

Original scientific paper

UDC: 658.3:005.334

<https://doi.org/10.18045/zbefri.2023.2.449>

The role of risk factors, partner compatibility, organizational creativity and co-creation value on firm performance: evidence from SMEs in Vietnam*

Tran Thi Van Trang¹, Mai Ngoc Khuong²

Abstract

This research aims to analyze how risk and compatibility between partners affect organizational creativity, co-creation value, and firm performance in a developing economy. The PLS-SEM method was utilized to process and evaluate a dataset of 454 valid cases from property owners, chief executives, vice presidents, broad assistants, and department managers of SMEs in Vietnam. The results validated the connections between risk variables, partner compatibility, organizational creativity, co-creation value, and firm performance. This study further enhances the current knowledge base in the realm of partner selection and provides valuable insights that can be applied in managerial contexts. Companies must consider external factors like risk and partner compatibility to improve organizational creativity, co-creation value, and firm performance. While risk factors, partner compatibility, organizational creativity, co-creation value, and business performance have garnered significant attention in academic circles globally, there is a shortage of studies exploring the interrelationships among these five phenomena together. This research is one of the initial studies that presents a complete model elucidating the interconnections between different categories.

Keywords: risk factors, partner compatibility, organizational creativity, co-creation value, and firm performance

JEL classification: D81, M12, O15, O30

* Received: 02-12-2023; accepted: 19-12-2023

¹ PhD Candidate, International University – Vietnam National University, School of Business, Ho Chi Minh City, Quarter 6, Linh Trung ward, Thu Duc district, Ho Chi Minh City, 700000, Vietnam. Lecturer, Ton Duc Thang University, Faculty of Business Administration, 19 Nguyen Huu Tho Street, Tan Phong ward, District 7, Ho Chi Minh City, 700000, Vietnam. Scientific affiliation: organizational behavior, technology, innovation, strategic management, sustainable development, human resources management. E-mail: tranthivantrang@tdtu.edu.vn.

² PhD, Lecturer and Researcher, International University, Vietnam National University, School of Business, Ho Chi Minh City, Quarter 6, Linh Trung ward, Thu Duc district, Ho Chi Minh City, 700000, Vietnam. Scientific affiliation: tourism development, tourist behaviour, organizational behaviour, consumer behaviour, public policy. E-mail: mnkhuong@hcmiu.edu.vn.

1. Introduction

Globalization and Industrial Revolution 4.0 are the biggest business threats. Globalization increases volatility, hyper-competition, demographic shifts, knowledge-based competition, and demassification in some industries while others experience substantial growth all present challenges for today's managers. Changing business conditions have halted many businesses (Falk et al., 2021). Uncertainty puts pressure on companies to make strategic decisions. Internal and external environmental factors often determine a company's success or failure. Due to Vietnam's uncertain business climate, many SMEs have had to close or halt operations, resulting in decreased revenue, earnings, and employment and an increase in unemployment (Quang et al., 2022). Phan and Archer (2020) say SMEs struggle most with capital and talent. Many Vietnamese SMEs are privately owned, lack resources, and rely on human labor. To combat these two trends, SMEs collaborate with diverse partners (Zhang and Liang, 2022). This optimizes their limited resources and boosts their creation market position. Therefore, to thrive in today's rapidly evolving, businesses need cooperation with partners to improve operational effectiveness, boost performance, and keep up with the competition (Wang et al., 2023).

Partnerships are crucial to business performance, especially in uncertain situations (Ahmad Qadri, 2021). Organizations have been enhancing their recognition of collaborative endeavors with external partners within their operational framework in order to optimize their business processes (Pfohl and Gomm, 2009). This study emphasizes the importance of partner selection on company creation and performance. Specifically, this study explores external factors of partner selections, especially risk factors and partner compatibility. While a partner's capabilities are a necessary condition for a successful partnership, another important factor in the search for a good partner, in particular when thinking about the risks inherent in any cooperation is whether the partners can work together. Cropper et al. (2011) have proposed risk-oriented factors to evaluate global partners in the context of the manufacturing industry for the purpose of uncertainty consideration. Risk factors refer to the most recent and arguably one of the most significant capabilities and contributions to the competitiveness and viability of an organization. Risk factors require the identification and monetization of risk events, probability of occurrence, and the firm contingencies for alternative solutions to uncertainty events. Therefore, risk factors can combine resources in the company to boost organizational creativity, value co-creation, and business performance, especially in an uncertain environment (Mamédio et al., 2019). Moreover, partners help develop and implement corporate strategies, which boost creativity, performance, and market responsiveness. The concepts of good fit of resources, trust, communication, complementarity, goal correspondence, compatible cultures, and competency sharing have been proposed as the aspects that contribute to successful collaboration (Chan et al., 2008). Yuliansyah (2021) asserts the success

of an organization in effectively addressing various issues relies on the adoption of a cooperative approach to strategy formulation. Partner collaboration integrates resources, capabilities, and knowledge, improving performance and adapting organizations to complex and uncertain conditions (Gnyawali and Park, 2009). Coordination of internal and external resources to generate and capture value is essential for managing a collaborative project (Scuotto et al., 2017). According to Massa et al. (2017), partner selection theories, which assume environmental stability, are difficult to implement due to organizations' complex and dynamic nature. Therefore, partner compatibility has positive effects on organizational creativity, value co-creation, and business performance, especially in an uncertain environment. Creativity and value co-creation mediate the relationship between external factors like business partners and business performance (Kortmann and Piller, 2016). Hence, the establishment of partnerships can foster conducive settings that promote creativity and the collaborative generation of value, thereby playing a pivotal role in the enhancement of overall performance (Cavallo et al., 2020).

The impact of the partnership on creativity, value co-creation, and firm performance is important (De Marchi et al., 2020). Many authors have discussed those relationships, but few empirical studies have examined them together. Alves (2013) finds that collaboration across organizations increases their potential for creation by allowing information sharing, resource pooling, division of labor, risk reduction, and complementary skill development, which increases innovation potential. The company selected collaboration partners to encourage creative problem-solving (Nambisan et al., 2019). In an international environment, choosing a good partner is the most important part. The effects of risk variables and partner compatibility in partnership selection on creativity, value co-creation, and firm performance have not been sufficiently studied. This study evaluates a conceptual framework and validates assumptions about risk, partner compatibility, organizational creativity, value co-creation, and firm performance. Therefore, this research suggests evidence in these areas by gaining a deeper understanding of how external determinants of partner selection might impact firm success in Vietnam.

Partner selection criteria have been refined by many companies since partners are crucial to success (McGehee et al., 2015). A growing number of academics and industry professionals believe that collaboration determines and improves performance (Blijleven et al., 2019). Despite citing external partner characteristics in partner selection criteria, prior research has ignored them. They also recommend hypothesis-combining research with specific partners to fill the gap. Therefore, this study fills a significant need in partner selection theories. Second, these areas have been studied mostly in the developed world. This research will demonstrate that these principles can be implemented in Vietnam, a growing Asian nation, particularly for SMEs. Manufacturing is unique, so partner selection theory emphasizes supply chain management. This research examines how partner selection fosters company

creativity and co-creation to help developing nations manage uncertainty. Third, a theoretical study examined the relationship between partner selection, value co-creation, creation, and firm performance. Lastly, the findings from this study can also be used to offer powerful and scientifically proven recommendations for promoting firm performance in Vietnam. This research can also give evidence-based recommendations for increasing workplace efficiency and SMEs in Vietnam. Regarding this matter, we put forward the following research hypotheses:

H1: Risk factor has a positive influence on organizational creativity.

H2: Risk factor has a positive influence on value co-creation.

H3: Risk factor has a positive influence on firm performance.

H4: Partner compatibility has a positive influence on organizational creativity.

H5: Partner compatibility has a positive influence on value co-creation.

H6: Partner compatibility has a positive influence on firm performance.

