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Current Status of Strategic Planning of HAGL in Vietnam

¹ Nguyen Thi Le Hoa, ² Nguyen Thi Thu Thao, ³ Dinh Nguyet Bich
^{1, 2, 3} Van Hien University, Vietnam

Corresponding Author: **Nguyen Thi Le Hoa**

Abstract

In the context of market globalization, the development of technology is constantly changing, competition is getting fiercer, more than ever, businesses need to have a business strategy to survive and develop. The planning of a business strategy must take into account many objective external and internal factors of the enterprise, it is necessary to systematically analyze information to serve as a basis for long-term and short-term business planning, focusing efforts

and resources on key goals in the most effective way, responding to uncertain situations. With the business strategies of Hoang Anh Gia Lai Group (HAGL) that have been applied and are being applied, together analyze the current situation of HAGL's strategic planning to see that planning plays an important role and significance for the businesses in general and HAGL in particular and offer the most suitable solutions for the company.

Keywords: Strategic Planning, HAGL, Vietnam

1. Introduction

Currently, the issue of economic development in our country is an issue that is being concerned by the state and the whole society, not only in our country but also in most countries around the world. But in different countries, they go by different paths, depending on the potentials of each country. For Vietnam, since the elimination of the centralized and subsidized bureaucratic mechanism to a market economy, our Party and State have determined that: developing small and medium enterprises is an indispensable factor for the development of the economy. economic. Businesses, whether large or small, no matter what field they are operating in, are becoming more and more important to the development process of businesses, they must carry out planning and strategic goals. strategy to grow the company. However, some businesses still have difficulty in planning, so there are thousands of businesses disappearing from the market. In the world, planning has long been considered an important task in the work of managers. Planning work is always associated with the manager, it helps the manager to have a broader view in observing the market. From there, they will assess the strengths and weaknesses that exist in their business, along with that they consider external factors, find opportunities and promptly seize, avoid risks, unpredictability. Because of that, many businesses and organizations want to stand firmly in the market, but managers must be flexible in planning.

The Covid-19 epidemic that appeared in the past 2 years has caused a lot of damage to the country and society. The economy also suffered heavy damage, budget revenue decreased, unemployment increased; other services and businesses lose income, etc. Covid has brought challenges and difficulties to the world economy in general, including Vietnam due to the outbreak of the Covid-19 pandemic and its spread around the world. The Vietnamese government has timely policies to support businesses and investors to stabilize production and business. From 2021, as Chairman of the Board of Directors of Hoang Anh Gia International Agriculture Joint Stock Company. Lai ("HAGL Agrico"), shared about HAGL Agrico's operating results in 2020, along with its key business strategy in 2021. The plan to switch to fruit trees from 2016 to now is considered the direction. right in the journey of investing and developing high-value, large-scale and economically efficient agriculture, creating a solid foundation for HAGL Agrico to successfully implement the restructuring process with long-term goals. Implementing the plan to switch to fruit trees from 2016 up to now is considered the right direction in the journey of investing and developing high-value, large-scale and economically efficient agriculture, creating a solid foundation for the future. the company successfully implemented the restructuring process and long-term goals. In the past 2020, HAGL Agrico continued to invest in fruit trees suitable to market demand, with large consumption and high value. Currently, the world's most potential market for exporting fruit, mainly fresh fruit, and at the same time, HAGL Agrico is still gradually improving the value and diversifying products to be able to export to other markets. high-end, long-term stability.

Since its establishment, Hoang Anh Gia Lai Group (HAGL) has achieved many achievements as well as a good profit in recent years. However, the general difficult situation of the economy has significantly affected the business activities of the Group.

Therefore, a prerequisite to ensure HAGL continues to stand firm through this challenging period is the reasonable strategic planning for the areas in which the group operates. Through the study of this topic, we can clearly understand the importance of planning for development in the enterprise system. In Vietnam, economic development is associated with the development of small and medium-sized enterprises, so the topic will show us the current situation of businesses from which to draw evaluations and solutions to come up with solutions. the right direction, the most optimal solutions to make the business system in particular more developed and the economy in general.

