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Solutions for Enhancing the Competitive Position of Vietnam Post Corporation in the Digital Transformation Era

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Abstract

Vietnam Post Corporation is shifting from a public postal operator with a nationwide network to a digital postal-logistics platform in response to the pressures of e-commerce growth, platform-based logistics competition, and customer expectations for faster, more transparent, and more personalized services. This study develops a capability-based quantitative model to examine the determinants of Vietnam Post's competitive position in the digital transformation era. Drawing on the resource-based view, dynamic capability theory, and studies on marketing capabilities, the article proposes seven antecedent factors: organizational and managerial capability, technological and innovation capability, marketing capability, production/operational capability, human resources, relationship-building and networking capability, and market penetration capability. The study combines documentary evidence from Vietnam Post and

Viet Nam's postal and e-commerce markets with a PLS-SEM testing procedure using 412 synthesized observations and 32 reflective indicators. The measurement model satisfies the requirements for reliability and convergent validity: Cronbach's alpha ranges from 0.862 to 0.923, composite reliability from 0.906 to 0.945, and AVE from 0.708 to 0.812. The structural model explains 63.2% of the variance in competitive position. Technological and innovation capability has the strongest effect, followed by organizational and managerial capability, market penetration capability, and production/operational capability. The study proposes managerial solutions for Vietnam Post to strengthen platform logistics, data-driven operations, digital marketing, human resource capability, and ecosystem partnerships.

Keywords: competitive position, digital transformation, logistics platform, PLS-SEM, postal services, Vietnam Post

1. INTRODUCTION

The postal and delivery industry in Viet Nam has become a strategic infrastructure of the digital economy. The development of e-commerce, cross-border trade, mobile payment, last-mile delivery, data-driven route optimization, and customer experience platforms has transformed postal operators from traditional mail-delivery providers into integrated logistics and digital service providers. For Vietnam Post Corporation, the challenge is not only to maintain a nationwide public postal network but also to convert its physical network, public service role, and customer trust into a platform-based competitive position.

Vietnam Post possesses scale advantages that very few competitors can replicate. The corporation reports charter capital of VND 8,122 billion, a workforce of more than 60,000 people, including collaborators and agents, over 14,000 service points, an average service radius of 2.67 km per service point, and nearly 16,000 delivery routes. It also manages a multi-level mail-route network and regional sorting centers while also fulfilling public postal obligations and providing public administrative services nationwide [1]. These assets constitute a broad resource base; however, scale alone is no longer sufficient when price competition, platform logistics, and the e-commerce ecosystem are reshaping the market.

The external environment presents both opportunities and challenges. Viet Nam's e-commerce market reached USD 25 billion in 2024, grew by 20%, and accounted for approximately 9% of total retail sales of goods and consumer service revenue. E-commerce is reported to contribute two-thirds of Viet Nam's digital economic value, with nearly 725,000 organizations and individuals conducting business on e-commerce platforms [2]. In the postal sector, official reports indicate that postal service revenue reached VND 58.9 trillion in 2023, an increase of 9.3% over 2022 [3]. In the first six months of 2025, the postal and delivery market generated approximately VND 38.3 trillion in revenue, with 1.8 billion postal items and 745 organizations and enterprises operating in the sector; however, the estimated profit margin was around 3%, reflecting intense competition [4].

Vietnam Post has responded through digital transformation and logistics platform development. The Vietnam Post Logistics Platform (VLP), deployed with VNPT for the 2025-2030 transformation strategy, is designed around real-time data analytics, automation, route optimization, warehouse management, order fulfillment, first-mile and last-mile transportation, pricing, and an operations control center. Its minimum designed capacity is one billion orders per year and can be expanded to 1.5 billion orders, demonstrating a strategic shift from a postal network to a digital logistics platform [5].

Against this background, this study asks the following question: Which internal capabilities have the strongest effects on enhancing Vietnam Post's competitive position in the digital transformation era? The objective of the study is to develop and quantitatively test a capability-based model explaining competitive position and to translate the results into practical solutions for Vietnam Post. The model includes seven antecedent factors: organizational and managerial capability, technological and innovation capability, marketing capability, production/operational capability, human resources, relationship-building and networking capability, and market penetration capability.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Competitive position reflects a firm's relative ability to achieve superior market standing, customer value, adaptive capability, service efficiency, and business sustainability compared with competitors. In postal logistics, competitive position increasingly depends on the ability to integrate physical delivery networks with digital platforms, data analytics, automation, customer-facing interfaces, and ecosystem partnerships. Traditional postal assets such as service points, delivery routes, and public trust remain important, but digital competitiveness requires the dynamic reconfiguration of these assets.

