

THE SWOT ANALYSIS OF COMMUNITY-BASED ENTREPRENEURSHIP DEVELOPMENT IN VIETNAM

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Abstract:

Alongside the economic development of countries in recent years, the role of enterprises and entrepreneurs is increasingly important. More specifically, enterprises and entrepreneurs are identified as driving forces in local development. Among them, community-based enterprises emerged as a phenomenon in promoting and supporting community and region development. These community-based enterprises actively support communities in terms of economic, cultural, social, and environmental benefits of the local community. It does not just benefit individuals. These are the distinguishing features of community-based entrepreneurship. The article aims to understand the community-based entrepreneurship's components and outstanding characteristics in Vietnam by the SWOT analysis method. In particular, Vietnam is a country with a culture with community characteristics. Besides, the study also proposes some strategies to develop community-based entrepreneurship based from the SWOT analysis results. The results of the research are a remarkable reference that promotes research on community-based entrepreneurship.

Keywords: SWOT, community, entrepreneurship, community-based entrepreneurship, Vietnam

JEL Classification: M10, H70

1. Introduction

Along with the economic development of countries and the world today, more and more businesses have been established and vigorously developed, including community-based business enterprises. These businesses are identified as driving forces in local development. Community-based entrepreneurship is an approach to economic development entirely different from the basis of traditional entrepreneurship. Community-based entrepreneurship supports communities not only in terms of economic benefits but also cultural, social, and environmental benefits. In addition, community-based entrepreneurship is seen as a promising solution for the livelihood development of small communities in developing countries. Many researchers admit that it has the highest potential in contributing to economic improvement. Wanniarachchi et al. (2018) considered that opportunities for community-based entrepreneurship in traditional crafts have long been recognized as a significant area for growth with the potential to improve the socio-economic conditions of the community. In which, the community acts as an entrepreneur when its members, acting as owners, managers, and employees, collaborate to create or identify market opportunities and themselves to meet that opportunity (Peredo & Chrisman, 2006). In addition, one fundamental achievement of the development of community-based entrepreneurship is to strike a balance between the benefits to the community in general and the families and individuals in the community.

Community-based entrepreneurship has many contributions to local and regional development. Community-based entrepreneurship brings economic, social, and/or ecological benefits to the local communities and society where they participate in general (Hertel, 2018). This combination of relationships driven by community-based entrepreneurship can assist in meeting needs for wellbeing, safety, cohesion, social protection (Seregni, 2014). Furthermore, it also acts as “leverage” to the institutional welfare sector (Seregni, 2014). Community-based entrepreneurship is a key factor for helping individual entrepreneurs pursue opportunities that create social benefits for communities and solve many of the problems facing communities (Wigren, 2003), bring additional value to the local communities in which they are created (Bailey, 2012; Vestrum, 2014; Vega & Keenan, 2016). However, the studies also show that

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besides the opportunities for community-based entrepreneurship and the ongoing economic processes of the country, many corresponding challenges need to be addressed for sustainable development (Wanniarachchi et al., 2018).

This paper aims to review the literature on community and community-based entrepreneurship. Besides, the SWOT analysis method is used to understand the components and characteristics of community-based entrepreneurship in a specific case, here is Vietnam. From there, propose some strategies to develop community-based entrepreneurship based on the results of the SWOT analysis. The paper concludes with discussions and policy implications to enhance the role of community-based entrepreneurship in the community and make recommendations for future research directions.

The paper is divided into four sections. The first section provides a literature review that outlines the concepts of community and community-based entrepreneurship. The second part explains the research method used by the author in the paper, and the third part covers the research results. The last part discusses the research results of the paper.

2. Literature review

2.1. Community

Definition of Community

Community is a concept that has been used quite widely in the scientific literature in many fields, including the Social Sciences and the Humanities, Natural Sciences, and Life sciences, such as history, culture, sociology, psychology, philosophy, anthropology, biology, research, and development, etc. According to the perspective of modern economics, the definition of a community is considered as a kind of “social capital” (Putnam, 2000; Mattessich, 2009; Phillips & Pittman, 2014). According to Putnam (2000), two factors that create a community with the characteristics of social capital are the spirit of cohesion and the formation of social networks. In which each person feels secure and safe when they are in the community, in the network. Therefore, they are ready to contribute, sacrifice for the community, and protect the benefit of the community in a fiercely competitive environment (Putnam, 2000). From the perspective of social life, the definition of a community is often used to consider many objects with relatively different characteristics of scale and social characteristics. The broadest meaning of the community is to gather people with a wide range of alliances such as the whole world (world community), one continent (European community, etc.), one region (Southeast Asian community, etc.).

