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## Strategic analysis for Nguyen Hoang Group in Vietnam the approach using CPM matrix

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### Abstract

Over the course of 21 years of development (1999-2020), Nguyen Hoang has become an education group with many schools and member companies. Nguyen Hoang Group has invested with all its enthusiasm, creating a complete international education ecosystem, from preschool to doctorate, from international integration model, international bilingual model to international education model. completely international model, including 50 educational institutions, spanning 18 provinces and cities across the country with more than 65,000 students and more than 4,000 employees. Nguyen Hoang Group proves that, thanks to education, a

developing country like Vietnam can not only enter the world with confidence, but also reach out strongly in the future through education. The Group's Board of Directors, with its foresight and enthusiasm, has operated, navigated and developed the Nguyen Hoang Group education system in a diversified, comprehensive and preeminent manner, converging high-quality human resources, including many senior personnel, experienced experts in all fields. This article analyzes the above-mentioned educational business activities of Nguyen Hoang Group using the CPM matrix.

**Keywords:** business analysis, Nguyen Hoang Group, CPM matrix

### 1. Introduction

#### 1.1. Overview of Nguyen Hoang Group

Although converging from many different environments, with different capacities and experiences, the members of the Board of Directors of Nguyen Hoang Group all share the same desire and enthusiasm to accompany and contribute to Nguyen Hoang Group on the journey of spreading knowledge.

*University board of directors.* Considered as a private educational institution with the largest number of universities in the country, NHG currently has 4 affiliated schools: Gia Dinh University (GDU), Ba Ria - Vung Tau University (BVU), School of Education and Training. Hong Bang International University (HIU) and Hoa Sen University (HSU).

The university's Board of Directors is a team of highly educated intellectuals who have worked for many years at domestic and international educational institutions, always making constant efforts to realize the development strategies of Vietnam's education in the future.

*Board of Directors K-12.* For preschool to high school (K-12), Saigon Academy International Kindergarten (SGA), iSchool International Integration, UK Academy International Bilingual (UKA), North American International (SNA) offers an educational program that is recognized worldwide, thereby directly training generations of talented students who confidently reach out to the ocean. The team of teachers in the Board of Directors of grades K-12 is a dedicated bridge to accompany and contribute to helping students have good learning opportunities, become global - comprehensive citizens.

*IEC Quang Ngai Board of directors.* As the first and unique educational model in Vietnam, International Education City - IEC brings a complete educational ecosystem for the young generation to develop to their fullest potential on the foundation of love and values. The leadership and knowledgeable staff at IEC are selected from home and abroad, thoroughly trained, and have professional certificates to understand, accompany and respect the individual identities of the children the student.

#### 1.2. Urgency of the research problem

In the trend of global integration is taking place fiercely with increasingly fierce competition. Especially when joining WTO, Vietnam's economy has gradually penetrated more into the world economy. This situation is two-sided, both cooperation and struggle in many aspects. At this time, the brand value of the business becomes extremely important. Therefore, improving brand value becomes a vital issue for businesses, especially those who want to participate in the international market. In terms of brand value, education is no longer an academic ivory tower located at the top of the architecture of society,

But a service industry that meets learners' right to education, right to high-quality human resources of business organizations, and above all, must be considered as an important investment field from the state, from society and from family, for the development of the country in the future. Education must therefore also operate according to the laws of the market economy, in which the most prominent is the law of supply - demand. If you want to sell a lot of products and services, if you want your products and services to reach your target customers, you must have brand value, to make yourself stand out, to differentiate yourself from many other brands other products and services on the market.

### 1.3. Objectives of the study

**General objectives.** Based on the analysis of the results of the implementation of the Company's strategy in the past time, assessing the company's potentials, advantages, opportunities and challenges in the coming time, proposing solutions for planning business strategy to maintain stable growth and sustainable development.

#### Specific objectives

- Systematize theoretical and practical issues of strategic business planning. - Analyze and evaluate the situation of business strategy planning of Dong Ha Giai Consulting and Environmental Resources Joint Stock Company in recent years.
- Propose business strategy and solutions to implement business strategy.

## 2. Theoretical Basis

### 2.1. Several business analysis matrices

#### SWOT Matrix

This matrix allows you to create a plan that is not only based on what you like or is emotional about, but it will show you what is going on in the market. In addition, SWOT also helps you assess your ability to compete with your competitors and the opportunities you can seize in today's evolving technology era.

#### Strengths

Characteristics that the business or project has an advantage over competitors.

#### Weaknesses

Characteristics in which a business or project is weaker than its competitors.

#### Opportunities

Points that businesses can exploit to help gain an advantage.

#### Threats

Business scores may be negatively impacted.

#### BCG Matrix

provides businesses with a framework to analyze products by growth and market share. The matrix has been used since 1968 to help companies better understand what products are best for them to take advantage of market share growth opportunities.

