



## Analysis of business performance of Ecopark real estate Corporation using CPM matrix

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### Abstract

This topic is studied in the field of strategic business management real estate of Dat Xanh Real Estate Joint Stock Company through the analysis of the situation by applying the CPM 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 the 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 CPM matrix in order to find out a number of solutions to improve business efficiency to choose to apply strategy suitable to the actual situation for Dat Xanh Real Estate Joint Stock Company.

**Keywords:** CPM matrix, Dat Xanh Group, business analysis

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### 1. Introduction

Ecopark is a famous ecological urban area known by many people in the North. The project has a large scale of up to 500ha located in the center of Van Giang district, Hung Yen province. This is a beautiful project with many trees and is also a place to visit by many people in the capital and surrounding areas every weekend/holiday. Ecopark is an English word compounded by Eco + Park. Eco means ecology, closeness to nature, plants. Park means park. So Ecopark = Eco + Park means an ecological urban area with many parks and green trees right next to the porch of the house.

In 2003, a group of investors, with enthusiasm and successful experience in many business fields, decided to establish Viet Hung Urban Development and Investment Joint Stock Company (Vihajico). The birth of the company is associated with the mission of building the first functional ecological urban area in Vietnam following the trend of modern urban development of countries around the world - Ecopark urban area. After more than 15 years of development, Ecopark has become a model functional city, a pioneer in setting the trend of Green Real Estate with reasonable prices, internationally honored with many prestigious awards. The company's management decided to change its name to Ecopark Group Joint Stock Company, aiming for sustainable development, multi-sectoral investment in fields such as education, health care, clean agriculture, and high technology, tourism, entertainment, while maintaining its key position as a professional urban development and investment corporation following the trend of Green Real Estate, expanding and developing the Ecopark urban model in the area country. Ecopark Group strives to become a leading enterprise in Vietnam and the region in the field of real estate investment and smart eco-urban development following the trend of Green Real Estate. Ecopark Group not only gives you a house, but also offers customers a perfect living space. Ecopark Group focuses on two main missions:

- Create timeless shared values for customers, shareholders and stakeholders with innovative, innovative Green Real Estate solutions.
  - Realizing the dream of an ideal home for many Vietnamese generations with a high-class and humane ecological urban model, pioneering and representing the trend of sustainable green architecture development in harmony with nature because a better future for ourselves and for all of humanity.
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Like many prosperous cities in the world, all associated with a river such as Paris, London and Vienna, Ecopark urban area stretches along the banks of Bac Hung Hai river, surrounded by rich Red and Duong rivers. Feng shui symbolizes "people's prosperity, family peace". Only a 25-minute drive from the center of Hanoi, Ecopark was honored as the most livable, high-class ecological urban in the North, owning special housing products built according to unique green technology with a unique environment. Open and airy space, filled with the breath of nature with 4 large parks, millions of trees and a comprehensive system of sports, entertainment, entertainment and education facilities. Ecopark – an amazingly beautiful urban area exists and is becoming more and more perfect. Peaceful villas, streets, parks, schools nestled in green "forests" and poetic rivers. It is not only a perfect urban complex, where residents and visitors can enjoy exciting experiences of a comfortable life in a green, clean and safe space, but also a funny destination with poetic entertainment. Summarizing the new standard of living values, the world's experts have come up with a philosophy encapsulated in 5 E's. And it seems, we find that philosophy in Ecopark.

In recent years, the issue of market economy, market economy oriented to many business strategies has attracted the attention of many researchers. Many scientific works have been published, many seminars related to the above issues have been held. Many large enterprises have participated and implemented many different strategies. The process of transforming the economic management mechanism, from small to large concentration in Vietnam, has affected many different areas of social life, in which businesses in general and employees in particular. The market economy in our country today is an economy operating according to the laws of the market economic model such as the law of value, the law of competition, the law of supply and demand, the law of money circulation, both guided and governed by the principles and nature of society appropriate to each stage of the country's development. In fact, our market economy is still in the process of completion, especially the legal system, mechanisms and policies; the development level of all kinds of markets is still low; the effectiveness and efficiency of work management is not high; revenue and profit are still unsatisfactory, there is no clear business strategy. All of these are having a negative impact on economic development, businesses have no place in the economy. Facing that fact, the research uses CPM matrix, which is one of the matrices that bring businesses a lot of convenience when planning work. The Competitive Profile Matrix (CPM) is a model that identifies a company's main competitors and its own strengths and weaknesses relative to its strategic position. of competing companies. With that in mind, to choose to research the problem "Performing business analysis for Ecopark real estate corporation using CPM matrix" as the research topic for this article.