H7: Organizational creativity has a positive influence on value co-creation.

H8: Organizational creativity has a positive influence on firm performance.

H9: Value co-creation has a positive influence on firm performance.

The following study consists of five parts. After the Introduction, Section 2 deals with theoretical background and hypothesis development. Methodology is dissected in Section 3, covering the topics of instrumentation, data collecting, and analysis. Section 4 explains the findings in the context of Vietnam, evaluates the results, verifies the results, and stresses the mediating role of organizational creation and co-creation, the relationship between risk factors, partner compatibility, and firm performance. Section 5 of the paper discusses and summarizes our findings. In the last section, we draw conclusions about the study's findings and address their implications, limitations, and a recommended strategy for future research.

2. Literature review

This section reviews the relevant literature on the research concerns. This section reviews the literature on risk factors, partner compatibility, creativity, co-creation value and firm performance, partnerships. It then formulates research hypotheses and builds a conceptual model by reviewing past research on these areas' relationships.

2.1. Interorganizational Relations Theory (IOR)

IOR theory examines development inside and between organizations and places special emphasis on how they cooperate (Chan et al., 2008). These relationships'

origins, nature, and outcomes are central to IOR theory (Castaer and Oliveira, 2020). According to Vivek et al. (2022), collaborative partnerships can address complex issues in a coordinated manner. Collaborations allow multiple companies to solve a difficult problem more efficiently and effectively than they could alone. Collaboration can lead to new ideas, materials, and resources, the reduction of redundant services, the use of more efficient resources, the increase of power and influence, the ability to handle complex or contentious issues, and the distribution of accountability for complex or contentious issues (Eikelenboom and Marrewijk, 2023). The majority of interorganizational network literature focuses on the structural arrangements of linkages between organizations and their members (Lin et al., 2023). Therefore, Ngah et al. (2023) have developed a conceptual framework that integrates many theoretical perspectives to examine how inter-organizational ambidexterity and dynamism affect firm performance.

2.2. Risk factor, organizational creativity, value co-creation, and firm performance

One of the newest and most important competencies and contributions to an organization's competitiveness and viability is its risk factors (Cropper et al., 2011). Risk factors require identifying, valuing, and planning for risk events, their likelihood, and the firm's alternative supply sources (Alexandrova, 2015). Organizations can prepare for uncertainty by understanding risk factors (Easter et al., 2023). When evaluating worldwide suppliers in the manufacturing business, Chan et al. (2008) took into consideration uncertainty risk by using risk-oriented factors. IOR theories suggest that organizations can use partner screening for internal, external, and environmental factors to develop alternative strategies (Klindt et al., 2023). Value realization requires partners' participation in the service process, according to IOR theories (Majchrzak et al., 2015). In order to adapt to a shifting environment, incubation benefits from increased organizational compatibility brought about by uncertainty, which pushes methods across networks. According to Adam and Alarifi (2021), companies can benefit from creativity and co-creation from both internal and external sources when faced with an unpredictable environment since it encourages them to adapt to new technologies and markets. Risk factors, thus, can bring together different parts of a corporation to improve organizational innovation, value creation, and overall business success, even in a volatile setting (Mamédio et al., 2019). Consequently, we suggest the hypothesis:

H1: Risk factor has a positive influence on organizational creativity.

H2: Risk factor has a positive influence on value co-creation.

H3: Risk factor has a positive influence on firm performance.

2.3. Partner compatibility, organizational creativity, value co-creation, and firm performance

Partner compatibility refers to the capacity of company to suitable with partners to satisfy the demands of customers and the prevailing business environment. Chen et al. (2013) say successful collaboration requires resources, trust, communication, commitment, goal correspondence, compatible cultures, and competency sharing. To meet customer needs, organizations can benefit from sharing resources, talents, ideas, and information. Rosenkopf and Almeida (2003) say knowledge similarity can overcome alliance communication constraints. Furlotti and Soda (2018) found that partner compatibility improves new product performance by sharing knowledge. Partner compatibility facilitates creation and value co-creation, which boosts firm performance (Wu et al., 2020). Partner compatibility can boost a business's uniqueness and creativity (Rahman and Kavida, 2022). Many academics have agreed that partner compatibility and value creation are crucial to long-term performance and business competitiveness (Nasr et al., 2021). Partner compatibility boosts corporate performance during economic uncertainty (Vurro et al., 2023). Environmental and social awareness has led businesses to actively seek suppliers who can meet their cost, adaptability, and product excellence needs while also demonstrating a commitment to environmental preservation and the well-being of all living things, according to Govindan (2022). In an ambiguous context, partner compatibility is crucial to developing performance-enhancing strategies (Kim et al., 2019). By leveraging resources and collaborating to create value, organizations can optimize their expenditures, standards, and other unique elements, improving their competitive advantage. Hence, the compatibility between partners is associated with organizational innovation, value co-creation, and company performance. Our study tests the following hypothesis:

H4: Partner compatibility has a positive influence on organizational creativity.

H5: Partner compatibility has a positive influence on value co-creation.

H6: Partner compatibility has a positive influence on firm performance.

2.4. Organizational creation, value co-creation, and firm performance

Organizational creativity and value co-creation have been studied extensively (Kim et al., 2019). Creativity is how firms turn resources and ideas into new products, services, or procedures to advance, participate, and differentiate in the global market (Migdadi, 2019). Value co-creation in companies starts with creation (Sharma et al., 2016). To benefit more, firms can switch from creative to co-creation through interactions, talks, and cooperation (Tidd and Bessant, 2020). Creative firms can promote value co-creation, which improves organizational performance and reduces other obstacles by encouraging rational decisions (Mani

and Barua, 2015). Creation can inspire new products, services, processes, and ideas, which boosts business growth (Calderini et al., 2023). Business survival and growth depend on creative thinking to create new products and processes (Lee and Trimi, 2021). Creation is the foundation for company value co-creation and development.

Organizational creation improves business outcomes (Gomes et al., 2022). Organizational construction can be used to create value, improve performance, and manage risk (Kostadinovic and Stankovic, 2021). Creation is organizational strategic operations' operational ideology, to perform well (Verhoef et al., 2021). For competitive advantage, companies can gain an edge over competitors by combining talents and assets in novel and sustainable ways (Chowdhury, 2023). By constantly developing new products, services, and processes, companies can survive competition and enter new markets (Storey and Kahn, 2010). Tapaninaho and Heikkinen (2022) say an organization's most important part is creation. In chaotic situations, creativity improves company performance, according to El Chaarani et al. (2022). It can be stated as:

H7: Organizational creativity has a positive influence on value co-creation.

H8: Organizational creativity has a positive influence on firm performance.

2.5. Value co-creation, and firm performance

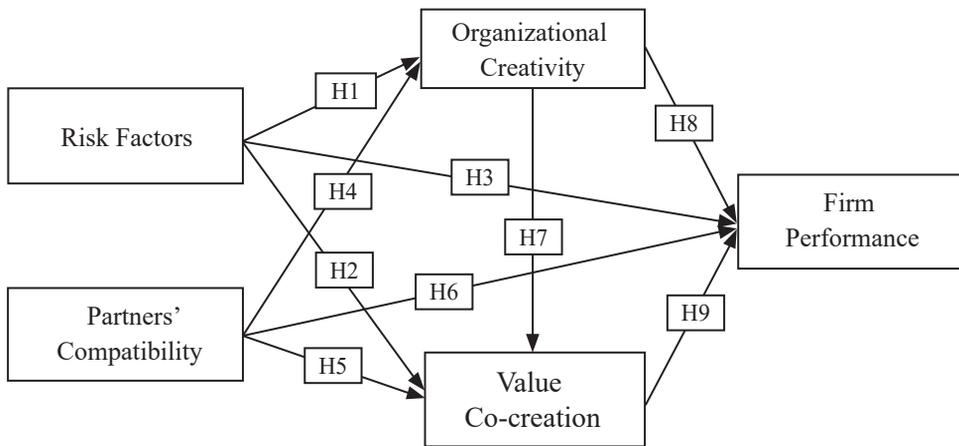
Value co-creation has been shown to improve business outcomes (Sigala, 2019). Companies may boost their bottom line with the support of value co-creation by meeting consumer needs, sharing expenses, minimizing risk and enhancing their talents (Ramaswamy and Narayanan, 2022). Value co-creation is a competitive approach for corporate success (Bartolacci et al., 2023). Khuong et al. (2023) found that when people work together to be creative, they are more likely to come up with novel goods, services, and ideas. Businesses can't survive and grow without the capacity to conceive in terms of value co-creation with their customers. It has been suggested that value co-creation can help firms boost productivity, get an edge in the market, and keep or enhance revenue and profits (De Marchi et al., 2020). Previous studies have also emphasized value co-creation as a creative technique to help enterprises fulfill rising market needs (Durugbo and Pawar, 2014) and as a tool for businesses to elicit and use customer expertise and access new resources via connections through their networks (Oe and Le, 2023). Businesses would benefit directly if they are able to pool their assets in order to meet the varying needs of their clients (Rahman and Kavida, 2022). Thus, this study is recommended:

