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Performing business analysis for Dat Xanh real estate group using Hoffer matrix

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Abstract

From the beginning of 2020, when the covid-19 pandemic began to hit Vietnam strongly, causing people to panic, fear and lead to the awakening and exhaustion of the Vietnamese economy. And at the time when family members buy food to save money, then industries such as tourism, aviation, real estate, construction, etc. were severely stagnated, causing many businesses to go bankrupt. But despite facing numerous difficulties and challenges, while the legal policies have not been removed, the Covid-19 pandemic once again pushed the market into a difficult situation. But at the present time, Vietnam is controlling the disease very well in the country and if it continues to do so, when the epidemic is overcome, it will be a bright spot of

epidemiological safety, economy and politics attracting foreigners. to invest, live and work, this will be a huge source of demand for the real estate market in the near future. It is likely that the real estate market will have strong bounces like the stock market in the last few trading sessions. Therefore, how to attract customers and their trust in the business is a problem that needs to be solved. In the current epidemic situation, this article will analyze the business for Dat Xanh real estate group by using Hoffer matrix to be able to find out the advantages and disadvantages of the business to come up with solutions to find solutions. Find customers and attract customers in the most optimal way.

Keywords: Covid19, Business Analysis, Matrix Hofer, Dat Xanh Real Estate

1. Introduction

1.1 Overview of the research problem

In the context that the world is increasingly integrated, the world economy is developing, the competition between businesses today has also become fierce. Therefore, businesses need to invest in development strategies by business analysis. Coporation, group Green Dat Real Estate uses a matrix Hofer business analysis through the assessment of the business environment of the enterprise, strategy, status and general assessment of the results and effectiveness of business activities, analysis of factors affecting the results and effectiveness of the business process. business. Point out the causes affecting business results and performance, highlight untapped potential, propose effective solutions to improve business efficiency. Using matrix Hofer, Dat Xanh real estate company will know its position compared to other businesses and thereby take smarter investment measures in upcoming projects. Business analytics to help Green Dat Real Estate Determining the right strategic vision from the very first day of its establishment helps managers make the best decisions, thereby making breakthroughs to become a leading corporation to develop businesses in a sustainable way. Become an investor providing comprehensive real estate to the market. Through business analysis, Dat Xanh Real Estate gives future development orientation, professionalizes vision, specializes in services, Dat Xanh Real Estate brings humane and practical living values to customers, thereby, promoting the development of society, creating sustainable values for future generations.

1.2 Urgency of the research problem

In the market economy, business strategy is a very important issue that is decisive for the survival of any business. That is the guideline for businesses when participating in activities in the market in general and the real estate market in particular. It is also a problem posed regularly for every business administrator in the process of operating and leading the business to success. To ensure that all parts of the business operate smoothly and minimize errors, the enterprise needs to identify the factors that affect the level and trend of influence and offer solutions and strategies. promote strengths, limit weaknesses, exploit potentials to promote effective business. The world is increasingly integrated, the world economy is developing, the competition between

businesses today is also becoming more and more important. more fierce. To be able to succeed in the fierce market, building the right strategy is a vital factor to help businesses determine the difference to make the difference foundation for development and success and to be able to come up with a right strategy for the business, we need business analysis.

As we all know, all economic activities of enterprises are in a relationship of mutual influence. Therefore, only conducting business performance analysis can help business managers fully and deeply evaluate all economic activities in their stationary state, which is the basis for improving efficiency. business of the enterprise. Helping credit institutions, investors and suppliers evaluate their partners in the process of doing business. Business analysis is an important tool for uncovering potential business opportunities.

1.3 The significance of the study for management practice

The thesis will be a reference document, serving the direction of practical activities at Dat Xanh Real Estate. The research also contributes to prove the objective necessity and role of Dat Xanh's real estate development. The study has high practical significance, providing agencies and units with empirical evidence in building orientations for real estate market development, as well as being an essential document for some businesses. Business began to develop according to the market for the purpose of learning and referencing some important knowledge.

