



Introduction Letter



Leipzig University

Founded in 1409, our university is among the oldest in Europe. Many world-renowned figures taught or studied here. Leipzig has also been the source of major scientific developments.



The 600th anniversary in 2009

As an outward-looking and modern comprehensive university, we strive to be one of the leading institutions of higher education in Germany. A member of the German U15 network, today we are one of the country's leading universities when it comes to top-class research and medical expertise.

Leipzig University comprises 14 faculties with over 130 institutes and centres as well as 17 central institutions. The range of subjects at our comprehensive university extends from the humanities and social sciences to the natural sciences, life sciences and medicine.

Around 460 professors and more than 2800 academic staff conduct research and teach at our university. The University employs a total of around 5300 people.

With 155 degree programmes, our university offers a unique variety of subjects. It is the most popular institution of higher education in the Free State of Saxony. More than 30,000 students are currently enrolled, with over 7000 young people beginning their studies every year. Approximately 12% of our students are from abroad.

Our profile is concentrated on three strategic research fields:

- Changed order in a globalised world
- Intelligent methods and materials
- Sustainable principles for life and health

With regard to entrepreneurship, Leipzig is also one of the most successful universities in Germany: in a recent survey we ranked among the top five in the category for "Start-ups involving the transfer of university knowledge" (*Gründungsradar 2016* of the *Stifterverband* organisation).

We are a member of the Leipzig Science Network founded in 2018. This network will deepen the cooperation between higher education and non-university research institutions and at the same time enhance Leipzig's national and international profile as a centre of science.



International SEPT Competence Center

The International SEPT Competence Centre is a research and training centre at the Faculty of Economics and Management Science of Leipzig University dedicated to providing theoretical insight as well as practical experience in the management and promotion of small and medium-sized enterprises (SMEs) worldwide.

Because of location in Germany, we have permanently the opportunity to learn from successful German SMEs and to analyze in detail their best practices and winning experiences, as well as those of the institutions that foster and promote them.

These exceptional 'Mittelstand' Firms, as they are labeled in Germany, are known worldwide for their dynamism and constant innovation. Additionally, many of them have managed to achieve leadership positions in many different countries and markets, basically with high-value-added products and services.

For these reasons, all programs that are offered by SEPT are based on the patterns of the outstanding German 'Mittelstand' and the measures that have been successfully applied to promote them. Our main goal is to transmit this knowledge to institutions and firms from all over the world that are looking forward to implementing successful strategies in the promotion of SMEs.

All activities of International SEPT Competence Center revolve around SMEs.

Toward research activities, we focus on International Entrepreneurship, Innovation, and University Business Linkages. The research activities carried out within the International SEPT Competence center are conducted by an interdisciplinary team of scientists, PhD and master's students with background in economics, social and natural sciences.

Key research focus

- Understanding why and how entrepreneurial ecosystems produce a difference in entrepreneurial outputs in heterogeneous contexts.
- Examine how entrepreneurs adjust in between different entrepreneurial ecosystem in the case of practicing international entrepreneurship.
- Investigate how the minority entrepreneurs (diaspora, ethnic groups, and migrants) assess and adjust to the entrepreneurial ecosystem in their host economies.

Letter from the Director

Prof. Dr. Utz Dornberger
Director of International SEPT Centre



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Dear prospective partner,

It is my pleasure to invite you to join us in a research we are doing. This research is named IntVET, which studies vocational education and training development in Vietnam. IntVET's goal is to understand the key factors within VET's business model that determine success for VET providers in an international context. To conduct the research in Vietnam, I would like to recommend my PhD students to work with you directly via interviews. The qualitative interviews will be conducted along pre-developed guidelines and will take between 60-90 minutes. The focus of discussion will be analysing the following points:

- Organizational development
- Motivation of implementing international transfer projects
- Adaption to internationalization, including customer segment, distribution channels, customer relationship, key resources and partners, etc.
- Value capture

Your participation would help in strengthen the pipelines between business and schools, creating opportunities for future international collaborations and sustainable development. In exchange for your participation, besides the sharing of research results, we could record your demand on international collaboration opportunities and offer to help you connect with other organizations in our reputational network. We also offer a space in our channel for you to place your information. For more details, our researchers will discuss with you.

