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Comparing the internal environment of Nam Long and Dat Xanh real estate groups using the IFE matrix

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Abstract

Comparing the internal environment of Nam Long and Dat Xanh Real Estate Group to find solutions to fully utilize the strengths of the business, that means analyzing the performance not only It is the end of one business cycle but also the beginning of the next. This comparison is an important basis for making short-term and long-term management decisions, improving the internal management of the enterprise as well as the shortcomings of the enterprise. From there, it is possible to offer solutions to enhance business activities and management of enterprises, improve operational efficiency of enterprises.

Keywords: internal environment, Nam Long corporation, Dat Xanh group, IFE matrix

1. Introduction

The real estate market is one of the markets with an important position and role in the national economy, having a direct relationship with the financial and monetary market, the construction market, and the building materials market, labor market, labor market. Effective development and management is to promote the process of economic and social development, create the ability to attract development investment capital, and make practical contributions to the sustainable development of urban and rural areas. Industrialization and modernization of the country. In the early stage of the planned economy, this market did not have the conditions to develop, but with the development of the market economy, our country's real estate market has gradually formed and developed rapidly. The real estate market has been around for a while. Lack of efficiency of market operating mechanism and legal system, about market participants, structure of goods, transactions, information and management. Real estate companies sprang up like bamboo shoots after the rain, with diverse operating methods making the market turbulent. In order for the real estate market to be stable and transparent, it requires support from the State for businesses in the industry, coordination between businesses and most importantly, each real estate business must have a plan. the right business strategy to make full use of its advantages. Get market and support to enhance competitiveness.

In a global market like today, all businesses have fierce competition with each other to dominate and survive in the supply chain because this is an era of fierce competition, the market is always changing, Consumer needs are always changing. Therefore, to survive and compete, each business must have its own strategy. Business strategy is both science and art, it has been widely applied and brought success to many businesses around the world. A sound strategy leaves a plan of action for the company to develop and combine the organization's competitive advantages. Differentiating a company from its competitors in the market is the main goal of the perfect strategy. In addition, the strategy must reflect the strengths of the business and counter the weaknesses of other businesses. Strategy is the outcome of strategic management decisions. The strategic manager's duties include closely related tasks to create a strategic vision that describes the company's future. Adapting to market fluctuations while ensuring the right direction for the operation and development of the business.

It is this point that provides the long-term direction, defines the image the company wants to be, and gives the company a sense of purposeful action; goal setting - translating the strategic vision into specific operational results that the company must achieve; build and achieve desired goals. The important role of strategic management activities is to form specific strategies, exploit core competitiveness, and gain competitive advantage. Therefore, no matter what field they operate in, companies need to have an appropriate strategy and business form. Recently, the real estate market in Vietnam has been quite complicated, sometimes "hot", sometimes "quiet", even "frozen". The state of spontaneous investment, following the movement, not following the planning, plan, not following the laws of the market led to many businesses having to close down and go bankrupt.

Dat Xanh Real Estate Joint Stock Company is an enterprise born under the above foundation and operating in the real estate field, so it is necessary to have a business strategy suitable to the market. Enterprises need to develop an effective business strategy to enhance their competitive position, consolidate advantages, minimize disadvantages, and avoid possible risks, in order to help the company achieve maximum success. Dat Xanh Group was established in 2003 by Mr. Luong Tri Thin, formerly known as Dat Xanh Real Estate Services and Construction Company Limited, so far has become one of the earliest professional real estate companies in Vietnam. Nam, in order to bring great real estate products to customers across the country. After nearly 20 years of development, Dat Xanh Group has actively developed the scale of the real estate industry, creating housing opportunities for hundreds of thousands of families across the country, making a big change in position, quality, development. urban aspirations and the solid future of Vietnam. becoming the leader in Vietnam and Southeast Asia Private real estate group is the goal. These outstanding achievements come from professional and efficient activities in the entire ecological real estate chain Dat Xanh Group, including: Real Estate Development, Real Estate Services, Construction and Building Materials, Technology, investment Nam Long Real Estate Business Investment Joint Stock Company is an enterprise operating in the field of real estate distribution in Ho Chi Minh City. With 29 years of experience in real estate development in the Vietnamese market, Nam Long focuses on accumulating land funds in key provinces and cities with strong economic growth, inter-regional connectivity infrastructure, and high demand. potential market demand and high mechanical population growth rate. Through research and development, planning, technical infrastructure investment, design, construction and other project development systems, Nam Long's land capital has been valued for transfer and cooperation with other projects. domestic and foreign investors have strong capital potential and demand for clean land capital. The company currently owns 650 hectares of clean land in Ho Chi Minh City and Long An, Dong Nai, Can Tho and Hai Phong. The main function is to advise domestic and foreign customers with real estate investment needs. Ranked second in the Vietnamese market in terms of land fund for urban and housing development. Although the company has been operating in the real estate sector for 29 years, the company is currently facing pressure from many sides in the process of market penetration, of which the most pressure is from similar companies in the world. market has many competitive advantages. capital and human resources, such as Vinhomes,