1.4 Objectives of the study

Using matrix Hofer Business analysis of Dat Xanh Real Estate Group aims to analyze and evaluate the business situation of Dat Xanh Real Estate Company, assess the prospects and risks of that business and make decisions, evaluate the results. and the effectiveness of business activities, analyze factors affecting the results and efficiency of business processes, point out the causes affecting business results and efficiency, highlight the untapped potential of the topic. Producing effective solutions to improve efficiency. Businesses better understand which products are best to help them take advantage of market share growth opportunities, and leaders can easily assess the competitive position and development potential of each product type. Providing the right solutions and business strategies, maintaining and developing Dat Xanh real estate in a sustainable way. The goal of business development is associated with social development, always taking practical actions to join hands for a sustainable and compassionate community, becoming one of the leading economic groups in Vietnam and reaching out to the world. world in the nearest future.

2. Theoretical basis

2.1 Some business analysis matrices

The Business Analytics Matrix helps to analyze the nature and role of strategic analysis. In addition, the matrix also provides a system of common tools to assist managers in forming a set of strategies, as a premise for the selection of implementation strategies later. With the results of the analysis of the business environment, the internal environment of the enterprise, the enterprise needs to form appropriate strategies. The use of analytical tools and

appropriate strategy formation is essential for businesses in the changing business environment. The objective of the matrices provides an overview of the company's prospects, strengths and weaknesses in different areas and business units. In it, the following types of matrices are used:

1. EFE Matrix

The EFE matrix evaluates external factors, summarizes and summarizes the main opportunities and threats of the external environment affecting the business's operations. Thereby helping business managers assess the response of the business to opportunities and threats and make judgments about external factors that are favorable or difficult for the company.

To build this matrix you need to do the following 5 steps:

- Step 1: Make a list of 10 to 20 key opportunities and threats that you think can have a major impact on the success of the business in the industry/business field.
- Step 2: Rank the importance on a scale from 0.0 (Not Important) to 1.0 (Very Important) for each factor. The importance of each factor depends on how much influence that factor has on the industry in which your business is producing/business. The total importance score of all factors must be 1.0.
- Step 3: Determine the weight from 1 to 4 for each factor, the weight of each factor depends on the response of each company to the factor, in which 4 is the best response, 3 is the best response. above average response, 2 being moderate response, 1 being weak response.
- Step 4: Multiply the importance of each factor by its weight to determine the score of the factors
- Step 5: Add the scores of all factors to determine the total score of the matrix.

Evaluation: The total score of the matrix does not depend on the number of elements in the matrix, the highest is 4 and the lowest is 1.

- If the total score is 4 then the company is responding well to opportunities and threats.
- If the total score is 2.5 the company is responding on average to the opportunities and threats
- If the total score is 1, the company is responding poorly to opportunities and threats.

2. Matrix IEF

Internal factors are considered very important in each business strategy and the goals that the business has set, after considering the internal factors, the strategic manager needs to make a matrix of these factors. This is to consider the ability to react and recognize strengths and weaknesses. Thereby helping businesses make the most of their strengths to exploit and prepare internal resources to confront weaknesses and find ways to improve these weaknesses. To form an IEF matrix, perform ua 5 steps as follows:

- Step 1: Make a list of 10-20 factors, including the basic strengths and weaknesses that affect the business and the goals that the business has set.
- Step 2: Classify the importance from 0.0 (not important) to 1.0 (very important) for each factor. The importance of these factors depends on the extent to which they influence the success of the business in the industry. The sum of the importance of all factors

should be equal to 1.0

- Step 3: Determine the weight for each factor according to the score from 1 to 4, where 4 is very strong, 3 points is quite strong, 2 points is quite weak, 1 point is very weak
- Step 4: Multiply the importance of each factor by its weight to determine the score of the factors.
- Step 5: Add the scores of all factors, to determine the total number of matrices.

Evaluation: The total score of the matrix ranges from point 1 to point 4, will not depend on the number of significant factors in the matrix

- If the total score is less than 2.5 points, the company is weak on internal factors
- If the total score is above 2.5 points, the company is strong on internal factors.

3. SWOT Matrix

What makes a SWOT Analysis so powerful is, simply put, it can help you consider all the opportunities that you could take advantage of. And by understanding your business weaknesses, you'll be able to manage and eliminate risks you're not fully aware of. What's more, by using the basis of your comparison and SWOT analysis between you and your competitors, you can outline a strategy that will help you differentiate yourself from your competition, thereby helping you stay competitive. compete effectively in the market.

