



Received: 15-06-2022

Accepted: 25-07-2022

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### Analysis of investment strategies of business units of Novaland group in the development stages of the real estate industry

Tran Nguyet Anh

Gia Dinh University, Vietnam

Corresponding Author: **Tran Nguyet Anh**

#### Abstract

At the enterprise level, investment is understood as activities that bring long-term benefits such as, market share or resource development of enterprises. However, the essence of today's investment is that businesses must create and bring customers new and more sustainable added values compared to competitors so that they can choose themselves

without coming to customers. competitor. Understanding that, Novaland has been building for itself a methodical investment strategy to create new values and attract customers to its projects, evidence that Novaland does a pretty good job in this regard. In fact, Novaland is leading in investment strategies in real estate market segments.

**Keywords:** Novaland, Real Estate Investment, Vietnam

#### 1. Introduction

##### 1.1 The urgency of the research problem

Along with the development and integration of the Vietnamese economy in recent years. Real estate is a great source of wealth for each country, each family's economy and each individual's, it plays a very important role as a special means of production, which is the minimum basic condition of life. social life, ensuring the existence and development of the reproduction process. Along with the development of commodity production, real estate was also bought and sold and became a commodity, from which the real estate market was formed and developed.

In Vietnam, since the 1993 Land Law was introduced, the real estate market was officially formed and real estate business activities started on the buying and selling market. Since Vietnam's real estate market has only been officially formed since 1993, this market is still in its nascent stage, still has many shortcomings, has not been strongly developed and is not popular. The level of knowledge about the real estate market with the people is still limited. State policies are still inadequate and have not really promoted the strong development of the real estate market. The situation of the real estate market in our country is still volatile, not stable, there are still many inadequacies such as prices, supply and demand.

##### 1.2 The significance of the study for management practice

Our country is in the process of industrialization and modernization of the country, developing towards opening up, international integration and economic development of the real estate market. In order to do this well, the most important factor is the human factor. High-qualified and good-quality human resources will make the country's renewal process faster and achieve higher results. Industrialization and modernization of the country requires many important factors such as capital, science and technology, natural resources, but the most important and decisive factor is still people. The research results can be used as a reference in educating public service ethics for civil servants in the process of economic development of the real estate market in Vietnam.

#### 2. Theoretical basis

##### 2.1 Basic competitive strategies

Basic competitive strategies that businesses can use:

- Cost leadership strategy
- Specialization strategy
- Cost concentration strategy
- Different focus strategy

### **Cost leadership strategy**

For this cost leadership strategy, the company's goal is to be the lowest-cost producer in the industry. To do this, the company needs to produce the product on a large scale. The effectiveness of the strategy depends on scale. Therefore, it is difficult for small-sized companies to implement and pursue this strategy because it also involves contracts to supply products in large quantities and at lower prices in the market. Besides, the cost leadership strategy can be applied not only to the manufacturing company but also to the distributors. Because the core of this strategy is to be able to offer the product at a lower price than in the industry. The factors that can help the company implement this strategy are large-scale production, low-cost raw material supply, effective management and distribution.

### **Differentiation Strategy**

Under this strategy, businesses maintain the unique feature of the product in the market to create a difference. Accordingly, a product needs to differentiate – SBU from similar products in the market through superior quality, added features, bundled services and possibly higher prices. Companies can use this differentiation strategy to become market leaders.

### **Concentration strategy**

Concentration strategy is a strategy similar to cost leadership strategy, but in this strategy, businesses focus on a specific market segment and keep costs low in that market segment to provide the product at the lowest price.

This type of strategy is well suited for businesses that want to satisfy consumers and increase brand awareness.

### **Competitive strategy focuses on differentiating:**

Similar to the cost concentration strategy, the differentiation strategy also makes a difference while targeting a specific market segment.

## **2.2 Competitive strategies at agile development stages**

Each stage in the industry development cycle can present different opportunities and challenges, which in turn affect corporate strategy differently. Therefore, to ensure competitive advantage associated with industry development, enterprises need to continuously review and re-evaluate their business-level strategies to suit each stage of industry development. The development stages of the industry are illustrated as follows:

### **2.2.1 Competitive strategies in thinly dispersed industries**

A thinly dispersed industry is one that includes a large number of small and medium-sized enterprises, but no one dominates the market. The thinly dispersed industry is characterized by low barriers to entry due to the lack of economies of scale which leads to many firms wanting to enter. There are also economies of scale in the industry and no mass production with large volumes of production. In this industry, a number of business-level strategies can be applied, such as the strategy of developing the business chain by creating a store system in pursuit of a low-cost strategy; franchising (franchising); horizontal integration strategies such as acquiring other businesses or applying information technology and internet to develop new business models.

