



Business strategy analysis for Dat Xanh real estate group the application of McKinsey matrix

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Article Info

ISSN (online): 2582-7138

Volume: 03

Issue: 02

March-April 2022

Received: 08-03-2022;

Accepted: 23-03-2022

Page No: 369-377

Abstract

The thesis summarizes the theory and experience in the field of strategic management of real estate business of Dat Xanh Real Estate Joint Stock Company (DAT XANH GROUP) through analyzing the application of business strategies, the implementation of the strategies and the results obtained are shown in the reported data. The McKinsey matrix of Dat Xanh Company shows the competitiveness of enterprises on the horizontal axis and the attractiveness of the industry placed on the vertical axis. This approach not only analyzes objective factors such as sales, profits return on investment (ROI) but also provides quantitative assessments of subjective factors such as fluctuations in market share technology, employee loyalty, competitive attitudes and social needs. The McKinsey matrix is similar to the SWOT matrix in terms of analytical capabilities and both internal and external factors. This portfolio model also allows to analyze the business or product on two aspects: the value it brings to Dat Xanh Real Estate Joint Stock Company (the attractiveness of industry) and the value it brings for customers (business capacity).

Keywords: business analysis, McKinsey matrix, Dat Xanh group

1. Introduction

In the 70s, while Boston Aesthetic Corporation invented the growth-market share matrix (BCG matrix), General Electric (GE) America's leading electric power corporation was also looking for concepts and strategic planning techniques. At first, the company applied the BCG matrix, however, application studies showed that this two-dimensional matrix only reflected reality in potential industries and not those of General Electric. General Electric turned to another consulting group, McKinsey & Company, to find a new approach that better suited its portfolio. In 1971, McKinsey built an analytical model for General Electric to distinguish the future profit potential of 43 of General Electric's strategic business units. This matrix is then called the matrix of the relationship between industry attractiveness and firm strength, also known as GE matrix (for General Electric), directional policy matrix and known at most is the McKinsey matrix.

The McKinsey matrix is a multifactor portfolio analysis model that is more flexible than the BCG matrix. This matrix allows Dat Xanh Group to apply the assessment of the match between capacity and investment activities, professional project development and many large-scale real estate projects, facilitating strategic planning comb. Today, the economy is increasingly developing and experiencing many fluctuations due to the influence of the global economic crisis, but the business activities of Dat Xanh Group still achieve positive results and maintain a high competitive position in the face of the global economic crisis many opponents. Dat Xanh Group used McKinsey matrix to clarify this issue, our group chose the topic "Analysis of business activities for Dat Xanh Group using McKinsey matrix".

This matrix allows businesses to apply the assessment of the appropriateness between their capacity and investment activities, real estate business and services. It also helps to predict the position of products/services, facilitating strategic planning. Using the GE/McKinsey matrix, managers have three advantages:

- The chart helps managers understand the profitability as well as the cash needs of each business unit, thereby helping to balance the cash flow.
- The chart helps managers have a clear view of the strengths of the business product.

Because each business unit has its own characteristics, it requires appropriate development for each business unit. Where SW describes factors for the company internally, OT describes factors external to the company.

Objectives of the study

McKinsey – GE matrix construction method to analyze a company's business portfolio by its strategic business units (SBUs). In which, the portfolio is a collection of SBUs, an optimal portfolio is the perfect condition for the company to consolidate its strength as well as make the most of the market.

SBU can be the entire business area of a small and medium-sized company or it can be a business division of a large company, a multi-industry corporation. With separate strategic business decisions and the parent company's own goals. The analysis of a company's portfolio is a strategic activity aimed at:

- Analyze the company's current business portfolio to make investment decisions in a new business area for its portfolio.
- Make the decision to leave the inefficient SBU.

2. Theoretical basis

Dat Xanh is one of the pioneer corporations in the issue of information transparency of real estate products. The entire project implementation process, sales process, is closely monitored. Knowledgeable and dedicated human resources are continuously improved professionally by special training courses. Dat Xanh currently has hundreds of professional real estate consultants who always serve customers thoughtfully and give effective investment advice. The title "Sales Award and Gold Award for Typical Real Estate Exchange 2009" by the Vietnam Real Estate Association is a true testament to Dat Xanh's efforts.

