

Policies and Laws for the Development of Logistics Services in Vietnam

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Abstract. This article will synthesize and analyze the policies and laws that create a legal framework for the development of logistics services to serve the goal of sustainable development and innovation of Vietnam's model of economic growth currently. In addition, the article also presents the authors' views and assessments of these legal policies. From there, the authors propose solutions to improve policies and laws for the development of Vietnam's logistics services in the future.

1. INTRODUCTION

In Vietnam's economy system today, logistics services play an extremely important role, directly impacting the economic growth of each country. Vietnam's economy is undergoing deep integration with impressive import and export growth rates, projected to exceed US\$800 billion by 2025. The country currently has over 45,000 logistics businesses, including 5,000 international freight forwarding companies, contributing significantly to GDP and national competitiveness. Therefore, building a comprehensive and complete legal framework to create a safe and favorable legal environment for these logistics businesses to meet market demands and serve the goal of rapid and sustainable economic development in the future is absolutely essential.

2. LITERATURE REVIEW

2.1. Logistics Services

Logistics services are commercial activities in which a business organizes and performs one or more tasks including receiving goods, transportation, warehousing, storage, customs clearance, other paperwork procedures, customer consulting, packaging, labeling, delivery, or other services related to goods as agreed with the customer in exchange for remuneration. (Clause 7, Article 3, Decree 38/2017/ND-CP).

According to Article 3 of Decree 163/2017/ND-CP, there are 17 types of logistics services including:

- (1) Container handling services, excluding services provided at airports.
- (2) Container warehousing services under maritime transport support services.
- (3) Warehousing services under all modes of transport support services.
- (4) Courier services.
- (5) Freight forwarding agency services.
- (6) Customs clearance agency services (including customs clearance services).
- (7) Other services, including the following activities: Bill of lading inspection, freight brokerage services, goods inspection, sampling and weight determination services; goods receipt and acceptance services; preparation of transport documents.
- (8) Wholesale and retail support services including warehousing management, collection, assembly, sorting and delivery of goods.
- (9) Freight transport services under maritime transport services.
- (10) Freight transport services under inland waterway transport services.
- (11) Freight transport services under railway transport services.
- (12) Freight transport services under road transport services.
- (13) Air transport services.
- (14) Multimodal transport services.
- (15) Technical analysis and inspection services.
- (16) Other transport support services.
- (17) Other services agreed upon by logistics service businesses and customers in accordance with the basic principles of the 2005 Commercial Law.

2.2. Sustainable Development

The Sustainable Development Goals call for global action to eradicate poverty, protect the environment and climate of the earth, and ensure that people everywhere can enjoy peace and prosperity. These are the goals that the United Nations is implementing in Vietnam. There are 17 specific SDG goals as follows:

Goal 1. Eradicate poverty - No Poverty

Eradicating poverty is the first and key goal in the 17 Sustainable Development Goals, aiming to ensure that everyone has access to resources and improved living conditions. Towards 2030, completely eradicate poverty for all, everywhere, currently

defined as living on less than US\$1.25 per day. Reduce by at least half the proportion of men, women, and children of all ages living in poverty according to national definitions. Implement measures and protection systems, and establish policy frameworks based on development strategies to support investment in poverty reduction activities.

Goal 2. Zero Hunger

This goal aims to eliminate hunger and ensure everyone has access to adequate, safe, and nutritious food. The 2023 Global Hunger Index shows that while some countries have made significant progress in reducing hunger, little progress has been made globally since 2015. This stagnation is largely driven by crises such as the COVID-19 pandemic, the Russia-Ukraine war, economic slowdown, the impact of climate change, and the intractable conflicts facing many countries around the world.

SDGs 2 are set to strengthen infrastructure. Rural development and the advancement of agricultural technology, while removing international trade barriers in agriculture. Simultaneously, the goal is to eradicate hunger and malnutrition by 2030. In addition, SDGs 2 also aims to double agricultural output, ensure sustainable production systems, and develop agricultural models resilient to climate change and natural disasters.

Goal 3. Health and Well-being

The third goal is to ensure that everyone lives a healthy life and promotes well-being at all ages. Specifically, it aims to end preventable deaths in infants and children under 5, end AIDS, hepatitis, tuberculosis, malaria, and other tropical, waterborne, and infectious diseases. Simultaneously, reduce by one-third the rate of premature death from non-communicable diseases through prevention, treatment, and promotion of mental health and well-being, as well as strengthening the prevention and treatment of substance abuse, reducing traffic accidents, etc.

