit guarantees; export insurance; export promotion, organization of fairs, support to access information about the market and technological progress, classification of customers; consulting and training; waste and pollution management; quality certification, product testing; support innovation and technological creation. These centers all exist in the form of public ownership and share four common characteristics, which are:

- i) All centers are established and exist on the basis of effective principles. The Centers provide a platform for dialogue between Cluster members and policy makers, technicians and civil society organizations to balance long-term development goals and for Cluster members to have can express their voice and their problems can be solved.
- ii) Encourage consensus within the Cluster on how to resolve problems through joint initiative.
- iii) Maintain relative autonomy, reflected in maintaining a frank dialogue with the Clusters, giving the necessary recommendations and suggestions to the Clusters.
- iv) Enhance the management potential of the Clusters and create consensus among the different Clusters as an independent intermediary, able to link policymakers, civil society organizations with other Clusters. Clusters and between Clusters as well as between members in Clusters.

The Italian experience emphasizes the formation of specialized SMEs and the model of service support centers independent of Clusters, funded by the government. The formation of these Clusters and service centers both helps to specialize in high production and helps to focus the Government's support policies, creating linkages between governments at all levels and the business sector. so that the policies really make sense for the business. All these factors help SMEs to access international markets, differentiate products and build a special image of traditional Italian products in the world market.

4.2 Model Sonobe – Otsuka (Japan)

Based on a series of researches on CCNs in various fields such as textiles, motorcycles, household electrical appliances, etc. in many countries around the world such as Japan, Taiwan, and China. Sonobe and Otsuka found that the development process of CCNs in different places has many similarities. On that basis, Sonobe and Otsuka developed an endogenous industrial development model. According to this model, CCNs develop through three stages: the "initiation" phase, the "quantitative expansion" phase, and the "quality upgrade" phase.

In the initial stage, a few firms indiscriminately copied imported products. If these businesses succeed, their products and production processes will be copied (followed) by other businesses. Since it is much easier to copy from domestic enterprises than to copy imported products, there will be many enterprises involved. When the number of businesses increases, it is time for CCN to move to the second stage. Next, due to the increase in the number of enterprises and the supply capacity of enterprises, the selling price of the product and the profit of the enterprise will decrease. To prevent profits from falling, some businesses will be forced to continue to improve, for example by producing higher quality products. To produce higher quality products,

businesses must use better quality inputs and improve production processes. At the same time, these businesses will also find ways to make it easier for customers to recognize their higher-quality products by labeling their products, opening their own stores, or selling through them. exclusive agents. These comprehensive improvements are often carried out simultaneously by the business, and when the business is successful, the CCN moves into the third phase.

In this model, Sonobe and Otsuka emphasize the transition from stage two to stage three. CCN will automatically move to the third stage when firms are forced to undertake comprehensive improvements because of declining profits due to competition from other new entrants and rampant product duplication. However, businesses will not be able to make such improvements and CCN will not be able to move to stage three if in phase two CCN does not attract a diverse human resource including skilled workers, engineers, entrepreneurs, and traders. This is a key factor determining the transformation and development of CCN.

Sonobe and Otsuka's CCN-based industrial development model may not fully reflect what has been happening in CCNs in Vietnam, but the core part of the model (the process of CCN moving from the open (from quantity to quality improvement) is important for policy making to promote the development of existing CCNs in Vietnam.

4.3 Experience in building and developing Industrial Parks of Taiwan

Taiwan is a small archipelago located in the East Sea, with geographical characteristics and limited resources, in order to survive and develop, since the late 1950s, the Taiwanese government determined that it must build an economic model according to "outward-looking mechanism" with emphasis on industrial development. Building and developing an industrial park model is considered a hinge strategy to create momentum for the process of industrialization and modernization of Taiwan's economy.

