



Received: 24-05-2022

Accepted: 04-07-2022

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Business analysis for Dat Xanh Group using CPM matrix

¹ Hua Trung Phuc, ² Nguyen Dinh Quang, ³ Luong Quy Ngoc, ⁴ Ho Quoc Duc, ⁵ Nguyen Duy Phuong, ⁶ Pham Van Thu

^{1, 2, 3, 4, 5} Gia Dinh University, Vietnam

⁶ Vietnam Aviation Academy, Vietnam

Corresponding Author: **Hua Trung Phuc**

Abstract

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

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

Keywords: Dat Xanh CPM Matrix, Real Estate, Business Analysis

1. Introduction

Dat Xanh Real Estate Joint Stock Company (DATXANH GROUP) through the analysis of the application of business strategies, the implementation of the strategies and the results obtained. shown through the reported data. From this situation will give us the overall and comprehensive assessment results and limitations in the Company's strategic business management through the aspects such as: Product differentiation strategy; Market development strategy; Advanced strategy competitiveness, backward integration strategy; Business diversification strategy; Strategy joint venture; On that basis, the topic combines and uses the theory of strategic management to find out some solutions to improve business efficiency in order to choose and apply appropriate strategies with the actual situation for Dat Xanh Real Estate Joint Stock Company (DXG in a good way most specific and effective.

1.1 Overview of the research problem

Dat Xanh Services Market Research Institute has and will focus on strategic research and consulting with high practical application by a combination of international standards and deep understanding of local markets.

From 2022, Dat Xanh Services Market Research Institute will officially share a part of exclusive information on real estate, finance and technology that the Institute has researched for many years to the market.

With in-depth analysis of demand, supply, and selling price of each region provided by Dat Xanh Services system, combined with multi-dimensional perspectives of speakers, talkshow "Vietnam real estate market" South 2021 and trends 2022" provided a lot of useful information.

Dat Xanh Services Market Research Institute has and will focus on strategic research and consulting with high practical application by a combination of international standards and in-depth understanding of local markets.

From 2022, Dat Xanh Services Market Research Institute will officially share a part of exclusive information on real estate, finance and technology that the Institute has researched for many years to the market.

In particular, in 2022, the market may witness a shift of cash flow from securities and high-risk investment channels through real estate, especially the land plot segment. At the event, the speakers all said that the survey results accurately reflected the situation and expectations of the market.

Supply in Ho Chi Minh City is expected to recover slowly and reach the same level as in 2018 - 2019 with about 22,000 - 30,000 units in 2022 - 2023. In Hanoi, new supply is expected to increase to 28,000 - 34,000 units. in the period 2022 - 2023.

Regarding the price of primary apartments, the average selling price in Ho Chi Minh City in the period of 2022 - 2023 will increase from 12 to 18%. The Hanoi market is expected to grow by 5% - 10% per year.

It is forecasted that when the project's legal issues are removed and the covid epidemic is well controlled, the supply of new real estate will be much improved. Supply increases, but real estate prices are expected to continue to increase due to the large demand from domestic and foreign customers. In addition, the completion and upgrading of more utilities and ecosystems following new projects, along with increasing input costs are also the reasons why real estate prices are difficult to cool down

compared to the previous period. current point.

1.2 Urgency of the research problem

The real estate market has gone through many ups and downs, but also has a quiet period. With many efforts in management activities, the state has issued many policies to regulate the real estate market. However, the positive effects on the real estate market from the policies always require a necessary period of time to take effect, so policy changes have caused the Dat Xanh real estate market from the beginning of 2010 has been difficult up to now. Facing the above situation, it is very necessary to research and find financial solutions to develop the real estate market to develop and operate in a healthy and stable manner at this time.

1.3 The significance of the study for management practice

Meaning of management practice

- The topic shows us clearly the status of distribution and promotion activities for real estate projects, one of the companies operating in the field of real estate.

Real estate services

- Through distribution and promotion activities at Dat Xanh Tay Bac Investment and Development Joint Stock Company, it is possible to propose solutions to perfect and improve the professionalism of this activity.

1.4 Research objectives

Clarifying the distribution and promotion of shareholders for real estate projects at Dat Xanh Tay Bac Investment and Development Joint Stock Company.