H9: Value co-creation has a positive influence on firm performance.

2.6. Conceptual framework

This research examines the significance of risk variables, partner compatibility, organizational creativity, co-creation value, and firm performance. In addition, the role that organizational creativity and co-formation play as mediators between the influence of risk factor and partner compatibility and performance is investigated. The study’s secondary objective is to develop a model that elucidates the interplay between risk factor, partner compatibility, company innovation, and value co-creation and their effect on firm performance. Figure 1 shows the conceptual framework for this proposal.

Figure 1: Conceptual framework



Source: Authors’ construction

3. Methodology

This section introduces the research methodology, techniques used to assess the scales, and quantitative research that would be used to gather data and analyze the research results in the next chapter. It also offered the suggested model and research hypotheses.

3.1. Measurement of variables

This study uses four items from Nong and Ho (2019) to measure the risk factors. Six items from Dekker et al. (2016) and Pongsathornwiwat et al. (2017) are modified to measure partner compatibility. Six questions developed by Lee and Bruvold (2003)

and Boso et al. (2017) are used to measure organizational creativity. Five items from Li et al. (2020) and Ngo and O’Cass (2009) are modified to measure value co-creation. Six items for measuring business performance were adopted from Arsezen-Otamis et al. (2015). This survey evaluates each factor using the Likert scale and multiple-choice questions. The researcher will first interview academic experts from university lecturers and researchers and business professionals to get their opinions and recommendations for enhancing the assessment criteria after reviewing the literature. It makes the questionnaire more relevant and complete. The survey will be translated from English to Vietnamese. Five academics and five managers from Vietnamese SMEs evaluated our initial questionnaire using methods from previous studies. Individual semi-structured face-to-face interviews lasted 30–60 minutes. All survey items were evaluated for relevance, readability, and clarity, and respondents were asked for feedback. The questionnaire was revised after their comments. The reliability of the new questionnaire will be tested with 10 Vietnamese SMEs managers before performance to improve the questionnaire’s validity and reliability and tailor it to Vietnamese SMEs.

3.2. Data collection and the sample

The study focused on Vietnamese individuals who held positions as owners, chief executives, top-level and middle-level managers, as well as other managerial roles inside SMEs in the Vietnamese context. These professionals are tasked with the responsibility of overseeing and directing operational activities, evaluating and addressing workplace conflicts, formulating internal policies, and identifying suitable company strategies. The study’s validity will be upheld by the meticulousness and pertinence of the responses obtained from this particular sample.

This research employed both convenience and snowball sampling (Bernard, 2013). The time frame for this data collection was from May 2022 to August 2023. A compilation of service firms and potential responses was generated through the utilization of publicly accessible websites and personal connections inside Vietnam. In order to account for the geographical and social separation of the target group, potential participants were sent emails with hyperlinks to online self-administered surveys. In order to account for the geographical and social separation of the target group, prospective participants were sent emails with links to online self-administered questionnaires. The survey’s reliability and generalizability were ensured by obtaining a total of 454 valid replies (Hair et al., 2019).

3.3. Statistical methods

The analysis of the data in this study was performed using Smart PLS 4.0. The two most common methods of analysis are structural equation modelling (SEM) and covariance-based structural equation modeling (CB-SEM). To test the reliability

and validity of a theoretical model, CB-SEM primarily evaluates how well the model predicts the covariance matrix for a set of data. Exploratory studies using PLS-SEM to advance conceptual understanding are common. This is achieved by directing attention during model testing toward the independent variables' explanatory elements. In this research, the author selected to analyze the study data using the PLS-SEM model utilizing Smart PLS 4.0 software.

4. Empirical data and analysis

This section presents the findings and outcomes of quantitative studies. To process PLS-SEM for 454 instances, SmartPLS software version 4.0 was used. Data analysis in quantitative studies begins with describing respondent characteristics, and then moves on to measurement and evaluation of structural models. Additional information on the outcomes was also given.

4.1. Sample characteristics

There are 454 people surveyed for this study. There are men accounting for 73.8% of the participants and women making up 26.2%. There are 66.1% bachelor's degree holders, 33.0% master's degree holders or higher, and 0.9% college grads and high school graduations. The department heads made up 41% of the responses, followed by the middle management at 27.8%, the owner at 22.2%, and the presidents at 9%. About 34.3 percent of the respondents worked for a joint stock firm, followed by 33.7 percent from private companies, 9.2 percent from state-owned enterprises, 8.5 percent from family businesses, and 3.3 percent from other types. The service sector has responded with 148 valid surveys, with 30 coming from the transportation sector, 81 from the food and beverage sector, 122 from the hotel sector, and 73 from the recreation sector.

4.2. Measurement model results

Every concept is examined for its validity and reliability. The indicator loadings are required to exceed a threshold of 0.70. All items in this study are greater than 0.7, except PCO4 (0.685<0.7). Therefore, to ensure reliability, this study will eliminate PCO4. Cronbach's alpha and composite reliability (CR) are employed to quantify the level of agreement between surveys. Performance is considered good if the reliability indicator value is at least 0.6. In this study, all of the items in this analysis have dependability indices of more than 0.60, ranging from 0.807 to 0.885. The CR values are above the bare minimum of 0.7, with the value from 0.870 to 0.910. As stated by Fornell and Larcker (1981), a value of 0.5 or greater is needed for items from the same set of variables to be utilized to describe the factor. Model construction components satisfied the necessary statistical constraints. A summary of the findings from testing the measurement model's validity and reliability is provided in Table 1.

Table 1: Measurement model

Variables	Outer loadings	Cronbach's alpha	rho_A	CR	AVE
Threshold (Hair et al., 2019)	≥0.7	≥0.6	≥0.7	≥0.7	≥0.5
Risk Factor (RIS)					
RIS1	0.795	0.807	0.823	0.873	0.634
RIS2	0.838				
RIS3	0.836				
RIS4	0.708				
Partner's Compatibility (PCO)					
PCO1	0.787	0.841	0.843	0.888	0.614
PCO2	0.788				
PCO3	0.771				
PCO5	0.700				
PCO6	0.863				
Organizational Creativity (CRE)					
CRE1	0.707	0.885	0.889	0.910	0.592
CRE2	0.774				
CRE3	0.819				
CRE4	0.765				
CRE5	0.756				
CRE6	0.744				
CRE7	0.813				
Value Co-creation (VCO)					
VCO1	0.722	0.820	0.824	0.870	0.527
VCO2	0.751				
VCO3	0.767				
VCO4	0.710				
VCO5	0.701				
VCO6	0.700				
Firm Performance (FIP)					
FIP1	0.719	0.860	0.862	0.896	0.590
FIP2	0.801				
FIP3	0.800				
FIP4	0.804				
FIP5	0.718				
FIP6	0.760				

Source: Author's calculation

The square root of AVE was calculated to verify that items within the same group are more comparable than those in other groups for the purpose of discriminant validity. Table 2 demonstrates that all items met the Fornell Larcker threshold of 0.70 discriminant validity. To evaluate discriminant validity, HTMT is also used. If the result on the HTMT is less than 0.90, then there is evidence of discriminant validity between the two reflective ideas being tested. The HTMT index was satisfied, indicating that the model fit the data well. Furthermore, participants adopted all characteristics with a mean value of above 3. The variables with the highest mean scores were CRE (mean 3.966), FIP (mean 3.878), RIS (mean 3.849), VCO (mean 3.700), and PCO (mean 3.642), all of which showed significant levels of agreement.