To create a SWOT matrix, an administrator must go through eight steps as follows:

Step 1: List the main opportunities from the external environment (O1, O2...)

Step 2: List the main threats from the external environment (T1, T2...)

Step 3: List the main strengths of the business (S1, S2...)

Step 4: List the main weaknesses of the business (W1, W2...)

Step 5: Match strengths with opportunities to form strategies (SO)

Step 6: Match weaknesses with opportunities to form strategies (WO)

Step 7: Combine strengths with threats to form strategies (ST)

Step 8: Combine Weaknesses with Threats to Form Strategies (WT)

4. BCG Matrix

This matrix is developed by the leading US management consulting firm, Boston, to help large companies assess the performance of strategic business units. From there, it helps managers decide to allocate capital to SBUs and assess the financial situation of the company. This matrix is a table of 4 squares where:

Horizontal axis: Shows the relative market share of the SBU as determined by the ratio of the SBU's sales to the sales of the top or second competitor.

- Where the SBU does not lead the industry in terms of sales, the SBU's relative market share is equal to the ratio of that SBU's sales to that of its industry leader
- Where the SBU leads the industry in terms of sales, the relative market share of the SBU is equal to the ratio of that SBU's sales to the sales of the second-largest

competitor in the industry

Vertical Axis: Shows the annual growth of the market for the product line this SBU trades in as a percentage. If the SBU has a percentage greater than 10%, it is considered a high MGR (MGR: Market Growth Rate).

With classification: (1) Question mark (?): low, weak competitive position, high growth potential, need to be invested to become (*). (2) Star (*): high, good competitive position, high growth potential. (3) Cash cow: high, good competitive position, low growth potential; no need for capital, but for significant profit. (4) Dog: low, weak competitive position, low growth potential; requires a large investment, but does not guarantee the ability to recover.

With the advantage of orienting towards a reasonable business structure, how to use financial resources to maximize the value of the business structure. And the downside of evaluating SBU based on market share and industry growth is not enough. Does not show the relationship between market share and cost-profit.

5. McKinsey Matrix

McKinsey Matrix Business Method, with an assessment of SBU prospects according to industry attractiveness and competitive position. Industry attractiveness helps determine the determinants (size, growth, profitability) and important weights (sum of 1). The total score according to the weights of the factors showing the attractiveness of the industry, the highest is 5, the lowest is 1. The competitive position helps to determine the determining factors (market share, technology, quality), aftermarket,...) and critical weight (sum of 1). The total score according to the weight of the factors representing \competitive position of SBU, the highest is 5, the lowest is 1. With the goal of strengthening SBU-best, input into SBU-? equal to the return on investment SBU-cow money. Invest or give up the SBU-average. Abandon the SBU-worst. The advantage of this matrix helps to classify SBUs based on more factors, which can vary by industry. The downside of nso is that the focus and score are subjective. The position of the SBU may change depending on the stage of development of the industry.

Finally, there is the Hofer matrix, with an assessment of SBU prospects according to industry attractiveness and development stages. In the next section, we will learn more about the Hofer matrix.

- The advantage of business analysis matrices is to help analyze activities across many other areas of the company; show investment-return relationships in different sectors; indicates changes towards an optimal business structure.

- Its disadvantage is that when the number of SBUs is too large, it will operate in many different fields. When the SBU covers several related areas and when the SBUs have a strategic relationship with each other.

2.2 Hoffer Matrix

Hoffer developed a model of strategic management, which engages both the control and planning functions. It has several steps, including:

1. Create goals
2. Environmental Studies
3. Strategic design
4. Strategic review
5. Implement the strategy

6. Strategic control

Hofer, the strategic management model building part includes at least the following three sub-processes:

- ✓ Environmental analysis
- ✓ Resource analysis
- ✓ Value analysis
- ✓ Resource analysis and value analysis are not specifically shown but are carefully considered in relation to other things.