The process of building and developing industrial zones in Taiwan has some lessons learned for Vietnam as follows:

- + Regarding the construction and development of industrial zones, on the basis of the master plan to orient the development of each region, region and the whole country, investors determine the possibility of building industrial zones with appropriate scale. and make detailed planning to submit to competent authorities for permission to invest in the construction of industrial zones. Therefore, the construction and development of industrial zones must be consistent with the overall master plan, as well as the local reality and the investor's ability. [68, page 52]

- + Regarding the planning for the construction of industrial zones, Taiwan restricts the use of agricultural land to the construction of industrial zones, but often chooses barren land or reclaimed land to set up industrial zones. The selection of these locations for the construction of industrial zones can both reduce the cost of compensation and site clearance and save the scarce agricultural land fund. Taiwan's industrial zones are planned to ensure a reasonable structural ratio between the land area for production about 60%, the land for construction of residential areas from 2.2 to 2.3%, and the land for industrial use. 33% of the environmental protection program and about 4.7 – 4.8% of land for the development of entertainment facilities.

+ Regarding ensuring uniformity in infrastructure construction of industrial zones, the Government of Taiwan allows building a complete infrastructure, including external infrastructure such as roads, railway stations, seaports, airports, postal services, electricity, banks, surrounding urban areas to ensure the supply of human resources... and internal infrastructure such as electricity and water supply, centralized waste treatment system... Industrial zones are built with synchronous infrastructure, Modernization not only creates conditions for enterprises to reduce production costs, but also helps enterprises to soon deploy investment projects. On the planned land, infrastructure investors have built a number of factories, the basic infrastructure is synchronous for businesses to rent immediately.

+ In terms of investment attraction, Taiwan offers investors in industrial zones many incentives such as tax rates, low corporate income tax, long tax exemption and reduction periods, low land rent for infrastructure development, etc. New investment projects are exempt from tax for 5 years and get loans with low interest rates. For newly established companies, after the 5-year tax exemption period expires, 80% of profit tax will be reduced for the next 1 year. Besides, administrative procedures are reduced and simplified.

+ Regarding the State management mechanism, the settlement of issues related to the activities of industrial zones such as investment licensing, customs, taxes, etc. is carried out according to the "one-stop shop" mechanism. The Central Government clearly stipulates that people who need to solve work only need to go to one place, where they will be publicly notified of the process and time limit for handling the work. The place receiving the application will be responsible for urging and handling the work in the next stages and returning the results on time to the person in need. In addition, the policies of the Taiwanese government are not strictly based on rigid principles, but always innovate closely according to the actual situation.

On the other hand, in Thailand, In the 2015 plan, Super Clusters were established in six sectors using advanced technology and future industries: (1) Automotive and Parts Cluster; (2) Electrical Appliances, Electronics and Telecommunication Equipment Cluster; (3) Eco-friendly Petrochemicals and Chemicals; (4) Digital-based Cluster; (5) Food Innopolis; (6) Medical Hub.

4.4 Cluster of Enterprises in USA

For Porter, industries' success in international markets are the primary barometer of the competitive strength of a nation. The success of any given firm can be traced to four major factors:

1) the nature of firm strategy, structure and rivalry in the country, including attitudes toward competition, market institutions, the degree of local competition, and other cultural and historical factors affecting how firms do business with each other, their workers, and the government;

2) factor conditions, or the basic endowments or conditions on which the firm seeks to compete (e.g., cost-related basic factors such as ready supplies of natural resources or inexpensive, unskilled labor versus knowledge and/or technology related advanced factors);

