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### Business analysis for the Ecopark real estate group using the McKinsey matrix

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#### Abstract

This article presents a complete business analysis for the Ecopark, one of the most important real estate groups in Vietnam. McKinsey matrix is applied to draw interesting

conclusions for business managers at multiple level of this business group.

**Keywords:** Ecopark, McKinsey Matrix, Real Estate, Business Analysis

#### 1. Introduction

##### 1.1 Overview of the research problem

Currently, with the 4.0 economy, many large and small graph projects are springing up. Outstanding with Ecopark urban area is the largest planned urban area in the North with a total area of up to 500 hectares. Not to mention the natural water surface, the area of green trees and lakes has reached 110ha. On the goal of developing into a green, prosperous and sustainable community. Ecopark has been fully invested in infrastructure, transportation network, education system, health care and many other aspects.

Regarding the McKinsey matrix, it is a more flexible, multi-factor portfolio analysis model. This matrix allows enterprises to apply the assessment of the appropriateness between their capabilities and production and business activities of products and services, and at the same time helps to predict the location of products thereby facilitating planning. Strategy.

##### 1.2 Urgency of the research problem

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. The idea was formed in 2014, when the largest real estate development project in Vietnam was implemented by foreigners. Create timeless shared values for customers, shareholders and stakeholders with innovative, evolving Green Real Estate solutions.

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

The Ecopark project has brought a lot of benefits to Vietnam in general and the real estate industry in particular. Contributing significantly to developing a more modern country, meeting many expectations. Built based on a balanced relationship between urban space and natural environment, creating a multi-functional city, an ideal space to meet all needs of housing, tourism, etc. level and modern.

In addition, there are:

- Creating a harmonious living environment between nature and people, focusing on creating sustainable works to bring a full and comfortable life.
- Promoting economic development by building a modern trade and tourism center with high-class facilities, quality human resources and an abundant source of consumers.
- Preserving and honor the traditional cultural and historical values of the nation by recreating traditional cultural and tourist spaces with high community character. In addition, it also creates space for professional and high-class performing arts activities.

##### 1.4 Objectives of the study

Bringing the aspiration to create a green and modern city, worth living, a humane and prosperous community. Those are also important commitments to ensure the investment always increases in value over time and that is the main goal that Ecopark wants to bring to live.

## 2. Theoretical basis

### 2.1 Some business analysis matrices

Business analysis is the task of understanding business change needs, assessing the business impact of those changes, capturing, analyzing and documenting requirements, and assisting in communicating and delivering requirements with relevant parties.

#### Some business analysis matrices

##### *Matrix analysis and construction of a SWOT strategy*

SWOT analysis and strategy development matrix includes the analysis of the external environment (Opportunities and threats) and the analysis of the internal environment (Strengths and weaknesses). 4 combinations create 4 strategies:

- SO Strategy (Strengths - Opportunities): Based on the company's advantages to take advantage of market opportunities.
- WO (Weaknesses - Opportunities) Strategy: Based on the company's ability to overcome weaknesses to take advantage of market opportunities.
- ST strategy (Strengths - Threats): Based on the company's advantages to avoid market risks.
- WT Strategy (Weaknesses - Threats): Based on the company's ability to overcome weaknesses to avoid market threats.

##### *Matrix analysis and strategy building IE (Internal - External Matrix)*

The IE (Internal - External Matrix) strategy and analysis matrix, also known as the matrix of internal - external factors, is a matrix that places the different SBUs of an enterprise into a 9-cell table, based on the set number of points in 2 matrices EFE and IFE.

Two aspects of the IE strategy and analysis matrix:

- The total number of important points of the IFE matrix shown on the X axis.
- The total number of important points of the EFE matrix shown on the Y axis.

##### *Matrix analysis and strategy building BCG (Boston Consulting Group)*

The Boston Consulting Group (BCG) analysis and strategy matrix, also known as the Boston matrix, is a matrix that helps large companies assess the performance of strategic business units. From there, it helps managers decide to allocate capital to SBUs and assess the financial situation of the company.

Strategies applied in the analysis matrix and building BCG strategy:

- Strategies that can be applied with the "Question Mark" box: Build, Harvest Now, Eliminate.
- Strategies that can be applied to the "Star" box: Maintain.
- Strategies that can be applied to the "Dairy Cow" box: Maintain, Harvest now.
- Strategies that can be applied to the "Squid Dog" box: Harvest Now, Eliminate.