Goal 4. Quality Education

Among the 17 Sustainable Development Goals, Quality Education is a crucial task and plays a core role in promoting sustainable, inclusive, equitable development and fostering lifelong learning opportunities for all.

Goal 5. Gender Equality

To ensure that children, women, and vulnerable groups achieve equality and live full and meaningful lives, the United Nations has established Sustainable Development Goal 5, which aims to address key criteria such as: Eliminating discrimination; violence against children, women, sexual abuse, and other forms of exploitation; Equal opportunities for leadership at all levels, access to economic resources, etc.

Goal 6. Clean Water and Sanitation

Ensuring access to clean water and basic sanitation for all is a key goal in sustainable development. This addresses the challenges of the finite nature of water resources and the negative impacts of poor water quality and inadequate sanitation on food security, educational opportunities, and sustainable lives for all.

Goal 7. Affordable and Clean Energy

In the United Nations Sustainable Development Resolution, Goal 7 sets out the vision of ensuring that everyone has access to modern, reliable, sustainable, and affordable energy. This reflects a global commitment to building an energy system that meets the growing needs of society while protecting the environment.

Goal 8. Decent Work and Economic Growth

Sustainable Development Goal 8 emphasizes the crucial role of promoting sustainable economic growth and enhancing labor productivity in creating quality, decent-paying jobs. This goal encourages the creation of full, sustainable, and decent employment opportunities for all, ensuring that every individual has a fair chance to participate in the labor market and benefit from economic development.

Goal 9. Industry, Innovation, and Infrastructure

A nation's sustainable development depends on investing in modern and reliable infrastructure. This not only improves the quality of life for its citizens but also promotes inclusive economic growth, creating a solid foundation for the country's long-term development.

SDGs 9 do not exist in isolation but are closely linked to other Sustainable Development Goals such as SDGs 7, 11, 13, etc. To achieve SDGs 9, the United Nations has called on countries to implement the following targets:

Develop a comprehensive, high-quality, reliable, resilient, and sustainable transport infrastructure system. This includes inter-regional and border infrastructure to promote economic development and improve the quality of life, with the goal of ensuring equitable access and affordability for all.

Encourage comprehensive and sustainable industrialization, combined with upgrading infrastructure and supporting industries. The goal is to enhance resource efficiency and the application of clean, environmentally friendly production technologies, while increasing employment rates and the contribution of industry to the gross domestic product.

Expand access for businesses, especially small and medium-sized enterprises (SMEs), to banking services, including affordable credit. Simultaneously, encourage businesses to participate more deeply in global markets and value chains.

Goal 10. Reduce Inequalities

Inequality is manifested in differences in access to and enjoyment of the benefits of life among individuals, families, and population groups within a country, as well as between countries.

Goal 11. Sustainable Cities and Communities

Urbanization is happening at a rapid pace and faces many environmental, economic, and social challenges. Accordingly, sustainable urban development is a goal that many cities globally are striving for, by focusing on addressing the challenges of urbanization.

People, as the center of development, are the subjects served in all urban construction and development activities. Cities are designed with many integrated functions, facilitating convenient connections between people, community living spaces, socio-economic activities, and buildings. This connection brings high utility, contributing to improving the quality of life and work efficiency for urban residents.

The targets set by the United Nations to realize SDGs 11:

Building sustainable cities and communities emphasize the importance of urban and rural development in a sustainable and climate-resilient manner. Ensuring safe living and working environments and protecting the health of all.

Ensuring that everyone has access to basic services, safe, suitable, and affordable housing. Eliminating slums and renovating and upgrading substandard housing to ensure social welfare.

Ensuring access to safe, convenient, sustainable, and affordable public transportation for all, with particular attention to women, children, people with disabilities, and the elderly. Improving traffic safety and expanding public transportation to enhance the quality of life.

Enhancing the capacity for inclusive and sustainable urban planning, with active community participation to ensure comprehensive development.

Strengthening the protection and preservation of cultural, natural, and intangible heritage recognized by UNESCO, in order to preserve and promote their value for future generations.

Minimize the number of deaths and impacts from natural disasters and calamities, as well as economic losses, by focusing on protecting the poor and vulnerable.

