



Foreign Direct Investment of Indonesian Leading Startup Unicorn in Vietnam to Enhance Digital Workforce Skills

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Abstract

This study aims to understand the role of foreign direct investment (FDI) in the capacity development of Vietnam's digital workforce from the perspective of International Relations. Research focuses on the study of FDI, the digital economy, and employment through understanding the role of leading unicorn startups in developing the capacity of the digital workforce in Vietnam. The study is focusing in the period of 2019-2021. The method used in this study is a qualitative descriptive method to explain the data obtained from the field in detail and clearly. In this study, researchers used data collection techniques in the form of interviews and document collection. The data collection carried out in this study was by conducting interviews with an informant from the Human Resources (HR) Division of Indonesia's leading unicorn startup at the head office to obtain data on forms of capacity building and transfer of knowledge and technology applied to employees, especially in Vietnam. In addition to data obtained through interviews, researchers will also collect data sourced from documents, including official documents from private sources, such as documents related to FDI in the form of employee capacity building activities in Vietnam. Based on the results of the data analysis conducted by the author, it is known that Vietnam is predicted to have a high digital economy growth value. However, Vietnam is experiencing a shortage of people with intermediate to high levels of digital skills. Several Indonesian digital startups have been recorded as operating and running capacity building programs to improve the quality of Vietnam's digital workforce. However, in its implementation, the capacity development program encountered several challenges, including the limited availability of human resources, language differences and target market, and the measurement of program success which tends to be uncertain.

Keywords: *FDI; Startup; Internationalization; Capacity Building; Digital Economy*

Introduction

The term globalization is not a foreign thing in International Relations. Viotti and Kauppi (2012) mention that various works of literature on globalization consider the increase in exchange (in various aspects) between peoples has led to the erosion of sovereignty and the blurring of boundaries between the state and the international system. According to Dwyer (2014), globalization involves the world's growing interconnectedness, which is increasingly expanding in various aspects, including the flow of information, technology, capital, goods, services, and people.

Concerning information technology and the economy, globalization has opened up opportunities for the growth of startup companies (here referred to as "startups") as one of the instruments to be reckoned in the world economy. A startup is a young business with high growth value. Stangler (2019), in one of his articles published in *Forbes*, stated that since 2017, the startup economy had generated more than 2.8 trillion US dollars of economic value globally.

Southeast Asia is one of the regions where technology-based startups are developing with significant economic value. In 2020, despite the global pandemic, technology-based startups in Southeast Asia managed to rise to US\$8.2 billion in funding. The growth of these technology-based startups is closely related to the digital economy. One of the countries in Southeast Asia with rapid digital economic growth is Vietnam. Vietnam's digital economy is growing at 38% per year. In 2019, Vietnam's digital economy was worth US\$12 billion, which at that value, has contributed up to 5% of the country's GDP. The value of Vietnam's digital economy is projected to reach US\$43 billion by 2025 (Binh and Phuong, 2020; International Trade Administration, 2021).

In terms of the growth of technology-based startups, Vietnam is one of the countries with the largest startup ecosystem in Southeast Asia. Vietnam is the country with the third-largest startup ecosystem in Southeast Asia, only behind Indonesia and Singapore. As reported by Cento Ventures and ESP Capital (2019), Vietnamese startups raised a total of US\$246 million in mid-2019. In the following year, the country recorded an increase in investment of US\$400 million (Kaur, 2021).

However, the development of technology-based startups in Vietnam also faces challenges. One of them is in the field of employment. Binh and Phuong (2020) revealed that the shortage of skilled labor for digital transformation is also one of the main challenges to developing Vietnam's digital economy. According to Vietnam's Ministry of Education and Training, the proportion of Information Technology (IT) tertiary institutions and training currently accounts for only 37.5% of the digital workforce, with about 50,000 IT graduates. Of this number, only 27% of IT workers can meet the industrial world's requirements. While the other 72% still require additional training of at least three months. According to TopDev, in 2019, Vietnam lacked 90,000 digital workers, which is predicted to increase to 500,000 workers by 2021.

