

THE NEW CONTRIBUTIONS OF THE THESIS

Thesis title: The Impact of Knowledge Management and Dynamic Capabilities on the Competitive Advantage of Small and Medium Enterprises in Ho Chi Minh City through Innovation Performance

Major: Business Administration

Major code: 9340101

Name of PhD Student: Nguyễn Chí Minh

Name of Supervisor: Dr. Phạm Văn Kiên and Dr. Nguyễn Huỳnh Vân

Educational Institution: Ho Chi Minh city University of Economics and Finance

THE NEW CONTRIBUTIONS OF THE THESIS

Theoretical aspects:

The research combines three foundational theories resource-based view, dynamic capabilities, and knowledge management into an integrated model, offering a comprehensive approach to innovation and competitive advantage in small and medium enterprises. It clarifies the roles of each component within knowledge management capturing, integrating, and applying knowledge and within dynamic capabilities adaptability, absorption, and innovation highlighting their specific impacts on innovation performance, rather than merely assessing overall effects as in previous studies. The study affirms that innovation performance plays a crucial intermediary role, transforming knowledge and dynamic capabilities into competitive advantage, thus expanding the existing theoretical framework. Additionally, it is among the first studies in Vietnam to apply SEM modeling using the SmartPLS software in this field, contributing to increased accuracy and scientific value of the results.

Practical aspects:

The study provides a basis for small and medium enterprise managers to identify and evaluate the impact of knowledge management and dynamic capabilities on innovation performance, laying a foundation for developing strategies to enhance competitive advantage. It clearly points out the intermediary role of innovation performance in the relationship between knowledge management, dynamic capabilities, and competitive advantage, helping businesses orient their investments toward innovation activities—such

as knowledge capturing, integrating, and applying to improve business efficiency. The research offers specific recommendations for SMEs in Ho Chi Minh City, including building and developing strategies for knowledge management and dynamic capabilities through training, skill enhancement, and creating opportunities for employees to participate in innovation activities, thereby promoting innovation performance and increasing market competitiveness. Furthermore, it contributes to raising corporate awareness about the importance of flexible organizational environments in rapidly changing markets and technological landscapes, thereby developing policies and management measures to respond promptly to environmental fluctuations and sustain competitive advantages.

Ho Chi Minh city,

PhD Student