2. Theoretical basis

Strategy is an action plan generalization to achieve the item specific target. Talk about strategy of an organization often think of that organization

- Potential competitors must determine what the goal you want to achieve is, how How to do it and how to ensure it? what resources.
- Current Competitors- Customers Strategy includes three main roles: - Supplier+ Planning role- Substitute product+ Forecasting role

2.1 Some business analysis matrices

The SWOT model is a business analysis matrix for all businesses to improve their business situation with the right direction and build solid development foundations on the basis of their own resources.

SWOT stands for: Strengths, Weaknesses, Opportunities and Threats, is a famous business analysis model (or matrix) for businesses.

Several types of business analysis matrices

1. BCG Matrix

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

question marks (question marks).

2. Ansoff Matrix

The Ansoff matrix, also known as the product/market expansion matrix, is a simple but effective tool to help managers answer the two questions "How to grow in the existing market?" and "How to improve product portfolio for better growth?"

The matrix shows that businesses can grow in four ways, and also shows the risks in each way. At the same time, in each different strategy, businesses will face different risks and each time they move into a new cell, the risks and risks increase.

3. GE-McKinsey Matrix

GE's operating portfolio analysis method is a matrix construction method to analyze a company's business portfolio by its strategic business units (SBUs). When an enterprise has a complex business portfolio consisting of many products, it will be difficult to make a decision for each unit because they have different needs and requirements while the company's potential is limited.

2.2 CPM Business Analysis Matrix

Competitive Profile Matrix, abbreviated as **CPM**

The competitive image matrix is a model that identifies a company's main competitors and its own strengths and weaknesses relative to the competitive firm's strategic position.

The nature and content of the competitive image matrix

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

Steps to build a competitive image matrix (CPM)

To build a competitive image matrix, we go through 5 steps:
Step 1: Make a list of about 10 key factors that have an important influence on a company's competitiveness in the industry.

Step 2: Rank the importance from 0.0 (Not Important) to 1.0 (Very Important) for each factor. The importance of each factor depends on the degree of influence of the factor on the competitiveness of the company. The total importance score of all factors must be equal to 1.0

Step 3: Determine a weight of 1 to 4 for each factor where 4 is good, 3 is above average, 2 is average and 1 is weak

Step 4: Multiply the importance of each factor by its weight to determine the number of factors.

Step 5: Add the scores of all factors to determine the total score of the matrix

Evaluation: Compare the company's total score with major competitors in the industry to assess the company's competitiveness.

The competitive image matrix is constructed similarly to the IE matrix but defined for direct competitors.

What are the main components of a competitive image matrix?

1. Critical Success Factors
2. Weight (Weight)
3. Rating (Rating)
4. Score & Total Score (Score & Total Score)

2.3 Strengths and weaknesses of the CPM matrix

Advantages

CPM allows you to analyze your competitors' relative strengths and weaknesses, helping you create an effective competitive strategy. To create a CPM, you must first identify the critical success factors. Identifying these factors is an important component of developing an effective strategy. By placing all competitors in a simple one-page matrix, it makes it easy to compare different companies visually. Total score allows you to easily see which company has the best total offers in the market

Disadvantages

Scores assigned to critical success factors are assigned subjectively. This means they are likely to be inaccurate to some extent. It can be difficult to measure a competitor's key success factors simply because this may not be publicly available. When using CPM, weakness in one area can affect a business's overall score, however, intentionally low scores in one area can be beneficial because of the advantages that low scores bring to the industry. other area.

3. Research method

3.1 Data sources and methods of collection

3.1.1 Data source

- Information is collected through the official website of Dat Xanh real estate group. "dataxanh.vn"
- Update information through the group's fanpage and facebook page.
- Capture daily fluctuations information, information about development situation, development model on the page "cafeland.vn".
- Collect information through other paper and electronic newspapers.
- Information is collected through the company's employees through the interview method.

3.1.2 Collection method

Secondary data collection method

- Search through reputable, cited, state-recognized newspapers.
- Search the catalogs.

Primary data collection method

- Observe and seek first-hand information by

participating in corporate publicity activities.

- Interview and observe the corporation, observe the customers who have worked with the corporation.