### **2.2.2 New industry competitive strategy**

An emerging industry is a new industry that develops when technological innovation, creating new products and markets. The characteristics of this industry are technical and technological instability, there is a large number of small businesses competing in the same field but without a clear strategy, new businesses entering the industry will face high initial costs but can reduce costs later on. Due to the new appearance, the number of first customers is low and the market demand grows slowly. There are many strategies for businesses to apply in this industry such as industry structure shaping strategy, blue ocean strategy, market penetration strategy.

E-commerce is a new industry appearing along with technological innovation in Vietnam. There are many enterprises participating in this industry such as Pricing, Vietnamnet iCom, VCCorp... At the time of its appearance, Pricing had to face huge costs such as website construction costs, customer acquisition costs, and mining costs. create staff. However, as the operation becomes more and more successful, these costs are more controlled and is one of the successful companies in the field of e-commerce in Vietnam.

### **2.2.3 Competitive Strategy in Growth Industry**

Growth industry is the industry in which demand increases at a high rate for the first time due to many customers entering the market. In this industry, the level of competition is increasing, large-scale production begins as technological efforts make production easier and bring more value to the masses. There are many core complementary products and businesses are starting to find ways to reduce production costs in order to reduce product costs. Firms in this industry often adopt general competitive strategies (low cost, differentiation or concentration), penetrate the market by mass production at low cost, and make extensive use of facilities. the media.

### **2.2.4 Competitive Strategy in a Saturated Industry**

A saturated industry is one that is dominated by a small number of large companies. All the activities of these companies have a great influence on others, and the success of a company's strategy is greatly influenced by the reaction of its competitors. The saturated industry became very solid as a result of intense competition during the period of market reorganization. Large companies use a variety of measures to protect industry profits and the overall profit level declines due to increasing pressure from customers. Two strategies that are considered effective for this industry are the strategy of preventing new entry (diversifying products, reducing product prices and maintaining excess capacity) and the strategy of competing in the industry (low cost), control of production capacity, non-price competition).

The motorcycle industry is a saturated industry in the Vietnamese market. The companies that dominate this industry include Honda, Yamaha, SYM, Piaggio. To maintain its position in this industry, Honda company has applied product differentiation policy and non-price competition strategy by launching SH motorcycle product. SH is a car with the leading price among vehicles on the market today, and has a very strong foothold in the high-income consumer segment.

### 2.2.5 Competitive Strategy in a Recession Industry

A recession industry is an industry where market demand is at its lowest or declining, and the size of the entire market begins to shrink. Competition tends to get fiercer and profits dwindle. The recession industry is characterized by precariousness due to the decline in demand, depending on the speed and type of recession, as well as having certain barriers to exiting the industry. Enterprises in this market often apply strategies such as leading market share strategy, focusing on a strong market segment, or controlling capital withdrawal or capital recovery to ensure safety.

The game industry in Korea is said to be in recession, the market size in 2013 decreased by 19.6% compared to 2012, while mobile games increased by 190% compared to the previous year. To protect their existence, Korean games have turned to the export market and focused on this market while mobile games account for only 8.2%. The export markets of Korean games are China, Japan, Southeast Asia and North America.

### 2.3 Comment on competitive strategies

A global business is an area of activity where businesses in the same industry that provide similar products/services compete with each other in the international market. To succeed in this industry, businesses need to consider two factors, that is, product standardization and product differentiation according to customer needs. Possible corporate strategies include global standardization strategy, localization strategy, transnational strategy and international strategy.

Competing companies in the global business industry include Toyota, Toshiba, Intel, Lotte... Most of these companies apply a combination of transnational strategy and global standardization strategy in products. themselves to achieve competitive success. Business strategy is broader in scope than competitive strategy. Business strategy includes all actions and approaches to compete with competitors and how management solves various strategic problems.

As business strategy consists of action plans that strategic managers apply to use a company's resources and particular competencies to gain competitive advantage over its competitors in the market.

