



Strategic analysis for Dat Xanh real estate Corporation using SWOT matrix

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Abstract

This topic is studied in the field of strategic business management of Dat Xanh Real Estate Joint Stock Company through the analysis of the situation by applying the SWOT matrix to come up with business strategies, based on the situation to implement the strategies and the results obtained through the reported data. From this, the situation will give us overall and comprehensive assessment in terms of achievements and limitations in strategic business management of the company. On that basis, the topic combines the use of the theory of the SWOT matrix in order to find out a number of solutions to improve business efficiency by choosing to apply strategy suitable to the actual situation for Dat Xanh Real Estate Joint Stock Company.

Keywords: SWOT matrix, Dat Xanh Group, business analysis

1. Introduction

Founded in 2003 by Mr. Luong Tri Thin with the predecessor of Dat Xanh Real Estate Services and Construction Company Limited, Dat Xanh Group has become one of the first professional real estate units in Vietnam. Vietnam, bringing to customers nationwide preeminent real estate products. After nearly 20 years of development, Dat Xanh Group actively develops the scale of the real estate industry, creating housing opportunities for hundreds of thousands of families across the country, significantly changing the stature, quality, Vietnam's urban appearance and steadfastly looking ahead with the goal of becoming the leading private economic-real estate group in Vietnam and Southeast Asia. Through the SWOT matrix to analyze the business performance of Dat Xanh real estate corporation, including 4 factors: Strengths, Weaknesses, Opportunities, threats. Helps to clearly define strategic goals and directions for the business.

Looking back at 2020 we can see that this is really a turbulent year and can be likened to a nightmare for the world economy. All countries were hit hard by the COVID-19 pandemic, which led to a severe recession. According to Wall Street analysts, the world has lost more than 5 trillion USD because of the pandemic. However, in Vietnam, although 2020 is also slightly affected by the pandemic, the economy in general and the real estate market in particular still have remarkable achievements. In 2020, Vietnam's real estate industry accounted for 3.8 billion USD, FDI capital equivalent to 14.8%. The State also has better tax policies for businesses investing in real estate. In addition, the bank's policies on credit and disbursement were effectively implemented. Especially, the commitment to disburse up to 157 trillion VND within 4 months. Specifically, in May 2021, real estate experts all agreed that, while most other types of real estate have a downward trend, the apartment type is still very interested and tends to increase buying in residential areas. Both Hanoi and Ho Chi Minh City in 3 segments of high-end, mid-range and affordable. The increase is 12% and 8% respectively compared to April. Therefore, using the SWOT matrix to analyze the business situation of Dat Xanh Real Estate Group is even more important, helping businesses have a vision. Covering the current real estate market to find the best direction, purpose and solution for your business.

1.1 Research objects

Use the SWOT matrix to analyze Dat Xanh's strengths, weaknesses, challenges and opportunities, thereby supplementing, editing and giving appropriate business strategies.

The SWOT model is a tool to help Green Dat have a better overview for strategic analysis, risk assessment, and orientation of a company. SWOT also helps Dat Xanh Real Estate have a deeper insight into the organization, business as well as specific work on each project. Therefore, rebuilding the SWOT is extremely necessary in making strategic planning decisions and as well as planning, will determine what the next step to achieve the goal is.

2. Theoretical issues

2.1 Some of matrices for business analysis

SWOT matrix: SWOT is derived from the abbreviation of 04 English words: Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities) and Threats (threats). The SWOT matrix is a model and tool that helps bring an overview of strengths, weaknesses, risks and opportunities to analyze difficulties and advantages in the process of setting up a business plan. Formulating strategy, marketing, developing products and services, and evaluating competitors. The SWOT matrix is also often used in the first steps when planning marketing for businesses.

BCG matrix: also based on the thinking logic of the SWOT matrix presented above, the BCG matrix (Boston Consulting Group), instead of based on the criteria (factors) strengths (S) - weaknesses (W) belongs to the internal of the enterprise/business unit, and the opportunity (O) - threat (T) belongs to the environment of the business unit, then the BCG is built based on the following two factors, which are: (1) industry growth rate and (2) business unit relative market share in the industry.

