

Experiences In Constructing Industrial Clusters Development And Lessons For Hanoi Clusters

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Abstracts

Analysis and assessment of the current status of construction and development of industrial zones that have been planned and established in the Hanoi area, including: i) Determining the position and role of industrial zones in socio-economic development, develop local industries; ii) Analyze and evaluate the achievements and shortcomings in the investment, construction and development of industrial parks; iii) Forecasting the factors affecting the demand for industrial zones development, the ability to attract investment in infrastructure of industrial zones and the demand for land lease of enterprises and industrial production establishments in the area.

This study aims to figure out **Experiences in Constructing Industrial Clusters (IC) Development and Lessons for Hanoi Clusters?** By using qualitative analysis, inductive and synthesis methods, our study findings recommend that Policies of the Central State on building infrastructure for industrial zones, focusing on policies; i) acquire land fund for industrial infrastructure construction; ii) Policy on development of industrial zones and policy on planning for construction of industrial infrastructures; iii) Policy on investment and construction of industrial infrastructure; iv) Policy on construction quality management. Last but not least, Experience in industrial development in some countries and industrial infrastructure in some provinces of Vietnam.

Keywords: industrial clusters, lessons, experiences, provinces, Hanoi, infrastructures, building, Vietnam

JEL code: M10, M21

1. INTRODUCTION

Hanoi is the country's leading city in terms of area and second in population with 6,472 million people. Located in the middle of the rich Red River Delta, this place soon became a political and religious center from the very beginning of Vietnam's history. In 1010, Ly Cong Uan, the first king of the Ly

Dynasty, decided to build a new capital in this land with the name Thang Long. When the Tay Son, then the Nguyen came to power, the capital was moved to Hue and Thang Long began to bear the name Hanoi in 1831. Natural condition

- Location, topography.

Located in the Northwest of the Red River Delta, Hanoi is adjacent to Thai Nguyen and Vinh Phuc

provinces in the North; Ha Nam in the South; Bac Giang, Bac Ninh and Hung Yen in the East; Hoa Binh, Phu Tho in the West.

Hanoi's topography gradually lowers from north to south and from west to east with an average elevation of 5 to 20 meters above sea level. Three-quarters of Hanoi's natural area is plain, located on the right bank of the Da River and on both sides of the Red River.

- Hydrology

Hanoi is a city with many rivers, lakes, ponds... The main river of the city is the Red River, the section of the Red River flowing through Hanoi is 163 km long. Hanoi has Da river as the boundary between Hanoi and Phu Tho, Day river, Duong river, Cau river, Ca Lo river through Hanoi territory ... small rivers flowing in the inner city such as To Lich river, Kim Nguu river ... these are the City's sewerage lines. In the inner city area, West Lake has the largest area (about 500 ha), Sword Lake (a special position for Hanoi); and lakes: Truc Bach, Thien Quang, Thu Le... In addition, other lakes are known as Kim Lien, Linh Dam, Ngai Son - Dong Mo, Suoi Hai, Meo Gu, Xuan Khanh, Tuy Lai, Quan Son ...

Hanoi currently has 70 industrial clusters operating on a total area of nearly 1,400 hectares, attracting more than 1,000 businesses into production and business and annually paying tens of thousands of billions of dong to the state budget.

Figure 1 – Plans for Industrial clusters in Hanoi



(source: internet)

Research questions:

Question: What are **Experiences in Constructing Industrial Clusters Development and Lessons for Hanoi Clusters?**

The paper will be organized with introduction, issues and then previous studies and methodology. Next sections are findings, discussion and summary.

2. PREVIOUS STUDIES

Yinming et al (2010) defined IC as a system of many industries, its structure concerns the correlation and interdependent relationship among basic integral parts, namely, among industries. It is determined by the functional and spatial links among industries and in turn, deeply influence these links. Alsaadi & Norhayatizakuan (2021) pointed that Economic links among industries within clusters not only include input-output relationships, but also reflect external economic relationships. It is essential to hire qualified project managers who has sufficient knowledge in risk management and its main activities.