2. Research Issues Overview

Along with the direction of the economy of our country since the 6th National Party Congress to a market economy regulated by the state in the direction of socialism, gradually the production and business activities of Businesses are still within the framework of rigid plans, which are influenced by the laws of the market economy. In order for businesses to fall into confusion, business losses, or crises, businesses need to plan and deploy effective planning tools to be flexible enough to cope with changes in the business environment.

Foreign Research Projects

Strategic planning has long been no longer a new research problem in the world, there are many research works on this issue so far, some of which are typical such as: Thesis on strategic management, Statistical Publishing House, Hanoi authored by Fred R. David has clearly analyzed the strategic planning phase, including three basic activities: conducting research, harmonizing intuition and analysis, and making decisions. Or the book "Strategies and strategies for business" by the author D. Smith. This book shows how to plan strategies, business strategies for large economic groups and member enterprises, organize implementation, check and evaluate.

Domestic Research Projects

With this topic of strategic planning for the world is not new, but in Vietnam, this is still considered a hot topic, some typical works in Vietnam: "Strategic management", Assoc. Le The Gioi, Dr. Nguyen Thanh Nghiem, Statistical Publishing House. The book has given the most overview of strategy, strategic management and strategic planning process, factors affecting strategic planning. In the thesis "Planning the business strategy of Tan Phat Trading and Construction Investment Joint Stock Company" - University of Commerce - Nguyen Thi Hanh, 2011. This thesis has mentioned and focused on analyzing the situation. planning the company's business strategy, giving comments and solutions to promote the company's business activities.

Thus, with the topic "The current situation of strategic planning of HAGL in Vietnam", there are many research papers, the thesis has analyzed the planning work for an enterprise. To learn more about HAGL's planning issues in recent years, the essay aims at the following specific objectives: analyzing the current situation, offering solutions

to help the company develop.

▪ **Strategic Planning, The Role of Strategic Planning**

Planning is a process in which managers need to orient, define and select organizational goals and map out the necessary directions in the future to achieve the goals set by the organization. Planning is the decision of an enterprise about the organizational plan and implementation of specific activities of the organization based on the available platforms to achieve the objectives required by the organization.

The role of the planner:

- + Planning helps to orient the enterprise in terms of organization and leadership in corporate governance.
- + Planning helps businesses orient, identify and select operational and development goals, propose measures to overcome difficulties, thereby building appropriate operational plans and strategies.
- + Planning helps businesses reduce risks in business activities because when they have implemented the plan, enterprises have predicted possible risks and have contingency measures to overcome if any risks occur. go out.
- + Planning helps businesses ensure stable operation when there are changes in environment, market and other competitive factors
- + Ensure the organization operates effectively in an ever-changing environment and rationally use labor resources and costs to limit overlap and waste.
- + Planning helps businesses in connecting between members of the business to create effective coordination.
- + Planning to help the process of checking and evaluating activities

▪ **Meaning of planning in management**

Planning is a basic function but quite important in the management of enterprises in any field; Planning is done with the aim of laying a solid foundation for other activities in the business. A good leader will help the planning process become effective, have a long-term vision and promote the achievement of the overall goals of the organization.

▪ **Strategic planning work**

Started in 1990, HAGL started from a small workshop specializing in making tables and chairs for students in Chuhdong commune, Pleiku city, Gia Lai province, directly managed by Mr. Doan Nguyen Duc. Up to now, HAGL has made strong progress and has become a private corporation operating in many different fields such as high-grade interior and exterior furniture, natural granite tiles, rubber latex found in most of the world. throughout the markets of Europe, America, Asia, Australia, New Zealand... But in recent years HAGL has focused on developing the fruit tree industry, the main products are bananas and the livestock industry. HAGL's mission is "Continuously innovating, striving to create high quality products and services at reasonable prices. Implement a satisfactory treatment regime in terms of material and spiritual in order to encourage employees to create new values for customers, shareholders and the whole society. HAGL has sustainable development strategies and goals:

The Group invests in large-scale agricultural production according to the industrial management method on the basis of organic, safe and stable quality by mechanization,

automation with specialized equipment. Using high technology in agriculture to save resources and make a difference.

