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UNLEASHING CORPORATE POTENTIAL: THE NEXUS OF RESOURCE-BASED MANAGEMENT AND GOVERNMENT SUPPORT FOR ENHANCED BUSINESS PERFORMANCE

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PUBLICATIONS OF THE RESEARCH

Published papers in International Journals

1. Truong, B. T. T., Nguyen, P. V., & Vrontis, D. (2024). Enhancing firm performance through innovation: the roles of intellectual capital, government support, knowledge sharing and knowledge management success. Journal of Intellectual Capital, 25(1), 188–209. Journal indexed in Scopus Q1 and SSCI-IF=6.9
2. Truong, B. T. T., Nguyen, P. Van, Vrontis, D., & Ahmed, Z. U. (2024). Unleashing corporate potential: the interplay of intellectual capital, knowledge management, and environmental compliance in enhancing innovation and performance. Journal of Knowledge Management, 28(4), 1054–1073. Journal indexed in Scopus Q1 and SSCI-IF=8.8
3. Truong, B.T.T., Nguyen, P.V., Vrontis, D., Inuwa, I. (2024), Exploring the Interplay of Intellectual Capital, Environmental Compliance, Innovation, and Social Media Usage in Enhancing Business Performance in Vietnamese Manufacturers. Journal of Intellectual Capital, 25(2/3), 488–509, https. Journal indexed in Scopus Q1 and SSCI-IF=6.9
4. Truong, B. T. T., & Nguyen, P. V. (2024). Driving business performance through intellectual capital, absorptive capacity, and innovation: The mediating influence of environmental compliance and innovation. Asia Pacific Management Review, 29(1), 64–75. Journal indexed in Scopus Q1.

Published papers at International Conferences

1. Truong, B.T.T., Tran Vu (2023), The Role Of Human Capital In Enhancing Corporate Innovation And Performance Under The Influence Of Government Support For Innovation, International Conference at CFPA, International University, VNU-HCMC, Vietnam. ISBN: 978-604-479-202-6.
2. Truong, B.T.T., Nguyen, P. V., Hieu Tran, Thien Tran (2024), The Role of Intellectual Capital and Environmental Regulations in Escalating Innovative and Business Performance at 2nd NIC-NIDA conference 2023. ISBN: 978-616-482-128-6.

Chapter 1 – INTRODUCTION

1.1 Research context

This dissertation explores the interplay of intellectual capital (IC), knowledge management success (KMS), and government support for innovation (GSFI) in enhancing corporate innovation and business performance, particularly within Vietnam's manufacturing sector. The research is grounded in the resource-based view (RBV), which highlights the importance of rare, valuable, and inimitable resources in achieving competitive advantage (Barney, 1991), and the knowledge-based view (KBV), which emphasizes the role of knowledge sharing and management in fostering innovation and improving performance (Grant, 1996).

The Vietnamese manufacturing sector serves as an ideal context due to its substantial contribution to GDP and employment, alongside its adoption of innovative practices to meet global standards. The sector's dynamic nature underscores the importance of leveraging IC components—human, structural, and relational capital—as critical enablers of organizational success (Rehman, Bresciani, et al., 2022). These components enhance knowledge sharing, foster innovation, and enable firms to address competitive and regulatory pressures effectively.

The research also highlights the role of environmental compliance in driving innovation. Compliance, often seen as a cost burden, is reinterpreted as a strategic opportunity that enhances operational efficiency, improves reputation, and aligns firms with sustainability goals (Zhang & Edgar, 2022). By adhering to regulatory standards, businesses not only meet legal requirements but also achieve a competitive edge through sustainable practices (Bergek & Berggren, 2014).

Government support emerges as a crucial factor, offering financial incentives, tax breaks, and collaborative opportunities to foster innovation. This support helps firms overcome resource constraints, invest in research and development (R&D), and enhance their innovation capacity (Jugend et al., 2020). It creates an ecosystem conducive to sustainable growth and innovation in emerging economies.

The study also integrates social media strategies, exploring how digital platforms amplify the effects of IC and compliance efforts. Social media facilitates real-time market feedback, enhances stakeholder engagement, and fosters innovation, aligning firms with dynamic market demands.

By integrating RBV, KBV, and social network theory (SNT), this research addresses gaps in the literature, providing a cohesive framework to examine the interconnected roles of IC, KMS, GSFI, and sustainability. It offers practical insights into how firms can leverage these resources to achieve long-term growth and competitive advantage in emerging markets like Vietnam.