The article contributes to clarifying the strategic issues of CPM matrix in business in general and Ecopark real estate corporation in particular. At the same time, it shows the changing situation of our country's economy today. On that basis, find new strategic solutions to help businesses stand more firmly in the international economy. The article can be used as a reference to further study the transformation in business. The research results of the thesis can be used as a reference in starting a business during the development of the market economy in our country.

## Objectives of the study

- Establish a competitive image matrix to make comparative assessments of the company with major competitors in the same industry, the comparison is based on factors affecting the competitiveness of the company in the industry.
- Thereby, the competitive image matrix allows managers to see the strengths and weaknesses of the company with competitors, determine competitive advantages for the company and the weaknesses that need to be overcome.

## 2. Theoretical basis

### 2.1. Some business analysis matrices

#### ▪ External Factor Evaluation Matrix (EFE)

EFE stands for the phrase External Factor Evaluation Matrix in English, that is, the matrix for the evaluation of external factors or the matrix for the evaluation of external factors. The EFE matrix is a matrix that helps analyze the external business environment with factors at the levels of the world environment, macro environment and industry environment. Thereby helping business managers assess the response of the enterprise to opportunities and threats and make judgments about external factors that are favorable or difficult for the company.

#### ▪ Internal Factor Evaluation Matrix (IFE)

The IFE matrix or the internal factor evaluation matrix in English is the Internal Factor Evaluation Matrix. Internal factors are considered very important in each business strategy and the goals that the business has set, after considering the internal factors, the strategic manager needs to make a matrix of these factors. This is to consider the ability to react and recognize strengths and weaknesses. Thereby helping businesses make the most of their strengths to exploit and prepare internal resources to confront weaknesses and find ways to improve these weaknesses.

#### ▪ BCG Matrix

Created by Boston Consulting Group, the Boston matrix, also known as the BCG matrix or growth matrix, provides businesses with a framework for analyzing 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.

#### ▪ McKinsey Matrix

The McKinsey Matrix is a more flexible, multifactor portfolio analysis model than the BCG matrix. This matrix allows businesses to apply the assessment of the appropriateness between their capabilities and the production and business activities of products and services, and at the same time helps to predict the location of products/services, creating favorable conditions for businesses strategic planning.

#### ▪ SWOT Matrix

SWOT stands for 4 English words: Strengths, Weaknesses, Opportunities and Threats - is a famous business analysis model (or matrix) for businesses. Karma. The SWOT model is a well-known business analysis model (or matrix) for all businesses that want to improve their business situation with the right direction and build solid development foundations. In which Strength and Weakness are considered as two

internal factors in an enterprise. For example, reputation, characteristics, geographical location. Call them internal factors, because these are the factors that you can work hard to change. And Opportunities and Risks are two external factors. For example, supply, competitors, market prices, because they are not factors that can be controlled by just wanting.

#### ▪ **QSPM Matrix**

QSPM matrix or quantitative strategic planning matrix in English is Quantitative Strategic Planning Matrix, abbreviated as QSPM Matrix. 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 best strategy most attractive and worthy for businesses to pursue in order to successfully achieve their goals.

#### ▪ **Hoffer's Matrix**

The Hofer matrix is one of the tools used to determine the assessment of a company's competitive position, which is determined by the company's internal and external factors. The 15-square matrix was created by Ch.W. Hofer. It is an evolution of the ADL and McKinsey matrices and is particularly useful when analyzing strategically diverse entities.

### **2.2. CPM 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 the company's main competitors and compares them with key industry success factors. The analysis also shows the company's relative strengths and weaknesses relative to its competitors, so the company knows, which areas need improvement and which 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:** Rate the importance from 0.0 (Not Important) to 1.0 (Very Important) for each factor. The importance of each factor depends on how well it affects the company's competitiveness in the industry. The total score of all factors must be equal to 1.0.

**Step 3:** Determine the weight from 1 to 4 for each factor, the weight of each factor depends on the company's factor ability, in which 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.

#### **The nature and content of the competitive image matrix**

Establish a competitive image matrix to make comparative assessments of the company with major competitors in the same industry, the comparison is based on factors affecting the competitiveness of the company in the industry. Thereby, the competitive image matrix allows managers to see the strengths and weaknesses of the company with competitors,

determine competitive advantages for the company and the weaknesses that need to be overcome.

