



**STRATEGIC PLANNING OF DATONG DEVELOPMENT AND  
CONSTRUCTION GROUP**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
FULFILLMENT**

**OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION  
GRADUATE SCHOOL OF BUSINESS**

**SIAM UNIVERSITY**

**2017**



**STRATEGIC PLANNING OF DATONG DEVELOPMENT AND  
CONSTRUCTION GROUP**

**Thematic Certificate**

To

**YIFEI LI**

This Independent Study has been approved as a Partial Fulfilment of the Requirement of International Master of Business Administration in International Business Management

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A handwritten signature in black ink, appearing to be 'Jomphong' followed by a stylized flourish.

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Date: 21 / 03 / 2018

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## Abstract

Title: Strategic planning of Datong Development and Construction Group

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Degree: Master of Business Administration

Major: Business Administration

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This paper summarizes the theory of strategic management, systematically expounds the strategy formulation, strategy evaluation, the core content of the implementation of the strategy, the theoretical support for the development of the company, make a brief description, the properties of the company's organizational structure and company resources.

Through the analysis of the external environment of the company, industry environment analysis, market development environment analysis, to find out the opportunities and potential for the development of the company

Through the analysis of the internal environment of the company, starting from the analysis of the company's value chain, to find out the company's market position and core competitiveness

Through the analysis of the external environment and internal environment of the company, through the SWOT analysis, lists the company's alternative strategy

To determine the company's vision mission and strategic target. The target is 2022 after the completion of North China influential group company. The company initially established for the implementation of the strategy of three steps. In order to achieve the strategic target, the article made a full description of the main points of strategy implementation and the allocation of resources, only through talent and team dynamic mission, strategy can be effectively implemented, so the various functional departments of the effect of the strategy is an important condition to promote the

company's overall strategy to complete, do strategic control and guarantee the implementation of strategic resources is a process of dynamic correction and strategic plan.

**Keywords: strategic planning; strategic choice; strategy implementation; strategic security**



## **Acknowledgments**

The flight of time, two years of graduate life is coming to an end, back to school experiences for two years, for those who guide me, help me, encourage me, my heart is full of gratitude.

First of all, thanks to Professor Ching-Fang Chi, the title essay finalized, devoted a lot of effort. The tutor during my postgraduate students, deeply benefit teachers care and to inculcate. To express my deepest respect and gratitude to the teacher!

At the same time, I want to thank all taught me about my teacher, you have a lot of effort to my study. Thanks to the care and support of my classmates and friends, for two years, we progress together, stay together morning and night, thank you for giving me all the care and help. The classmate, I will unforgettable!

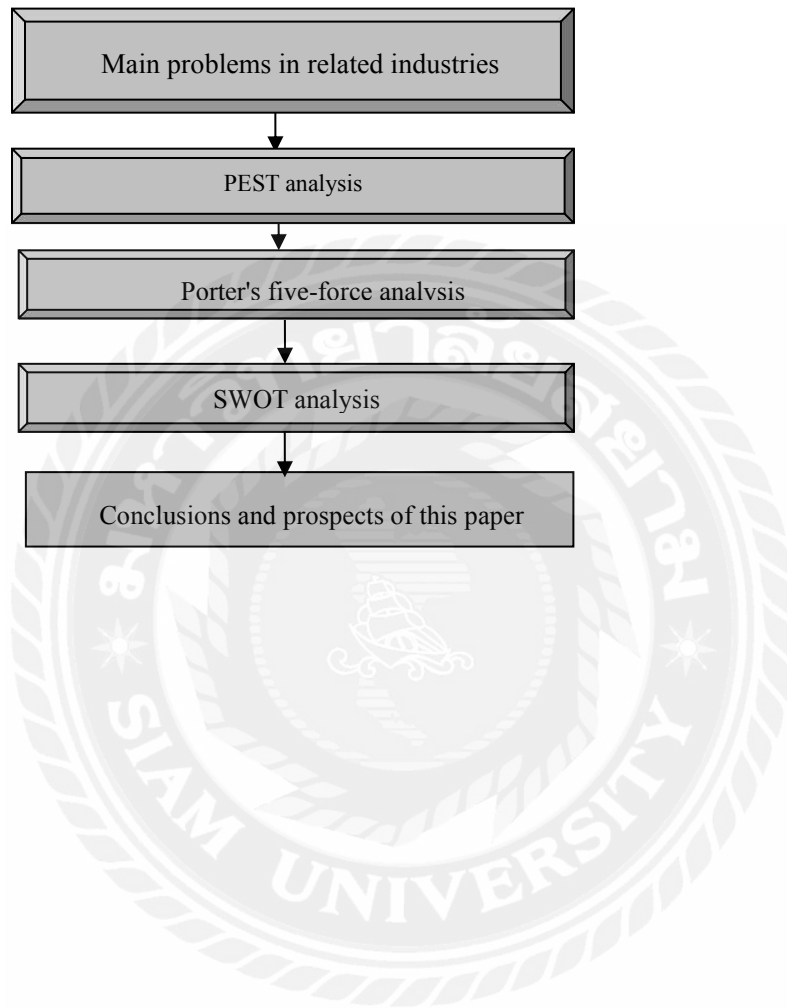
I would like to thank you for the two years of my school, Siam University, gave me a broad learning platform, let me continue to absorb new knowledge, enrich themselves

At the same time, I would also like to thank my parents, my parents thought that they are the strong backing of my schooling, I faced the choice of life in the confusion, I solve problems, power of their selfless love for me and take care of my progress.

**Table 1: the urban construction and development company financial statements**

data name	2015	2016	2017
The main business income (yuan)	1336	2095	2187
Total profit (10000 yuan)	114	286	357
Net profit (10000 yuan)	86	215	268
The total cost (yuan)	1222	1809	1830
Labor costs (million)	757	820	830
Total assets (10000 yuan)	214152	225152	231220
Return on total assets (%)	0.04%	0.10%	0.12%
Net assets (10000 yuan)	3342	3557	3824
Rate of return on net assets (%)	2.6%	6.0%	7.0%
Asset liability ratio (%)	98.4%	98.4%	98.3%
Total owner's equity (10000 yuan)	3342	3557	3824
The total amount of state-owned assets (10000 yuan)	3342	3557	3824
The number of employees (person)	267	305	314
Value added and appreciation rate of state-owned assets (%)	105.3%	106.4%	107.5%
Non performing assets (10000 yuan)	-	—	—
NPL ratio (%)	--	—	—

**Figure 1: the research process of this paper**



# CHAPTER 1

By Yifei Li

## INTRODUCTION

### 1.1 Research Background

In May 2017, the reform of state-owned enterprises out of the three documents.

In May 4th, the general office of the State Council issued "on further improving the guidance on corporate governance structure of state-owned enterprises is put forward, the basic completion of the reform of state-owned enterprises before the end of 2017.

In May 10th, the State Council forwarded the "SASAC tube based capital to promote functional transformation program to change the way of supervision", and the SASAC functions to make systematic arrangements.

In May 21st, the CPC Central Committee, the State Council issued "on deepening the reform of the oil and gas some opinions, clear guiding ideology, deepen the reform of the oil and gas basic principle, general idea and main task.

At the beginning of 2017, Shanxi Province, secretary and governor respectively to state-owned enterprises to conduct research, vice governor Wang Yixin in the management of state owned work conference speech, pointed out that this year is the year of reform of state-owned enterprises, so that the reform of state-owned enterprises is the national policy.

### 1.2 Research Objectives

With the aggravation of the competition of the real estate industry, from the golden age into the silver age, the enterprise merger and lean management maturity, through the company's strategic research and choice, can for the development of similar state-owned enterprises into market competitive and can provide a good reference



value and operational value. Through this research, the company the leaders how to lead the company to continue in the increasingly fierce competition in the growth? What is the strategy with the domestic first-class competition in the real estate business cooperation and maintain a competitive advantage?

Therefore, this case study of the company can achieve the following objectives:

Using PEST method to explore the current situation and future development of the real estate industry

Potter's five forces analysis of the current state of competition and advantages and disadvantages of the company

Through the case analysis of SWOT company, find out the external and internal environment, opportunities and threats, internal strengths and weaknesses, so as to make a strategic choice.

### **1.3 Research Significance**

Doing well the strategic planning of Datong Development and Construction Group will help the state-owned enterprises to succeed in accordance with the modern management concept, and constantly make great efforts in the market

The reform of Datong Development and construction group is a typical flood in this reform, the general characteristics and the mechanism of state-owned enterprises has the typical characteristics of Datong, completes the development and construction group is the strategy for future development and construction of enterprise reform and why, what kind of way to go, how to go to do long-term planning, although the development and construction of Datong group is the regional real estate development company, but he can reflect the whole process of development and transformation of state-owned enterprises in Shanxi.

### **1.4 Theoretical Framework**

Strategic analysis of the macroeconomic environment more, while analyzing the internal more deeply, so the application of PEST analysis, analysis of Potter's five

forces, SWOT analysis of the company's external environment and internal advantages and disadvantages are analyzed, so as to make reasonable strategic planning.



## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Strategic Management Theory

The literature review is referred to as the review of a field, a professional or a subject, special problems or study to collect relevant information, through the analysis, reading, sorting, refining the current topic, the latest progress of the thematic issues or research, academic opinions or suggestions, make a comprehensive introduction of academic papers this.

From the perspective of the future development of enterprises, strategy is expressed as a plan (Plan), and from the perspective of the past development of enterprises, Pattern is a strategy. If from the industrial level, the strategy is shown as a Position, and from the enterprise level. The strategy is shown as a concept (Perspective). In addition, the strategy is also shown as a Ploy in the competition. This is a more comprehensive view of the enterprise strategy, that is, the famous 5P model (Mintzberg, et1998). Strategic management refers to the two parts of enterprise strategy management, including strategy formulation / formation (StrategyFormulation/formation) and strategy implementation (StrategyImplementation).

Strategic management (strategy management) can be defined as: the formulation, implementation and evaluation of the organization to achieve its goals, the art and science of cross functional decision-making. It follows the logical order, contains some necessary links, which constitute a complete system (Chris et al., 2000).

The main stage of strategic management process consists of three interrelated: strategy formulation, strategy implementation and strategic evaluation.

(1) strategy making (strategy formulation)

Including: determine the enterprise vision, enterprise external opportunities and threats, internal strengths and weaknesses, formulate alternative strategies. In the

absence of any enterprise has unlimited resources, a strategy must be clear in the choice of strategy in which a company can make strategic decision for maximum revenue. Once made will enable the company to market with a particular product, in a fairly long period of time, resources and technology. Business strategy determines the long-term competitive advantage of the company. Whether it is good or bad, has a lasting influence strategic decision of enterprises, which determines the enterprise major business activities. The success of the enterprise senior management person Member to visionary outlook strategy formulation and the consequences of the choices, they also have the right to implement the strategy of configuration must have the resources (David, 1998).

#### (2) strategic implementation (strategy implementation)

In strategic management, implementation of the strategy is to continue the strategy, namely after enterprises to develop goals and choose the strategy, must be strategic ideas into action strategy. In this process, the enterprise must first consider the strategy formulation and strategy implementation, both with better, more likely to be successful strategic management; secondly, enterprises should consider the implementation of different strategic impact on the current status of enterprises; enterprises to set strategic planning system.

The main tasks of the strategic implementation phase include:

- 1, the allocation of resources between the various departments and enterprises;
- 2, design the organizational structure that is consistent with the strategy. The organizational structure should ensure the reasonable allocation of strategic tasks, responsibilities and decision-making authority in the enterprise;
- 3, to ensure the matching of enterprise culture and strategy;
- 4, to play a leading role;
- 5, coordinate the handling of contradictions and conflicts

#### (3) strategic evaluation (strategy evaluation)

Strategy evaluation is the final stage of the process of enterprise strategy. Managers need to know which specific stages of strategic management is a problem, and strategy evaluation is a main method to obtain this information. Because of the

internal and external factors change, all strategies will face adjustment and modification time.