Scientific and creative business model and method, respecting credibility, quality products, meeting the needs of customers and the market, Dat Xanh has been recognized by the society as a real estate business unit. Top prestige real estate. The company's sales have continuously grown at a high rate, averaging over 200%/year and have grown steadily even during the financial crisis from 2007 to present. In 2009 and 2010, Dat Xanh contributed to revitalizing the real estate market in Dong Nai, Binh Duong, and Ho Chi Minh City with a series of projects in which Dat Xanh is an investor and investment cooperation was announced such as: Hung Phuoc, Hoang Gia, Green Valley, Giang Dien, Lotus Dai Phuoc, Phu Gia Hung, Sunview Apartment, The Morning Star Plaza... Profit before tax reached hundreds of billions, up nearly 6 times compared to 2008.

Currently, Dat Xanh is a real estate company with the strongest distribution system in Vietnam. Dat Xanh's distribution system is constantly spreading throughout the provinces with nearly 20 branches, member companies, affiliated companies, joint venture companies, operating in all exciting real estate transaction areas. The company's customer database is growing. Currently, the Company has a database of more than 1,000 000 potential customers and

more than 100,000 loyal customers. With a strong distribution system and rich data sources, Dat Xanh has supported partners to reach customers in the most effective way.

With solid experience in distribution, management and development of real estate projects, a team of professional - talented personnel along with an increase in financial potential... Dat Xanh officially expands its operations into the field of real estate. project investment area in 2007. A series of large-scale projects with an area of hundreds of hectares with an investment capital of up to thousands of billions of VND owned and co-invested by Dat Xanh such as: Suoi Son urban area, Urban Area Service - Tourism - Ecology Giang Dien, Green Valley Urban Area, The Morning Star Plaza, Phu Gia Hung Apartment, Sunview Apartment... of the product. In addition to completed projects, Dat Xanh is currently implementing nearly 20 projects in strategic locations, in big cities and potential provinces across the country such as Arisen, TNT, Minh Hung, Phuoc Tien Thu Duc, Phuoc Tien District 9 (HCMC), Binh Duong Riverside, Hung Phuoc, My Phuoc, Hoang Gia...(Binh Duong), Dat Xanh Luxury Villa - Apartment Area (Vung Tau), Urban projects in Nhon Trach, Long Thanh, Bien Hoa, Trang Bom (Dong Nai), investment in Chan May - Lang Co complex housing complex in Thua Thien Hue.... Upcoming, Dat Xanh continues expanding the scope of geographical areas, investment forms, linking with partners, providing diverse real estate products to promptly meet the needs of customers' settlements and investment needs. Investment activities will be the key business strategy of Dat Xanh in the near future.

Linking and expanding cooperation relationships with financial institutions, banks is also a top factor in the business strategy of Dat Xanh Group. Through that orientation, Dat Xanh wants to enter into a joint venture, associate with all partners with the same development strategy on the basis of sustainable cooperation. Dat Xanh is currently a strategic partner of large financial institutions such as FPT Capital, Tienphong Bank. On December 22, 2009, Dat Xanh's shares with code DXG were officially listed on the Ho Chi Minh City Stock Exchange, making Dat Xanh a public company. This is an important turning point in the development strategy of Dat Xanh to become a powerful corporation in the real estate market in Vietnam and reach out to the world.

After nearly 7 years of establishment and development, up to now, Dat Xanh's total business capital has reached more than 1,000 billion VND with over 1,500 employees and 20 members and affiliated companies. It is expected that from now until 2015 Dat Xanh will become a multi-industry corporation, taking the real estate industry as the focus axis, bringing the total capital to 3,500 billion and 2,500 employees. Currently, Dat Xanh is expanding its cooperation relationship internationally, expanding distribution channels to Southeast Asia to capture new business opportunities in the globalization trend.

In order to promptly respond to the strict requirements of the international business environment, and to expand its operation strategy, Dat Xanh is implementing a comprehensive program on Human resource development, facilities and infrastructure. All activities of the company are computerized by modern software including business software and online Real Estate management, ERP software allows managers to optimize management. business processes according to international standard management system... With modern and specialized software, the operator

can control the operation of the whole system, make decisions quickly, most precisely, customers can trade Dat Xanh's products right at home, at work, in a coffee shop or anywhere in the world. With a total effort, Dat Xanh is fulfilling its commitment to customers and partners – Coming to Dat Xanh customers, partners will definitely receive satisfaction. Not stopping at the successes, Dat Xanh is continuing to move forward, promoting the preeminent values of the whole system to complete the goals and conquer new heights.