1.2. Research Gaps

Despite extensive research on the influence of intellectual capital (IC), knowledge management (KM), and innovation on business performance, significant gaps remain. Previous studies have largely focused on sector-specific initiatives, R&D funding, and collaborative frameworks like university-industry-government partnerships (Jugend et al., 2020). However, limited exploration exists on the direct impact of government support for innovation (GSFI)—through subsidies, tax incentives, and policy frameworks—on firm performance and innovation outcomes. This gap highlights the need for a deeper understanding of how government initiatives can foster organizational sustainability and competitiveness.

The role of knowledge management success (KMS) as a mediator between knowledge sharing and firm innovation has also been underexplored. While KM is recognized as a critical enabler of innovation, its implementation and impact on business outcomes remain complex (Muhammed & Zaim, 2020). Empirical evidence suggests that effective KM enhances collaboration, knowledge-sharing practices, and decision-making, ultimately fostering innovation (Darroch, 2005). However, research investigating the interplay between KM, environmental compliance, and innovation is scarce, particularly in emerging markets.

Furthermore, environmental compliance is often viewed as a regulatory burden rather than a strategic driver of innovation. Studies in industries such as chemicals and manufacturing have demonstrated that compliance can enhance operational efficiency and reputation (Bergek & Berggren, 2014; Zhu et al., 2007). However, limited empirical work has examined how compliance integrates with IC and KM to drive sustainable business outcomes, particularly in the context of a circular economy (CE) model.

Another gap lies in the intersection of social media strategies and business performance. While social media is increasingly recognized for its role in fostering innovation and enhancing stakeholder engagement, its integration with IC and compliance efforts remains under-researched. The potential of social media to amplify innovation and market adaptability has not been fully explored.

Finally, the application of resource-based view (RBV) and knowledge-based view (KBV) theories to emerging economies remains limited. Existing studies predominantly focus on developed markets, neglecting the unique institutional, political, and resource constraints of transitional economies like Vietnam (Cooper et al., 2023). This dissertation aims to bridge these gaps by integrating RBV and KBV with social network theory (SNT) to investigate how IC, GSFI, KM, and compliance collectively influence firm innovation and performance.

1.3. Research Objectives

This dissertation aims to explore how intellectual capital (IC), knowledge management success (KMS), and government support for innovation (GSFI) influence firm innovation and performance in Vietnam's manufacturing sector. Grounded in resource-based view (RBV) and knowledge-based view (KBV) theories, the study seeks to provide insights into how internal and external resources can be strategically leveraged to achieve sustainable business growth. The research objectives are structured as follows:

Objective 1: Evaluate the Impact of GSFI, Knowledge Sharing, and KMS on Innovation and Performance The study examines how GSFI, knowledge sharing, and KMS collectively influence firm-level innovation and performance. It explores KMS as a mediator, linking knowledge sharing to innovation outcomes. This objective aims to identify effective strategies for optimizing government assistance and organizational knowledge to foster competitiveness and innovation.

Objective 2: Analyze the Role of IC Components in Driving Innovation and Business Success Focusing on the three components of IC—human, structural, and relational capital—the research investigates their interactions and influence on corporate innovation and overall business performance. Additionally, it assesses how effective KM enhances business outcomes and fosters environmental compliance, which contributes to long-term competitiveness and sustainability.

Objective 3: Explore the Interconnections among IC, Environmental Compliance, and Social Media Usage The dissertation integrates environmental compliance and social media strategies into the IC framework, evaluating their collective impact on firm performance. This objective highlights how IC bridges the gap between regulatory compliance and innovation, and how social media amplifies innovation efforts and stakeholder engagement.

1.4. Research Questions

To achieve the dissertation objectives and address existing research gaps, this dissertation undertakes three empirical studies to explore the following research questions:

Q1. What are the impacts of IC, GSFI, and KMS on firm innovation and performance, and how do knowledge sharing and firm innovation mediate these relationships?

Q2. What are the relationships between the components of IC (human, structural, and relational capital) and corporate innovation, and in what ways does effective KM contribute to enhancing business performance, fostering innovation, and achieving environmental compliance?

Q3. How are IC, social media usage, corporate innovation, environmental compliance, and interconnected, and what are their combined influences on overall business performance?

1.5. Scope of the research

This dissertation is focused on investigating the Vietnamese manufacturing sector, a pivotal industry contributing significantly to the nation's economic growth, employment, and export capacity. The study is designed to examine the relationships among intellectual capital (IC), knowledge management success (KMS), and government support for innovation (GSFI) in driving corporate innovation, environmental compliance, and business performance.