Reduce the negative impacts of the urban environment on people through air quality management, urban waste treatment, and other emission sources to ensure public health.

Ensure universal access to green, safe, and friendly public spaces, especially for women, children, the elderly, and people with disabilities.

Promote sustainable economic, social, and environmental connectivity between urban and rural areas through comprehensive national and regional development planning.

Increase the number of cities and communities adopting integrated policies aimed at inclusive development, efficient resource utilization, climate change mitigation, and enhanced resilience to natural disasters.

Sustainable rural development, balancing economic development, urbanization, environmental protection, and improving the quality of life for people in economic, cultural, social, and environmental aspects.

Goal 12. Responsible Consumption and Production

Responsible consumption and production is one of the 17 SDGs, aiming to ensure sustainable production and consumption patterns while protecting the environment and natural resources. This contributes to promoting economic growth and improving livelihoods for future generations.

Recognizing the extremely serious impacts of production and consumption on the environment and living rights, the United Nations has called on countries to act together towards Sustainable Development Goal 12, which includes the following criteria:

Towards sustainable management and efficient use of natural resources, while ensuring strict control over the management of chemicals and waste. The goal is to significantly reduce the amount of chemicals and waste released into the environment, including air, water, and soil.

To reduce food loss and waste by 50% throughout the entire production and supply chain, while promoting waste reduction through effective prevention, recycling, and reuse measures.

To implement a 10-year action plan on sustainable consumption and production, with the active participation of countries worldwide, especially the leading role of developed countries.

To promote the implementation of sustainable public procurement policies, in compliance with national policies. Simultaneously, to ensure that all citizens have access to full information and a proper understanding of sustainable development and environmentally friendly lifestyles.

Goal 13. Climate Action

Climate change is having a profound impact on every country in the world, from developed economies to the smallest communities, disrupting economic development and causing significant harm to human lives. These impacts are not limited to the present but pose a serious threat to the future.

To strengthen the global response to this challenge, the United Nations has called for concerted action and strong commitments to address it. Rapid and effective response to the impacts of climate change and natural disasters, aiming to minimize negative consequences for life and the environment.

Goal 14. Sustainable Resources and Environment - Life Below Water

Sustainable Development Goal 14 – Marine Resources and Environment focuses on the protection and sustainable exploitation of oceans, seas, and marine resources. It emphasizes the essential role of the seas in sustaining life on Earth and the importance of protecting the marine environment. This goal includes a series of specific indicators to promote sustainability and protect marine ecosystems. These include specific indicators such as:

By 2030, effectively prevent, reduce, and control sources of marine pollution, especially from land-based activities. Focus on managing solid waste, wastewater, and organic pollution to protect the marine environment from negative impacts.

By 2030, strengthen the management and protection of marine, coastal, and island ecosystems to minimize adverse impacts and enhance the health and resilience of the ocean to environmental changes.

Reduce and address ocean acidification, with a focus on promoting scientific cooperation at all levels to respond to climate change and related challenges.

By 2020, sustainably manage marine fisheries, ending overfishing and illegal, unreported, or unregulated fishing activities. Implement scientific management plans to rapidly restore marine stocks, ensuring maximum sustainable exploitation based on the biological characteristics of each species.

By 2030, expand the area of marine and coastal protected areas to 3-5% of the natural area, based on scientific principles and in compliance with national and international laws and regulations.

Furthermore, by 2030, all forms of fisheries subsidies that cause overfishing or illegal, unreported, and unregulated (IUU) fishing will be strictly prohibited, and negotiations on fisheries subsidies within the framework of the World Trade Organization will be promoted to ensure the sustainable development of the fisheries sector.

Goal 15. Life on Land

Currently, many countries are depleting natural resources to promote economic growth while neglecting sustainability. To address this issue, the United Nations has set Sustainable Development Goal 15, aiming to protect and restore terrestrial ecosystems and encourage the sustainable use of natural resources. This goal also emphasizes sustainable forest management, preventing desertification and soil erosion, and protecting biodiversity. Accordingly, this objective includes the following targets:

Ensuring the conservation, restoration, and sustainable use of important ecosystems such as wetlands, forests, and arid lands, in compliance with international standards, in order to maintain essential ecosystem services for humans and the environment.

By 2020, minimizing the conversion of forest land for other purposes; and by 2030, promoting sustainable management of all types of forests, preventing illegal logging, restoring degraded forests, promoting reforestation and regeneration, aiming to achieve a forest cover rate of approximately 45% nationwide.