In business, companies face a lot of strategic problems. Managers must deal with all these issues effectively so that the company can survive and thrive in the market. Competitive strategy, on the other hand, involves a successful management plan of action to compete successfully and deliver superior value to customers.

## 3. Research method

### 3.1 Data sources and income methods

#### Secondary data

Secondary data: is data collected by others, used for purposes that may be different from our research purposes. Secondary data can be unprocessed data (also called raw data) or processed data. Thus, secondary data is not directly collected by the researcher.

Many researchers and students underestimate the available secondary data sources. We therefore begin to consider the plausibility of the secondary data source for our research problem before proceeding to collect our own data.

#### Primary data

When secondary data is not available or cannot help answer

our research questions, we need to collect the data ourselves to suit the research problem posed. These self-collected data are referred to as peer data. In other words, primary data is the data collected by the researcher himself.

### 3.2 Research methods

We do research by searching data sources on internet sites related to Novaland Group's investment strategies in real estate. The study uses methods such as system method, logical method, historical and statistical methods. Special use of specialized knowledge and general economic knowledge in analysis and assess the status of real estate marketing activities at Real Estate project group Novaland.

## 4. Research results and discussion

### 4.1 Overview of the corporation's development investment strategy

Novaland's "tripod" strategy in the real estate market. Novaland shows its consistency in its business strategy focusing on 3 key product lines: central urban real estate; Urban tourism real estate; and industrial real estate.

#### - Central urban real estate

- **Ho Chi Minh City:** Novaland Group focuses on the mid- and high-end real estate segment, located in key areas of Ho Chi Minh City. With diverse types such as high-rise and commercial housing projects, low-rise urban projects, Novaland not only contributes 60,000 products to the housing fund in Ho Chi Minh City and other provinces, but also improves significantly the quality of life of residents and urban beauty.
- **Satellite:** Aqua City smart eco-urban area in the east of Ho Chi Minh City is fully and synchronously planned on an area of nearly 1,000 hectares; spend more than 70% of the area for green areas, transport infrastructure and internal utility chains from essential to high-class such as: hospitals, schools, commercial centers, parks, 5-star marinas, shopping centers multi-purpose sports, indoor sports and entertainment complex center.

#### - Urban tourism real estate

- As a project developer, with a pioneering sense of enterprise, Novaland focuses on developing in key areas with the potential to create attractive destinations; together with localities to participate in activating sustainable tourism development in order to contribute to the national tourism development strategy.

#### - Industrial real estate

- Research and develop clusters of Industrial Parks/Industrial Urban Areas in provinces such as Ba Ria - Vung Tau, Dong Nai, Long An, Tay Ninh. Besides firmly believing in the business strategy of "three-legged tripod" with a firm foothold, Novaland will develop sustainably in the next 10 years. This group quickly chose the right path, and combined with the strategy of expanding distribution agent channels to increase customer access.

In addition, Novaland also constantly invests and cooperates with many partners who own home services, schools, hospitals, food and entertainment services to create a chain of valuable services. to best meet the needs of the population.

#### 4.2 The Group's development investment strategy for each development stage of the real estate industry

1992: On September 18, 1992, established Thanh Nhon Trading Co., Ltd., operating in the field of manufacturing, importing and distributing veterinary medicine, animal feed, aquatic products and construction building for rent.

2007: First restructuring.

Established Novaland Group operating in the field of real estate.

2009: Novaland Group introduced the first real estate project Sunrise City (District 7, HCMC).

2015: Novaland Group introduces 11 new projects in HCMC:

District 2: The Sun Avenue residential area

District 9: Golf Park Residence Apartment

District Binh Thanh: Wilton Tower

Q.7: Sunrise Cityview

H. Nha Be: Sunrise Riverside

District Phu Nhuan: Golden Mansion, Kingston Residence, Orchard Parkview

District Tan Binh: The Botanica

District Tan Phu: Richstar

Q.11: The Park Avenue

2016: Novaland Group introduces 05 new projects in Ho Chi Minh City

2018: Opening the first resort - Azerai Can Tho Resort (Can Tho City).

2019:

- Launched Aqua City smart eco-urban (Bien Hoa City, Dong Nai).
- Launched the NovaWorld Ho Tram tourism and entertainment complex (BR-VT).
- Launched super bar of coastal city - Tourism - Health NovaWorld Phan Thiet (Phan Thiet City, Binh Thuan).