1.6. Research methods

This study adopts a quantitative methodology using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to analyze the intricate relationships between constructs such as intellectual capital (IC), innovation, and environmental compliance. PLS-SEM, a variance-based approach relying on

ordinary least squares regression, is chosen for its ability to handle complex models with multiple dependent constructs. It excels in optimizing relationships within localized contexts, managing endogeneity issues, and simultaneously modeling numerous interconnections (Hair et al., 2020; Zhang & Edgar, 2022). These strengths make PLS-SEM ideal for the study's research framework.

The research follows a structured design, leveraging the dynamic nature of Vietnam's manufacturing sector as a focal context. This industry plays a critical role in economic growth and job creation, providing an ideal ground for studying the interplay of IC, innovation, and sustainability practices. The manufacturing sector's emphasis on cutting-edge technologies, operational efficiency, and compliance with global standards aligns well with the study's objectives. The transition toward sustainable practices, such as the circular economy model, further underscores its strategic importance.

The data collection process involved:

A survey methodology targeting Vietnamese manufacturing firms to capture key variables.

Detailed design of survey instruments with demographic questions and items aligned with the research model.

Pilot testing with a representative group to ensure clarity and cultural relevance. Each study within the dissertation employed unique survey designs and sampling strategies to ensure robust and relevant findings. These efforts provide a comprehensive analysis of factors influencing business performance.

The survey consisted of two sections:

Demographics: Capturing respondent backgrounds for contextual understanding.

Research Model Questions: Exploring variables such as IC, innovation, and environmental compliance. The iterative process of pilot testing and

refinement addressed ambiguities and improved the survey's reliability. This method ensured that the final instrument effectively captured the dynamics of IC, innovation, and firm performance.

By combining PLS-SEM with a robust data collection and measurement strategy, the study provides actionable insights into leveraging internal resources and external support to achieve sustainable growth in Vietnam's manufacturing sector.

1.7. Research contributions

The dissertation presents findings from three interconnected studies that explore the relationships among intellectual capital (IC), knowledge management (KM), government support for innovation (GSFI), environmental compliance, and corporate innovation. Each study provides unique insights into enhancing business performance through strategic resource utilization.

Study 1: Strategic Utilization of IC and GSFI

This study examines how organizations can leverage IC and GSFI to enhance competitiveness and achieve business success. Grounded in the Resource-Based View (RBV) and Knowledge-Based View (KBV), the research emphasizes the interplay of IC, knowledge sharing, KMS, and GSFI as key drivers of innovation and performance. The findings confirm the mediating role of KMS in linking knowledge sharing to firm performance, showcasing the importance of optimizing organizational knowledge. By modeling IC as a second-order construct, the study highlights its synergistic effect with knowledge sharing and GSFI in fostering innovation. Practical recommendations for integrating IC and government support strategies are provided for business leaders and policymakers.

Study 2: IC, KM, Innovation, and Environmental Compliance

This study investigates the combined effects of IC, KM, innovation, and environmental compliance on business performance. Addressing a significant gap in the literature, the findings provide robust evidence of how KM and innovation enhance business outcomes while ensuring compliance with environmental regulations. The study underscores the critical roles of KM and innovation in achieving sustainable competitive advantage and advancing organizational success.

Study 3: IC, Environmental Compliance, and Social Media

The third study explores the interactions among IC, environmental compliance, corporate innovation, and social media usage. Utilizing RBV and Social Network Theory (SNT), the research develops a theoretical framework that highlights the collective influence of these factors on firm performance. The findings emphasize the strategic role of IC in bridging compliance and innovation while identifying social media utilization as a catalyst for stakeholder engagement and corporate visibility. This study addresses gaps in understanding these interconnected dynamics, offering actionable insights into how they collectively drive business performance.

Together, these studies provide a unified framework for understanding the critical roles of IC, KM, GSFI, environmental compliance, and social media in fostering innovation and enhancing business performance. By bridging theoretical gaps and offering practical recommendations, the research contributes significantly to the fields of business strategy and organizational management.