Some business analysis matrices

a) BCG Matrix

The BCG matrix, also known as the growth/share matrix, is one of the most popular strategic marketing models. The basic principle of this matrix refers to the ability to generate money through analyzing a company's product portfolio and placing in the boxes in the matrix: Cows (cow), Dogs (dogs), Stars (stars) and question marks (question marks).

b) Ansoff Matrix

Ansoff matrix, also known as product/market expansion matrix, is a simple but effective tool to help managers answer the two questions "How to grow in the existing market?" and "How to improve product portfolio for better growth?". The matrix shows that businesses can grow in four ways, and it also shows the risks in each way. At the same time, in each different strategy, businesses will face different risks and each time they move into a new cell, the risks and risks increase.

c) SWOT matrix

SWOT stands for 4 English words: Strengths, Weaknesses, Opportunities and Threats - is a famous business analysis model (or matrix), in which Strength and Weakness are considered as two internal factors in an enterprise. For example, reputation, characteristics, geographical location, assets, capital, products, personnel, proprietary technology called internal factors related to own resources, which we have and we can work to change. And Opportunities and Risks are two external factors. For example, supply, competitors, market price, competition, legality, communication, new demand, because they are not factors that can be controlled by the company.

d) EFE Matrix (external factor assessment)

Synthesize and summarize them to help businesses identify factors such as socio-cultural, political, legal, demographic, scientific and technological, economic, and environmental factors to take advantage of opportunities along with minimizing threats. Help strategic managers build strategies and policies for businesses.

e) IFE Matrix (internal factor assessment)

Used to look at the strengths and weaknesses of a business's functions. In the IFE matrix, it is more important to fully understand the nature of the factors than the actual numbers.

McKinsey Matrix

The matrix consists of 9 parts based on market attractiveness and competitive strength (X-axis and Y-axis).

- The circle size represents the market size.
- The circles represent market share.
- The arrows represent the desired future position of the

circles.

▪ A variety of factors affect the Y-axis

- Market size.
- Market growth.
- Industry profits.
- Segment.
- Price trend.
- Fierce competition.
- Diverse needs.

▪ A variety of factors affect the X-axis

- Relative market share.
- Market share growth.
- Strengths in resources and capacity.
- Brand value.
- Customer loyalty.
- Relative cost location.
- Relative price position.
- Relative rate of return.
- Service.
- Market trend.
- Distributing power.
- Productivity.
- Technology and innovation.
- Ability to use financial resources.

Blue areas: focus on strategic products of the business in markets where the business has a high position. Here, businesses need to focus their efforts (marketing, human resources product adaptation) on these products to promote growth and differentiate products.

Yellow areas: concentrate less attractive tactical products. The market share of these products is difficult to maintain and develop due to high competition, but the position of the business is stable nonetheless. Businesses need to maintain the status quo and monitor product fluctuations to see if they can be developed or abandoned.

Red areas: include products that need to be eliminated due to low attractiveness, limited market share and barely growing market. Short-term strategy should limit investment and fixed costs and focus on short-term profits before deciding to give up the product.

The McKinsey Matrix is suitable for businesses that have multiple strategic businesses or have multiple product lines (multiple strategic business units SBU). The McKinsey matrix helps strategic managers to allocate resources according to the priority of investment activities in the overall strategy of the business. This matrix can be applied at any level in the organization. At the corporate level, the portfolio of business units is analyzed on a matrix. At the business unit level, the products that make up the entity's portfolio can be positioned into the matrix. This McKinsey matrix allows to establish strategic direction for the future on the basis of current portfolio map and forecast future positions by assessing the elements constituting the business capacity of the company enterprise; thereby allowing the organization to focus on the strengths and weaknesses of the products or the SBUs.

Strengths and Weaknesses of the McKinsey Matrix in Business Analysis

Strength

- Helping businesses identify the strategies they need to

implement to improve the performance of their business portfolios.

- Is sophisticated business portfolio framework, advantages over BCG matrix.
- Help managers better understand how the product or business unit is performing.
- Helping businesses get the best profit by adjusting resources appropriately.
- Allows to establish strategic direction for the future based on the current portfolio map and forecast future positions by assessing the components of the company's business capabilities. This allows the organization to focus on the strengths and weaknesses of the product or SBU.
- **Weakness**
 - The McKinsey Matrix requires a consultant or a highly experienced person to determine the industry attractiveness and strength of the business unit as accurately as possible.
 - Expensive operating costs.
 - Does not take into account the synergies that may exist between business units.
 - There is a quantitative method for assessment that is not rigorous, not all factors affecting the attractiveness of the industry and the strength of the business can be measured specifically and accurately.