2020: NovaGroup is restructured for the second time, including 3 member corporations:

- Novaland
- Nova Service
- Nova consumers
- Activities in the following fields: Real Estate; Trade in Services; Agriculture - Consumer Goods.

2021:

- Opening of Centara Mirage Resort Mui Ne (Mui Ne, Binh Thuan).
- Satellite urban real estate: Aqua City inaugurated the Aqua Marina square - marina complex, launched Sun Harbor 1 subdivision.
- Tourism real estate: NovaWorld Phan Thiet completed the 36-hole NovaWorld Phan Thiet PGA golf course. NovaWorld Ho Tram launched the Morito divergence, Binh Chau Onsen, and put into operation phase 1 of The Tropicana divergence.

#### 4.3 The Group's development investment strategy in the current context

With the vision of "Being a world-class Real Estate Group", the sustainable development strategy in Novaland continuously updates international practices and trends, and is currently moving towards 17 Sustainable Development Goals of the United Nations. Novaland Group is and continues to work towards higher international standards such as the Corporate Governance Code of the Organization for Economic Cooperation and Development (OECD) and the Corporate Governance Scorecard on the ASEAN

Regional Governance Scorecard in one target number.

## 5. Conclusion and recommendations

### 5.1 Conclusion

Novaland Group is the leading prestigious brand in the field of real estate investment and development in Vietnam. Always follow the core values - integrity - efficiency - professionalism. With focused orientation, clear business strategy, stable land bank, strong cash flow, strict risk management, respectability According to the law, Novaland has been and will operate effectively and sustainably. From 2019, Novaland's vision has changed in the direction of synchronous development and mutual support. Novaland is a leading economic group in the fields of Real Estate - Finance - Tourism - Infrastructure Development.

Over the course of 29 years of establishment and development, Novaland Group currently owns a portfolio of about 50 housing projects and about 5,400 (\*) hectares of land fund with a wide variety of products such as apartments and villas, commercial townhouses, offices in Ho Chi Minh City, large satellite urban areas, real estate projects Urban Tourism, Industrial real estate.

In the near future, Novaland will continue to strongly develop various types of real estate in addition to developing tourism and infrastructure to support real estate development. In the distant future, Novaland will approach financial investment and develop financial forms.

### 5.2 Recommendations and proposals

#### 5.2.1 For directors of business units of the group

Every business has its own culture. At Novaland, the Board of Directors and Executive Board are responsible for taking care of employees. Each employee is responsible for taking care of customers expressed through products and customer service. Novaland is a highly consistent professional team. All behavior must follow the code of conduct. Everyone has his or her own freedom, but must not influence others.

Proper conduct will uphold Novaland's Core Values: Efficiency – Integrity – Professionalism will be the guideline for all activities; help us develop sustainably. The new Executive Board of Novaland Group took over the task in the context that the global epidemic was better controlled and the economy began to enter the recovery phase. And along with the process of completing NovaGroup's structure to enter a new growth cycle, Novaland's development orientation as well as upcoming deployment plans have the effective support from the entire product ecosystem. NovaGroup service. The Board of Management clearly defines the focus in 2022 is to continue the development advantage, shorten the Phase 2 strategy combined with entering Phase 3 - developing megacities and tourist destinations.

Phase 1: Focus on developing housing projects from 2007 to 2015.

Phase 2: Combining housing development with resorts, hotels, and entertainment areas from 2015 to 2025.

Phase 3: Focusing on developing megacities. Specifically, in 2022, Novaland will coordinate with Nova Service members to complete and put into operation many large-scale project clusters and utilities such as:

- Aqua City (Bien Hoa City, Dong Nai): many important utilities such as security center, Aqua Central mall, Aqua Sport Complex, Nova Clinic Aqua City will be completed to be ready to welcome the first residents. Mr. NGUYEN



NGOC HUYEN General Director of Novaland Group

• NovaWorld Ho Tram (Ba Ria - Vung Tau): handing over and operating the second home divergent The Tropicana (subdivisions 1, 2, 3, 4), Wonderland divergence; along with many great facilities such as: Tropicana Park amusement park, shopping - food street along the coastal route, Nova Clinic Ho Tram.