Applying digitalization in management throughout the value chain from research to cultivation, harvesting, transportation, preservation, processing and distribution by crop groups.

Focus on cultivating key fruit trees: Bananas, Mangoes and other fruit trees with large-scale planting areas on an organic basis. Organizing agricultural complexes, master planning, investment in technical infrastructure: irrigation system; electricity transmission system, solar power; system of main roads and roads connecting production facilities. Investment in facilities for production: packing workshop, worker's house, office and factory house, farm camp, mechanical center (Investment in machinery and equipment for motorized construction, globalization in cultivation, care and harvesting pulley systems).

Investing in the development of specialized agricultural industrial parks, green, clean, environment-friendly, energy-saving agro-forestry industrial parks with synchronous technical infrastructure.

Production management follows the industrial method with clusters of factories - factories - farms, specializing in production stages: tree care, chamber/fruit care, harvesting, transportation, and preservation. Production of crops on an

organic basis, disease control, linkage of fruit trees, forestry and animal husbandry in combination with an organic fertilizer production workshop from livestock and fruit trees. Production closes the value chain, improving productivity, quality and increasing production efficiency.

Maintain cooperation with existing customers, provide fruit with stable output and quality. Expand the export market of agricultural products to high markets

Since the end of last year, Hoang Anh Gia Lai has transferred some subsidiaries of HAGL Agrico in Cambodia to Truong Hai, carried out the procedures to convert liabilities into equity and relinquish control of HAGL Agrico. Hoang Anh Gia Lai also sold some shares of HAGL Agrico to pay off bank debts, invest in developing projects that the group still retains to create a foundation for the future. These are specific actions after Hoang Anh Gia Lai's management decided to quickly repay loans to reduce liquidity pressure and interest costs, divest the investment at National Agriculture Joint Stock Company. Hoang Anh Gia Lai (HAGL Agrico), focusing on restructuring production and business in the direction of compactness and efficiency, in line with the financial capacity of the group. This group is continuing to aggressively prioritize debt reduction. Hoang Anh Gia Lai has sold 72 million shares of HAGL Agrico and has just registered to sell another 80 million shares to settle bank debts.

Table 1: Matrix

SWOT	O - chance 1. Sub-industries thrive 2. Vietnamese wooden products are highly appreciated by users in terms of product quality 3. Real estate market 4. Demand for apartments and offices for rent is forecasted to be very large 5. Product variety and quality.	T - threaten 1. Number of competitors 2. The arrival of new products 3. Pressure of shortage of raw materials for production and export, increased import costs 4. Science and technology develop rapidly
S - strong point 1. Skilled workers with high technology and techniques 2. Reputable brands and products 3. There is an effective professional management system in each stage 4. Have financial potential 5. Competent and highly qualified Board of Directors 6. different lines of business 7. There is a large land fund for agricultural development.	Combination S - O 1. High level of technical and professional workers 2. Prestigious product brand 3. Diversified and oriented business fields 4. Products are highly appreciated by users in terms of quality	Combination S - T 1. High level of technical and professional workers 2. Having a professional and effective management system 3. Have financial potential 4. Pressure of shortage of production materials 5. The level of competition is increasing in the business field
W - weakness 1. Ineffective input cost control 2. Marketing activities are not effective and strong 3. The company is also influenced by family business and complex structure 4. Fuel is dependent on imports 5. Low yield of sugar on sugarcane acreage	Combination W - O 1. Ineffective input cost control 2. The company is also influenced by family business and complex structure 3. Supporting industries thrive 4. Expansion of sugarcane growing area 5. Cooperation in knowledge and technology exchange with foreign partners 6. Expansion of sugarcane growing area	Combination W - T 1. The combination of marketing activities is not strong 2. The company has not focused much on developing market share in the North 3. The level of competition is fierce 4. Pressure of shortage of fuel source 5. Reduce import of raw materials from abroad, cooperate with domestic fuel manufacturers

3. Reality

▪ Corporate Level Strategy:

Hoang Anh Gia Lai is known as a large corporation of owner Bau Duc operating in many fields including: furniture, minerals, rubber, sugar cane, football and prominently in which the real estate sector. movables. Once a business that came up from the real estate business, decided to give up real estate to switch to agriculture and

livestock with the advantage of a large land bank in Laos and Cambodia, the business has a favorable location for both farming and farming. farming and animal husbandry.