Strengthening desertification prevention and control, restoring degraded lands affected by drought, floods, and other natural factors, contributing to minimizing environmental damage and improving human living conditions by 2030.

Protecting and conserving nationally and internationally important forest ecosystems, while conserving biodiversity and maintaining ecosystem services for sustainable development.

Taking urgent action to prevent and ultimately end the degradation of natural ecosystems, while protecting endangered plant and animal species by 2030.

Ensuring fair and equitable sharing of benefits from the use of genetic resources, while enhancing access to genetic resources in accordance with international commitments to promote sustainable development.

Effectively prevent and address the illegal exploitation, trade, and consumption of endangered wildlife species, protecting natural resources and rare species.

By 2020, implement strong measures to prevent, control, and eliminate invasive alien species, while strengthening biosafety management of genetically modified organisms to protect terrestrial and aquatic ecosystems.

Goal 16. Peace, Justice, and Strong Institutions

The threats of transnational murder, violence against children, human trafficking, and sexual violence are urgent issues that need to be addressed to build a peaceful, inclusive, and sustainable society. The United Nations Sustainable Development Goal 14 was set out to address challenges related to armed conflict, corruption, violence, injustice, and a lack of transparency in the operation of public institutions, thereby promoting peace. Equality and justice for all.

To realize Sustainable Development Goal 6, countries need to implement the following targets:

Significantly reduce all forms of violence and violence-related deaths everywhere, to protect safe and equitable lives for all.

Significantly prevent and limit abuse, exploitation, human trafficking, and all forms of violence and torture against children and adolescents, to protect the future of the younger generation.

Promote the rule of law and ensure that everyone has equal access to justice without discrimination.

By 2030, strictly control and minimize the illicit flow of weapons and finance; strengthen efforts to recover and return stolen property, and combat all forms of organized crime.

Reduce all forms of corruption and bribery in all sectors, contributing to building a fair and transparent society.

Build transparent, effective, and accountable institutions that work in the best interests of the community at all levels.

Ensure that decision-making processes are responsive, inclusive, participatory, and representative of people at all levels.

By 2030, provide legal identification documents for all people, including birth registration, to ensure citizenship rights.

Goal 17. Partnerships for the Goals

Sustainable Development Goal 17 emphasizes the importance of building strong partnerships and collaborations for global cohesion. All individuals and organizations have an active role to play in achieving the Sustainable Development Goals, thereby building a united international community. This collaboration is key to addressing global challenges and shaping a sustainable future for all. This requires effective connection and coordination in areas such as finance, technology, capacity building, and trade to realize common goals.

Key indicators for realizing SDGs 17 include:

Promoting a transparent, equitable, and non-discriminatory multilateral trading system based on the principles of international law within the framework of the World Trade Organization (WTO). This includes accelerating the completion of negotiations on the Doha Development Agenda to expand global trade opportunities.

Improving the quality of export products and increasing value in the supply chain, aiming for an annual export growth rate of over 10%. This not only enhances the competitiveness of the economy but also contributes to sustainable development.

Strengthening policy alignment among stakeholders to promote sustainable development across all sectors, ensuring consistency and effectiveness in long-term strategies.

Promoting global partnerships for sustainable development, combined with multilateral alliances to mobilize and share knowledge, experience, technology, and finance. These are crucial elements supporting the achievement of sustainable development goals in Vietnam.

Encouraging effective cooperation between the public and private sectors, based on best practices and resource strategies, to optimize partnerships in implementing sustainable development initiatives.

3. METHODOLOGY OF RESEARCH

To do this research, the authors use many kinds of methodologies such as method of analysis international and Vietnamese legal documents (laws and regulations) related to logistics services; method of survey, and the hypotheses developed in the study shows how to use law and regulation to govern the logistics services. Moreover, the authors also use the questionnaires for survey to get the opinion of related people and statistic data to assess the role and affection of law on the logistics services in Vietnam. Lastly, the authors also use some hypotheses developed in the study shows how to use law and regulation to govern the activities of logistics services.

4. RESEARCH RESULTS

4.1. Vietnam's Logistics Service Development Strategy

The overall objective of the Strategy is to develop Vietnam's logistics services sustainably, efficiently, with high quality and high added value, strong competitiveness, and to leverage Vietnam's advantages in the global supply chain and value chain.