McKinsey matrix: also based on the thinking logic of the SWOT matrix presented above, the McKinsey matrix (by McKinsey Company), instead of based on criteria (factors) strengths (S) - weaknesses (W) are internal to the business/business unit, and the opportunity (O) - threat (T) belongs to the business unit's environment, rather than being based on the two monotonous elements of the BCG matrix including McKinsey is based on two groups of factors related to industry attractiveness and business unit's competitive position.

Hofer matrix: also based on the thinking logic of the SWOT matrix presented above, the Hofer matrix, instead of based on the criteria (factors) of strengths (S) - weaknesses (W) belonging to the company's internal business/business unit, and opportunity (O) - threat (T) belongs to the environment of the business unit, rather than based on the two monotonous factors of the BCG matrix including the growth rate of the business unit. Industry and the relative market share of the business unit in the industry, composed of two sets of factors related to industry stages (instead of industry attractiveness as in the McKinsey matrix) and position competitive position of the business unit. The Hofer matrix will allow us to overcome a serious weakness of the McKinsey matrix, which is not taking into account changes in the competitive position of business units depending on the stage of industry development.

SPACE (Strategic Position and Action Evaluation) matrix: is a matrix of strategic positions and performance evaluations. The SPACE matrix shows whether a business should choose a strategy: offensive, cautious, defensive, or competitive.

QSPM Matrix: After using the SWOT matrix to develop appropriate strategies, managers will list out a list of possible strategies that businesses can implement in the near future. In this stage, a tool that can be used to select a strategy is the

Quantitative Strategic Planning Matrix (QSPM). The QSPM matrix uses inputs from the analyzes at the IFE and EFE matrix formation steps to help strategists objectively decide which of the likely alternatives is. The most attractive and worthy strategy for the business to pursue in order to successfully realize its goals.

CPM Matrix: is a competitive profile matrix (CPM) that allows us to identify key competitors along with their advantages and disadvantages. This matrix is a combination of the evaluation matrix of external factors (EFE) and important internal environmental factors (IFE) for comparison between competitors in the industry. This matrix is designed to make comparative assessments of the company with its major competitors in the same industry, the comparison is based on the factors affecting the competitiveness of the company in the industry. Thereby, it allows managers to see the strengths and weaknesses of the company compared to competitors, determine the company's competitive advantages and weaknesses that need to be overcome.

2.2 SWOT matrix

Step 1. Identify the major opportunities (O - opportunities) and threats (T - threats).

Opportunities (threats) are external events that have a positive (negative) impact on the performance of the business. Opportunities and threats are mainly external factors that have a large value of 'impact * probability of occurrence'. While analyzing the external environment to identify key opportunities and threats, it is important to keep the following aspects in mind:

- Some events have a very different impact on each industry, each business, while others have a similar impact;
- There are events that have a very low probability of happening, but for businesses, if they happen, the impact is extremely large (for example, fires can happen in commercial neighborhoods) making businesses also lose their lives. have to plan in advance (such as buying civil insurance);
- There are opportunities that, if not exploited, will turn into threats (that opportunity will fall into the hands of competitors).
- Step 2. Identify the main strengths (S - strengths), weaknesses (W - weaknesses)

Internal factors within the value chain activities, processes, and key resources need to be compared with industry benchmarks and those of the main market leading competitors in order to obtain results able to determine if they are really strengths or weaknesses of the business and which weaknesses and strengths are dominant.

Step 3. Link internal and external elements:

The main factors of opportunity (O), threat (T), weakness (W), strength (S) need to be listed, preferably in order from highest to lowest, such as: from the most potential opportunities, from the most threatening threats, from the most "deadly" weaknesses, from the most dominant strengths. We must then find answers to the following questions:

- S>>O: using which strengths to exploit opportunities?
- S>>T: What strengths do you use to deal with threats?
- W<>O: overcome any weaknesses to take advantage of opportunities; What opportunities do you exploit to eliminate

weaknesses?

- W>>T: What weaknesses should be overcome to reduce the risk?

- S+W+O+T: use strengths to exploit opportunities, eliminate weaknesses and reduce threats?