Novaland, Himlamland, Phu Long or foreign real estate companies with long experience in the world market such as Keppel Land, CapitaLand... Currently, there are problems both inside and outside the company.

So, what core competencies does the company have and how can they be used to gain a competitive advantage in the marketplace? Therefore, strategic planning and business strategy building is one of the top concerns of companies today. And it is essential to consider the internal and external aspects of the company. We have realized the importance and chose the topic: "Comparison of the internal environment of Nam Long and Dat Xanh Real Estate Group using IFE matrix".

The comparative study of building a business strategy for the company is very necessary for the survival of the company. This will help the company save time in future development orientation. Achieved the set goals in a short time 32%; use existing resources to expand external resources. Research to clarify the internal and external factors of the branch, gain a deeper understanding of the branch's position in the market, the opportunities and threats facing the branch, quantitative assessment of the strategy and the branch to choose the most suitable strategy. The research results will help the management to pay more attention to the existing internal and external factors affecting the branch's development, thereby better understanding the importance of strategic planning.

Research goal

Systematize the theoretical basis of building real estate business strategy to plan business strategy for the company.

Analyze and predict the company's business environment, identify strengths and weaknesses, and identify opportunities and threats to the company's growth.

Develop the company's real estate business strategy and propose solutions to implement the company's real estate business strategy.

Develop a business strategy suitable to the real estate environment of Ho Chi Minh City, help develop the business, solve the internal problems of the business:

- The first is to assess the company's internal environment, external environment, strengths and weaknesses.
- The second is to establish and analyze the internal factor matrix, the external factor matrix, the competitive image matrix, the IFE matrix, thereby determining the company's business strategy on this basis.
- The third is to propose solutions to implement the company's business strategy.

2. Theoretical basis

2.1. Internal environment

Internal environment is the internal environment of the organization, including factors and conditions over which the organization has control. The internal environment includes factors and forces located within the enterprise. These factors reflect internal resources and express the unique identity of each enterprise.

A. Human Resources

This is an important factor that needs to be evaluated objectively and accurately. When managing human resources, managers need:

- Firstly, accurately determine the labor needs of your unit
- Second, select and recruit the right subjects, in accordance with human resource needs

- Third, a reasonable scientific division of labor to use and make the most of the unit's labor resources
- Fourth, it is necessary to have reasonable remuneration policies and measures to motivate and encourage employees to work actively.

B. Financial capability

Financial capacity is the basis for managers to decide on the business scale and is a condition to ensure the normal operation of the business. The financial viability of the enterprise is related to the following factors:

- Firstly, the source of capital and the ability to raise capital
- Second, the situation of distribution and use of capital resources
- Third, the control of costs
- Fourth, financial relationships with related parties
- Five is, balance of payments

It is necessary to analyze financial indicators in a scientific way to properly assess the strength of the organization in order to come up with reasonable measures to ensure financial viability for all activities of the enterprise.

C. Research and development capabilities

The research and development capability of an organization is reflected in: the ability to improve techniques, the ability to apply science and new technology to improve product quality and develop new products. Research and development is a factor that ensures the competitiveness of enterprises and their products.

D. Production and business ability

When researching production and business capabilities, it is necessary to focus on the following issues:

- First, the size of the organization's production
- Second, the arrangement of production and business lines
- Third, the production and business operating system
- Fourth, technique, technology
- Fifth, the cost of production and business
- Sixth, quality, cost of products and services

E. Administration activities

Evaluation of organizational management skills and qualifications on the basis of reviewing management activities according to 4 functions: planning, organizing, controlling and checking.

