

# Assessment of National Logistics Competence in Taiwan, Vietnam, and Malaysia\*

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## Abstract

This research aims to examine national logistics competence in Taiwan, Vietnam and Malaysia from a manufacturer's perspective. Using survey responses from 459 manufacturing firms, this study compares the relative importance and satisfaction of national logistics competency. Results indicated that simplify the customs clearance procedure was viewed as the most important item of national logistics competency in Taiwan, whereas inland transport linkage and eradication of corruption have been emphasized by the respondents in Vietnam and Malaysia. In general, Taiwan is higher than Vietnam and Malaysia in terms of the level of satisfaction. Importance-satisfaction analysis was also employed to assess critical national logistics competency that needs to be improved in Taiwan, Vietnam, and Malaysia. Theoretical and practical implications from the results findings for government or agency were discussed in this research.

Key words : Logistics Competency, Importance-Satisfaction Analysis, Resource-based View

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## **I. Introduction**

The increase in global production sharing, the shortening of product life cycles, and the intensification of global competition all highlight logistics as a strategic source of competitive advantage<sup>1)</sup>. Logistics contributes to the development of international trade and national economies in two significant ways. First, logistics is one of the largest costs involved in international business, thereby affecting and being affected by other economic activities. Second, logistics supports the movement of many economic transactions; it is an important aspect of facilitating the sale of all goods and services.<sup>2)</sup> The international movement of goods has been primarily organized by logistics services firms (i.e., freight forwarders and carriers), typically large networks of companies with worldwide coverage, capable of handling and coordinating the diverse actions required to move goods across long distances and international borders. Logistics involves in the development of international trade and national economies and account for a major part in business operation costs. Logistics activities play crucial role in the distribution of value-added transactions.

Rodrigues et al.<sup>3)</sup> compare to the logistics cost around the globe found the percentage of logistics cost has been increasing in all countries. The logistics cost reflex on the products that firm produce. If a country provide logistics efficient operation and cost saving logistics environment, the firms' product can be more competitive in the market. On the other hand, if the logistics costs are high, firms will lost their competitive powers in the market. Hence, the capability of logistics has been a strategic source of competitive advantage to firms which survive in a global competitive environment.

From the viewpoint of the resource-based view (RBV), firms obtain and sustain competitive advantages by deploying available resources and capabilities<sup>4)</sup> around the globe. The resource-based view has been examined in previous studies.<sup>5)</sup> Numbers of studies have examined the country-specific influence on the business activities and performance level of multinational corporations.<sup>6)</sup> Barney et al.<sup>7)</sup>

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1) Arvis et al.(2007).

2) Banomyong et al.(2008).

3) Rodrigues et al.(2005).

4) Peteraf(1993) ; Ray et al.(2004).

5) Lu(2007).

6) Chan et al.(2008).

7) Barney et al.(2001).

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