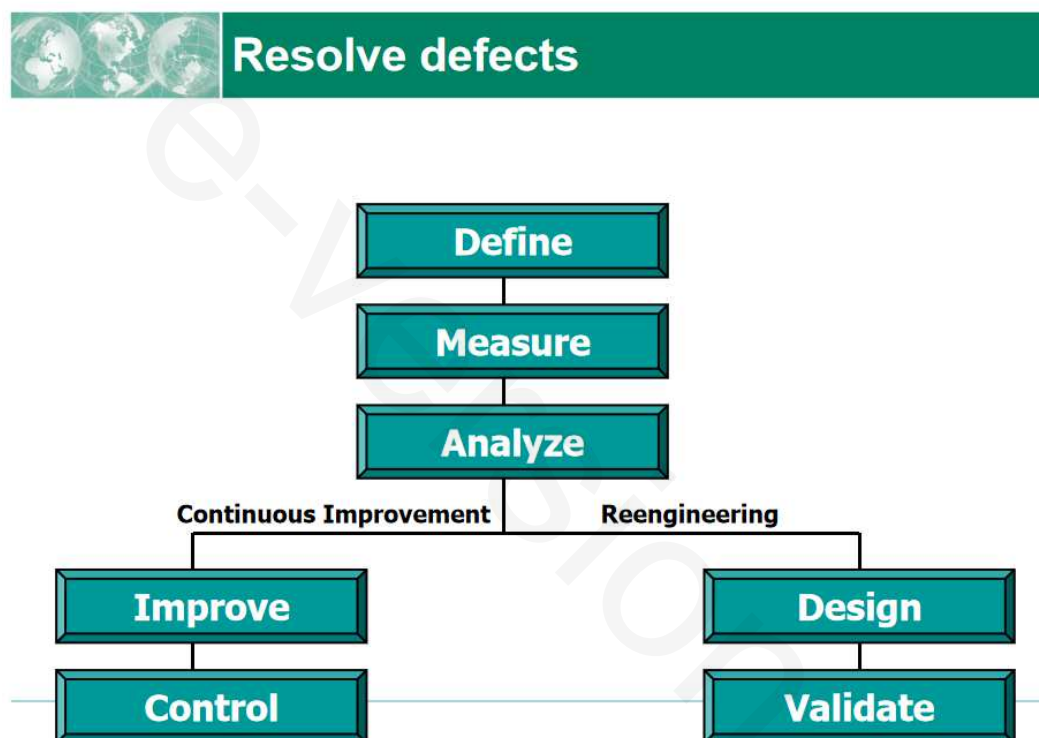
3) demand conditions or the nature of local demand (e.g., the needs and wants of the consumer for foreign and domestic goods as well as the existence of local industrial demand for related intermediate goods);

4) the presence of related and supporting industries, including suppliers and successful competitors (both to stimulate cooperation, the latter to also stimulate rivalry).

On the other hand, Mahuni and Bonga (2016) pointed in Zimbabwe: Clusters are well known for their ability to reduce costs, enabling research and development, increased productivity among other advantages. This paper is a policy prescription, to promote the adoption of industrial clusters in Zimbabwe. There is greater need to improve export value addition and improve competitiveness of local products against imports, and this can be attained through intensifying well organised industrial clusters development.

Finally in construction/planning/designing... processes we suggest to use below model to solve defects if any.

Figure - DMAIC and DMADV models to solve defects



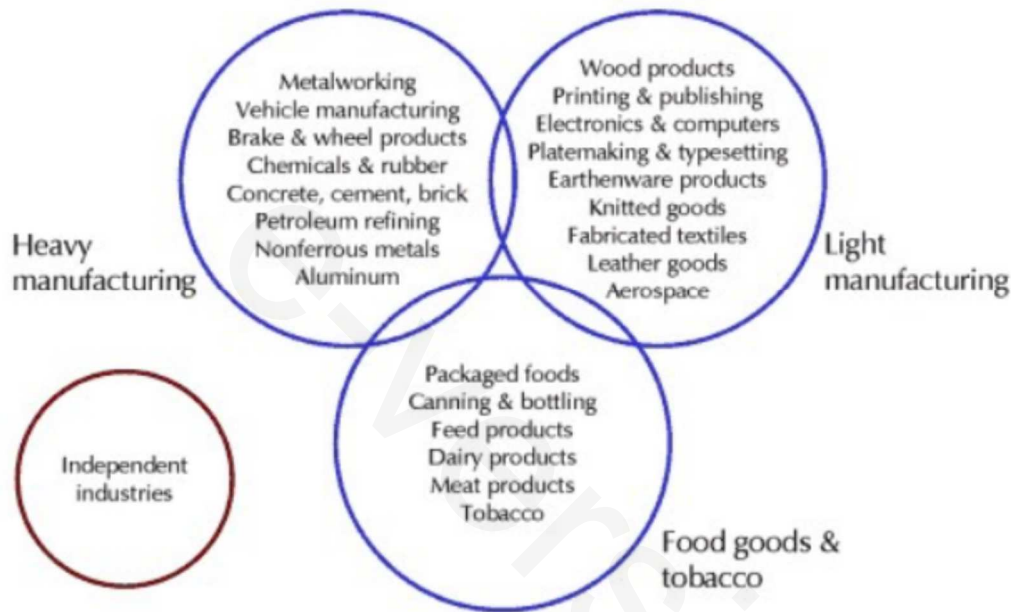
Last but not least, Appreciate forecasting and emphasize the basis for planning.

