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**IMPROVE THE BUSINESS PERFORMANCE
OF SEAFOOD COMPANIES IN VIET NAM**

Major : **Finance- Banking**

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SUMMARY OF DOCTORAL THESIS IN ECONOMICS

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At the time hour, day month year 20....**

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INTRODUCTION

1. The urgency of the topic

In the economy of all countries now enterprises (businesses) play a key role. Effective business in both economy and society is the immediate and long-term goal of most businesses. Because business performance not only shows that the business has performed well in its field, but also shows that it deserves to survive and grow, contributing to the overall development of the economy of each country.

Through the research, the author has found that: there are many different concepts about business performance of enterprises. Therefore, there are different perspectives on effective measurement methods, different sets of indicators to evaluate the effectiveness, and the arguments determine the relationship between business performance and the various influencing factors. The author found that each viewpoint has its own strong scientific base but they are incomplete because each enterprise is an economic subject with a very rich and complex life that requires policy makers, researchers, and indoor management must research in a variety of angles and more comprehensively.

Although seafood companies in Vietnam are still very young, they have proved their development potential during the country's economic renewal. The contribution of enterprises to general development is very remarkable. Moreover, Vietnam's seafood industry has a lot of potential. Derived from diverse perspectives on business performance in practice. Derived from studies of some seafood enterprises in Vietnam with a lot of findings about inadequacies in the issue of financial efficiency, overall business performance and sustainable development, the author recognized: it is necessary to be aware of what is effective business and how to improve the business performance of seafood companies in Vietnam today. In order to rise the fisheries industry up to be a spearhead economic sector of Vietnam, to rise Vietnamese seafood enterprises up to be the leading birds in the fishery industry in the world.

Therefore, the author has chosen to research the basic issues of business performance, the reality as well as solutions to improve the business performance of the seafood companies in Vietnam today as the research topic in the thesis.

2. Overview of research situation

2.1. Overview of domestic research

a. Business performance concept in enterprises.

“Business Performance is a correlation between outputs and costs incurred in the production and business process”.

In Vietnam, many authors study this concept with the same view as the authors Ngo Dinh Giao, Luu Bich Ho and Tran Van Thao. These authors argue that efficiency is a proportional relationship or a difference between the result and the cost to achieve some results.

In the view of scientists from National Economics University, University of Commerce, Academy of Posts and Telecommunications... Business performance assessment must evaluate production capacity, wastage and profitability. In which, the evaluation includes evaluating the efficiency of using fixed assets and mobile assets, profitability of capital through indicators reflecting the profitability of equity. The evaluation is determined in terms of ability to use resources and profitability of resources.

From the view of the French economic scientist teaching at Paris I Pantheon Sorbone University, Josette Peyrard, the evaluation of business performance of enterprises is determined by the profitability of the enterprise. Along this point of view is the author Ngo The Chi, the Academy of Finance of Viet Nam or Nguyen Tan Binh when assessing this concept of enterprises only assessing profitability.

When referring to other side of this concept, business performance is necessary to increase the value of the business, the problem of financial risks and business risks need to be considered. Research of Le Hoang Vinh (2014), “Capital structure and financial risks in enterprises”, Doctoral thesis, studied this problem. Financial risk is derived from capital structure with participation of funding with fixed costs, typically debt.

Thus, the concept of "efficiency is the comparative relationship between the output obtained and the input resources of the business process" is the most integrated. Because the results obtained and input resources covers all the different approaches to business performance. Input resources can be labor, assets, capital, and other resources, including opportunity costs. The results can be revenue, profit and profit rate, business value, national security, environmental protection, cultural value, competitiveness. In order to measure business performance from a socio-economic perspective in the

context of global economic integration, we must approach the enterprise as a legalized citizen. And a citizen who wants to survive, develop in a long-term, must have socially responsibility.

Sustainable development is referred to as a concept for both the global development, countries, sectors and businesses. The term sustainable business reflects the capacity of self-regulation and adaptation in a dynamic situation, containing not only economic contents but also social responsibility of the companies-Corporate Social Responsibility (CSR). The author agreed with the point of view of author Nguyen Huu So (2009) in the thesis of Sustainable Economic Development in Vietnam: "Sustainable enterprises are businesses that can grow stably, long term and make a positive contribution to the social and community development; This contribution not only brings economic prosperity but also contributes to protecting the environment and resolving social issues well.

b. Overview of research projects on fisheries and seafood enterprises:

Over the past time, there have been many researches on this industry and these enterprises, there are many certain results. According to Dr. Lam Van Man's evaluation in the doctoral thesis: Sustainable development of the fisheries sector in parallel Cuu Long until 2015, Vietnam seafood industry achieved many successes.