With the economy having many fluctuations, especially and the strongest impact on the economy today is the Covid-19 pandemic, which has lasted since the end of 2019 and has not stopped until today, which has caused many economies to suffer. Even the world's leading economies such as the US, China, and Japan were significantly affected. In many fields, education is probably the most stable, least affected by the epidemic, although affected by other factors. But that does not mean that the field is not affected by unexpected factors. As we can clearly see, many educational corporations have gradually shifted their business strategies to fit the current times. But how, to know if your business strategy will bring business efficiency to the business or not. Therefore, the use of matrices for strategy analysis is extremely important before making an implementation decision. And there are plenty of business analytics matrices out there, each with their own pros and cons. We will use the Hofer matrix, which analyzes the pros and cons of the strategy and helps the business to increase its position. How effective is the analysis and effectiveness of the matrix?

With an assessment of SBU prospects according to industry attractiveness and development stages. Hofer matrix includes SBU-A (C, PT), SBU-B (C, TT) - SBU-*; SBU-C (T, TT), SBU-F (T, ST) - SBU-dog; SBU-D (C, CT) - SBU-?; SBU-E (C, TT) - SBU-cahs cow.

- The strategic goal for SBUs in this Hofer matrix is to help maintain SBU-A, SBU-B. Invest in SBU-D (to become SBU-A, and after SBU-B) from SBU-E revenue. Abandon SBU-C and SBU-F.

- Advantages: business structure can be evaluated and changed over the stages of industry development.

- Disadvantages: it is not only the development of the industry that shows its attractiveness.

2.3 Strengths and Weaknesses of Hoffer Matrix in Business Analytics

Strengths

The main strength is your own advantage, your business, your project, your product should be the outstanding, unique characteristics that you hold when compared to the competition. Answer the question: What do you do well and best? What internal resources do you have? How do you own advantages in terms of people, knowledge, reputation, skills, relationships, technology? Here are a few areas that you can use as a basis for you to find your strengths:

- Resources, assets, people
- Experience, knowledge, data
- Finance
- Marketing
- Improve
- Price, product quality
- Certification, Accreditation
- Process, technical system

- Inheritance, culture, governance

Remember, you need to be realistic, not overly modest, clear-headed, and always sound in your assessment of your strengths, especially when compared to your competition.

Weaknesses

In the simplest way, weakness is the things you do not do well. If you feel confused, the simplest way to find a weakness is to re-scan the areas I suggested above such as resources, assets, people, etc., if there is any "absence" of strengths, then in there will be weaknesses, weaknesses. Also ask yourself the following questions: What job do I do poorly, even worst? What am I avoiding? What negative comments have you received from consumers and the market?

You just need to remember one thing: weaknesses are problems that exist within people or organizations that stand in the way of achieving your goals. When you look directly at the truth, recognize your limitations, you will answer the question Where is the weakness? from there to find a solution to overcome.

3. Research methods

3.1 Data sources and methods of collection

3.1.1 Data sources

There are two basic types of data sources as secondary data and primary data

▪ Secondary data

Secondary data: is data collected by others, used for purposes that may be different from our research purposes. Secondary data can be unprocessed data (also called raw data) or processed data. Thus, secondary data is not directly collected by the researcher.

Using available secondary data to provide additional information related to strategic management, for implementation in Hoffer's analysis.

▪ Primary data

When secondary data are not available or cannot help answer the research questions, it is necessary to collect the data yourself to suit the research problem posed. This self-collected data is called primary data. In other words, primary data is data collected by the researcher himself.

3.1.2 Method of collecting

Secondary data collection method, this method is based on available sources, so when applying this method, it requires specificity, meaning it must be clear, consistent with research objectives, accurate. of data and current. And the method of comparison and contrast to find the most accurate documents on the research problem as well as reliable sources of information from the internet.

In addition, there are methods such as comparing research results, comparing the terms "business" and "hoffer matrix". And incorporate more methods of using primary data, such as using a survey, so that businesses can share their experiences with young businesses in the field of business in the host country. Or now, when the internet is very developed, we can use the online survey method, to collect the most information quickly and save money.

