

CHAPTER 1: OVERVIEW OF RESEARCH

1.1 OVERVIEW OF VIETNAM'S RETAIL MARKET AND RETAIL FIRMS

Vietnam is a vibrant and diversified retail market, with young and large population around 90 million. Vietnam's retail sector is contributing a great deal to the annual GDP and handling about 6 million workers for society (Nghiem, 2012). Only after 15 years of market opening, until 2008, A.T. Kearney announced that Vietnam became the world's most attractive retail market. However, along with the global economic crisis, Vietnam has fallen from its peak in just three years and has dropped out of the top 30.

One important reason is that supply chain management of Vietnamese retail businesses is local and unprofessional (Giang and Duong, 2014). The linkage of the firms involved in the retail supply chain is rather loose. The lack of a "leaders" controls the operation of the supply chain members, causing supply chain operations to become chaotic and lacking effective strategies.

One of the challenges now is to build a supply chain that spans more than 3,000 km from the North to the South with many different ethnics and cultures for catering to the growth of the firm. The configuration of the distribution network to suit different cultural regions; the inventory control to minimize the inventory costs, while maintaining the ability to deliver goods on a continuous basis; developing a suitable cross-docking strategy; managing and sharing information for supply chain members so that both can keep theirs secrets and not cause the problems in operations of chain ... are the issues that retailers need to be dealt with quickly.

Vietnamese retailers are isolated (Nghiem, 2012), alone and uncooperative (Phong, 2008). Another feature of Vietnam's distribution systems is long channel, many agents (Tu, 2009). This is due to the geographical of Vietnam when the country stretches over 3000 km. Establishing such a distribution channel will enable Vietnamese retailers to be present in most of the provinces nationwide, as well as to ensure the supply to the

market. However, it also leads to an increase in the cost of operating the supply chain and the system risk. Other problems with the poor transport infrastructure system, the high transport and construction costs, are to "tie up" Vietnamese retail businesses around their "home".

Although supply chain development is very important, many Vietnamese businesses are not aware of its importance in today's competitive global environment (Van et al., 2011). Their retail systems are still struggling to "standardize" their operations: from building a supply chain, developing work processes, ... to deciding which style of retail they want to be. Successfully setting up a suitable supply chain will enhance competitiveness, maintain and extend market share, save costs, and improve service quality. This is a "death or alive" issue for every business, especially for retail firms.

1.2 THE REASONS FOR CHOOSING THIS TOPIC

In theories, scientists and economists around the world are also very interested in the operation of the supply chain. Hugos (2003) and David (2011) both argue that businesses in the supply chain must pay attention to five areas: inventory, location, transportation, production, and information. The efficiency in these five areas will help the chain to reduce the costs incurred in its internal operations, which means that the return on capital invested in goods and assets increases. Further studies by Sebastian (2015), Min and Pheng (2005), Koumanakos (2008), Perry (2005), Simatupang et al. (2002); Léger et al. (2006), Lummus et al. (2008), ... clarify the importance of these five areas to supply chain operations. These studies, however, have not revealed the relevance of the five areas to the supply chain as well as the linkages between these five areas throughout the supply chain.

Douglas et al. (1998) argue that building the distribution channel should take into account external activities such as marketing, customer service, ... that will help increasing the performance of the operation of supply chain. Meanwhile, other studies by Christopher et al. (2006), Hilletofth and Hilmola (2008), Stratton and Warburton

(2002, 2003), ... focus on finding the suitable strategies in specific business environments because they recognized the importance of strategic planning for supply chain operations. Suong (2012), Stock et al. (2010) or Gulati et al. (2000) state, from their research, that collaboration among chain members to help improve supply chain performance.

In the world, there are a lot of research on supply chain operations, but there is no specific model that suggests the relationship between these factors and the extent to which they are related the supply chain operation. Not only that, however, there is a lack of research on the extent to which these factors influence the development of the retail supply chains (Defee et al., 2009). Whereas, when the decisive position of the whole chain belongs to the retail business, the whole supply chain will gain great benefits (Sanjay, 2014).

Based on this theory and practice, the dissertation focuses on the developing and building a supply chain to assesses the impact on the chain and from which appropriate solutions. For that reason, the author chose the topic "***Research on factors influencing supply chain operation in vietnamese retail firms***" as research topics for the doctoral dissertation. This choice is intended to contribute theoretically to the supply chain and is a reference for retail businesses in Vietnam to develop a supply chain strategy to help them survive and develop sustainably in the context of fierce competition now and in the future.

1.3 RESEARCH QUESTION

In the retail supply chain, what factors are the key factors affecting the operation of the retail supply chain?

What is the relationship between these factors?

What administrative implications should be given to help develop retail supply chains?