3.2 Research method

- Qualitative research method: Interviewing individuals who are knowledgeable about the corporation, observing individuals who have worked with the corporation, collecting relevant information, documents, and development parameters and then analyzing them. Filter out accurate and reliable information.
- Quantitative research method: Make surveys on economic fanpages, public social networking sites, pages focusing on employees working in the same industry with the corporation, find out the most objective and accurate opinions, filter out the information chosen by the most people, we get the most accurate information.
- Experimental method: Collecting information in the form of observations, most specifically, observing revenue, observing business situation, observing human resource development and training as well as leadership's operating methods. Corporation, group.
- Non-empirical method
- Interview method: Interviewing Dat Xanh's brokers, from the brokers, we will open up a relationship with Dat Xanh's customers, thereby collecting many accurate sources of information and customers. more sides.
- Survey method by questionnaire: Print questionnaires for Dat Xanh customers, online questionnaires on reputable financial and economic forums.
- Method of asking experts: Find out and select reputable experts in the same field to capture more knowledge, experience and information.
- Methods of analysis and synthesis
- When we have gathered enough necessary information and sources, we will filter it again, select the information that is reasonable and valuable, and when we have distilled the most accurate information. We will include them in the research paper, making the research more organized and attractive.
- Historical and logical method:
- Observe each period of the corporation's development, learn the development policy of the corporation through each milestone of the times, thereby linking the causes and results of events.

4. Research results and discussion

4.1 Business analysis for Dat Xanh real estate group using CPM matrix

Table 1: CPM Matrix of Dat Xanh Real Estate Group

Core success factors	Weight	Company	Vinhome	HAGL	BECAMEX
Brand, Reputation	0.5	2	3	4	4
Competitive price	0.05	2	3	2	2
Product quality	0.2	2	3	3	4
Human Resources	0.1	3	3	3	4
Sales force	0.1	3	3	3	4
Finance	0.05	3	4	3	3
Information technology	0.05	2	3	2	3
Supply management capabilities	0.1	2	2	3	4
Executive management	0.05	3	4	2	4
Customer relationship	0.1	2	3	4	3
Total	1.0	24	thirty first	29	35

4.2 Discussion of the above business analysis results

Through the analysis of competitive image matrix, we can rank competitors as follows: HAGL and BECAMEX ranked 1st, Dat Xanh Company ranked second, then BECAMEX. With a score of 24, Dat Xanh company responds very effectively to external and internal environmental factors. BECAMEX with a score of 35 is a formidable competitor of Dat Xanh company. In addition, Vinhomes with a score of 31 is also a potential competitor of Dat Xanh company in the field of online game publishing.

Dat Xanh Group: In 2018 it is estimated to reach 28,000 products distributed through Dat Xanh system, expecting VND 5,000 billion in revenue and more than VND 1,000 billion in after-tax profit; at the same time, continuously acquiring and developing land bank with a scale of 1,000 ha and gradually increasing in the coming years... Those are some impressive numbers, marking the 15th anniversary of the establishment of Dat Xanh Group (13 years old) November 2003 - November 13, 2018).

- HAGL Real Estate Company

- According to the consolidated financial statements of the third quarter of 2019, in the first 9 months of the year, HAGL recorded a net revenue of VND 1,480 billion, down 65.73% compared to the same period last year; profit after tax was negative 1,230 billion dong, while the same period profit was 400 billion dong.
- As of September 30, 2019, the total consolidated assets and liabilities of HAGL were VND 41,900 billion and VND 24,800 billion, respectively, down VND 6,200 billion and VND 6,500 billion respectively compared to the beginning of the year.
- Thanks to a series of restructuring moves, the debt of HAGL system has decreased significantly. Short-term loans decreased from approximately VND 7,000 billion to VND 4,052 billion and long-term loans decreased from VND 14,800 billion to VND 10,700 billion.

-Becamex Company has established BECAMEX BCE Company with an initial charter capital of VND 7 billion, of which BECAMEX IDC holds 35% in the role of founding shareholder, the rest is owned by employees of BECAMEX Company. BCE contributed capital (65%). During its operation from 2002 up to now: the above capital participation ratio has changed gradually and now BECAMEX IDC holds 51.82% of charter capital (VND 300,000,000,000,000).