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

#### ▪ **Strength**

The competitive profile matrix is a tool that compares companies and competitors, showing their relative strengths and weaknesses, in order to contrast strategies to most effectively "attack" customers. 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 competitor analysis of strengths and weaknesses, you must first know what a competitive image matrix is, then you can create an advantage for your business. The Competitive Profile Matrix (CPM) can be used to compare one company to another that is critical to success and is a strategic tool that can be helpful in helping to define strategy. The total score of a particular company shows how competitive that company is in the market compared to other companies.

- The same factors are used to compare companies. This makes the comparison more accurate.
- Analytics displays 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.

#### ▪ **Weakness**

While the CPM matrix is effective in comparing the strengths and weaknesses of companies, its popularity and popularity is still not as widespread in business analysis as other matrices. such as SWOT, BCG. The CPM matrix should define 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 very difficult to collect and complete the matrix table in a limited time.

### **3. Research Methods**

#### **3.1 Data sources and methods of collection**

##### **Primary data**

Data collected directly, initially from the research subject For example: Data related to students' living conditions are not available, we have to collect directly from students.

##### **Secondary data**

Is data collected from available sources, usually data that have been synthesized and processed.

For example: The data related to the student's learning results can be obtained from the training room such as the average score, the number of re-tested subjects, etc.

##### **Primary data collection**

The researcher himself collects data from many different sources of information such as: the head of the household, the representative of a business or an individual by the following methods:

- Observe
- Interview

- Experiment: the researcher measures and collects data on the outcome variables under different conditions of the causal variables that have the effect under study.
- Investigate
- Group discussion

### Secondary data collection

- If the data source is internal, then look to the source of general information (administrative information system) of the Enterprise to collect.
- If the data source is from outside, go to:

**State agencies:** the General Statistics Office, the Statistics Office, the Information Office of the Ministry of Commerce, the Chamber of Commerce and Industry, and the ministries and general departments all have departments specializing in providing information or publishing books.

**Libraries at all levels:** Central, province (city), district (district), universities, research institutes.

**Access to the Internet:** Today we can read up-to-date news and publications on the internet.

- In addition, some of the following data sources that may be important for our research include: Government reports, ministries and sectors, statistical agencies' data on the socioeconomic situation, national budget, import and export, foreign investment, data of companies on business performance reports, market research.

Research reports of agencies, institutes, universities.

Articles published in newspapers or relevant scientific and academic journals

Textbooks or scientific publications related to the research issue last but not least are reports or theses of other (previous) students at the school or in other schools.

### 3.2 Research process

Research process Includes a series of steps required to conduct a research:

**Step 1:** Identify the problem. There are two types of research problems: the study of a real situation or the study of the relationship between variables. First, the researcher must identify the research area he is interested in, thereby narrowing it down to a specific research problem.

**Step 2:** Learn the concepts, theories and related studies. This step requires us to summarize all relevant previous theories and research that can help us solve the research problem. It should be remembered that in step 1, we may have to read a lot of theory to clarify the research problem.

**Step 3:** Formulate a hypothesis. After defining the research problem and understanding the theory, we must formulate a research hypothesis. Research hypothesis is an assumption we make, built on the basis of research problem and related theories, so that through research we can test its rationality or consequences.

**Step 4:** Develop a research proposal. These are not simply chapters that will be included in the final report, but a "feasibility study" of our research project. The research outline will present the results of the steps we have taken – including presenting the research problem, related theories and research hypotheses, and outline the next plan to solve the problem. study. A typical research proposal includes:

**Step 5:** Collect data. Depending on the research problem, we will have to collect the appropriate type of data. There are generally 2 types of data: secondary and primary. Primary data is the data collected directly from the research subjects. Secondary data is the aggregated data from primary data. For secondary data, depending on the research area, we will have to find an appropriate source. Usually statistical yearbooks, aggregate data of sectors and aggregate data of authorities. Primary data must be collected directly from research subjects through questionnaires and can be collected by:

- Self-observation of phenomena.
- Through interviews to get personal opinions.
- Interview by questionnaire. There are many forms: phone interview, mail or face-to-face interview. This is a complicated and expensive process that requires careful preparation.

**Step 6:** Analyze the data. Depending on the type of data and research hypothesis, we must choose the appropriate data analysis technique. Can be descriptive analysis or quantitative analysis. Usually this job will require us to have skills in statistics and econometrics.

**Step 7:** Interpret the results and write the final report. From the results of the data analysis, we have to interpret its economic significance. The questions that need to be answered are: How do the results of the analysis conclude about the research hypothesis? What does it mean for the research problem? Here we need to clarify the academic and practical implications. We must ask ourselves: is our research of any value to future researchers? Does it help practitioners improve anything on the issue we study?