1.4 RESEARCH OBJECTIVES

In this dissertation, the main objective is to identify the factors affecting the operation of the supply chain in Vietnam retail firms to provide the solutions to help retailers in Vietnam. Based on the research questions above, the dissertation should fulfill the following objectives:

- Identify the factors that affect the supply chain operations in Vietnam.
- Determine the relationship between these factors and the intensity of the impact of these relationships.
- Proposing administrative implications relevant to supply chain operations in the retail sector in Vietnam.

1.5 SUBJECTS AND SCOPE OF THE STUDY

The subjects studied in this dissertation are: supply chain, supply chain operation and factors affecting the operation of retail supply chain. This is about the issues related to the operation in the vietnamese retail supply chains.

The survey was conducted by retail industry experts, leaders of retail firms and employees of Vietnam's leading retailers operating in South Vietnam.

This research is based on the survey in vietnamese retail firms.

1.6 RESEARCH METHODS

The dissertation used mix research method to accomplish the research objectives, including literature review to indentify factors, binary logistic regression to clarify the concept of research and the Structural Equation Modeling (SEM) to test the relationship between these concepts.

1.7 LITERATURE REVIEW

a) The studies by Michael Hugos and David Blanchard

Hugos (2003, p. 5-18) argues that all members in a supply chain should take into account the five components for effectively operating. This efficiency will help members

in the chain reduce the costs incurred in internal operations, which means that the rate of return on capital investment in goods and assets increased.

David Blanchard also said that the five elements are the core components of the operation of a traditional supply chain. However, David (2011) also points out that, in order to perform well in the supply chain, their attention must first be paid to planning and forecasting. Next is to make good purchase, this means the preparation of supplies of raw materials to ensure the supply chain operation safe and effective. Then they should pay attention to the five elements that Michael Hugos mentioned. In addition, David also noted that the supply chain also needs to increase their customer service in order to satisfy customers needs.

b) Research by Douglas, James and Lisa

In their study, Douglas et al.(1998) state that in order for the supply chain to be effective, not only the product, the flow of information, customer service but also the need to build effective distribution channels. Unlike Hugos and David, Douglas and his colleagues studied the supply chain development through external relationship management rather than solving the problems inherent in the supply chain. The development of a supply chain for satisfying the needs of the market will help businesses respond quickly to market fluctuations, but it does not pay much attention to solving internal problems in the supply chain. This will make the chain become fragile and susceptible to be harm.

c) Research by Huynh Thi Thu Suong

In his doctoral dissertation, Huynh Thi Thu Suong has argued that the internal supply chain always generates contradictions stemming from the asymmetry between supply and demand between enterprises, conflicting on the targets, and differences in perceptions. The passivity in management, as members work as a separate entity, makes supply chain operation ineffective. Today, it is very difficult for a business to create a competitive advantage without establishing mutually beneficial partnerships with its suppliers (Stock et al., 2010).

d) Research by Ravinder Kumar, Rajesh K. Singh and Ravi Shankar

Ravinder, Rajesh and Ravi undertook a study in an effort to help small and medium-sized businesses in India improve their competitiveness through successful implementation of supply chain. Ravinder et al. (2015) recognize that small and medium-sized enterprises in India and developing countries face significant problems in implementing supply chain management. In particular, the biggest problems are the lack of resources and the lack of Top management support.

e) Research by Henry, Rado and Scarlett

In an attempt to find out the key factors affecting supply chain management in the US pallet industry, Henry et al. have hypothesized and tested the impact of the following seven factors on the operation of supply chain, including: environmental uncertainty, information technology, supply chain relationships, manufacturing (process of value creation), supply chain performance, business management and customer satisfaction.

f) Research by Sandberg and Abrahamsson

Given that Top management support is critical to supply chain operations, Sandberg and Abrahamsson conducted research at two retail businesses in Sweden to understand the role of leaders in the development of retail supply chain. The study was conducted through face-to-face interviews with leaders of Dustin and Clas Ohlson Swedish retailers for nearly two years from 2006 to 2008.

However, this study stopped in the qualitative assessment stage and concluded with the research model. To gain a better understanding of the importance of Top management support, more quantitative research is needed to determine the strength and impact of these factors. It left this question for further researches: whether high-level managers need to be able to accomplish all four aspects of supply chain operations to succeed, or just focus on few aspects.

g) Other researches

A number of studies around the world have been conducted to find suitable strategies for the supply chain operation in specific business environments (Christopher et al., 2006; Hilletofth and Hilmola, 2008; Stratton and Warburton, 2002; Stratton and Warburton, 2003, ...). They showed the importance of proper strategic planning in the

supply chain. Randall et al. (2011), when studying leaders in the top 27 retail chains in the United States, found that, for the retail industry, the rational strategy adopted by executives for each chain was different and depending on the retail model they are pursuing. Due to the changing world economic situation, the application of flexible and balanced strategies will bring competitive advantages for retail businesses.