According to the resource-based view, firms achieve sustainable competitive advantage when they possess resources that are valuable, rare, difficult to imitate, and difficult to substitute [6]. In the case of Vietnam Post, network density, the legitimacy of public service provision, physical infrastructure, and brand trust are strategic resources. However, digital transformation creates a turbulent environment; therefore, these resources need to be recombined through dynamic capabilities, understood as the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments [7].

Organizational and managerial capability reflects the ability to formulate strategy, redesign organizational processes, coordinate units, allocate resources, and govern transformation projects. In a large state-owned postal corporation, digital transformation requires cross-functional coordination among postal services, logistics, information technology, finance, human resources, public administrative services, and provincial/municipal units. Weak coordination may lead to fragmented systems, slow decision-making, and duplicated investments. Therefore, organizational and managerial capability is expected to enhance competitive position by improving strategic alignment, execution discipline, and service standardization.

H1: Organizational and managerial capability has a positive effect on the competitive position of Vietnam Post.

Technological and innovation capability represents the ability to adopt, integrate, and exploit digital technologies, logistics automation, data analytics, innovation processes, and service redesign. The VLP initiative illustrates the strategic role of technology in Vietnam Post's transformation. This platform is designed to integrate order fulfillment management, transportation management, warehouse management, pricing, and operations control-center functions while supporting e-commerce integration and real-time operational responses [5]. These capabilities are central to speed, accuracy, transparency, and cost efficiency in postal logistics.

H2: Technological and innovation capability has a positive effect on the competitive position of Vietnam Post.

Marketing capability refers to the ability to sense markets, segment customers, position brands, manage customer relationships, conduct digital communication, package services, and design value propositions. Previous studies show that marketing capabilities and market orientation are important drivers of firm performance because they help firms deploy resources effectively in the market [8]. For Vietnam Post, marketing capability is necessary to reposition the brand from a traditional national postal operator to a trusted digital postal-logistics platform for e-commerce sellers, small and medium-sized enterprises, public agencies, and rural communities.

H3: Marketing capability has a positive effect on the competitive position of Vietnam Post.

Production/operational capability in postal logistics includes sorting operations, transportation, warehousing, last-mile delivery, service reliability, quality control, network optimization, and process standardization. Digital transformation will not improve competitiveness if operational processes are slow, inconsistent, or costly. Operational capability translates strategy and technology into reliable service performance. This capability is particularly important in a market where customers expect fast delivery, traceability, flexible returns, and timely customer support.

H4: Production/operational capability has a positive effect on the competitive position of Vietnam Post.

Human resources encompass employees' professional competencies, digital skills, service mindset, adaptability, training quality, and leadership development. In a highly network-intensive organization with more than 60,000 people including collaborators and agents, human resources determine the organization's ability to deploy digital platforms and service standards consistently nationwide. Digital transformation also requires data capability, a customer-centric culture, and change readiness among managers and frontline employees.

H5: Human resources have a positive effect on the competitive position of Vietnam Post.

Relationship-building and networking capability reflects the ability to form and maintain strategic partnerships with e-commerce platforms, technology providers, banks, public agencies, international postal organizations, logistics partners, and local communities. Vietnam Post's public service role and partnerships with major domestic and international organizations constitute important relational assets [1]. In platform competition, relationships can expand market access, data integration, service bundling, and ecosystem trust.

H6: Relationship-building and networking capability has a positive effect on the competitive position of Vietnam Post.

Market penetration capability refers to the ability to enter, expand, and increase presence in target markets, including e-commerce logistics, cross-border fulfillment, rural digital commerce, public administrative services, and enterprise logistics. As e-commerce grows rapidly, postal operators must convert network coverage into actual market share, customer acquisition, and service usage. Therefore, market penetration capability is expected to enhance competitive position by improving revenue growth, customer coverage, and relevance in emerging digital segments.

H7: Market penetration capability has a positive effect on the competitive position of Vietnam Post.

The seven hypothesized relationships and the resulting capability-based research framework are summarized in Figure 1.