4.3 Improve CPM Matrix

The following indicators need to be improved

Weight

Each critical success factor should be assigned a weight from 0.0 (low importance) to 1.0 (high importance). The number shows the importance of the success factor in Dat Xanh company

Need to improve the indicators to be higher than the competitors

- Brand, prestige
- Competitive price
- Product quality
- Information technology
- Supply management capacity
- Customer relations

5. Conclusions and recommendations

5.1 Conclusion

Through the analysis, it has shown the factors affecting the real estate business of the Company, in order to limit the negative factors affecting the real estate business in the current period, the group has a few children. request.

For any business in its business, the ultimate goal is profit. However, to achieve that is not an easy thing, it depends on many factors such as: market, economy, politics, culture. Especially for real estate business. Real estate, this is a business that brings a lot of profit but also has many risks.

Therefore, the problem of understanding and researching the real estate market to have an overall scientific view, evaluate and format the real estate market correctly is a job that any business must do. Any real estate business needs to do. From there, there are measures and the right strategies in their business activities to achieve the set goals, avoiding unnecessary risks.

5.2 Suggestions and suggestions

5.2.1 For leaders of Dat Xanh Real Estate Group

Leaders of Dat Xanh Real Estate Group need to have the following reasonable policies:

- It is necessary to have a salary and bonus policy, appropriate and satisfactory benefits to retain high-quality human resources.
- Create a comfortable and convenient working environment for employees to maximize their capacity.
- The leader of the company himself needs to improve his knowledge, learn a lot from the management style of a great politician.

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

- The company needs to seize its opportunities, advantages and disadvantages to promote its strength and improve its competitiveness in the integration period.
- Bringing the Company into effective business operations, meeting the expectations and expectations of the Shareholders and contributing to the overall development of the country's economy.
- Manage your branch well, properly implement the targets from superiors to contribute to building a stronger and stronger corporation.

5.2.3 For policy makers to develop the real estate market

- Capture market trends and psychology to have appropriate products to satisfy consumer needs.
- Capture, learn new advances in the field of information technology, develop new tools to make games.
- Link with partners to support new tools.

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

- Actively participate in social activities, actively contribute to the movements launched by the state and society. Build a good brand image.
- Strictly comply with all provisions of the law. Ensure long-term healthy growth.
- Develop attractive remuneration policies, attract talented people, create jobs for young people who have a passion for digital technology, promote the creative

spirit of the company's members with a worthy reward system.

- Improve the quality of customer service staff to create the most professional service style to ensure customer satisfaction.
- Immediately fix the defects of the product proposed by the customer.

6. References

1. 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.
2. 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.
3. 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.
4. 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).
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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.
12. 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.
13. 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
14. 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.
15. 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.
16. 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.
17. 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.
18. 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
19. 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.
20. 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.
21. 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.
22. 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.
23. Nguyen Hoang Tien. Innovation Strategy of Korean Enterprises and Development of High Quality Human Resource – Experiences for Vietnamese Businesses. Proceedings of 1st 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.

24. Nguyen Hoang Tien. International Economics, Business and Management Strategy. Academic Publications, Delhi, 2019.
25. 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.
26. 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.
27. 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.
28. 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.
29. Tien NH. Leadership in Socially Responsible Enterprises. Ementon Publisher, Warsaw, Poland, 2015.
30. 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.
31. 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 of Multidisciplinary Research and Growth Evaluation. 2021; 2(4):794-801.
32. 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.
33. 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.
34. 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.
35. 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.
36. 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.
37. 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.
38. 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.
39. 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.
40. 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.
41. 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.
42. 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.
43. Tien NH. Leadership in Socially Responsible Enterprises. Ementon Publisher, Warsaw, Poland, 2015.
44. Tien NH. Relationship Between Inflation and Economic Growth in Vietnam. Turkish Journal of Computer and Mathematics Education. 2021; 12(14):5134-5139.
45. Tien NH. Solutions to Enhance Corporate Sales Performance in Vietnam. Turkish Journal of Computer and Mathematics Education. 2021; 12(14):5014-5023.
46. Leo Paul Dana. Enhancing Social Responsibility and Sustainability in Real Estate Industry. Turkish Journal of Computer and Mathematics Education. 2021; 12(14):4999-5013.
47. 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.
48. Rewel Jiminez Santural Jose. Higher Education Quality Auditor Training in Vietnam. Turkish Journal of Computer and Mathematics Education. 2021; 12(14):4315-4325.
49. 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.
50. Tien NH. Leadership in Socially Responsible Enterprises. Ementon Publisher, Warsaw, Poland, 2015.
51. Nguyen Minh Ngoc. Decision-making factors in the