Table 2: Discriminant validity coefficients

	Mean	SD	RIS	PCO	CRE	VCO	FIP
RIS	3.849	0.789	0.796				
PCO	3.642	0.687	0.240	0.784			
CRE	3.966	0.735	0.247	0.308	0.769		
VCO	3.700	0.769	0.391	0.297	0.371	0.726	
FIP	3.878	0.789	0.409	0.326	0.342	0.512	0.768

Source: Author’s calculation

4.3. Structural model evaluation

The reliability of the model was determined by calculating the R2 value (Hair et al., 2019). The R2 statistic measures the degree to which a dependent variable can be explained by a collection of independent factors. Specifically, organizational creativity, value co-creation, and company success all had respective R2 values of 0.126, 0.252, and 0.348. This result suggested that the model was not very accurate in making predictions. For Q2 values of predictive significance, the figures for organizational creativity, value co-creation, and firm performance were 0.067, 0.129, and 0.200, respectively. Therefore, the model was built with great care, since it was expected that the exogenous factors would have some bearing on the model’s endogenous variables.

Table 3: Path coefficients

Hypothesis	Relationship	Path coefficient	Standard Deviation	T-value	p-value	Decision
H1	Risk Factor → Organizational Creativity	0.184	0.051	3.566	0.000*	Supported
H2	Risk Factor → Value Co-creation	0.295	0.043	6.870	0.000*	Supported
H3	Risk Factor → Firm Performance	0.212	0.046	4.631	0.000*	Supported
H4	Partners' Compatibility → Organizational Creativity	0.265	0.049	5.395	0.000*	Supported
H5	Partners' Compatibility → Value Co-creation	0.150	0.044	3.355	0.001*	Supported
H6	Partners' Compatibility → Firm Performance	0.138	0.046	2.978	0.003*	Supported
H7	Organizational Creativity → Value Co-creation	0.251	0.047	5.357	0.000*	Supported
H8	Organizational Creativity → Firm Performance	0.119	0.043	2.796	0.005**	Supported
H9	Value Co-creation → Firm Performance	0.345	0.049	7.023	0.000*	Supported

Note: level of significance .001*, level of significance .05**

Source: Author's calculation

Table 3 shows the results of these analyses. The significance of the coefficient was determined with the help of a nonparametric bootstrap method, which used bootstrap samples to derive a T-value. Risk factors positively increased organizational creativity (0.184, p 0.000), value co-creation (0.295, p 0.000), and firm performance (0.212, p 0.000). This means that H1, H2, and H3 are all highly credible. Partner compatibility has a positive impact on organizational creativity (0.265, p 0.000) exhibiting the greatest influence, followed by value co-creation (0.150, p 0.001) and firm performance (0.138, p 0.003). Thus, H4, H5, and H6 are all well-supported. In addition, the correlation between organizational creativity and value co-creation was found to be significant (0.251, p 0.000). H7 was supported by evidence that showed a correlation between creative problem-solving at work and collaborative value creation. A correlation between organizational creativity

and company performance was found. The performance of the firm was impacted by organizational creativity (0.119, $p < 0.005$). As a result, H8 was confirmed. In addition, value co-creation was positively related to company success ($r = 0.345$, $p < 0.000$). As a consequence, H9 was confirmed. Firm performance was evaluated as a function of the sum of each factor's direct and indirect impacts.

5. Results and discussion

The section presents the theoretical and practical consequences. According to the study's results, risk factors and partner compatibility favorably impact company creation, co-creation value, and firm performance. Numerous management implications about the ways in which organizations might effectively boost their creativity and performance are implicated by these phenomena.

5.1. Theoretical implications

This study makes a number of important theoretical advances. This research examines the impact of risk factors and partner compatibility on business performance by exploring the link between organizational creativity and value co-creation. Partner compatibility will create possibilities and conditions for your company's innovative and creative thinking during development (Bag et al., 2022). Previous studies mostly focused on developed nations, excluding other emerging economies and Vietnam. Research applies the IOR in SMEs in developing countries which is still in its infancy (Kruesi and Bazelmans, 2023). The study utilized theories and showed how partner selection, organizational innovation, and value co-creation might boost SMEs' performance in Vietnam, one of Asia's fastest-developing nations. The research found that risk and partner compatibility significantly affect firm performance. Kim and Chung (2003) found that risk concerns and partner compatibility boost creativity and company co-creation. Risk factors may also boost organizational innovation and value co-creation (Alexandrova, 2015). Businesses collaborate to share resources to overcome environmental issues and have good results (Shin and Pérez-Nordtvedt, 2020). Murthy et al. (2018) discovered that mate compatibility boosts productivity. Results also suggest that organizational innovation and value co-creation impact company performance. This research examines partner selection and organizational results from several perspectives, unlocking the *black box* of effective methods, especially under tough situations. This research integrates partner selection, company development, value co-creation, and corporate performance to advance strategic management. The study also showed that organizational creativity and co-creation increase business success by moderating the relationship between risk variables, partner compatibility, and firm performance.

These results are consistent with those found in previous studies. Fernandez-Stark and Gereffi (2019) found that creativity improves firm performance. Creativity and value-co-creation are what make a firm profitable and grow quickly. According to De Marchi et al. (2020), creativity boosts economic success in a turbulent world. This supports Niesten and Stefan (2019) that product and process creativity are equally crucial to company success. However, previous studies have generally ignored Vietnam and other emerging nations in favor of advanced economies. This research analyzed risk factors, partner compatibility, organizational innovation, value co-creation, and firm success to assist Vietnamese SMEs in an uncertain market. This expands the literature on partner selection, organizational creativity, value co-creation, and business performance, provides a platform for future study, and may help developing nation SMEs. Thus, future studies may build on present research to provide significant regional and sector comparisons, even with uncertainty.

5.2. Practical implications

Data analytics has increased business insights' importance in organizations. Businesses must use data analytics to stay ahead or risk falling behind. To determine how risk factors and the partner selection model can give businesses a competitive edge, extensive research is needed. Partner selection models that consider external factors should be prioritized in Vietnam's unpredictable market to boost organizational creativity, value co-creation, and firm performance. This research advises Vietnamese SME management executives on how to collaborate with partners to boost productivity and performance through value co-creation, especially in a volatile economy. SME managers need a partner selection criteria list to boost performance. In order to foster creation and value co-creation strategies and enhance business performance in accordance with environmental factors, they need to develop a partnership with their partner to share knowledge and capabilities, comprehend consumer demand, have suitable operational solutions, and enhance strategy in response to uncertain scenarios. This research also found clusters of risk factors and partner compatibility in partner selection that are linked to organizational creativity, value co-creation, and firm performance. Companies should work with partners to understand risk to survive uncertainty. Partnering can boost company performance, but choosing the wrong partners can lead to failure. Managers of SMEs should use these skills to improve results. Capital and resources are tight for SMEs, and managers must launch new products and services with partners. It can boost company performance and encourage learning and sharing. Matarazzo et al. (2021) say companies must increase efficiency to stay competitive and survive. Partner compatibility also helps the company succeed. The company can find good partners, but without compatibility, it will fail. Companies can't create value by sharing and learning without compatibility. Therefore, companies must consider external factors like risk and partner compatibility to sustain and grow their partnerships. Companies

must invest in efficient partnership processes to boost creativity, value co-creation, and performance and gain a competitive edge (Kano et al., 2020).