3.2 Research methods

The main methods used in the topic include: document analysis method such as: qualitative method to find the basic

ideological content of the document, find out the problems related to the research topic. research and identify the problem to be solved. Documents, articles, interviews or scientific journals related to the issue of "Performing business analysis for Dat Xanh real estate corporation using Hoffer matrix" because it is secondary data, is very many related documents, so we need to sift through to get the most accurate document for the problem. And the quantitative method "finds a way to group signs and find out the cause and effect in groups of objects", based on the literature and research sources of the qualitative method so that we can highlight the important roles important in business analysis for Dat Xanh real estate group using Hoffer matrix

4. Research results

4.1 Business analysis for Dat Xanh real estate group using Hoffer matrix

The Group's development is thanks to the right people and the right way of managing human resources. In recent years, the economy is being promoted with many strong development steps, is a group that creates a lot of attraction. To be a thriving business needs to have a position and brand in the market. In recent times, there are many difficulties for the company in raising capital to implement projects, so Dat Xanh Group has not stopped developing. But also creating many new waves from abroad, some policies on diplomacy and administrative management related to real estate have been improved, making the real estate market healthier. However, there are still many risks in the Group's business, such as the lack of synchronization of policies and laws, especially in the field of construction, as well as inadequate legal documents on land. Regarding the business of the corporation, enterprises need to have a human resource management department to help manage capital, facilities, science and technology and human resources. In particular, it is necessary to make the most of human resources in accordance with the business strategy of the enterprise. Vietnam is stepping up investment in transport infrastructure to attract more foreign investors. According to the Asian Development Bank, infrastructure investment in the public and private sectors of Vietnam in recent years reached 5.7% of GDP, the highest in Southeast Asia. Countries in the region such as Indonesia and the Philippines spend less than 3% of GDP on infrastructure investment, while Malaysia and Thailand spend less than 2% of GDP. Aiming to support infrastructure projects in the period 2015-2020, the Government of Vietnam is promoting a public-private partnership (PPP) program to attract capital for these projects. As one of the real estate mortgage markets in Vietnam, which has been active in recent years along with the growth momentum of the real estate market. The demand for home loans is on the rise for the middle-low and middle-income classes. Currently, there are quite a lot of young people who tend to move out and buy their own house or apartment. This trend is expected to increase sharply in the next 5-10 years and will stimulate a boom for the domestic real estate loan market. With the increasing housing demand of customers, more and more commercial banks are providing favorable housing loans for homebuyers.

4.2 Discuss the results of the above business analysis

Because real estate business, like other businesses, largely depends on supply-demand relationships in the market. The

way in which employees are selected works are also different. Dat Xanh Group (DXG) is the basis for creating real estate that often uses a very large amount of capital to develop its business. The real estate market is a very important market in the economy, having a close relationship with other markets, so Dat Xanh Group must also have its main source of capital. As one of the important fields, it is also interested by many researchers. Dat Xanh is one of the largest real estate groups, and also the most exciting group in the real estate market, most of the "fever" of real estate starts from the "fever" of housing and spreads to other real estate markets and directly to people's lives. Therefore, it is necessary to effectively develop the residential real estate market.

Thanks to technology, DXG maintains a constant connection with all employees in a normal way. DXG also takes advantage of this time to enhance online recruitment, training and training activities with many practical and highly applicable programs in all regions of the country. In addition, DXG focuses on changing thinking, stimulating creativity of new sales channels and methods, the whole DXG system works together to prove that as long as there are good real estate products, accurate and professional advice, even if it is online, you can still sell goods.

Within the framework of the event, the DXG representative not only answered most of the issues that were of interest to the guests about the business situation, market assessment as well as development strategy in the context of the epidemic, especially in the fields of business development. activities related to technology, financial services and newly developed services in the real estate ecosystem. DXG is actively building a two-way information channel, which is a bridge for long-term relationships with the investor community, analysts in particular and the financial market in general. The periodic organization of events to meet with analysts shows DXG's efforts in further enhancing transparency, creating a professional and open image about the Company and DXG stock.

As a listed company, GXG is committed to continuing to be transparent and providing full information to shareholders and investors; quickly respond, answer, ensure the accuracy and timeliness of information; also strictly comply with the provisions of the law on information disclosure.

4.3 Proposal to improve the Hoffer matrix

With Gem Sky World project in Long Thanh, Dong Nai. Located in the urban planning of Long Thanh International Airport, Gem Sky World's price increase advantage not only comes from public investment projects such as the airport, the Ho Chi Minh City - Long Thanh - Dau Giay expressway, Bien Hoa - Vung Tau expressway, but also anticipate the potential of local development such as Binh Son urban area, commercial service area - mixed urban area to the west of Long Thanh; Long Thanh airport specific functional area; industrial, urban, service and hi-tech agricultural area south of Long Thanh airport.