Next We will analyze previous studies on risk management in the below table for clearer analysis:

Table 1- Previous studies

Authors	Year	Content, results
Doeringer et al	1995	Although industry clusters are becoming the focus of state economic development policies, most states continue to define clusters in ad hoc ways, often focusing only on clusters of firms in single industries. Such policies run the risk of wasting development resources by neglecting important linkages among firms that cut across industries. Exploiting the dynamic nature of the competitive advantages associated with the clustering process requires an understanding of strategic business decisions made at the firm level.
Bembenek & Kowalska	2016	characterise the role of industrial clusters in SMEs development. Trying to meet demands of the current environment, these companies are forced to constantly identify new ways of development, including new sources of sustainable competitive advantage.

		<p>Nowadays, focusing only on the internal (endogenous) development for many entities is insufficient and external development of the SMEs through the clusters may be a complementary approach for their internal development. Despite the scarcity of clear cluster definitions it is widespread that clusters - as concentrations of R&D entities, business support institutions and interconnected firms operating in the same or related economic sectors that cooperate and compete at the same time - provide favorable conditions for entrepreneurship and innovativeness development. SMEs can improve their market offer, transfer knowledge, formulate and implement R&D activities, and develop relational capital by actively operating within clusters and collaborating with their partners, both in internal and external environments (eg. involvement in foreign networks). The activities of cluster coordinators play a strategic role in shaping the appropriate conditions for the development of cluster members. Based on the good practice in the field of Polish-Spanish international networking linked to the execution of the “Adelante” project by the coordinator of</p>
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		<p>Sub-Carpathian Renewable Energy Cluster, the benefits for SMEs of that cluster were pointed out. This practice shows that the involvement of a cluster coordinator with key cluster stakeholders for development of cluster members contribute to development of the entire cluster and boost its competitiveness</p>
<p>Roberts and Enright</p>	<p>2004</p>	<p>Industrial clustering is a powerful framework to help organize, work together and work with external institutions to meet the needs of, and promote the interests of, the organizations comprising the cluster. Central to the idea of clustering is the personal interaction and the relationships which give rise to the opportunity to communicate, to create and to learn. Firms comprising an industrial cluster contain individuals who are participating in a community which transcends each particular organization. The firms behave in a highly co-operative and communicative way. This environment is widely</p>

		accepted as providing a wide range of benefits to the components of the cluster.
Morosini, P	2004	Furthermore, industrial cluster has great influence on the optimization of regional industrial layout and regional economic structure. The international and local historical experiences of economic development have both demonstrated that the formation and development of specific industrial clusters have often played key roles in regional economic development
	2005	Theoretically, industrial cluster can reinforce specialized division and give full play to industry association and cooperation. Therefore, this industry pattern can promote rational allocation of technology, talent and capital, and stimulates technique progress and management innovation effectively by exemplary function.
Narula	2004	SMEs often suffer from limited resources and low capabilities to generate development in internal activities
Darwish et al	2021	The outbreak of COVID-19 threw the whole world into a deep crisis. In this time of crisis during the

		pandemic, enterprises have been through many challenges, so as to say; to the degree that impact of sustainability needed engaging attention.
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(source: author synthesis)

3. METHODOLOGY

In this study, the authors chose analysis, experiences, observations, practical situation with cases studies of industrial clusters in Hanoi, Vietnam, but it also uses will use qualitative, analysis, synthesis research methods. Relevant regulations and plans of clusters in Hanoi also researched.

4. RESEARCH FINDINGS

4.1. Lessons learned from experience in industrial cluster development and industrial cluster infrastructure construction in some countries and provinces in the country

Experiences of localities, foreign and domestic CCNs in infrastructure development that can help Hanoi City learn are:

1) The formation and development of industrial zones is inevitable, objective and necessary, and it has clear effects, which are: i) Promoting socio-economic development, making an important contribution to economic restructuring of the region or locality; ii) Creating jobs, contributing to the transfer of a part of low-income agricultural laborers to developing higher-income occupations; iii) Creating good infrastructure for production and business development; iv) Promote specialized production and strengthen economic linkages in the Cluster, thereby affecting the development and increasing competitiveness of enterprises in the CCN; v) Contributing to solving the problem of environmental pollution.

2) The city should plan and build industrial zones so that there is linkage and mutual support between production and business establishments in the cluster and links with other industrial clusters. CCN development is associated with the development of supporting industries, creating production linkage networks and forming value chains.

3) The city plays an active and important role in the construction and development of industrial infrastructure as shown in:

- Concretize the policies of the Central State, strategies, development planning, standards and regulations for building industrial clusters;
- Provide incentives and incentives to attract investment in CCN;
- Acquiring land fund for construction of industrial parks;
- The State invests in the construction of infrastructure outside the industrial zone fence and supports investment in infrastructure construction within the industrial zone fence.
- Local governments with CCNs should be given a high degree of autonomy in terms of investment policies, use of local resources, and attraction of external resources. These policies are committed to consistent long-term to ensure confidence for investors.