#### SBU star

Products in this category have a relatively large economic market share in high-growth industries. They have a

competitive edge and plenty of room for profit growth and long-term growth. The star is appreciated for its profitability and self-sufficiency in capital requirements. But while it is forming, a large amount of capital is also required to maintain its leading position.

#### SBU question mark

These are SBUs with a competitive position and relatively low market share. But they are high-growth industries and very promising in terms of profits and long-term growth. This SBU can be grown into a star SBU if it is nurtured with attention because they need a large amount of capital investment and need to properly assess the true potential to have an investment plan at the right time.

#### SBU cash cow

These are the industries with low growth but high market shares and strong competitive position. This strength comes from cost savings thanks to the scale of the experience curve. These SBUs are highly profitable but they have no growth opportunities and the rate of industry growth is very low. Therefore, the need for investment capital is not too large and is considered a wide source of profit.

#### SBU dog

The level of competition is weak and the market share is low, this is one of the slow growing industries. These SBUs have very low prospects because they require a large amount of investment but only to maintain a very low market share, with very little opportunity to bring about high profits.

- An effective tool in deciding on the appropriate allocation of investment resources.
- But it is only a small slice of the current picture.
- The BCG matrix has little predictive value for the future.
- Do not care about aspects related to the external environment.
- There may be errors based on the assumptions made from the matrix.

**Competitive Position Matrix (CPM):** is a tool that compares a company and its competitors and reveals their relative strengths and weaknesses. To better understand the external environment and competition in a particular industry, companies often use CPM. The matrix identifies a company's key competitors and compares them by industry critical success factors. The analysis also shows the company's relative strengths and weaknesses relative to its competitors, so a company will know, which areas need improvement and which areas need protection. To build a competitive image matrix, go through 5 steps:

**Step 1:** Make a list of about 10 key factors that have an important influence on a company's competitiveness in the industry.

**Step 2:** Rank the importance from 0.0 (Not Important) to 1.0 (Very Important) for each factor. The importance of each factor depends on how much it affects the company's competitiveness in the industry. The sum of the importance scores of all factors must be 1.0.

**Step 3:** Determine a weight from 1 to 4 for each factor, the weight of each factor depends on the company's ability to factor, where 4 is good, 3 is above average, 2 is average, 1 is weak

**Step 4:** Multiply the importance of each factor by its weight to determine the scores of the factors.

**Step 5:** Add up the scores of all factors to determine the total

score of the matrix. Compare the company's total score with major competitors in the industry to assess the company's competitiveness.

## 2.2. CPM Matrix

Competitive Profile Matrix is abbreviated as CPM.

**Table 1.** Criteria to evaluate the company's competition with competitors

Evaluation factors	Critical level	Unit/Company		Competitor 1		Competitor 2	
		Classify	Important point	Classify	Important point	Classify	Important point
First	2	3	4=2x3	5	6=2x5	7	8=2x7
Market share							
Competitiveness							
External financial support							
Product quality							
Cost/product							
Customer Loyalty							
Ability to cope with change							
<b>Total</b>							

**Source:** Own development

There are many key evaluation (critical) success factors such as:

- Market share
- Product quality
- Strategic Trends
- Customer service
- Customer Loyalty
- Brand reputation
- Customer Satisfaction
- Financial position
- Cash reserve
- Profit margin
- Inventory turnover
- Employee retention
- Earnings per employee
- Innovation for every employee
- Cost per employee
- R&D Spending
- New patent
- Revenue per new product
- Successfully introduced new product san
- Skilled Workforce
- Location of facilities
- Manufacturing capabilities
- Additional product features
- Price competitiveness
- Low cost structure
- Product variety
- Successful product advertising
- Ability in Advertising, Marketing, IT, Sales
- Employee satisfaction
- Effective planning and budgeting
- Multiple distribution channels
- Efficient supply chain
- On time delivery
- Presence online
- Effective social media management
- Experience and skills in e-commerce
- Management qualifications and experience
- Innovation in products and services
- Creative culture
- Product design
- Corporate social responsibility programs
- Sales per store
- Support parent company

Each critical success factor should be assigned a weight ranging from 0.0 (low importance) to 1.0 (high importance). This number shows how important it is to succeed in the industry. The sum of all weights should be 1.0, individual factors should not be overemphasized (assignment of weight 0.3 or more), because success in an industry is rarely decisive. by one or more factors. In our first example, the most important factors are 'strong online presence' (0.15), 'market share' (0.14), 'brand reputation' (0, 13).

Rating in CPM refers to the level of performance of companies in each region. You can choose any scale you like to rate, but it's usually easiest to pick something simple defined from 1 to 4, explained as follows:

1. Major weakness
2. Minor weakness
3. Small power
4. Great power

Ratings, like weights, are assigned subjectively to each company, but this process can be made easier through a benchmarking scale. Benchmarks show how well companies are performing relative to each other or to the industry average.