The strategy for the period 2025-2035 aims for the value added of logistics services in the gross domestic product to reach 5%-7%. The average annual growth rate of the logistics service sector is targeted at 12%-15%. The percentage of businesses outsourcing logistics services will reach 70%-80%. Logistics costs as a percentage of the gross domestic product will decrease to approximately 12%-15%; ranking among the top 40 countries and territories according to the Logistics Performance Index (LPI - published by the World Bank). 80% of Vietnamese logistics businesses will utilize digital transformation solutions.

Logistics services will develop efficiently by reducing emissions and transitioning to green energy sources. 70% of the workforce in the logistics service sector will have received technical and professional training, with 30% holding a university degree or higher. During this period, at least 5 modern logistics service centers of international standards will be built, serving as hubs for connecting and developing supply chains in the region and internationally.

By 2050, at least 10 modern logistics service centers of international standards will be built.

By 2050, the proportion of value added from logistics services in the gross domestic product will reach 7% - 9%. The average annual growth rate of the logistics service industry will reach 10% - 12%. The percentage of businesses outsourcing logistics services will reach 80% - 90%. Logistics costs relative to GDP have decreased by approximately 10% - 12%. Vietnam ranks

among the top 30 countries and territories according to the Logistics Performance Index (LPI - published by the World Bank).

100% of Vietnamese logistics service businesses utilize digital transformation solutions. Logistics services continue to develop efficiently in a way that reduces emissions, contributing to bringing the nation's net emissions down to zero. 90% of workers in the logistics service industry have received technical and professional training, with 50% holding a university degree or higher. At least 10 modern, internationally-standard logistics service centers have been established, serving as hubs for connecting and developing supply chains in the region and internationally.

Forming and Developing a Synchronized and Modern Logistics Infrastructure

The strategy sets out a direction for creating breakthroughs in building and perfecting legal institutions to improve the investment and business environment, encourage economic sectors to participate in the development of logistics services, promote international integration, strengthen state management and enhance the effectiveness and efficiency of law enforcement regarding logistics services according to market mechanisms, appropriate to the level of economic development of the country and consistent with international practices and laws.

Promoting investment in the construction, formation and development of a synchronized and modern logistics infrastructure, focusing on transportation infrastructure, trade infrastructure and digital infrastructure, environmental protection, disaster prevention and mitigation, and adaptation to climate change.

Promoting linkages between industries, sectors, regions, territories and internationally in accordance with the socio-economic development requirements of each locality, within regions, inter-regions and the whole country at each stage of development as a basis for the development of logistics services.

Simultaneously, the strategy aims to build supply sources, develop the logistics market, and ensure sustainable growth in the logistics service industry; enhance the competitiveness of logistics service businesses, while improving the quality and greening of logistics service activities based on digital platforms. It also emphasizes research and application of scientific and technological advancements, innovation, digital transformation, and green transformation in the logistics service sector, improving the efficiency of logistics operations linked to production, import and export, and domestic and international distribution.

Furthermore, it focuses on developing high-quality logistics human resources to enhance the efficiency and quality of logistics services. The strategy also aims to strengthen the role of associations and pioneering enterprises in the logistics service sector, promote the formation of modern supply chains, and develop diverse value-added logistics services to meet domestic and international needs, making Vietnam a global hub for goods transit and distribution.

The solutions and tasks outlined in the Strategy include:

- i. 1. Improve the legal framework, strengthen state management, and enhance the effectiveness and efficiency of law enforcement in logistics services;
- ii. Promote investment in the construction, formation, and development of a synchronous and modern logistics infrastructure;
- iii. Promote regional linkages in the development of logistics services;
- iv. Develop logistics supply sources and markets;
- v. Enhance the competitiveness of logistics service enterprises and the quality of logistics services;
- vi. Promote research, innovation, digital transformation, and green transformation in the logistics service sector;
- vii. Develop high-quality logistics human resources;
- viii. Enhance the role of associations and pioneering enterprises in the logistics service sector;
- ix. Other tasks.

Developing new, convenient, and cost-effective modes of transportation

In particular, the Strategy involves investing in the construction, renovation, and upgrading of a complete transportation system and logistics centers to support the development of agricultural supply chains via road, waterway, rail, and air; developing new, convenient, and cost-effective modes of domestic transportation and logistics. It also aims to form production-consumption linkages for agricultural products in key raw material areas to ensure the supply of quality, safe, and sustainable agricultural products through a system of agricultural logistics centers.

