

**Hung Hau Corporate business strategy: An analysis supported by SWOT matrix****Krzysztof Santarek<sup>1</sup>, Hoang Tien Nguyen<sup>2</sup>, Boleslaw Rafal Kuc<sup>3</sup>**<sup>1</sup>Warsaw University of Technology, Poland<sup>2,3</sup>Academy of Social Sciences, PolandCorresponding Author: **Krzysztof Santarek****Abstract**

In the current globalization context, opening up, economic and cultural exchanges with other countries is inevitable and risks in the market for businesses are not small. Therefore, SWOT analysis will help businesses "weigh - measure - count" correctly before deciding to enter the international market. Because the SWOT analysis model is a subjective

assessment of data arranged in a logical order that is easy to understand, present, discuss and make decisions, it can be used in any process of decision making, being a very useful tool for understanding it in any situation for any business organization such as Hung Hau holding.

**Keywords:** Corporate Strategy, Matrix, Strategic Analysis, Business Environment**1. Introduction**

For a long time, our folk have had a saying "Knowing people know me, a hundred battles end with victory". That's right, in life if you analyze the advantages, disadvantages and how to take advantage of it, it is a simple matter for you to achieve success and overcome difficulties. So today, in every classroom, every department, business, from students, employees to senior leaders, SWOT analysis has become no stranger. And in today's economic market, a company is not necessarily pursuing the best opportunities, but can instead build the ability to develop a competitive advantage by understanding the fit between its competitors your strengths and upcoming opportunities. In some cases, the company can overcome its weaknesses to win attractive opportunities.

In the current globalization context, opening up economic and cultural exchanges with other countries is inevitable and the risks in the market for businesses are not small. Therefore, SWOT analysis will help businesses "weigh - measure - count" correctly before entering the international market. Because the SWOT analysis model is a subjective assessment of data arranged in the SWOT format in a logical order that is easy to understand, present, discuss and make decisions, it can be used in every decision-making process, every situation for any business organization. The SWOT analysis process will also provide useful information for connecting the company's resources and capabilities with the competitive environment in which the company operates. The SWOT model provides a strategic analysis tool, reviewing and evaluating the position and direction of a company or a business case. SWOT is suitable for teamwork and analysis, in business planning, strategy formulation, competitor assessment, marketing, product and service development, etc. The SWOT model is increasingly used. It is widely used in businesses, companies, and classrooms, showing its importance in everyone's life. Therefore, understanding more about the construction and meaning of this model will bring us many benefits in work as well as in life.

Hung Hau Development Joint Stock Company (HungHau Holdings) invests in holding businesses with high potential for sustainable development in the fields of: Agriculture; Distribution; Education; Food and Beverage. And in order to have such success, the group also has to face many difficulties and challenges to get to the position it is today. In particular, building a professional and methodical marketing strategy based on SWOT analysis has greatly contributed to the success and development of Hung Hau Group as it is today.

**2. Business activities of Hung Hau group**

HungHau Holdings invest and hold an array of potential business fields with the sustainable development in Agriculture; Distribution; Education; Food & Beverage. HungHau Holdings constantly strives to create the best products and services for its customers. With views of the long-term and consistent. HungHau Holdings aims to provide quality products, safety-related responsibilities to contribute to the mutual development of sustainable society.

#### **Hung Hau Holdings focuses on developing six strategic goals:**

- HungHau Agriculture
- HungHau Biotechnology
- HungHau Communication and media
- HungHau Distribution
- HungHau Education
- HungHau Food

#### ***Forming HEDU educational block***

Many years after signing a strategic cooperation agreement with Van Hien University, in late 2016 and early 2017, HungHau Holdings continuously admitted a number of new members to its Education Division and launched the HEDU Education System including the HEDU Education System. including: Van Hien University, Van Xuan College, Van Hanh Medical School, Van Tuong Intermediate School, Au Lac Hue Intermediate School. With the goal of training that is applied, multi-level, multi-form, flexible, connected, integrated and meets all learning needs; HEDU Education System is gradually planning a network of suitable training professions and meeting the actual human resource needs of society.