Chapter 2 – Study 1. ENHANCING FIRM PERFORMANCE THROUGH INNOVATION: THE ROLES OF INTELLECTUAL CAPITAL, GOVERNMENT SUPPORT, KNOWLEDGE SHARING, AND KNOWLEDGE MANAGEMENT SUCCESS

2.1. Introduction

Chapter 2 examines how Intellectual Capital (IC), Government Support for Innovation (GSFI), Knowledge Sharing (KS), and Knowledge Management Success (KMS) collectively influence innovation and business performance. Grounded in Resource-Based View (RBV) and Knowledge-Based View (KBV) theories, the study explores the dynamic interplay between internal resources and external support in driving firm success within Vietnam's manufacturing sector.

2.2. Theoretical Foundations

RBV highlights the strategic importance of leveraging unique and valuable resources, such as IC, to gain a sustainable competitive advantage. IC, comprising human, structural, and relational capital, is identified as a critical enabler of innovation and organizational success. KBV emphasizes the role of effective knowledge sharing and management in fostering collaboration, enhancing decision-making, and driving innovation. GSFI, including financial incentives and policy frameworks, is positioned as an essential external resource that facilitates resource optimization and innovation outcomes.

2.3. Methodology

The study adopts a quantitative research design and employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data collected from 330 Vietnamese manufacturing firms. Structured surveys were designed to capture the complex relationships among IC, GSFI, KMS, and firm

performance. The survey instrument was rigorously validated through pilot testing and iterative refinement to ensure its reliability and relevance to the Vietnamese manufacturing context.

2.4. Key Findings

IC as a Driver of Innovation: IC, modeled as a second-order construct, significantly enhances innovation and firm performance. Its interaction with knowledge sharing, KMS, and GSFI highlights its critical role in optimizing organizational outcomes.

Mediating Role of KMS: The study identifies KMS as a key mediator that links knowledge sharing to firm innovation and performance. This emphasizes the importance of robust knowledge management practices in transforming shared knowledge into actionable insights.

Impact of GSFI: GSFI positively influences innovation by addressing resource constraints and providing the necessary external support for firms in emerging markets. This underscores the strategic importance of government intervention in fostering innovation.

2.5. Contributions

The study provides significant contributions to both theory and practice. Theoretically, it integrates RBV and KBV to offer a comprehensive framework for understanding the synergistic effects of IC, KMS, and GSFI on firm performance. Practically, it provides actionable recommendations for business leaders and policymakers to effectively leverage IC and GSFI to enhance competitiveness, foster innovation, and ensure long-term growth.

2.6. Conclusion

Chapter 2 demonstrates the critical importance of aligning IC, KMS, and GSFI with organizational goals to drive innovation and performance. By highlighting the interconnected roles of these elements, the study equips firms

with practical strategies for achieving sustainable competitive advantage in dynamic market environments

Chapter 3 – Study 2: UNLEASHING CORPORATE POTENTIAL: THE INTERPLAY OF INTELLECTUAL CAPITAL, KNOWLEDGE MANAGEMENT, AND ENVIRONMENTAL COMPLIANCE IN ENHANCING IN ENHANCING INNOVATION AND PERFORMANCE

3.1. Introduction

Chapter 3 explores the synergistic effects of Intellectual Capital (IC), Knowledge Management Success (KMS), and Environmental Compliance on enhancing corporate innovation and business performance. Grounded in Resource-Based View (RBV) and Knowledge-Based View (KBV) theories, the study investigates how these factors collectively contribute to organizational success within Vietnam's manufacturing sector. The chapter bridges theoretical perspectives with empirical evidence to provide actionable insights into the integration of sustainability and innovation strategies.

3.2. Theoretical Foundations

RBV posits that firms achieve sustainable competitive advantage through unique and valuable resources such as IC, which encompasses human, structural, and relational capital. KBV further emphasizes the role of knowledge sharing and management as critical drivers of innovation and performance. By integrating these frameworks, the study highlights how effective utilization of IC and KMS not only fosters innovation but also addresses environmental compliance challenges.

3.3. Methodology

The study adopts a quantitative approach, using PLS-SEM to analyze data collected from 330 Vietnamese manufacturing firms. Data collection was conducted through structured surveys targeting board members and managers,

ensuring a comprehensive understanding of IC, KMS, and compliance practices. Pilot testing ensured the survey's reliability and cultural relevance

3.4. Key Findings

IC as a Strategic Resource: IC is modeled as a second-order construct, comprising human, structural, and relational capital. The findings demonstrate that IC significantly enhances corporate innovation and business performance when aligned with KMS and compliance efforts.

Role of Knowledge Management: KMS is identified as a key mediator, transforming shared knowledge into actionable strategies. It facilitates collaboration and decision-making, ultimately improving innovation and compliance with environmental regulations.