##### *GE (General Electric Screen Matrix) analysis and strategy formulation*

The GE (General Electric Screen Matrix) analysis and

strategy formulation matrix, also known as the McKinsey matrix, is a matrix that applies to companies with multiple SBUs like the BCG matrix but is more extensive. An SBU can be an entire business area of a small or medium-sized company or it can be a business division of a large company, a multi-industry corporation, with separate strategic business decisions and have own goals of the parent company.

##### *Matrix analysis and strategy development SPACE (Strategic Position and Action Evaluation)*

The SPACE (Strategic Position and Action Evaluation) matrix, also known as the strategic positioning and performance evaluation matrix, is a matrix that helps businesses choose an Aggressive strategy. Conservative, Defensive or Competitive are the most appropriate.

Elements of the SPACE strategy and analysis matrix:

- Two internal factors of the organization: Financial Strength (FS/Financial Strength) and Competitive Advantage (CA/Competitive Advantage).
- Two external factors: Environmental Stability (ES/Environmental Stability) and Industry Strength (IS/Industrial Strength).
- These four factors are important factors that determine the overall strategic position of an enterprise.

The axes of the SPACE strategy and analysis matrix:

- Horizontal axis includes: CA and IS (Competitive Advantage and Industry Strength).
- Vertical axis includes: FS and ES (Financial Strength and MT Stability).

##### *GSM analysis and strategy matrix (Grand Strategy Matrix)*

The GSM analysis and strategy matrix (Grand Strategy Matrix), also known as the general strategy matrix, is a matrix used to form and build selectable strategies. The company's SBUs will be located in one of the four cells of the GSM strategy and analysis matrix.

The GSM strategy and analysis matrix consists of two axes:

- The horizontal axis is the competitive position of SBU (strong, weak).
- Vertical axis is the growth of the market (fast, slow).

### 2.2 McKinsey Business Analytics Matrix

The McKinsey matrix is built on two synthetic indicators that are market attractiveness and competitive position, consisting of 9 cells: The vertical axis represents the attractiveness of the market, the horizontal axis represents the position. competition of enterprises or of each business unit, divided into 3 levels: strong - medium - weak. The vertical axis shows the attractiveness of the market, the factors included in the analysis include: market size, growth rate, profit margin, competitive intensity, seasonality, and cyclicity. The horizontal axis represents the competitive position of the enterprise or of each business unit, the factors included in the analysis include: relative market share, price competitiveness, product quality, market ability.

Each circle represents a business unit (competitors in an industry have only one circle). The size of the circle represents the relative size of the industry, the slash on each circle is the market share of the strategic business unit (SBU). Upland: As 3 squares in the left-hand corner,

business units in this location have favorable positions and relatively attractive growth opportunities, strategies to increase investment. Mid-range: As 3 squares located on the diagonal, business units with average attractiveness, should be cautious with selective additional investment to generate income, need to maintain the market rather than increase or decrease. Low zone: As 3 cells in the lower right corner, strategic business units in this area are not in an attractive position, need to use harvesting strategy, decline strategy and exit from the industry.

From the characteristics of the strategies in the matrix we see that: The GE Matrix consists of 3 main areas

- Area 1: Consisting of 3 cells in the upper left corner, SBUs located on these cells have the opportunity to develop, the company should focus resources on these SBUs.
- Area 2: Consisting of 3 cells located on the diagonal from the lower left corner to the upper right corner, SBUs need to be careful when making investment decisions to grow, shrink, or withdraw from the industry.
- Area 3: Consisting of 3 cells located in the lower right corner, these SBUs are weak in competitive position and unattractive business sectors, so focus on harvesting and discarding strategies.