□ It is necessary to clearly decentralize and avoid overlapping the functions and tasks of the Management Board with the local State management agencies and functional departments. Strictly implement the "one-stop shop" mechanism and speed up the reform of administrative procedures to create maximum conditions and reduce troubles for investors.

Environmental factors must be regularly checked and evaluated.

□ Encourage the development of services for industrial development such as credit guarantee, insurance and export promotion, organization of fairs.

4) Construction and development of industrial infrastructure must ensure synchronous requirements and effective development of industrial zones. The expression of that synchronization is: synchronization between inside and outside the CCN; synchronization between technical infrastructure and social infrastructure; synchronization between the constituent elements of the infrastructure. CCNs must win land fund for: building production factories; internal traffic; electricity, water and telecommunications supply systems; to build a centralized wastewater treatment station; planting trees; building operator, managing CCN...

5) Socializing investment in infrastructure construction, attracting investment capital from the State budget, from production and business establishments in industrial zones and from other capital sources. Diversify economic sectors in infrastructure construction investment. The diversification of organizational forms of infrastructure development companies will create flexibility in mobilizing capital sources and dynamism in activities, thereby helping CCNs in Hanoi develop successfully.

6) Select qualified infrastructure construction investors. The investor's capacity is reflected in the experience, financial resources, human and material resources, this is an important factor and has a great influence on the construction progress of the CCNs.

7) The CCN model needs to be diverse, flexible, cannot be stereotyped, and mechanical. How large the area of the Clusters should be depends on the specific conditions of each locality.

4.2 Experiences of constructing IC and lessons for IC in Hanoi city

A. Experience in some provinces of Vietnam - Policy to support infrastructure construction in Nam Dinh province

The 16th Party Congress of Nam Dinh province has determined the general direction and objectives for the 2001-2010 period, in which, the orientation for rural industry - handicraft development has determined:

“Consolidate and plan handicraft production. Develop traditional craft villages and expand many professions and services to create jobs. To build clusters and clusters of industries and handicrafts in townships, districts and communes into a production and consumption network in order to solve idle labor and restructure production right in agriculture.

From the above guidelines and orientations, the Provincial People's Committee has directed branches and levels to build a number of industrial zones in the districts in order to create a breakthrough in the province's industrial development, create more jobs, and increase income. for employees, contributing to the transformation of economic structure, labor structure and budget revenue structure. Nam Dinh province has identified industrial zones as an important growth pole of the District, contributing to accelerating the economic restructuring towards industrialization and modernization. As of 2008, Nam Dinh has approved and built 19 industrial clusters (see table 1.2) with a total area of 277.5 hectares (the area of industrial zones is from 5 hectares to 53 hectares), the total investment

capital for infrastructure construction is 162 billion VND. In which, the state budget allocated 52.4 billion VND (32.10%); capital mobilized from enterprises 47.5 billion (29%) other capital 61.9 billion (37.65%).

Nam Dinh is the province with the most open mechanism among the provinces in the Red River Delta. According to the regulations of the province, production investment units in industrial zones are entitled to:

- + Issuance of a certificate of land use right;
- + The land lease period is 30 years;
- + Free use of infrastructure for the first 2 years;
- + 30% reduction of land rent for the next 5 years;
- + The provincial budget will support 50% of the investment capital in the construction of common technical infrastructure works of the CCN;
- + Supported labor training 100,000 VND/person.
- + Local agencies organize site clearance before the project is put into operation. Accordingly, the CCN Management Board organizes site clearance compensation and construction of technical infrastructure works of the cluster according to the project approved by the Provincial People's Committee. Investors who are allowed to rent land in the CCN are obliged to pay compensation for site clearance, contribute money for the construction of the CCN's infrastructure, pay for the use of the common technical infrastructure of the CCN (including maintenance costs, maintenance of roads, sidewalks, sewers, water supply and electricity systems, ensuring environmental sanitation...) according to the plan of the Management Board of the Industrial Park approved by the People's Committee approved by the city or district. The areas that the Management Board of the CCN has carried out leveling, the investors on that area in the CCN must pay the cost of ground leveling according to the approved plan.