Three basic strategic evaluation activities include:

1, to re-examine the internal and external factors, which is the basis to determine the current strategy;

2, performance measurement;

3, take corrective measures. Strategic evaluation is necessary, because the success of the enterprise today does not guarantee the success of tomorrow, and success always coexists with new and various problems

Two strategic formulation theory

The strategic formulation phase includes two parts: Strategic Analysis and strategic choice

(a) strategic analysis

A famous military strategist in ancient China, Sun Wu once said: "the enemy, know yourself." here "knows" is to understand the external environment, "friend" is to understand the internal conditions. At this stage, the main work of staff is the enterprise strategy:

1, determine the company's business purposes, including for business purposes and to estimate the description of the interests of the people and organizations on the expectations of enterprises and enterprise; business purpose is determined and the internal conditions and external environment analysis are inseparable;

2, analysis and evaluation of the external environment of enterprises, especially to evaluate the opportunities and threats faced by enterprises;

3, to evaluate the internal conditions of enterprises, especially to analyze the advantages and disadvantages of enterprises

(2) analysis of the external environment of enterprises

The external environment of an enterprise is the totality of objective factors and forces that affect the enterprise's business activities and its development. It can be analyzed from two aspects: macro and industry:

1, macro environment:

The macro environment refers to the overall objective factors have greater influence on the factors of enterprise and industry environment, including political and legal environment, economic environment, technological environment and social and cultural environment (macro environment PEST analysis).

Political legal environment refers to the political system, system, political situation, principles and policies, laws and regulations of a country or region;

The economic environment includes the social and economic conditions that constitute the survival and development of enterprises and the national economic policies;

Environment is a collection of various social phenomena that are directly related to the technical elements of the social environment and the elements;

Social cultural environment refers to the national characteristics, cultural traditions, values, religious beliefs, educational level, social structure, customs and so on in a country and region

2 industry environment:

Constituted by the nature of the industry and competition situation. The nature of the industry refers to the specific characteristics of constraints and special industries in the development process of factors; the competition condition generally analyzed by Harvard University business professor Potter Michael of the company to provide "Five Forces Model", namely: the existing competitors, potential entrants, suppliers and customers. Replacement product (George, 2001).

(3) analysis of the internal conditions of enterprises

Analysis of internal conditions of the main purpose is to understand their own conditions and organizational status, confirm the competitive position of enterprises in the industry, the advantages and disadvantages. The specific content is divided into two parts: one is the enterprise current operation state analysis, two is the strength of the enterprise. In the evaluation of enterprise internal condition analysis, value chain analysis a very useful tool (Datong Daily, 2017).

Value chain analysis is a kind of enterprise to provide customers with a series of activities in the process of product is divided into interrelated strategic activities, so as

to understand the cost of enterprises, and change reasons.

The business can be regarded as a design, production, marketing, delivery set value activities from the enterprise, is the source of some of the advantages of enterprises can be cheaper than the competition, more effectively accomplish those activities with strategic significance.

The value activity of the enterprise is divided into basic activities and auxiliary activities in two categories: basic activities of all enterprises is to provide products and services, mainly including five aspects: internal operation, external logistics, logistics, marketing and sales, service, the formation and movement of basic activities throughout the product or service support; the basic activity is auxiliary activities, mainly including four parts: procurement, technology development, human resource management and infrastructure (Shanxi Daily, 2017).

The value chain analysis provides effective guidance for internal analysis of actual and potential strengths and weaknesses of the enterprise. In the business activities of all system segmentation, to distinguish several value activities, we can find out the key factors from, and take them as sources of competitive advantage and further analysis.

## **2.2 Threat Opportunity Inferiority Advantage (Tows) Matrix Analysis**

The strategic analysis is to analyze and analyze the internal and external environment of the organization through the collection and arrangement of the data, including two parts of organization diagnosis and environmental analysis. The purpose of editing and analysis strategy 1, based on a comprehensive and systematic analysis on the strategy of scientific competitive strategy of enterprises; 2, have a clear direction of development, business development ladder clear; 3, enterprise strategy has been fully communicate and reach a consensus within the organization; 4, the enterprise development direction in unison. To achieve the strategic objectives; 5, let employees agree and support the business strategy and objectives, strengthen the staff's sense of responsibility; 6, the establishment of strategic decision-making mechanism, scientific

and forward-looking decision-making; 7, not only pay attention to short-term performance, pay more attention to long-term development; improve the overall performance and the core competitiveness of enterprises, 8. The strategic analysis tools for the strategic analysis of this paragraph are some of the analytical methods often used in the business strategy consulting and management consulting practice. (a) SWOT analysis: SWOT is a kind of analysis method used to determine the competitive advantage of the enterprise (strength), (weakness) a competitive disadvantage, opportunities and threats (opportunity) (threat), and the company's strategy and internal and external environment of the organic combination. Therefore, clearly determining the company's resource advantages and defects, and understanding the opportunities and challenges faced by the company are of great importance for the company's future development strategy. (two) the internal factor evaluation method: also called for the internal factor evaluation matrix (IFE matrix) (three) external factor evaluation method: also known as the external factors evaluation matrix (EFE matrix) (four) competition evaluation method: also known as the competition situation matrix (CPM matrix) (five) Boston: Boston matrix and matrix the market growth rate and relative market share matrix, Boston Consulting Group, four quadrant analysis method, product structure management series (BCG) etc (Gan, 2002).

After the completion of the analysis of the external environment and internal conditions, the strategic management theory provides a series of "matching tools", the key internal and external factors orderly and concentrated development of feasible alternative strategies, the method used in this paper is a threat - Opportunities - disadvantages - advantages of TOWS matrix analysis method for TOWS. The analysis will draw a series of companies can choose the future development of the strategy, these strategies include four categories:

1, advantage and opportunity strategy (SO strategy) is a kind of play the internal strengths and external opportunities by enterprise strategy. All managers want their businesses in a position that can use their internal strengths to seize the opportunities offered by the external environment, enterprises usually first use WO, or ST WT can



use SO strategy to achieve strategic status;

2, the advantage threat strategy (ST strategy) is the use of the advantages of the enterprise to avoid or reduce the impact of external threats;

3, weaknesses and opportunities strategy (WO strategy) goal is through the use of external opportunities to make up the weakness. The basic situation for this strategy is: there are some external opportunities, but some companies have internal weaknesses hamper its use of these external opportunities;

4, the disadvantage threat strategy (WT strategy) is a defensive technology aimed at reducing internal weaknesses while avoiding or reducing the threat of external environment

### **2.3 Related Theory Of Strategic Choice**

Strategic choice refers to the major strategy, planning and strategy of the enterprise on its development. The strategic choice usually includes the choice of the direction of development, the speed of development and the quality of development, the choice of the strategic development point and the ability of development.

This stage of alternative strategy for a wide range, including stability strategy, growth strategy, harvest strategy, retrenchment strategy; joint ventures, strategic alliances, mergers and acquisitions and general competitive strategy. Enterprises can according to the goals and tasks of the analysis analysis of the external environment and internal conditions to decide which information a kind of strategy or combination of strategies.

(a) stable strategy refers to the enterprise according to the actual situation, to make the allocation of resources and operating conditions of enterprises in the strategic planning period remains in the present state and level of strategy. The strategy according to the stable type, followed by the current business direction and market areas are engaged in business oriented products and the enterprises have reached in the business in the field of production scale and market position are roughly constant or smaller to increase or decrease.

(2) growth strategy is a kind of enterprise in the existing strategy based on the level to a higher level of the target and development strategy. It regards the development as the core of their own, and guide enterprises to continuously develop new products, develop new markets, with the new production and management, in order to expand the scale of production and marketing enterprises. To improve the competitive position, enhance the competitiveness of enterprises (Michael, 1997).

There are many types of growth strategies:

1, focus on the single product or service. This strategy refers to the fast growth from the previous increase in the growth rate of an enterprise at present product or service sales, profit and market share, it is more suitable for the product or service demand is growing market.

2, diversification of concentration. This strategy is a kind of increase with the current business products or services similar to the new product or service growth strategy. Considering the implementation of this strategy, new product or service to be in the business of existing know-how and technical experience, products, distribution channels or customer base.

3, vertical integration. This is a forward after two directions extended enterprise business growth strategy at present, can be divided into forward and backward integration integration two categories. Integration refers to the organization's business to the consumption of its products or services industry expansion, and then to integration refers to the enterprise to provide as raw materials the product or service industry for its current products or services (Zhao, 2015).

4, horizontal integration (or business diversification). This is a corporate takeover of rival growth strategy. Similar to centralized diversification strategy, it added new products and services and the products and services are closely linked, but focus on diversification strategy to achieve mainly through internal development, and horizontal integration (or diversification) business strategy is through the acquisition of a direct competitor to the enterprise.

5, combined with diversification. This strategy is an increase in business products or services present significantly different new products or services. It can implement the

growth strategy in the enterprise, but also on the outside of the enterprise. However, more commonly, combined with diversification is through mergers and acquisitions. Implementation of the joint venture.

(three) the harvest strategy refers to the reduction in a particular sector of enterprises in order to cut costs and improve cash flow, such as a strategic business unit, business segment, product series, specific product or trademark of the enterprise investment. To meet the new or growing sectors of cash needs for cash flow thereby increasing.

(four) contraction strategy refers to the enterprise from the strategic management field and the basic level of contraction and retreat, and from a strategic starting point business strategy is greater. Compared with the stable strategy and growth strategy, retrenchment strategy is a negative development. Generally, enterprises to implement the strategy of tightening only short-term, the fundamental purpose is to the enterprise through the storm after turning the strategic choice of others. Sometimes, only take measures to shrink and retreat, can withstand the opponent's attack, avoid environmental threats and quickly implement the optimal allocation of its resources. It can be said that the strategy of tightening is a retreat into the strategic situation.

(five) joint venture is one of the effective ways to realize the diversification strategy, is a commonly used form of enterprise development strategy. The basic idea is the difference of several joint venture companies combined, the newly established enterprises can avoid the development of bureau of parent companies limited. The joint venture is widely used: first of all, through joint ventures, enterprises can enter into a larger economic scale industry with less investment. Secondly, the joint venture can disperse risks associated with a company to enter into a new industry. Finally, joint ventures can also reduce the existing enterprises for new entrants to boycott.

(six) strategic alliance is a cooperative relationship established between two or more business entities in order to achieve a certain strategic purpose. The main role of strategic alliance is that the strategic alliance is composed of two or more business entities:

- 1, there are common interests between business units can play the overall advantages through cooperation, so as to enhance their competitive strength.

2, the two sides can use each other's sales network, thereby expanding their market share

3, cooperate with enterprises with various specialties to acquire new technology quickly

4, the alliance enterprises share all kinds of risks, thus reducing the risk of each other

Strategic alliances can be divided into two major categories: horizontal strategic alliances and vertical strategic alliances

(seven) the implementation of enterprise merger is a common method of diversification strategy, refers to an enterprise through the purchase of other enterprises of all or part of the assets or property rights, so as to control the effect of merger and acquisition, the enterprise to enhance the competitive advantage of enterprises, to achieve business targets.

#### **2.4 Research Theory**

This article is a case study of the state-owned enterprises and Real Estate Company, similar companies with large quantity and wide distribution in the Chinese, do research and innovation of this article, to demonstration and help to this kind of enterprise, especially the relevant description of the general strategy and auxiliary functions of strategy, so we think that the development of each department of the strategy and the overall strategy as an organic whole, have a better guidance and maneuverability.