Besides, the Gem Sky World project not only "scores" because of the rich and diverse internal facilities such as shopping centers, central and satellite parks, school systems and medical services, but the travel distance to the center of Ho Chi Minh City is only 25 - 30 minutes, saving time and travel costs. Recently, information about the construction of the Ring Road 3 in Ho Chi Minh City in an effort to create a breakthrough in infrastructure and promote economic

recovery after the pandemic has also received special attention from the public.

Designed in a modern and luxurious style combined with a diverse and synchronous internal utility system, a green living environment with a reasonable price from only VND 5 billion/townhouse, Gem Sky World is a attractive products for both investors and real-life customers.

5. Discussing research results

5.1 Compare the internal environment of Hung Thinh and Ecopark using EFE matrix

The importance score of each factor is determined by multiplying the importance index by the degree of influence. The total weight of each factor is the company's critical score.

Regardless of how many opportunities or challenges a business has, the total score of a business can only be between 1.0 and 4.0. The value of this total score can help us gauge how well a business is responding to current opportunities and challenges.

5.2 Discuss the results of the above-mentioned internal environment comparative analysis

Matrix structure is a type of organization that integrates functional structure and project structure. Integration represents a harmonious combination of formal and informal organization, a highly developed step of organic organization. The functional structure is usually located in mechanical organizations such as departments and agencies in ministries, research laboratories in institutes, workshops in factories, etc. The project structure is also an organic type of organization. Considered as an informal organization, this structure is a collection of several human resources to carry out a project, a program, a job outside the functional area. The combination of these two structures forms a matrix structure.

The functional structure and the project structure in the matrix structure are used interchangeably, although there is a fundamental difference between them. Personnel in the project structure are borrowed for temporary use that do not belong to the project manager, when the project is completed they return to the functional structure. When participating in a project, members are under the dual management of the project structure manager and the functional structure manager.

In the matrix structure, two types of power exist, namely, position power and individual power. Power in the functional structure is status power (power conferred by superiors). Power in the project structure is personal power (power due to the project owner's personal reputation with colleagues) originating from the project owner and is spread horizontally in the project structure and also in the project structure. functional architecture. Regarding the issue of power transmission, the project owner's "power gap" appears when spreading power horizontally and is most evident in the functional structure area, the person in charge of the project is therefore responsible. over their power.

Advantages of matrix structure

Although the matrix structure is difficult in terms of human resource management, it is considered a modern organizational model because of its advantages.

- Matrix structure increases the adaptability to the environment of the functional structure by the project

structure but does not break the balance of the functional structure, ensuring long-term stable development of the organization but still quick response to the market. With this advantage, business organizations as well as non-business organizations use the matrix structure flexibly and increase their ability to adapt to the market. This is a solution of applying the law of self-regulation of the organization. Many organizations have a mechanical structure when the environment changes, have adjusted with a matrix structure to transform, ensure survival in the new environment and adapt to find growth.

The matrix structure enhances the coordination among the specialists of the functional structure and enables the efficient use of the organization's human resources. In functional organizations often do not exploit the full potential of human resources, so the formation of projects of the project structure will exploit that inherent potential. Professionals participating in projects will apply their accumulated experience from one project to another to improve the efficiency of their assigned work. At the same time, they still have dual tasks to carry out the project, so their capacity is better promoted and contributed to the society more. In particular, the leaders in the project structure will not worry about personnel after the project ends and they are ready for new projects.

- The matrix structure softens the functional structure, even if the functional structure is a mechanical structure, it transforms into a more flexible organic structure that works more creatively and efficiently. The matrix structure promotes the integration and coordination of the experience and potential of the modules in the functional structure towards the final product, which helps the healthy competition between the modules in the functional structure of the same direction. to the organization's end product. It is to make the organization adapt to the environment even when the environment changes. In addition, the matrix structure helps to achieve a better balance between time, cost and results through project activities creating internal balance and through ongoing negotiation between project structure leaders. project and functional structure. In the matrix structure, there are often low-level conflicts between the project structures and the functional structure, and the conflict resolution process itself is intended to promote the development of the organization and especially the functional structure. more and more perfect.
- The matrix structure allows the implementation of projects of all sizes due to the combination of specialization and collaboration. The matrix structure is also capable of meeting all requirements of partners of any size in terms of volume and broad spectrum of expertise, which functional structures cannot do.