Environmental Compliance as a Driver of Innovation: The study reveals that compliance with environmental standards, often perceived as a burden, can be a catalyst for innovation. Firms that align compliance efforts with IC and KMS achieve enhanced efficiency, reputation, and sustainability.

3.5. Contributions

The study offers significant theoretical and practical contributions. Theoretically, it extends RBV and KBV by demonstrating how IC and KMS collectively drive innovation and performance within the constraints of environmental compliance. Practically, it provides actionable strategies for policymakers and business leaders to integrate IC, KMS, and compliance into sustainable growth frameworks.

3.6. Conclusion

Chapter 3 underscores the transformative potential of aligning IC, KMS, and environmental compliance. By demonstrating the synergistic effects of these factors, the study equips organizations with strategies to navigate the

challenges of modern business landscapes, fostering innovation, sustainability, and long-term growth.

Chapter 4 – Study 3. EXPLORING THE INTERPLAY OF INTELLECTUAL CAPITAL, ENVIRONMENTAL COMPLIANCE, INNOVATION, AND SOCIAL MEDIA USAGE IN ENHANCING BUSINESS PERFORMANCE IN VIETNAMESE MANUFACTURERS

4.1.Introduction

Chapter 4 investigates the integration of Intellectual Capital (IC), Environmental Compliance (EC), Corporate Innovation (CI), and Social Media Usage (SMU) and their collective influence on business performance in Vietnam's manufacturing sector. Grounded in Resource-Based View (RBV) and Social Network Theory (SNT), the study examines how firms strategically leverage these elements to foster innovation, enhance compliance, and achieve sustainable competitive advantages.

4.2. Theoretical Foundations

The RBV framework emphasizes the importance of unique resources like IC, which includes human, structural, and relational capital, in driving innovation and performance. SNT complements this by highlighting the role of SMU in enhancing knowledge sharing, stakeholder engagement, and collaborative innovation efforts. These frameworks provide a robust foundation for understanding the interconnected impacts of IC, EC, and SMU.

4.3. Methodology

The study utilizes quantitative research with Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data collected from 330 Vietnamese manufacturing firms. The research design ensures a comprehensive

exploration of the dynamic relationships among IC components, compliance efforts, and SMU strategies.

4.4. Key Findings

IC as a Driver of Innovation and Compliance: IC is confirmed as a second-order construct comprising human, structural, and relational capital. The findings highlight its pivotal role in fostering innovation and compliance, directly improving business performance.

Environmental Compliance and Innovation: EC, traditionally seen as a cost burden, is redefined as a strategic driver of innovation. Firms aligning compliance efforts with IC and innovation achieve enhanced operational efficiency and reputational gains.

The Role of SMU: SMU amplifies corporate innovation by facilitating real-time market feedback, enhancing stakeholder communication, and promoting sustainable practices. It acts as a critical enabler for translating IC and compliance into tangible business outcomes.

4.5. Contributions

Theoretical: By integrating RBV and SNT, the study extends the understanding of how IC, EC, CI, and SMU synergistically drive business performance, particularly in emerging markets.

Practical: The findings provide actionable insights for leveraging IC and SMU as tools for enhancing compliance and innovation strategies. Policymakers and business leaders are encouraged to foster SMU as part of broader innovation and sustainability frameworks.

4.6. Conclusion

Chapter 4 underscores the transformative potential of aligning IC, EC, CI, and SMU. By demonstrating their interconnected roles, the study offers a

unified framework for achieving sustainable growth and competitive advantage in Vietnam's manufacturing sector.

Chapter 5. CONTRIBUTIONS

5.1. Theoretical Contributions

Chapter 5 synthesizes the key theoretical contributions of this dissertation, presenting a comprehensive framework that integrates Resource-Based View (RBV), Knowledge-Based View (KBV), and Social Network Theory (SNT). The framework examines the relationships among Intellectual Capital (IC), Knowledge Management Success (KMS), and Government Support for Innovation (GSFI), highlighting their collective impact on business performance, innovation, and sustainability within Vietnam's manufacturing sector.

This research advances RBV by emphasizing the strategic role of IC—including human, structural, and relational capital—in fostering corporate innovation and achieving competitive advantage. It extends KBV by elucidating the mediating function of KMS in converting knowledge resources into actionable insights that drive innovation. Additionally, it incorporates SNT to explore how Social Media Usage (SMU) facilitates knowledge sharing, stakeholder engagement, and the creation of a dynamic ecosystem for innovation and environmental compliance.