## **CHAPTER 3**

### **RESEARCH TECHNIQUE**

#### **3.1 Research Design**

This study mainly adopts the following research methods:

- (1) survey. This research adopts the case study method of qualitative research, mainly discusses the advantages of the development of competition in the real estate industry, because the data is difficult to quantify, so the research to find a large number of industry related information and interviews, combining the company and subordinate units of various types of personnel conducted in-depth interviews, interviews of 98 passengers the management team, for specific comments on the strategy and planning.
- (2) the literature analysis method. In order to write this article collection strategy, and checked the domestic relevant documents and materials of 69 volumes, with reference to the strategic planning of a large number of Real Estate Company, which through the research of the literature, made more reasonable in line with the company's development strategic planning.
- (3) case analysis method. Through the concrete analysis and research investigation of Datong Development and construction group, the strategic development thinking with the characteristics of state-owned enterprises has certain Typicality

#### **3.2 Research Tools Mainly Through The Analysis Of The External Environment Of The Enterprise.**

PEST (political, legal, social, cultural, technological) analysis, Potter's five forces model, SWOT analysis model.

#### **3.3 Data Collection Methods**

Literature collection, field research collection.

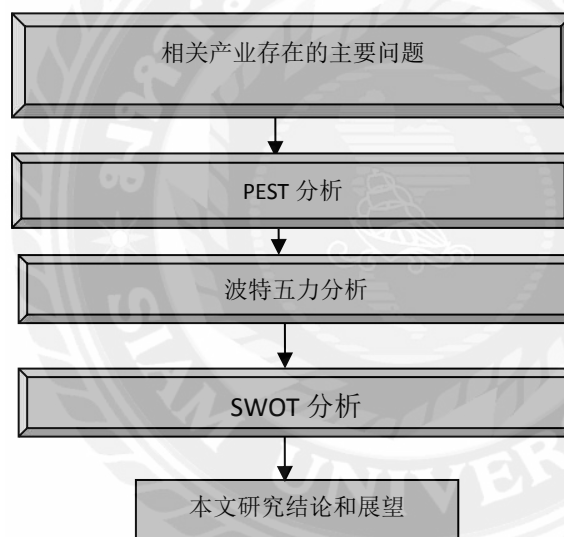
### 3.4 Data Analysis Method

The mathematical statistics formula and financial formula are analyzed, and the quality and benefit of the enterprise are studied and judged

### 3.5 Research Process

The research process is shown in the following picture:

Figure 1 the research process of this paper



## CHAPTER 4

### RESULT AND ANALYSIS

#### 4.1 Descriptive Analysis

A descriptive statistic (in the count noun sense) is a summary statistic that quantitatively describes or summarizes features of a collection of information,[1] while descriptive statistics in the mass noun sense is the process of using and analyzing those statistics. Descriptive statistics is distinguished from inferential statistics (or inductive statistics), in that descriptive statistics aims to summarize a sample, rather than use the data to learn about the population that the sample of data is thought to represent. This generally means that descriptive statistics, unlike inferential statistics, is not developed on the basis of probability theory. Even when a data analysis draws its main conclusions using inferential statistics, descriptive statistics are generally also presented. For example, in papers reporting on human subjects, typically a table is included giving the overall sample size, sample sizes in important subgroups (e.g., for each treatment or exposure group), and demographic or clinical characteristics such as the average age, the proportion of subjects of each sex, the proportion of subjects with related comorbidities, etc.

Some measures that are commonly used to describe a data set are measures of central tendency and measures of variability or dispersion. Measures of central tendency include the mean, median and mode, while measures of variability include the standard deviation (or variance), the minimum and maximum values of the variables, kurtosis and skewness.

Descriptive statistics provide simple summaries about the sample and about the observations that have been made. Such summaries may be either quantitative, i.e. summary statistics, or visual, i.e. simple-to-understand graphs. These summaries may either form the basis of the initial description of the data as part of a more extensive

statistical analysis, or they may be sufficient in and of themselves for a particular investigation.

For example, the shooting percentage in basketball is a descriptive statistic that summarizes the performance of a player or a team. This number is the number of shots made divided by the number of shots taken. For example, a player who shoots 33% is making approximately one shot in every three. The percentage summarizes or describes multiple discrete events. Consider also the grade point average. This single number describes the general performance of a student across the range of their course experiences.

Univariate analysis involves describing the distribution of a single variable, including its central tendency (including the mean, median, and mode) and dispersion (including the range and quartiles of the data-set, and measures of spread such as the variance and standard deviation). The shape of the distribution may also be described via indices such as skewness and kurtosis. Characteristics of a variable's distribution may also be depicted in graphical or tabular format, including histograms and stem-and-leaf display.

The use of descriptive and summary statistics has an extensive history and, indeed, the simple tabulation of populations and of economic data was the first way the topic of statistics appeared. More recently, a collection of summarisation techniques has been formulated under the heading of exploratory data analysis: an example of such a technique is the box plot.

In the business world, descriptive statistics provides a useful summary of many types of data. For example, investors and brokers may use a historical account of return behavior by performing empirical and analytical analyses on their investments in order to make better investing decisions in the future.

Descriptive research is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. Rather it addresses the "what" question (what are the characteristics of Minnesota state population or situation being studied?) [1] The characteristics used to describe the situation or population are usually some kind of categorical scheme also



known as descriptive categories. For example, the periodic table categorizes the elements. Scientists use knowledge about the nature of electrons, protons and neutrons to devise this categorical scheme. We now take for granted the periodic table, yet it took descriptive research to devise it. Descriptive research generally precedes explanatory research. For example, over time the periodic table's description of the elements allowed scientists to explain chemical reaction and make sound prediction when elements were combined. Hence, descriptive research cannot describe what caused a situation. Thus, descriptive research cannot be used as the basis of a causal relationship, where one variable affects another. In other words, descriptive research can be said to have a low requirement for internal validity.

The description is used for frequencies, averages and other statistical calculations. Often the best approach, prior to writing descriptive research, is to conduct a survey investigation. Qualitative research often has the aim of description and researchers may follow-up with examinations of why the observations exist and what the implications of the findings are.

Descriptive statistics are the methods to gather and express quantitative data in a way that reveals the characteristics of the data distribution. It mainly includes frequency analysis of data, analysis of data centralization, analysis of data dispersion, distribution of data, and some basic statistical graphs.

#### 1. political and legal environment

The political and legal environment, government constitutes an important opportunity for the enterprise and any threat. Economy, global market, government and organizations increasingly depend on each other, so that enterprises pay more attention to the political factors influence the formulation and implementation of competitive strategy is possible.

China political stability, project status of continuous improvement, the breadth and depth of opening of foreign affairs continue to strengthen, gradually perfect the market economic system. The government of Shanxi province and the Datong government are actively promoting reform, development and innovation, to create favorable conditions for the development of enterprises.

In recent years, countries have passed several laws and regulations, and gradually improve the legal construction. For example, construction method, construction enterprise management, engineering supervision enterprise qualification management regulations, the construction license management approach, construction quality management regulations, the construction engineering safety production management regulations, regulations of design and management of Construction Engineering Surveying. Foreign projects approved by the interim management measures, effective operation for the healthy development of the construction industry and the market provides a good legal environment. Energy saving and environmental protection materials used must have been a legal support.

## 2. society and cultural environment

The social, cultural and environmental changes in all products, services, markets and consumers will great influence. First, the end of the aging population and the demographic dividend period, the profit of all industries and non-profit organizations have brought by these changes of opportunities and threats. The formulation of national two one hundred year strategy the formulation of "The Belt and Road" strategy, is for China's reform and development guidelines.

With the improvement of living standards, people pay more attention to housing comfort, community environment, education, medical care, pension, health, recreational activities, and the quality of service is becoming more and more important

## 3. technology environment

The change of technological progress is to generate enormous influence, the progress of technology can greatly affect the enterprise's products, service, market, in the strategy formulation process must consider technical factors bring opportunities and threats.

### 1) the global Internet use dividend is ending

Over the past more than 10 years, the Internet economy has huge impact on the China society; one is the change of the relationship between people and information; the two is to change the relationship between people and goods; the three is to change the

relationship between people and services; four is the relationship between change of people and money now, the Internet has become the foundation of the facilities China society. Almost Internet related business model innovation has come to an end, when the tool is free, the bonus is over, the traditional sense of the Internet economy is over.

## 2) Chinese manufacturing dividend is disappearing

In recent years, the cost advantage and scale advantage of China have been reduced, and the marginal benefit of China has been reduced. When the United States made the new economic policy of the United States, the Chinese manufacturing faces more challenges

## 3) new technologies emerge in an endless stream

Big data, artificial intelligence, regional chain, new energy, new materials, new technology, industry 4 of these new technologies related to various industries, technological progress is embodied, innovation and the core competence of the future may, China will enter from the model innovation to a new era of innovation and product innovation.

Real estate is not only the application stage of new construction methods such as prefabricated building, but also a comprehensive application of new technology, new materials and new technology

Modular decoration, maintenance, development of support and the separation of SI housing system, integrated decoration, but also the concept of assembly type decoration in the decoration industry

The wisdom of the community is a new technology with many Internet based application services to property in the Internet community, the school, directly into the community medical resources, and more to meet the needs of all aspects of the owners. The robot Butler future will change people's lifestyle and consumption habits, once the robot has been mass production, the cost will be greatly decreased, application prospect it is self-evident. Every family may have and use a similar color TV refrigerator robot, now, Home Furnishing become necessities.

## 4. economic environment at home and abroad

### 1) project economic development environment

From 2016 to 2017, Chinese is facing a complex project economic and financial environment. Trump was elected to the referendum in Italy, England, from Europe as the representative of nationalism, trade protectionism, global economic, financial and trade situation facing deep adjustment. The project on "China Belt and Road Initiative" the strategic understanding and support is also facing many substantive issues.

Geopolitics still influence the development and fluctuation of the world economy. The United States China and restart the manufacturing planning impact on the industrial layout of the world is large, the investment environment changes and competition makes the China capital outflow has become a new trend, Asian investment bank and the establishment of the RMB project has become a new financial system, Japan and India and in the territory of the China the dispute will affect bilateral trade.

Oil and gas overcapacity and global economic weakness remain the main theme

## 2) domestic economic development factors

Since the three quarter of 2016, Chinese economy appeared to slow in the stabilization of the good momentum of steady for the better, the annual GDP growth rate is expected to reach 6.7%, continue to run in a reasonable range. Our country to develop labor, technology, resources, capital and other advantages, accelerate the adjustment of industrial structure. The improvement of the national macro-control mechanism provides favorable conditions for China stable and rapid economic development, which is commonly referred to as China period of strategic opportunities. Make good use of the strategic opportunity period is Chinese to achieve the goal of building a well-off society.

China is still in a downward economic bottoming phase, but the growth rate downward in the range narrowed, slow in stabilization, steady to good posture gradually. The consumption growth will face disposable income growth slowed, auto stimulating weakened and other unfavorable factors; foreign trade situation facing the project change trade pattern, trade protectionism trend rise and other challenges; whether private investment growth out of the low operating range will still be the largest uncertainty of investment growth steady rise. At the same time, domestic

currencies, bonds, banks and other financial market risk can not be ignored, we need to be cautious response. Suggestions should be alert to the exchange rate depreciation and capital outflow situation, multi pronged approach to stabilize the foreign exchange market pre Period; increase to capacity, to inventory the intensity and speed up the disposal of non-performing loan; to create a good business environment, to activate and mobilize private capital. In 2017 GDP growth of 6.6%. to China infrastructure investment is still the main force in the 2017 steady investment and steady growth, the whole year is expected to maintain rapid growth of 18% to 20%. Despite the current the slowdown in revenue and the fiscal balance is more prominent, but taking into account the 2017 fiscal deficit is likely to further expand; and the current investment in infrastructure funding budget funds not more than 20%, a large number of other funds mainly from the local government The government and enterprise self financing, bank loans, PPP project financing, the formation of large fiscal constraint problems will not the rapid growth of investment in infrastructure. The long term mechanism of financial deleveraging began to start, monetary easing ended

#### 5. industry development environment analysis

The construction industry as a pillar industry of national economy Chinese, the rise and fall of the trend of economic development are closely related. Since the end of 1990s, the global construction market has shown sustained growth, the major countries in the world in recent years, the construction market is maintained at 7% ~ 20% growth rate, the growth rate of GDP was higher than that of countries in economy. In the process of globalization Chinese, its economic development trend also follow this rule.