Thank you very much for your continuous interest and support.

Best regards,

Utz Dornberger.

Contact

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IntVET

Success factors of international business models for exporting vocational training to Vietnam

Prof. Utz Dornberger, Gunnar Kaßberg, Phuong Nguyen Thi, Thanh Tuan Nguyen

Project Description

The research project IntVet, funded by the Federal Ministry of Education and Research is situated at the nexus of business studies and VET research. It shall study the international business models of vocational training providers in Germany and Vietnam. IntVET will contribute to understanding the factors that determine successful business models of VET providers when dealing in an international context. The research shall help the German institutions to support international ventures with the best fitting measures.

According to our experience in the context of education export in general, not only the accuracy of an educational offer in the target market is to be designed, but also to secure the long-term cooperation. This can be achieved, especially in the context of private-sector educational projects, through a well-developed business model, since both the provider, the customer and the intermediary can be involved according to their motivation. Nevertheless, it seems always problematic for actors in VET to design, develop and implement precisely these well-functioning business models.

Research Background

Previous research on the internationalization of vocational education and training focuses above all on the comparative analysis of vocational education and training systems and their harmonization (Tran & Dempsey, 2017) as well as on the transfer of knowledge to build up or further develop such systems in the Global South (Shaw, et. Al., 2016, Bennel & Pearce, 2003). Recent studies on German vocational training export deal first and foremost with drivers and obstacles in internationalization (Posselt, 2012). The dissertation by Ms. Hilbig at the University of Leipzig in 2017 with the topic "International Business Models and Business Model Innovations of German Vocational Training Providers - An Empirical Analysis Considering Dynamic Capabilities" and previous works by Abdelkafi / Salameh (2014) are important starting point to close this research gap.

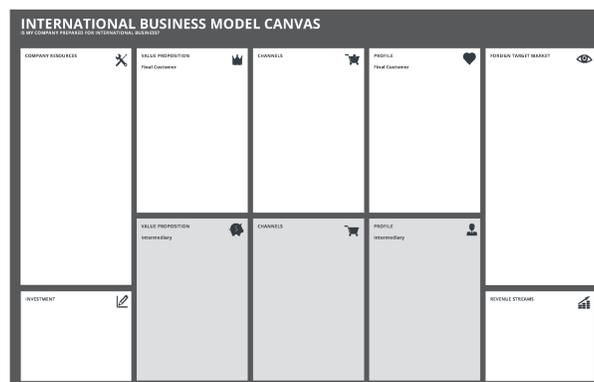
The fundamental theories influencing IntVET consist of:

- Structure-Conduct Performance Paradigm (SCP)
- Resource-based view (RBV)
- Relationship Marketing
- Dynamic skills
- Business Model Research

Methodology

The setting of the research project requires a methodology that allows to investigate different opinions and experiences within the broad context of internationalization. Semi-structured interviews will be conducted in Vietnam and Germany to get insight from both perspectives and reach a suitable sample size. The qualitative interviews will be conducted along predeveloped guidelines and will take between 60-90 minutes. The questionnaire will be adapted country-specific to the different actors in Vietnam and Germany, as the previously introduced guiding research questions also differ from country to country. In order to prepare for the interviews with the VET providers themselves, IntVET will approach key experts from all three regions to get an updated overview on the situation of the industry. These key expert interviews will help to sharpen the guiding questions and shall contribute to build an image of the meso-level of the investigation context.

The described approach will enable the research team to develop the necessary knowledge base and understanding to build the business models of the respondents with the respective tools for regular and international BM. For the context of German and other international players our own International Business Model Canvas shall be used as the instrument of research.