6. Conclusions and recommendations

6.1 Conclusion

Dat Xanh Real Estate Company established a joint stock company to help satisfy many needs of local people. Due to its nascent operation, it is not strong enough to build another large company-sized business model. But deny the achievements that the company has achieved recently. The company formed clear development steps. The company

provides products and services to diverse customers: land plots, ready-built townhouses, luxury resort villas, etc. to other customer segments. The revenue brought to the company in the past time is good, the company focuses on training personnel, improving management skills for leaders. Dat Xanh Real Estate Company has been a leading real estate investor and broker today. Occupying more than 30% market share in Vietnam's real estate market. From a company with only a few employees. Up to now, it has become a large corporation present in all provinces and cities nationwide.

Throughout the development process, Dat Xanh Real Estate Group has always made constant efforts in all circumstances to affirm and enhance its position in the Vietnamese real estate market. The company has built up the trust of its customers as well as its partners. With a business strategy in multi-industry, multi-ownership and multinational. Dat Xanh Group advocates joint venture, association and cooperation with financial institutions, banks, technology, large domestic and foreign real estate corporations in order to optimize competitive advantages in the market.

Policy on real estate market development is a rather broad category. International experience in market development policy is diverse and rich. The selection of experiences of countries also has many different approaches and lessons to be drawn. These lessons may not cover all issues, but they are the results of international development practice.

6.2 Suggestions and suggestions

6.2.1 For leaders of Dat Xanh real estate group

- Towards the construction of one of the well-invested urban areas with leading utilities in the region.
- Expanding into industrial real estate, resort real estate and agricultural real estate - one of the Group's strategies to diversify products.

6.2.2 For leaders of some business units of Dat Xanh real estate group

- Continue to expand distribution network to increase presence throughout the country, especially in potential new market areas.
- To drastically deploy new business services to complete the service ecosystem such as: resale brokerage, financial services, asset management services, valuation, planning information.
- Connecting and providing financial solutions for home buyers, domestic investors to mobilize capital for projects, domestic and foreign investors who want to invest in the Vietnamese real estate market.

6.2.3 For policy makers developing the real estate market

About the real estate market and international experience on real estate market development policy. The authors have studied deeply to point out the characteristics and role of the real estate market in economic development and the State's role in the policy of developing the real estate market in our country; Research experience in real estate market development policy in developed countries and experience from a number of new and developing industrial countries and territories such as Germany, Japan, Czech Republic, Korea, China, etc.

On the basis of the current situation of the real estate market in our country, the authors have made a general assessment

of the development of the real estate market and the development policy of the real estate market in Vietnam with the basic characteristics, the development and maturity as well as problems for the real estate market in Vietnam in the coming years.

Continue to improve policies on developing Vietnam's real estate market in the coming time. In this section, the authors have focused on the viewpoints, orientations and solutions to further improve the real estate market development policy.

6.3 Solution for coordination between business units of Dat Xanh real estate group

In order to achieve high efficiency in business, business capital factors, management experience, organizational structure, legal system need to be improved when the company needs to pay attention to customers. It can be said that customers are a source of nutrition, the company needs to promote customer care in the past time. From the company keeping customers, communication attracts potential customers, bringing economic efficiency to the company's business. It is necessary to diversify products, especially high-end product lines, to increase staff for the Marketing department to improve the professionalism of creating ideas. The company needs to invest more budget resources in market research to serve well for marketing distribution activities for project 47 Real estate market management.

Vietnam is a country with a very stable political situation, creating favorable conditions for attracting investment capital into Vietnam. Ho Chi Minh City's economy is on a high growth momentum. People's income and living standards are increasing, leading to a rapid increase in the demand for houses, luxury apartments, and shopping in modern and luxurious commercial centers.

Ho Chi Minh City is the most populous city in the country, this is a potential market for housing, apartments and facilities and services. The demand for real estate products, especially high-end real estate products in the coming time is huge. Therefore, business units should focus on the market in Ho Chi Minh City to maximize profits for businesses.

In addition, the leadership of Dat Xanh real estate group needs to come up with reasonable solutions to synchronize legal policies, especially in construction management as well as legal documents on land.

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