Just remember that businesses can be ranked equally for the same factor. For example, if Company A, Company B and Company C, have a market share of 25%, 27% and 28% respectively, they will all receive a rating of 4 instead of receiving a rating of 2, 3 & 4.

Score is the result of weight multiplied by rating. Each company receives a score on each factor. The total score is simply the sum of all the individual scores for the company. The company that received the highest total score was judged to be stronger than its competitors. In the first example, the strongest company in the market should be Company B (2.94 points).

### Benefits of CPM

- The same factors are used to compare companies. This makes the comparison more accurate.
- The analysis displays the information on the same matrix, making it easy to compare companies visually.
- The results of the matrix facilitate decision making. Companies can easily decide which areas they should strengthen, protect or what strategies they should pursue.

### 2.3. Strengths and Weaknesses of CPM Matrix Strengths

The Competitive Profile Matrix is a tool that compares companies and its competitors showing their relative strengths and weaknesses, in order to strategically match "to" attack" customers in the most effective way.

Companies use competitive image matrices to better understand the external environment and competition in a particular industry. The analysis also reveals the company's relative strengths and weaknesses relative to its industry competitors. Therefore, it is necessary to understand what the competitive image matrix is so that a company will know, which areas need improvement and which areas need protection.

If you want to use the analysis of your competitors' strengths and weaknesses, you must first know what the competitive image matrix is, then you can create an advantage for your business. A competitive profile matrix (CPM) can be used to compare a company with a company that is critical to success and is a strategic tool that can be useful in helping you define your strategy friend. The total score of a particular company shows how competitive that company is in the market compared to other companies.

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#### Weaknesses

While the CPM matrix is effective in comparing the strengths and weaknesses of companies with each other, its popularity and popularity is still not as widespread in business analysis as other matrices such as SWOT, BCG.

The CPM matrix needs to identify key components such as Critical Success Factors, Weights, Ratings, Scores and Total Scores based on these factors. The parameters and data are evaluated meticulously and in detail, so it is difficult to collect and complete the matrix table in a limited time.

### 3. Research Results and Discussions

#### 3.1. Business analysis for NHG using CPM matrix

##### Strengths

There are 50 educational institutions, spanning 18 provinces and cities across the country with more than 65,000 students. Nguyen Hoang Group has invested with all its enthusiasm, creating a complete international education ecosystem, from preschool to doctorate, from international integration model, international bilingual model to international education model fully international.

Financial transparency, professionalism in administration and training.

The facilities at the schools are extremely modern invested, fully equipped to meet the needs of students, spacious and luxurious space.

Nguyen Hoang Education Group currently has more than 4,000 employees. Most of these are lecturers, teachers, high-level human resources, including many professors, doctors, and leading experts. Although converging from many different environments, different capacities, and aspirations, all of them share the same enthusiasm, accompany and join

forces with Nguyen Hoang Group on the journey of spreading knowledge.

Staff are enthusiastic, dedicated and responsible.

Develop natural English skills every day, thereby building a perfect English foundation.

The system of International Bilingual Schools British Academy - UK Academy of Nguyen Hoang Group is the only bilingual system that helps baccalaureate graduates in Vietnam have the opportunity to directly enter 60 prestigious NCUK universities - Association of Northern British Universities in countries around the world including: USA, UK, Canada, New Zealand.

Besides learning traditional knowledge, before comprehensive skill development is required, Nguyen Hoang also innovates to bring life skills, music, finance, physical education, STEAM, etc programs into schools. They choose to cooperate with domestic and foreign units to develop together, such as Junior Achievement Worldwide (JA) to launch 10 financial-start-up programs, invite CV9 coaches, the bridge academy Cong Vinh football player to bring football into schools.

#### Weaknesses

Tuition fees are often very high; it is difficult for ordinary families to send their children to school.

The branding strategy is not good, so in some places the school system of Nguyen Hoang Group is little known.

#### 3.2. Discuss the results of the above business analysis

Business analysis results for Nguyen Hoang Group using CPM matrix have shown us the strengths and weaknesses of Nguyen Hoang Group.

#### Leverage strengths

Organizing extracurricular sessions for students to create opportunities for students and students to apply learned theories into practice;

Periodically inspecting facilities to promptly repair and upgrade facilities to meet the learning needs of students;

Regularly open topics on innovation of teaching methods, training sessions, coordinate in opening lectures to discuss teaching methods and student-student education measures;

Lecturers should update their professional knowledge regularly;

Promote education quality accreditation activities with a focus on accrediting training programs;

Implement solutions to improve employability of students after graduation. Announcement of quality assurance conditions, employment rate of graduates;

#### Fix weaknesses

The school should have policies to support, reduce tuition fees study encouragement scholarships for good students with difficult circumstances;

Organizing communication activities, promoting on electronic newspapers, TV, leaflets, social networks, etc.