F. Marketing activities

How marketing programs are implemented, effective or not, and the organization's marketing performance compared to competitors. Provide direction of marketing activities.

G. Organizational culture

Organizational culture is the standards, patterns, and traditional values that all members of the organization respect and follow voluntarily. Cultural factors affect the thoughts and actions of members. Therefore, managers need to consider and consider cultural factors while performing their administrative roles.

2.2. The internal environment of real estate businesses

▪ Human Resources

Human resources of real estate businesses are the collection

of all individuals engaged in any activity to achieve the goals and objectives set by the real estate business. Any real estate business is formed based on members (human resources).

▪ Finance

For real estate businesses, finance plays an important role in controlling and mobilizing capital for investment, helping businesses generate profits and be more financially self-sufficient, helping to create favorable capital benefits the business every time the business needs to invest.

▪ Marketing

The purpose of marketing is to advertise the real estate business, help the business create value and bring customers closer to the services and benefits that the business has created.

▪ Administration activities

Here is one of the "key" factors that determine the operation of real estate businesses. Besides, it also helps the business operation process, achieving the goals set out earlier. This is the process of achieving the set goals by coordinating the company's resources. Thanks to the management, managers can plan a specific plan to help real estate businesses take advantage of the market and check the productivity of employees every quarter.

▪ Cultural

Corporate culture is the values, beliefs, and forms that people in the enterprise jointly recognize and think, speak, act as a habit, like the spiritual life and character of a person, and a decisive part to the long-term success or failure of the business. Therefore, for a real estate business, we need to build cultured habits, lifestyles, and ways of thinking. From there, it helps real estate businesses stand still in the market and create trust for customers when coming to real estate businesses. The components of corporate culture include three main parts: vision, mission and core values. Expression of real estate corporate culture is shown through 2 factors:

- Tangible: Uniforms, slogans, etiquette, regulations, company soundtracks, internal newsletters, activities, etc.
- Invisible: Attitudes, styles, habits, and thoughts of people in the organization, for customers, they must always put the interests of customers first.

2.3. Matrix IFE

IFE matrix is an internal factor evaluation matrix in the enterprise, abbreviated by the English name Internal Factor Evaluation Matrix. Through the IFE matrix, managers can take advantage of as well as maximize the strengths and effectively overcome the weaknesses of functional business divisions. At the same time, it provides a basis to help evaluate the functions and relationships of these parts. IFE is applied in internal analysis in many different areas of the business such as finance, market, information technology, human resources or other fields depending on the nature and size of the business.

▪ Advantage

Easy to understand: The inputs have clear meanings for everyone inside or outside the company, with no confusion about the terms used in the matrix.

Ease of use: You do not need to have deep expertise to still

be able to use the IFE matrix without taking a lot of staff or a lot of time to build.

Focus on internal factors: Unlike some other analyzes (such as value chain analysis, which identifies all activities in a company's value chain, etc.), IFE highlights only key factors are affecting businesses.

Versatile: The IFE Matrix is a tool that can be used to build a SWOT analysis, IE matrix, GE-McKinsey matrix or for benchmarking.

The IFE Matrix is a strategy formulation tool used to evaluate a company's performance in relation to its internal strengths and weaknesses. From there, businesses can make the most of their strengths so they can exploit and prepare internal resources to overcome weaknesses. At the same time, find ways to improve on those weaknesses.

▪ **Disadvantages**

Easily to be replaced: The IFE Matrix can be almost completely replaced by PEST analysis, SWOT analysis, competitive profile matrix and some other analysis.

Does not directly help shape strategy: The IFE Matrix only identifies and evaluates internal factors, but does not help a company directly determine the next strategic move or the best strategy. Other strategic tools must be used for that.

Factors that are too broad: Some factors that are not specific enough can be confused with each other. Some strengths can also be weaknesses. Therefore, each element should be as specific as possible to avoid confusion about where the element should be specified.

In order for the IFE matrix to be successful, it is necessary to additionally study the strengths and weaknesses in the company and business.