• NovaWorld Phan Thiet (Binh Thuan): handing over and operating the second home area of Florida subdivision (3.2, 3.4); and many large utility clusters such as sport complex and exclusive 36-hole PGA golf course, Circus Land amusement park and food court at Miami Bikini Beach, Ocean Kingdom water park, Movenpick hotel, Radisson Hotel, Nova Clinic Phan Thiet...

With the current speed of deploying and introducing new projects, Novaland's existing land bank can only meet demand in the next 5-7 years; Therefore, M&A activities are identified as one of the key plans of 2022, in order to meet the goal of expanding the area to develop 50 projects in 30 provinces in the next 10 years. Other potential markets are being studied and expanded in search of land funds such as the Mekong Delta, Ninh Thuan, Dak Nong, Phu Yen, the North Central region.

### 5.2.2 For corporate leaders

Message from Chairman of the Board of Directors Mr. Bui Xuan Huy said:

2021 will continue to be a year of many difficulties and challenges, the Covid-19 pandemic is still complicated, the decline of the global economy has not yet recovered. Novaland faces many difficulties, but with the quality of being an optimistic unit to overcome difficulties according to the motto: "Airplanes always take off against the wind", Novaland is still determined to move forward in search of opportunities in the midst of difficulties, and has become a key member of NovaGroup - a corporation with a diversified and sustainable ecosystem. In 2021, NovaGroup has basically completed the organization with 08 member corporations including: Novaland Group, Nova Service, Nova Consumer, Nova Tech, Nova Capital Partners, Nova Logistic, Nova Industry, Nova Finance. NovaGroup with Vision: "To be the leading economic development and investment corporation in Vietnam, operating in the fields of: Services - Technology - Industry". The Group's new mission is: NovaGroup - the connection point for the business community. "NovaGroup with resources in the Group's ecosystem; connect and support Vietnamese enterprises to create outstanding products and experience services to integrate into the international community.

### 5.2.3 For researchers on investment strategies and development of the real estate industry

Real estate is a special type of investment that requires investors to carefully plan and have creative real estate investment strategies. Investing in real estate is a special type of investment, if you don't have clear and specific real estate investment strategies, a little mistake is going to be a few billion.

Each type of investor has its own strategy. There is a segment that can put eggs in one basket. But there are segments you can't do that to have to split or there will be a high chance of losing everything. Investors will often build solid portfolios by sticking to what's been done in the past.

However, creative people often create unique and profitable investment opportunities.

### 5.3 Solutions to improve the efficiency of investment and development of real estate business units

- Focus on investing in key projects, avoiding the phenomenon of capital allocation being too spread, leading to loss of efficiency and delaying progress.
- For large and near-finished projects, concentrate the mobilized capital to solve it completely. Thus, not only do not disperse capital, but also soon get a significant income from putting newly completed projects into operation and exploitation.
- Suspend funding and carefully review projects that have been and are being implemented but progress is not guaranteed.
- Requesting full commitments in terms of quality and progress to contractors (which are member units of the corporation), only making payment when the contractor fulfills the commitments. outlined prior to project implementation.
- Part of the raised capital can be used to make financial investments, specifically:
  - Invest in shares listed on the Ho Chi Minh City Stock Exchange (HOSE) or the Hanoi Stock Exchange Center (HaSTC).
  - Contributing capital to buy shares with a number of potential partners in the same industry to develop together and reduce competition worries.
  - Invest in government bonds, treasury bills.
- In the future, both in the short and long term, continue to further promote real estate investment activities, especially in the segments of high-rise apartment buildings and new urban areas or office buildings for lease by These are the two most attractive investment contents when Vietnam is increasingly integrating more deeply into the region and the world. In particular, the tasks to be done in the immediate future include:
  - Establishing a specialized committee on real estate investment and business activities.
  - Focusing on speeding up the implementation of projects that are in the final stages of preparing to go into operation such as Vinaconex Tower or Bac Phu Cat industrial park to quickly recover capital and generate enough cash to continue implementation. new or unfinished projects.
- Looking for capable and experienced partners in real estate investment and business activities both at home and abroad to carry out joint ventures. Thereby, the corporation will not only reduce the burden of capital but also reduce the fear of increasingly fierce competition, especially when transnational companies and corporations have realized the attractiveness of the country. of the real estate market in Vietnam.
- Attacking the real estate market of some countries in the region and going to the World. In particular, the first is to penetrate the market of a number of countries that are geographically adjacent to or close to Vietnam such as China, Laos, Cambodia, and Thailand.

