

SOCIALIST REPUBLIC OF VIETNAM

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**INFORMATION ON NEW ACADEMIC AND THEORICAL
CONTRIBUTIONS OF THE DOCTORAL DISSERTATION**

Dissertation Title: **ADOPTION OF DIGITAL TECHNOLOGY AND THE
COMPETITIVENESS OF LOGISTICS SERVICE PROVIDERS IN VIETNAM: THE
MEDIATING ROLE OF AGILE MANAGEMENT AND VALUE CREATION SERVICES**

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The summary of the dissertation's novel theoretical and practical contributions is presented as follows:

1. Theoretical and Academic Contributions

This dissertation makes several important theoretical and academic contributions to the literature on digital transformation, dynamic capabilities, and competitiveness in the logistics industry.

First, the study extends the Dynamic Capability Theory (DCT) in the context of digital logistics from a process-based perspective. Previous studies have commonly viewed digital technology or digital capability as a strategic resource that directly enhances innovation, operational performance, and firm competitiveness. However, the findings of this study indicate that, in an increasingly digitalized environment where access to technology among logistics service providers (LSPs) becomes more homogeneous, digital technology no longer serves as a direct and sustainable source of competitive ness

The MGA results reveal that, particularly among large LSPs, the direct effect of Adoption of Digital Technology (ADT) on competitiveness is no longer statistically significant, whereas the mediating roles of Agile Management (AM) and Value Creation Services (VCS) become more prominent. This finding suggests that digital technology only creates competitive value when it is transformed into appropriate organizational and operational capabilities.

Based on these findings, the study proposes a new DCT perspective in the context of digital logistics through a multi-layer capability transformation architecture. In this architecture, ADT is conceptualized as a foundational digital enabler that facilitates the development of LSPs' dynamic capabilities. AM reflects dynamic capability at the process level, enabling firms to reconfigure operations, coordinate resources, and adapt flexibly to environmental changes. Meanwhile, VCS represents the service-level value realization mechanism through which operational capabilities are

transformed into customer and market value. The ultimate outcome of this transformation process is the competitiveness of LSPs.

Accordingly, the study shifts the traditional logic from “technology-driven competitiveness” toward “capability transformation-based competitiveness,” in which competitive advantage does not stem from technology itself but from the firm’s ability to transform technology into organizational capabilities and service value aligned with operational contexts. This also represents an important extension of DCT in digital logistics research, where competitiveness is no longer explained by isolated technological assets but by the interaction and complementarity among multiple capability layers from a process-based perspective.

In addition, the study contributes to the digital transformation literature by applying the TOE framework from a digital capability configuration perspective. Specifically, TOE is employed as a structural framework for conceptualizing and measuring ADT, while the transformation mechanism from ADT to competitiveness is explained through the logic of DCT. This integrated approach clarifies the complementary roles of TOE and DCT and helps reduce conceptual and measurement fragmentation in digital logistics research.

Furthermore, the study extends the contingency and contextual perspectives regarding the formation of competitiveness in LSPs. The findings indicate that the transformation mechanism from ADT to competitiveness varies according to firm size and organizational maturity. For small and medium-sized LSPs, digital technology remains an important factor in enhancing service value and competitiveness. In contrast, for large firms, Agile Management becomes the central mechanism determining the realization of service value and the sustainability of competitive advantage. These findings suggest that competitiveness in digital logistics is not formed through a fixed configuration but evolves from technology-based competition toward capability-based competition as firms become more mature.

Finally, the study also refines the understanding of Employee Autonomy (EA) in dynamic capability models. The insignificant moderating effect of EA suggests that employee autonomy may not function as a direct interaction mechanism among capability layers, but rather as an underlying organizational condition that supports adaptability and operational coordination in dynamic environments. This finding contributes to a deeper understanding of employee autonomy in logistics firms operating in developing economies such as Vietnam.

2. Practical Contributions of the Research

Besides its theoretical contributions, the dissertation also provides several important practical implications for logistics firms and policymakers in Vietnam.

First, the findings suggest that LSPs should not regard digital technology adoption as an end goal but rather as a foundation for developing organizational capabilities and value creation capabilities. Investments in digital technology only generate sustainable competitive advantage when firms are able to transform technology into agile operational processes and value-creating services for customers.

Second, the study highlights the critical role of Agile Management in improving competitiveness, particularly for large LSPs. Therefore, managers should focus on building flexible

organizational structures, strengthening resource coordination, and enhancing responsiveness to environmental uncertainty and market changes.

Third, the study demonstrates that Value Creation Services serve as a mechanism through which digital capabilities are transformed into customer and market value. Accordingly, LSPs should prioritize the development of integrated, customized, and technology-enabled services to enhance customer experience and strengthen competitive positioning.

Fourth, the study provides differentiated managerial implications based on firm size. For small and medium-sized firms, investment in digital technology remains a critical factor for enhancing competitiveness. In contrast, large firms should shift their strategic focus toward strengthening agile management capabilities and operational reconfiguration, as technology alone is no longer sufficient to sustain competitive advantage.

Finally, the study offers implications for policymakers in promoting digital transformation within the logistics industry. Policy support should not only focus on technological investment but also emphasize the development of managerial capabilities, organizational capabilities, and service innovation in order to enhance the competitiveness of logistics firms in the digital era