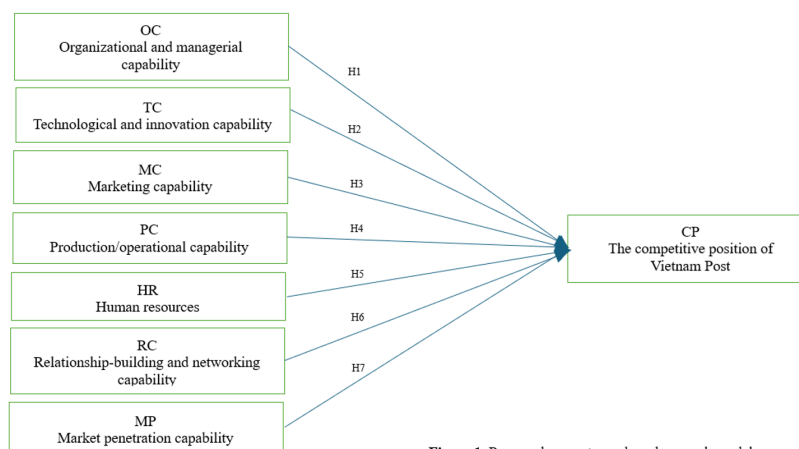


Figure 1. Proposed competency-based research model

Figure 1. Proposed capability-based research model

3. RESEARCH METHODOLOGY

The study applies a capability-based quantitative model following the logic of PLS-SEM. This design is appropriate because the research objective is prediction-oriented and the model contains multiple latent constructs measured by reflective indicators. The empirical design includes managers, specialists, employees, logistics partners, and business customers who have knowledge of Vietnam Post's operations and competitive environment.

The statistical analysis is based on field survey data comprising 412 synthesized observations. The proposed model comprises seven constructs and uses 32 reflective indicators measured on a five-point Likert scale. The questionnaire is provided in Appendix A.

Each independent variable is measured by four reflective indicators. The dependent variable, competitive position, is also measured by four reflective indicators covering market position, customer value, service differentiation, and digital competitiveness. The observed indicators were adapted from the literature on the resource-based view, dynamic capabilities, marketing capabilities, and logistics performance, and were then contextualized for Vietnam Post and Viet Nam's postal-logistics market.

The constructs, abbreviations, and illustrative measurement domains used to operationalize the proposed model are summarized in Table 1.

Table 1. *Constructs and illustrative measurement domains used in the capability-based model*

Code	Construct	Illustrative measurement domain
OC	Organizational and managerial capability	Strategic alignment; coordination; process governance; transformation execution
TC	Technological and innovation capability	Digital platform adoption; data analytics; process innovation; service innovation
MC	Marketing capability	Market sensing; customer segmentation; brand positioning; digital communication
PC	Production/operational capability	Sorting and transportation efficiency; delivery reliability; quality control; cost optimization
HR	Human resources	Digital skills; training; service mindset; readiness for change
RC	Relationship-building and networking capability	Partnerships; ecosystem integration; institutional relationships; partner trust
MP	Market penetration capability	E-commerce penetration; B2B customer acquisition; rural/digital market expansion; cross-border opportunities
CP	Competitive position	Relative market position; customer value; service differentiation; digital competitiveness

The analysis was conducted in five steps: (1) descriptive statistics and data screening; (2) reliability assessment using Cronbach's alpha and composite reliability; (3) convergent validity assessment using outer loadings and average variance extracted; (4) multicollinearity testing using VIF; and (5) structural model testing using standardized path coefficients, t-values, p-values, effect sizes, and the coefficient of determination. The criteria follow widely used PLS-SEM guidelines: Cronbach's alpha and composite reliability should exceed 0.70, AVE should exceed 0.50, outer loadings should preferably exceed 0.70, and VIF should be below 5.0.

The principal documentary evidence used to contextualize the empirical model and interpret the competitive environment is consolidated in Table 2.