HAGL's goal is to become a leading corporation in Vietnam and the region in the field of agriculture. More than 10 years ago, when listing shares on the stock exchange, the main source of revenue of HAGL Joint Stock Company of businessman Doan Nguyen Duc was mainly real estate with

a very large land bank, concentrated mainly in Ho Chi Minh City. But now, the main revenue comes from fruits. In a letter to shareholders at the 2018 Annual Report published, Duc identified 2019 as an important hinge year for the company to enter the period of 2020 – 2025, sustainable development, as a lever to turn HAGL into a leading agricultural corporation in Asia by 2025. To achieve this goal, in addition to expanding the area of fruit trees, select an effective product portfolio. and consolidate the entire management system, the group will focus on management by applying high technology on the basis of digitization and mechanization for all stages in the agricultural production value chain: from farming to harvesting, transportation, storage, specialized processing according to groups of fruit trees and industrial plants, especially applying achievements of the 4.0 technology revolution.

HAGL's signing of a strategic cooperation agreement with Truong Hai Group (Thaco) is very important for the existence and development of HAGL. Thaco has supported the group's agricultural investment capital to expand the area of fruit trees and pay off due debts; improving production management, applying mechanization to agriculture and rearranging logistics, helping to improve labor productivity and lower product costs.

For some large customers who have a long-term supply relationship with the Company, buying in large quantities every year, the Company needs to establish a special relationship with them through incentives such as payment, shipping, etc. on-site and regularly have communication and relations with these customers. The company also needs to make a list of large customers, regular relations to have special incentives.

Promote the activities of product introduction stores and branches in each market area. If necessary, set up specialized stores to buy, sell and replace the Company's products in the markets of provinces and cities. The promotion of direct consumption, effective use of direct sales channels is an important measure for the Company in improving consumption capacity; maximize the market and gradually dominate this market.

Vietnam's accession to the Free Trade Agreement (AFTA) and the Trans-Pacific Partnership (TPP) will open up many opportunities for agricultural businesses. HAGL believes that the agricultural segment will have a high profit margin when the price in the world market is stable and the output meets the expectation.

Industrial crops: In recent years, the global and domestic rubber prices have fallen deeply, which has greatly affected the group's activities. Facing this challenging context, HAGL has planted other short-term and medium-term industrial crops such as sugar cane, oil palm, corn, and some other crops... to diversify products and fulfill the goal "take short to feed long". In 2016, HAGL will start exploiting and processing oil palm and some other fruit trees.

Breeding: Since the end of 2014, HAGL has officially started to invest in raising cows on an industrial scale with imported breeds from Australia and New Zealand raised in Vietnam and Laos. Towards the goal of creating a product line of quality and food safety, HAGL has built a cow husbandry model that complies with international standards. With the advantage of a large land fund for growing grass, taking advantage of abundant available food sources from corn, oil palm, sugar cane by-products as well as the application of high technology in agriculture such as drip

irrigation system. Israel, grass cutting, processing, food mixing by machines... HAGL's products are competitively priced in the market. In the past year, HAGL beef products have only focused on supplying large markets such as: Hanoi, Ho Chi Minh City, Da Nang. In the near future, HAGL will continue to expand the consumption market to provinces and cities across the country.

▪ **Business Unit Level Strategy:**

Fruit industry:

Over the past 2 years, the Covid-19 epidemic has caused many losses to the country and society. Not only affecting people's health, the economy also suffered heavy losses. In the context of the market with many changes and difficulties, HAGL Group always makes constant efforts and changes to take appropriate steps.

The fruit tree industry is considered the key business of the Group today, accounting for the largest proportion in the revenue structure, has a high profit margin and will still be maintained as a strategic industry in the near future.