5.2. Practical Implications

The dissertation provides actionable recommendations for business leaders, policymakers, and industry stakeholders. It emphasizes the importance of developing IC, implementing effective KMS, and strategically leveraging government support. By cultivating a culture of knowledge sharing and innovation, organizations can align their internal resources with external support mechanisms to gain sustainable competitive advantages.

Key recommendations include:

Encouraging Innovation: Organizations should foster an environment that promotes experimentation, risk-taking, and cross-functional collaboration to drive innovation.

Strengthening Knowledge Management: Robust KMS practices enable organizations to harness expertise, improve decision-making, and ensure compliance with environmental standards.

Embracing Environmental Compliance: Compliance is reframed as a driver of innovation, operational efficiency, and improved reputation. Businesses are encouraged to invest in sustainable practices, such as adopting clean energy and pursuing international environmental certifications.

Leveraging Social Media: SMU is identified as a transformative tool for engaging stakeholders, co-creating innovative solutions, and enhancing market visibility.

5.3. Contributions to Sustainability and Policy

The dissertation aligns IC and GSFI with circular economy principles, offering a pathway for organizations to integrate sustainability into their core strategies. Policymakers are urged to support businesses through incentives and frameworks that encourage environmentally friendly practices and technological innovation.

5.4. Conclusion

Chapter 5 concludes by emphasizing the transformative potential of IC, KMS, GSFI, and SMU when effectively integrated into organizational strategies. By leveraging these resources, firms can achieve superior performance, adapt to market changes, and contribute to sustainable development in the global manufacturing landscape. The findings serve as a comprehensive guide for stakeholders seeking to navigate the challenges and opportunities of modern business environments.

Chapter 6. CONCLUSION AND RECOMMENDATIONS

Chapter 6 concludes the dissertation by synthesizing its findings, emphasizing the strategic importance of leveraging Intellectual Capital (IC), Knowledge Management Success (KMS), and Government Support for Innovation (GSFI) to drive superior business performance. By integrating theoretical frameworks such as Resource-Based View (RBV), Knowledge-Based View (KBV), and Social Network Theory (SNT), the research highlights how these elements collectively enhance corporate innovation, environmental compliance, and long-term growth within Vietnam's manufacturing sector.

The study underscores the pivotal role of IC—encompassing human, structural, and relational capital—as a critical resource that facilitates innovation and operational success. KMS emerges as a vital mediator, translating shared knowledge into actionable strategies that improve innovation and compliance with environmental standards. GSFI is presented as an essential external enabler, empowering organizations to optimize resources and align with sustainable practices. Moreover, the transformative potential of social media usage (SMU) is explored, revealing how SMU amplifies corporate innovation and stakeholder engagement, driving real-time feedback and market adaptability when strategically integrated with IC and compliance efforts.

The chapter also presents actionable recommendations based on the study's findings. Organizations are advised to invest in developing IC by fostering skills, creating robust knowledge-sharing systems, and strengthening external partnerships to encourage innovation. Effective KMS practices are identified as a priority, with firms encouraged to create collaborative environments that facilitate knowledge management and drive organizational growth. Furthermore, environmental compliance is reframed as a strategic opportunity rather than a regulatory burden, with firms urged to invest in clean technologies and adhere to global environmental standards to enhance their reputation and operational efficiency.

Social media is highlighted as a powerful tool for fostering stakeholder engagement, co-creating innovative solutions, and improving market visibility. Organizations are encouraged to integrate SMU into their strategic initiatives to amplify innovation efforts and adapt to market changes. Policymakers are also called upon to provide financial incentives, establish enabling frameworks, and support initiatives aligned with circular economy principles. These efforts will empower firms to adopt sustainable practices and achieve long-term competitiveness.

While the study provides significant insights, it acknowledges certain limitations. The reliance on cross-sectional data and the focus on Vietnam's manufacturing sector may limit the generalizability of its findings. Future research is recommended to address these limitations by employing longitudinal designs to explore the long-term impacts of IC and KMS on business performance. Additionally, expanding the scope to include cross-sectoral and cross-cultural analyses could validate the findings in diverse contexts and provide broader insights.

In conclusion, Chapter 6 reinforces the critical role of integrating IC, KMS, GSFI, and sustainability into business strategies. By aligning these elements effectively, firms can achieve sustainable growth, foster innovation, and build resilience in an evolving global market. The chapter offers valuable insights for practitioners and policymakers while setting the stage for future advancements in the field of IC and business performance research.

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