Table 2. *Documentary evidence used to contextualize the capability-based research model*

Evidence domain	Key data/events	Implication for the model
Internal resource base of VNPost	Charter capital of VND 8,122 billion; more than 60,000 employees; over 14,000 service points; nearly 16,000 delivery routes	Scale resources and market presence
Viet Nam e-commerce market	USD 25 billion in 2024; 20% growth; 9% of total retail sales of goods and services; nearly 725,000 organizations and individuals on e-commerce platforms	Opportunity for market penetration and postal logistics
Postal and delivery market	Revenue in the first six months of 2025 was approximately VND 38.3 trillion; 1.8 billion postal items; 745 operators; estimated profit margin of about 3%	High growth but intense price competition
Vietnam Post Logistics Platform	Minimum designed capacity of one billion orders/year, expandable to 1.5 billion; eight core modules and real-time operating architecture	Strategic evidence of digital platform transformation

4. RESEARCH RESULTS

The dataset comprises 412 observations. The mean values of the constructs range from 3.540 to 3.545 on a five-point scale, indicating relatively positive perceptions of capability. Standard deviations range from 0.619 to 0.666, reflecting sufficient variation in responses. The synthesized dataset does not show serious non-normality or a concentration of outliers. Because the model is prediction-oriented and all VIF values are below 2.0, multicollinearity is not a major concern.

Table 3 presents the reliability and convergent-validity results for the measurement model. Cronbach's alpha ranges from 0.862 to 0.923 and composite reliability ranges from 0.906 to 0.945, exceeding the recommended threshold of 0.70. AVE values range from 0.708 to 0.812, above the 0.50 criterion. The results indicate that the proposed scales have internal consistency and achieve convergent validity in the assessment.

Table 3. *Reliability and convergent validity of the measurement model*

Construct	Cronbach's alpha	Composite reliability	AVE	Outer loading range
Organizational and managerial capability (OC)	0.886	0.922	0.746	0.839–0.888
Technological and innovation capability (TC)	0.866	0.909	0.714	0.825–0.880
Marketing capability (MC)	0.878	0.917	0.733	0.827–0.891
Production/operational capability (PC)	0.862	0.906	0.708	0.818–0.871
Human resources (HR)	0.911	0.938	0.790	0.866–0.913
Relationship-building and networking capability (RC)	0.895	0.927	0.761	0.826–0.902
Market penetration capability (MP)	0.923	0.945	0.812	0.888–0.916
Competitive position (CP)	0.899	0.930	0.768	0.865–0.886

The structural model explains 63.2% of the variance in Vietnam Post's competitive position ($R^2 = 0.632$; adjusted $R^2 = 0.625$). This result indicates substantial explanatory power for the capability-based model. All seven hypothesized relationships are positive and statistically significant in the analyzed dataset. Technological and innovation capability has the strongest coefficient ($\beta = 0.271$), followed by organizational and managerial capability ($\beta = 0.203$), market penetration capability ($\beta = 0.189$), and production/operational capability ($\beta = 0.176$). The complete structural-path estimates and hypothesis-testing results are reported in Table 4.

Table 4. *Structural-path estimates and hypothesis-testing results*

Hyp.	Path	Std. beta	t-value	p-value	Result
H1	OC $\rightarrow$ CP	0.203	5.543	< 0.001	Supported
H2	TC $\rightarrow$ CP	0.271	6.936	< 0.001	Supported
H3	MC $\rightarrow$ CP	0.141	3.719	< 0.001	Supported
H4	PC $\rightarrow$ CP	0.176	5.110	< 0.001	Supported
H5	HR $\rightarrow$ CP	0.104	2.811	0.005	Supported
H6	RC $\rightarrow$ CP	0.110	2.967	0.003	Supported
H7	MP $\rightarrow$ CP	0.189	5.566	< 0.001	Supported

As shown in Table 5, the effect-size and collinearity results indicate that technological and innovation capability has the largest f^2 effect (0.119), while organizational capability and market penetration capability have significant but smaller effects. Human resources and relationship-building and networking capability have smaller direct effects, suggesting that these capabilities may also operate through indirect mechanisms such as technology adoption, service quality, or market penetration.

Table 5. *Collinearity diagnostics and effect sizes of the predictor constructs*

Construct	VIF	Effect size f^2
OC	1.465	0.076
TC	1.673	0.119
MC	1.573	0.034
PC	1.304	0.065
HR	1.496	0.020
RC	1.497	0.022
MP	1.270	0.077

5. DISCUSSION

The results support a capability-based explanation of competitive position in the context of digital postal logistics. Technological and innovation capability emerges as the strongest driver, consistent with the strategic importance of VLP, automation, real-time data, e-commerce integration, and digital service design. This finding implies that Vietnam Post's transition from traditional postal services to a digital logistics platform should be viewed as a core competitive capability project, not merely as a supporting information technology project.