According to the research results of Bui Duc Tuan (2010), Improving the competitiveness of Vietnam's seafood processing industry, the doctoral thesis, the current fisheries sector is mainly achieved on the basis of exploitation and take advantage of natural advantages of resources and labor. The development of the industry is not based on a solid foundation of other national advantages such as domestic demand, supporting industries, domestic competition.

A study of fisheries caught the attention of researchers. That is the topic of the Academy level of Dr. Pham Thi Thanh Hoa (2016), Study the factors affecting the capital structure of listed seafood enterprises in Vietnam, Academy of Finance. The topic has analyzed the situation of capital problems of enterprises.

In 2017, in the doctoral thesis "Accounting of environmental cost management at Vietnamese seafood processing enterprises", Ngo Thi Hoai Nam emphasized the need to complete the detailed accounting work on environmental costs, costs of implementing social responsibility of seafood processing enterprises.

2.2. Overview of foreign projects on operational efficiency of enterprises

From the perspective of economist A. Carroll (1999): The "Pyramid" model of CSR was inherited and developed from 3Ps model by A. Carroll (1999). Accordingly, CSR includes economic responsibility (Need to be profitable), legal responsibility (Need to operate in accordance with the law), moral responsibility (Do what is considered fair, right) good, reasonable) and discretionary responsibility (A good responsible citizen. Contributing to community resources, improving quality of life). This model is comprehensive and highly feasible, can be used as a framework for policy thinking of the State on CSR.



According to some of the latest research by scientists in developed countries, implementing social responsibility has a good influence on enterprise innovation and business performance of enterprises (Wargner 2010).

In the European development policy 2020 (European Commission 2010), many solutions have been implemented to renew the activities of businesses towards sustainable development, implementation of Social Responsibility, in which emphasizing role of Financial tools. However, there are studies that show that not all corporate social responsibility activities create value for businesses, because they cost a lot of money (Hillman and Keim 2001).

3. Research gap

Based on the overview, the author draws some research gaps in the researches business performance of enterprises that need to supplement in the coming time as follows:

(1) The theoretical research has focused on clarifying business performance but there are many different definitions, views on this concept, the scope of determination and measurement indicators are not yet consistent. Therefore, it is necessary to clarify the natural business performance of enterprises. So that we can determine which aspects need to be achieved. And then we determine the scope of calculation measurement indicators in the modern businesses.

(2) Empirical studies according to the case to identify the role of determining the general business performance of enterprises. Then, enterprises have a scientific basis to build a set of indicators to accurately assess the performance, as a basis for assessing the reality, making policy decisions and business strategies suitable to current business conditions. That will make the enterprises run towards efficiency and sustainable development.

(3) Research on many groups of enterprises in sub-sectors to assess the factors affecting the overall business performance in those enterprises. We need to systematize the opinions of experts on this issue. And also need to research businesses to find solutions to help enterprises survive and develop long-term that no research has done.

4. Research objectives

The thesis "Improving the business performance of seafood enterprises in Vietnam" aims to: research the most theoretical basis of business performance of businesses along with the suitable indicators in seafood companies in Vietnam in recent years. On the basis of assessing advantages and disadvantages and the causes of the realization of business performance of these enterprises, the author aim to propose some recommendations and solutions to improve the business performance of seafood enterprises in the future.

To achieve this goal, the thesis fulfills the following specific objectives:

- *Firstly*, the thesis systematizes and clarifies some basic arguments about business performance in enterprises. The thesis selects a more complete and clear approach in the context of strong international integration economy.

- *Secondly*, the dissertation analyzes and evaluates the business performance of seafood enterprises in Vietnam in recent years according to the research approach in the theoretical basis, to determine advantages and limitations and causes of limitations. This is the basis for implementing case studies and surveys on the socio-economic efficiency of enterprises.

- *Thirdly*, the dissertation examines the direction of the fisheries sector in Vietnam and seafood enterprises in Vietnam, analyzes opportunities and challenges of enterprises in the context of international economic integration. Since then, the dissertation has published some solutions to implement some solutions to improve the business efficiency of seafood enterprises in Vietnam. The thesis also provides suggestions for future research directions.

5. Research questions

In order to achieve the research goal on the thesis, a series of research questions must be answered:

- What is the nature of business performance of enterprises.
- To achieve good business performance, what requirements do enterprise have to meet? Is it necessary to have both economic and financial efficiency and socio-economic efficiency at the same time?
- What factors affect business performance of enterprises?
- To improve business performance of enterprises what we can do?
- What is the role of seafood enterprises in Vietnam in the economy?
- In recent years, have seafood enterprises in Vietnam been effective or not? How do investors and other entities evaluate about these enterprises.
- Opportunities and challenges of seafood enterprises in Vietnam in the context of international economic integration today.
- What do enterprise need to do to improve business performance in the coming time?
- What are the conditions for enterprises to implement these solutions?