In 2020, the fruit tree industry still plays a key role in the group's operating structure with more than 15 types of trees. In which banana is the main fruit product of the company with the total area of the company's banana garden by the end of 2020 about more than 11,000 ha. HAGL mainly exports bananas via sea and land to China and to some other countries such as Korea, Japan, and Singapore. By the end of 2020, the fruit tree area of the group will be more than 25,000 hectares in Vietnam, Laos and Cambodia. The Group always focuses on producing high quality products, meeting Global GAP standards or equivalent standards, eligible for export to fastidious markets such as Japan, Korea, Singapore and Europe. Regarding the current consumption market, the group takes the Chinese market as the foundation and will occupy the position of the largest supplier of tropical fruits in this market. The Group will also invest in post-harvest deep processing to increase product value and diversify product supply to the market.

HAGL Agrico has determined a development investment strategy for the period of 2021 - 2023 for the remaining land area of 35,757 ha in Laos (27,383 ha) and the North of Cambodia (8,374 ha). HAGL Agrico will focus on growing fruit trees (banana, mango, pineapple). The plan to plant new key fruit trees by 2023 is 9,700 ha, of which banana is 5,200 ha, mango is 2,500 ha, pineapple is 2,000 ha. It is expected that the total area of fruit orchards by the end of 2023 will be 21,800 hectares and 8,434 hectares of tall trees. By the end of 2021, HAGL's total fruit growing area will reach about 10,000 hectares. In which, the planted banana area is 5,000 ha, including 2,500 ha in Vietnam, 1,500 ha in Laos and 1,000 ha in Cambodia and other crops (jackfruit, avocado, durian, mango...). In 2022, HAGL plans to invest in planting another 2,000 hectares of bananas, bringing the total banana area to 7,000 hectares.

Breed:

Cattle raising: the strategy of organizing breeding cows, beef cattle following the model of semi-grazing and concentrated fattening with a total herd of 110,000 heads by 2023; in which breeding cows are 75,000 heads, beef cattle and fattening cows are 35,000 heads. At the same time, study the strategy of agro-forestry and animal husbandry development in Laos on a large scale; forming an industrial zone specializing in processing agricultural and forestry

products in Southern Laos.

Pig raising: HAGL has built 7 clusters of pig farms with a capacity of about 400,000 pigs per year (2,400 sows each year with a yield of one sow giving birth to about 25 pigs) /year). It is expected that in 2022, HAGL will build 9 more clusters of sow and pork production houses, including two clusters of barns in Laos and two clusters of stables in Cambodia, bringing the total number of stables. The farm is divided into 16 clusters with a capacity of more than 1 million pigs per year (each cluster houses 2,400 sows and 60,000 pigs).

In order to achieve the goals according to the set strategy, HAGL will implement the key tasks of the business plan. Specifically, the master plan on large-scale planting and breeding areas is suitable for each type of tree, synchronously planning with technical infrastructure systems to meet the needs of irrigation, care, harvesting, transportation and maintenance. transporting and preserving fruits at farms, investing in barns and pastures. Investing in machinery and equipment, applying mechanization in large-scale production. Investment in infrastructure and works on land for production.

Other professions:

HAGL University Hospital of Medicine and Pharmacy in 2020 continues to generate profits. Although it has not contributed a large proportion of the Group's total revenue, the hospital has made important contributions to society, helping HAGL to participate in many charity activities and also greatly benefiting the treatment of employees. Department and employees of the Group.

Sports activities continue to be maintained in order to contribute to the development of Vietnamese football in particular and society in general.

4. Solutions to Improve HAGL's Strategic Planning Efficiency

HAGL Agrico continues to carry out restructuring in this phase as follows:

HAGL Agrico's Board of Directors has decided to transfer 04 companies with a total area of 20,744ha (including An Dong Mia Company, Hoang Anh Quang Minh Company owning 17,305ha in Cambodia and Hoang Anh Dak Lak Company, Co. Tay Nguyen Dairy Cow Company owns 3,439 ha in Vietnam) to THAGRICO for VND 9,095 billion and the proceeds are VND 6,500 billion.