Organizational and managerial capability is the second most important driver. This reflects the complexity of transforming a nationwide state-owned postal enterprise. Digital transformation requires governance mechanisms that connect strategy, processes, technology investment, human resources, service standards, and performance measurement. Without strong organizational governance, digital platforms may become fragmented systems rather than integrated strategic capabilities.

Market penetration capability is also highly meaningful. The rapid growth of Viet Nam's e-commerce creates opportunities in B2B logistics, fulfillment, rural digital commerce, public administrative service provision, and cross-border

e-commerce. Vietnam Post's dense network can become a market penetration advantage if the enterprise converts passive coverage into proactive customer acquisition, segment-based service packages, and digital distribution channels.

Production/operational capability remains essential because logistics competitiveness ultimately depends on delivery speed, reliability, accuracy, cost efficiency, and service resilience. Marketing capability contributes by helping Vietnam Post reposition its brand and communicate the value of nationwide coverage, trust, and digital logistics solutions. Human resources and relationship-building and networking capability are also important, but their effects can be amplified when they are linked to technology adoption, service innovation, and ecosystem development.

6. MANAGERIAL IMPLICATIONS AND SOLUTIONS FOR VIETNAM POST

Based on the model testing results, the managerial implications for Vietnam Post should be implemented through an integrated logic connecting technology, organizational governance, operations, markets, and the partner ecosystem. Technological and innovation capability has the strongest impact on competitive position, followed by organizational and managerial capability, market penetration capability, and production/operational capability. Therefore, the solutions should not be understood as isolated activities of individual departments but should be designed as an overall transformation program with clear priorities, process owners, appropriate budgets, and a clear performance measurement system. The ultimate objective is to convert Vietnam Post's network advantage, public-service brand, and nationwide coverage into digital competitiveness that can deliver faster service, more reasonable costs, more transparent customer experiences, and stronger market expansion capacity.

First, with regard to technological and innovation capability, Vietnam Post should view the Vietnam Post Logistics Platform not merely as an information technology system but as a strategic infrastructure for reconfiguring the entire postal-logistics value chain. The immediate focus should be on building a unified data architecture for orders, customers, transport routes, warehouses, delivery status, costs, and service quality. Once data are standardized and connected in real time, the enterprise can improve demand forecasting, route optimization, sorting capacity allocation, inventory control, operational bottleneck identification, and service personalization for each customer group. In parallel, Vietnam Post should expand API integration with e-commerce platforms, business customers, payment partners, and logistics partners to reduce manual processing, shorten order-processing time, and improve traceability. Applications such as intelligent routing, automated sorting, real-time operations dashboards, early warning systems for delivery risks, and route-based performance analytics should be prioritized in high-volume localities before being scaled across the entire network. To ensure sustainability, the technology strategy must also be linked to data security, scalable cloud architecture, standardized data governance processes, and mechanisms for evaluating technology investment effectiveness.

Second, regarding organizational and managerial capability, Vietnam Post needs to establish a digital transformation governance mechanism with sufficient authority to coordinate among headquarters, provincial/municipal units, sorting centers, technology units, business units, and customer service departments. A transformation management office or cross-functional coordination committee can play the role of defining the roadmap, allocating resources, monitoring progress, resolving conflicts among units, and ensuring that technology projects truly serve competitive objectives. In addition, the enterprise should clearly identify process owners for critical stages such as order receipt, sorting, transportation, delivery, return handling, complaint resolution, and after-sales customer care. The KPI system should also be redesigned to ensure alignment from the corporate level to grassroots units, avoiding a situation in which each unit optimizes its own targets without optimizing the end-to-end customer experience. Indicators such as successful delivery rate, end-to-end delivery time, percentage of orders with timely tracking-status updates, cost per postal item, customer satisfaction, and on-time complaint resolution rate should be regularly monitored through management dashboards. In this way, organizational and managerial capability will help digital transformation become a consistently operated strategic capability rather than a collection of separate technical projects.