## 4. Research results and discussion

### 4.1 Business analysis for real estate corporation Ecopark using CPM matrix

Table 1

Success factors	Level of importance	Ecopark		Novaland		Mland	
		AS	TAS	AS	TAS	AS	TAS
Market share	0.1	3	0.3	4	0.4	4	0.4
Competitiveness	0.12	3	0.36	3	0.36	4	0.48
financial support	0.14	2	0.28	3	0.42	3	0.42
Product quality	0.15	4	0.6	3	0.45	3	0.45
Cost /product	0.13	3	0.39	3	0.39		0.39
Customer Loyalty	0.11	3	0.33	3	0.333	3	0.44
Ability to cope with change	0.14	3	0.42	4	0.56	4	0.42
Organizational apparatus	0.11	3	0.33	2	0.22	3	0.33
Total	1.0		3.01		3.13		3.33

## 4.2 Discuss the results of the above business analysis

Ecopark's revenue has been growing at a rate of 20% annually since 2008. This growth has been driven by an increase in the number of properties managed by Ecopark, which can be seen by the increase in property values. net from \$1 million to \$6 million. in the past three years. We can analyze the opponent ranking matrix as follows: Mland is in first place with a score of TAS=3.33; to Novaland with a score of TAS=3.13 and then to Ecopark with a score of TAS=3.01. Show us that Mland is a very strong competitor, in terms of market strategy, Mland responds very effectively to the internal environment as well as the external environment as well as financial competitiveness, training and education. train staff. The second competitor, Novaland, has an advantage over Mland at the moment and is one of the very worrying competitors for Ecopark. Novaland has also taken advantage of its strengths in terms of financial capacity, product quality, and abundant human resources. By using the competitive matrix CPM, we can see that building Ecopark's strategy is a must to limit Novad's aspects in the real estate market. Novalad is one of the direct competitors. Ecopark's mission and mission is to distribute products that need to strengthen the brand and image of Ecopark in particular and the corporation in general by training good, enthusiastic and experienced sales professionals.

## 5. Conclusion and recommendations

### 5.1 Conclusion

A CPM scale analysis will show how Enterprises cracking down on one of the most iconic brands of all time used its head-to-head advantage to become the second largest real estate developer behind Mland. It establishes the totality of the advantages, disadvantages, opportunities and threats that affect the Enterprise the most.

### 5.2 Recommendations and suggestions

#### *For leaders of real estate group Ecopark*

With the advantages at the real estate corporation, the ecological environment is extremely comfortable and cool, the people's life is extremely good. We hope that the leader will always maintain stability and improve the lives of the people, overcome hygiene and social security issues. Always make the most accurate decisions to help the corporation develop, improve the ability to unite among employees. Motivate highly qualified employees to work at their best. Always remind employees to get along with customers to create trust and confidence so that customers feel comfortable when living in an apartment like Ecopark.

#### *For leaders of a number of business units of Ecopark real estate group*

It is necessary to come up with policies to promote images with high observation and thinking abilities. Create close links with people, help each other in work. Find the best solutions to help maintain and improve the shortcomings that the company has not achieved.

#### *For policymakers developing the real estate market*

With the deepening of international economic integration, Vietnam is an investment attraction of large corporations in the world. The demand for industrial real estate will therefore increase rapidly and present an opportunity for economic development but also a challenge for state management. The article assesses the current state of state management policies for the industrial real estate market over the past time, draws out limitations, shortcomings and makes recommendations to

improve the state management policy for the industrial real estate market. industrial real estate market in the future.

#### *For businesses*

Firstly, the market will become more transparent and operate according to the law of the market economy, domestic enterprises must have strategies for investment, development, and building a strong enough team to survive and compete. with large foreign investors right in the Vietnamese market and the world market; Promote investment promotion activities.

Secondly, businesses need to participate more strongly in the State's policy making, contributing to policy transparency as well as an information consulting channel for state management agencies to make decisions. correct decision.

Thirdly, real estate businesses need to be more proactive in understanding, analyzing and catching up on opportunities brought by Vietnam's international integration process.

## 5.3 Solution for coordination between business units of real estate group Ecopark

The solutions that Ecopark provides to customers are of the highest quality. The solutions they provide to their corporate clients are also of the highest quality. But when it comes to coordination between their business units, they are often flawed. Common problems reported by corporate customers include lack of knowledge about products and services, lack of clear communication channels, and unclear expectations. The company hasn't done enough to provide a solid customer experience for its own customers. They also needed new ways to coordinate with their various business units while maintaining a high level of customer experience. Therefore, real estate company Ecopark needs to strengthen the activities of locking, exchanging and traveling to increase solidarity among units in the company.

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