To build this GE matrix, businesses need to perform the following steps:

- Step 1 (Build the SBU's industry attractiveness matrix, reflecting the industry's attractiveness to the company):
  - Select at least 10 factors that represent the attractiveness of the business, these factors are collected when analyzing the external environment of the SBU (Table factors)
  - Determine the system of importance for each factor on a scale from 0 (Not Important) to 1 (Very Important). The factor that enterprises evaluate as more important will have a larger coefficient. The sum of the elements in the matrix must be 1.
  - Rate the attractiveness of each element on a scale from 1 (Not attractive) to 5 (Very attractive). Multiply the importance factor by the attractiveness score to determine the score for each of those factors.
  - Add the scores of all elements in the matrix to determine the total score for the industry attractiveness matrix and determine the position of this matrix on the vertical of the GE matrix: Low (0.00-1) .33), Medium (1.33-3.67), High (3.67-5.00).
- Step 2 (Building SBU's competitive position matrix, reflecting SBU's competitive position in the industry):
  - Select about 10 factors that represent the competitive position of SBU in the business industry, these factors are collected when analyzing the external environment of SBU
  - Determine the system of importance for each factor on a scale from 0 (Not Important) to 1 (Very Important). The factor that enterprises evaluate as more important will have a larger coefficient. The sum of the elements in the matrix must be equal to 1.
  - Rate the attractiveness of each element on a scale from 1 (Not attractive) to 5 (Very attractive). Multiply the

importance factor by the attractiveness score to determine the score for each of those factors.

- Add up the scores of all elements in the matrix to determine the total score for the industry attractiveness matrix and determine the position of this matrix on the GE matrix: Low (0.00-1) .33), Medium (1.33-3.67), High (3.67-5.00).
- Step 3 (Determine the position of the SBU on the GE matrix):
  - The position of the SBU on the GE matrix is represented by a circle, centered at the intersection between the position of the industry attractiveness matrix and the position of the competitive position matrix.
  - The size of the circle depends on the size of the industry
  - The shaded part indicates the SBU's share in the business line
  - Area 1: Consisting of 3 cells in the upper left corner, SBUs located on these cells have the opportunity to develop, the company should focus resources on these SBUs.
  - Area 2: Consisting of 3 cells located on the diagonal from the lower left corner to the upper right corner, SBUs need to be careful when making investment decisions to grow, shrink, or withdraw from the industry.
  - Area 3: Consisting of 3 cells located in the lower right corner, these SBUs are weak in competitive positions and unattractive business lines, so they should focus on harvesting and discarding strategies.
- Step 4: (Determine the strategic direction for the SBU): Based on the position of the SBU on the GE matrix, determine the strategic plan for the SBU, in the above example we see that the SBU has a position of (3,45; 3.8) on the GE matrix, this is the position. With medium competition and highly attractive business, the appropriate option is that enterprises should invest selectively in order to grow. The GE matrix has the advantage of using many factors to determine the position of the SBU, so the flexibility is high, but it also has the disadvantage that: The evaluation of the factors is subjective and the matrix only consider SBUs at the present time, not considering the industry's stage of development.

### 2.3 Strengths and Weaknesses of the McKinsey Matrix in Business Analytics

#### Strength

- Help businesses identify strategies to implement to improve the performance of business portfolios.
- As sophisticated business portfolio framework, advantages over BCG matrix.
- Helping people, especially managers, to understand more about their products or business units.
- Help businesses get the best profit through the reasonable adjustment of resources.
- Helps to prioritize limited resources to achieve the best return.
- Managers are more aware of how their products or business units work.
- This business portfolio framework is more complex than the BCG matrix.

- Identify strategic steps the company needs to take to improve the performance of its business portfolio.

### Weakness

The GE Matrix requires a consultant or a highly experienced person to determine the industry attractiveness and strength of the business unit as accurately as possible.

- Expensive operating costs.
- Does not take into account the synergies that may exist between business units.

## 2.4 Research methods and data sources collection

### Data sources

Event data sources track actions (like viewing, adding to cart, or making a purchase) that people take on your website, mobile app, or in store. The event data source can be a tool, connection, piece of code, or other object.

Data sources in Business Manager include: Categories, Facebook Pixel, Offline Event Sets, Custom Conversions, Attributes, Event Source Groups, Generic Audiences, SDKs

### Collection method

There are 3 methods of data collection:

- Collecting data from references: This method is based on information collected from available references (records, medical records, statistical books) to build an argument base to prove the hypothesis.
- Collecting data from experiments (clinical, subclinical results): data is collected by observation, monitoring, measurement through examination, tests. To collect data, researchers often set up variables to observe and measure.
- Collecting non-empirical data (forming survey questionnaires, interviews, group discussions): is a method of collecting data based on the observation of events, things that have or are existing, from that find their rules. This method includes various types of economic and social research, anthropological research, etc.