The planning must forecast the progress of science - technology and its impact on industrial development; forecast the demand for industrial development and the factors affecting the development of industrialization such as: land, capital, human resources, etc. It is necessary to properly assess the current situation and potential of the industrial revolution development and the infrastructure construction of industrial clusters.

Finally we see below fig showing clusters in the US: primary industries are those that are most tightly linked to a given cluster while secondary industries are those that are less-tightly or moderately linked. Considering only primary industries yields a set of mutually exclusive industrial clusters that can be used for cross-comparison purposes. But some caution should

still be exercised in interpreting the clusters derived on this basis since some “secondary” industries will actually be more tightly linked to a given cluster than a few of the primary industries in the same cluster. Often the advantages of deriving a set of mutually exclusive clusters will be viewed as significant enough to warrant the pragmatic approach. Our analysis identified 23 clusters in the U.S. manufacturing sector. Basic summary data on the 23 clusters identified in the U.S. manufacturing economy are provided and it represents the breakdown of the clusters when both primary and secondary sectors are included in the cluster definition.

Figure – 23 manufacturing clusters in US



(source: Bergman & Feser, 2020)

5. Policies for industrial clusters development

First, we need supporting policies for developing enterprises in industrial clusters (IC), as well as innovation policy which aims to increase productivity as well as employment in IC.

Second, Benefits must outweigh costs in IC development. Benefits might include knowledge sharing and intensive knowledge with high values (consisting of information and specialization exchange).

Third, Not only we develop regional cluster but we also support sub-regional clusters to develop including: sporting, textiles, machine parts, instruments, etc.

Fourth, policies are designed for urban, rural, regional and national level and even inter-nations or in global supply chain level.

6. High tech industrial clusters Policies

First, Angulo-Cuentas et al (2013) mentioned in below figure:

Figure – Industrial park styles

Type	Clarification
Megaparks	Created by the government and are expected to stimulate regional economic development.
University parks	Established by universities with the aim of using their human resources to generate innovative projects.
Entrepreneurship parks	Founded on the basis of the PPP model. This type aims to promote the entrepreneurial activities of businesses, individuals, scientists and even students at every stage of the park's lifecycle.
Departmentalized research parks	Focus on the organization of research departments that combine tangible and intangible resources in one specific area.
Parks with laboratories and technological support	Financed by state organizations to develop and apply R&D to park firms.
Parks with intensive infrastructure	Established to provide a specialized business environment for technology firms and knowledge institutions.
Parks with virtual offerings	Provide value to firms with innovation activity without any obligation to be established in the park. This type mixes virtual and physical approaches. In this case, firms can contact partners and research centers that are located in other physical facilities.
E-community parks	Concentrate on encouraging human development through innovation and technology exchanges based on scientific and business collaboration.

Therefore, we see that: we can develop e-community parks and parks with laboratories, with intensive infrastructures for tech firms and knowledge institutions.

Next, we need to identify our strengths in each country (called comparative advantages) so that we develop hi tech programs and researches, for ex in the US: there are biotechnology research, aerospace and software, computer manufacturing, etc.