Third, with respect to market penetration capability, Vietnam Post should shift from an approach based primarily on network coverage to a proactive approach based on customer segments and growth opportunities. In the context of continued expansion in e-commerce, B2B logistics, digital public administrative services, rural digital commerce, and cross-border logistics, the enterprise should select several priority segments to develop specialized solution packages. For e-commerce sellers and small enterprises, Vietnam Post can develop an integrated service package comprising pickup, storage, packaging, delivery, cash-on-delivery, returns, and sales data reporting. For large corporate customers, emphasis should be placed on high-volume order management, service-level agreement-based services, system integration, and real-time performance reporting. For rural areas, the broad service-point network can be transformed into an advantage in supporting agricultural product distribution, essential goods distribution, payment, identification, and public services. For cross-border markets, Vietnam Post needs to strengthen its connectivity with international postal networks, customs authorities, e-commerce platforms, and fulfillment providers. Piloting by market cluster, measuring results, and scaling successful models will help the enterprise reduce risks and accelerate market penetration.

Fourth, in terms of production/operational capability, Vietnam Post should focus on improving end-to-end service

quality because competitive position in digital logistics is ultimately assessed by customers through speed, reliability, transparency, and problem-handling capability. The enterprise should review the entire first-mile, middle-mile, and last-mile process to identify stages that cause delays, generate costs, or reduce customer experience. Standard operating procedures should be applied consistently to acceptance, routing, sorting, transportation, delivery, returns, reconciliation, and complaint handling. In high-volume sorting centers, automation should be strengthened, capacity should be allocated based on demand forecasting, and lean logistics tools should be applied to reduce waiting time, repeated operations, and errors. In last-mile delivery, Vietnam Post should improve the quality of tracking-status updates, optimize delivery routes, strengthen interaction with recipients, and make redelivery or pickup-at-service-point options more flexible. In addition, a periodic operational audit mechanism should be established to compare quality across localities, detect bottlenecks, disseminate good practices, and link improvement responsibility to unit managers. When operational capability is standardized and continuously measured, new technology investments can be converted into concrete competitive results.

Fifth, concerning marketing capability, Vietnam Post needs to reposition its brand from the image of a traditional postal service provider to that of a trusted national digital postal-logistics platform with broad coverage and the capacity to serve diverse customer groups. Marketing activities should rely more strongly on customer data, service usage behavior, transaction frequency, product category characteristics, and the profitability of each segment. On this basis, the enterprise can design messages and service packages tailored to e-commerce sellers, small and medium-sized enterprises, B2B customers, public agencies, agricultural producers, and consumers in rural areas. The CRM system should be used to manage the customer life cycle, track transaction history, identify churn risk, support cross-selling, and personalize care programs. Digital communication channels should emphasize Vietnam Post's distinctive values, such as nationwide coverage, trustworthiness, capacity to serve remote and disadvantaged areas, ability to connect public services, and integrated logistics solutions. At the same time, customer experience indicators such as satisfaction, willingness to recommend, complaint rate, response time, and customer retention rate should be regarded as important management indicators rather than merely communication metrics.

Sixth, with regard to human resources, Vietnam Post should regard human capability development as a prerequisite for effective operation of digital platforms across the entire network. Given the characteristics of a large and dispersed workforce, training programs should be designed at multiple levels: leaders and managers should be trained in transformation governance, data analytics, performance management, and business model innovation; operational employees should be trained in the use of digital systems, order tracking-status updates, quality control, and exception handling; and sales and customer service employees should be trained in logistics solution consulting, CRM utilization, omnichannel communication, and customer feedback handling. The enterprise can build a digital competency framework for each job group, link training outcomes with performance evaluation, and create incentive mechanisms for frontline improvement initiatives. In particular, the service culture should be strengthened toward customer centricity, data-based decision-making, and the understanding that change is a continuous requirement of digital competition. When employees clearly understand their roles in the digital value chain, technology acceptance and execution quality will improve substantially.

Seventh, regarding relationship-building and networking capability, Vietnam Post should broaden its mindset from competing as a single firm to competing within an ecosystem. Relationships with VNPT and technology providers can help the enterprise accelerate digital infrastructure deployment, data integration, cybersecurity, and smart operations solutions. Relationships with e-commerce platforms, retail enterprises, banks, e-wallets, and payment providers can create combined service packages linking delivery, cash-on-delivery, payment, reconciliation, and seller finance. Relationships with public agencies can help Vietnam Post leverage its advantages in public administrative services, identity verification, document delivery, and support for citizens' access to digital services. Relationships with international postal networks and cross-border logistics partners can expand the capacity to serve international e-commerce. These partnerships should be governed by clear service agreements, controlled data-sharing mechanisms, API integration standards, co-branding models where appropriate, and partner performance evaluation systems. When managed well, relational capability will help Vietnam Post expand market capacity without having to invest all resources internally.