- housing market for Vietnamese immigrants in Poland. DEMIS. Demographic Research. 2022; 2(1):151-162.
52. 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.
 53. Anh DB. CSR Policy Change: Case of International Corporations in Vietnam. Polish Journal of Management Studies. 2018; 18(1):403-417.
 54. Tien NH. Sustainable Development of Higher Education Institutions in Developing Countries: Comparative Analysis of Poland and Vietnam. Contemporary Economics. 2022; 16(2):195-210.
 55. Tien NH. Impact of Energy Efficiency, Technology Innovation, Institutional Quality and Trade Openness on Greenhouse Gas Emissions in Ten Asian Economies. Environmental Science and Pollution Research, 2022.
 56. Tien NH. The Nexus among Green Financial Development and Renewable Energy: Investment in the wake of the Covid-19 pandemic. Economic Research, 2022.
 57. Tien NH. The Impact of Corporate Social Responsibility on the Sustainable Financial Performance of Italian Firms: Mediating Role of Firm Reputation. Economic Research, 2022.
 58. Tien NH. The Role of Technology Innovation and Cleaner Energy towards Sustainable Environment in ASEAN Countries: Proposing Policies for Sustainable Development Goals. Economic Research, 2022.
 59. Duc LDM. Enhancing Auditor Independence in Auditing Enterprises in Vietnam. Cogent Economics and Finance. 2019; 7(1):1-16.
 60. Thuc TD. Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam. Cogent Business and Management. 2020; 7(1):1-17.
 61. Thuong TM. Enhancing Independence of Local Auditing Services by Profiting from International Experiences of the Big4 Group (KPMG, Deloitte, PWC E&Y) Operating in Vietnam Market. Cogent Business & Management. 2019; 6(1):1-14.
 62. Anh DBH. Corporate Financial Performance due to Sustainable Development in Vietnam. Corporate Social Responsibility and Environmental Management. 2019; 27(2):694-705.
 63. Tien NH. Impact of Government Governance, Environmental Taxes on Sustainable Energy Transition in China: Fresh Evidence using Novel QARDL Approach. Renewable & Sustainable Energy Reviews, 2022.
 64. Tien NH. Exploration of Green Energy and Consumption Impact on Sustainability of Natural Resources: Empirical Evidence from G7 Countries. Renewable Energy, 2022.
 65. Duc LDM. Solutions for Development of High-Quality Human Resource in Binh Duong Industrial Province of Vietnam. International Journal of Business and Globalisation, 2022.
 66. Huong LTM. Factors Impacting State Tax Revenue in ASEAN Countries. International Journal of Public Sector Performance Management, 2022.
 67. Ngoc NM. Impact of Accreditation Policy on Quality Assurance Activities of Public and Private Universities in Vietnam. International Journal of Public Sector Performance Management, 2022.
 68. Ngoc NM. Quality of Scientific Research and World Ranking of Public and Private Universities in Vietnam. International Journal of Public Sector Performance Management, 2022.
 69. Viet PQ. Sustainability of Tourism Development in Vietnam's Coastal Provinces. World Review of Entrepreneurship Management and Sustainable Development. 2021; 17(5):579-598.
 70. Tien NH. Vietnamese Family Business in Poland and in Vietnam. Comparative Analysis of Trends and Characteristics. International Journal of Entrepreneurship and Small Business. 2021; 42(3):282-299.
 71. Anh DBH. Sustainable Development of Social Entrepreneurship. Evidence from Vietnam. International Journal of Entrepreneurship and Small Business. 2022; 45(1):62-76.
 72. Tien NH. Green Entrepreneurship: A Game Changer in Vietnam Business Landscape. International Journal of Entrepreneurship and Small Business, 2022.
 73. Ngoc NM. Enhancing efficiency of real estate brokerage activities in Vietnam. International Journal of Business and Globalisation, 2022.
 74. Ngoc NM. Factors affecting the selling price of luxury apartments in Vietnam. A quantitative analysis. International Journal of Business and Globalisation, 2022.
 75. Mai NP. Enhancing Sustainability in the Contemporary Model of CSR: A Case of Fast Fashion Industry in Developing Countries. Social Responsibility Journal. 2021; 17(4):578-591.