h) Summary of previous researches

Factor Author	SX	ĐĐ	VT	LK	TT	HT	CL	QL	HL	MT	IT	HQ	BM	NL	QH
Hugos (2003)	X	X	X	X	X										
David (2011)	X	X	X	X	X		X		X						
Douglas et al. (1998)			X	X	X		X		X						
Suong (2012)						X									
Henry et al. (2011)	X								X	X	X	X	X		X
Ravinder et al. (2015)							X	X						X	
Sandberg & Abrahamsson (2010)								X							
Randall et al. (2011)							X		X						

1.8 NEW CONTRIBUTIONS OF THE DISSERTATION

This thesis has new features compared to previous studies. The dissertation undertaken in-depth research into the supply chain operations of the retail industry with its own characteristics and features of a transitional market, that has not been studied by scientists in the past. This is a "gap", that not much study in the retail supply chain before, especially in Vietnam. This thesis has taken based on the supply chain theory from previous researches and based on the actual situation of the retail industry in Vietnam. In particular, most of the references made in the past 15 years was help the thesis to keep the update on the newest supply chain operations researches. The actual data of the retail

sector in Vietnam was also taken from the latest reports made in 2017, which was help to present the problems that the thesis presented.

The results of this study will help managers in Vietnamese and foreign retail businesses focus their attention on key factors, without spreading out the unimportant elements, to bring out the successful development of the supply chain that they are participating. Specifically, the contributions of the thesis are as follows:

1) From the review of previous studies, the thesis has introduced a new concept for retail supply chain. This concept is consistent with the characteristics of the retail industry, and is also in line with the reality of the Vietnamese supply chain as Vietnamese retailers are currently only interested in direct suppliers and have not paid much attention on the development of raw material areas. The thesis also systematizes the theory of retail and supply chain. Since then, the thesis has provided the gaps in research to address the current issues in the supply chain in Vietnamese firms in general and retailers in particular. The results of this thesis will provide a good source of reference for managers in retail industry and other researchers.

2) The thesis has conducted a quantitative study with a sample of 201 subjects who are leaders in retail supply chains to clarify the 15 factors affecting the operation of the retail supply chain in qualitative research. This method has ensured the accuracy of the qualitative research method, increasing the persuasiveness of the research model proposed by the thesis. From there, the research results of the thesis are more reliable.

3) The results of this thesis help retail supply chain managers focus on the critical success factors (CSFs) of the supply chain in order to save their limited resources. In particular, the need to enhance the influence of leaders and their awareness will make supply chain operations more effective. Based on the magnitude of the impact of relationships, as has been demonstrated in the research model, managers also need to take appropriate implementations based on the assessment of priorities.

4) This thesis also provided other research directions for studying about supply chain operations, not just in the retail sector but also in other areas. The thesis has pointed out the importance of leadership and information in the retail supply chain. This is true of today's supply chains that tend to expand. This expansion is not limited to domestic but tends to connect with other countries. Other studies, therefore, can explore more about these aspects in order to provide a deeper insight into the operations of supply chain.

1.9 STRUCTURE OF THE DISSERTATION

- Chapter 1: Overview of research
- Chapter 2: The theories of Retail and Retail Supply Chain
- Chapter 3: Research Design
- Chapter 4: Research results and discussion
- Chapter 5: Conclusions and Administrative Implications

CHAPTER 2: THE THEORIES OF RETAIL AND RETAIL SUPPLY CHAIN

2.1 OVERVIEW OF RETAIL

2.1.1 The concept and characteristics of retail

The dissertation focuses on the factors affecting the operation of the retail supply chain in Vietnam. Therefore, it is necessary first to clarify the concept of retail and the important retail theories.

One thing in common about these concepts is that they agree on some of the following characteristics of retail:

- Provide not only goods but also services.
- Serving the end customer:
- Include a series of actions to implement these above.

2.1.2 The role of retail in the economy

In a distribution channel, the retailer is the last and is the link between the producer and the end consumers. With the ability can direct contact with consumers should:

- To meet demand, goods by population.
- Create a significant number of jobs for the local community, help stabilize and ensure social security.
- Other business entities are primarily engaged in trade through the supply of raw materials and equipment.
- Incorporate spatial, temporal, and varied differences in production and consumption.
- Represent the level of production of the country.

2.1.3 Retail Classification

2.1.3.1 By ownership

- Independence:
- Store chain:
- Franchising:
- Cooperative:

2.1.3.2 By the mode of contact with customers: with or without store

2.2 OVERVIEW OF SUPPLY CHAIN

2.2.1 The concept of supply chain

The concept of supply chain has been studied extensively since the 1980s and 1990s (Hugos, 2003). This was the stage where businesses realize the importance of expanding the market to increase profits.