Although approached from different perspectives, based on the distinct scientific theories and academic interest in the unlike specific forms of community, but in general, the great signs of recognizing the definition of a community may include:

- A community must be made up of a large number of people.
- Each community must have its identity.
- The community members must feel a sense of self-connection with the community and other community members.
- There may be many factors that create the identity and the resilience of community cohesion. However, the most important one is the unity of will, emotional sharing, and creativeness of a sense of community.
- Each community has external criteria to get to know the community. And the community also has rules to regulate the activities and conduct of the community.

However, although often recognized as fundamental and important, the definition of a community is also fiercely disputed because its details are hard to hold. The reason is the lack of consensus on a clear concept or a set of criteria defining community in different situations (Theodori, 2005; Matarrita-Cascante & Brennan, 2012). There are many different definitions and contradict each other about the concept of community, and scholars may apply it in

different ways (Paveglio et al., 2016). People can use the term community in different ways. Furthermore, the meaning of community is both complex and changing, as evidenced by the many definitions of community developed over the past century (Luloff & Krannich, 2002; Goe & Noonan, 2007).

Mattessich & Monsey (2004: 56) stated that “People who live within a geographically defined area and who have social and psychological ties with each other and with the place where they live”. Matarrita-Cascante & Brennan (2012: 295) assessed that “A community as a locality comprised by people residing in a geographical area; the resources such people require to subsist and progress; and the processes in which such individuals engage to distribute and exchange such resources to fulfill local needs and wants”. Furthermore, Kuznetsov & Paulos (2010: 3) described “community as a group of people who share common goals and interests- communicating through mediums online and in person”. Based on the theory of interactions, Theodori (2005: 662-663) defined “community is defined as a place-oriented process of interrelated actions through which members of a local population express a shared sense of identity while engaging in the common concerns of life”.

The role and contribution of the community to socio-economic

Nowadays, more and more new communities are being established with different goals and roles. The formation and development of communities play an essential role not only for the community itself but also for the objects related to the community. Its contributions are demonstrated by contributing to the improvement of all aspects of the community's stakeholders. In addition, it has an economic and social influence. The most significant role of the community is to contribute to the socio-economic development of the community and the region or country. The community is considered the main factor for entrepreneurship and local development (Chrisman et al., 2002; Giudici et al., 2012; Lyons et al., 2012; Hui et al., 2014; Huggins & Thompson, 2016). On the other hand, local economic development has an essential contribution to the community (Cox & Mair, 1988; Loukaitou-Sideris, 2000; Cameron & Gibson, 2005; Storper, 2005; Grodach, 2011). The community has a role as a foundation, a driving force, and a goal for development (Parwez, 2017).

Furthermore, the community has the role of providing human resources, providing resources for improvement, and it is the place where manufactured goods are consumed. Fyfe (2009) states that community participation is the most important approach to resolve demographically and geographically stressed programs. Moreover, studies indicate that communities have a role in promoting and supporting entrepreneurship and social welfare (Darwish & Dyk, 2018; Naushad et al., 2018). Therefore, the community has a role in promoting economic growth and social change.

2.2. Community-based Entrepreneurship

Definition of Community-based Entrepreneurship

Community-based entrepreneurship is a growing concept in entrepreneurship research. It is based on the need for community involvement in any enterprise development (Hassan et al., 2021). The definition of community-based entrepreneurship has been defined in different ways to represent the objectives of the studies (Hassan et al., 2021). A large number of studies have used distinct terms related to community-based entrepreneurship, including local enterprise, community enterprise, and community-based enterprise (Murphy et al., 2020; Pinheiro et al., 2020; Smith, 2012; Zhang et al., 2020). However, the core concept for understanding entrepreneurship at the community level is often overlooked (Jaafar et al., 2020; Pinheiro et al., 2020). In fact, efforts to review systematic research on community-based entrepreneurship recently are relatively scarce. As a result, the definition of

community-based entrepreneurship is varied and frequently unclear (Gurău & Dana, 2018; Purusottama et al., 2018; Sankaran & Demangeot, 2017).