One of the private sectors that also plays a role in improving the quality of the digital workforce in Vietnam, among others, is a technology-based startup. Even though they are called "startups", not a few of these companies have a significant influence on improving the quality of the digital workforce, given their status that has reached a valuation of over US\$1 billion. As a technology-based company operating in other countries, Indonesian unicorn startups that are expanding to Vietnam are also responsible for the quality of their workforce. Therefore, Indonesia's leading unicorn startup is expected to be able to improve the quality of Vietnam's digital workforce through its investment in the country. It is especially considering the quality of Indonesia's digital workforce, which is relatively better when compared to Vietnam. This is following a statement from a venture capital company from Indonesia, East Ventures, who also added that Vietnam's digital economy growth is 3-4 years behind Indonesia (Eka, 2020). The Global Talent Competitiveness Index (GTCI) report, initiated by INSEAD and several other leading institutions (2021; 2020; 2019), also states that during 2019-2021, Vietnam's GTCI ranking has consistently remained below Indonesia.

In short, it can be explained that the entry of technology-based companies into Vietnam through FDI is expected to help them improve the quality of human resources in the digital field. Therefore, a formulation of the problem that underlies this research can be drawn, namely: what is the role of Indonesia's leading unicorn startup in building the capacity of Vietnam's digital workforce in the 2019-2021 period?

Various literatures describe foreign investment as one of the main factors driving the process of capacity building and transfer of knowledge and technology. Foreign investment is considered a gateway to advanced technology for the recipient country (Liu and Wang, 2003). This is because foreign investment allows the technology contained in foreign knowledge, which is expensive and inaccessible, to be exposed to the recipient country (Helpman, 1997 in Sultana and Turkina, 2020). Various studies agree that in order to promote technology improvement among local actors, foreign investors often offer various training programs and technical assistance (Dj Julius, 2017; Findlay, 1978; Narula and Marin, 2003; Sinani and Meyers, 2004; Aitken and Harrison, 1999; Jordaan, 2012; Caves, 1996 in Sultana and Turkina, 2020). In the end, a country is considered to benefit from receiving foreign investment in terms of access to advanced technology investors will have, where the more foreign investment that enters a country, the more advanced the country's technological level. This has the potential to make foreign investment recipient countries superior to other regions (Sultana and Turkina, 2020). Therefore, investment in technology-based companies is also expected to contribute to improving the quality of human resources in the digital field through transfer of knowledge and technology as well as increasing labor productivity.

Several academic works have discussed the role of foreign investment in the digital economy in general (Zekos, 2005; Pephrah and Hongxing, 2019). Other works discuss the seepage effect of FDI in technology (Sultana and Turkina, 2020; Dimelis, 2005; Le and Pomfret, 2011; Manyuchi, 2019). In relation to employment, several literatures have explained the seepage effect of FDI which plays a role in increasing labor productivity (Riesta, 2019; Doan, et. al., 2014; Fatima, 2016; Manyuchi, 2019; Vinh, 2019). Meanwhile, Genz, et. al., (2019) specifically discusses the impact of investment in technology on employee wage growth in Germany.

Based on the existing literature, it can be seen that these writings tend to discuss the focus of their respective research. There is no academic paper that specifically discusses the role of FDI in the development of the digital economy in the labor sector in Vietnam. Therefore, in order to fill the existing academic gap, this study aims to understand the role of FDI in the capacity development of Vietnam's digital workforce from the perspective of International Relations. This research focuses on the study of FDI, the digital economy, and employment through understanding the role of leading unicorn startups in developing the capacity of the digital workforce in Vietnam.

Research Methods

In this study, the author uses a qualitative descriptive method to explain the data obtained from the field in detail and clearly. This is done so that researchers get specific descriptions in answering the formulation of the problem in the study. As with other qualitative research, the researcher will also interpret the data and relevant knowledge from other sources, which will also be included in the paper. Therefore, the researcher uses a descriptive-qualitative method to explain the object of research, in this case, the role of Indonesia's leading unicorn startup in building the capacity of Vietnam's digital workforce, which focuses on the period 2019-2021.

In this study, researchers used data collection methods in the form of interviews and document collection. The data collection carried out in this study was by conducting interviews with an informant from the HR Division of Indonesia's leading unicorn startup at the head office to obtain data on forms of capacity building and transfer of knowledge and technology applied to employees, especially in Vietnam. In addition to data obtained through interviews, researchers will also collect data sourced from documents, including official documents from private sources, such as documents related to FDI in the form of employee capacity building activities in Vietnam. Researchers also collect additional data through internet sources in the form of articles in journals and publications that are relevant and whose validity can be ascertained.