### 6. References

1. Dinh Ba Hung Anh. Brand Building and Development for the Group of Asian International Education in

- Vietnam. *Psychology and Education*. 2021; 58(5):3297-3307.
2. Nguyen Minh Ngoc. Branding Strategy for Gamuda Land Real Estate Developer in Ho Chi Minh City Vietnam. Celadon City Project. *Psychology and Education*. 2021; 58(5):3308-3316.
  3. Nguyen Phuong Thao. Brand Management in Convenience Store Business: Comparative Analysis between Vinmart+ and Familymart in Vietnamese Market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):106-111.
  4. Bui Xuan Bien. Solutions Enhancing Competitiveness of Made-in-Vietnam Brands in Vietnamese Market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):93-99.
  5. Phan Van Dan. Branding Building for Vietnam Higher Education Industry - Reality and Solutions. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):118-123.
  6. Ho Tien Dung. Brand Building for Vietnam Tourism Industry - Reality and Solutions. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):63-68.
  7. Nguyen Van Thuy. Vinamilk's Brand Management in the Era of 4<sup>th</sup> Industrial Revolution. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):100-105.
  8. Nguyen Thanh Vu. The Role of Brand and Brand Management in Creating Business Value: Case of Coca-Cola Vietnam. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):57-62.
  9. Nguyen Thanh Hung. The Role of Brand and Brand Management in Creating Business Value: Case of Facebook Vietnam. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):124-128.
  10. Nguyen Thanh Liem. Supermarkets' Brand Management: Comparative Analysis between AEON and Coop Mart in Vietnam Retail Market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):112-117.
  11. Nguyen Hoang Tien. Green Credit: Instrument for Brand Building of Commercial Banks in Vietnam. Proceedings of National Scientific Conference on: "Green Credit Development – Chances, Challenges and Solutions". November 2019, Banking Journal, State Bank of Vietnam, Vietnam, 2019.
  12. Bogdan Nogalski. Analysis of business strategy of real estate developers in Vietnam using BCG matrix: A case of Hung Thinh and Novaland groups *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):169-174.
  13. Dorota Jelonek. Comparative analysis of business strategy of Vietnamese real estate developers: the use of Hoffer matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):197-204.
  14. Dinh Ba Hung Anh. Gaining competitive advantage from CSR policy change: Case of foreign corporations in Vietnam. *Polish Journal of Management Studies*. 2018; 18(1):403-417.
  15. Dinh Ba Hung Anh, Nguyen Minh Ngoc, Nguyen Hoang Tien. Corporate financial performance due to sustainable development in Vietnam. *Corporate Social Responsibility and Environmental Management*. 2019; 27(2).
  16. Dinh Ba Hung Anh. QSPM matrix based strategic organizational diagnosis: A case of Nguyen Hoang Group in Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):67-72.
  17. Dinh Ba Hung Anh. Using Hoffer matrix in strategic business analysis for Nguyen Hoang Group in Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):61-66.
  18. Dinh Ba Hung Anh. Strategic analysis for Nguyen Hoang Group in Vietnam. The approach using CPM matrix. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):55-60.
  19. Huynh Quoc Anh, Truong Thi Hai Thuan. Leading Changes and Self-management Strategy of CEOs in Technology Corporations in the World. *International Journal of Commerce and Management Research*. 2019; 5(5):9-14.
  20. Kazimierz Wackowski. Business strategy of Vietnamese real estate developers: The use of CPM matrix for analysis. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):205-209.
  21. Leo Paul Dana, Rewel Jiminez Santural Jose, Nguyen Van Dat, Phan Minh Duc. Analysis of McDonalds' Entry Strategy in Vietnam Market. *International Journal of Advanced Research and Development*. 2020; 5(3):23-29.
  22. Leo Paul Dana, Rewel Jiminez Santural Jose, Nguyen Thanh Vu, Nguyen Thanh Hung. Human Resource Development Strategy of Ton Duc Thang University to Improve its Position on International Rankings. *International Journal of Advanced Education and Research*. 2020; 5(3):105-110.
  23. Leo Paul Dana, Rewel Jiminez Santural Jose, Nguyen Van Dat, Nguyen Thi Hoang Oanh, Bui Xuan Bien. Talent Attraction Strategy of Samsung Vietnam. *International Journal of Advanced Research and Development*. 2020; 5(3):18-22.
  24. Leszek Kieltyka. Comparative analysis of business strategy of Hung Thinh and Novaland real estate developers using McKinsey matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):175-180
  25. Luu Hoang Giang. The Role of Postgraduate Study in Enhancing Entrepreneurship to Respond to the Reality of Labor Market in the Era of IR 4.0. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(2):283-288.
  26. Mai Van Luong, Nguyen Minh Ngoc. Pro-China or Pro-USA? Choices for Vietnam National Economic and Security Strategy. *Journal of Critical Reviews*. 2021; 8(1):212-229.
  27. Michal Banka. Analysis of business strategy of real estate developers in Vietnam: The application of QSPM matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):188-196.
  28. Nguyen Thanh Vu, Pham Thi Diem, Vo Kim Nhan, Bui Xuan Bien, Nguyen Thanh Hung, Van Thi Vang. The Strategy of CRM System Development at Mega Market Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):802-806.
  29. Nguyen Thi Hong Tham. *International Promotion*