30 years of reform and opening up, Chinese construction industry has maintained rapid growth, continued to benefit from the rapid growth of our national economy. At the end of 2016, the national development and Reform Commission has introduced the three batch of PPP project, the total size of 6 trillion and 370 billion yuan; in 2017 is expected to PPP project landing or the size of the 3 trillion and 800 billion yuan, the rapid growth of the strong support of infrastructure investment the property market

since October 2016. In addition, the new regulation, the commercial bank loans funds gradually shrink, investment in infrastructure is likely to become a good loan to this part of the funds.

The real estate industry from the "golden age" into the "Silver Age", with the decline in profits, have a correct strategic thinking and lean management of enterprises will become more healthy and strong, so as to accelerate the integration of the industry and the survival of the fittest, and further enhance market concentration. But the distance is still an oligopoly requires a longer period of time.

Property service is a real estate development downstream, real estate enterprises on the property development, growth, transformation plays a dominant role in the property management industry concentration is accelerating, capital, talent and technology to accelerate the influx of capital market is pegged to the property behind social resources huge. The integration of resources sharing economic concept, the use of the Internet, the Internet of things, big data, cloud platform, to achieve property high-tech services to artificial intelligence technology, to meet the people's growing needs of the community, the property enterprises mergers and acquisitions faster than the rapid development of the real estate in the capital market, under the support of large property companies to carve up the market, realize the rapid consolidation of the industry .

#### 6. market development environment analysis

At present, the reform of state-owned enterprises has become an important part of national economic development, completed by the end of the central enterprises reform. All under the care of the party, Shanxi's reform pilot area, state owned enterprises reform is the focus of the province's economic weakness by turn Xing, strengthen the leadership of the party and the improvement of corporate governance and unify, seize the tenure system of managers contract management and bid, promote market-oriented reform candidate, multi hierarchical classification model to promote mixed ownership, explore ESOP pilot, these policies, provides a good environment for innovation and development of state-owned enterprises in Shanxi. The Datong government also actively guide and promote the reform of state-owned enterprises,

state-owned enterprises to open up the good work Development environment

The government's massive infrastructure investment and residents purchase long-term loans too much, which has caused serious imbalance in the structure of.2015 resource allocation in the second half of the year, the rapid growth of residents in the purchase of mortgage loans, resulting in long-term loans accounted for the proportion of total loans increased from 55% to 57.8%. new monetary easing tools, mainly in government bonds and policy bank assets as collateral. New money loan more and more investment for government infrastructure and major projects are convenient, private enterprises use bank loans more difficult.2016 years 1-11 months, infrastructure investment and state-owned investment to accelerate the growth of 18.9% and 20.2%, for Manufacturing investment and private investment were squeezed down to 3.6% and 3.1%.

Datong, the performance of the real estate market for high-end residential real estate is mainly composed of national and local private Real Estate Company to develop state-owned enterprises, mainly on behalf of the construction of government projects. This pattern will remain unchanged in three years.

With Datong traffic especially the development of high-speed rail, as well as the development of aviation, will be able to pull some of the real estate industry. The field of population especially the people in Beijing will be in demand.

Although the market environment has a general long-term side, but there will also be fluctuations. These fluctuations may come from the following factors:

- (a) macroeconomic adjustment brings the investment slowdown;
- (two) the impact of the global financial crisis on the regional industry and economy;
- (three) a substantial rise in prices of steel, cement, glass and other means of production;
- (four) financial deleveraging policy and the strengthening of supervision, the government credit and the PPP project policy provision, are to a certain extent affect the size of the market.
- (five) Datong is inconvenient in transportation. At present, the high-speed rail is not connected, the flight is less, the economy is backward, and the city attraction is

insufficient. Although the tourism industry is booming, it can not make up for the negative impact of the decline of the coal industry in the short term

#### **4.2 Company Background And Brief Introduction**

Datong development and construction group co., ltd, formerly known as Datong unified construction office. In 1981 adapted for Datong city construction and development bureau and Datong city construction and development company, a set of two brands. Datong city construction and development corporation was retained after the cancellation of the development bureau in 1983. The company is a national real estate development enterprise. Group company personnel have 85 people, senior title 15 people, intermediate title 28 people, 364 subsidiary personnel, senior title 14 people, intermediate title 72 people.

##### li. development performance over the years

Since the establishment of the company, to " build Datong, beautify the ancient city, benefit the citizens" as the goal, in the 1980s and 1990s has developed and built the Datong Zhenhua south street, zhenxing street, liuhangli and small south street shanhua temple and other commercial residential areas, the total construction area of more than 700 thousand square meters. At the same time, for the government to build the cloud university and other projects.

In 2001, beixin garden, a pilot residential district of national Ministry of construction with a total construction area of 180,000 square meters, was awarded excellent development and management award, excellent residential district award, gold award for planning and design and gold award for construction quality by the Ministry of construction, which became a model of new residential district in Datong city.

From 2010 to 2013, the company completed 10489 housing units, a total construction area of 1.12 million square meters of south ring west extension of affordable housing construction project ( weidu new town ), and won the Shanxi province affordable housing project construction labor competition organization



Committee awarded the "excellent project" award.

l.ii. development performance in the past three years

Since the establishment of the new party and government team in 2014, the company has taken the development of enterprises, dedication to society and happy workers as its own responsibility, focused on promoting project construction, focused on serving the people's livelihood, focused on enterprise management and team building, focused on cohesion, tackling difficulties, focusing on practical results, pioneering and innovative. while receiving and completing the government project, the company has continuously expanded living space and undertaken 15 projects in the form of agent construction, cooperation and joint venture, with a total scale of 1.15 million square meters. the project development and construction work has achieved solid results.

Real estate development and management is the company's main business. In 2017, the company will rely on the influence, social resources and other resources accumulated by the subsidiaries of the group for many years, while receiving and completing the government engineering projects, excavate various resources, continuously expand the living space, take sole proprietorship, agent construction, cooperation, joint venture, joint venture and other ways to develop, and form a diversified construction mode. In 2017, according to the actual situation of the enterprise, do a solid job in the following projects.

The company has successively built Wei du new city renewal project, kang ya Xin yuan district, mining area ruixiang district and big data center four projects. Completed the city exhibition hall translation project, and created three of the world's largest, namely the longest distance ( translation 1400 meters ), the heaviest weight ( 58 million tons ), the largest scale ( 18,200 square meters ).

On behalf of the company on behalf of the yunzhou street on the north side of the public rental housing project, city sports school, city fire command center, city archives and Datong county, zuoyun county and development zone and other ten projects are in order to promote.

The company takes assets or capital investment as equity, cooperates with Shanxi

daijing culture tourism co., ltd and other enterprises, initiates the establishment of Shanxi folk culture square co., ltd, carries out cultural tourism business activities, and goes out of the way of transformation and development of the company.

#### iv. meeting new challenges and creating new performance

At present, the municipal party Committee municipal government is working with the people of the city to implement the " 136" development strategy. The establishment of Datong development and construction group co., ltd led by our company has been completed. Group's existing subsidiaries include Datong city development co., ltd., Datong city real estate development company, Datong Yudong construction engineering management co., ltd., Datong Yudong new district construction project management co., ltd., Datong city traffic construction investment co., ltd., Datong harbor property management co., ltd., Datong city urban construction real estate management co., ltd., Datong city open property co., ltd., kangjie property management co., ltd..

1.Datong Development Group Limited, formerly known as the Datong unified construction office.1981 adapted for the Datong City Construction Bureau and the Datong city construction and development company, a set of two brands.1983 revocation mechanism retained after the Development Bureau of Datong City Construction & Development Co., Ltd.. A national real estate development enterprise group company. 85 people, 15 senior titles, intermediate grade 28, subsidiary personnel 364 people, 14 senior titles, intermediate grade 72.

#### 2.the development performance over the years

Since the founding of the company, "the construction of Datong, beautify the city, for the benefit of the people" as the goal, in 90s eight of the last century, has built a Datong Zhenhua street, Zhenxing street, Liu Hang Li and Xiao Nan Jie Shanhua Temple etc. commercial residential area, a total construction area of about 700000 square meters. At the same time, for the government and build the cloud University of engineering.

In 2001, the company built a total construction area of 180 thousand square meters of the national Ministry of construction of residential areas pilot city "North Garden",

the Ministry of construction has been awarded the outstanding management award, award for outstanding residential planning and design and construction quality, the gold medal award, has become a model for Datong new residential areas.

From 2010 to 2013, the company completed the construction of 10489 residential units, a total construction area of 1 million 120 thousand square meters of the south west east of affordable housing construction projects (Weidu Metro) and the Shanxi Province, the construction of affordable housing projects in the labor competition organizing committee awarded the "outstanding project award.

### 3.nearly three years of development results

Since 2014 the company set up a new party and government bodies, "the development of enterprises, contributing to society, the happiness of workers" as its mission, to advance the project construction as the focus, to serve the people's livelihood as a fundamental, enterprise management and team building as the starting point, ningxinjuli, to tackle tough, pragmatic, pioneering and innovative, to receive and complete government projects at the same time and continue to expand the living space, take construction, cooperation, joint venture, has completed 15 projects, the total size of 1 million 150 thousand square meters, the project development and construction work to achieve solid results.

The real estate development business is the main business of the company.2017, the company will rely on the group's various subsidiaries accumulated over the years of influence, social resources and other resources, the government received and completed the project at the same time, mining resources, continue to expand the living space, take investment, construction, cooperation, joint venture, joint venture for the development of methods, the formation of.2017 diversified construction combined with the enterprise actual, do a solid job in the following projects.

The company has built Metro Weidu construction projects, amart Xinyuan District, mining Ruixiang district and large data center four projects. To complete the translation project of exhibition hall, and created the worlds most, that is the longest distance (1400 meters translation), the volume (58 thousand tons), the largest (18 thousand and 200 square meters).

On behalf of the company built on the north side of the State Street public rental housing project, the city sports school, the city fire command center, city archives and Datong County, Zuoyun county and Development Zone and other ten projects are in orderly progress

The company with assets or funds for equity, in cooperation with the Shanxi Beijing Cultural Tourism Limited company, initiated the establishment of Shanxi Folk Culture Plaza Co. Ltd, the activities of cultural tourism business, out of a company restructuring and development of the road.

#### 4.to meet new challenges and create new achievements

At present, the municipal government to the people of the city are vigorously implement the "136" development strategy. By my company led the formation of Datong Development and Construction Group Co. Ltd. has been completed. The group now has subsidiaries including Datong city development limited liability company, Datong real estate development company building, Datong Yudong construction project Management Co. Ltd. Datong Shanxi construction project management Co. Ltd., Datong Transportation Construction Investment Co. Ltd. Datong harbour property management limited liability company, Datong urban construction real estate management company, Datong city property management limited liability company, Kang Jie Property Management Ltd. .

#### 5.financial status analysis

##### 1.business income and growth of main business

(1)the business income. The main income increases year by year, profit growth, enterprise development trend is good.

(2)three years, the average growth rate of the main business income was 126.78%, reflecting the steady growth of enterprise income

##### 2.financial benefit status

Financial situation reflects the profitability of the enterprise, including the rate of return on net assets, rate of return on total assets of two basic indicators and capital appreciation rate, profit rate of main business, security surplus cash ratio, cost profit rate of four indexes (the following table for the urban construction and development

company financial statements).