HAGL Agrico's Extraordinary General Meeting of Shareholders this afternoon approved the plan to increase capital by 7,414 billion VND, through the issuance of another 741,446,105 shares to THAGRICO at the price of 10,000 VND/share. After this issuance, the structure of shareholder groups is as follows: THACO Group and Mr. Tran Ba Duong's family are: 63.08%; HAGL Group is: 26.82%; other shareholders is 10.1%. The meeting also elected the Board of Directors of HAGL Agrico with 5 members holding the following key positions: Mr. Tran Ba Duong-Chairman of the Board of Directors. Mr. Doan Nguyen Duc-Vice Chairman of the Board of Directors. Mr. Tran Bao Son-Member of the Board of Directors - General Director. Mr. Nguyen Hoang Phi - Member of the Board of Directors - Deputy General Director. Ms. Vo Thi My Hanh - Member of the Board of Directors - Deputy General Director. And elected HAGL Agrico Supervisory Board consisting of 3 members: Mr. Bui Minh Khoa - Head of

Supervisory Board. Mr. Dang Cong Truc - Member of the Supervisory Board. Ms. Le Thuy Duong - Member of the Supervisory Board.

Orientation of the Group's Activities

▪ *Investment in Agriculture, Renewable Resources*

Deeply aware that natural resources are finite, in the process of production and business towards sustainable values, HAGL focuses on investing and optimally exploiting renewable resources. Over the past years, HAGL has mobilized all efforts to plant rubber trees, oil palm, sugar cane, corn... to turn the dipterocarp forests into farms, significantly improving the environment and people's lives. native. In addition, HAGL also applies scientific and technical achievements to agricultural production such as operating the Israeli drip irrigation system, setting up a micro-fertilizer factory, analyzing soil nutrient composition, etc. This improvement has made an important contribution to saving water resources, limiting erosion, soil fertility, reducing pollution, saving production costs and bringing economic efficiency.

▪ *Public-Private Partnership*

HAGL is a pioneer in applying the Public Private Partnership (PPP) model in the agricultural sector when expanding its business to neighboring countries. The PPP institution has been applied very successfully in Laos and is considered by the Lao Government as a model when calling for foreign investment. HAGL has sponsored interest-free capital for the Lao Government to build infrastructure for SEA Games, Attapeu international airport, hospitals, schools, houses, administrative areas of local communities.

This model is also applied by HAGL in Cambodia by helping the Cambodian Football Federation to build Bati National Football Academy in Takeo province, building roads, schools, clinics, water wells for the poor...

▪ *Investment Depth and Value Chain*

In order to create a competitive advantage in the market, in addition to the large scale of investment, it is necessary to boldly focus on researching and absorbing new and advanced technological solutions applied to the actual production process, especially in the manufacturing industry. Agriculture sector. HAGL has put the Israeli irrigation system into cultivation, with a team of more than 1,000 Vietnamese agricultural engineers participating in the research and synchronous implementation of high-tech applications, the development of industrial crops, and livestock to maximize efficiency, productivity and cost savings.

▪ *Stick, Cooperate and Develop Together*

HAGL has and always pursues applying the business philosophy of "Stick, cooperate for development", considering this as a guideline in the Group's business orientation. Thanks to that, HAGL has received the trust, sharing, support and goodwill cooperation of customers, investors, shareholders, social community and management agencies.

In 2021, the Group will focus on two key segments: livestock and fruit trees. At the same time, it also maintains a number of other auxiliary industries to take advantage of production materials. Specifically:

+ Livestock industry: It is expected that by the end of 2021, the Group will complete the entire barn system to be ready by 2022 to raise 15,000 breeding sows and 300,000 slaughter pigs per year.

+ Fruit tree industry: HAGL will invest in maintaining about 10,000 hectares of trees of all kinds, including bananas and some others. Particularly for bananas, at this time, the Group has basically invested in planting 5,000 hectares in Vietnam, Laos and Cambodia. It is expected that the average banana harvest from 2022 will reach 50 tons/ha.