- Strategy: Cases of Apple and Samsung. Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: "National Entrepreneurship and Innovation", Hanoi, 30 October 2018, Academy of Finance in partnership with IPAG Business Institute (France), York University (Canada) and Waikato University (New Zealand), 2018, 925-932. ISBN: 978-604-79-1930-7
30. Nguyen Hoang Tien. Analysis of Lotte's Market Penetration Strategy in Vietnam FMCG Industry. *International Journal of Educational Research and Studies*. 2020; 2(2):20-23.
  31. Nguyen Hoang Tien. Strategic Alliance as a Form of Execution of Diversification Strategy. Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam", March 2017. TDM University, Binh Duong, Vietnam, 2017, 200-205.
  32. Nguyen Hoang Tien. Comparative Analysis of Multi-domestic Strategy of P&G and Unilever Corporation. *International Journal of Foreign Trade and International Business*. 2019; 1(1):5-8.
  33. Nguyen Hoang Tien. Customization and Standardization of the Business Strategy of Foreign Enterprises in Vietnam: The McDonald's Case and the Fast-Food Sector. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):44-50.
  34. Nguyen Hoang Tien. Innovation Strategy of Korean Enterprises and Development of High Quality Human Resource: Experiences for Vietnamese Businesses. Proceedings of 1<sup>st</sup> International Scientific Conference "Southeast Vietnam Outlook" on "Developing High Quality Human Resource, Asian Experience for Ho Chi Minh City Metropolitan Area in Vietnam", 07 December 2018, TDM University (in partnership with Hiroshima University, Osaka University, Calcutta University), Binh Duong, 2018, 34-40.
  35. Nguyen Hoang Tien. *International Economics, Business and Management Strategy*. Academic Publications, Delhi, 2019.
  36. Nguyen Hoang Tien. Knowledge Management in Strategic Alliances and Foreign Joint Ventures. Proceedings of University Scientific Conference of: "Young Lecturers and MBA Students", Faculty of Economics, TDM University. Binh Duong 15 June 2018, 2018, 141-149.
  37. Nguyen Hoang Tien. Preparation to Strategic Alliance as a Key to the Success of the Future Agreement. Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam", March 2017. TDM University, Binh Duong, Vietnam, 2017, 213-217.
  38. Nguyen Hoang Tien. Merger or Take-over as Forms of Strategic Alliance Ending. Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam", March 2017. TDM University, Binh Duong, Vietnam, 2017, 206-212.
  39. Nguyen Hoang Tien. Strategic Alliance as a Form of Execution of Diversification Strategy. Proceedings of University Scientific Conference "Acquisitions, Mergers and Cross-ownership between Banks, Enterprises in Vietnam", March 2017. TDM University, Binh Duong, Vietnam, 2017, 200-205.
  40. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
  41. Pawel Gepner. Analysis of business strategy of leading Vietnamese real estate developers using SWOT matrix. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(1):181-187.
  42. Pham Thi Diem, Phan Minh Duc, Ho Tien Dung, Nguyen Van Dat, Bui Quang Tam, Vo Kim Nhan. The Strategic Customer Relationship Management at CoopMart in Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):794-801.
  43. Phan Phung Phu, Dang Thi Phuong Chi. The Role of International Marketing in International Business Strategy. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):134-138.
  44. Phung The Vinh, Tran Duy Thuc. Global Strategic Risk Analysis of High-tech Businesses in the Era of Industrial Revolution 4.0. *International Journal of Multidisciplinary Research and Development*. 2019; 6(10):28-32.
  45. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Le Doan Minh Duc, Nguyen Vuong Thanh Long. Analysis of MegaMarket's Market Penetration Strategy in Vietnam FMCG Industry. *International Journal of Educational Research and Development*. 2020; 2(2):5-8.
  46. Rewel Jiminez Santural Jose, Ha Van Dung, Bui Xuan Bien, Nguyen Thi Hoang Oanh, Nguyen Thanh Vu. Analysis of AEON's Market Penetration Strategy in Vietnam FMCG Industry. *International Journal of Advanced Educational Research*. 2020; 5(4):1-5.
  47. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Bui Van Thoi, Than Van Hai. Analysis of Starbucks' Entry Strategy in Vietnam Market. *International Journal of Multidisciplinary Education and Research*. 2020; 5(3):44-48.
  48. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Ho Tien Dung, Nguyen Thi Hoang Oanh, Nguyen Huynh Phuoc. Digital Marketing Strategy of GUMAC and HNOSS in Vietnam Fashion Market. *International Journal of Multidisciplinary Education and Research*. 2020; 5(4):1-5.
  49. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Tran Thanh Tung, Nguyen Khanh Cuong, Nguyen Thi Hoang Oanh. Comparative Analysis of Business Strategy of VinMart and Family Mart Convenience Stores in Vietnam. *International Journal of Multidisciplinary Research and Development*. 2020; 7(7):28-33.
  50. Rewel Jiminez Santural Jose, Nguyen Minh Ngoc, Nguyen Thanh Hung, Nguyen Thi Hoang Oanh, Nguyen Thanh Vu. Comparative Analysis of Human Resource Development Strategy of Family Universities and Corporate Universities in Vietnam. *International Journal of Academic Research and Development*. 2020; 5(4):26-30.
  51. Rewel Jiminez Santural Jose, Le Doan Minh Duc, Bui Xuan Bien, Tran Minh Thuong, Nguyen Thanh Vu. Comparative Analysis of the Business Strategy of Bach Hoa Xanh and VinMart on Vietnam's Retail Market. *International Journal of Academic Research and Development*. 2020; 5(4):1-6.
  52. To Ngoc Minh Phuong, Nguyen Minh Ngoc, Dinh Ba Hung Anh, Nguyen Diu Huong, Nguyen Thi Thanh