## 3. Research results and discussion

### 3.1 Business analysis for real estate corporation Ecopark using McKinsey matrix

#### 3.1.1 Ecopark real estate group's attractiveness

External potential for real estate group Ecopark

Hung Yen and the wave moved to the East of the capital

- The potential for socio-economic development of Hung Yen province

Hung Yen is a province located in the central region of the Red River Delta, bordering the capital Hanoi to the east. Hung Yen has strengths that other localities need in their socio-economic development.

It is a fast and strong industrial province of the North. In the province, there are many large industrial parks, GRDP reached more than 1000 billion, of which GDP per capita reached 79.57 million, ranked 13th in the country and 7th in the Northern provinces. Per capita income reaches more than 50 million VND/year, ranking 11th in the country and 4th in the Northern Midlands and Delta region; economic growth rate has also reached 6.45%.

- Real estate development potential of Hung Yen in the future

Hung Yen is one of the emerging areas in the Northern real estate market, along with Bac Ninh and Quang Ninh.

Hung Yen is located in the heart of the Northern Delta, possessing a strategic location that easily connects to Hanoi, Hai Phong and Nam Dinh.

Land prices in Hung Yen increased 12% year-on-year in 2020, higher than the average increase in Hanoi.

The supply of townhouses in Hung Yen may reach 2,500 units in 2021, 16.8% higher than the supply in Hanoi. This is thanks to contributions from large urban projects such as Ecopark (500ha) or Vinhomes Dream City (460ha). The sale at these projects is expected to achieve a high absorption rate, about 70-80% in 2021, due to the great demand from domestic and foreign experts, engineers and workers working here.

- The investment wave moved to the east of the capital, especially Hung Yen

According to real estate investors, before 2010, the East area of Hanoi was not noticed by the world despite being very close to the city center, while the West area attracted very strong investment. However, since a series of large bridges such as Vinh Tuy, Thanh Tri, and Nhat Tan were completed, the real estate market in the East, especially in the Hung Yen area, has increased in price and begun to receive the attention of investors. the investors.

Experts predict that in the coming time, the Eastern region will be transformed even more strongly thanks to the Prime Minister's decision on the partial adjustment of the capital's general planning to 2030, with a vision to 2050.

### The infrastructure

Ecopark urban area is only 25 minutes by car from Hoan Kiem center and Noi Bai airport, 22 minutes from My Dinh center. The road from the inner city to Ecopark is also extremely easy, you can choose Chuong Duong, Vinh Tuy, and Thanh Tri bridges if you are in the central district. If you are in the center of My Dinh, you can follow the Ring Road 3 overhead.

In addition to existing bridges such as Long Bien, Chuong Duong, Vinh Tuy, Thanh Tri, etc., Hanoi will have a total of 18 road works crossing the Red River in the near future. The nearest are 4 trillion bridges: Vinh Tuy bridge phase 2, Tran Hung Dao bridge, Ngoc Hoi bridge, Me So bridge.

Specifically, Vinh Tuy Bridge phase 2 is located right next to phase 1, has a scale of 4 lanes, a length of 3.5 km, a total investment of VND 2,500 billion. Tran Hung Dao Bridge connecting Tran Hung Dao Street (Hoan Kiem) with Co Linh Street (Long Bien) has a total investment of 9,000 billion VND, size of 6 lanes, length of 5.5km.

Ngoc Hoi Bridge connects Ring Road 3.5 (Hoang Mai) with Hanoi - Hai Phong Expressway (Gia Lam) with a total investment of 4,881 billion VND, scale of 6 lanes, length of 13.8km. The Me So Bridge connecting the ring road 4 (Thuong Tin) with the Hanoi - Hai Phong highway (Gia Lam) also has a total estimated investment of VND 4,881 billion, with a length of 13.8 km.

The trillion-dollar bridges completed in the next 2-3 years

are likened to "steel levers" to help the Eastern real estate market make a strong breakthrough. Along with that, road transport infrastructure is also a prominent highlight of the area with projects such as the extended National Highway 5, Co Linh intersection...