In summary, this portfolio model is largely based on subjective judgments from a management perspective in identifying, quantifying, and evaluating relevant factors.

3. Research Methods

The main methods used in the thesis include: document analysis method such as: qualitative method to find out the basic ideological content of the document, find out the problems related to the topic. Research and identify problems to be solved. Documents, articles, interviews or scientific journals related to "business analysis for Dat Xanh real estate group using McKinsey matrix", because they are secondary data, are many related document. Therefore, we need to filter 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 the groups of objects", based on the literature and research sources of the qualitative method so that we can highlight the important roles The importance of McKinsey matrix in business analysis of Dat Xanh real estate group. The method of collecting secondary data, this method is based on available documents, 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 and contrasting research results, comparing business models of Vietnamese enterprises with foreign ones to see more clearly the role of human resource management to make recommendations. Good solution to help foreign businesses successfully invest in Vietnam. Because when foreign enterprises successfully invest in Vietnam, it not only boosts the economy in Vietnam but also attracts foreign investment into Vietnam, helping Vietnam move faster on the path of

international integration in the future. The current industrial age 4.0, creating favorable conditions for Vietnam to advance quickly on the path to becoming a developed country in the future.

- **Secondary data**

- Includes data sources inside and outside the business.
- Covers 80% of the data needs for a study.
- Attention should be paid to the topicality and accuracy of secondary data.

- **Primary data**

- Collected for the first time for a research purpose.
- Research the specific issues of the business, key information is needed.

- **Research process**

To clarify the business analysis topic of Dat Xanh Real Estate Group using the McKinsey matrix, it takes a lot of time and a specific research process. First, we have to introduce an overview of the issue that needs to be studied specifically here is an overview of Dat Xanh Real Estate Group, McKinsey matrix in business analysis of Dat Xanh. We must provide the theoretical basis to clarify the problem mentioned, in order not to be rambling leading to not approaching the problem to be clarified, we need to mention other business matrices besides the McKinsey matrix to It shows that in addition to it, there are many other matrices such as SWOT matrix, BCG matrix, Hofer matrix, SPACE matrix, QSPM matrix, CPM matrix. Two main parts of the research process:

- Analysis of income information: this is the stage of processing the obtained data to get certain results. To process data, people use statistical software and different forecasting models.
- Present results obtained: should be presented clearly, coherently and in accordance with the requirements set forth to report to superiors. The results obtained are beneficial or harmful, if it is beneficial, continue to implement, and if it is harmful, it must be discussed to change, re-analyze to be more suitable with the business situation. It is possible to propose proposals to improve the old argument so that it brings many benefits to the business.

4. Research results and discussion

Business analysis for Dat Xanh Real Estate Group using McKinsey matrix

Rating according to 3 rating levels from low, medium, high. The McKinsey matrix is built with the above 9 frameworks as growth, selection and harvesting.

North West area: Focusing on strategic areas of Dat Xanh Group: Real estate development, investment real estate services supermarket and luxury apartments. Here, the corporation needs to focus its efforts (marketing, human resources field adaptation) on these areas to promote growth and differentiate the field.

Diagonal area: focus on less attractive products such as: construction, building materials, real estate and industrial zones. The market share of these sectors is difficult to maintain and develop due to high competition, but the position of these sectors is stable nonetheless. Dat Xanh needs to maintain the status quo and monitor the volatility of

the sector to see if it can be developed or eliminated.

South East area: Including areas that need to be eliminated due to less attractive: real estate consulting, real estate auction, real estate brokerage. These sectors have limited market share and the market is barely growing. Short-term strategy should limit investment and fixed costs and focus on short-term profits before deciding to give up.

Discuss the results of business analysis

Dat Xanh Group has become one of the first professional real estate operators in Vietnam, providing customers nationwide with superior real estate products. With the strategy to help the corporation grow strongly in sales, profits, capital, and land fund. Simultaneously promoting activities in all areas of the ecosystem. Continue to focus on developing and expanding the real estate services segment in order to complete the distribution network covering the whole country. Green land has big projects such as Gem Sky World, Opal Skyline, Gem Riverside, Opal Garden, Luxcity Lux Garden. The Group has great prospects in the real estate market, especially the residential housing market, the office rental market, high-class apartments and commercial centers will have strong development in the next few years next year because the Government will encourage housing development in apartments.

Dat Xanh Group develops according to the closed strategic model of "Investment - construction - service", has been affirming its position as a comprehensive real estate supplier in order to create a superior life for customers.