Table 1: the urban construction and development company financial statements

data name	2015	2016	2017
The main business income (yuan)	1336	2095	2187
Total profit (10000 yuan)	114	286	357
Net profit (10000 yuan)	86	215	268
The total cost (yuan)	1222	1809	1830
Labor costs (million)	757	820	830
Total assets (10000 yuan)	214152	225152	231220
Return on total assets (%)	0.04%	0.10%	0.12%
Net assets (10000 yuan)	3342	3557	3824
Rate of return on net assets (%)	2.6%	6.0%	7.0%
Asset liability ratio (%)	98.4%	98.4%	98.3%
Total owner's equity (10000 yuan)	3342	3557	3824
The total amount of state-owned assets (10000 yuan)	3342	3557	3824
The number of employees (person)	267	305	314
Value added and appreciation rate of state-owned assets (%)	105.3%	106.4%	107.5%
Non performing assets (10000 yuan)	-	—	—
NPL ratio (%)	--	—	—

(three) asset operation

The operation of assets reflects the operating efficiency of enterprises comprehensively, including the total assets turnover rate, the turnover rate of current assets, the two basic indexes and inventory turnover, the receivable turnover ratio, and the three correction indexes of the ratio of non-performing assets

(four) debt paying ability

Solvency is an important embodiment of enterprise security, scheduled debt repayment is the basic premise of the sustainable operation of enterprises. Solvency index including asset liability ratio, interest coverage two basic indicators and cash flow ratio, quick ratio of two correction index.

(five) development ability

The development ability of the enterprise in the future is the source of value, indicates that the enterprise sustainable development ability and competition ability, development ability index including sales (business) growth rate, the rate of capital accumulation and two basic indicators of capital in three years the average growth rate of three year average sales growth rate, technology investment ratio of three indexes.

Sales (business) to measure the rate of growth enterprise market share capacity, rate of capital accumulation reflects the capital accumulation rate.

### **4.3 Of Potter's Five Forces Competitive Environment Analysis**

Porter's Five Forces Framework is a tool for analyzing competition of a business. It draws from industrial organization (IO) economics to derive five forces that determine the competitive intensity and, therefore, the attractiveness (or lack of it) of an industry in terms of its profitability. An "unattractive" industry is one in which the effect of these five forces reduces overall profitability. The most unattractive industry would be one approaching "pure competition", in which available profits for all firms are driven to normal profit levels. The five-forces perspective is associated with its originator, Michael E. Porter of Harvard University. This framework was first published in Harvard Business Review in 1979.[1]

Porter refers to these forces as the microenvironment, to contrast it with the more general term macroenvironment. They consist of those forces close to a company that affect its ability to serve its customers and make a profit. A change in any of the forces normally requires a business unit to re-assess the marketplace given the overall change in industry information. The overall industry attractiveness does not imply that every firm in the industry will return the same profitability. Firms are able to apply their core competencies, business model or network to achieve a profit above the industry average. A clear example of this is the airline industry. As an industry, profitability is low because the industry's underlying structure of high fixed costs and low variable costs afford enormous latitude in the price of airline travel. Airlines tend to compete on cost, and that drives down the profitability of individual carriers as well as the industry itself because it simplifies the decision by a customer to buy or not buy a ticket. A few carriers--Richard Branson's Virgin Atlantic is one--have tried, with limited success, to use sources of differentiation in order to increase profitability.

Porter's five forces include three forces from 'horizontal' competition--the threat of substitute products or services, the threat of established rivals, and the threat of new entrants--and two others from 'vertical' competition--the bargaining power of suppliers and the bargaining power of customers.

Porter developed his five forces framework in reaction to the then-popular SWOT analysis, which he found both lacking in rigor and ad hoc.[2] Porter's five-forces framework is based on the structure - conduct - performance paradigm in industrial organizational economics. It has been applied to try to address a diverse range of problems, from helping businesses become more profitable to helping governments stabilize industries.[3] Other Porter strategy tools include the value chain and generic competitive strategies.

Strategy consultants occasionally use Porter's five forces framework when making a qualitative evaluation of a firm's strategic position. However, for most consultants, the framework is only a starting point. They might use value chain or another type of analysis in conjunction.[4] Like all general frameworks, an analysis that uses it to the exclusion of specifics about a particular situation is considered naive.

According to Porter, the five forces framework should be used at the line-of-business industry level; it is not designed to be used at the industry group or industry sector level. An industry is defined at a lower, more basic level: a market in which similar or closely related products and/or services are sold to buyers. (See industry information.) A firm that competes in a single industry should develop, at a minimum, one five forces analysis for its industry. Porter makes clear that for diversified companies, the primary issue in corporate strategy is the selection of industries (lines of business) in which the company will compete.

Five forces are: bargaining power of suppliers, bargaining power of buyers, ability to enter potential competitors, replacement ability of substitutes, and competitive ability of competitors in the industry. The five power models converge a large number of different factors into a simple model to analyze the basic competitive situation of an industry. The five force models identify five main sources of competition, namely bargaining power of suppliers and buyers, threats of potential entrants, threats of substitutes, and finally, competition from companies currently in the same industry. The first proposal of a viable strategy should be to identify and evaluate the five forces. The characteristics and importance of different forces vary from industry to company.

Potter's five forces analysis model has better generality, but with the development of technology and society, the competition and cooperation relationship changes very fast, the following is a brief analysis of the five forces, because of our more current municipal engineering, in the face of market competition is relatively small, so Potter's theory has little effect on our.

(a) the existing competitor analysis:

For municipal construction project, mainly borne by the group company and its subsidiaries, the competition is not fierce, the business volume is good. But for commercial real estate, Datong is the main market of private enterprises occupy a major share, with Hengda, green, Wanda entered the competition more fierce than before 2016, and 3 years in the future, Yudong area will show the competition more intensive.



(two) the analysis of potential entrants:

The municipal engineering construction has relatively strong barriers to quality, performance, credibility and scale economy are strong, not only limit the entry of private capital and enterprises, but also has strong barriers to foreign enterprises and potential competitors can be ignored. As for the commercial real estate development potential. Enter through the study on green, Hengda, Wanda into the real estate market Datong benefit, in order to further study and capture market access opportunities.

(three) bargaining power of suppliers:

The supplier can improve product prices and reduce the quality of the product or service to the threats of the enterprises in the industry by the bargaining ability. Strong supplier can compress industry profitability, because there is often a strong supplier will improve enterprise purchase of the product cost, and companies can not make their product prices to compensate for the cost of increased.

At present, most of the projects are carried out by bidding mode, and the cost control is within the reasonable range. Under the influence of the oversupply of the whole market, the purchase order of the company is large and the bargaining power of the suppliers is relatively small

(four) bargaining power of buyers:

With customers in the competition in the industry. They forced the enterprises to reduce the price, to provide high quality products and more services, and make the enterprises in the industry to contradict each other, these will reduce the company's profitability. The bargaining power depends on every important customer group in the industry on the market status and the characteristics of the all of its business activities. The main construction projects for government projects, the owners bargaining ability, construction bidding according to the price.

For the real estate market, the price was influenced by regional factors, strong rigidity, high price and Shanxi campus housing, ring high iron regions of commercial land will make the buyer bargaining power is reduced.

(five) the threat of substitutes:

Analysis of Zhangjiakou area from the location, area of Jining and Beijing closer

distance, impact on the overall market capacity of Datong is also obvious. Especially in the Winter Olympics held in Zhangjiakou, house prices soaring, the average price is two times of Datong. At present, the purchasing power of residents commodities generally concentrated in housing and cars, and consumer prices to guide the residents and the purchase of a deposit of substitutes; in addition, second-hand housing rents to affect the sales of commercial housing, campus recruitment policy also affects people's purchasing behavior, the high-speed railway has great influence on the future with Datong real estate market.

We use the model understands the company's competitive advantage and market environment, used in practice is more cooperative mode. In addition, three successful models of strategic thought of Potter is the total cost leadership strategy, differentiation strategy, integration strategy. The application of these three strategies can be used to Biguiyuan operation as a case. China happiness in the differentiation strategy to do better, park development occupies an important market share in Beijing and Hebei.

#### **4.4 SWOT Analysis**

SWOT analysis (or SWOT matrix) is a strategic planning technique used to help a person or organization identify the Strengths, Weaknesses, Opportunities, and Threats related to business competition or project planning.[1] It is intended to specify the objectives of the business venture or project and identify the internal and external factors that are favorable and unfavorable to achieving those objectives. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage.

Strengths and Weakness are frequently internally-related, while Opportunities and Threats commonly focus on environmental placement.

Strengths: characteristics of the business or project that give it an advantage over others

Weaknesses: characteristics of the business that place the business or project at a

disadvantage relative to others

Opportunities: elements in the environment that the business or project could exploit to its advantage

Threats: elements in the environment that could cause trouble for the business or project

The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit. Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, decision-makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.

Some authors credit SWOT to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies.[2][3] However, Humphrey himself did not claim the creation of SWOT, and the origins remain obscure.

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) is defined. Examples include non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management. SWOT analysis may also be used in creating a recommendation during a viability study/survey.

The uses of a SWOT analysis by a community organization are as follows: to organize information, provide insight into barriers that may be present while engaging in social change processes, and identify strengths available that can be activated to counteract these barriers.

A SWOT analysis can be used to:

Explore new solutions to problems

Identify barriers that will limit goals/objectives

Decide on direction that will be most effective

Reveal possibilities and limitations for change

To revise plans to best navigate systems, communities, and organizations

As a brainstorming and recording device as a means of communication

To enhance "credibility of interpretation" to be used in presentation to leaders or key supporters.

SWOT analysis is a scientific analysis method to determine the competitive advantage, competitive disadvantage, opportunity and threat of an enterprise, so as to integrate the company's strategy with the company's internal resources and external environment. Must be practical and realistic analysis of the enterprise environment, reveal the advantages and disadvantages within the enterprise, as well as the opportunities and threats faced by enterprises, the use of advantages and opportunities, avoid disadvantages and threats caused by the influence, choose the appropriate brand design. Coordinate and communicate with relevant departments. The company has the advantage of dealing with the relationship between the relevant departments, such as the real estate transaction management bureau, land bureau, evaluation company, guarantee company, bank, etc. Companies often deal with the above departments, can understand the government's long-term planning for economic development and short-term macro-control trends, timely understanding of the banks' loan policy, real estate assessment value, and assess the company, the bank to maintain business interaction, has the advantage of handling the above business links such as convenient channels, for customers to choose the most suitable amount of loans and loan channels, brand is a good support for enterprises, is an important factor in the development of enterprises.

First, external opportunities

1, the reform of state-owned enterprises has formed a powerful driving force, the reform and development of our company conform to the trend, in the reform and innovation to obtain new impetus

2, the province's economic environment, the reform of state-owned enterprises to the pilot area policy on the reform of state-owned enterprises in Shanxi play a better role in promoting economic structure, optimize countries advocate, encourage innovation drive, to achieve a new growth engine, provides a good environment for the

development of the enterprise group to upgrade.

3, strong support of the government of Datong, Datong City Construction and transformation of the relocation, the development of municipal engineering, brought a lot of new projects, a larger market space. Datong is to create a good business environment, to activate and mobilize private capital.

4, the current investment in infrastructure funding budget funds not more than 20%, a large number of other funds mainly come from the local government and enterprise self financing, bank loans, PPP project financing, fiscal problems will not rapid growth of infrastructure investment to form larger constraints.

5, Datong high-speed rail will be opened to traffic in 2020, with the formation of the Beijing, Taiyuan, Jining and other places of the transport network, with the development of economy, more routes to promote business activities such as tourism investment, the establishment of basic work better for the economic development of Datong.

6, the construction of Datong Development Zone and Industrial Park, the investment projects to the local population employment, purchasing power to form a strong pull, improve people's livelihood, thereby promoting the economic transformation and upgrading of Datong

Two, enterprises are facing the threat of

1, several local competitors, business and market share for the potential risks.