### **The potential comes from the Ecopark urban area itself** *Ecological, environmental and natural factors*

The name itself evokes Ecopark's top value, which is ecology. Located in the Southeast of Hanoi, with a scale of nearly 500 hectares, near the Red River, Duong River and stretching along the banks of North Hung Hai, Ecopark is affectionately classified as the greenest city in the southeast of the capital and most recently "the greenest city in the world" praised by the prestigious international newspaper.

It's still a city, but in Ecopark, it's architectural complexes and clusters of works that are harmoniously connected with low construction density, so there is no "expansion" of concrete blocks, noise, etc. Smog. Instead of green grass, green trees; are roads and sidewalks made from mountain rocks; rivers and lakes stretch. Therefore, it deserves to be the project with the most beautiful landscape design in the world.

The real estate market has been heavily affected by the Covid-19 epidemic, in addition to climate change, environmental pollution, etc. Therefore, environmental factors are of the utmost concern. That is the outstanding criterion to choose a real estate worth investing in, especially for residents in large urban areas like Hanoi, typically Ecopark real estate.

#### **Planning factor**

Ecopark is a very well-planned urban area, every tree, every house is already in the plan, so customers can safely invest in real estate without having to worry about the planning situation. again later. Total project area: 499.07ha. In which, the project's architectural and landscape spatial planning:

#### **Utility factor**

Utilities are also an element that shows the outstanding potential of Ecopark, which is rarely owned by any project.

#### **Foreign investment factors**

In addition to the names associated with the living environment, Ecopark is also known as "Phu My Hung" of the North not only because of the similar size and style factors but also because Ecopark owns a central financial district. The first and only CBD in the East region.

The CBD plays a key role in creating the city's competitiveness because it has the highest concentration of commercial, financial and high-tech activities. With 74ha, Ecopark gathers the world's leading names such as:

Nomura Group - Japan's largest real estate corporation with the first 3000 hot mineral Onsen apartments in Vietnam.

Accor Group - The largest hotel business group in the world, operating in 92 countries and 5 continents will be present at Ecopark with the world's first Sofitel villa product.

#### **Client**

People tend to seek a green life with open space in suburban cities. Because of that, the periphery now appears many large urban areas.

Land prices in Hung Yen increased 12% year-on-year in 2020, higher than the average increase in Hanoi. The supply of land-based houses in Hung Yen may reach 2,500 units in 2021, 16.8% higher than the supply in Hanoi" - According to CBRE, the world's largest real estate company.

### **3.1.2 Ecopark real estate group's competitiveness**

Tapping into the green mentality of the rich, Ecopark implements an upmarket villa project in the Southeast of Hanoi. To convince the upper class, Ecopark continuously offers competitive products in the market.

One of the prominent factors in current luxury real estate projects is bringing nature close to living space. With projects with large land funds, investors spend heavily on landscaping to create resort-style housing products that are popular with the world's elite.

At Ecopark Green Urban Area, the group recreated a Dubai palm island paradise with Ecopark Grand - The Island villas. The villas are built on the branches of the island reaching out to the middle of the lake. Investor Ecopark has ordered international design corporations to build a circulating and circulating water surface system spread over an area of 72ha, filtered by natural aquatic technology.

The design of the villa is also a highlight at Ecopark Grand - The Island. The project has up to 5 villa models designed by international architectural brands. The product handover completes the exterior for the landscape of the whole area to be consistent, the rest of the interior design of the homeowner can be customized according to personal preferences. If customers have requests, Ecopark will help connect with famous interior brands such as Versace, Roberto Cavalli, to order synchronously for the house.

Ecopark island villa owns a system of high-class facilities only serving project residents including a commercial center, an international hospital, an international school system, and a golf course. When buying a villa, homeowners will enjoy services at the adjacent golf course, transfer by yacht, Maybach car and have a private concierge staff.

Besides, although it plays the role of a satellite town for the capital, Ecopark takes just over 15 minutes to drive and connects to everywhere thanks to a perfect transport infrastructure system. This is also the first urban area in the North to own a free bus system for residents with more than 100 trips per day, making it convenient for commuting to work, school.