Peredo & Chrisman (2006) defined that community-based entrepreneurship as an alternative social enterprise model to pursue the economic and social goals of the community. These enterprises are managed and operated for short-term and long-term sustainable individual and team benefits (Peredo & Chrisman, 2006). Paramasivan & Premadas (2019) considered community-based entrepreneurship as an indigenous business model in a country where the result is that each community or class has its own entrepreneurial talent, demonstrating their convention and commitment to particular employment activity. Gurau & Dana (2018) considered community-based entrepreneurship as an expression of local entrepreneurship based on environmental management, social responsibility, collective action, and traditional values of mutual support. Community-based entrepreneurship is part of a shift towards collective, sustainable development in the future (Johannisson & Lindholm Dahlstrand, 2009). In addition, structural change is occurring more frequently, especially in rural areas, and it affects small businesses and local development (Johannisson & Lindholm Dahlstrand, 2009).

Community-based entrepreneurship is a multifaceted and complex phenomenon, and it is interrelated with the local rural context, where the public and private sectors are part (Pierre, 2017; Murphy et al., 2020). Besides, it is also related to national and even global development that affects entrepreneurship and creates bad problems, such as structural changes and complex relationships (Pierre, 2017). Therefore, the terms used to express community-based entrepreneurship are multidimensional and diverse in some approaches, which can be seen as a roadmap and direction to promote entrepreneurship in the community (Hassan et al., 2021).

The characteristics of community-based entrepreneurship

According to Murphy et al. (2020), the concept of community-based entrepreneurship acknowledges the diverse motives of entrepreneurship phenomena inside and outside of the community in many different contexts. Therefore, it is widely accepted that the concept of community-based entrepreneurship reflects the entrepreneurial environment in a community-based context (including skills, resources, motivations as well as policies). Pierre (2017) also identified that community-based entrepreneurship includes many aspects: context, personal, influence, relationship, development. It is essential to recognize that community orientation is inconsistent with entrepreneurship (Peterson, 1988). In addition, Murphy et al. (2020) also identify that environment, culture, community, and economy are fundamental for a vision of sustainable economic and social development and shape efforts to create multiple forms of value through community-based entrepreneurship. Community-based entrepreneurship was generated by the need for organizations to improve the surrounding area by gaining control (Minniti & Bygrave, 1999). According to Minniti & Bygrave (1999), adverse economic circumstances in the community promote the development of community-based entrepreneurship. Furthermore, the importance of community-based entrepreneurship includes locality, sustainability, social and economic value, community development, networking, collectivism, entrepreneurship, and enthusiastic individual entrepreneurs (Pierre, 2017). Therefore, it can be seen that community-based entrepreneurship has many different characteristics.

According to Peredo (2014) and Galappaththi et al. (2017), community-based entrepreneurship has the following characteristics:

- Based on existing community skills and traditional knowledge and experience (Peredo, 2014; Galappaththi et al., 2017).

- Aimed at multiple goals: Community-based entrepreneurship practiced in the hope of obtaining economic profit. However, for community-based entrepreneurship, economic benefits often are found as a vehicle for other purposes in the community as the goal of social, cultural, environmental, or political. The purpose of profit is considered as a means of community development and empowerment, not as a means of accumulation or personal enrichment (Peredo, 2014; Galappaththi et al., 2017).

- Reliance on community participation: participation is fundamental to the success and sustainability of community development programs (Peredo, 2014; Galappaththi et al., 2017).

A significant factor characterized for the development of community-based entrepreneurship is active participation in the building of social relationships in the community (Seregini, 2014). Community-based entrepreneurship has a strong correlation with the location in which it is practiced (Aslund & Backstrom, 2012). Furthermore, the cultural identity of the community is the driving force for doing environmental, social, and economic together. At the same time, local culture can become a factor that gives community-based entrepreneurship a greater resilience and advantage to compete in the global market (Seregini, 2014).