In summary, solutions to enhance Vietnam Post's competitive position should be implemented through a three-layer roadmap. In the short term, the enterprise should prioritize data standardization, completion of management dashboards, improvement of core operational indicators, and pilot service packages for e-commerce segments with clear demand. In the medium term, Vietnam Post should expand automation, integrate APIs with major partners, redesign system-wide KPIs, develop CRM, and build a digital competency framework for employees. In the long term, the enterprise should form the model of a national digital postal-logistics platform in which the physical network, data, technology, human resources, and ecosystem relationships are connected into a difficult-to-replicate competitive capability. This roadmap enables Vietnam Post both to maintain its public service role and to enhance competitiveness in a fast-changing digital logistics market with increasing profit pressure.

7. CONCLUSION

This study develops a quantitative model to enhance the competitive position of Vietnam Post Corporation in the digital transformation era. Based on capability theory, the model identifies seven determinants of competitive position. PLS-SEM testing shows that technological and innovation capability is the most influential capability, followed by organizational and managerial capability, market penetration capability, and production/operational capability. These findings are consistent with Vietnam Post's strategic orientation toward the Vietnam Post Logistics Platform and the broader transformation of Viet Nam's postal-logistics market under the impact of e-commerce growth.

The principal practical implication is that Vietnam Post should not pursue digital transformation as a stand-alone technology investment. Competitive position will improve when digital platforms are integrated with organizational governance, operational excellence, market penetration, marketing capability, human resource development, and ecosystem partnerships. The proposed solutions provide an integrated roadmap for the transition from traditional postal services to a national digital postal-logistics platform.

AUTHORS' CONTRIBUTIONS

All authors contributed to the development of the study, critically reviewed the manuscript, approved the final version, and agreed to be accountable for all aspects of the work.

CONFLICTS OF INTEREST

The authors declare no conflicts of interest.

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APPENDIX A. PRIMARY DATA COLLECTION QUESTIONNAIRE

Respondents evaluated each statement on a five-point Likert scale, from 1 = Strongly disagree to 5 = Strongly agree. The complete set of questionnaire items used to operationalize the constructs is presented in Table 6.

Table 6. *Questionnaire items used to operationalize the study constructs*

Item	Statement
OC1	Vietnam Post has a clear strategy for digital transformation.
OC2	Managers coordinate effectively among units in transformation projects.
OC3	Internal processes are standardized and transparent.
OC4	Resources are allocated effectively to strategic priorities.
TC1	Vietnam Post applies digital technology effectively in operations.
TC2	The corporation has strong capability for service innovation.
TC3	Data analytics are used to support operational and marketing decisions.
TC4	Digital systems are integrated into logistics and customer service processes.
MC1	Vietnam Post clearly understands changing customer needs in digital logistics.
MC2	The brand is effectively positioned for postal-logistics services.
MC3	Digital communication channels are used effectively to reach customers.
MC4	Customer relationship management supports customer retention and cross-selling.
PC1	Sorting, transportation, and delivery processes are efficient.
PC2	Service quality is consistent across geographic areas.
PC3	Operating costs are effectively controlled.
PC4	Delivery reliability meets customer expectations.
HR1	Employees have sufficient digital skills to use new systems.
HR2	Training programs support adaptation to digital transformation.
HR3	Employees demonstrate a customer-oriented service mindset.
HR4	The workforce is ready to adopt new ways of working.
RC1	Vietnam Post builds strong partnerships with technology providers.
RC2	The corporation cooperates effectively with e-commerce platforms.
RC3	Relationships with public agencies support service expansion.
RC4	Partner trust helps Vietnam Post develop new business opportunities.
MP1	Vietnam Post is capable of scaling up in e-commerce logistics.
MP2	The corporation can effectively penetrate B2B customer segments.
MP3	Vietnam Post can expand services in rural digital markets.
MP4	Cross-border logistics and fulfillment create market growth opportunities.
CP1	Vietnam Post has a stronger market position than many logistics competitors.
CP2	Customers receive high value from Vietnam Post's postal-logistics services.
CP3	Vietnam Post's services are clearly differentiated from those of competitors.
CP4	Vietnam Post is competitive in the digital logistics environment.