Decision 200/QĐ-TTg of 2017, supplemented by Clause 2, Article 1 of Decision 221/QĐ-TTg of 2021, stipulates the following:

- i. Logistics is a crucial service sector within the overall structure of the national economy, playing a supporting, connecting, and driving role in the socio-economic development of the entire country as well as individual localities, contributing to enhancing the competitiveness of the economy.
- ii. Developing logistics services into a high value-added service sector, linking logistics services with the development of goods production, import and export, domestic trade, transportation infrastructure development, and information technology.
- iii. Developing a healthy logistics service market, creating equal opportunities for businesses of all economic sectors, and encouraging the attraction of domestic and foreign investment. In accordance with Vietnamese law and international treaties to which Vietnam is a signatory.
- iv. Maximizing the advantages of its strategic geographical location and strengthening connectivity to make Vietnam an important logistics hub in the region.
- v. Focusing on improving the competitiveness of logistics service providers. Developing logistics service providers in terms of quantity, scale, and human resource level, with high competitiveness in domestic and international markets.
- vi. The State assumes the role of supporting and creating a favorable environment for improving the competitiveness and development of Vietnam's logistics services.

Thus, the perspective on the development of Vietnam's logistics services by 2025 includes:

- Logistics is an important service sector in the overall structure of the national economy, playing a supporting, connecting, and promoting role in the socio-economic development of the entire country as well as each locality, contributing to improving the competitiveness of the economy.
- Develop logistics services into a high value-added industry, linking logistics services with the development of goods production, import and export, domestic trade, transportation infrastructure, and information technology.
- Develop a healthy logistics service market, creating equal opportunities for businesses of all economic sectors, encouraging the attraction of domestic and foreign investment in accordance with Vietnamese law and international treaties to which Vietnam is a signatory.
- Maximize the advantages of Vietnam's strategic geographical location and strengthen connectivity to make Vietnam an important logistics hub in the region.
- Focus on improving the competitiveness of logistics service providers. Develop logistics service providers in terms of

quantity, scale, and human resource expertise, with high competitiveness in both domestic and international markets.

- The State plays a supporting role in creating a favorable environment for enhancing the competitiveness and development of Vietnam's logistics services. 3.1.2. Vietnam Towards a Green Supply Chain Hub

According to the plan, the Ministry of Industry and Trade will focus on concretizing the tasks and solutions of the Logistics Service Development Strategy approved by the Prime Minister in Decision No. 2229/QĐ-TTg dated October 9, 2025. Based on this, the Ministry will clearly assign responsibilities to each subordinate unit, linked to their assigned functions and tasks, to ensure uniformity, consistency, and feasibility in the implementation process.

Promoting Infrastructure, Digital Transformation, and Green Logistics Development

The Ministry has identified nine key tasks and solutions, prioritizing the improvement of institutions and the creation of a transparent and favorable business environment for logistics enterprises; developing a synchronous and modern logistics infrastructure, linked to the transportation system and key economic regions. Along with this, it will promote regional linkages, strengthen domestic and international connections, especially with major markets and important economic corridors.

The plan also focuses on developing supply sources, expanding the logistics market; enhancing the competitiveness of domestic enterprises, aiming to provide integrated services and participate more deeply in the global value chain.

Notably, digital transformation and the development of green logistics are identified as important pillars. The Ministry of Industry and Trade will promote the application of technologies such as artificial intelligence and big data in management and operation; while encouraging environmentally friendly logistics models, reducing emissions, and improving resource efficiency.

Regarding resources, funding for the implementation of the Plan will be allocated from the state budget and other legal sources, ensuring proper and effective use. The Import-Export Department is assigned as the focal point for monitoring and coordinating implementation; units and localities are responsible for developing specific plans and periodically reporting results.

The Ministry of Industry and Trade also stated that it will regularly review and make timely adjustments and additions during the implementation process. Simultaneously, we encourage agencies and businesses to report difficulties and obstacles to ensure the Plan is implemented realistically and effectively.

Vietnam affirms its role as a regional logistics hub, promoting green transformation, digitalization, and sustainable global connectivity. Vietnam is in the process of accessing global supply chains, developing green logistics, and expanding financial cooperation, thereby enhancing national competitiveness. Vietnamese logistics service businesses will work together to build sustainable capacity, helping businesses operate efficiently and in an environmentally friendly manner.