Along with that, an advantage that makes Ecopark become a competitor that makes other real estate businesses wary is the price. Although it is oriented to create a living environment like the upper class, Ecopark realizes that many young people who have just got married still do not have enough capital to own. Therefore, the enterprise offers solutions to design apartments with prices around 1 billion VND thanks to the advantage of abundant land fund.

### **3.1.3 Strategy plan for Ecopark**

As can be seen, Ecopark owns 3 product lines including Ecopark Grand Island villas, Marina Arc townhouses, The Collection - A collection of apartment wonders each product line has "one look" but all have one thing in common: rare, unique and level. In particular, Ecopark Grand Island Villas has the magnificent Palm Island shape in Dubai, located between four sides of green bays and lakes and multi-layered vegetation, all villas are present. open contact with nature. The super product Marina Arc townhouse has 9 floors each, all of which have a direct view of Aqua Bay. These buildings have the lowest price from about 36 billion VND / unit with an area of about 280 m<sup>2</sup>, the highest about 100 billion VND for 630 m<sup>2</sup>. As the name suggests - The

Collection is a collection of apartment wonders dedicated to customers who are passionate about "unique goods". These are apartments that go beyond all traditional standards of a luxury apartment, possessing dual views across the length of the central bay or golf course.

Previously, Ecopark has completed the sale of thousands of high-end apartments at affordable prices, creating the phenomenon of "queuing" to buy Ecopark houses. Therefore, this is the best time for Ecopark to approach the high-end market. 3 new product lines are the perfect "piece" of the picture of a complex urban area with a total investment of up to nearly 10 billion USD.

Besides, adding value to customers through taking people as the measure, is the starting point from which to create an emotional living space. There, "soft values" are cherished so that each person can return to nature, to the village, to the community... to listen to the voice of the soul, to love and appreciate life live every day. Strong focus on entertainment and education to not only serve the needs of residents but also to satisfy the whole community. Create a green environment, a green life to improve the spirit and essence of residents when living here.

### 3.2 Discuss the results of the above business analysis

With a sustainable development strategy, the group on the one hand seeks profitable investment opportunities but also does not forget the responsibility of building a community associated with environmental protection. It can be easily seen that most of the real estate projects invested are very focused on the development of green space, with a wide coverage of water surface combined with vegetation.

Ecopark Group has clearly demonstrated its attitude towards building an eco-friendly ecosystem. The planning space, architecture and infrastructure of these real estate projects are all oriented for residents to form a green lifestyle, to appreciate and protect what nature has to offer. Along with a reasonable living space, there are also utility systems, community welfare and world-class services, helping to spread civilized and sincere messages to all people.

Although only entered the real estate market in 2016, it has made tremendous strides. From the registered charter capital at the time of business establishment of only VND 250 billion, by 2020, the equity recorded in the company's consolidated financial statements has exceeded VND 1,500 billion. The company also shows very good growth from business activities when in just 3 years from 2018 to 2020, the profit after tax of the business has increased 9 times, from 63 billion dong to 570 billion dong. This period also saw DB's total assets increase 1.7 times, reaching the milestone of VND3,500 billion.

In the coming years, Ecopark is taking steps to welcome the wave of real estate in many provinces and cities across the country, especially in the North Central region. This promises to be an opportunity for businesses to grow stronger and assert their name in the country's real estate market.

### 3.3 Proposal to improve the McKinsey matrix

Always spread the message of green living, creating a green space not only brings a prosperous life to residents but also creates a clean and civilized ecological environment.

The attraction of Ecopark is created by the traditional highlight, preserving the traditional culture of the Vietnamese nation. Building streets displaying handicrafts

and cultural festivals, etc., and creating space for professional and high-class performing arts activities.

With the orientation of an upper-class life, residents living at Ecopark can receive shopping incentives when shopping at high-end brands in the world such as Dior, Gucci, Louis Vuitton.