Finally we see below figure

Figure – Hi-tech Industrial Cluster in China

Manifestation	Current situation/Characteristics
Products, technology innovation and invention patents	SMEs attach importance to innovation, with a high proportion of input A small number of patent applications
Competition and collaboration	Intense competition Low competition level Inadequate collaboration Low survival rate of enterprises Great potential for co-production and research cooperation
Intellectual resources	High quality and large quantities, low prices Information asymmetry Low efficiency
R & D institutes and inputs	Obvious contrast in R & D of international and domestic firms
Flow of talented people	Take the flow of human resources as the main mode of proliferation

(source: Wang, H. 2010)

The End

At last, we propose several recommendations for companies, government agencies and bank system to establish effective policies and governance for IC development as following:

- Improve the quality of staff working on planning and appraising and evaluating plans. Conduct training to foster the necessary knowledge for these staff.
- Identify specific goals of the establishment, expansion and development of industrial clusters (CCNs).
- The IC planning needs to estimate the location of the CCN to ensure sustainability and long-term and economical use of land.
- And finally, Corporations, banks, hub firms and government-related agencies need to coordinate to issue green financing and harmonizing environmental and community health, social benefits with profit maximization goal.

Li et al (2011) pointed cluster policy need to attend to the constituent of shared resources to enhance firm performance.

As M.Porter (1998) said, Competitive advantage lies increasingly in local things—knowledge, relationships, and motivation—that distant rivals cannot replicate.

Based on the above recommendations and contents of this book, we propose contemporary IC development activities and policy implications that can support companies (banking and non banking) to develop in Industrial clusters (IC) in post-crisis and post-covid periods.

Welcome readers around the world send feedback to main author's email: dtnhuy2010@gmail.com ! And visit www.dinhtranngochuy.com!

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and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation)

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Auditing standards,

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C

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CRO
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Compliance officer,
Conflicts,
Conflicts of Interests,
Corporate governance,
Corporate governance principles,
Corporate governance standards,
Corporate governance system,
Corporation,

D

Direction,
Directors,
Disclosure,
Designing

E

Effective,
Effectiveness,
Efficiency,
Employee,
External Audit,
ERP

F

Finance,
Financial Risk
Financial Risk Management
Financial Crisis,
Financial report,
Financial reporting,

G

GAAP,
Governance,
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H

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Human resource risk
Human resource management

I

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Industrial cluster
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Internal control,
Investor,
Investment,

L

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M

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Management Board,
Management team,

N

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Network

O

Organization,
Organizational structure,

P

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PDCA
Principles,
Profitability,
Planning

Q

Quality,
Quality assurance,

R

Related parties,
Return on Investment,
Risk,
Risk management,

S

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Stakeholders,
SWOT
Strategy
Supervisory Board,
System,

T

Top management team,
Transparency,

V

Vertical

W

Waste
Wasteful

e-version

Appendix 1- Implementation form for risk management in companies

Recommended Practices Form used in Organization
(Form Code: IC_01)

Name of Company:.....

Name of department:.....

Name of position:.....

Name of person:.....

Date:...../...../.....Revision:.....

I - OVERVIEW OF INDUSTRY

II – IC SWOT ANALYSIS

Opportunities

Threats

Strengths

Weaknesses

Analyzing and evaluating:.....

Comparing industry and competitors:.....

III – COMPETITIVE ADVANTAGES ANALYSIS

IV- RECOMMENDATIONS and STRATEGIC RESPONSES

.....

Signed by Strategic officer/Risk officer (R.O)/ Approval by (CRO,.....)

(Note: The strategic officer, CSR or RM, CRO or person in charge is responsible for implementing this practice)

Appendix 2 – Implementation Form of Ten (10) Comparative IC Principles

Recommended Practices Form used in Organization
(Form Code: IC_02)

Name of Company:.....

Name of department:.....

Name of position:.....

Name of person:.....

Date:...../...../.....Revision:.....