Green transformation and digitalization are inevitable directions for the logistics industry. In recent years, the Vietnamese Government has issued a series of strategies such as the National Strategy on Green Growth and the National Action Plan on Green Logistics, aiming for net zero emissions by 2050.

Vietnam has the potential to become a logistics hub of the Asia-Pacific region. Besides technology, high-quality human resources play a crucial and decisive role in a sustainable supply chain. Logistics businesses in Vietnam are collaborating with Vietnamese universities in internship programs and international expert exchanges to improve the quality of human resources in the logistics industry, promoting training quality closely aligned with the actual labor needs of businesses.

4.2. Positioning Vietnam's Logistics in the Global Value Chain

According to statistics and expert assessments, Vietnam's logistics costs, despite improvements, are still higher than the ASEAN regional average. Vietnam's LPI (Logistics Performance Index) ranks 43rd globally, reflecting significant potential for improvement to enter the top 20 globally. Vietnam has a major advantage in its supply chain capacity and import-export growth rate exceeding double its GDP. However, a higher target should be set, aiming for the top 20 LPI by promoting digitalization, improving multimodal connectivity, and enhancing human resource capacity.

Regarding the role of AI in logistics, it is argued that artificial intelligence helps process data, reduce discrepancies, eliminate manual errors, and enhance efficiency and competitiveness. However, with 90–95% of Vietnamese logistics businesses being small and medium-sized enterprises (SMEs), access to technology remains limited, requiring specific support policies from the Government, ministries, and associations.

Despite numerous challenges, global logistics continues to demonstrate remarkable resilience and adaptability. This is also a time for Vietnam to reposition its role in the global value chain.

Vietnam is building a vision for future logistics – green, digitized, and sustainable – based on cross-border e-commerce, flexible supply chains, new economic corridors, green logistics, and the development of water and rail transport to reduce emissions and optimize costs.

4.3. Assessment and Proposed Solutions

From the above analysis, it can be seen that managers and policymakers worldwide, as well as in Vietnam, have recognized the importance of measuring carbon emissions, innovating business models, and strengthening international cooperation to reduce emissions throughout the supply chain. Vietnam is on a journey to connect with the world, affirming its strong commitment to building a green, modern, and efficient logistics ecosystem.

In the context of current globalization and extensive international cooperation, the logistics community needs to strengthen knowledge exchange and shape a common vision for a sustainable future.

Promote investment in the construction and development of free trade zones associated with seaports, airports, border crossings, and key commodity production areas; focus on improving infrastructure and the business environment to facilitate logistics serving e-commerce, including cross-border e-commerce. Establish central hubs for sorting and distributing e-commerce goods and processing orders using modern technology, ensuring fast, smooth, and safe handling of large volumes of goods.

Invest in the construction and upgrading of logistics parks, distribution centers, smart warehouses, and specialized warehouses serving agricultural products, chemicals, industrial goods, processed and manufactured goods, and e-commerce products.

Promote research, development, and implementation of suitable urban logistics models in major cities to meet the needs of optimal, cost-effective, and environmentally friendly goods movement.

To enhance the competitiveness of logistics service businesses and the quality of logistics services, the Strategy aims to support the development of internationally competitive logistics service businesses, diversify logistics services, improve the ability to fulfill orders and contracts in terms of time, scale, quality, and price, and provide integrated 4PL and 5PL logistics services. Simultaneously, it supports logistics service businesses in establishing agency systems and gradually transitioning to establishing

representative offices and branches abroad.

It also aims to develop a logistics service technology market, expand a network of intermediary organizations in the science and technology market, and create a technology database system to support logistics service businesses.

Furthermore, it promotes the modernization of the customs system and the transparency of customs procedures based on digital technology to facilitate import and export activities and logistics services.

Promoting the development of logistics services in the restructuring plan of industries, agriculture, trade, transportation, customs, etc., associated with the implementation of digital transformation, green transformation, and the development of a green, clean, and sustainable domestic and international production and distribution system...

5. CONCLUSION

In brief, Vietnam is emerging as a potential logistics center of the Asia-Pacific region, especially thanks to its advantages in seaports, transportation infrastructure, and regional connectivity networks. To further develop logistics services, Vietnam's authorities should enact more legal documents to guild logistics activities in the future.

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