By providing a full package of real estate-related services, Dat Xanh is strongly affirming and promoting its position through holding the real estate services segment.

However, there are problems related to project legality in Ho Chi Minh City: the legal procedures are inadequate, leading to the fact that there are still not many new projects introduced to the market, home buyers During this time, be very careful to choose only places that are qualified and safe.

Suggested improvements based on McKinsey matrix analysis

Staff training: Professional, dedicated, experienced to ensure customers peace of mind and satisfaction when coming to Dat Xanh. Dat Xanh currently has thousands of professional real estate consultants, always serving customers thoughtfully and giving effective but not convincing investment advice. Should train employees Creative, intensive, service-oriented and quickly solve problems and satisfy the needs of customers.

Technology: Applying technology in marketing business, quickly, modernly and in line with world trends.

Improving management leadership capacity, equipping with a new strategic vision at Dat Xanh Group (DXG) are solutions and urgent requirements today.

Should invest in industries that have been and are the strength of the corporation.

Review the areas and industries that are not strong, underdeveloped and quickly recover capital.

Find out carefully the professions and fields that will develop in the future and train employees in that profession.

Solve legal problems well, avoid letting customers lose trust.

5. Conclusions and recommendations

Conclusions

Dat Xanh brand has been officially present in Vietnam's real

estate market since November 2003. With 17 years of establishment and development, Dat Xanh investor has always followed the set goals and plans to bring customers the best real estate products with the most professional services.

Thanks to its strong financial potential; long-term experience and professionally trained staff; enthusiasm; Creativity in work has brought the best results. Dat Xanh is making relentless efforts every day in all circumstances, affirming as well as enhancing its position in the Vietnamese real estate market, thereby maintaining the trust in the minds of customers; partner.

Thanks to its multi-industry and multinational development strategy, Dat Xanh has cooperated with a series of financial institutions; Bank; technology as well as large domestic and foreign real estate corporations to optimize competitive advantages in the market.

Dat Xanh is known as one of the businesses with its own culture, creating an ideal living environment for everyone in the field of real estate. Along with that, promoting business development goals to help associate with the development of society, taking practical actions to join hands for a sustainable and compassionate community.

It is because of the available power and potential plus the relentless determination. Certainly, Dat Xanh will have enough basis to achieve the set strategic goals. Dat Xanh will become one of the 10 largest private economic groups in Vietnam, reaching out to the world strongly in the coming time.

Suggestions

For leaders of Dat Xanh Real Estate Group:

Dat Xanh brings together thousands of enthusiastic, efficient and well-trained employees at famous domestic and foreign universities, as well as intensively trained in real estate service, investment, and finance, construction, project management.

Dat Xanh's staffs are highly professional, dynamic, creative progressive and dedicated to customers, professional style, working in a competitive environment and meeting international standards.

With an effective policy of attracting talents, Dat Xanh's human resources team is increasing in quantity and quality according to the Group's development scale.

The Board of Directors and all employees of Dat Xanh always uphold the sense of striving, constantly learning and improving professional qualifications, knowledge from practice, as well as experience from professional training courses organized by the Group organization.

Luong Tri Thin - Chairman of the Board of Directors of Dat Xanh Group shared, this year Dat Xanh has focused on investing and developing a technology platform for real estate sales, accelerating the digital transformation process, meeting the needs of customers demand for business transactions in the context of the nationwide implementation of social distancing. In addition, the Group has continuously expanded the system and increased the number of sales staff to promote sales activities. Mr. Luong Tri Thin expects that blocks, departments, departments and member units will continue to make efforts to achieve many achievements in 2021.

In 2021, the Group sets a higher profit growth target because this will be an important pivotal year to prepare for our tremendous growth in the next 10 years, completing the

strategy for the next 10 years. 2020 - 2030. With our existing potential, combined with the strength and determination of all divisions, departments, divisions and member units, I am confident that we will meet and exceed the 2021 target. This will be the year Dat Xanh Group's strong transformation in terms of capital, revenue, profit, land fund and investment in labor resources

With the goal of sustainable development, Dat Xanh Group sets a plan in 2021 to increase its total assets to VND 50,000 billion; continue to expand the land fund, complete the legal procedures of projects with a scale of hundreds of hectares, create a solid premise to fulfill strategic goals, making Dat Xanh become one of 10 private economic groups largest developer in Vietnam by 2025 and become the leading real estate developer in Southeast Asia with a market capitalization of USD 5 billion by 2030.