Often, scientists approach the supply chain in two main ways: considering the supply chain as a set of organizations either a complex process or both. The concepts belong in the first direction to consider supply chains as a group of companies that work and collaborate to accomplish products and services and the other is to interpret the process.

In this dissertation, after referring to previous studies and based on the characteristics of the retail industry, the author will use the following concept of supply chain to be considered in the view of the retail sector:

*"The supply chain includes the activities of all relevant stakeholders from **input** to delivery products or services to the **end-customer**"*

2.2.2 Supply chain operations

Many studies have been done to understand and classify complex operations in a supply chain. Although there are many researches and models developed by researchers

to describe supply chain performance, SCOR is the most widely used model (Liu et al., 2014). SCOR has been applied in many different areas of the world (Stephens, 2001) and it is suitable for a wide variety of industries (Huo and Zhang, 2011). According to SCOR, the supply chain consists of five main operations: Plan, Source, Deliver, Make and Return.

2.2.3 The stages of development of the supply chain

The stages of the supply chain are identified by different authors in almost the same way. The common point among researchers is that identifying the first stage in the supply chain development phase is in the enterprise, then crossing the boundaries of the business, focusing on increasing the activity, focusing on relationship and further steps. According to Stephens (2000), the stages of integrated supply chain development are as follows:

1. Operating as separate as the role of internal functions.
2. Merging internal functions of the same area.
3. Internal integration of separate areas.
4. External integration.

2.3 FACTORS AFFECTING THE OPERATIONS OF RETAIL SUPPLY CHAIN

2.3.1 Factors affecting the operation of the supply chain

According to the author's qualitative research, 15 factors will be included in this study to assess their impact on the success of a supply chain: *Inventory, Manufacturing, Location, Transportation, Information, Enviromental Uncertainty, Information Technology, Supply Chain Relationships, Strategy, Performance Measurement, Collaboration, Business Management, Top Management Support, Human Resource, and Customer Satisfaction.*

2.3.2 Critical success factors affecting the operation of the retail supply chain

The results of the qualitative research identified 15 factors affecting the operation of the supply chain. However, due to the limitations of analytical tools and research conditions, it is very hard if the dissertation test the relationships between all of them. On the other hand, in order to re-examine the results obtained through qualitative research, it is necessary to conduct a quantitative study to clarify and demonstrate the above findings as a basis for formal modeling of this dissertation. From the above arguments, the dissertation used the method of identifying critical success factors (CSF) through the binary logistic regression and the SPSS 20 to re-examine the results of qualitative research and refine formal model for supply chain operation.

After applying the CSF method with the binary logistic regression, the dissertation redefined concisely the factors that affect the operation of the retail supply chain. Determining the relationship between these factors will enable managers to make accurate decisions that will help streamline their supply chain operations and improve their competitiveness.

2.3.3 Hypotheses and proposed research model

Hugos (2003) has argued that information is an important factor and affects other operations in the supply chain, such as Inventory, Manufacturing, Location, Transportation.

H1a: Information has the positive effect on Inventory in the supply chain

H1b: Information has the positive effect on Manufacturing in the supply chain

H1c: Information has the positive effect on Location in the supply chain

H1d: Information has the positive effect on Transportation in the supply chain

According to Minh (2017), when studying the sustainable development strategy of the retail supply chain in Vietnam, has been suggested that the supply chain strategy is influenced in the positive way from the Inventory, Manufacturing, Location, Transportation, Collaboration and Information.