6. Conclusions

Without a doubt, partnerships play a significant role in establishing company performance, as well as in deciding organizational creation and co-creation value. The selection of partners is heavily impacted by external elements including risk factors and partner compatibility, which in turn affect organizational creation, co-creation value, and business performance. To elevate the creation process, companies must choose the suitable partners who can share resources, communicate well, commit fully, have complementary cultures, share competencies, and lower environmental risks. In addition, when it comes to Vietnamese companies, factoring in risk and ensuring compatibility with partners greatly impacts business success. Now you know why it's important for organizations to focus on external elements while trying to generate new ideas and gain competitive advantages.

The findings show that company creation and co-creativity moderate the association between risk factors, partner compatibility, and firm performance. SME managers in Vietnam can utilize partner selection to increase corporate entrepreneurship and acquire a competitive edge in a competitive, unpredictable, and complicated business environment. Thus, new insights into the expansion of existing conceptual connections emerged, contributing to current debates about comparable published findings (Bag et al., 2022). This research establishes partner selection requirements and offers a model for external business performance determinants. This is one of the first studies to examine the link between organizational creativity and value co-creation, which is seen as crucial to the success of both business performance and partner relationships. This study expands prior findings and opens the door to more research on how partner selection might help business executives succeed.

As a result, new insights into the expansion of existing conceptual connections emerged, contributing to current debates about comparable published findings (Bag et al., 2022). This study defines the requirements for partner selection in the digital age and creates a model for external factors of partner selection related to business performance. This study was one of the early mediation investigations of the idea that partner relationships need organizational creativity and value co-creation to succeed. This study not only adds to the existing body of knowledge but also paves the way for future investigations into the ways in which careful partner selection may help business leaders achieve even greater success.

The research found a lot of new information, however time, samples, literature review, and statistical analysis are still issues. The study's findings are specific to the

SMEs operating in Vietnam's unpredictable environment and cannot be extrapolated to other contexts. The completed model has to be evaluated in the context of different areas and industries in the future. Second, although the study's independent variables were limited to risk factors and partner compatibility, this offers room for future research to explore different aspects of partners' selection and their link to a wide range of organizational situations. Third, future research should gather from a wide range of manager levels and business sizes to present a comprehensive picture of Vietnamese SMEs. That information can help to improve their bottom line and financial performance. The next step is to control for managerial experience and organizational structure to see how they affect independent variable associations. In this study, executives' managers were given significant autonomy to make decisions based on their own experiences, cultural norms, and firm circumstances. Future research could examine how leaders' backgrounds and cultures affect organizational performance.

References

- Adam, N. A., Alarifi, G. (2021) "Innovation Practices for Survival of Small and Medium Enterprises (SMEs) in the COVID-19 Times: The Role of External Support", *Journal of Innovation and Entrepreneurship*, Vol. 10, pp. 2–22, <https://doi.org/10.1186/s13731-021-00156-6>.
- Ahmad Qadri, U. et al. (2021) "How to Improve Organizational Performance during Coronavirus: A Serial Mediation Analysis of Organizational Learning Culture with Knowledge Creation", *Knowledge and Process Management*, Vol. 28, pp. 141–152, <https://doi.org/10.1002/kpm.1663>.
- Alexandrova, M. (2015) "Risk Factors in IT Outsourcing Partnerships: Vendors' Perspective", *Global Business Review*, Vol. 16, No. 5, pp. 747–759, <https://doi.org/10.1177/0972150915591427>.
- Alves, H. (2013) "Co-creation and Innovation in Public Services", *The Service Industries Journal*, Vol. 33, No. 7–8, pp. 671–682, <https://doi.org/10.1080/02642069.2013.740468>.
- Arsezen-Otamis, P., Arikan-Saltik, I., Babacan, S. (2015) "The Relationship between Paternalistic Leadership and Business Performance in Small Tourism Businesses: The Moderating Role of Affective Organizational Commitment", *Procedia-Social and Behavioral Sciences*, Vol. 207, pp 90–97, <https://doi.org/10.1016/j.sbspro.2015.10.150>.
- Bag, S. et al. (2022) "Effect of Eco-Innovation on Green Supply Chain Management, Circular Economy Capability, and Performance of Small and Medium Enterprises", *Journal of Business Research*, Vol. 141, pp. 60–72, <https://doi.org/10.1016/j.jbusres.2021.12.011>.

- Bartolacci, F. et al. (2022) “An Analytical Framework for Strategic Alliance Formation Between a Cooperative Bank and a Fintech Start-up: An Italian Case Study”, *Journal of Entrepreneurship, Management, and Innovation*, Vol. 18, No. 4, pp.115–156, <https://doi.org/10.7341/20221844>.
- Bernard, H. R. (2013) *Social Research Methods: Qualitative and Quantitative Approaches*, London: Sage.
- Blijleven, V. et al. (2019) “Critical Success Factors for Lean Implementation in IT Outsourcing Relationships: A Multiple Case Study”, *Information Technology and People*, Vol. 32, No. 3, pp. 715–730, <https://doi.org/10.1108/ITP-01-2016-0002>.
- Boso, N. et al. (2017) “Does Organizational Creativity Always Drive Market Performance?”, *Psychology and Marketing*, Vol. 34, No. 11, pp. 1004–1015, <https://doi.org/10.1002/mar.21039>.
- Calderini, M., Fia, M., Gerli, F. (2023) “Organizing for Transformative Innovation Policies: The Role of Social Enterprises. Theoretical Insights and Evidence from Italy”, *Research Policy*, Vol. 52, No. 7, <https://doi.org/10.1016/j.respol.2023.104818>.
- Castañer, X., Oliveira, N. (2020) “Collaboration, Coordination, and Cooperation Among Organizations: Establishing the Distinctive Meanings of These Terms Through a Systematic Literature Review”, *Journal of management*, Vol. 46, No. 6, pp. 965–1001, <https://doi.org/10.1177/0149206320901565>.
- Cavallo, A., Ghezzi, A., Ruales Guzmán, B. V. (2020) “Driving Internationalization through Business Model Innovation: Evidences from an AgTech Company”, *Multinational Business Review*, Vol. 28, No. 2, pp. 201–220, <https://doi.org/10.1108/MBR-11-2018-0087>.
- Chan, F. T. S. et al. (2008) “Global Supplier Selection: A Fuzzy-AHP Approach”, *International Journal of Production Research*, Vol. 46, No. 14, pp. 3825–3857. <https://doi.org/10.1080/00207540600787200>.
- Chen, J. Y., Chiang, D. M. H., Guo, R. S. (2013) “Partner Selection Model for Design Chain Collaboration”, *International Journal of Production Research*, Vol. 51, No. 4, pp. 1131–1145, <https://doi.org/10.1080/00207543.2012.678404>.
- Chowdhury, N., Balaraman, P., Liu, J. (2023) “The Evolution of B2B Strategies in the Rise of Value Co-creation and Service Management”, *Journal of Strategy and Management*, Vol. 16, No. 4, pp. 708–732, <https://doi.org/10.1108/JSMA-03-2023-0064>.
- Cropper, M., Hammitt, J. K., Robinson, L. A. (2011) “Valuing Mortality Risk Reductions: Progress and Challenges”, *Annual Review of Resource Economics* [Internet], Vol. 3, No. 1, pp. 313-336. Available at: <<https://www.annualreviews.org/doi/abs/10.1146/annurev.resource.012809.103949>> [Accessed: June 6, 2023]
- De Marchi, V. et al. (2020) “Nurturing International Business Research through Global Value Chains Literature: A Review and Discussion of Future Research Opportunities”, *International Business Review*, Vol. 29, No. 5, pp. 1–16, <https://doi.org/10.1016/j.ibusrev.2020.101708>.