- Huong. Green marketing development strategy in post Covid-19 period in Vietnam. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2021; 1(5):101-106.
53. Truong Thi Hai Thuan, Nguyen Hoang Tien. Analysis of Strategic Risk of Domestic and Foreign Real Estate Enterprises Operating in Vietnam's Market. *International Journal of Commerce and Management Research*. 2019; 5(5):36-43.
54. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
55. Tien NH. Relationship Between Inflation and Economic Growth in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):5134-5139.
56. Tien NH. Solutions to Enhance Corporate Sales Performance in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):5014-5023.
57. Leo Paul Dana. Enhancing Social Responsibility and Sustainability in Real Estate Industry. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4999-5013.
58. Boleslaw Rafal Kuc. Customer Care and Customer Relationship Maintenance at Gamuda Land Celadon City Real Estate Project in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4905-4915.
59. Rewel Jiminez Santural Jose. Higher Education Quality Auditor Training in Vietnam. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4315-4325.
60. Nguyen Hoang Tien. Development of Human Resource Management Activities in Vietnamese Private Companies. *Turkish Journal Of Computer And Mathematics Education*. 2021; 12(14):4391-4410.
61. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
62. Nguyen Minh Ngoc. Decision-making factors in the housing market for Vietnamese immigrants in Poland. *DEMIS. Demographic Research*. 2022; 2(1):151-162.
63. Nguyen Minh Ngoc, Nguyen Hoang Tien, Dinh Ba Hung Anh. Opportunities and challenges for real estate brokers in post Covid-19 period. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2021; 1(5):81-93.
64. Syed Ehsan Ullah. The Impact of World Market on Ho Chi Minh City Stock Exchange in Context of Covid-19 Pandemic. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4252-4264.
65. Muhammad Sadiq. Enhancing Staff's Work Motivation in Vietnamese Companies. *Turkish Journal of Computer and Mathematics Education*. 2021; 12(14):4402-4410.