H2a: Inventory has the positive impact on the Supply Chain Strategy

H2b: Manufacturing has the positive impact on Supply Chain Strategy

H2c: Locations has the positive impact on the Supply Chain Strategy

H2d: Transportation has the positive impact on the Supply Chain Strategy

H2e: Collaboration has the positive impact on the Supply Chain Strategy

H2f: Information has the positive impact on the Supply Chain Strategy

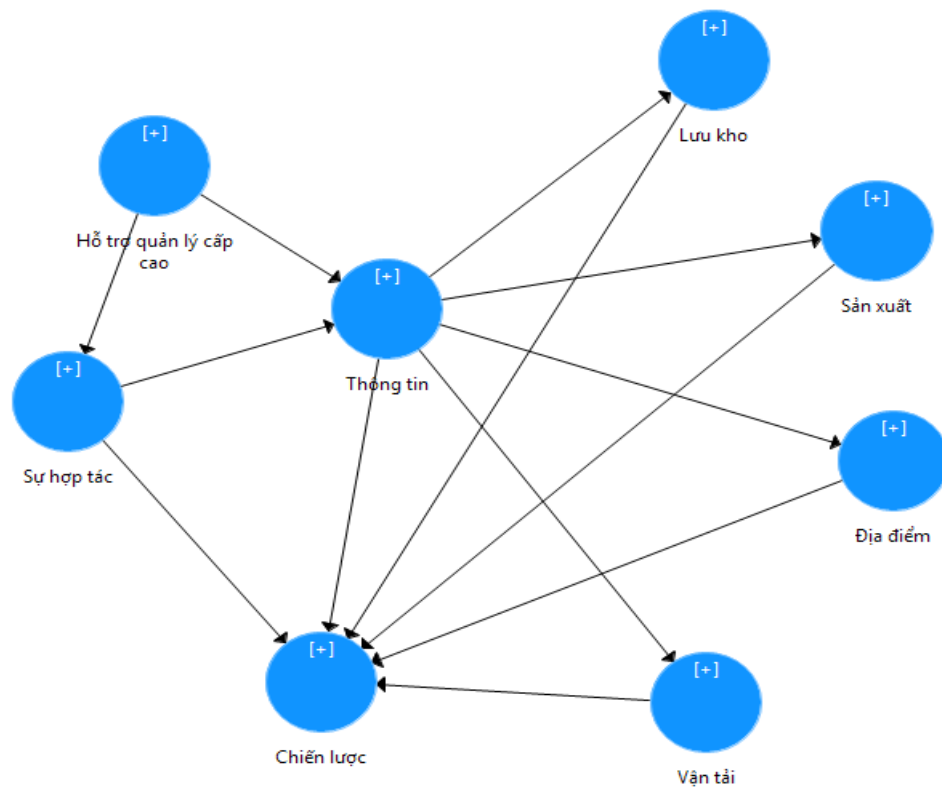


Figure 2.4: Proposed research model

According to Hojemose et al. (2012), *Top management support* is the premise to establish trust between supply chain members. This will help the members to cooperate more smoothly. On the other hand, Wu et al. (2004) and Mentzer et al. (2000) share the view that *Top management support* plays an important role in facilitating information sharing between supply chain members.

H3a: Top management support has the positive impact on Collaboration

H3b: Top management support has the positive effect on Information

Dag and Steven (2010) argue that if the supply chain collaboration is stronger, than more greater the integration of the supply chain, and this will have a positive effect on the ability to share information between members in the supply chain (Lan et al., 2013), thereby improving the efficiency of the supply chain.

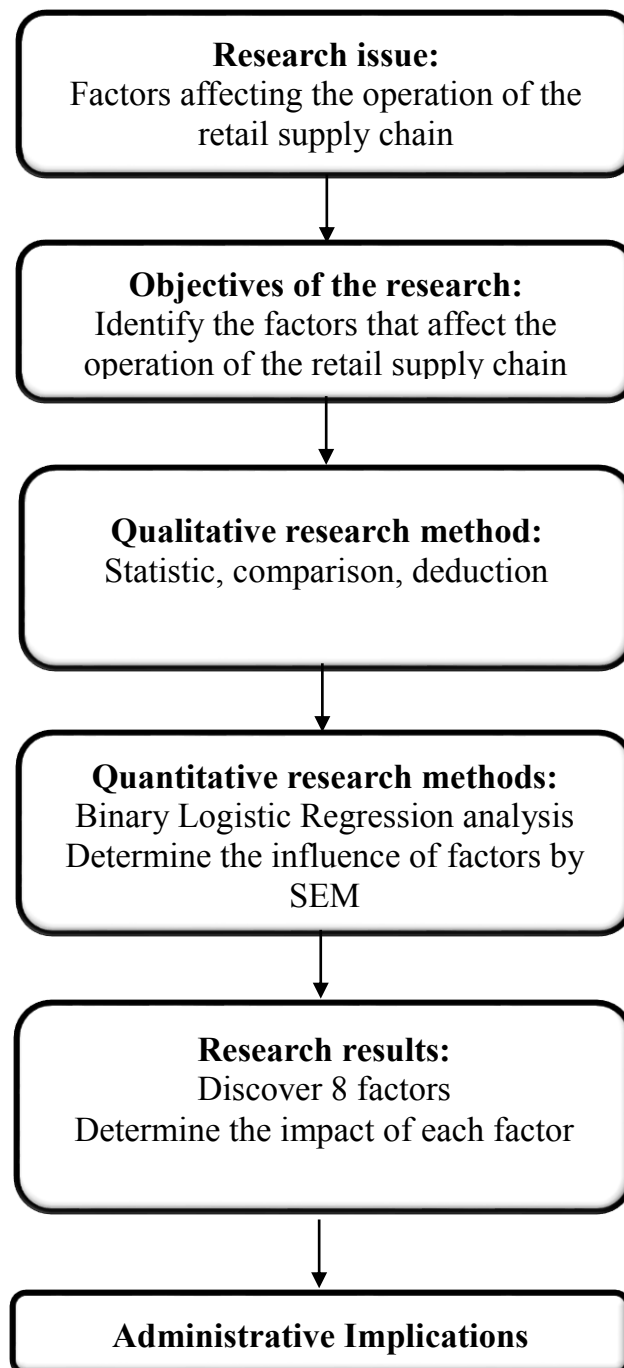
H4: Collaboration in the chain has the positive impact on Information