#### ***Hung Hau Fruits and Vegetables Co., Ltd: Initiating penetration into international markets***

Hung Hau Fruit and Vegetable Co., Ltd was established on October 24, 2016 with the main activities of the company including processing, preserving vegetables and preserving seafood. In addition, the company also conducts production and processing of sample agricultural products such as sweet potatoes, taro, okra, baby corn, lemongrass, chili and a number of fruits with export value such as: diamond oranges, earthen oranges, etc. During the first period of operation, the company has obtained many export contracts to European countries, Thailand, Korea, the processing capacity is constantly increasing and has obtained the published certifications as well as the certifications certificates of food safety and hygiene.

#### ***HappyNoodles is available at BigC, 7eleven and some new distribution channels***

Hung Hau Distribution Co., Ltd. is making steady progress in its strategy to penetrate the domestic market through distribution channels: MT, GT (General trade Chanel), Horeca (Hotel - Restaurant - Catering). The participation in product distribution of BigC supermarket system as well as 7-Eleven, has increased the number of MT (Modern trade Chanel) distribution channels of Happyfood to 12 including: BigC, Metro, Vinmart, Aeon – Citimart, CoopEx-tra, Satrafood, HappyFood Store, Fivimart, Lotte Mart, Sai-Gon HD (Central Mart), Asia (Giant), 7-Eleven.

#### ***Hung Hau Heart Fund and practical activities, timely join hands for the community***

Hung Hau Heart Fund has had a meaningful, practical and timely year of activities with the hope of joining hands with the community such as: Relief for the Mu Cang Chai people after the historic flash flood in August, relief People in Thua Thien Hue province after Typhoon Damrey in November, ... The Foundation coordinated to organize blood donation programs to save lives "Red Sunday", "Connecting hearts - Connecting lives", ... In the past year, the Left Fund Hung Hau heart also provides many scholarships for poor students and students to overcome difficulties, visits and gives gifts to children of Go Xoai Secondary School on the occasion of Mid-Autumn Festival. Giving scholarships to HEDU Education System students who have difficult circumstances but make great efforts in studying and giving gifts to homeless people in the city. Ho Chi Minh in the program "Warm Christmas ". Those meaningful practical activities in the past 1 year of HungHau Heart Fund have timely joined hands for the happiness of the whole community and received the support of many sponsors, HungHau Holdings' teachers and employees and students. Students – students of HEDU Education System.

#### ***Van Hien University celebrates its 20th anniversary***

20 years of operation, operating with practical application-oriented training programs, innovation to attract learners, and socially affirmed outputs. Currently, Van Hien University has nearly 12,000 students studying 17 majors and 31 majors. Up to 85% of students have jobs after graduation and signed cooperation agreements with more than 20 prestigious universities and educational organizations in the world, jointly developing with more than 140 businesses to create opportunities for students. The best learning and training environment, shortening the gap between School and Enterprise.

#### ***OHAO Smart: Student service store model comes into operation***

OHAO Smart – a student service store model was officially opened on the morning of October 19 at 613 Au Co, Phu Trung Ward, Tan Phu District. OHAO Smart was introduced as an operating model with utilities to serve lecturers - staff, HEDU students in general and Van Hien University students in particular; With the investment in space design with a youthful and dynamic orientation, free wifi and high-quality air-conditioning system bring a sense of comfort in the process of studying and enjoying relaxing moments. Not only meeting the needs of healthy eating and playing, but OHAO Smart is also a place for students to experience real work with many vacancies. In particular, you also have the opportunity to discover and develop your own capacity through business activities. OHAO Smart has a rich and diverse menu combining from many different sources of ingredients such as salads, vegetables, grilled meat, cheese... making the dish delicious, attractive, full of nutrients without being monotonous. It is expected that in the near future, OHAO Smart will develop more convenient products for students as well as office workers.