No.	Principle	Recommended Practices
1		
2		
3		
4		
5	
10		
No.	Standard	Recommended Practices
1		
2		
3		
4		
.....15		

(Note: The Strategic officer, CSR or CRO or RM or RO or person in charge is responsible for implementing this practice)

Appendix 3 – Implementation Form of Ten (15) Comparative RM Principles

Recommended Practices Form used in Country

(Form Code: IC_03)

Name of Company/Country:.....

Name of department:.....

Name of position:.....

Name of person:.....

Date:...../...../.....Revision:.....

No.	Principle	Responding Country Practices
1		
2		
3		
4		
5	
10		
No.	Standard	Responding Country Practices
1		
2		
3		
4		
20		

(Note: The strategic officer, CSR or CRO or RM or RO or person in charge is responsible for implementing this practice)

Appendix 4

User Manual

For Business people, the book serves as handbook and reference book.

Guides for Professors and Students, but not limited to:

Necessary tasks advised for students suggested as following:

- Read the case and case summary;
- Identify the problem(s);
- Summarize the information and relevant data;
- Prepare key issues for group meeting, if any;
- Group meeting;
- Select meeting secretariat;
- Analyze the information and data;
- Re-consider the problem(s);
- Answer the question quickly;
- Develop alternatives to deal with the problems(s);
- Assess and evaluate the advantages and disadvantages of each alternative;
- Recommend a proper alternative;
- Recommend a next implementation plan;
- Create a formal presentation of the whole process.

Appendix 5 – Porter's 1990 Model of Competitive advantage



Appendix 6 - Corresponding Author

RESUME



Dinh Tran Ngoc Huy

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Current address: 100 road 20 Binh Hung Hoa ward, Binh tan dist, HCM city Vietnam

Telephone: (84 8) 39934160 - Cell Phone:(84) 936410639 -Email:dtanhuy2010@gmail.com

Date of Birth:16/Nov/1980-Place of Birth:Ho Chi Minh city -Citizenship: Viet Nam -Sex:

Male-www.dinhslife.blogspot.com

EMPLOYMENT HISTORY

	From	To	Location	Company, Position	Research and Training
Work History	2002	2005	Ho Chi Minh city, VietNam	Bank for Investment and Development of VietNam (BIDV) <i>Financial analyst and Project Financing</i> - Financial statement analysis - Project financing for 20 SMEs -Advised and served 25 effective Vietnamese businesses, - Consulted 10 Businesses in opening L/C for importing machines - Offered presentations on granting loans for real estate & housing projects	- Applying auditing in Credit activities, BIDV - Modern banking, Banking University
	09/01/07	11/01/07	Ho Chi Minh city, VietNam	Citibank <i>Assistant Manager</i>	- Antimoney Laundering - Cash sales activities
	2008	2009	Ho Chi Minh city, VietNam	1. SaiGon Commercial Bank <i>Market risk dept. manager</i> <i>ISO project manager</i> - Manage the ISO 9001:2008 project team with 9 people - Implement ISO standards in the whole - System, esp. in International payment, Credit areas - Certificate: Lead Auditor QMS ISO 9000:2001	- Internal Audit ISO 9001, MC Co. - Lead Auditor, GIC Ltd., UK - SMEs management assessment, APO-Japan

				<ul style="list-style-type: none"> - Manage Market risk division with 4 team members - Analyze interest rate risk, credit risk, liquidity risk and banking market competition - Produce database forms 2. COFICO <i>Finance manager</i>	
	2009	current	Ho Chi Minh city, VietNam	University of Economics, Hung Vuong, Van Lang and IT Colleges <i>Finance Lecturer</i> <ul style="list-style-type: none"> - Teach undergraduate students : Theories of Monetary and Fiscal Policy, Commercial banking and Credit Appraisal 	- Certificate of Education methods in University