Discussions

Vietnam's Labor Conditions in Information and Communication Technology (ICT) Sector

Vietnam lags significantly behind its main competitors in the region regarding today's digital skills. In the report on The Global Talent Competitiveness Index (GTCI), initiated by INSEAD and several other leading institutions in the year of 2019-2021, Vietnam's GTCI ranking has remained below the overall median for three consecutive years. In fact, during 2019-2021, Vietnam's GTCI ranking has consistently remained below Indonesia's, as shown in Table 1.

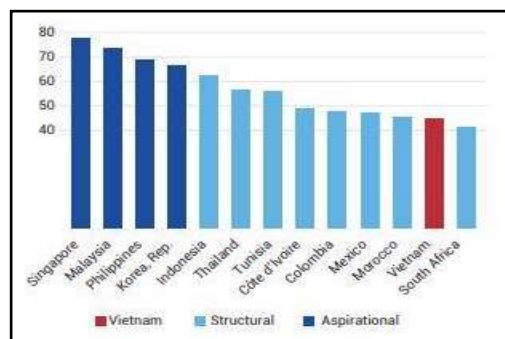
The lack of skilled digital workforce in Vietnam also evidenced by the data in the World Bank report (2021). According to the World Bank report, Figure 1 displays data on digital skills levels among the active population of people in developing economies. Through the graph, it can be understood that Vietnam's digital skills are still below the average for developing economies. Vietnam only achieved a score of over 40. In comparison, Indonesia achieved a score of more than 60.

Table 1. Vietnam and Indonesia GTCI Rankings for 2019--2021

Year	GTCI Rank	
	Vietnam	Indonesia
2019	92	67
2020	96	65
2021	86	82

(Source: *The Global Talent Competitiveness Index 2021; 2020; 2019*)

Figure 1. Levels of Digital Skills among Active Populations in Developing Economic Countries



(Source: *World Bank, 2021*)

Moreover, The World Bank (2021) report stated that the stock of quality workers in the Vietnamese workforce is relatively low. The number of students enrolled in the relevant post-secondary program is insufficient to fill the gap. The Vietnamese workforce lacks the needed skills to take advantage of the digital economy fully. Compared to other countries, enrollment in tertiary education and digital skills among Vietnam's active population is low. Only 40% of businesses report sufficient ICT skills to maintain and make full use of their digital systems, and the skills shortage is projected to reach 1 million ICT workers by 2023. This talent shortage is exacerbated by the many local skilled workers who

decide to work in foreign markets. With the current pace of digital workforce growth, it will take Vietnam 25 years to catch up with Thailand.

Quoting from Ha (2020), a study on Vietnam-based businesses conducted by researchers from RMIT School of Business & Management and KPMG Vietnam revealed that many companies in Vietnam lack the leadership skills to drive innovation, one of the reasons why many digital transformation projects fail. According to Ha (2020), many companies in Vietnam do not have a regular practice of using ICT software and systems. About 30% of companies state that their workforce knows and uses collaboration software such as virtual teams daily. However, less than 20% of companies say they offer employees regular training or retraining on ICT-related skills. This figure indeed represents a small percentage of companies operating in Vietnam.

The successful digital transformation of Vietnam's economy will require upgrading the digital skills of its local workforce. Workers will need the right skills to take advantage of digitization, and the unequal distribution of skills can increase inequality. Users need skills and abilities to maximize the time saved and manage the information collected through digital platforms. If these needs are not met, Vietnam will get little (or not as much) from this digitization process. There will be a great risk that Vietnamese job seekers will not fill future jobs (World Bank, 2021).

According to some literature, there are several ways to optimize the capabilities of Vietnam's digital workforce. These ways include identifying business needs, building capacity to improve technical capabilities and soft skills, increasing workforce participation in capacity building programs, and innovation (World Bank, 2021; PwC, 2021; Ha, 2020). These steps are needed to ensure that the digitization process in Vietnam can benefit the country's economy.

The Form and Role of Indonesia's Leading Unicorn Startup in Vietnam's Digital Workforce Capacity Building

In general, productivity increased due to the transfer of knowledge and technology between workers in the various capacity-building programs implemented. Therefore, capacity building does not only occur systematically through programs that have been designed in such a way by the company. Capacity building also occurs unsystematically (indirectly) through the interaction of workers from the country of origin, in this case, Indonesia, with domestic companies, which means Vietnam's digital workforce.

1) Systemic Capacity Building Program

Systemic capacity building programs are usually programs that the company deliberately designs. Therefore, this program has clear benchmarks in the form of a curriculum or series of materials. The main objective is to provide knowledge and insight to the workforce regarding the various abilities needed to complete a particular job. Some examples of systematic capacity building programs include workforce training, seminars, workshops, and so on.