CHAPTER 3: RESEARCH DESIGN

3.1 THE SELECTION OF RESEARCH METHODS

Throughout the history of scientific research, many scientific methods have been found and developed by researchers. According to Rubin and Babbie (2010), social science research has many different methods, but can be categorized into one of four categories: exploration, description, interpretation or evaluation.

3.2 RESEARCH PROCESS



3.3 BINARY LOGISTIC REGRESSION

Binary Logistic Regression is a method that is commonly used in social science studies when the results variables can be expressed in binary form (Mood, 2010; Hilbe, 2011). The goal of binary logistic regression is to find the best model to describe the relationship between a dependent variable and multiple independent variables (Lee, 2005; Ohlmacher and Davis, 2003). In business, this method is often used to predict the probability of success of a business issue (De Sousa and Miller, 2013).

In this research, after qualitative research, the dissertation identified 15 factors that needed to be considered in terms of its impact on supply chain operation. In addition, the research need to assess supply chain operation by assessing the success or failure of the supply chain. Because of the failure or success of the supply chain as a binary variable consisting of two values: success and failure, the dissertation used a binary logistic regression to explore which factors are more important than in the operation of the supply chain.

3.4 PLS - SEM

In the world, PLS-SEM is considered a perfect replacement for CB-SEM when it solves the sample size problem to develop "family research" and has been implemented in many different fields. (Hair et al., 2012; Ringle et al., 2012). PLS-SEM was chosen to conduct the study for the following two reasons. First, this study explores the relationships in the supply chain operation, not the relevance of the data to the research model. Second, this is a multi-questioned survey that request the respondents have a certain understanding of the supply chain, and this is a new concept with the majority of employees in vietnamese retail firms.

3.5 QUESTIONNAIRE DESIGN

When investigate research objectives in social science researches, the most commonly used method of questionnaire survey, that can be used to categorize the characteristics of a large population and to provide detailed and synthesis analysis.

According to Malhotra (2011), surveying with questionnaires should generate search information in the form of complete questions, motivating respondents to cooperate and reducing feedback errors. The most common problems with the questionnaire are due to the fact that the questions are overly standardized, or the validity is low, or the reliability is too high.

CHAPTER 4: RESEARCH RESULTS AND DISCUSSION

4.1 THE CRITICAL SUCCESS FACTORS AFFECTING THE SUCCESS OF THE RETAIL SUPPLY CHAIN

4.2.1 Cause for research

4.1.2 Focus group interview results

The focus group interview was conducted on 26/08/2016, with a team of 3 experts in the retail sector, to gather opinions to develop a questionnaire for the "filtered" phase.

4.2.3 Data collection

Because the research subjects are retail supply chains, the main survey subjects in this study are individuals working in vietnamese retail firms. However, due to limited resources, research was conducted in Ho Chi Minh City between August 2016 and October 2016. It is the largest city in Vietnam and also the leading economic center of the country. Not only that, Ho Chi Minh City is home to many leading retail firms and nearly 70% of supermarkets in Vietnam (KIS, 2017). Questionnaires collected through face-to-face interviews of survey respondents or via email, that were sent directly to the personal emails.

Data collection was done through two methods: face-to-face interviews with retail business managers and via email. A total of 240 questionnaires were received. Of those, 89 were collected by face-to-face interview at some locations in Ho Chi Minh City. The remaining 151 were collected via e-mail. However, after sorting, only 112 questionnaires were processed as qualified one. Other votes were rejected for wrong or lack of information.