Step 4. Synthesize and review strategies

SWOT is just a sketch of suggestions for strategies, but does not help us choose the right strategy. Managers need to have good judgment skills to make logical combinations of pairs and based on the results of the proposed analysis and choose the most suitable strategies.

2.3 Strengths and weaknesses of the SWOT matrix in business analysis

Strengths of the SWOT matrix in business analysis are

- Low cost of analysis: Because the SWOT analysis in business does not cost any money. Therefore, it is an analytical process that anyone in business can do. Another thing is that this analysis does not involve experts or advisors. Therefore, this is the most advantageous strength in business analysis by SWOT analysis.
- Important results: Because when we have finished analyzing the SWOT matrix in business, we will know that our business has strengths, weaknesses, opportunities or challenges during the analysis. From there, the business enterprise can maximize the strengths and minimize the weaknesses to be able to take advantage of the opportunities listed by the business. Overcoming the risks and challenges in business.
- New ideas: After a SWOT analysis, it is possible to help generate new ideas for businesses. By looking at the issues that appear in the columns and the SWOT analysis. It not only increases awareness of the advantages or disadvantages, potential and threats but can also help us to react more effectively in the future, plan to prepare when the risks.

Weaknesses of the SWOT matrix in business analysis are

- The results of the analysis are not in-depth: Because the SWOT analysis is quite simple. So if businesses only focus on preparing projects and business strategies based on this analysis, it will not be comprehensive enough to fully evaluate the set goals.
- Research results need to be added with necessary things: In order to be successful in a SWOT analysis in business, we need to grasp and learn more about where we are strong or weak. Therefore, businesses need to carefully consider the opportunities and threats of the risks to see if it has anything to do with the strengths and weaknesses of their business or not.

3. Research methods

3.2. Data source and methods for collection

Data sources

Text secondary data

Including types of documents such as: reports of expenses or sales on real estate, articles in newspapers, magazines, real estate Internet sites, etc.

There are also non-text documents such as video recordings, real estate TV programs.

Secondary data based on survey

Data collected using a survey strategy, using analyzed

questionnaires for the primary purpose.

Survey-based secondary data is collected through one of three types of survey strategies: statistical surveys, ongoing surveys, and ad hoc surveys.

Collection method

Use the observation method in combination with other methods to cross-check the accuracy of the collected data. As direct observation is observing the customer's attitude when coming to Dat Xanh real estate. Indirect observation is the practice of observing the results or effects of a behavior. Methods of interviewing via email or face-to-face with interlocutors to collect information in a flexible and flexible way.

3.2 Research Methods

The topic uses a combination of different research methods such as synthesis statistics, analysis, interpretation, combination of theoretical research and practical analysis, from which to draw evaluations and clarify research problems.

3.3. Research process

Step 1: Select a research topic.

Step 2: Identify research questions, hypotheses and methods.

Step 3: Develop outline and research plan.

Step 4: Collect data and process data.

Step 5: Write a research report.

4. Research results and discussion

4.1 Business analysis for Dat Xanh real estate Corporation using SWOT matrix Strengths

Having a wide distribution network in 3 regions of the country compared to other real estate brokerage companies that are often limited in geographical scope (Hanoi, Ho Chi Minh City, Da Nang, Phu Quoc), diversified brokerage products (land plots, apartments of different segments), diversified distribution channels (real estate trading floors of DXG (Dat Xanh Group), affiliate floors, collaborators and sales channels online store).

Investor with impeccable qualifications and extensive experience in the real estate sector. The leadership team has extensive experience in the real estate industry and has a strategic orientation suitable for different stages of the market. DXG focuses on managing operational risks of the whole company, avoiding concentrated investment in a certain business segment or area.

The project has a favorable location, creating a knowledgeable, dynamic and favorable living and working environment. The value chain is being closed with complementary activities (project development, construction and brokerage). The business segments besides adding value to DXG also help the company achieve the following purposes: diversifying the company's activities in the context that the brokerage segment is reaching the saturation point; grasp the market situation, customer needs; ensure construction progress, output of products.