## 4. Conclusions and recommendations

### 4.1 Conclusion

In the context of increasingly complex business, especially when the real estate industry is on the rise, real estate corporation Ecopark has constantly made efforts to maintain and develop its brand. Over the years, the group has created for itself a strong enough internal strength and is increasingly promoting it so that it can continue to maintain and develop market share, take advantage of opportunities and overcome challenges from outside impact. The Group has also focused on investing in research and development of new products to meet the diverse needs of consumers and improve its competitiveness. In addition to taking profit as a goal for many years, the group has always well performed its social obligations through many meaningful charitable activities. With reasonable policies on price, product, market direction, distribution... The Group has maintained its market share and is growing in the current fiercely competitive real estate market. Ecopark deserves to be a strong brand of Vietnam

### 4.2 Recommendations and suggestions

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

The investor needs to deduct a part of the benefits from the project to develop urban infrastructure for the new rural part, invest in necessary social welfare works, develop a fund to support the elderly, establish a new funds to support other target groups who have lost their livelihoods for communities in the project area.

The investor needs to have specific and effective measures to prioritize training and employ local people with a good income so that people can directly benefit from the investment project.

It is necessary to be open and transparent about exchanging land for infrastructure such as determining the value of built infrastructure, determining the value of land for exchange, the value of compensation, support, resettlement implemented, etc. people whose land has been acquired are informed and can participate in monitoring.

It is necessary to study carefully to complete the revised Draft Land Law, focusing mainly on comprehensive reform of the financial disclosure and transparency mechanism; mechanisms for community consultation and community consensus in the process of making master plans and plans on land use, implementation of land recovery, land allocation and land lease; mechanisms for compensation, support and resettlement for people whose land is recovered. The process of industrialization and urbanization to develop the country is always a complicated process. At all costs, the process of transferring land to implement investment projects must be carried out. Corruption in management and people's complaints always accompanies the implementation of investment projects if not strictly managed. But not because of fear of corruption and lawsuits that stopped the investment process. A good legal and policy system can increase investment but still control corruption and limit complaints from the people.

#### 4.2.2 For leaders of some business units of Ecopark real estate group

It is necessary to further strengthen the propaganda and mobilization, creating consensus among the people. Governments at all levels must directly contact the people, kill them more closely to listen to the people's legitimate thoughts and aspirations. The issues people complain about must be answered thoroughly and thoroughly. The shortcomings, if any, must also be explained clearly and rationally so that people can understand. It is at all levels from the Central to the commune that need to unify, not hesitate, avoid, hesitate, face the truth to lose the doubts and questions of the people. The lack of transparency makes it easier for people to misunderstand, causing people to continue to complain for a long time.

#### 4.2.3 For policy makers to develop the real estate market

The policy of creating and owning real estate plays an important role in the real estate market, because the value of real estate can only arise when ownership is established. Policy to increase the proportion of rental housing structure; diversify and promote the development of commercial housing of medium size and reasonable price. Countries have strict and specific regulations on conducting transactions related to real estate, including regulations on registration of land use rights and registration of real estate changes after the transfer. Corporate policy and real estate business have contents related to business formation, process of conducting real estate business. The policy on land in the real estate market aims to create a legal framework for land to transform from a resource into an asset and participate in the land use rights and real estate market.

#### 4.3 Coordination solution between business units of real estate group Ecopark

Sales staff are dedicated, attentive, enthusiastic to customers and knowledgeable about products. Always goodwill, ready to improve to meet the requirements of partners, store customer information through a private system. Build, care and maintain close relationships with customers, listen to customers' opinions to have the best support and cooperation programs, and attractive after-sales services.

To perfect the institution of property, which clearly affirms the objective and long-term existence of all forms of ownership, first of all, state ownership, collective ownership, and assurance of lawful rights and interests. of different owners to synchronously amend the existing institutions on land ownership, clearly define land ownership and land use rights, and ensure the rights of land users.

Strongly develop construction investment activities to quickly become one of the leading corporations in developing and providing construction solutions in Vietnam. Every year, Ecopark Group is the unit that provides the market with thousands of apartments as well as hundreds of adjacent residential apartments, creating a great reputation with customers on the real estate floor.

Entertainment and education have become indispensable needs in modern life. This factor is paid special attention by Ecopark investor to not only serve the needs of residents but also to satisfy the whole community.

Project birth communication is the fastest and most effective way to introduce real estate projects to the public and target

customers. However, every day, hundreds of articles about real estate projects flood the newspapers. In order for the project to be imprinted in everyone's memory, not to be blurred in the "sea of information", it is necessary to have sharp, unique project birth announcements and leave a mark of its own.

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