### 3. Analyze business activities of Hung Hau group based on SWOT matrix

#### ▪ Strengths:

##### **Agriculture Division: HungHau Agriculture**

Products of Hung Hau Agricultural Block with more than 250 items have been present in 25 countries around the world, including fastidious markets such as the United States, Japan, and Europe. In the domestic market, HappyFood products with the criterion of providing nutritious but convenient dishes, saving processing time, best serve many Vietnamese consumers and families. Single member of Hung Hau Agricultural Division, including:

- No. 1 Fisheries Company Limited (HA1)
- Hung Hau Fishery Company Limited (HAF)
- North Wind Cold Storage Company Limited (HAW)

Hung Hau owns 4 factories fish processing and value products in increasing, with the number of over 2,000 workers. The factories are located in the center of the raw material area, so HHA can actively source high-quality raw materials and meet export standards. Bio-chemical laboratory: Testing raw materials, water sources and products daily according to industry standards, national standards and at the request of customers. With a team of many professors, doctors and more than 700 engineers and skilled workers, dedicated to researching and producing quality products. Certificates ISO 22000, BRC, HALAL, HACCP, SSOP-GMP, ASC. License to export to the European market: DL01, DL239 & DL157. Industrial hygiene and safety certificate issued by the Ministry of Fisheries. The Company's products have been present in most of the continents with a wide range of products to meet the needs of active consumers to consumers with the most demanding requirements in terms of product quality and nutrition. The leading export markets are customers from Europe (France, Belgium, the Netherlands), Japan, the US, Australia, the United Arab Emirates and domestic distribution channels through a system of supermarkets and restaurants such as: BigC, Coop Mart, Metro, Vinmart, Lotteria, Pizza hut, Seoul Garden, Circle K...

##### **Education Division: HungHau Education**

Many years after signing a strategic cooperation agreement with Van Hien University, in late 2016 and early 2017, HungHau Holdings continuously admitted a number of new members to its Education Division and launched the HEDU Education System including the HEDU Education System including: Van Hien University, Van Xuan College, Van Hanh Medical School, Van Tuong Intermediate School, Au Lac Hue Intermediate School. With the goal of training that is applied, multi-level, multi-form, flexible, connected, integrated and meets all learning needs; HEDU Education System is gradually planning a network of suitable training professions and meeting the actual human resource needs of society. In addition, students - students studying at HEDU Education System will receive special incentives from the system's flexible policies such as: 0 VND tuition fee loans; job opportunities for students - students can practice and work at the system of enterprises under Hung Hau Group and its partners; Unified training program, connecting from intermediate to college, university & graduate only takes 6 to 6.5 years. Van Hien University was

honored to receive certificates of merit from the Ministry of Education and Training and the People's Committee of Ho Chi Minh City. Hung Hau Heart Foundation awarded scholarships worth 2.5 billion VND to HEDU Education System students. Many individuals - units also awarded scholarships to HEDU students and students, with a total amount of money and kind worth more than 3.9 billion VND. About 95% of students have jobs in the right majors with stable incomes. More than 150 students are allowed to go abroad to study and work under the international affiliate program. Nearly 100 scientific research papers have received awards, 17 articles of lecturers have been published in international journals, of which 6 are ISI and SCOPUS standards. The "spectacular" victory of Fusal University of Literature team donated at the Vietnam University Game Awards 2018 (VUG).

#### ▪ Weaknesses

##### **Customer Service Development:**

The company needs to build a professional marketing team, improve sales policy, payment policy, customer care policy (after-sales policy) to promptly respond to requests and feedback from customers. Partners and customers, improve business efficiency and provide services of the company. Use the Company's strengths to take advantage of opportunities and overcome internal weaknesses and overcome challenges to improve customer service.

##### **Human resource development**

Human resources are always considered as the main factor leading to the success of the Company. Enterprises may have modern technology, good services, and adequate infrastructure, but without a professional workforce, it is difficult to survive and build a competitive advantage. The quality of human resources will make a difference between businesses

##### **Product and Service Development**

The company considers market research and development for products directly related to petroleum grease, liquefied petroleum gas. Market development for products directly related to petroleum, lubricants and liquefied petroleum gas; Using key strengths, avoiding threats to build a business plan for lubricants, liquefied petroleum gas at retail points and direct sales chains of the company's system.