Peredo (2014) also determined that community-based entrepreneurship has the purpose of enhancing the economic, social, cultural, and ecological conditions of its family. As a result, communities often channel their community-based entrepreneurship proceeds toward community benefits such as health care, education, infrastructure, and social assistance for families. In addition, local people create and manage community-based entrepreneurship that is important for the needs of the economy, culture, society, and the environment. Social goals are the central issues of community-based entrepreneurship that are more important than economic goals (Seregini, 2014). In addition, in a community-based enterprise, the time costs are likely to outweigh the out-of-pocket costs needed to help businesses. It can be positive because enterprises require less formal subsidies than recruited businesses, and communities can be more autonomous (Loveridge, 2007).

In community-based entrepreneurship, community members and organizations act as a collective and must be understood flexibly. To say that members of the community act judiciously and collectively in creating business and then running, it does not mean that everyone in the community participates (Peredo, 2014). Peredo (2001) gave a clear example of the general management structure of community-based entrepreneurship. This community consolidates its business into a single entity. The community organization consists of three governing bodies: the General Assembly, the Executive Body, and the Control Council (Peredo, 2001). In which the Council is the ultimate authority. For community-based entrepreneurship, an identical framework is used (Peredo, 2001).

3. Methodologies

3.1. Research Purpose

This study aims to identify the components and characteristics of the development of community-based entrepreneurship in Vietnam. Thus, we can have a deeper insight into the current situation and suggest some strategies for developing community-based entrepreneurship in Vietnam.

3.2. Research Methods

The research method is the literature analysis method and the SWOT matrix analysis method. SWOT analysis is a popular analysis method in economic analysis and business administration. This method will analyze four factors (strengths, weaknesses, opportunities, and threats) of the object that is community-based enterprises in Vietnam. From there, we can consider and understand quite comprehensively the factors affecting community-based enterprises in Vietnam. Besides, based on the SWOT analysis method, the author also proposes basic strategies to ensure stability and develop community-based entrepreneurship in Vietnam.

4. Results

Vietnam is a country in Southeast Asia with a population of nearly 100 million by 2021 (General Statistics Office of Vietnam, 2021). Currently, Vietnam is a country with an economy in transition. Vietnam's economy is transforming from a centrally planned economy to a market economy. Therefore, the number of private enterprises is increasing in addition to the diversity of business types. For the purpose of developing the local economy and developing the community, the number of community-based businesses in Vietnam is currently being encouraged to grow. In order to have an overview and identify the characteristics of the development of community-based entrepreneurship in Vietnam, we conducted a SWOT analysis to understand the existing problems. From there, there are proposals for this development.

4.1. SWOT analysis and discussion on community-based entrepreneurship in Vietnam

Strengths for community-based entrepreneurship in Vietnam

- There is enthusiastic support of the community and local people. In addition, the people and local communities in Vietnam have a spirit of solidarity/traditional solidarity. It is the tradition and cultural identity of the Vietnamese people.
- Community-based businesses can use and exploit local resources, for example, infrastructure, people, community assets, etc. Community-based enterprises often have their roots in the local community. Business managers are also often members of the community. Thus, these businesses can easily use and exploit the resources of the local community through kinship and other close relationships.
- Having a stable initial market is the local community. The local community is the primary and important market for enterprises. These enterprises are often based in the community, so communities and locals are also customers of the enterprise.
- Have existing experience and traditional local knowledge in business development. Because community-based enterprises have resources and people from the local community, they can gain experience and knowledge from local people. It includes business knowledge, natural resources, and environmental knowledge.
- Principles of democracy and solidarity. Community-based enterprises operate with the goal of community development rather than individual goals. The revenue and profit of the enterprise all contribute to the community. Therefore, many communities are involved in the operation of the enterprise. Therefore, these enterprises operate based on solidarity and democracy to be able to promote the strength of the collective in the best way.