2, the construction of large enterprises by the impact of macroeconomic policy, the main distinctive, concentrated in the real estate development and construction of real estate projects with over saturated and construction period, and the subsequent business profitability is influenced by the development of the industry.

3, the national real estate developers have entered Datong area, the development of our company space has greater pressure

4, by population growth and Datong dividend over the economic downturn, housing supply increased and the contradiction of population outflow will not change in the short term.

5, the growth of the tourism industry in the short term can not compensate for the

negative effects caused by the decline of the coal industry.

6, monetary easing policy, financial deleveraging risk reduction has a greater impact on the capital intensive real estate industry, private capital and social capital with the decline in real estate profits and reduce inflows

Three, the advantages of enterprises

1 years of real estate development, construction has accumulated a strong professional construction team and regional brand for the company.

2, senior cadres of enterprises under the new situation of the reform of courage and action; companies in strategic management, human resource management, enterprise culture construction, target management, performance appraisal, many aspects of group internal information construction began to improve, gradually promote and improve, increase the development of enterprises in the future.

3, company of group of great influence in the Datong area, has strong competitiveness in the industry, especially in the municipal engineering occupies a higher share; with the integration of resources and talent structure improvement for large scale project operation ability further improved.

4, the enterprise's main project (municipal engineering construction agent) has the advantages of light assets, easy for enterprises to make flexible decisions. In recent years, the volume of business is more abundant, and it can accumulate momentum for enterprises to enhance their strength and innovation development

5, the enterprise has the ability of real estate development value chain.

Four enterprise disadvantages

1, the advantages and disadvantages of the traditional state-owned enterprises are relatively clear, due to the application of modern management system and the market relatively late, the company in its infancy, the application and implementation of the work needed to improve the modern enterprise management mode; speed based management has not kept pace with the development of enterprises; the execution of the system needs to be improved.

2, internal staff there is a low degree, loss of talents, training new employees less problems.

- 3, the shaping and spreading of corporate culture needs greater impetus
- 4, lack of potential profitability, growth need to quickly cultivate and strengthen.
- 5, insufficient investment and financing capacity, inadequate hematopoietic function of enterprises

#### **4.5 Strategic Choice**

Strategic Choice (4 March 1991 - after 2006) was an American-bred, British-trained Thoroughbred racehorse and stallion. In a racing career which lasted from April 1994 until July 2000 he competed in nine different countries - Britain, France, Italy, Germany, Ireland, Japan, Turkey, Canada and Hong Kong - and won six of his thirty-four races. Unraced as a two-year-old he won the John Porter Stakes and Irish St Leger at four, the Gran Premio di Milano and Grand Prix de Deauville at five and the Bosphorus Trophy at six. He was also placed in the King George VI and Queen Elizabeth Stakes, Gran Premio del Jockey Club, Yorkshire Cup and St Simon Stakes. After his retirement from racing he had some success as a sire of National Hunt racing.

According to SWOT analysis, OS (opportunity strong) model is adopted:

Datong Development Group Limited strategic positioning is: the government project construction, the city's comprehensive development operators, characteristics of the real estate business, the construction of comprehensive investment operators of municipal infrastructure, asset management operators, engineering contractors and property management services.

- 1, the horizontal integration strategy: to real estate development construction, through mergers and acquisitions and holding stronger as the main form; brand and core competitiveness through the management and construction of enterprise culture; with good reputation and strength of state-owned enterprises, to undertake municipal engineering, implementation of listing and financing.

- 2, to the property management as the basis, to accelerate innovation wisdom property

and the community service function to obtain new economic growth momentum; new functions to serve as the core value, take the profit as the goal, to create a strong brand, the brand management and output, through mergers, joint venture mode and expand market share.

3, vertical integration strategy: make full use of company resources, improve the enterprise from the project feasibility study, design, construction and property management of the whole value chain (customer service) service.

4, actively study the national industrial policy, through the talent strategy and related diversification strategy to study the development of tourism real estate, education, culture, real estate, pension real estate and other related industries, layout economic growth point

5, explore and layout new cross-border light asset projects

#### **4.6 Theoretical Verification**

In the context of hardware and software systems, formal verification is the act of proving or disproving the correctness of intended algorithms underlying a system with respect to a certain formal specification or property, using formal methods of mathematics.

Formal verification can be helpful in proving the correctness of systems such as: cryptographic protocols, combinational circuits, digital circuits with internal memory, and software expressed as source code.

The verification of these systems is done by providing a formal proof on an abstract mathematical model of the system, the correspondence between the mathematical model and the nature of the system being otherwise known by construction. Examples of mathematical objects often used to model systems are: finite state machines, labelled transition systems, Petri nets, vector addition systems, timed automata, hybrid automata, process algebra, formal semantics of programming languages such as operational semantics, denotational semantics, axiomatic semantics and Hoare logic.



One approach and formation is model checking, which consists of a systematically exhaustive exploration of the mathematical model (this is possible for finite models, but also for some infinite models where infinite sets of states can be effectively represented finitely by using abstraction or taking advantage of symmetry). Usually this consists of exploring all states and transitions in the model, by using smart and domain-specific abstraction techniques to consider whole groups of states in a single operation and reduce computing time. Implementation techniques include state space enumeration, symbolic state space enumeration, abstract interpretation, symbolic simulation, abstraction refinement.[citation needed] The properties to be verified are often described in temporal logics, such as linear temporal logic (LTL), Property Specification Language (PSL), SystemVerilog Assertions (SVA),[3] or computational tree logic (CTL). The great advantage of model checking is that it is often fully automatic; its primary disadvantage is that it does not in general scale to large systems; symbolic models are typically limited to a few hundred bits of state, while explicit state enumeration requires the state space being explored to be relatively small.

Another approach is deductive verification. It consists of generating from the system and its specifications (and possibly other annotations) a collection of mathematical proof obligations, the truth of which imply conformance of the system to its specification, and discharging these obligations using either interactive theorem provers (such as HOL, ACL2, Isabelle, Coq or PVS), automatic theorem provers, or satisfiability modulo theories (SMT) solvers. This approach has the disadvantage that it typically requires the user to understand in detail why the system works correctly, and to convey this information to the verification system, either in the form of a sequence of theorems to be proved or in the form of specifications of system components (e.g. functions or procedures) and perhaps subcomponents (such as loops or data structures).

This chapter first briefly introduces the general situation of the company, on this basis, analyzes the status quo of the company's brand construction, and through SWOT analysis of the enterprise environment, in view of the status quo, points out the existing problems of the company's brand construction, and points out the necessity of

the company's brand construction, so as to lay the foundation for the company's brand construction scheme design.

Based on the development and construction of Datong group as a case study, through the analysis of the strategy needs the test of time, it is more important to have sub strategy can guarantee the company's overall strategy, therefore, to develop the function strategy is an important branch of part of the implementation of the overall strategy.

#### **4.6.1 Financial Strategy**

First, the current situation and existing problems

In recent years, the company in financial management continues to increase investment, and strive to improve the level of financial management. The company's financial work and always adhere to the economic benefits as the center, strengthen internal economic accounting, reasonable adjustment of accounts, refine the cost management, strengthen the budget management, timely adjust the approval authority for the use of company funds. In addition, according to the new situation facing. The financial management of the new problems, to strengthen the study of relevant laws and regulations, a new method to learn new knowledge of financial management, strengthen financial management, control costs, and gradually establish and perfect the financial management system, under the premise of the tax law to minimize financial cost To improve the level of financial analysis, to provide decision support for enterprise management. Although the financial management has achieved good results, but there are still some problems in the following important aspects:

- 1., the strategic positioning of financial management needs to be clear, lack of financial management functions, budget system is still not established, it is difficult to give full play to the professional support role of the company transformation
2. has not yet established a complete financial analysis system to provide services and support for the enterprise management decision.
3. budget management system to strengthen the implementation of the overall strategy

to establish a set of suitable for the company and the effective allocation of resources to the budget system.

The financial monitoring and cost control ability of 4. specific projects and design projects need to continue to strengthen at the same time, risk assessment and risk control mechanism needs further adjustment and improvement.

Two, strategic objectives

Continuously improve the level of financial management, change the mode of financial management, training in the domestic capital market capital operation ability, and gradually establish a financial management system is advanced.

Three, development planning and measures

In order to achieve the strategic goal of financial management, financial management will advance in accordance with the following:

Main task: to establish and perfect the financial management system of strategic planning; further strengthen the accounting framework, improve the function of financial management and financial management, establish a complete system of financial management, strengthen the company's overall financial management level; strengthen the survey design and general contracting project management and financial support; to actively assist the company to build financing platform to cultivate their own financing ability; financial management innovation, initially established in line with the project requirements of the company financial management system.

Development measures: in order to ensure the successful completion of the task this stage of planning, financial management will conduct specific work from the following aspects:

1. establish financial management strategic planning and annual financial work plan system

By the finance department to develop financial management strategy according to the company's overall development strategy and requirements, and the overall strategic planning of the work involved into the annual work plan to the organic system of long-term development planning and annual work plans for joint development in the

formation of the implementation of financial management to ensure the ultimate strategic goal.

2. further strengthen the accounting, gradually improve the function of financial management, in order to establish a complete financial management system

Accounting functions will be further strengthened, including the main measures include:

(1) formulate the system accounting standards of various financial raw data, record the economic business of enterprises according to the accounting standards, and ensure the timeliness and accuracy of the data;

(2) strengthen the management of accounting, and manage and guide the accounting of subordinate branches and independent accounting departments;

(3) to check and control the economic performance of the business department through accounting records and reports, and to strengthen the control of the company's cost;

(4) constantly strengthen the coordination of Foreign Taxation and government agencies, further strive for various preferential policies, and create a good business environment

Financial management functions will also be effectively improved, including the main measures include:

(1) to strengthen financial analysis, establish a regular financial analysis system, with half a year or a quarter units to assess the company's financial situation, to provide support for the timely adjustment of management decision-making.

(2) formulate and improve a sound financial management system and internal management accounting policies, methods, and effective implementation and real-time monitoring

(3) to further improve the income budget and capital demand budget based on the cost budget, comprehensive budget system to establish the system.

(4) under the unified deployment and leadership of the group company, the implementation of capital management, strengthen the accounting network work, financial supervision of the daily operation of enterprises, abnormal expenditure

monitoring

3. the establishment of a comprehensive budget management mechanism to improve the effective, coordinated development of various business departments

In the aspect of budget management, the company will further improve the income budget and capital demand budget based on the cost budget, comprehensive budget system to establish the system and improve the budget system management process, strengthen tracking analysis and assessment accounts for the budget, to ensure the annual budget take the main measures to implement:

(1) further strengthen the cost budget, and comprehensively control the production and operation costs and management to maximize profits

(2) strengthening the pre evaluation and post assessment of the expected income, once the budget is determined, it should become the target of the business unit in the current period, and play a guiding role. When the external environment does change, timely adjustment

(3) the reasonable requirement of budget to take into account the fixed budget and variable budget setting, the periodic characteristics and risk factors in the future to have reasonable expectations; as far as possible the change of budget control in a safe range.

4. strengthen financial management support for specific projects, services and supervision

With the continuous maturity of the survey and design projects and the continuous expansion of the general contracting project, the financial management work will be deepened to the specific project for effective service and support, the main concrete measures are reflected in:

(1) to strengthen project management pre budget, financial planning, financial feasibility analysis etc.;

(2) strengthen the capital management and financial support in the process of project operation; again, strengthen the accounting verification and cost control management of specific projects;

(3) strengthen risk management of project operation and establish risk control

management system

5., under the framework of the company's capital operation strategy, actively cooperate with the group company to build capital operation platform

The capital operation strategy of the group company as the guiding ideology, combined with the strategic positioning of the company as an important production unit, actively cooperate with the company strategy core business listing specific work, and actively explore financing channels and revitalize the enterprise assets, has become an important part of group financing platform. The main measures for:

(1) strengthen the contact and cooperation with banks, trust companies, professional funds and other important domestic financial institutions, expand the sources of funds, expand financing channels, and improve their own credit lines;

(2) the optimization of the stock of assets, to take effective means to improve the efficiency of the stock of capital assets;

6. actively develop and seek innovation simultaneously, initially establish the financial management mode conforming to the requirements of the engineering company;

Engineering company's financial management system is launched around projects, specific measures are as follows:

(1) to strengthen the various types of module design project financial management and accounting for two major functions, enhance the service function of financial management.