EDUCATION

	From	To	Location	Name
High School	1995	1998	Phan Thiet city, VietNam	Tran Hung Dao high school
University	1998	2002	HCM city, Viet Nam	Banking University <ul style="list-style-type: none"> - Bachelor of Economics (Major: Finance) - Thesis: “Project Appraisal from risk-management perspective at BIDV”
Graduate School	2005	2007	Niigata city, Japan	International University of Japan <ul style="list-style-type: none"> - MBA in International Management (Major: Finance with Management courses) - Thesis: “M&A: Corporate restructuring – NTT case” - Course committee: Macro Economics and Debt Securities Markets - Teaching Assistant of Corporate Finance & Strategic Management, Research Assistant for Corporate Finance Professor - Participant of a training program for freshmen at Itochu
	07/01/06	08/01/06	Arhus city, Denmark	Arhus business school <ul style="list-style-type: none"> - Taking Project management course by applying SimVision
	09/01/06	12/01/06	New Hampshire, USA	Tuck school of business <ul style="list-style-type: none"> - Taking MBA exchange with Finance and Management courses
Graduate School	08/2010	08/2014	Taiwan	Chung Yuan Christian University <ul style="list-style-type: none"> - PhD in Finance (full scholarship)

PROFESSIONAL QUALIFICATIONS

Certifications and Accreditations

- MBA degree (Finance and Management electives)
- Lead Auditor ISO 9001 (2008)
- SMEs management assessment certificate (2008)
- Best Scientist Award (2020)

AWARDS

- IUJ's Chairman Compliment paper for IUJ Brandname enhancement and contribution to academic activity(07)
- Asian Development Bank scholarship (full) for MBA study (2005-2007)
- Banking University Director's yearly scholarship and compliment paper for contributions to the University and research activities (1999-2002)
- SKT Telecom full scholarship for IT training (till 7/2010)
- PhD (Finance) full scholarship (2010-2014)

PUBLICATIONS, WORKING PAPERS & CONFERENCES

- “Thoughts of a training program of 300 Masters and Doctors”, SGGP Newspaper, Viet Nam, 2005
- Presentation at Urasa Conference, Japan (www.iuj.ac.jp/platform/pdf/s7-2.pdf), 2007
- “Corporate restructuring under holding company structure- NTT case”, 2010. You can access my papers on the Social Science Research Network (SSRN) at <http://ssrn.com/abstract=1723195> and posted at Organizations & Markets: The Firm as a Nexus of Contracts (Boundaries of the Firm) eJournal
- “Should SA Tour use external financing to expand MICE business in China and Singapore markets”, 2010. At : http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1724615 , accepted at 1st Intl Business & Management Conference, Turkey (2011), see abstract at: <http://www.icbmconference.net/> , and posted at Cognitive Social Science eJournal, 2010.
- Other paper at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1730278 and posted at IO: Firm Structure, Purpose, Organization & Contracting eJournal
- “A Set of Limited Asian Pacific Corporate Governance Standards After Financial Crisis”, paper accepted at the 36th Economic and Historical Business Society Conference, Ohio, USA and posted at Corporate Finance: Governance, Corporate Control & Organization eJournal, 2011.

- Published about 200 articles in international prestigious journals (ISI, Scopus and other...) + 15 books/book chapters (some books available via www.amazon.com)

TRAINING MATERIAL

- Credit Appraisal in commercial bank, at Van Lang University, 2009

INTERESTS and COMPUTER SKILLS

- Soccer, badminton, table-tennis, dancing, volleyball. Playing the organ and harmonica
- Excel, Ms Office, Crystal ball, Spreadsheet modeling, Java, HTML, Javascript, JQuery, Bloomberg, DataStream Advanced, Macromedia, Solver, teaching, research, presentation, teamwork, Sim Vision, Visio

LANGUAGES

- Vietnamese: Native ; English : Advanced (TOEFL 600); Japanese and Korean: Elementary.
-