- Dekker, H. C., Ding, R., Groot, T. (2016) “Collaborative Performance Management in Interfirm Relationships”, *Journal of Management Accounting Research*, Vol. 28, No. 3, pp. 25–48, <https://doi.org/10.2308/jmar-51492>.
- Durugbo, C., Pawar, K. (2014) “A Unified Model of the Co-creation Process”, *Expert Systems with Applications*, Vol. 41, No. 9, pp. 4373–4387, <https://doi.org/10.1016/j.eswa.2014.01.007>.
- Easter, S., Murphy, M., Brannen, M. Y. (2023) “Negotiating Meaning Systems in Multi-stakeholder Partnerships Addressing Grand Challenges: Homelessness in Western Canada”, *Journal of Business Ethics*, Vol. 183, No. 1, pp. 31–52, <https://doi.org/10.1007/s10551-022-05064-7>.
- Eikelenboom, M., van Marrewijk, A. (2023) “Creating Points of Opportunity in Sustainability Transitions: Reflective Interventions in Inter-organizational Collaboration”, *Environmental Innovation and Societal Transitions*, Vol. 48, pp. 1–20, <https://doi.org/10.1016/j.eist.2023.100748>.
- El Chaarani, H. et al. (2022) “The Impact of Strategic Competitive Innovation on the Financial Performance of SMEs during COVID-19 Pandemic Period”, *Competitiveness Review*, Vol. 32, No. 3, pp. 282–301, <https://doi.org/10.1108/CR-02-2021-0024>.
- Falk, M., Tveteraas, S. L., Xie, J. (2021) “20 years of Nordic Tourism Economics Research: A Review and Future Research Agenda”, *Scandinavian Journal of Hospitality and Tourism*, Vol. 21 No. 1, pp. 78–90, <https://doi.org/10.1080/15022250.2020.1833363>.
- Fernandez-Stark, K., Gereffi, G. (2019) Global Value Chain Analysis: A Primer. In Ponte, S., Gereffi, G., and Raj-Reichert, G. ed., *Handbook on Global Value Chains*, UK: Edward Elgar Publishing, <https://doi.org/10.4337/9781788113779>.
- Fornell, C., Larcker, D. F. (1981) “Evaluating Structural Equation Models with Unobservable Variables and Measurement Error”, *Journal of Marketing Research*, Vol. 18, No. 1, pp. 39–50, <https://doi.org/10.1177/002224378101800104>.
- Furlotti, M., Soda, G. (2018) “Fit for the Task: Complementarity, Asymmetry, and Partner Selection in Alliances”, *Organization Science*, Vol. 29, No. 5, pp. 837–854, <https://doi.org/10.1287/orsc.2018.1205>.
- Gereffi, G., Wyman, D. L. (2014) *Manufacturing Miracles: Paths of Industrialization in Latin America and East Asia*, New Jersey: Princeton University Press.
- Gnyawali, D. R., Park, B. J. (2009) “Co-opetition and Technological Innovation in Small and Medium-Sized Enterprises: A Multilevel Conceptual Model”, *Journal of Small Business Management*, Vol. 47, No. 3, pp. 308–330, <https://doi.org/10.1111/j.1540-627X.2009.00273.x>.
- Gomes, G. et al. (2022) “The Role of Entrepreneurial Orientation, Organizational Learning Capability and Service Innovation in Organizational Performance”, *Revista de Gestão*, Vol. 29 No. 1, pp. 39–54, <https://doi.org/10.1108/REG-11-2020-0103>.

- Govindan, K. (2022) “Tunneling the Barriers of Blockchain Technology in Remanufacturing for Achieving Sustainable Development Goals: A Circular Manufacturing Perspective”, *Business Strategy and the Environment*, Vol. 31, No. 8, pp. 3769–3785, <https://doi.org/10.1002/bse.3031>.
- Hair, J. F. et al. (2019) “When to Use and How to Report the Results of PLS-SEM”, *European Business Review*”, Vol. 31, No. 1, pp.2–24, <https://doi.org/10.1108/EBR-11-2018-0203>.
- Kano, L., Tsang, E. W., Yeung, H. W. C. (2020) “Global Value Chains: A Review of the Multi-Disciplinary Literature”, *Journal of international business studies*, Vol. 51, pp. 577–622, <https://doi.org/10.1057/s41267-020-00304-2>.
- Khuong, M. N. et al. (2023) “Strategist’s Cognitive Perspectives, Innovation, and Competitive Advantage: An Empirical Study in Vietnam”, *Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business*, Vol. 41, No. 1, pp. 299–328, <https://doi.org/10.18045/zbefri.2023.1.299>.
- Kim, S., Chung, Y-S. (2003) “Critical Success Factors for is Outsourcing Implementation from an Interorganizational Relationship Perspective”, *Journal of Computer Information Systems*, Vol. 43, No.4, pp. 81–90, <https://doi.org/10.1080/08874417.2003.11647537>.
- Kim, S. M. et al. (2019) “Resource Co-specialization in Outsourcing of Enterprise Systems Software: Impact on Exchange Success and Firm Growth”, *Journal of Science and Technology Policy Management*, Vol. 10, No. 5, pp. 1015–1046, <https://doi.org/10.1108/JSTPM-02-2019-0023>.
- Clindt, M. P., Baadsgaard, K., Jørgensen, H. (2023) “Boundary Spanning and Partnership Performance: Bringing the Structural Perspective Into the Game”, *Public Management Review*, Vol. C, No. C, pp. 1–26, <https://doi.org/10.1080/14719037.2023.2197914>.
- Kortmann, S., Piller, F. (2016) “Open Business Models and Closed-Loop Value Chains: Redefining the Firm-Consumer Relationship”, *California Management Review*, Vol. 58, No. 3, pp.88–108, <https://doi.org/10.1525/cm.2016.58.3.88>.
- Kostadinović, I., Stanković, S. (2021) “Organizational Learning and Innovation in the Tourism Industry as a Basis for Creating Value for Tourists”, *Economic Themes*, Vol. 59, No. 1, pp. 153–172, <https://doi.org/10.2478/ethemes-2021-0009>.
- Kruesi, M. A., Bazelmans, L. (2023) “Resources, Capabilities and Competencies: A Review of Empirical Hospitality and Tourism Research Founded on the Resource-based View of the Firm”, *Journal of Hospitality and Tourism Insights*, Vol. 6, No. 2, pp. 549–574, <https://doi.org/10.1108/JHTI-10-2021-0270>.
- Kumar, S., Bhatia, M. S. (2021) “Environmental Dynamism, Industry 4.0 and Performance: Mediating Role of Organizational and Technological Factors”, *Industrial Marketing Management*, Vol. 95, pp. 54–64, <https://doi.org/10.1016/j.indmarman.2021.03.010>.