(2) the capital, cost, expenses and profits and other key financial indicators to implement specific projects, and real-time management and supervision with full-time financial personnel in large or relatively large projects, the project financial personnel in charge of the project accounting and accounting report system, and analysis the project cost at the same time to monitor. In order to complete the assigned financial indexes of the project.

#### **4.6.2 Marketing Strategy**

First, the current situation and existing problems

From the beginning of 2015, the market in the recovery period, optimistic about the situation. At the same time by the rapid growth of national policies and economic and other factors, the company marketing work relatively smoothly, achievement and effect, the pursuit of high efficiency, rapid development is the core content of the company has been pursuing, but from the long-term strategic development considering the current problems still exist, mainly in the following two aspects.

1. market overall level needs to be improved. At present, the market positioning and development work has been unable to meet the company's overall strategic planning requirements, the main function is the generation of construction and development of the market order, the lack of extension to two influence and ability to coordinate the whole business at the same time, the flow of personnel caused by the precipitation of market development of "technology" lack of training is not enough, the overall operating experience scarce, the market analysis and judgment ability needs to be improved.

2. market development talent reserve, training is insufficient. Because of historical reasons, the current market development personnel's level is uneven, with the lack of profound technical background of marketing professionals. At the same time, the market developers in the project risk assessment, price, insurance claims and other aspects of experience, are also a serious shortage of the development and the company and the group company strategy requires a larger gap.

Two, strategic objectives

With the company's overall business development as the core, market operation and market development principles, continue to maintain and consolidate the basis of survey and design advantages of business market development, efforts to develop engineering contracting market, gradually optimize the business structure, and accelerate the project market development, and gradually establish a service marketing management system with a considerable level.

Market management principles: market oriented, customer centered, efficiency as the goal, service as the guarantee

Market development principle: Based on the Datong market, facing the Shanxi market, has the choice, the key development of the surrounding market

Three, development planning and measures

In order to achieve the strategic goal of marketing management, marketing management will advance in accordance with the following:

The main task: to change the marketing concept is completed by the design oriented to market oriented, establish marketing planning mechanism; strengthen the domestic market development ability, promote EPC market development, to survey and design market development of double wire both simultaneously, Datong; consolidate the market, increase efforts to develop the domestic market, through a boat out to sea "and with the strength of the domestic market development and strategic partners to jointly develop the market of Datong, Datong preliminary basis market business development ability; with the engineering general contracting business development, adjust the marketing management framework, initially established in line with the standard of the marketing engineering company Organizational structure, strengthen training, train a group of skilled and proficient market, experienced marketing personnel

Development measures: in order to ensure the smooth completion of the planning tasks at this stage, marketing management will be carried out from the following aspects of specific work:

The establishment of the planning system of marketing strategy, according to the internal and external business environment change to adjust the marketing strategy to promote enterprise development as the fundamental of the whole company integrated management standpoint, all business activities must comply with the requirements of the development of enterprises, to avoid the blindness and disorder of the business activities of the company, management must be harmonized. The marketing department will be based on the company the general development strategy and specific business development planning strategy for the marketing development, and according to the strategic planning of the work involved to develop marketing strategies, and break into the annual work plan to ensure the marketing strategic



planning and management strategy of mutual adaptation and coordination. At the same time, constantly adjust marketing strategy according to the change of various business development and internal and external business environment, and strategic planning, and ultimately ensure that the marketing strategy and the overall target of the company.

Key points of establishing marketing strategic planning system:

(1) marketing strategy should be combined with the long-term strategy of the group, the organic combination of the short-term objectives and resource allocation, in order to maximize the value;

(2) develop not only top-down, target market system and bottom-up, namely owners to participate in the formulation of objectives;

(3) planning marketing strategy is divided into annual business plans, there must be strict supervision and evaluation mechanism, rather than a mere formality;

(4) business plan objectives must be based on the status quo and trends of the market, and the company itself and develop ability;

(5) set up scientific and reasonable performance indicators, in order to fully mobilize the enthusiasm of personnel, and have a clear basis for examination and incentive;

To strengthen and improve the marketing management functions, we establish service marketing system for their own development, the integration of marketing management system of the whole company, are responsible for the market development of all business market development and customer management; strengthen the market information collection, market analysis and other functions, will collect and collate all the information into the research results, and regularly and irregularly provide relevant reports; establish and improve the marketing management information system for marketing decisions, to provide information to support business decisions; improve the file management and information exchange system, promote information exchange and sharing; timely, truly delivering marketing information; marketing system A prospective study of strengthening market trends; marketing system in market related product sales information feedback to the technology development center; to strengthen market research, improve the

information system to support the development of new products, new technologies and new products to support the development of marketing system into the scope of examination.

To establish a customer relationship management system, strengthen the relationship marketing and customer management ability according to the characteristics of sales survey design and general contracting business, establish and improve the customer relationship management system and customer management mechanism, enhance customer management performance, increase sales revenue and market share.

(1) customer relationship management focus: the implementation of "file management" is the foundation for the customer management to the customer, the customer information is recorded, storage, analysis, collation, application. The establishment and management of key account business, cooperation, the greatest degree of increase in the company's contract management system establishment perfect bidding; large customers, to participate in projects related to the competition; to strengthen the depth of cooperation with strategic partners, with other forces to develop domestic and international markets.

(2) customer relationship management method: market development personnel regular visits, listen to the client; the regular mail to the company's internal publications; hold regular business forum (quarterly, semi annual or annual); leadership regularly or irregularly important customers to visit; collect, publish customer opinions, the company announced policy, providing industry the dynamic and the research results, released new technology and information service, promote corporate culture.

To enhance service awareness, improve service quality, enhance the service effect

The development of service policy, establish and improve customer service service management system; service system planning, and is responsible for the management and supervision of network service; user complaints, timely and properly resolve the problem of service; supervise the relevant technical departments timely and effectively provide customer service technical consultation, technical services; supervision and give opinions and suggestions for technical personnel to provide services the quality of service; to carry out follow-up survey of user satisfaction,

improve service as the basis for the work; responsible for service information management, good service record, and submit to quality management regularly, R & D and production departments related to quality, service analysis report.

Strengthen the publicity and promotion of enterprise image and enterprise brand

In large companies, the market determines the future of products determine survival, brand development, talent to decide the development of enterprise development "is the only way which must be passed. In the enterprise entered the era of brand competition, brand enterprises will gradually build one of the company's core competitiveness in the market competition; promote the image of the company, set up the company in the real estate industry of Datong the oldest brand insists on brand and brand. Simultaneously, by holding up the brand to brand, the formation of brand management strategy. Attach importance to the corporate image, and actively carry out enterprise image construction and management, establish corporate image strategy research has very important practical significance for improving enterprise development. The company's visibility and influence, enhance the cohesion and centripetal force, full of development of the company's new corporate image, promote the company's innovation and continuous development. The establishment and promotion of the company's brand must focus on the following key issues:

Quality: quality is the basis of corporate reputation, no good design quality and the quality of the project, not to win the trust of customers, can not win the trust of the market. Today is the quality of tomorrow's market, with quality, have credibility, have credibility, enterprises have the market.

To strengthen the integrity of the core advantage of enterprise is: integrity, is the basis for the development of enterprises. The company will comply with the provisions of the survey design and engineering contracting market and engineering practice, legitimate business, legitimate competition. Establish a good corporate image, to win the trust of customers.

The establishment of a partnership with customers: simple Party B client relationships rise for the common development of partnership, from many aspects to provide professional technical consulting, customer training, project management training and

other value-added services to enhance the customer's trust and recognition, to win the trust of customers, and establish long-term business cooperation, the formation of a stable source of business.

The development of new technology market, enhance the company's market at home and abroad, the core competition ability of project of new design methods and design concept of the traditional design mode and on the domestic market has a strong impact. The company will seize the historical opportunity to accelerate to build the company's proprietary technology, core technology, lay the foundation for technology. The company differentiated development. And strengthen the project market window unit cooperation, actively participate in the project market, familiar with the acquisition of new design technology and project management experience. In engineering design industry to extend engineering consultation, accumulate the experience, comprehensive training, project management and engineering of the whole Party An integrated, make preparation for the transition to the engineering company.

7. increase the talent introduction and training, training a group of high quality, strong ability of marketing staff to establish the training mechanism of expert marketing talents, there are young talents with technical quality and business prospects of the training objective, do personnel training for the future project engineering company standards and requirements. To strengthen the internal professional the input of training. Training is the development of gas station, the training is conducive to the perspective of development, is conducive to technology, improve the operational capacity. Preliminary training a number of both technology and good management of the marketing staff, their basic quality should meet the following conditions:

(1) broad and profound knowledge background

It mainly includes technical knowledge, marketing knowledge, economic management knowledge, related industry knowledge, and cognition of the competitive market and market trends. It provides customers with information and value, builds trust and realizes value added

(2) positive work attitude

A positive attitude is not only the premise to solve the problem, but also to establish a long-term customer relationship protection; maintain a positive attitude of marketing personnel, constantly stimulate their enthusiasm, and always carry out in dealings with customers.

(3) solid and reliable quality and ability

It mainly includes planning and judgment ability, interpersonal communication skills, resource coordination and integration ability, time management and control ability, quick perception and coping ability of change, as well as the ability of continuous learning

#### **4.6.3 Human Resource Strategy**

First, the current situation and existing problems

The company nearly five years of increasing investment in human resources management, and gradually improve the mechanism of human resource management, vigorously implement the "talent strategy" company. The company has the full implementation of the labor contract system, and gradually establish a scientific selection mechanism to attract and retain talents. It is a a serious challenge to the company's human resources the management of even so, five years, the introduction of external personnel 32 people, professional and technical personnel employed during the engineering properties of 19 people, at the same time the implementation of the "Double Hundred Talents Project", strive to expand the growth of talent development channels. To strengthen personnel training, cultivating high level, high technology and talents for five years. Here, a total of 121 people participated in the training, direct investment funds 240 thousand yuan, 78 people get all kinds of personal qualification certificate, there are now 208 people have all kinds of personal qualifications. Within five years 31 people promoted to engineer, 19 people promoted senior engineer. In addition, the implementation efficiency of working time system can greatly improve staff motivation and income. The following problems exist in the practical work:

1., human resource management still stays at the level of traditional personnel management, and has not yet carried out long-term planning from the strategic level

The basic blank

2. human resources planning system can not meet the long-term needs of enterprises employing.

3., the training has been carried out gradually and achieved some success, but there is still lack of systematic planning and design

4. employee occupation development plan lack of functions, is not conducive to employee stability and long-term development.

5. individual performance assessment and accountability mechanism defects, and execution of subjective components is too high.

6., the salary mechanism still uses the old system of public institutions, although it has improved, but it can not meet the needs of the company's future development

Two, strategic objectives

Gradually establish the advanced project, the company's human resources management system standard; optimize the personnel structure, to attract all kinds of personnel training project, the needs of the company, ensure the company to achieve the strategic objectives from the perspective of human resources to the greatest extent.

Three, development planning and measures

In order to achieve the strategic objectives of human resources management, human resources management will be promoted as follows:

The main tasks are: human resources mechanism of comprehensive reform and promotion, completed by the strategic transformation of personnel management to human resources development and services; the establishment of the company's human resource planning system; seize the time to implement the reform of compensation mechanism and evaluation mechanism; further adjust the personnel structure, increase recruitment, training work, cultivate a large number of high quality technology the ability of the senior personnel survey design and a certain number of EPC project management personnel, to form a reasonable proportion and talent echelon personnel.