On behalf of general directors of units in the whole system, Mr. Tran Ngoc Thanh - General Director of Dat Xanh Mien Trung shared when receiving targets from the Group's leadership: "In 2020, we have continuously innovated business model to suit the market, forming long-term strategies, building a stronger foundation, stronger will. I think the 2021 target assigned by the Group to its member units is appropriate. On behalf of the member units in the system, we will be determined to successfully complete and exceed the assigned targets, continue to reap many successes so that 2021 will be a new milestone on the path towards the goal long-term of Dat Xanh Group.

For leaders of some business units of Dat Xanh Real Estate Group

The Human Resources Department of Dat Xanh Group held a meeting of the Human Resources Leaders of the whole system periodically for the last 6 months of 2020 and the plan for 2021. The meeting was attended by members of staff. The Director of Human Resources comes from 28 member companies of the Group system.

In the spirit of the meeting, the personnel situation in the last 6 months of 2020 of the member units was generally maintained stable even though some areas had local social distancing during this period, which had a significant impact on business activities of the units. At the same time, at each unit, there were policies suitable to the actual situation to keep personnel stable, quickly grasp and strictly implement the notices and directions from the Human Resources Department of the Corporation.

In the coming time, Dat Xanh Group will implement many human resource policies to retain talented people, train team capacity, deploy and apply the system of Green Dat people culture principles throughout the system. This is considered a cultural manifesto, a guideline throughout the Dat Xanh Group.

According to Le Van Vu - Human Resources Administration Director, Dat Xanh Group always takes people and human development as the focus in all business activities. From 2021, the Group will implement more appropriate human resource policies, promote training activities, especially Dat Xanh culture training to promote the capacity of employees throughout the system. Therefore, the Group requests its member units to quickly deploy and apply the system of cultural principles of People in Green Land in their units to maximize the value of 4 wisdoms, 4 religions, 4 minds, 4 the will of the Green Land People and the 4 virtues of the Green

Land Leadership.

To realize the above goal, it requires the initiative and smooth coordination from the departments at the Head Office to the member companies. At the meeting, the representatives of the departments and the Head Office also had a lot to share and exchange with the representatives of the units.

The operating mechanism for reporting system management that the Head Office is applying through the HRM system, in the near future, this system will be applied from the Head Office to the member companies to synchronize data and coordinate between units becomes easier and more convenient. Ms. Huynh Thi Minh Tuyen, Senior Head of Human Resources also shared more about the Group's human resources policy in 2021 and the new highlights of the Labor Code 2019 applied from January 1, 2021. How to apply the Labor Code 2019 to the Group's personnel policy is also a topic discussed by the members in this meeting.

Solution for coordination between business units of Dat Xanh Real Estate Group:

With the flexibility to transform the business model, Dat Xanh has received very good feedback from customers, helping customers quickly and easily transact products safely, conveniently and quickly through various channels software and smart sales solutions deployed by Dat Xanh.

It is known that Dat Xanh is one of the first real estate businesses in Ho Chi Minh City to actively prepare and apply the Real Agent real estate technology software system, combining Livestream to introduce products to the market. This is also an event in the comprehensive digital transformation campaign of Dat Xanh Mien Nam in 2021, serving effective and professional business and customer care activities and responding to inevitable trends in the current period digital technology.

To own large land funds, Dat Xanh continues to issue shares, bonds, domestically and internationally through many financial instruments. In addition to the IPO of the service segment (DXS), which earned more than VND 2,000 billion, Dat Xanh plans to issue 200 million individual shares (equivalent to 38.59% of the number of outstanding shares) for domestic and foreign investors water, is expected to earn more than 4,000 billion. The Board of Directors also approved the plan to offer and issue bonds to the international market. It is expected that the total capital collected after this issuance is 300 million USD (equivalent to about 7,000 billion VND), bonds with a maximum term of 5 years.

In the approved plan, before the private placement of shares, Dat Xanh will issue 77 million bonus shares sourced from equity. Right exercise ratio 100:15, shareholder owning 1 share is entitled to 1 right to receive newly issued shares and 100 rights will receive 15 newly issued shares.

Thus, the total proceeds from the successful IPO of Dat Xanh Services, the private placement to increase capital and the issuance of international bonds will bring DXG about 16,000 billion VND in 2021. Management said the entire amount The collected capital will be used to develop and expand the land fund for project development. In particular, the company focuses on learning, accepting, transferring and auctioning real estate projects with beautiful locations, complete premises, and clear legality in order to implement the company's medium and long-term strategy, becoming Real estate-corporation owns a huge portfolio of projects and land bank across the country.

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