- Lee, C. H., Bruvold, N. T. (2003) "Creating Value for Employees: Investment in Employee Development", *The International Journal of Human Resource Management*, Vol. 14, No. 6, pp. 981–1000, <https://doi.org/10.1080/0958519032000106173>.
- Lee, S. M., Trimi, S. (2021) "Convergence Innovation in the Digital Age and in the COVID-19 Pandemic Crisis", *Journal of Business Research*, Vol. 123, pp. 14–22, <https://doi.org/10.1016/j.jbusres.2020.09.041>.
- Li, G. et al. (2020) "Green Co-Creation Strategies among Supply Chain Partners: A Value Co-Creation Perspective", *Sustainability*, Vol. 12, No. 10, pp. 1–21, <https://doi.org/10.3390/su12104305>.
- Lin, S.-W. et al. (2023) "Critical Success Factors and Implementation Strategies for B2B Electronic Procurement Systems in the Travel Industry", *Journal of Hospitality and Tourism Technology*, Vol. 14 No. 4, pp. 505–522, <https://doi.org/10.1108/JHTT-08-2021-0230>.
- Mamédio, D. et al. (2019) "Strategic Alliances and Dynamic Capabilities: A Systematic Review", *Journal of Strategy and Management*, Vol. 12, No. 1, pp. 83–102, <https://doi.org/10.1108/JSMA-08-2018-0089>.
- Mani, D., Barua, A. (2015) "The Impact of Firm Learning on Value Creation in Strategic Outsourcing Relationships", *Journal of Management Information Systems*, Vol. 32, No. 1, pp. 9–38, <https://doi.org/10.1080/07421222.2015.102937>.
- Massa, L., Tucci, C. L., Afuah, A. (2017) "A Critical Assessment of Business Model Research", *Academy of Management Annals*, Vol. 11, No. 1, pp. 73–104, <https://doi.org/10.5465/annals.2014.0072>.
- Matarazzo, M. et al. (2021) "Digital Transformation and Customer Value Creation in Made in Italy SMEs: A Dynamic Capabilities Perspective", *Journal of Business Research*, Vol. 123, pp. 642–656, <https://doi.org/10.1016/j.jbusres.2020.10.033>.
- McGehee, N. G., Knollenberg, W., Komorowski, A. (2015) "The Central Role of Leadership in Rural Tourism Development: A Theoretical Framework and Case Studies", *Journal of Sustainable Tourism*, Vol. 23, No. 8/9, pp. 1277–1297, <https://doi.org/10.1080/09669582.2015.1019514>.
- Migdadi, M. M. (2019) "Organizational Learning Capability, Innovation and Organizational Performance", *European Journal of Innovation Management*, Vol. 24, No. 1, pp. 151–172, <https://doi.org/10.1108/EJIM-11-2018-0246>.
- Murthy, C. et al. (2016) "An Empirical Investigation of the Antecedents of Value Co-creation in B2B IT Services Outsourcing", *Business Process Management Journal*, Vol. 22, No. 3, pp. 484–506, <https://doi.org/10.1108/BPMJ-05-2015-0064>.
- Nambisan, S., Wright, M., Feldman, M. (2019) "The Digital Transformation of Innovation and Entrepreneurship: Progress, Challenges and Key Themes", *Research policy*, Vol. 48, No. 8, pp. 1–9, <https://doi.org/10.1016/j.respol.2019.03.018>.

- Nasr, A. K. et al. (2021) “A Novel Fuzzy Multi-objective Circular Supplier Selection and Order Allocation Model for Sustainable Closed-loop Supply Chains”, *Journal of Cleaner production*, Vol. 287, <https://doi.org/10.1016/j.jclepro.2020.124994>.
- Ngah, E., Tjemkes, B., Dekker, H. (2023) “Relational Dynamics in Information Technology Outsourcing: An Integrative Review and Future Research Directions”, *International Journal of Management Reviews*, Vol. C, No. C, pp. 1–28, <https://doi.org/10.1111/ijmr.12347>.
- Ngo, L. V., O’Cass, A. (2009) “Creating Value Offerings via Operant Resource-based Capabilities”, *Industrial Marketing Management*, Vol. 38, No. 1, pp. 45–59, <https://doi.org/10.1016/j.indmarman.2007.11.002>.
- Nielsen, E., Stefan, I. (2019) “Embracing the Paradox of Interorganizational Value Co-creation–Value Capture: A Literature Review towards Paradox Resolution”, *International Journal of Management Reviews*, Vol. 21, No. 2, pp. 231–255, <https://doi.org/10.1111/ijmr.12196>.
- Nong, N. M. T., Ho, P. T. (2019) “Criteria for Supplier Selection in Textile and Apparel Industry: A Case Study in Vietnam”, *The Journal of Asian Finance, Economics and Business*, Vol. 6, No. 2, pp. 213–221, <https://doi.org/10.13106/jafeb.2019.vol6.no2.213>.
- Oe, H., Le, L. (2023) “The Innovative Organisation of Airbnb: Business Model Innovation and Holacracy Structure to Enhance Innovative Business Behaviour Coping with the Impact of the COVID-19”, *International Journal of Business Innovation and Research*, Vol. 30, No. 1, pp. 84–101, <https://doi.org/10.1504/IJBIR.2023.128344>.
- Pfohl, H. C., Gomm, M. (2009) “Supply Chain Finance: Optimizing Financial Flows in Supply Chains”, *Logistics Research*, Vol. 1, pp. 149–161, <https://doi.org/10.1007/s12159-009-0020-y>.
- Pongsathornwivat, N., Huynh, V. N., Jeenanunta, C. (2017) “Developing Evaluation Criteria for Partner Selection in Tourism Supply Chain Networks”, *International Journal of Knowledge and Systems Science (IJKSS)*, Vol. 8, No. 1, pp. 39–52, <https://doi.org/10.4018/IJKSS.2017010103>.
- Phan, M. H., Archer, L. (2020) “Corruption and SME Financing Structure: The Case of Vietnamese Manufacturing”, *Journal of Economics and Development*, Vol. 22, No. 2, pp. 265–279, <https://doi.org/10.1108/JED-12-2019-0074>.
- Quang, T. D. et al. (2022) “Is Vietnam Ready to Welcome Tourists Back? Assessing COVID-19’s Economic Impact and the Vietnamese Tourism Industry’s Response to the Pandemic”, *Current Issues in Tourism*, Vol. 25 No. 1, pp. 115–133, <https://doi.org/10.1080/13683500.2020.1860916>.
- Rahman, P. M., Kavida, V. (2022) “Types of Innovation Predominant in Manufacturing Small and Medium-scale Enterprises in India”, *International Journal of Business Innovation and Research*, Vol. 28, No. 3, pp. 347–364, <https://doi.org/10.1504/IJBIR.2022.124127>.

- Ramaswamy, V., Narayanan, K. (2022) “Into the Experience-verse: The Strategic Frontier of Cloud Business Innovation and Value Co-creation”, *Strategy and Leadership*, Vol. 50, No. 5, pp. 25–31, <https://doi.org/10.1108/SL-06-2022-0061>.
- Rosenkopf, L., Almeida, P. (2003) “Overcoming Local Search through Alliances and Mobility”, *Management science*, Vol. 49, No. 6, pp. 751–766, <https://doi.org/10.1287/mnsc.49.6.751.16026>.
- Scuotto, V. et al. (2017) “Shifting Intra-and Inter-organizational Innovation Processes Towards Digital Business: An Empirical Analysis of SMEs”, *Creativity and Innovation Management*, Vol. 26, No. 3, pp. 247–255, <https://doi.org/10.1111/caim.12221>.
- Sharma, R. R., Chadee, D., Roxas, B. (2016) “Effects of Knowledge Management on Client-vendor Relationship Quality: The Mediating Role of Global Mindset”, *Journal of Knowledge Management*, Vol. 20, No. 6, pp. 1268–1281, <https://doi.org/10.1108/JKM-03-2016-0099>.
- Shin, K., Pérez-Nordtvedt, L. (2020) “Knowledge Acquisition Efficiency, Strategic Renewal Frequency and Firm Performance in High Velocity Environments”, *Journal of Knowledge Management*, Vol. 24, No. 9, pp. 2035–2055, <https://doi.org/10.1108/JKM-04-2020-0287>.
- Sigala, M. (2019) “A Market Approach to Social Value Co-creation: Findings and Implications from “Mageires” the Social Restaurant”, *Marketing Theory*, Vol. 19, No. 1, pp. 27–45, <https://doi.org/10.1177/1470593118772208>.
- Storey, C., Kahn, K. B. (2010) “The Role of Knowledge Management Strategies and Task knowledge in Stimulating Service Innovation”, *Journal of service research*, Vol. 13, No. 4, pp. 397–410, <https://doi.org/10.1177/1094670510370988>.
- Tapaninaho, R., Heikkinen, A. (2022) “Value Creation in Circular Economy Business for Sustainability: A Stakeholder Relationship Perspective”, *Business Strategy and the Environment*, Vol. 31, No. 6, pp. 2728–2740, <https://doi.org/10.1002/bse.3002>.
- Tidd, J., Bessant, J. R. (2020) *Managing innovation: integrating technological, market and organizational change*, UK: John Wiley and Sons.
- Verhoef, P. C. et al. (2021) “Digital Transformation: A Multidisciplinary Reflection and Research Agenda”, *Journal of business research*, Vol. 122, pp. 889–901, <https://doi.org/10.1016/j.jbusres.2019.09.022>.
- Vivek, S. D., Dalela, V., Ahmed, M. S. (2022) “A Framework for Partner Engagement: Episodes in the Life of Interorganizational Partnerships”, *Journal of Marketing Theory and Practice*, Vol. 30, No. 4, pp. 476–493, <https://doi.org/10.1080/10696679.2021.1916398>.
- Vurro, C. et al. (2023) “Alliance Management Capabilities in Sustainability-oriented Collaboration: Problematization and New Research Directions”, *International Journal of Management Reviews*, pp. 1–26, <https://doi.org/10.1111/ijmr.12346>.