##### **Market penetration**

The company needs to penetrate the market in rural and remote areas to increase sales volume and expand the market; Use the strengths to build a distribution system in the market.

- There is no specific policy on training and developing people.
- The distribution network in the food sector (HHF) is not wide and has not diversified distribution channels.
- The cost of educational services is relatively higher than that of other private universities.
- Communication activities are not strong, leading to the image of Hung Hau group not being popular in the market.
- Hung Hau biotechnology (HHB) has not achieved many achievements.

## Opportunities

- Being well known (operating and developing in 6 fields)
- Vietnam is an agricultural country, convenient for the production of raw materials
- People's awareness about nutrition is increasing
- The more advanced industry technology is, it is convenient for the supply and quality assurance
- The Government has investment incentives for education and agriculture.
- The situation of exporting pangasius as well as fruit is showing signs of growth

## Threats

### Hung Hau Group has 6 fields including

1. Agriculture (HHA)
2. Biotechnology (HHB)
3. Communication (HHC)
4. Distribution (HHD)
5. Education (HHE)

Like other enterprises in the same industry, in 2015, Hung Hau Agriculture faced many difficulties due to erratic weather changes, complicated epidemics, a sharp drop in import and export markets... shrimp products were affected and reduced slightly. However, fish products increased significantly in value and proportion, accounting for 59.25% of total revenue of the Company. Currently, the largest agricultural product import market in Vietnam is the United States, accounting for 20.8% of the total export turnover of the agricultural sector. Thus, the door to a potential market is opening wide, creating opportunities for Hung Hau Agriculture to reach many major markets around the world. The agricultural product industry in general also suffers from many difficulties, this has greatly affected Hung Hau Agriculture, when large markets are increasingly focusing on tightening regulations on product quality, where Production and storage units must fully meet food safety and hygiene standards requires goods to meet very strict standards. The promotion of large-scale production and brand development in the direction of increasing official export will help agricultural products control the quality and stabilize the output of products. Besides the general difficulties of the industry, in 2015, Hung Hau Agriculture also faced the challenge of competitiveness. Specifically, Vietnam's signing of free trade agreements such as TPP brings many tax incentives to domestic seafood exporters, but at the same time turns domestic enterprises into objects for foreign markets. The application of non-tariff barriers such as: anti-dumping tax, anti-subsidy tax, chemical and antibiotic inspection regulations, etc. This caused the overall export situation of Vietnam to EU countries in the past year all decreased. Despite the difficulties, the export situation in major markets of the Company is still positive. Specifically, the revenue from exporting to the EU market reached 131.6 billion VND, accounting for 25.5% of total revenue and increasing by 40%; revenue from the Japanese market reached VND 90.7 billion, accounting for 17.7% and increasing by 23%; revenue from the Asian market (excluding Japan) reached VND 82.3 billion, accounting for 16% and increasing by 31.8% compared to 2014. Facing many difficulties and challenges, but following steadfastly sustainable development orientation based on the

inherent strengths of the country, with a long coastline, a long-standing agriculture, along with the flexibility and acumen of the Board of Directors and the dedicated efforts of the employees, Hung Hau Agriculture has been steadily moving towards the future. This is evidenced by impressive business results in 2015 with pre-tax profit of VND 20.2 billion, an increase of 27.05% and profit after tax of VND 16.2 billion, an increase of 31.32% compared to the previous year or last year. With the motto of constantly innovating itself, focusing on a variety of products, researching products that are suitable for domestic consumers' tastes, reducing prices but stabilizing in quality, Hung Hau Agriculture has set a The revenue target for the domestic market in 5 years will account for 20% of total revenue. In addition to business development efforts, the Company always focuses on goals for society and the community, such as regularly organizing volunteer activities, taking care of the New Year for the poor or supporting poverty alleviation in local communities or locality where the Company is located. In the message at the 2015 Annual Report, Hung Hau Agriculture emphasized, the Company provides the market with breakthrough products in terms of style, creativity in ideas, diversity in categories; always ensure the harmony of interests of shareholders and customers; focus on taking care of workers' lives and social responsibility to the community. It is the core values and sustainable development orientations in the future that are analyzed and given in detail, which clearly helped report. Hung Hau Agriculture's report surpassed nearly 700 listed companies and entered the Top 30 enterprises with the best annual reports in 2016.