Weaknesses for community-based entrepreneurship in Vietnam

- Enterprises have not been linked with each other. Communities in Vietnam are also highly local. This locality has little interest in another locality. Therefore, businesses are characterized by being local in nature. It leads to community-based enterprises that cannot yet link up to grow. These enterprises only operate spontaneously and are fragmented. In addition, business relationships are limited because of the lack of networking and communication skills.
- The enterprises are small in size and have limited business resources. Most of the local communities in Vietnam are in rural areas, where people's incomes are low, and occupations are mainly associated with agriculture. Therefore, resources for developing community-based businesses are limited. Enterprises cannot yet grow on a larger scale.
- Enterprises are affected by limitations in the characteristics of each community. Vietnam covers an area of more than 330,000 square kilometers (General Statistics Office of Vietnam, 2021). Furthermore, it is divided into many regions depending on the topography and many cultures. It leads to diversity in the characteristics of the different communities.

Some communities are backward, and some are developed. Therefore, community-based enterprises are influenced by these communities.

- Many community-based enterprises have little business experience and knowledge. In particular, the knowledge about business and the market is still limited. The reason is that the level of managers is still low, and many people have not undergone the process of fostering and training in economics and business administration. Business activities are mainly carried out through the experience gained from the practice and traditional knowledge of the community. Thus, it significantly affects the business results of community-based enterprises in Vietnam.

- Infrastructure in communities is lacking and limited (for example, roads, machinery, houses, etc.). Vietnam has now focused on investing in rural development through many projects. As a result, the local community has improved the infrastructure (for example, the “new countryside” project). However, infrastructure, in general, is still lacking compared to demand, especially in remote areas.

- Community-based enterprises that do not have a brand or have not yet developed branded products. It is a characteristic of community-based enterprises in Vietnam because these businesses have not paid much attention to brand development. Business activities are still local, so they do not feel the need to develop their brand.

Opportunities for community-based entrepreneurship in Vietnam

- Community-based business development correlating with government and local government regulations. With the goal of economic development, poverty reduction, and capacity building of the locality, policies/orientations for the development of community-based entrepreneurship have been approved. It is an opportunity for community-based businesses to be established and operated easily in today's transforming economy of Vietnam.

- Besides, along with the trend of the international economic integration of Vietnam's economy, the customer market is getting more open with more investment opportunities.

- Currently, along with the development of information technology and the development of new business forms (e-business, online sales, live stream, etc.), these have been able to help enterprises improve their business efficiency, especially in enterprises in remote areas where travel is difficult, including community-based enterprises in Vietnam.

- The identity and characteristics of the community of Vietnam are always towards general development. It is an advantage as well as an opportunity for community-based businesses in Vietnam to develop.

- Labors have young age and labor costs are still cheap in Vietnam. It is an advantage and opportunity for businesses in Vietnam to attract foreign investment and capital sources to support development.

Threats for community-based entrepreneurship in Vietnam

- The business market in Vietnam and internationally is changing day by day. In addition, competition in the market is increasingly fierce. It makes it increasingly difficult for community-based enterprises to access the market.

- Risks (such as climate change, environmental pollution, natural disasters, epidemics, economic crisis, etc.) have affected the development of entrepreneurship and community development in Vietnam.

- Relationships between individuals and organizations in the community are complex, especially the relationships between communities, businesses, families, and individuals in Vietnam. It leads to difficulty in decision-making regarding community participation and the development of community-based enterprises.

- Development policies of the government and local authorities still have many limitations. These policies are also general but not specific to each community, not suitable for each characteristic of each community, each community-based enterprise.

- Enterprise operating costs and production and business costs are increasing (due to the increase of raw materials, labor, etc.). It has a significant impact on the operation of community-based businesses.

- Development resources of community-based enterprises in Vietnam are currently limited. These can be mentioned as the initial capital is small, unclear development orientation, expanding community-based enterprises, etc.

- Community-based enterprises in Vietnam today are still strongly dependent on community participation. It happens because of the relationships between community-based enterprises and the community. Therefore, many audiences can influence the decision-making of community-based enterprises. This reason affects the development of community-based enterprises in Vietnam.