- Wang, Q., Bai, X., Li, J. J. (2023) “Achieving Value Co-creation through Cooperation in International Joint Ventures: A Two-level Perspective”, *International Business Review*, Vol. 32, No. 1, <https://doi.org/10.1016/j.ibusrev.2022.102028>.
- Wu, C., Lin, C., Barnes, D., and Zhang, Y. (2020) “Partner selection in sustainable supply chains: A fuzzy ensemble learning model”, *Journal of Cleaner Production*, Vol. 275, pp. 1–18, <https://doi.org/10.1016/j.jclepro.2020.123165>.
- Yuliansyah, Y. et al. (2021) “Organizational Learning, Innovativeness and Performance of Financial Service Firms in an Emerging Market: Examining the Mediation Effects of Customer-focused Strategy”, *Business Process Management Journal*, Vol. 27, No. 4, pp. 1126–1141, <https://doi.org/10.1108/BPMJ-10-2020-0454>.
- Zhang, X., Liang, X. (2022) “How does the Power Dynamics in the Information Technology Outsourcing Supply Chain Influence Supplier’s Talent Retention: A Multiple Case Study”, *Personnel Review*, Vol. 52, No.4, pp. 1146–1168, <https://doi.org/10.1108/PR-12-2020-0912>.

Appendix

1: SOURCES OF MEASUREMENT SCALES

Variables	Coded	Description of statement
Risk factor	RIS1	Our company select partners who are from areas with political stability.
	RIS2	Our company select partners who are from areas with economic stability.
	RIS3	Our company select partners who have same cultural affinity.
	RIS4	Our company select partners who are from areas without terrorism and high crime rate.
Partner's Compatibility factor	PCO1	Our company select partners who has similar organizational culture.
	PCO2	Our company select partners who can communicate and coordination effectively with us.
	PCO3	Our company select partners who has symmetry in organizational size.
	PCO4	Our company select partners who we feel that we can trust these partners completely.
	PCO5	Our company select partners who has similar strategic dimensions.
	PCO6	Our company select partners who can solve conflicts together.
Creativity	CRE1	Our company select partners who is highly engaged in generating innovative and valuable concepts in the domain of product and service development.
	CRE2	Our company select partners who is dedicated to delivering a greater number of innovative and high-value products and services to our customers in comparison to our competitors.
	CRE3	Our company select partners who possesses distinctive and invaluable answers to prevalent market challenges.
	CRE4	Our company select partners who has implemented an innovation and valuable policy and operational procedure for conducting business.
	CRE5	Our company select partners who employs innovative and practical methodologies to address various challenges.
	CRE6	Our company select partners who has foster environment that is conducive to our own ability to produce novel and useful ideas.
	CRE7	Our company select partners who considers producing novel and useful ideas as important activities.

Variables	Coded	Description of statement
Co-creation	VOC1	Partners interact with our companies to have better service
	VOC2	Partners work together with our company to produce offerings that mobilize customers.
	VOC3	Partners interact with our companies to design offerings that meet customer needs.
	VOC4	Partners provide services for and in conjunction with our companies
	VOC5	Partners co-opt our company’s involvement in providing services.
	VOC6	Partners provides our companies with supporting systems to help our companies get more value.
Organizational Performance	FIP1	Market share expansion accelerates has increased in comparison to competitors.
	FIP2	The net profit margin increases in comparison to competitors.
	FIP3	The rate of sales expansion accelerates in comparison to competitors.
	FIP4	Return on investment rises in comparison to competitors.
	FIP5	In general, the customers are satisfied with our company.
	FIP6	In general, our organization is successful.

Source: Authors’ construction

Uloga faktora rizika, kompatibilnosti partnera, organizacijske kreativnosti i vrijednosti zajedničkog stvaranja na uspješnost tvrtke: primjer malih i srednjih poduzeća u Vijetnamu

Tran Thi Van Trang¹, Mai Ngoc Khuong²

Sažetak

Ovo istraživanje analizira kako rizik i kompatibilnost partnera utječu na organizacijsku kreativnost, vrijednost zajedničkog stvaranja i na uspješnost tvrtke u gospodarstvu u razvoju. Metoda PLS-SEM korištena je za obradu i procjenu skupa podataka koji se sastoji od 454 važeća slučaja vlasnika nekretnina, izvršnih direktora, potpredsjednika, pomoćnika i voditelja odjela malih i srednjih poduzeća u Vijetnamu. Rezultati su potvrdili veze između varijabli rizika, kompatibilnosti partnera, organizacijske kreativnosti, vrijednosti zajedničkog stvaranja i uspješnosti tvrtke. Ova studija dodatno unapređuje dosadašnju bazu znanja u području odabira partnera i pruža vrijedne uvide koji se mogu primijeniti u menadžerskom kontekstu. Tvrtke moraju uzeti u obzir vanjske čimbenike poput rizika i kompatibilnosti partnera kako bi poboljšale organizacijsku kreativnost, vrijednost zajedničkog stvaranja i učinak tvrtke. Iako su faktori rizika, kompatibilnosti partnera, organizacijske kreativnosti, vrijednosti zajedničkog stvaranja i poslovne uspješnosti privukli značajnu pozornost u akademskim krugovima na globalnoj razini, postoji manjak studija koje istražuju međudnose između ovih pet fenomena. Ovo je istraživanje jedno od početnih istraživanja koje predstavlja cjeloviti model koji pojašnjava međusobne veze između različitih kategorija.

Ključne riječi: faktori rizika, kompatibilnost partnera, organizacijska kreativnost, vrijednost zajedničkog stvaranja i učinak tvrtke

JEL klasifikacija: D81, M12, O15, O30

¹ Doktorand, International University – Vietnam National University, School of Business, Ho Chi Minh City, Quarter 6, Linh Trung ward, Thu Duc district, Ho Chi Minh City, 700000, Vijetnam. Predavač, Ton Duc Thang University, Faculty of Business Administration, 19 Nguyen Huu Tho Street, Tan Phong ward, District 7, Ho Chi Minh City, 700000, Vijetnam. Znanstveni interes: organizacijsko ponašanje, tehnologija, inovacije, strateški menadžment, održivi razvoj, upravljanje ljudskim resursima. E-mail: tranthivantrang@tdtu.edu.vn.

² Doktor ekonomskih znanosti, predavač i istraživač, International University, Vietnam National University, School of Business, Ho Chi Minh City, Quarter 6, Linh Trung ward, Thu Duc district, Ho Chi Minh City, 700000, Vijetnam. Znanstveni interes: razvoj turizma, ponašanje turista, organizacijsko ponašanje, ponašanje potrošača, javna politika. E-mail: mnkhuong@hcmiu.edu.vn.