* According to HAG Chairman Doan Nguyen Duc, with the use of bananas to process feed for pig production, the company's live pig production cost is currently at VND 35,000/kg. Therefore, if live hog prices are restored to VND 90,000/kg, the company's gross profit margin in the pig production segment could increase from the current 30% to 50%. The fact that feed accounts for 80% of the cost of raising pigs, the successful research on a 40% banana feed formula (the rest is corn, beans, micronutrients, etc.) not only helps HAG reduce costs. pig production, but also help the company's organic pork products have good quality and be competitive in the market compared to other pork products. In which, for the sow group, bananas are ripened and fed directly, helping to increase the amount of milk for piglets. As for the group raising meat, bananas will be preliminarily processed and dried, ground to get powder mixed with vitamins and soybeans to create a separate formula that ensures adequate nutrients for growing piglets. Besides using bananas as pig feed, exporting the remaining 50% of banana production also helps HAG earn a profit of 150 million VND/ha.

- Synchronizing the planning with the technical infrastructure system (Irrigation, electricity, traffic) and production works (General warehouse of materials, cold storage, mechanical center, factory for production of building materials). package).
- Focus on investment, care and development of existing fruit trees, improve the quality of orchard productivity entering the business stage, especially the banana, jackfruit and mango orchards that are being harvested and bring high revenue. for company.
- Evaluate the conversion of inefficient fruit orchards (Dragon fruit, Durian, Avocado, Longan, Jackfruit, Tangerine and Coconut) through planting strategic fruit trees with high economic efficiency.
- Focus on planting new mangoes until 2023: 2,000 ha (Total area of Mango is 5,612 ha), newly planted Banana: 5,200 ha (Total area of Banana is 9,669 ha).
- Investing in cattle breeding in Laos and Cambodia, investing in farms and pastures to raise reproductive cows and beef cattle under the model of semi-grazing and concentrated fattening with a total herd of 112,500 heads. Total area of livestock land: 7,000 ha (Incorporated in rubber orchards). Cooperate with beef distribution agents and invest in meat processing plants to provide clean, quality beef that is suitable for Vietnamese consumers' tastes.
- Invest in a micro-organic and mineral-organic fertilizer factory with raw materials produced from livestock by-products, cultivation and processing, and provide organic fertilizers for fruit-growing activities. Organize organic fertilizer production at cattle farms in Laos and Cambodia, meet organic fertilizer on-site for fruit farms.

- Maintain and take care of existing rubber trees in accordance with soil and forest planning in agricultural projects. Research and invest in the development of high-value forest trees to optimize the existing agricultural and forest land, develop the forestry tree planting area under the linkage-offering model.
- The Group invests in large-scale agricultural production according to the industrial management method on the basis of organic, safe and stable quality by mechanization, automation with specialized equipment. Using high technology in agriculture to save resources and make a difference.
- Focus on cultivating key fruit trees: Banana, Mango and other fruit trees with large-scale planting on an organic basis. Organizing agricultural complexes, master planning, investment in technical infrastructure: irrigation system; electricity transmission system, solar power; system of main roads and roads connecting production facilities. Investment in facilities for production: packing workshop, worker's house, office and factory house, farm camp, mechanical center (Investment in machinery and equipment for motorized construction, globalization in cultivation, care and harvesting pulley systems).
- Apply digitalization in management throughout the value chain from research to cultivation, harvesting, transportation, preservation, processing and distribution by crop groups.
- Investing in the development of specialized agricultural industrial parks, green, clean, environment-friendly, energy-saving agro-forestry industrial parks with synchronous technical infrastructure.
- Production management by industrial method with clusters of factories - factories - farms, specializing in production stages: tree care, chamber/fruit care, harvesting, transportation, and preservation. Production of crops on an organic basis, disease control, linkage of fruit trees, forestry and animal husbandry in combination with an organic fertilizer production workshop from livestock and fruit trees. Production closes the value chain, improving productivity, quality and increasing production efficiency.
- Maintain cooperation with existing customers, providing fruit with stable output and quality. Expand the export market of agricultural products to high markets.