The project with many apartments with different area creates many choices for customers and eye-catching design. There are quite a few utilities included, many of which are existing and available. The price is suitable for people with average income; with full legality to create peace of mind for customers.

Weaknesses

Starting from a real estate brokerage company, DXG's land fund is quite limited, although the company has actively acquired many projects in recent years, the total land fund owned by DXG is about 40 hectares, including some 14ha is reserved for apartment development in Thu Duc area, District 9.

The demand for land fund development requires DXG to rapidly increase capital through stock issuance and borrowing from banks and will put short-term pressure on business performance indicators. In addition, with limited capital, DXG will have to cooperate with other companies to develop large-scale projects.

Construction capacity is still low while the demand for construction at DXG's projects is increasing, besides, there is not much experience in construction in projects of different sizes. Because this is a project aimed at middle-income people and most Vietnamese are still poor, customers will have many doubts and thoughts when deciding to choose an apartment for themselves.

Opportunities (Opportunities)

The demand for apartments in the mid-end segment and land plots with complete infrastructure to anticipate future development is currently in high demand. The demand for products in the good segment where the company is accumulating land fund for development in the next 3-5 years is also very potential.

There exist many stalled projects, only in Ho Chi Minh City. Ho Chi Minh City has about 700 projects that are stalled due to a lack of capital by investors or products with unsuitable designs for the market, so there is a lot of room for DXG to make secondary investments or buy back land for self-development.

With positive changes in people's living standards and government orientation, Phu Quoc will be a bright spot in terms of investment attraction and great tourism potential; The project in Phu Quoc may bring unexpected business results for the company.

Challenges (Threats)

Competition is increasingly fierce in the field of real estate brokerage, companies with financial potential and good sales teams such as Danh Khoi A Chau, Hung Thinh Land are building the image of reputable brokerage companies and distributing many products that are highly appreciated by the market such as Osaka garden, 8X... Investors selling directly to consumers such as Novaland, Nam Long is a growing trend and will put pressure on company's agency.

The geographical spread as well as the business sector requires DXG to rapidly increase its internal capacity in terms of management and execution in order to ensure the effectiveness of its operations and add value. Company.

4.2. Discuss the results of business analysis

This advantage from the existing distribution network and the increasingly expanding land fund are the premise for DXG to transform itself from a broker to the developer of the largest project in Vietnam. Real estate brokerage has been a traditional activity of DXG since its inception, and so far, real estate brokerage service is still the activity that brings in the largest revenue and profit for DXG. The nationwide distribution network is an essential factor for DXG's brokerage business to develop sustainably. Up to now, DXG's brokerage system has nearly 50 exchanges across the country

(18 in the North, 7 in the Central and 23 in the South), about 2,000 official brokers, 5,000 freelancers and 193 other affiliated exchanges. In the context of a congested supply of the real estate market in Ho Chi Minh City, DXG quickly moved to the border area market with a series of implemented projects. However, penetrating this market faces many risks from existing competitors. In 2020, the economy not only in Vietnam but also in the whole world has many fluctuations due to the impact of the Covid-19 pandemic, international organizations and financial institutions all believe that global economic growth will decline. The recession will deepen in 2020 and continue to last in 2021. Specifically, real GDP growth in 2020 is only 2.91%, the lowest since 1988 with CAGR of 6.75%/year. Although Vietnam is less affected by the Covid-19 epidemic than the region and the world, economic activities in the country and with international partners are still interrupted, and the real estate industry cannot avoid negative impacts. Pole. 2020 is the most difficult year for the Group in many years as it faces risks and challenges that lead to lower-than-expected business results. At the same time, 2020 is still a memorable year when Dat Xanh Group has recorded many outstanding marks in the market compared to other businesses in the same industry, especially in project development and real estate services. In the coming time, when the above factors are removed, projects are implemented and put into operation that promise to boost the Group's business activities to grow strongly. With its established reputation and abundant financial resources, DXG will help DXG attract more talents, expand its business scale and strengthen the Group's sales ability.