6. Subjects and scope of research

- The thesis studies theoretical and practical issues of business performance in seafood enterprises in Vietnam in the trend of sustainable development.

- Research scope:

+ Regarding the content: Dissertation on business efficiency research in seafood enterprises in Vietnam is operating in production and business. Sample typical 54 enterprises are enterprises in the fields: Exploiting, cultivating, seed production, processing and consumption preservation; belongs to 4 components of state enterprises, joint stock enterprises, private-owned enterprises, 100% foreign-owned enterprises.

+ About research space: Vietnam seafood enterprises in general and research 54 typical enterprises, including 17 seafood enterprises listed on the stock market.

Surveys were sent to administrators and employees at seafood enterprises in Vietnam during the author's research.

+ About time: Between 2011-2017.

Survey time is from March to May 2018.

7. Research method

- The project uses systematic, logical and dialectical approaches to systematize basic theoretical issues of business performance of enterprises.

- Other scientific methods are used to clarify the actual implementation of business performance in seafood enterprises in Vietnam:

** Method of document review*

Study to use secondary data related to business performance such as books, monographs, scientific topics at all levels, scientific reports, relevant articles in libraries and some official website pages in countries and foreign countries to have the original basic documents.

Secondary data is collected from statistics of agencies such as the General Statistics Office, the General Department of Fisheries, the Association of Seafood Exporters and Processors, the studies in the Journal of Fisheries, Fisheries Industry Report. and some other publications.

** Descriptive statistics, analysis and data processing methods*

Information and data after being collected will be checked to detect missing information and then be aggregated and calculated according to the research objectives of the thesis. The results are presented in the form of tables, diagrams, graphs to draw conclusions about business performance of seafood enterprises in Vietnam. Survey results are statistically, synthesized and distributed by authors. Data analysis according to the research content.

** Case study research method*

The dissertation selects a typical case study of some typical enterprises in order to better assess the general business performance in these enterprises. That is Hung Vuong Joint Stock Company, Minh Phu Seafood Joint Stock Company, Viet Nhat Seafood Company. The case study shows the reasons for successful business coming from enterprises that implement good social responsibility, and failures from enterprises do not take these issues seriously.

** Expert opinion method*

The author interviewed some experts in the fisheries industry. At the same time, gathering opinions of other experts discussing business performance, social responsibility and sustainable development. Thereby, the thesis has more solid arguments to answer research questions.

** Survey method*

Methods of statistical survey, data collection by questionnaires. The investigation is carried out as follows: The author uses the survey method to conduct an investigation on the socio-economic efficiency aspects, the actual perception and implementation of social responsibility of fisheries enterprises in Vietnam. The survey was conducted at the Vietshrimp industry technology Fair which took place from 27-29 April 2018 in Bac Lieu.

8. New contributions of the thesis

** In terms of science*

The dissertation has a system of viewpoints on business performance, and summarizes the problems of this concept. The thesis also mentioned the need to be aware of business performance of enterprises in the era of economic integration today. Along with that is the introduction of a system of indicators to measure operational efficiency of enterprises towards the goals of enterprises.

** In terms of practice*

The thesis evaluates the business performance of seafood enterprises in Vietnam according to a new perspective. The thesis also points out the limitations and causes of business activities in enterprises. Based on the viewpoint of development orientation of Vietnam's fisheries sector, the dissertation has appropriate recommendations to improve business efficiency of enterprises. The recommendations also aim to improve the awareness of economic entities in society on the evaluation of business performance of an organization.

9. The layout of the thesis

In addition to the introduction and conclusion, the list of references and appendices, the content of the thesis includes 3 chapters:

Chapter 1: General theoretical basis of business performance of enterprises.

Chapter 2: Current status of business performance of seafood enterprises in Vietnam

Chapter 3: Some solutions to improve business performance of seafood enterprises in Vietnam.

Chapter 1

GENERAL THEORETICAL BASIC OF BUSINESS PERFORMANCE OF ENTERPRISES

1.1. Theoretical basic for business performance of enterprises

1.1.1. Definition - the nature of business performance.

From these points of view, the author said: "Business performance is an economic category, expressing the economic development in depth of enterprises, reflecting the level of mobilization and use of resources. Business production in order to achieve the business objectives that enterprises define. General business goals of enterprises in the current context are to achieve financial and economic efficiency such as increasing profitability, increasing value business, and also achieve socio-economic efficiency, towards sustainable development.

With that view, indicators reflecting business performance should be built through measuring financial and economic efficiency through profitability and stability, revenue growth and enterprise value. At the same time, it is necessary to use indicators to measure socio-economic efficiency such as contribution to the state budget, benefits for workers and social responsibility for law, business ethics, environment preservation.