3. Research methods

3.1. Data sources and methods of collection

Collecting general data for the topic from sources such as: scientific reports, theses, theses as well as business analysis articles so that relevant information can be found. factors of the internal environment of Nam Long and Dat Xanh Real Estate Group. Using the method of collecting secondary data sources such as collecting general information from Nam Long and Dat Xanh enterprises through searching for information on the internet to suit the research objectives of the topic. In addition, we also find secondary sources related to the research topic through scientific research papers or theses of teachers at Van Hien University. After we have collected the secondary sources, we will verify the reliability of these sources and record the necessary information. In addition, we also use the method of collecting primary sources for the topic. Using the method of information observation available on document sources from the internet to collect data and analyze the factors in the IFE matrix, from which to create a data comparison table, to evaluate the factors. present in the internal environment of Nam Long and Dat Xanh real estate groups.

3.2. Research methods

After collecting data sources through primary and secondary sources for the topic, our group will use qualitative research methods and quantitative research methods to analyze the data., the data is related to the research objective of the topic so that comparisons and rating scales for each element in the IFE matrix can be made from the internal environment between the real estate corporation and the real estate

corporation. Nam Long and Dat Xanh products. For the qualitative research method, we will use the group discussion method among the members to be able to assign each member to study and read carefully the document to select information related to the topic as well as so that we can all take turns to speak, give comments and answer common questions for the topic. For the quantitative research method, we will analyze the collected data and data from reference sources using software such as Excel, SPSS and combine with the creation of data comparison table, data to be able to give the most reasonable results of IFE matrix analysis. In addition, we also use the method of comparing and contrasting information. We will be based on the topic's objectives, select information from the collected documents, and accurately record the information that needs to be compared and contrasted so that we can compare the data, data have a relationship with each other according to a certain trend or related ratio of two enterprises in order to draw conclusions in the most reasonable way.

4. Research results and discussion

4.1. Overview of the internal environment of real estate businesses

4.1.1. Dat Xanh Enterprise

A. Management capacity

The Board of Directors has management capacity and deep vision. Group Chairman: Luong Tri Thin who is associated with the corporation, a professional project developer. Deputy General Director: Bui Ngoc Duc has more than 22 years working in the field of corporate governance, real estate development. In the past 6 years, he has held many positions in the corporation and has made many contributions to help the corporation realize its strategy of becoming the leading developer of prestigious products in Vietnam. The level of leadership and management at all levels is always improved, equipping the corporation with a new strategic vision. Enterprises deploy personnel training programs every two years. In 2018, a training course "Talent Managers" was organized to equip the company with professional knowledge and in-depth management skills for potential employees. In 2016, the course "Improving mid-level management capacity 2016" was conducted, an intensive training course on leadership and business management exclusively for department heads of the corporation nationwide. At the end of the courses, leaders and managers at all levels can master professional, in-depth and effective business management skills. Actively in building business plans, developing human resources, identifying risks in management.

B. Human resource qualifications

Owning a system of 45 member companies, more than 7000 employees and nearly 100,000 collaborators
Northern Green Land owns 1650 employees
Dat Xanh Mien Trung owns 450 employees
Dat Xanh in the South owns 1000 employees
Dat Xanh Mien Dong owns 750 employees
Dat Xanh in the Southeast has 300 employees
Dat Xanh in the South has 1150 employees
Dat Xanh Mien Tay owns 1800 employees
The team maximizes potential, clear career orientation. Integration training for all staff, short-term and intensive professional skills training, skill improvement for employees. The team is young - dynamic - enthusiastic - confident - sociable - friendly.

C. Corporate culture

Vision to become a large economic-financial group in Vietnam

Mission to bring prosperity to customers, shareholders and partners

Core values: aspiration - integrity - professionalism - humanity

Orientation: towards diversification and ownership scale including individuals, legal entities, domestic and foreign institutions to increase charter capital size. Constantly researching and developing into other fields, bringing added value to society. Not only developing in Vietnam but also towards Southeast Asia.