#### 3.3. Proposal to improve situation based on CPM matrix

- Product improvement.
- Lower product costs.
- New product development.
- Personalize products.
- Adjust marketing activities.



- Pay attention to customer requirements.
- Mentally hit the competition.
- Promote appropriate strategic investments to maintain and sustain competitive advantage.
- Focus on creating new products.
- Improve management level.
- Renovate training programs to increase the elite knowledge of employees.
- Strengthen scientific research.
- Look for competitor information and policies.

#### 4. Conclusions and Recommendations

##### 4.1. Conclusions

As a corporation that wholeheartedly invests in education, orienting to train a generation of global students, Nguyen Hoang Group wishes to make friends with individuals and educational organizations who have the heart and reach in the world gender. It was a strategic move by NHG.

Nguyen Hoang Group is the first member of Vietnam to join the US education network, wishing to access the world's leading educational system development mindsets, to continue to improve the quality of our education system, as well as opening up opportunities for long-term strategic cooperation with reputable international partners.

Specifically, NHG will be able to participate in periodic activities, discussion sessions, exchange of experiences on educational ideas and educational administration that the international system and community are interested in.

From there, capture the fastest and most accurate global development trends for the improvement of education quality in the NHG system in particular, and the nation's private education in general.

In order to join ACE as an international member (other than the US), NHG has met the criteria of being a legitimate educational institution of great stature, mission and vision. great influence on education in the country. And most importantly, NHG's leadership team, with its vision and pioneering steps, is looking for opportunities to reach the world.

In the near future, NHG will conduct research on valuable educational data sources that ACE opens to members, continuously participate in activities to exchange expertise and leadership experiences, such as: Leadership training program, principal's conference, annual educational conference.

Through that, NHG can introduce Vietnam's private education, approach potential partners, are willing to cooperate to open up common development opportunities, for an advanced education, Modern and global.

The first thing to do is to choose the professions that will develop in the future for training. Next is building a team of teachers and the curriculum. The human factor is the decisive factor for success. In education, the human factor is even more decisive. People are teachers, lecturers, professors who not only impart knowledge to students but also impart their morality, way of life, belief in life, in their future.

NHG pursues the educational philosophy of "Humanity", building a generation of students and students with 5H: Heart (knows to love), Head (has wisdom), Hand (knows to work), Health (has health), Human (becoming a complete human being).

##### 4.2. Recommendations and suggestions

###### For leaders of NHG

- Nguyen Hoang Group (NHG) is a pioneer in a closed education system from preschool to doctoral level with the philosophy of humane education.
- In the coming time, in order to improve leadership capacity, the CEO himself needs to focus on groups of advanced solutions such as: Ability to build vision and make strategy; The ability to initiate change; Team development capacity; Mobilize and coordinate resources and motivational capacities. CEOs also need to actively promote their own capacity, inherent capacity and sense of professional development to face the challenges of the new era.
- For the management team, it is necessary to focus on building deep knowledge of leadership skills and leadership art in order to equip them with the necessary knowledge and skills on leadership. Focusing on associating theoretical research with practical summaries, updating new guidelines and policies and practical experiences in dealing with specific situations that often occur at grassroots level to help improve capacity, staff level.
- Moving forward to develop training and retraining programs according to job needs, which clearly define the knowledge and skills learners need to achieve after completing the course such as updating information and supplementing knowledge. new, modern, professional skills development or job skills to meet job needs. Allowing staff to choose training and retraining programs that are appropriate and practical to their work needs, thereby having motivation and a positive and serious learning attitude.

###### For leaders of the university system in NHG

The 13-member NHG Education Council is responsible for defining guidelines, policies, goals, operational plans and resources for K-12 education in the system. In particular, the Council is responsible for approving the strategy for developing the K-12 system, the training program of the labels and monitoring the implementation of the decisions of the Board.

In addition, the Council will participate in connecting with domestic and international education systems and education experts to support and increase the resonance value of the system. The university's Board of Directors is a team of highly educated intellectuals who have worked for many years at domestic and international educational institutions, always making constant efforts to realize the development strategies of Vietnam's education. Future.

The team of teachers in the Board of Directors of grades K-12 is a dedicated bridge to accompany and contribute to helping students have good learning opportunities, become global - comprehensive citizens.

So for leadership system of universities must:

- Have knowledge and modern management techniques
- Can-not stop learning Scr p rise, detection and resolution Deciding t matter
- Visionary, heart ro ng open
- Have good experience in operating
- Can work according to the program, rules; avoid problems
- Familiarity with current regulations

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