1.1.2. Classification of business efficiency

Business performance is an integrated economic category, so in research people can approach from many different angles. Business performance classification according to different criteria is the basis for determining the efficiency level, targets as well as measures to improve this problem. There are several ways to classify business performance:

Classification according to the scope of calculation

- Classification according to the nature of benefits of production and business efficiency:

- Classification by scope of assessment

- Classification by time

1.1.3. The theory of improving business performance of enterprises

Viewpoints on improving business performance.

Improving business efficiency is to increase economic and financial efficiency and socio-economic efficiency of enterprises. Specifically, enterprises perform better their responsibilities: increase profitability, increase business value, increase contributions to the state, create more jobs, contribute to environmental protection towards development. sustainable development. Specific manifestation of improving efficiency is that enterprise must have business and development strategies, plans to change indicators reflecting business efficiency in a positive way for businesses to achieve the above objectives.

1.2. The system of criteria for evaluating business performance of enterprises.

1.2.1. Indicators for evaluating economic and financial efficiency.

** Indicators reflect general financial situation and profitability.*

The general indicators of high representativeness are used, namely: revenue, profit, BEP, ROS ROA, ROE, Dupont equation.

** Indicators to identify and measure financial risks.*

The representative indicators are the Impact of Debt on ROE, solvency and level of dispersion and standard deviation of the criteria for measuring profitability.

1.2.2 Socio-economic efficiency targets of enterprises.

** Indicators related to work, employees.*

** Criteria for contribution to the state budget.*

** Criteria for measuring the implementation of corporate social responsibility - CSR, the implementation of CoC standard.*

1.3. Factors affecting business performance of businesses in general.

1.3.1. Internal factors

1.3.1.1. Capital, business capital

1.3.1.2. Factors of technical and technological production

1.3.1.3. Human factors

1.3.2. External factors

1.3.2.1. Business characteristics

1.3.2.2. Legal environment

1.3.2.3. Economic environment

1.3.2.4. The development of science and technology

1.4. International experience on improving business performance of seafood enterprises

1.4.1. Experience of Chinese seafood enterprises

1.4.2. Experience of Thai seafood enterprises

1.4.3. Indian experience

1.4.4. Lessons learned to improve business performance of Vietnamese seafood enterprises

Chapter 2

SITUATION OF BUSINESS PERFORMANCE OF THE SEAFOOD COMPANIES IN VIETNAM

2.1. Overview of fisheries and seafood companies in Vietnam

2.1.1. The process of formation and development

2.1.2. The role of the fisheries industry and seafood enterprises in Vietnam

2.1.3. Characteristics of business activities of seafood enterprises affect business performance

2.1.4. Mechanism and policies of the State for the industry

2.1.5. Advantages and disadvantages affecting the business performance of seafood enterprises

Number of seafood enterprises in Vietnam

Seafood enterprises are enterprises and cooperatives engaged in marine and inland fisheries exploitation; marine and inland aquaculture; producing breeds: processing and preserving aquatic products and fish products from

aquatic products. The number and scale of seafood enterprises has been increasing in recent years.

Table 2.1: Number of enterprises in the whole seafood industry in Vietnam

Number of enterprise.

YEAR	2011	2012	2013	2014	2015	2016	2017
Total labour of seafood companies	244.303	229.687	236.972	245.587	243.699	243.788	248.727
State's Enterprise	11.446	8.855	9.409	8.240	7.360	6.884	5.074
Stock companies	103.562	100.282	109.012	113.533	110.127	107.734	103.085
Limited companies	111.393	103.319	99.684	104.707	105.419	109.583	120.455
Foreign companies	17.902	17.231	18.867	19.107	20.793	19.587	20.113

Source: General Statistics Office and author's calculations

2.2. Current status of business performance of typical seafood enterprises in Vietnam

2.2.1. Current status of economic and financial efficiency of fisheries enterprises

2.2.1.1. Basic financial situation of businesses.

Table 2.5: Business results of typical seafood enterprises

Million VND.

Year	2011	2012	2013	2014	2015	2016	2017
Net Revenue	61.947.486	63.733.602	80.920.325	86.627.929	93.417.308	99.389.586	102.005.756
Net Income	2.206.775	1.437.485,5	1.720.466	3.069.731	947.715,1	974.127	1.145.050

Source: General Statistics Office and author's calculations

In the last 7 years, the revenue of seafood enterprises has been constantly increasing. Especially, since 2013, the turnover of seafood enterprises has increased rapidly. In 2013, revenue increased significantly

compared to 2012, up 27%. This is a signal that businesses' products are welcomed by markets.

Table 2.9: Assets of businesses in the period of 2011-2017.