5. Conclusion

The market economy has a great influence on the existence, development, of the nation, the nation, is a measure of positioning the development of the country in the world. The market economy opens up many good development opportunities for many businesses, besides it also forces them to be really dynamic and creative in business. Enterprises need to have a strategy to determine the long-term direction for the future of their business; focus the efforts of the enterprise on the performance of tasks in order to achieve the set goals; action positioning oriented objectives set and organizational methods; and build the harmonious nature of the organization and solidity. Business strategy is one of the most important factors for any business, choosing and investing really effectively is a mandatory condition that determines the existence of that business. market or not.

The potentials and strengths of Hoang Anh Gia Lai Group have been used effectively in expanding and developing the market, they use matrices for business fields such as manufacturing, and distribution of furniture, planting and processing products from rubber trees, investing in hydroelectricity mining, building and trading high-class apartments, building and trading hotels and resorts is really effective and has achieved great results. achieved many great achievements both at home and abroad. System of distribution agent network, assessment of distribution capacity to adjust and restructure the management system accordingly, evaluate the performance of agents along with financial capabilities. own main. Using the criteria of reputational strength, distribution power, financial strength to comprehensively and hierarchically evaluate agents to have the right, reasonable selection measures, incentives and appropriate elimination. creating a solid position of Hoang Anh Gia Lai in the hearts of consumers, helping the group overcome the most precarious periods of the global recession economic conditions. However, besides the advantages, there are still difficulties affecting Hoang Anh Gia Lai Group, for example, the shortage of raw material supply for production is still acute, the domestic raw material source can only meet the demand. 20%, the rest must be imported from other countries; The US, Canada. Therefore, the stable source of raw materials for production and export is not yet autonomous. Every decision does not always bring the desired results, even negatively affects many aspects of the corporation.

Therefore, a clear understanding of your business, a clear understanding of the current characteristics of the Company, analysis of immediate economic conditions and circumstances, and appropriate strategies from the public level. company. With the development strategy and financial situation of Hoang Anh Gia Lai as mentioned above, Hoang Anh Gia Lai Group assures that in the soonest time, the production and business results of Hoang Anh Gia Lai will be more effective. and flourished. Agriculture is a very difficult field, especially it is necessary to pay attention to synchronous investment in irrigation infrastructure, electricity and energy, traffic, works on land, commercial activities, and related activities. to planning, implementing, controlling the efficient movement and storage of goods, inventory management, supply/demand planning, third-party service provider management, services and related information from the point of origin to the point of consumption to meet customer requirements. and must manage production according to a closed industrial model of the value chain from planting, tending, harvesting, post-harvest processing, especially need training to have a professional management team, good workers. occupation, passion for agriculture and it takes a long time to operate stably and effectively and develop sustainably". Management issues must also be paid attention and attention, must determine the appropriate management system, make adjustments to satisfy the immediate problems for the business to develop sustainably, Hoang Anh Gia Lai applied. apply knowledge and good practice models on governance to put into operation. Promote brand development, maintain relationships with existing customers and reach out to potential customers with multiple channels, methods and information clues, being flexible in capturing market development opportunities. Research to reduce costs through debt instruments, a really effective form of raising

capital while repositioning the portfolio structure, dealing with assets that are not within the core business. or do not bring real efficiency, minimize the spread of investment, Develop financial regulations and internal spending regulations, salary and bonus regulations as well as have an appropriate cash use policy circumstances in order to bring high benefits to the business. Expanding the domestic market and developing the market to other countries in the region, besides standardizing the operating model, effectively promoting the role of domestic and foreign branches and representative establishments. These functional strategies will be the launching pad, stepping stone for the company's development to be more efficient and help to expand the domestic and foreign markets.

This essay is done by group 2 in the Management course. Within the limits of my knowledge, the essay cannot avoid mistakes and omissions. I hope to receive the teacher's comments and if possible, it will continue to improve to apply in practice. Group 2 would like to thank Van Hien University for giving us the opportunity to access Management Studies in our training program. guidance and imparting valuable knowledge during the past time. I wish you good health and success in life.

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