4.1.4 Research results

The variables in the equation

	B	S.E.	Wald	df	Sig.	Exp(B)
LuuKho	-.597	.287	4.326	1	.038	.550
SanXuat	-1.451	.507	8.199	1	.004	.234
DiaDiem	-.788	.326	5.825	1	.016	.455
VanTai	1.039	.467	4.947	1	.026	2.825
ThongTin	-1.122	.476	5.562	1	.018	.326
MoiTruong	.036	.396	.008	1	.927	1.037
CongNghe	.095	.382	.061	1	.805	1.099
QuanHe	-.683	.399	2.932	1	.087	.505
ChienLuoc	.767	.360	4.535	1	.033	2.154
HieuSuat	.261	.426	.374	1	.541	1.298
HopTac	1.318	.430	9.392	1	.002	3.737
KinhDoanh	.478	.417	1.315	1	.252	1.613
QuanLy	1.931	.545	12.557	1	.000	6.895
NhanLuc	-.208	.381	.297	1	.586	.812
KhachHang	.828	.427	3.756	1	.053	2.290
Hằng số	-2.638	1.924	1.880	1	.170	.071

4.2 OFFICIAL QUANTITATIVE RESEARCH RESULTS

4.2.1 Quantitative research's data collection

The data collection was done in two phases. Phase 1, surveying 30 employees, whos are working in the Saigon Co-op, by interviewing directly with the questionnaire to assess the level of understanding and adjustment of the questionnaire. However, when the survey results show that 100% of respondents (who has intermediate education) and 80% of respondents (with college education) do not understand the issue of research. Many of them have no idea what the concept of supply chain is (23.3%), and many of them are confused between logistics and supply (33.3%). This is understandable because this is a fairly new concept in Vietnam, and only higher education has the contact with this concept.

In the second phase of the study, the dissertation selected subjects were university graduates or higher, who were working at Vietnamese retail firms in Ho Chi Minh City like Saigon Co-op, Satra and Vingroup. These are Vietnam's three largest retail chains operating in Ho Chi Minh City, Vietnam's largest economic center. The survey was conducted with convenient sampling method and interviewed directly with the prepared questionnaire. The study period is from August 2017 to November 2017. A total of 311 valid questionnaires were collected for analysis on SmartPLS 3.0.

4.2.2 Quantitative research's results

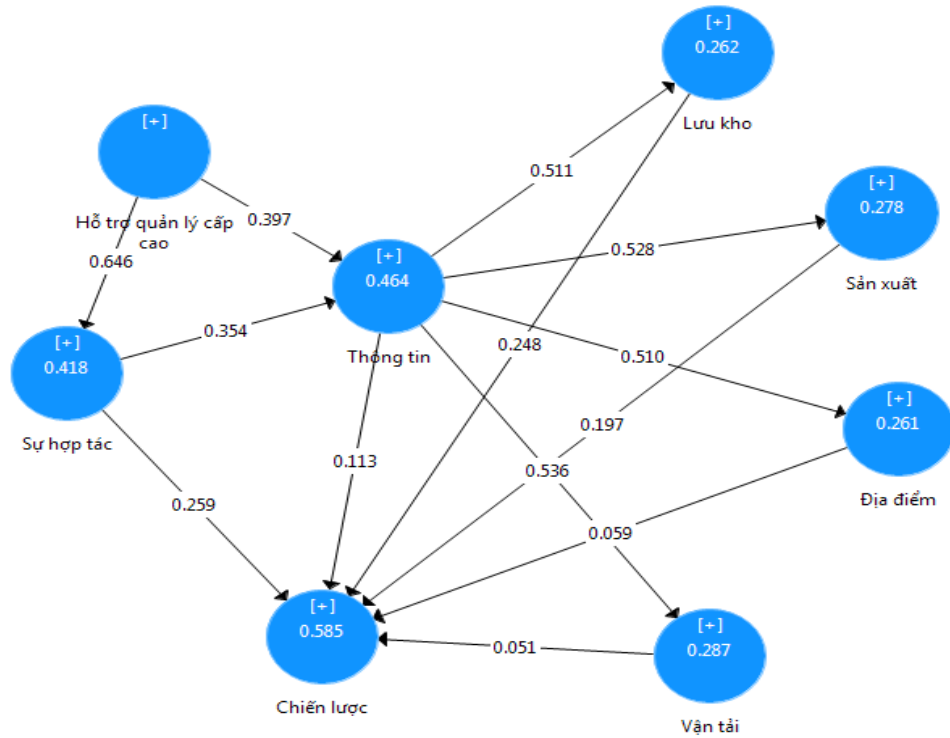
4.2.2.1 Reliability test

	Cronbach's Alpha	Composite Reliability	AVE
Strategy	0.859	0.899	0.640
Top management Support	0.825	0.877	0.589
Inventory	0.865	0.903	0.651
Manufacturing	0.768	0.852	0.591
Collaboration	0.838	0.886	0.608
Information	0.827	0.878	0.590
Transportation	0.812	0.869	0.571
Location	0.842	0.888	0.614

4.3.4.2 Checking for differentiation and multi-collinearity

	Strategy	Top management Support	Inventory	Manufacturing	Collaboration	Information	Transportation	Location
Strategy								
Top management Support	0.786							
Inventory	0.766	0.676						
Manufacturing	0.774	0.689	0.787					
Collaboration	0.763	0.771	0.688	0.703				
Information	0.658	0.748	0.599	0.656	0.727			
Transportation	0.694	0.637	0.771	0.762	0.708	0.649		
Location	0.694	0.610	0.866	0.727	0.650	0.604	0.827	