Million VND

Year	2011	2012	2013	2014	2015	2016	2017
Total Asset	43.960.755	49.132.562	54.584.574	63.982.755	68.848.366	71.528.384	74.990.861
Dept	29.337.258,4	32.327.099	37.083.761	46.650.275	50.602.896	50.401.393	52.851.433

Source: General Statistics Office and author's calculations

The total assets of the enterprises also continued to increase for 6 years, reflecting the enterprises actively investing in production and business development. Enterprises have invested according to the width and the depth.

2.2.1.2. Profitability of typical seafood enterprises in the period of 2011-2017

Table 2.12: Financial indicators reflect profitability of 54 businesses

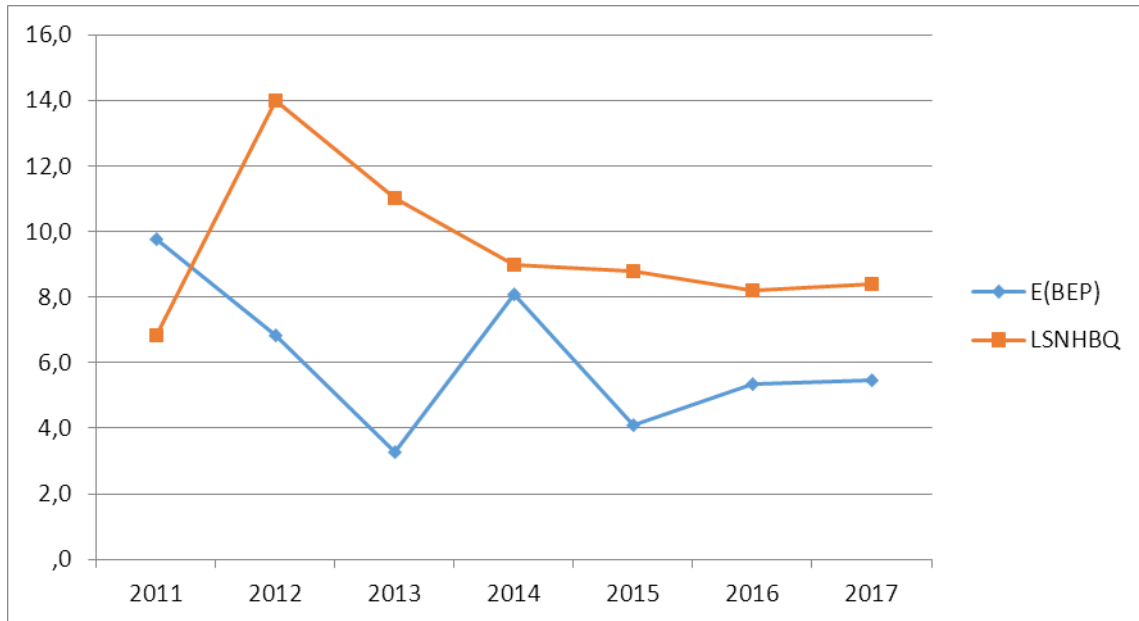
Year	2011	2012	2013	2014	2015	2016	2017
E(ROS)	3,479	2,242	2,188	3,1309	1,0145	0,98	1,12
E(ROA)	5,481	3,039	3,386	5,008	1,4173	1,362	1,522
E(ROE)	15,838	9,043	10,715	16,6528	5,2175	4,6108	5,1713

Source: General Statistics Office and author's calculations

** Analysis of dispersion levels of ROE and ROA.*

Profitability of ROA of enterprises is relatively low at 2%. There is a significant difference in the sample. There are businesses with high ROA of 67%. But there are also ineffective investment enterprises, losses are significant. In 378 observations there were 188 values below average. This is also a worrying point that the number of enterprises investing in production and business is not quite effective.

Chart 2.4: Compare BEP and average lending rates on inter-bank TT in 2011-2017



2.2.1.3. *Identify the level of risk of typical seafood enterprises.*

** Identify business risks through the volatility of BEP*

In total 378 observations, the average value of BEP is 5.75%. The economic profitability of enterprises differs significantly. There are businesses with high profitability, the highest 67.85%. But there are also businesses that suffer significant losses. The number of observations that are potentially below average is 190/378 high. This shows that a large proportion of over 50% of businesses are not economically profitable.

Table 2.18: The degree of dispersion of BEP criteria of observations

Targets	BEP!
Standard deviation of	14,696
Range of variation	236.081
Observation number	378

Source: Author's calculations

** Assessment of financial risks through indicators Impact of debt to ROE*

The research sample has a debt impact on average ROE of 0.152%, indicating that debt has a positive impact on profits for owners, although it is quite small. The standard deviation of this indicator is 52%, indicating a significant dispersion of profits for owners, ie financial risk in the first aspect.