CURRICULUM VITAE

ĐINH TRẦN NGỌC HIỂN

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PERSONAL INFORMATION

Full name : **Đinh Trần Ngọc Hiển**

Date of birth : 17th March, 1986

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Material status : Single

Home address : 616/23 Cách Mạng Tháng 8 Street, Ward 11, District 3, HCMC

Mobile phone : 0122 222 4061

Email address : ngochienbk01@yahoo.com

SOCIAL & EXTRACURRICULAR ACTIVITIES

- ❖ Take part in Humanitarian Blood Donation
- ❖ Help students with College-entrance Examinations
- ❖ Join English Speaking Club, Youth Foreign Language School

❖ Computer skills

- AutoCad (Grade of Certificate: Excellent)
- Microsoft Project (Good)
- Microsoft Word, Excel, Power Point (Good)
- PSim, OrCad, MatLab (Moderate)

❖ Social or Life Skill

- Presentation
- Team work
- Communication
- Time management

PART TIME JOBS

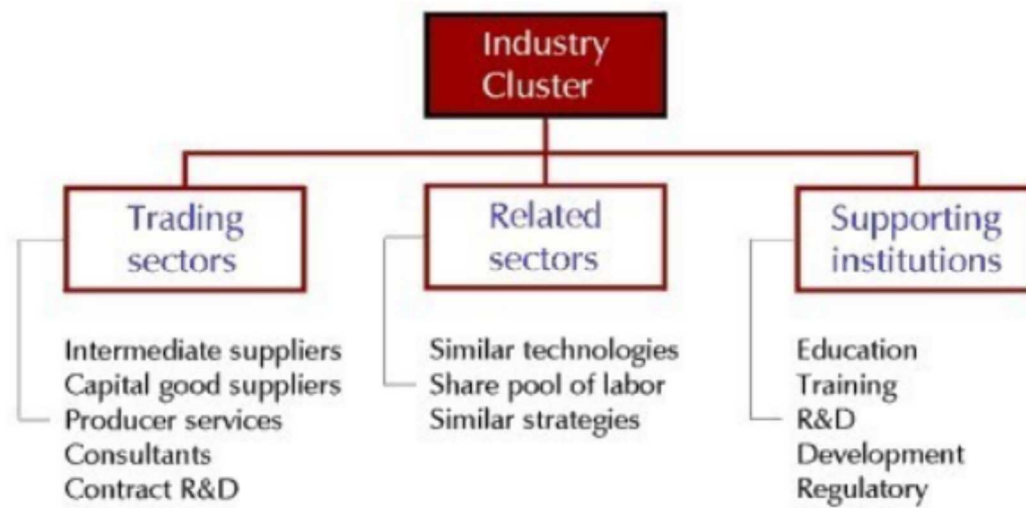
- ❖ P&G Viet Nam, HCM city, HR department (2010)

HOBBIES

- ❖ Playing Electric Organ
- ❖ Listening to music
- ❖ Watching movie
- ❖ Traveling

Q-version

Appendix 8 – Firms and institutions in IC (source: Bergman & Feser, 2020)



Management Issues And Consumer Protection in Industrial Clusters - Relevant Framework and Regulations After Global Economic Crisis (Part I)

Monograph - Sách chuyên khảo

"A cluster is a geographic concentration of related companies, organizations, and institutions in a particular field that can be present in a region, state, or nation. Clusters arise because they raise a company's productivity, which is influenced by local assets and the presence of like firms, institutions, and infrastructure that surround it."

Harvard Business School

"Not only industrial clusters bring opportunities but also there are challenges for us to resolve. One of them is issues of protecting laborers and consumers interests in digital era".

Dinh Tran Ngoc Huy, 2022.

"Developing industry clusters has become a key goal for regional economic development as clusters have been shown to strengthen competitiveness by increasing productivity, stimulating innovative new partnerships, even among competitors, and presenting opportunities for entrepreneurial activity"

Slaper & Ortuza, 2015

"Porter explains how clusters affect competition in three broad ways: first, by increasing the productivity of companies based in the area; second, by driving the direction and pace of innovation; and third, by stimulating the formation of new businesses within the cluster."

M.Porter, 1998.

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