Ideally, a systematic capacity building program has a measure of program success. These benchmarks can be in the form of Key Performance Indicators (KPI) set by the company or national to international certification standards. In conditions that are not yet ideal, for example, when the capacity building program is not yet well established, periodic evaluations can measure the program's success.

This program usually requires the participation of workers in the same field, in this case, for example, workers in the ICT field. More specifically, workers' participation in the ICT sector in a systematic capacity building program is generally divided according to the intermediate and advanced levels of digital skills. Where intermediate digital skills include digital marketing, graphic design, and the

ability to produce, analyze, and interpret large amounts of data. Meanwhile, what is more often involved in building the capacity of the ICT workforce is an advanced digital workforce which refers to application or service development, network management, or data analysis, including business, financial, and digital skills and innovation. These capabilities are generally aimed at more complex ICT professions, including deploying networks and services or developing new ICT/digital technologies (ITU, 2018).

Systematic capacity building programs are generally carried out periodically over several periods. The duration varies, from days to months, depending on the program's goals, whether long-term or short-term. Through the data collected by the author, it can be explained that systematic capacity building programs that are carried out over a relatively long period, around 2-3 months, generally adjust to the probation period of workers. This is intentionally done by the company so that the workforce, specifically in the ICT field, can understand how technology works and adapt it to its problem-solving culture.

The final criterion discussed in this paper is program evaluation. There is an evaluation of systemic capacity-building programs at the end of the program period. Concerning programs specifically intended for workers in the ICT sector, evaluations are carried out to adapt work to developing digital trends. In addition, startups, which generally have new workforce development programs that are not yet established, usually use this evaluation to measure program success.

2) Unsystematic Capacity Building Program

The next type of capacity building program is unsystematic. Unsystematic capacity building activities are generally in the form of spontaneous interactions between workers. For example, the process occurs when the old workforce provides direction to the new workforce. This activity can also be referred to as knowledge transfer between workers. Therefore, in contrast to systemic capacity building programs, these activities generally do not have a material and curriculum design used as a reference.

Due to the absence of material and curriculum design as a reference, capacity building activities that are unsystematic do not have a set benchmark for success, especially quantitatively. While qualitatively, capacity building programs that are unsystematic also generally do not have definite benchmarks. The success of the program is generally measured by how well the ability of the workforce to complete the given task. This also results in the absence of evaluation in unsystematic capacity building activities.

Regarding the number of participants, this activity generally only needs to be carried out by a handful of workers and is more flexible. This is because the program tend to be spontaneous so that it can involve workers from any division without specialization. In short, participants in unsystematic capacity building are more general.

As with the participant aspect, the timing of this activity is also flexible. In the working environment, knowledge transfer between workers can occur by following the workflow. This spontaneity in the workflow provides flexible time for workers to share knowledge.

Table 2. Characteristic Differences of Systematic and Unsystematic Capacity Building

Characteristic	Systemic Capacity Building Program	Unsystematic Capacity Building Program
Material or curriculum design	Yes	No
Benchmark of success	Yes	No
Participants	Specific	General
Time and duration	Periodically (in days to months)	Anytime, daily in general
Evaluation	Periodically	No

(Compiled by author on the basis data from related startup unicorns, 2022)

This capacity-building practice can be seen through various programs run by Indonesian startups in Vietnam. Gojek, for example, has several systematic capacity building programs for its workforce through the Hack Your Potential program. Another leading unicorn startup also has a Learning and Development program to improve the quality of its ICT workforce in Vietnam.

First, the Gojek Lab Learning Platform team launched the Hack Your Potential program. Citing Manjali (2020), this program is based on design thinking which is the core of how employees solve problems at Gojek. The design thinking principles are considered to have succeeded in helping Gojek innovate, shape, and implement learning initiatives for their employees. Hack Your Potential was initially designed as an offline learning program that focuses on essential skills to help workers develop their capability. This program aims to boost the ability of Gojek employees to adapt to change and help them thrive in the work environment. Therefore, in compiling program materials and curriculum, the Learning Platform Lab team first interviewed several employees to determine the cases that needed to be studied in this capacity building program. The involvement of workers in curriculum preparation helps Gojek maintain a learning culture within the company and makes the capacity building program more in line with the company's goal, namely increasing productivity. The preparation of the curriculum for this program is carried out 1-2 times a year through the Learning Need Analysis (LNA) process. Hack Your Potential will immediately gets a program evaluation after every session. The aspects evaluated include materials, facilitators, facilities, and program relevance. Evaluation is done by analysing the quantity and quality of these aspects. The things that can be improved through evaluation will be corrected in the next session, thus creating a more efficient capacity-building experience.