## 4. Conclusion

For a long time, Vietnamese folk have had a saying "Knowing people know me, hundred battles end with victory". That's right, in life if you analyze the advantages, disadvantages and how to take advantage of it, it is a simple matter for you to achieve success and overcome difficulties. So today, in every classroom, every department, business, from students, employees to senior leaders, SWOT analysis has become no stranger. And in today's economic market, a company is not necessarily pursuing the best opportunities, but can instead build the ability to develop a competitive advantage by understanding the fit between its competitors your strengths and upcoming opportunities. In some cases, the company can overcome its weaknesses to win attractive opportunities. In the current globalization context, opening up economic and cultural exchanges with other countries is inevitable and the risks in the market for businesses are not small. Therefore, SWOT analysis will help businesses "weigh - measure - count" correctly before entering the international market.

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teamwork and analysis, in business planning, strategy formulation, competitor assessment, marketing, product and service development, etc. The SWOT model is increasingly used. It is widely used in businesses, companies, and classrooms, showing its importance in everyone's life. Therefore, understanding more about the construction and meaning of this model will bring us many benefits in work as well as in life. Hung Hau Development Joint Stock Company (HungHau Holdings) invests in holding businesses with high potential for sustainable development in the fields of: Agriculture; Distribution; Education; Food and Beverage. And in order to have such success, the group also has to face many difficulties and challenges to get to the position it is today. In particular, building a professional and methodical marketing strategy based on SWOT analysis has greatly contributed to the success and development of Hung Hau Group as it is today.

#### 4.1 Recommendation

Hung Hau Group needs to promote communication to create better brand awareness. Specifically, Hung Hau needs to build a professional marketing team, creating novelty and breakthroughs in communication messages. Especially, when Hung Hau's agricultural products penetrated the market, they received very good feedback, it is necessary to promote advertising and PR so that customers know and experience the product.

The educational unit - Van Hien University needs to continue to increase the number and improve the quality of the staff - lecturers - staff, continuously update and innovate teaching methods to contribute to ensure the quality of output human resources to meet the increasing requirements of recruitment enterprises.

The cost of educational services is relatively higher than that of other private universities, so it is necessary to focus on investing in technology and people in education so that customers can feel "price equals quality".

Formulate policies on training people to develop specifically for each sector, each department, and each position.

The trend of food agriculture 2020 is "organic food", instead of producing too many product lines, Hung Hau should focus on products that make a breakthrough and have a foothold in the market such as: fish Tra, fruit, Happynoodle.

#### 4.2 Solution

##### Hung Hau agriculture

- Create a source of certified pangasius at competitive prices.
- Build a brand of pangasius.
- Strictly control the stages of raw materials from pangasius such as farmed products, chemical sources not listed on the allowed items.
- Arrange fish farming areas, create fish farming areas with international certification.
- Investment in infrastructure, irrigation, roads.

##### Hung Hau higher education

Focusing on training human resources to meet the recruitment needs of enterprises in both quality and quantity, focusing on human resources to strongly develop a few key training programs to build the image of the university.

Improving teaching quality through focusing on training quality, building a team of lecturers with practical experience, thereby promoting training programs in a

practical direction to meet the needs of businesses. At the same time, closely associated with businesses to both grasp recruitment needs and create job opportunities for students. Strengthening facilities and creating conditions, mainly mechanisms, for universities to improve their training and research capabilities

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