Table 2. List of some industrial zones in Nam Dinh up to 2010

No.	IC name	Area (ha)	Total investment (m VND)
1	Xuân Tiến - Xuân Trường	16,0	15.161
2	Xuân Trường	13,7	16.591
3	CCN Nam Giang - Huyện Nam Trực	10,0	11.250
4	Cổ Lễ - Trực Ninh	9,0	12.600
5	Trung Thành - Vụ Bản	7,8	9.300
6	Xuân Bắc - Xuân Trường	7,8	8.700
7	Nam Hồng - Nam Trực	8,5	10.200
8	La xuyên - Yên Ninh - Ý Yên	7,5	9.800
9	Nghĩa Sơn - Nghĩa Hưng	6,5	5.800
10	An Xá - Thành phố Nam Định	5,2	***
11	Xuân Hùng- Xuân Trường	5,2	5.500
12	Thịnh Lâm - Giao Thủy	5,0	12.130

13	Yên Xá - Ý Yên	5,0	7.600
14	Thịnh Long - Hải Hậu	5,0	12.130
15	Thị trấn Lâm - Ý Yên	3,2	9.324

Nguồn: Sở Công Thương Nam Định

Figure 2- Plans for clusters



(source: internet)

B. Experiences from other countries

The process of building and developing industrial zones in Taiwan has some lessons learned for Vietnam as follows:

+ Regarding the construction and development of industrial zones, on the basis of the master plan to orient the development of each region, region and the whole country, investors determine the possibility of building industrial zones with appropriate scale. and make detailed planning to submit to competent authorities for permission to invest in the construction of industrial zones. Therefore, the construction and development of industrial zones must be consistent with the overall master plan and the local reality and the investor's ability.

+ Regarding the planning for the construction of industrial zones, Taiwan restricts the use of agricultural land to the construction of industrial zones, but often chooses barren land or reclaimed land to set up industrial zones. The selection of these locations for the construction of industrial zones can both reduce the cost of compensation and site clearance and save the scarce agricultural land fund. Taiwan's industrial zones are planned to ensure a reasonable structural ratio between the land area for production about 60%, the land for construction of residential areas from 2.2 to 2.3%, and the land for industrial use. 33% of the environmental protection program and about 4.7 – 4.8% of land for the development of entertainment facilities.

+ Regarding ensuring uniformity in infrastructure construction of industrial zones, the Government of Taiwan allows building a complete infrastructure, including external infrastructure such as roads, railway stations, seaports, airports, postal services. electricity, banks, surrounding urban areas to ensure the supply of human resources... and internal infrastructure such as electricity and water supply, centralized waste treatment system... Industrial zones are built with synchronous infrastructure, Modernization not only creates conditions for enterprises to reduce production costs, but also helps enterprises to soon deploy investment projects. On the planned land, infrastructure investors have

built a number of factories, the basic infrastructure is synchronous for businesses to rent immediately. + In terms of investment attraction, Taiwan offers investors in industrial zones many incentives such as tax rates, low corporate income tax, long tax exemption and reduction periods, low land rent for infrastructure development, etc. New investment projects are exempt from tax for 5 years and get loans with low interest rates. For newly established companies, after the 5-year tax exemption period expires, 80% of profit tax will be reduced for the next 1 year. Besides, administrative procedures are reduced and simplified.

5. SUMMARY AND DISCUSSION

Recommendations including but not limited to:

Based on the above analysis we recommend using experiences from constructing IC in other provinces and countries for IC development in Hanoi city:

- The role of industrial revolution formation and development with regional economic development, local socio-economic development, competition, scientific and technological progress and environmental protection.
- Concept, content, characteristics and role of industrial infrastructure.
- Criteria reflecting the situation of infrastructure construction
- Factors affecting the construction of infrastructure of industrial zones.
- Policies of the Central State on building infrastructure for industrial zones, focusing on policies; i) acquire land fund for industrial infrastructure construction; ii) Policy on development of industrial zones and policy on planning for construction of industrial infrastructures; iii) Policy on investment and construction of industrial infrastructure; iv) Policy on construction quality management.
- Experience in industrial development in some countries and industrial infrastructure in some provinces of Vietnam.

Figure 3 – New IC in Hanoi



(source: internet)

5.2. Limitations

Our study can expand to other areas for development of CSR in the business community.

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Conflicts of interest

There is no conflict of interest

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