During the pandemic, the Hack Your Potentials program was conducted online with a virtual workshop format to access the program by Gojek employees outside the head office (Indonesia). Typically, the program accommodates up to 30 participants. Workshops are run with the help of online interactive tools (e.g. interactive quizzes, easy-to-use online whiteboards) and breakout rooms. Hack Your Potentials also benefit from more facilitators moving around the group workspace (Manjali, 2020).

Another program run by Indonesian unicorn startups in building the capacity of their digital workforce in Vietnam is the Learning & Development program. This Learning and Development Program aims to increase the competency level of the workforce in the ICT field following the company's needs. This Learning and Development Program is divided into two types; the first is a program that is open to the entire workforce. While the other is a program devoted to digital workers, which in this case consists

of workers in divisions related to the use of data and technology. Both are run through a program providing training materials and workshops to workers in all places where the company operates, including Vietnam. The material provided has been adjusted to the company's digital material standards. This can be ascertained because the curriculum preparation process is carried out through intensive discussions with all heads of data and technology divisions from all countries where the company operates. The material provision is carried out either by internal parties such as senior leaders from the technology and data division or external vendors.

Unfortunately, the training provided does not yet have a fixed standard for measuring workforce success. The measurement of the success of the Learning and Development program so far has only been based on feedback from the workforce obtained at the end of each session. A program evaluation is conducted every six months to once a year, which aims to update the program curriculum to create an effective capacity building program. This is according to information from an informant from one of the Indonesian unicorn startups:

"So far, there is no fixed (benchmark). We are still (dependent) only on participant feedback. However, we are also trying to get this benchmark to be following the company's KPIs and the standardization of the country of operation."

However, apart from the two types of training previously mentioned, these startups also have mandatory training for each employee that must be completed during their probation period. The mandatory training materials adjust the qualifications of the workforce, including digital workers, which are applied in each country where the company operates. This makes the compulsory training materials different in each country. This is also one of the company's steps to enter the Vietnamese market.

According to information from the same informant, the Learning and Development program received a good response from the ICT sector workforce in Vietnam. Most workers find that the program is helpful in understanding how digital tools work to solve various daily tasks. Program participants are also allowed and often provide feedback to the program organizing team regarding the substance and technical aspects of the program. This reflects a capacity building program that runs in two directions, between workers in the ICT sector as participants and the organizers, to achieve harmony in increasing company productivity.

Challenges in Vietnam's Digital Workforce Capacity Building by Leading Startup Unicorn Indonesia

Like many other companies, Indonesian leading startups unicorn operating in Vietnam have provided direct benefits to various aspects of the economy there. The workforce aspect is no exception. As explained in the previous sub-chapter, Indonesia's leading unicorn startup has organized a systematic capacity building program for Vietnam's digital workforce. In addition, there is also an unsystematic capacity building process through work processes that take place within the startup.

Leading startups unicorn from Indonesia face various challenges in implementing capacity building programs in foreign markets, including Vietnam. The challenges faced including availability of workforce to conduct capacity building program, the differences in the language used at the head office and branch offices, the targeted market, and the benchmarks for success which tend to be uncertain.

1) Availability of workforce to conduct capacity building program

Based on data obtained from the author's interviews with practitioners of capacity building programs at leading startup unicorns in Indonesia, it was found that one of the obstacles to implementing capacity-building programs –especially those that are systematic– is the limited availability of workforce.

The workforce here is related to running the operational activities of the capacity-building program. Usually, this workforce is part of the HR or Corporate Culture Division of a startup company. Some startup companies also categorize this workforce into their division, generally known as the Learning and Development Division.

In general, the challenges related to the availability of human resources are related to the company's internationalization processes that are relatively new. Since then, the branch offices of Indonesian startups in Vietnam generally have a limited number of employees, so they do not have a particular workforce for capacity building programs. That being said, the capacity building team is generally only found at the head office in Indonesia.

Due to the availability of a capacity-building team that only exists at the head office and company financial regulations related to capacity building programs, program materials are usually delivered by professional workers from the head office. Even if they are not professional workers from the head office, generally, the capacity building team will use the services of domestic vendors for the program. This makes the training or workshop materials provided to ICT workers in Vietnam sometimes does not match the skills required by them.