Motto: fast but sustainable development

D. Financial capability

The first quarter's profit result was 2,891 billion dong, the revenue target was 9,000 billion dong. Profit after tax for shareholders of parent company is 1,350 billion. Plan to issue 200 million individual shares, equivalent to 38.59% of outstanding shares. The profit in the second quarter was 3,563 billion dong. Cost of goods sold increased by 1,606 billion dong, gross profit reached 1,957 billion dong. Financial expenses decreased by 77% to VND 145 billion. Selling expenses increased from 100 billion to 701 billion dong. Administration expenses increased to 189 billion. At the end of the second quarter, after-tax profit of 479 billion dong, the parent company brought in 298 billion dong in the second quarter of 2021. In the first 6 months, net revenue reached 6,517 billion dong. Profit after tax brought in 1,189 billion. The parent company alone brought in 1,350 billion VND. Liabilities increased by 8.2% to 15,392 billion dong, loans and finance lease debt to 3,062 billion dong. Achieved 72% of sales target.

E. Partnerships

Always highly appreciated by partners for business capacity and reputation. With the goal of becoming a multi-industry, multi-owned and multinational corporation, Dat Xanh always wants to enter into joint ventures and link with strategic partners on the basis of sustainability and development. Specifically, Dat Xanh has become a reliable partner of a series of leading companies and corporations in many fields such as real estate project investors, financial companies, construction, services, building materials. construction, technology in Vietnam and the world.

F. Technology application

A pioneer in using technology in real estate. Rapidly and strongly developing the secondary brokerage segment, at the same time accelerating the process of digital transformation and application of modern technology to business activities. Early invest, develop technology such as real estate dictionary, planning information, ACN model of products, brokerage and customer experience. Applying data storage technology in customer management. Virtual reality technology makes 3D images, 360° movies to review projects to customers. Customers can access and experience the best by finding the right product for their needs in a safe and effective way. Developing a large real estate technology ecosystem for primary real estate distribution, secondary real estate brokerage and derivative services such as financial services, asset management online property valuation online, check planning online.

G. Manufacturing capabilities

In 2021, Dat Xanh Services distributes more than 20000 products through Gem Sky World, Opal Cityview.

Dat Xanh West provides 9000 real estate products in the Mekong Delta provinces.

Dat Xanh Nam Bo deployed more than 3000 exclusive products and thousands of products distributed in Binh Duong, Dong Nai, Binh Phuoc, Ba Ria - Vung Tau.

Dat Xanh South East provides the market with 5000 investment and brokerage products in key areas.

Northern Green Land needs additional human resources to implement the projects of Sapa Garden Hills, Tu Son Garden City, Phuong Dong Green Park.

Dat Xanh Mien Trung needs additional human resources to implement Regal Pavillon, One World Regency.

Typical projects in 2021:

Gem Sky World urban area in Dong Nai

Opal Boulevard in Ho Chi Minh City

4.1.2. Nam Long Enterprise

A. Management capacity

Nam Long confidently realizes the strategy thanks to the new and perfect operating apparatus. The Board of Directors consists of leading businessmen and experts with deep understanding of Vietnam's economy and real estate market. Group Chairman: Nguyen Xuan Quang has more than 32 years of experience in the field of architectural design, construction and real estate development. General Director: Tran Xuan Ngoc used to be Vice President of Global Shipping at Shelf Drilling Group in Dubai. Holding key senior leadership positions in Transocean group in Vietnam, Thailand, Malaysia, Indonesia, Singapore, India, Cameroon and USA. Deputy General Director: Tran Thanh Phong more than 27 years of experience in the field of construction and real estate development

Member of management Council:

Cao Tan Thach is a civil engineer at UC Irvine University, California, USA. Currently a member of the American ASCE Association

Ngian Siew Siong: 32 years of experience in real estate development

Chad Ryan Ovel: 22 years of experience in management, investment and finance

Ziang Tony Ngo: Master's degree from Harvard and Stanford University. Have 17 years of experience in the market

Kenneth Michael Atkinson: 42 years of experience in auditing, international banking and financial consulting.

It can be seen that the apparatus gathers many leading businessmen and experts in the industry. They have intellectual property, experience

B. Human resource qualifications

Owns 20 subsidiaries and 739 employees. The environment is about equal employee freedom to create and promote. Training the successor team to help employees develop and stick with the business.

C. Corporate culture

Vision: To be the leading integrated real estate success, customer focus, sustainable business.

Core values: integrity - professionalism - mastery spirit.

Not afraid to change, cooperate with young foreign human resources. Build an upright and professional international environment.