Table 2.17: Statistics describing the level of dispersion of debt impact indicators to ROE of 378 observations. FL ROE

Indicator	FL_ROE
Average value	0.152724
Standard deviation	52.21467
Variation range	910.1148
Minimum value	-552.0058
Maximum value	358.109
Number of observations on average	151
Observation number under average	227
Observation number	378

2.2.1.4. Typical research of Minh Phu Seafood Corporation (MPC Stock Code).

Minh Phu is a large seafood corporation in Vietnam and internationally with products available in more than 50 countries. Being a very large corporation with shrimp main products, Minh Phu has committed to sustainable development in food safety, environmental protection, social responsibility and animal welfare and health.

Table 2.23: Minh Phu Group's business results for 5 years 2012-2017

Million VND

Year	2012	2013	2014	2015	2016	2017
Net Revenue	7.965.667	11.206.431	15.224.803	12.472.340	12.064.290	15.767.100
Net In come	15.878,1	293.834,5	921.048,3	(6.945,9)	81.891	714.163

Source: Audited consolidated financial statements.

The Group has product quality and environmental protection management certificates that meet customer requirements from North America, Europe and Japan: Global Gap, Bap, ASC, MSC, Organic EU, HACCP, BIO Suisse, ISO 14001.

2.2.2. Current status of socio-economic efficiency of typical seafood enterprises in Vietnam

The economic indicators reflect the interests of the State, the benefits of workers that seafood enterprises bring.

** State budget collection and payment situation of enterprises.*

Table 2.26: Revenues paid into the state budget in 2011-2017

Million VND

Year	2011	2012	2013	2014	2015	2016	2017
Tax	568.692	532.836	834.948	430.733	714.329	664.986	697.896

Source: General Statistics Office and author's calculations

Looking at the data in the table above, the total taxes, fees and charges of enterprises in the research sample tend to increase with the expansion of scale and development until 2015. This is evidence to prove an effective contribution to the state in terms of economy.

** Implement CoC*

Table 2.30: Statistics of the implementation of the quality certification of 17 Vietnamese seafood enterprises listed.

Mã CK	Global GAP	HAC CP	UKAS intertek	ISO 9001 ISO 22000	EU CODE	US. FDA	ASC	MSC	GMP	BAP	HAL AL	IFS	BSCI BRC
AAM	x	x	x	X	x				x				
ABT	x	x		X	x		x		x				
ACL	x	x	x	X	x	X	x	x		x	x	x	
ANV	x			X	x						x		
ATA		x	x								x	x	
AVF	x			X	x		x			x		x	
BLF		x		X					x		x		
CAD		x	x	X		X					x	x	
CMX		x	x		x					x			
FMC		x		X						x	x	x	x
HVG	x	x		X	xxxx		x		x	x	x	x	

Source: Official websites of seafood companies listed on Vietnam stock market

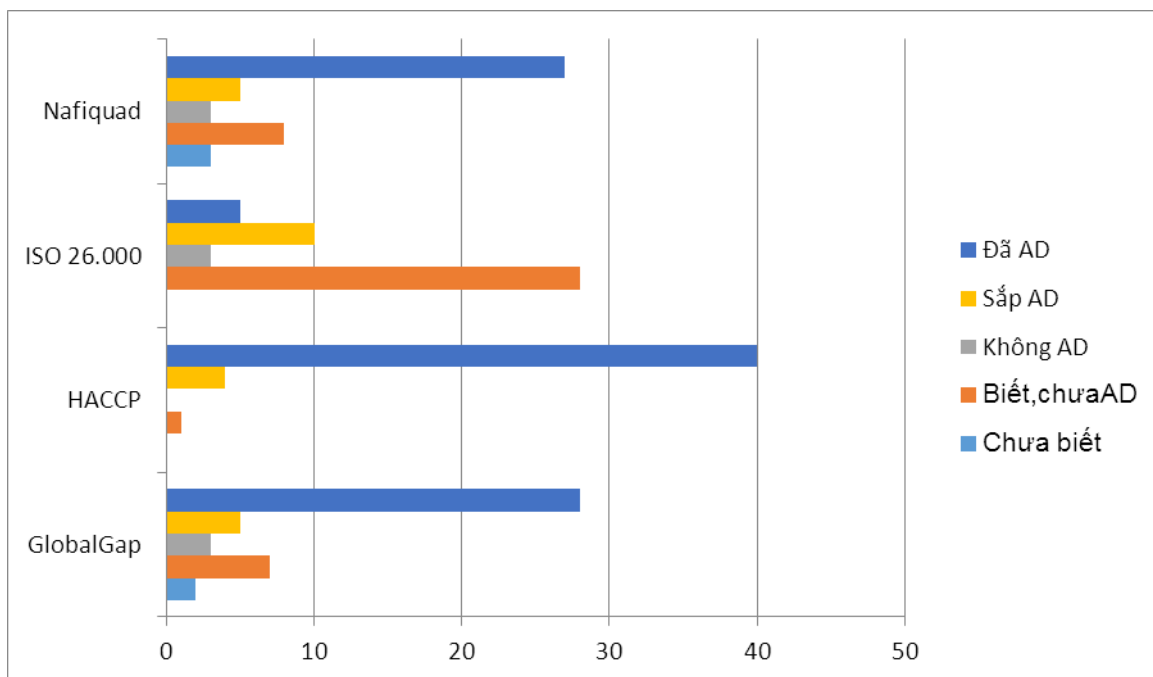
** Survey results of managers and workers in seafood enterprises.*