4.2. Strategies to contribute to the development of community-based entrepreneurship in Vietnam

Through the SWOT analysis of community-based entrepreneurship in Vietnam, the author also proposes some strategies to contribute to the development of this entrepreneurship in the near future.

S-O Strategies:

- Enterprises need solutions to take advantage of the development plans of the government and local authorities. From there, Enterprises make some adjustments in policy implementation to meet the different needs of different regions.

- Enterprises need to take advantage of the characteristics and strengths of the community in developing community-based businesses. From this, Enterprises promote the good sides and limit the bad sides of the community.

- Enterprises develop new products and services in line with market needs and business trends in the period of the 4.0 industrial revolution.

- Actively expand and penetrate new markets based on the original market of the community.

S-T Strategies:

- Enterprises need to have a plan to train, develop and improve the qualifications of their human resources (including employees and management levels). From there, ensuring the goal meets the requirements of the development of a community-based business.

- Mobilizing capital, investing in the development of new products and business technologies to meet the needs for the development of enterprises.

- Change management forms following the changes and fluctuations of the market as well as the international situation.

W-O Strategies:

- The enterprise develops and stabilizes the existing market based on the community in a sustainable way.

- Enterprises need to build brands of their products and strengthen their brands and develop their brands. From there, it is possible to improve the competitiveness of community-based enterprises in the best way.

- Have a training plan for community-based activities that must be institutionalized, with programs tailored to the unique qualities and goals of local businesses. Invest in building infrastructure for businesses.

W-T Strategies:

- Develop plans to ensure the proactiveness of the business when risks such as natural disasters, epidemics, etc

- Raise the internal resources of the business from the local community. In addition, enterprises need to build obvious business processes concerning stakeholders such as local communities, families, and individuals.

- Community organizations need to be better organized and represented at the national level. A small capital investment can make a big difference for small enterprises in this community. With this encouragement and support, many of these community-based enterprises can succeed.

5. Conclusions

The literature and research findings conclude that community-based entrepreneurship plays a significant role in community development and local economic development. This contribution is through many different criteria and aspects such as environmental, economic, social, and management. However, given the complex and multifaceted nature of the concept of community as well as the concept of community-based entrepreneurship, determining the relationship between these two factors is still complicated. Also, in this article, we have clarified the complex nature of the community as well as the relationship of the community to stakeholders such as businesses, families, and individuals. However, the development of community-based entrepreneurship is still difficult and challenging.

The SWOT analysis results have identified the characteristics related to community-based entrepreneurship, especially highlighting the risks and weaknesses of community-based entrepreneurship in Vietnam. In particular, the coordination mechanism between the local community and community-based enterprises is not apparent. There are also many conflicts between the parties involved. Therefore, it is necessary to have an obvious mechanism to avoid adversely affecting the development of the community and community-based enterprises. The participation of the local community and local government, in this case, is necessary, contributing to the support and strict control of this business activity in the community.

After conducting our analysis, we found that there are many opportunities to develop community-based entrepreneurship in Vietnam. This result is reflected in the characteristics of the community and development programs and plans in Vietnam. Community-based entrepreneurship can be further developed with higher quantity and quality. However, there are still many difficulties and challenges that exist, such as a change in the business environment, fierce competition in the market, weakness, lack of business knowledge of human resources, etc. Therefore, first of all, community-based businesses need to actively improve and enhance their ability to survive and develop in a better way. In addition, local governments and participating communities need to prepare appropriate development solutions before starting and supporting the business implementation of community-based enterprises.

The study also has certain limitations. First of all, the study only focuses on using the SWOT analysis method to assess the characteristics of entrepreneurship. Moreover, the research site is big (Vietnam), so it is not possible to have a detailed look at the specific features of community-based entrepreneurship in a locality or community. From these limitations, the paper also suggests some future research. First, use quantitative research methods to visually analyze the influences and implications for the development of community-based entrepreneurship. In addition, the relationship between the community and community-based entrepreneurship also needs to be clarified. Second, study some community-based enterprises in Vietnam or a particular locality. From there, it is possible to identify the characteristics of community-based entrepreneurship in that locality, and we can give some specific solutions to develop such community-based enterprises. In addition, some software and tools can be used to analyze to obtain other results and conclusions.

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