D. Financial capability

The first quarter of 2021 recorded revenue of 235 billion VND, profit after tax reached 366.3 billion VND. In March, Nam Long's total assets increased by 44.9%, compared to the beginning of the year increased to 19,762 billion dong. In which, inventory assets reached 13,521 billion, accounting for 68.4%. Short-term revenue reached VND 1,877 billion, accounting for 9.5% of assets. The second quarter of 2021 recorded revenue of 401 billion, gross profit decreased from 138 billion to 116 billion. Profit after tax reached 48 billion. After 6 months, net revenue of 636 billion VND. Profit after tax reached 412 billion.

E. Technology application

Virtual reality technology: enables users to interact with products through 3D images, 360° movies. Customer management software: helps to store customer information. Businesses save a large cost for customer care. AI intelligence: based on the AI platform, the chatbot is programmed to interact with customers in the form of messages. Care and advice for many customers at the same time. Through programming, the chatbot can chat with customers like a consultant, send documents and find customer information.

F. Manufacturing capabilities

Over 25 years of operation, Nam Long has completed 8 urban areas, providing 18,000 apartments to the market such as Ehome, Flora.

Typical urban areas are

Waterpoint: 355ha, Long An

Mizuki: 37ha, Binh Chanh

Nam Long Dai Phuoc: 45ha, Dong Nai

Izumi city: 170ha, Dong Nai.

4.2. Comparing internal environment of Nam Long and Dat Xanh through via IFE matrix

Table 1: Dat Xanh

| | Internal factors | Critical level | Classify | Score |
|---|----------------------------|----------------|----------|-------|
| 1 | Human Resources | 0.15 | 3 | 0.45 |
| 2 | Corporate culture | 0.13 | 4 | 0.52 |
| 3 | Management capacity | 0.2 | 3 | 0.6 |
| 4 | Manufacturing capabilities | 0.1 | 2 | 0.2 |
| 5 | Technology application | 0.12 | 3 | 0.36 |
| 6 | Financial capability | 0.15 | 2 | 0.3 |
| 7 | Partnerships | 0.15 | 2 | 0.3 |
| | Total | first | | 2.73 |

Table 2: Nam Long

| | Internal factors | Critical level | Classify | Score |
|---|----------------------------|----------------|----------|-------|
| 1 | Human Resources | 0.15 | 3 | 0.45 |
| 2 | Corporate culture | 0.13 | 4 | 0.52 |
| 3 | Production capacity | 0.2 | 3 | 0.6 |
| 4 | Manufacturing capabilities | 0.1 | 2 | 0.2 |
| 5 | Technology application | 0.12 | 2 | 0.24 |
| 6 | Financial capability | 0.15 | 2 | 0.3 |
| 7 | Partnerships | 0.15 | 2 | 0.3 |
| | Total | first | | 2.61 |

4.3. Discuss the results of the comparative analysis of the internal environment.

A. Dat Xanh

The total score of 2.73 is greater than 2.5, indicating that the

internal strength of Dat Xanh Enterprise is strong.

▪ **Strength**

- Modern and high-class working equipment, applying technology to management work
- Highly qualified and capable human resources
- Financially sound, with annual audits
- High profitability, good financial capacity, low risk
- The ability to raise large capital
- Good partner

▪ **Weakness**

- Need solutions, support marketing activities
- Consolidate the organizational structure, pay attention to training
- Building long-term human resources

B. Nam Long

The total score of 2.61 is greater than 2.5, showing that Nam Long's internal enterprise is strong

▪ **Strength**

- Qualified human resources
- Good partner
- Competent and visionary leadership
- Effective working environment
- Good profitability
- Good ability to raise capital
- Human resources are trained for long-term commitment
- Open thinking

▪ **Weakness**

1. Need to invest more in marketing
2. Applying technology to management is still weak
3. The level of risky investment is still high