International Business Model Canvas (Dornberger, Friebe, Kaßberg 2018)

Goals of IntVET

1. Competence analysis of German providers of vocational and further training in Vietnam.
2. IntVET will provide a deeper insight into the VET exporters who have been active in the Vietnamese context.
3. Analysis of Vietnamese VET providers after having been in German-Vietnamese and/or international transfer projects. IntVET will generate insight on how international cooperation has impacted the Vietnamese VET providers and their services in terms of offering, communication, customer groups and other factors influencing their business model.
4. Research into international business models of American, Australian and other international vocational training providers in Vietnam.
5. The internationalisation competencies and business models of vocational education providers from the USA, Australia and other Asian countries in Vietnam will be analysed to enable a broader view of the business models of vocational training providers in an international context.
6. Formulation of recommendations to improve the long-term success of internationalisation plans in Vietnam and in general.

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Researchers' Profiles

Gunnar Kaßberg, Phuong Nguyen Thi, Thanh Tuan Nguyen

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PhD Topic

Internationalization Capabilities & Resources of SME: The Internationalization Process of German Vocational Training Providers

Biography

- 1979 Born in Germany.
- 06/2016 – today PhD candidate at Leipzig University
- 10/1998 - 05/2006 Dresden University of Technology, Economy of Transportation
- 09/2000 - 07/2001 Universidad de Alicante (Spain) Tourism Economics

Professional Experience

- 2016 – today Business Consultant at CONOSCOPE GmbH
- 12/2014 – today Lecturer / Researcher at Leipzig University / International SEPT Program
- 09/2011 – 11/2014 Coordinator for International Technology Transfer Helmholtz Center for Environmental Research
- 02/2009 – 07/2011 Consultant / Development Advisor Deutsche Gesellschaft für Internationale Zusammenarbeit - GIZ, Philippines
- 10/2006 – 12/2008 Key Account Manager Civil Engineering Services Nadler, Dresden, Germany

Projects

- FiVe – Fachschule in Vietnam (2015 – 2019)
- SMILE - Self Management Initiative LEipzig (2011 – 2015) German-Chinese-Business Hub (2017 – 2020)
- IRI – Iran Innovates (2017 – 2020)
- Goolge Digital Workshop
- GIZ Manager Training Program (2015 – 2019)

Researcher

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PhD Topic

Impacts of International Transfer Projects on Business Models of Vietnamese Vocational Education Training Providers

Biography

- 1987 Born in Daklak, Vietnam.
- Since 2020 PhD candidate at University of Leipzig
- 2012-2014 Leipzig University, Germany, Master of Business Administration
- 2006-2010 Ton Duc Thang University, Vietnam, Bachelor of English

Professional Experience

- 2020 – present: Leipzig University / International SEPT Program, Researcher.
- 2018-2020: Splus Software Co., International Business Development Director
- 2017-2020: Ideal Farm Corporation, Business Development Manager
- 2017-2020: Swiss MBA program in HCMC University of Technology, Senior Consultant & Lecturer
- 2016-2018: Vherbs Corp., Marketing Manager
- 2011-2016: Vietnamese German University, Unit Head of Examination Office
- 2010-2011: Ton Duc Thang University, International relation executive
- 2008-present Contractor (ITC, Viettrade, CBA, TKS, SHi, Vietnamese enterprises, etc), Secret shopper & business consultant, corporate training & individual mentoring/coaching

Key Qualifications

- Business development & consulting
- Business model evaluation
- Corporates training,
- Coaching & training startup teams
- Export management & Market Access
- Networking and Matchmaking
- Innovation & entrepreneurship

Researcher

Thanh Nguyen Tuan
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Leipzig University



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PhD Topic

Analyzing The Business Model of International Training Program in Vietnam

Biography

- 1992 Born in Hanoi, Vietnam
- Since 2020, PhD candidate at the International SEPT program, University of Leipzig
- 2015-2017, Master of Business Administration, University of Leipzig
- 2010-2014, Bachelor of Commerce, RMIT University, Hanoi, Vietnam

Professional Experience

- Since 2020, Lecturer, Faculty of Economics and Business, Phenikaa University
- 2019-2020, Lecturer, Faculty of Business Administration, Academy of Policies and Developments
- 2018-2019, Translator and Interpreter, Vietstar Training and Consulting company
- 2017, Employee, Amazon
- 2013-2016, Employee, Telecommunication Energy Co., Ltd TECCO

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