The author uses the survey method to conduct an investigation of the actual perception and implementation of social responsibility of seafood enterprises in Vietnam. The survey was conducted at the Vietnam-Vietshrimp shrimp industry technology fair which took place from 27-29 April 2018 in Bac Lieu

** Survey results of enterprise managers on social responsibility.*

Question: Do you know which enterprises have implemented the following standards of product quality management and social responsibility?

Chart 2.5: The number of application of standard certification in seafood enterprises in Vietnam in the survey



Most businesses already know the standards of product quality management and environmental protection. The rate of enterprises that have applied is quite high 89% HACCP, 62% Global gap, 51% ISO 14001. This shows that the awareness of enterprises about committing standards related to social responsibility is quite large.

2.3. Assessment of business performance of seafood enterprises in Vietnam

2.3.1. The achievements of seafood enterprises in Vietnam in the past time

When considering the business performance of Vietnamese seafood enterprises in general, the author found that businesses have achieved many remarkable achievements.

Firstly, the number of seafood enterprises increased continuously to exploit the comparative advantages and competitive advantages of this industry.

Secondly, the revenue of enterprises in the industry continued to increase despite the volatile market. Many new markets like Asia and Russia thrive alongside traditional markets such as EU, US and Japan. The domestic market is also growing strongly.

Third, businesses have a stable rate of return on capital. This stability is due to the correspondence between the rate of revenue growth and the increase in assets. Increasing asset size proves the stronger investment of businesses.

Fourth, the above achievements must include the efforts of enterprises when fulfilling requirements from customers, suppliers, employees, the State and the community. Major customers of seafood enterprises in Vietnam come from very "fastidious" markets such as Europe, America and Japan. The product quality requirements are always high.

2.3.2. Limitations and causes of limitations in the implement of business performance of enterprises

2.3.2.1. Restrictions

Firstly, enterprises lack investment capital to expand larger scale with synchronized new technology to increase product value.

Secondly, the continuous increase in scale and revenue makes businesses in the industry always face financial pressure. High demand for capital makes the debt ratio also increase.

The third, profitability is low compared to the potential of businesses. This financial indicator clearly shows that the business performance of seafood enterprises in Vietnam is still low. The main reason comes from the issue of cost management, internal management and lack of ability to adapt to changes from outside.

The fourth, the financial contribution of fisheries enterprises to the state budget is limited, mainly through indirect taxes.

The fifth, the implementation of social responsibility of enterprises in the industry as a mandatory requirement for survival and development.

2.3.2.2. *The cause of the limitations*

** Objective causes*

Firstly, the objective cause comes from history. The fisheries sector in Vietnam has developed from a long time to the main spontaneous model

Secondly, in response to the increasing demands of big customers in major markets around the world, businesses must invest more in technology for exploitation and processing and preservation. Large capital demand makes enterprises have to rely more on liabilities.

The third, fierce competition in the export market and also in the domestic market is the cause of low business performance of enterprises. World economic integration is an opportunity but also creates great challenges for young companies in the industry.

** Subjective causes*

Firstly, seafood enterprises in Vietnam only have their own strategies but lack the link in the overall development strategy.

The second reason is that enterprises in the industry lack the linkage of inland seafood value chain vertically.

Thirdly, enterprises in the industry still lack horizontal linkages with entities such as banks, insurance companies, quality control units and certification bodies, independent research units and units. human resource training.

The fourth, the hydropower enterprise lacks qualified manpower: lack of qualified workers, senior experts and scientists. This leads to the fact that the ability to manage internal, branding and marketing products is still limited.

The Fifth, enterprises lack initiative in approaching and practicing commitments on standards, quality, environmental commitments, especially small and medium-sized enterprises.