4.3.2.3 Evaluate the structural model



4.4 DISCUSSIONS

The results of the study showed that there were three factors that have the greatest impact on the success of supply chain development. First, Top managers need to pay much attention and support to the supply chain operations for enabling their subordinates to perform their assigned tasks smoothly, as well as coping effectively with changes in the business environment (Ab Talib and Abdul, 2014). The table below shows the magnitude of the impact of *Top management Support for Information and Collaboration* is strongest in relationships. This has helped managers realize their importance in helping to develop the supply chain.

Second, there is a need to improve collaboration among supply chain members in order to increase productivity, to increase readiness and to minimize the risk of non-compliance with commitments (Stevens and Johnson, 2016). Quantitative research showed that this collaboration is strongly influenced by policy decisions and from the support of top managers. The table below shows that supply chain collaboration has the

greatest impact on the implementation of supply chain strategies is the strongest among the factors.

	Strat egy	Top manage ment Support	Invent ory	Manufact uring	Collabor ation	Informa tion	Transport ation	Locat ion
Strategy								
Top management Support	0.418		0.320	0.330	0.646	0.625	0.335	0.319
Inventory	0.248							
Manufacturing	0.197							
Collaboration	0.401		0.181	0.187		0.354	0.189	0.181
Information	0.401		0.511	0.528			0.536	0.510
Transportation	0.051							
Location	0.059							

Next, increasing the sharing and quality of information in the chain is a vital issue for retail firms. Shared quality information improves supply chain competitiveness (Narasimhan and Nair, 2005; Li et al., 2006). However, most supply chains are facing "distortion" of information from chain members due to security concerns (Mason-Jones and Towill, 1997). As a result of the formal study, the information has the greatest impact on *Transportation*, followed by *Manufacturing*, *Inventory*, *Location*, and ultimately *Supply Chain Strategy*.

Finally, the impact of *Transportation* in the formal research model is very small. This is in stark contrast to the results of the "filtered" research. It can be seen that the impact of *Transportation* on the *Supply Chain Strategy* is minimal. However, the impact of transport on supply chain operations can not be ignored. The phenomenon of "out of stock" occurs often during peak will cause the customer service capacity severely reduced, sometimes not bring the expected effect of marketing campaign.

CHAPTER 5: CONCLUSIONS AND ADMINISTRATIVE IMPLICATIONS

5.1 CONCLUSIONS

The contributions of theory, research models and implications of this dissertation will help vietnamese retail firms to take appropriate actions and policies to improve the competitiveness of their supply chain. The dissertation is also a valuable reference to other researchers on retail supply chain development theory. Other field studies may also use the results of this dissertation as a basis for the research.

5.2 ADMINISTRATIVE IMPLICATIONS

5.2.1 The implications for enhancing the role of leadership

Top leaders in the vietnamese retail supply chain need to demonstrate their responsibility.

Retailer should be the leader of their supply chain.

5.2.2 The implications for enhancing collaboration in the supply chain

Retail firms need to improve their position to consolidate their power.

Retailer should actively develop strategies for supply chain.

Cooperate to build common warehouses.

5.2.3 The implications for improving transportability

Vietnam retail firms need to improve the capacity of freight.

Applying information technology to improve transportation performance, or expanding supply chains by accepting local businesses.

5.2.4 The implications for improving the efficiency of information sharing in the supply chain

Retail supply chains need to build a culture of information sharing in the chain.

Retail firms need to deploy ERP solutions.

5.2.5 The implications in the supply chain strategy

The retail supply chain needs to implement strategies of cooperation to expand its business.

Implement sustainable development strategy through green supply chain.

5.3 LIMITATIONS

The first limitation of this dissertation was that the study was conducted in Ho Chi Minh City only. Research in Ho Chi Minh City makes the collected data is not general and is not representative of all retailer in Vietnam.

Second, due to financial and time constraints, the study used low reliability sample collection methods. On the other hand, respondents focused mainly on vietnamese retail firms, especially quantitative research only surveyed at the three largest vietnamese retail enterprises in Ho Chi Minh City. Foreign retailers or retail joint ventures have not been researched. These limitations make the research not have a general overview of the retail business of Vietnam.

Other studies may be able to conduct studies with retailers operating in Hanoi, Hai Phong, Da Nang or other cities in Vietnam. On the other hand, Vietnam's rural areas have not been much studied yet. Another direction is to investigate foreign retailers and retail joint ventures to compare, contrast and provide a different perspective on this research.