5. Conclusions and recommendations

5.1. Conclusions

In summary, on the basis of theoretical research and analysis of the research report on the topic "Internal environment of Nam Long BDS and Dat Xanh IFE matrix" shows the analysis of the internal environment of enterprises. is an important content to identify core competencies, outstanding capabilities, thereby forming competitive advantages for enterprises. In today's increasingly fierce competition, these are decisive factors for the survival of businesses. There are many different approaches to analyzing the internal environment of an enterprise such as analysis according to management functions (such as planning, organizing, leading, controlling), analysis by management areas such as production areas, etc. production, human resources, marketing or research and development). Which analytical method or tool to use depends on the conditions of each business, but it is important to clearly identify the strengths and weaknesses of your business to form appropriate strategic options. Gradually reduce the huge gap in accommodation between classes in society. Promoting the role of regulation and control of the operation of the real estate market, towards the perfection of the real estate market in terms of institutions, structure and organization to promote the important role and position of the real estate market. for socio-economic development and improvement of people's living standards in the process of national industrialization and modernization. Focus on researching, perfecting and

promulgating amendments and supplements to the system of normative documents to promote the healthy development of the real estate market, in accordance with the law of supply - demand, and promote the development of the economy and at the same time ensure social justice according to socialist orientation.

5.2. Recommendations and suggestions

5.2.1. For Nam Long's leadership

- Financially, Nam Long will continue to need to find domestic and foreign financial sources at the Project level, while allocating finance reasonably, flexibly and effectively.
- Need to expand the area: Hanoi market and second-tier urban areas with potential for economic development, attracting a workforce with a large demand for settlement will be the destination for land and housing development. by Nam Long.
- The group needs to penetrate deeper into the home market: Nam Long will grow its housing market share by developing new segments in priority districts of Ho Chi Minh City in addition to familiar product lines such as EHome., Flora, Valora.

5.2.2. For the leadership of Dat Xanh

The company's real estate products are mainly high-end products for upper-class customers, so the product prices are relatively high. The issue of price for this class of customers is not as important as the quality of the products and services the company offers. Because of that, the company needs to promote products with high quality such as European-standard luxury apartments, 5-star hotels.... Besides, it also has to promote care services. Taking care of customers such as, opening the company's real estate brokerage centers, having real estate brokerage functions in accordance with customers' preferences, and also brokering home furniture and feng shui. The company also needs to offer reasonable and competitive discount policies with other competitors

5.2.3. For researchers on the real estate market

Firstly, the real estate industry regularly provides full information to businesses in the industry such as interest rate fluctuations, real estate market fluctuations, and operates businesses in the industry in the right direction of the law of supply and demand. Real estate, do not let businesses arbitrarily operate alone, leading to mixed reactions.

Second, the real estate industry needs to set up funds for real estate business activities such as housing savings fund, real estate development investment fund, real estate trust fund, real estate mortgage investment fund, etc. These funds are used to support businesses. businesses can borrow capital and to prevent risks for the industry when the industry faces difficulties like this period.

5.3. Solutions to strengthen the internal environment to improve the competitiveness of real estate businesses in Ho Chi Minh City

Firstly: to improve capital mobilization capacity, to improve the competitiveness of enterprises, the first thing that businesses need is to ensure financial capacity. Only when there is a secure financial source, can strategies to improve competitiveness be promoted effectively. Currently, real estate enterprises in Vietnam are mainly small and medium enterprises, financial resources are still limited, so the

competitiveness for large enterprises and foreign enterprises is still low. many limitations. Therefore, in order to improve competitiveness, businesses must prepare abundant financial resources, proactively deal with fluctuations of the economy such as the covid pandemic that has been taking place in the past two years. In order to increase competitiveness, businesses should also find ways to reduce business costs. First of all, it is to increase labor productivity, reduce input costs of raw materials, then find ways to apply advances in science and technology to construction and production of materials. The reduction in production and business costs will increase the company's profits, thereby increasing the company's financial capacity significantly.

Second: We always realize that people are always an extremely important input factor, determining the competition and development of the company. Therefore, businesses need to set up development plans and goals, and then devise strategies for recruiting, training and improving skills for employees, allocating reasonable human resources to serve the needs of employees. services for production and business activities. In addition, the construction of a reasonable salary and treatment regime for employees with high professional knowledge and contributions to the development of the company is also an important source of encouragement. help them work better as well as stick with that business longer.

Third: Products are an indispensable part of the business, a business that wants to compete in the market needs product strategies, customer segmentation, and high-quality products. Long construction life, low cost, so the business can compete with other businesses for a long time

Fourth: raising the level of management, we should modernize management models, flexibly apply modern organizational and management models such as network and matrix organizational models. Actively train the management team in professional knowledge, management knowledge, and also in law, foreign languages, informatics and private practice for training and re-creation activities for managers and supervisors of the company.

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