Chapter 3

SOLUTIONS TO IMPROVE THE BUSINESS PERFORMANCE OF VIETNAMESE SEAFOOD COMPANIES IN THE COMING TIME

3.1. Viewpoints and objectives of Vietnam seafood development orientation to 2020 vision 2030

According to Decision 1445 / QD-TTg dated August 16, 2013, on the overall planning of fisheries development to 2020, vision to 2030, there are some planning and objectives of the following:

3.1.1. Planning point

3.1.2. Planning orientation

3.1.3. Industry objectives

3.1.4. Some development directions

3.2. Opportunities and challenges of Vietnamese seafood enterprises

3.2.1. Opportunities of Vietnamese seafood enterprises

3.2.1.1. Global consumption demand is forecast to continue to increase

3.2.1.2. Opportunities from international economic integration, enterprises actively implement international commitments to catch opportunities

3.2.2. Challenges of seafood enterprises in Vietnam

3.2.2.1. Strong competition with other countries in the export market and in the domestic market

3.2.2.2. Challenges to meet high requirements on goods, labor and environmental standards

3.3. Solutions to improve business performance of seafood enterprises in Vietnam

3.3.1. Solutions to increase product value

As mentioned, the unique characteristics of seafood products have a great influence on business performance of enterprises. Seafood enterprises in Vietnam have encountered big problems such as being returned goods when they do not meet the requirements of antibiotic residues and preservatives from partners. This is a problem we must overcome immediately because not only losing orders but also losing customers and market share.

3.3.2. Complete production and business value chain

One of the most important reasons for the low efficiency of business performance in enterprises is the lack of vertical integration of inland seafood value chains. The outstanding feature is the long and wide production and business area, many small and medium-sized enterprises with different products, these enterprises' products may be inputs of other businesses.

However, this solution also faces difficulties in the deployment process because in order to link the chain, it is necessary to be active and positive of many stakeholders. But the parties have different levels of awareness and development.

3.3.3. Solution of capital

Currently, the number of private, limited liability and private joint stock companies has increased rapidly. However, the resources of the private

sector are limited while the demand for capital to develop a modern fisheries industry is huge.

We scale up by merging and selling businesses. We have witnessed big deals in the industry that made Hung Vuong a very big business. The financial value chain is also a measure that businesses need to study.

3.3.4. Solution for asset management

The author clearly identifies a problem: Increasing scale does not mean massively expanding production. Enterprises need to use capital to increase their assets for in-depth investments to increase product value, practice high requirements on social responsibility to meet international requirements.

If the companies implement this solution well, then they can choose the right investment direction. Certainly the right investment direction will bring long-term economic efficiency to businesses in both financial and social aspects.

3.3.5. Solution on cost management

Overcoming the internal cost increase to increase competitiveness in domestic and international markets is what we need to do now. One of the things that can be done is to improve productivity in seafood enterprises.

Reducing costs by good remuneration and being worthy of employees so that they do not transfer jobs, must cost new people training is also a smart problem for industry enterprises. Because the specific development of the industry needs employees who have the heart and responsibility for nutritional and health care products for customers.

Take advantage of all the benefits of the value chain to reduce financial costs for loans (value chain financial benefits).

3.3.6. Solution of financial planning.

The outstanding advantage of implementing this solution is to help businesses be more active in business plans and financial plans. The financial

and investment decisions made must be carefully considered in the form of internal projects. Even need a team of professional investment consultants or experts from abroad who have extensive experience in the fisheries sector.

3.3.7. Solution on renewing policies for employees in enterprises in the industry to attract qualified and capable human resources

Some seafood processing factories of Vietnam can be on par with the most advanced factories in the world. Prior to these great potentials, the demand for seafood human resources is extremely great both in terms of quantity and strict quality.

3.3.8. Solutions for application of science and technology, environmental protection, protection of regeneration and development of fisheries resources, international cooperation

Promote the application of new, advanced and environmentally friendly technologies to minimize and handle environmental pollution in the production process of the fisheries sector. Depending on the situation and investment capacity to have It is possible to apply scientific advances appropriately to produce the most effective.

3.4. Conditions for implementing the solution.

3.4.1. Enhancing deep international economic integration

3.4.2. Properly identify and enhance the role of the Government in the industry and seafood businesses in Vietnam

CONCLUSION

The thesis has systemized and generalized the theoretical issues of business performance and business performance of enterprises. Specifically, the topic has clarified: concepts, nature of business performance, business performance improvement, business efficiency classification; methods of determining business performance; The system of criteria for evaluating business performance and improving that. The project has analyzed in depth the factors affecting business performance and improving business performance of enterprises. Specifically, the thematic topic clearly identifies the internal factors such as legal characteristics, capital size, leaders... external factors such as economic environment, economic integration, the role of the Government... All have an effect on the business performance of the business. The dissertation provides some experiences to improve business performance associated with the seafood industry of the countries with the development of this industry. These are the experiences for Vietnam when the research proposes the general development strategy of the industry in the coming time.

LIST OF PUBLISHED SCIENCE WORKS OF THE AUTHOR RELATED TO THE THESIS

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