5. Conclusion and recommendations

5.1 Conclusions

From the above analysis results, Dat Xanh Group has always been steadfast with the goal of bringing customers the best real estate products with top professional services. With strong financial potential, solid experience, and a team of professionally trained staff, Dat Xanh Group makes constant efforts in all circumstances to affirm and enhance its position in the market real estate market in Vietnam, keeping faith in the minds of customers and partners. With years of solid experience in distribution, management and development of real estate projects, a team of professional and talented personnel along with an increase in financial potential, we firmly believe that Dat Xanh Group will be on the way to development. Develop firmly and reach far and higher. In order to promptly meet the strict requirements of the international business environment and the strategy of expanding its operation scale, Dat Xanh Group is also changing day by day to respond to natural and inherent social laws. Do not rest on success, your business is also gradually developing on the inherent foundation. Walk slowly but surely. Promote the preeminent values of the entire system to complete the goal and conquer new heights. With sharp visions and strategies, Dat Xanh is always changing and has created a completely new sales process, innovative and breakthrough methods. That brings a lot of great buzz in the operating environment. Dat Xanh Group gradually occupies the role of marketing and distributing real estate projects, which is the strength of foreign companies.

5.2 Recommendations and proposals

For leaders of Dat Xanh real estate group

Once in the leadership chair, we have shown that these leaders are extremely talented and master the necessary

theories as well as the experience inherent in the years of working. So in the work there must be different rules and ways of operating. From these things also prove, success comes from many things. Leaders have their own thoughts, often at work there will be times when they are tough and defend their point of view. What needs to be done is to listen and understand each other more. Because not only leaders but employees also need to understand each other so that there is no internal conflict with each other. Expand investment and build communication channels for people to know and learn. Because that will also bring many talented resources for your business. The problem of resource scarcity today is a difficult thing, but to select talented resources to join, it is extremely fortunate with the emerging industry as it is today.

For leaders of some business units of Dat Xanh group

Leaders must always grasp the basic problems to solve perfectly, then employees will feel secure to work. In a number of different units, resources and investment are also difficult to balance in the current situation. Making decisions that still ensure financial resources within the allowable framework is extremely prudent. If possible, it is advisable to merge the smaller places into one, to ensure maintenance as well as to ensure the most difficult problems. Due to the financial crisis caused by Covid-19, we re-screen our employees to have the best solutions and solutions. Because to be successful, you should start small

For policymakers developing the real estate market

The real estate industry is a hot industry today, it is dangerous to invest back and forth, willing to put in a large amount of capital to bring high returns, but this is what people want to do and invest in it. Investigating the market during the Covid-19 season to make development policies is essential for today. Because the market is currently facing many difficulties, it is necessary to re-examine the market and identify the target customer segments. As well as adjusting the scale for each level. Therefore, strategic planners should break new points in planning thinking but not break its stability and safety. Creating a new playing field is not only about paying attention to investment, but also about learning from each other about knowledge and experience.

5.3 Solutions for coordination between business units of Dat Xanh real estate

- Improve management skills and train real estate business leaders. The two essential factors that form the synergy of an entrepreneur are the qualities of the business owner and the management capacity. In order to develop the above competencies, the initiative and active striving of each entrepreneur is the decisive factor. First of all, the business management team should be focused on improving the necessary skills and updating modern knowledge. Some knowledge and skills may already exist but need to be systematized and updated. Combining basic skills with effective management knowledge will have a decisive impact on real estate business managers, thereby contributing to increasing the competitiveness of real estate businesses.
- Improve the quality of products and services and the variety of services provided. As the source of real estate products increases, the quality of products and services increases more attention from customers. The quality of real estate products and services must be commensurate

with the money customers have spent. Reallocating the structure of its products in many segments, focusing products on the current needs of customers, taking the amount to offset profits.

- Building a market information department and regularly monitoring and fully updating market developments through mass media channels and field surveys.
- Expanding the business investment market according to a specific roadmap based on the results of a scientific market research survey.
- Building a legal department right in each enterprise with the function of providing legal advice to management levels and concurrently preventing and handling crisis risks.
- Foster real estate knowledge for current employees and attract good employees.
- Build yourself a good image to the public.
- Expanding capital mobilization channels for real estate businesses.

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