2) Language

Another challenge relates to the language of instruction used in each capacity building program, especially the systematic ones. Regarding the previous point, the limited workforce to manage the capacity building program makes the digital workforce of companies in Vietnam only able to attend sessions organized by the head office team. In general, these sessions are for all offices the company operates. Therefore, the language of instruction used in English—as an international language.

According to the information obtained by the author through an interview process with the capacity building team of Indonesia's leading unicorn startup, after all, the use of a language of instruction that is not the mother tongue of Vietnamese workers risks creating a misunderstanding of the material provided. As a result, it takes a relatively long time in a session to ensure that ICT workers can adequately digest the capacity-building materials under the delivery intent of the presenters. Another way to ensure this is to assist with unsystematic capacity building activities.

3) Targeted market

Running in two countries with slightly different market characteristics sometimes requires that the operating system behind it is also run with some differences that adapt to the market context. The socio-cultural characteristics of Vietnam, which tend to be similar to those of Indonesia, do not mean that the two have entirely the same characteristics. These minor differences in the market also affect the developing application technology.

Apart from being related to market characteristics, this challenge is also related to the first point. The limitation of human resources, which is only centered on the head office, makes capacity building programs tend to be oriented towards the domestic market target. As a result, in solving problems in real-life practice, the ICT workforce in the Vietnam branch office must adapt products and services according to the appropriate socio-cultural context in Vietnam. They have to research to find out the characteristics of each local area there because the characteristics of the community may be different – making the community's need for application services also different.

4) Benchmark of success

As explained in the previous section, the next challenge is measuring program success, which is still uncertain and fixed. The definite and fixed benchmarks here include company KPIs or labor certification standards in the field of ICT from the Vietnamese government. From the data compiled by the author, both through interviews and written sources, leading Indonesian unicorn startups operating in Vietnam do not yet have these benchmarks in their capacity building programs. So far, to determine the quality of the program, startup companies rely on program evaluation and feedback from the workforce and the Head of Division.

In general, the absence of benchmarks for the success of this program is caused by the internationalization process, which tends to take too long. Startup companies need a long time to run their business stably in the new (country) market. Usually, companies will tend to focus on sales and marketing in the early days of internationalization. Meanwhile, the employment sector will continue to be addressed. Therefore, the current system of measuring the success of the ICT workforce capacity building program in Vietnam tends to be flexible.

The team in charge of implementing the capacity building program admitted that it was working to adjust the program's output to specific targets. These targets will then be used as a benchmark for the program's success. It is limited to the companies' labor standards in the ICT sector. However, these benchmarks will also be adjusted to the digital capability targets set by the Vietnamese government. In its implementation, the team in charge of the capacity building program will work closely with the government relations team of the startup company in order to achieve qualifications for the ICT field workforce under government regulations.

Conclusions

Based on the results of the data analysis conducted by the author, it is known that Vietnam is predicted to have a high digital economy growth value. Therefore, Vietnam's digital economy benefits are highly dependent on the ability of the domestic labor market to adapt to existing trends. Unfortunately, during 2019-2021, Vietnam experienced a shortage of people with intermediate to high levels of digital skills.

To overcome the problem of the shortage of qualified ICT workers, an active role from the government, the community, and the business sector (private) is needed. One of the business roles that are considered capable of helping to improve the quality of Vietnam's ICT workforce is carrying out capacity building activities for the company. Especially for foreign companies operating in Vietnam through FDI should carry out such capacity-building programs.

During 2019-2021, several Indonesian digital startups were recorded to have operated in Vietnam. This paper refers to this phenomenon as the internationalization of Indonesia's leading unicorn startup. In turn, the internationalization process will affect the capacity-building in the recipient country, in this case, Vietnam. This capacity-building practice can be seen through various programs run by Indonesian startups in Vietnam. For example, Gojek with its Hack Your Potential program and the program from other unicorn startups namely Learning & Development programs. All of these programs are included in systematic capacity building, both of which have a specific curriculum and a measure of success in the form of periodic evaluations. Likewise, with the criteria for participants, both programs have separate sessions dedicated to ICT field workers.

In implementing capacity building programs in foreign markets, including Vietnam, leading unicorn startups from Indonesia face various challenges, including: availability of workforce for capacity

building programs; differences in the language used at the head office and branch offices; target market differences, and; benchmarks of success that tend to be uncertain.

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