Development measures: at this stage, the key is to improve and strengthen the human resources management system. Human resources management will be carried out in the following aspects of specific work:

#### 1. human resources management overall planning system

According to the group's overall strategy, makes a comprehensive and systematic planning of human resources, improve the company's human resources planning system, and the transition of the existing human resources management gradually by the administrative functions to the comprehensive human resources management functions. Then there are plans to carry out, clear goals, ensure the progress of the implementation.

#### 2. recruitment management

Standardize recruitment system. Establish a sound recruitment system, personnel standards and test methods, enrich the channels of foreign recruitment, increase social recruitment efforts

#### 3. reform of talent use mechanism

Get rid of the original narrow talent value, establish the management core layer, technical backbone layer and reserve personnel multiple level of personnel structure. The design work is a highly technical work, need to design drawing of low level, also need to check the high level and audit scheme. Different jobs, require different talents. Different talents reflect different talents value. To improve the internal competition mechanism, clear employment standards; candidates, to achieve a breakthrough in mechanism, efforts to form "talents together, talent, up and down, full of vitality" mechanism; to achieve a reasonable flow of talent based on the control of brain drain, To achieve "not all for me, but for me"; based on fully tap the internal talent potential, increase external recruitment efforts; strengthen the opening of a new efforts to promote outstanding young cadres to leadership at all levels and key positions; increase appraisal and competition strength, really form a cadre, the income can be increased or reduced mechanism.

#### 4. training management

To further improve the training system. From the training plan, design training

programs, training programs, four assessment / training program for reasonable planning and design in detail; increase investment in training, enrich the forms of training content and training for the staff of different levels of professional design and targeted training contents and ways to do to meet the personalized needs of employees, strengthen internal training; launched a comprehensive business management personnel, technical leaders, project managers, program management experts and excellent design personnel and other key personnel.

#### 5. employee career development planning management

To break the existing single employee occupation career situation. Combined with a set of complete and reasonable employee occupation development planning system actual situation design, dual channel development and change the single management promotion channels for management and technology exist at the same time, support outstanding technical personnel in technology, science and technology, research innovation and greater development, and technical personnel also encourages the choice of management channel to achieve their own development objectives, management and technology from two lines to help employees to do personal occupation planning, ensure company personnel reasonable collocation, and personal development with the company to maximize the coordination of staff development needs.

#### 6. salary system reform

Cooperate with the company to reform salary system, salary policy and company development strategy and competition strategy to maintain consistency, establish the mechanism of income distribution to the performance. According to the actual situation of the company, the job analysis of all jobs, make detailed post Ming said, according to the post value set the corresponding compensation, open class, to achieve efficiency first, continue to improve the work efficiency and fairness; salary mechanism, the direction of the efforts of the staff of the correct orientation, to motivate employees to maximize the potential, deepen income incentives, fully mobilize the enthusiasm of the staff.

#### 7. performance appraisal system reform



Performance appraisal is the role of the business goal, index, and implement individual work and organizational goals are closely related, through the performance appraisal system to closely monitor the operation status of enterprise. The performance appraisal system can be divided into five main modules:

(1) understand the strategy and business plan. The specific work is to understand the current performance appraisal system, and determine the strategic requirements and best practice gap.

(2) establish the key performance indicators (KPI), need to develop post responsibility manual, drafting, issuing and implementing measurement standards at the same time

(3) setting performance goals. Set goals, on the plate under the work plan to reach a consensus.

(4) conduct performance audit, review performance every quarter, discuss gap solution, make revision work plan

(5) determine the performance evaluation and compensation. Transparent evaluation and rating will be linked with the performance, incentive, incentive / determine the salary level, held feedback sessions.

#### **4.6.4 Corporate Culture Strategy**

First, the current situation and existing problems

The company was founded in 1982, is the earliest in Datong and North China real estate development company, and has a national real estate development qualification, has accumulated rich spiritual wealth and good tradition, and laid a good foundation for corporate culture.

Due to continued attention and support for the building of enterprise culture, the company has formed a relatively complete set of system, system of corporate culture, corporate culture construction has made a series of achievements. Established the concept of corporate culture system, enterprise management system, visual identification system and employee behavior, formed a good corporate culture.

The construction of enterprise culture to guide strategic thinking, continuously

developed three year plan two enterprise culture construction, pointed out the direction for the construction of enterprise culture, the enterprise culture system gradually enriched and perfected, to enhance the company's cohesion, shaping the brand image of the company, has played an important role.

However, compared with the advanced enterprise culture, enterprise culture construction, there are still some problems need further improvement, mainly in:

1., the overall characteristics of corporate culture are weak, the characteristics of corporate culture is not clear and prominent, and the role of corporate culture in the development of enterprises is limited

2., the publicity of enterprise culture is not enough, the staff's understanding of the potential function and significance of corporate culture is not deep, and the understanding of the importance of enterprise culture construction needs to be further improved

3., the refinement of the enterprise culture concept system is not accurate enough, the staff's recognition of the enterprise concept system needs to be further improved

4. the corporate culture system is not perfect, some system is consistent with the concept of enterprise, lack of the implementation of the system.

5. corporate visual identity system is not standardized, more important is the establishment of visual identification system, need to combine well with the enterprise strategy and business philosophy, publicity and promotion of the vision system is not an effective system to protect.

6. corporate brand awareness is not strong, the lack of clear brand strategy, there is no brand as an important asset of the enterprise operation and management of brand culture, there is no corresponding organization and system guarantee.

Although the company's production and operation performance is relatively stable, but in the face of increasingly fierce market competition, the project is increasingly large-scale and complex, customers demand more and more perfect, the company is facing a hitherto unknown challenge. Today we need a more consistent with the company's characteristics than at any time, and can promote the development of the company's business the cultural system, and make the enterprise brand image has

been enhanced in the formation of enterprise culture and the implementation process, to enhance the company's internal cohesion and external competitiveness.

Two, strategic objectives

General idea: the corporate culture should be advanced to the concept of corporate culture as a guide, the long-term development of the fine tradition formed in the process of the company as the basis, to improve staff quality as the fundamental, to promote enterprise development as the core, focusing on the construction of one hundred years of company strategic goal to create a competitive market with the development of the company's construction project. The company has distinctive features and characteristics of the era of corporate culture.

According to this general idea, the company's enterprise culture construction should adhere to the idea first, push the system, leading role, active participation of the staff, and gradually formed the distinctive characteristics, productive enterprise culture, enterprise culture play the role of incentives and encouragement, to realize the common development of enterprises and employees. The cohesion of the enterprise further enhance the management level of enterprises to further improve, further improve the image of the enterprise, the enterprise staff's quality further improved. In order to provide strong support and guarantee for the company's long-term development strategy for the enterprise, the comprehensive, coordinated and sustainable development to provide a strong spiritual impetus.

Basic principles: the construction of corporate culture should adhere to the people-oriented, service center work, full participation, step by step, focus on effectiveness, organic combination of six principles

1. people: people-oriented "people" refers to both employees and customers with internal and external means, two kinds of meanings. To take the staff as a fundamental, as the staff for the survival and development of enterprises fundamentally. The core task of enterprise culture construction is to cultivate first-class staff, to maximize mobilize the enthusiasm of the staff and creative. Respect and rely on staff is a fine tradition of enterprise, solemn commitment of responsibility is business to staff development. Foreign to the customer as the basis, to meet customer needs, provide

the best service to customers as the enterprise existence significance and purpose.

2. Service Center: the enterprise culture construction must adhere to work for the company's service center, in order to achieve business objectives, improve economic efficiency as the center. With the production safety, enhance management, market development, combination of enterprises such as the work of the center, its mobilization, education, incentive function, provide the motive power for the enterprise management and the development of intellectual support and good environment.

3.: the main production activities is the full participation of employees, is also the subject of the construction of enterprise culture, cultivating enterprise culture, both practitioners, development, and advanced enterprise culture to enjoy, the beneficiaries. Therefore, extensive and reference of enterprise culture construction cannot do without the workers, to fully mobilize the enthusiasm of all staff involved the construction of enterprise culture, stimulate staff's ability and cleverness and creativity, to mobilize staff to make suggestions for the construction of enterprise culture, play the role of the staff in the enterprise culture construction, enterprise culture construction become the master.

4. step: an enterprise culture construction is a system engineering, is also a process of development and gradually formed, not anxious. To seek truth from facts, the principle of gradual and orderly progress, the overall planning of the construction of enterprise culture, the division of labor cooperation, implementation of distribution. We should establish strategic and long-term goals, but also a clear goal, outstanding work focus on the development of enterprise culture construction in a planned, step by step steadily.

5. pragmatic: one of the prominent characteristics of the construction of enterprise culture lies in its practice. Therefore, the construction of enterprise culture must adhere to, execute, pay attention to actual effect. In the construction of enterprise culture, organization theory study is necessary, but the emphasis should be placed on full swing, and measures to implement the positive propaganda, vigorously strengthen the training carry forward, positive innovation, solid work to do. The unity of content

and form, formalism, and corporate culture should play its due role.

6.: the organic combination of enterprise culture construction should be combined with the implementation of enterprise development strategy, combined with the human resources management system, and the combination of Ideological and political work and the construction of spiritual civilization.

The construction of enterprise culture should be developed and implemented and enterprise development strategy combined with the enterprise development strategy to guide the construction of enterprise culture, promote enterprise strategic target realization to the enterprise culture construction. The enterprises involved in the construction of enterprise culture philosophy, the spirit of enterprise, the core values of the enterprise must be consistent with the strategic objectives of the enterprise, service strategy the goal of enterprise, realize the construction of enterprise culture and enterprise development strategy of mutual promotion and common progress.

The construction of enterprise culture should be combined with the human resources management system. People oriented is the core of enterprise culture construction, so we must first establish the enterprise talent concept. With the enterprise mechanism to attract and develop talents and retain talents, is the key to construct people-oriented enterprise culture. Continuously optimize the human resource management system, to ensure the best talent into full play potential.

The construction of enterprise culture and the ideological and political work should be closely combined, spiritual civilization construction and culture construction. The ideological and political work is the party's fine tradition and political advantage of Ideological and political work, in-depth and fruitful, is an important content of the construction of enterprise culture with Chinese characteristics. The construction of excellent enterprise culture, can broaden the ideological and political work the channel is the ideological and political work and enterprise management combined with good form. The two direction is consistent, compatible, complementary advantages. Therefore, the enterprise culture construction should be closely combined with the ideological and political work in the target, organization and leadership activities, the implementation of organic combination inspection etc. And promote

each other, give full play to the overall operation of the function.

One of the goals of the construction of enterprise culture is the common value concept of employee training, strengthening occupation moral construction, establish good interpersonal relationships, and the construction of spiritual civilization is consistent with the objectives of the enterprise, is the effective carrier of the construction of spiritual civilization. The enterprise culture and the spiritual civilization construction of the combination of common development can promote the enterprise culture and spirit the construction of civilization.

The construction of enterprise culture should be combined with the construction of the brand. The brand building is an important part of the construction of enterprise culture, to further enhance the awareness of the importance of brand strategy, develop brand building objectives, to establish a clear brand positioning, brand development, application and management system, guarantee system of brand strategy making and implementation measures. To the satisfaction of the quality, quality service and reliable reputation to enhance brand awareness and influence. Based on the brand equity evaluation and operation, enhance brand value, achieve brand expansion and extension.

Three, development planning and measures

In order to realize the strategic goal of enterprise culture construction, promote the company's enterprise culture construction:

The main task of the construction of enterprise culture: Based on past results, all of the existing enterprise culture system, systematically refined and perfected, combined with the enterprise development strategy and a hundred years to build the company's objectives, formed in line with the strategic transformation of the basic requirements, the company has certain characteristics of the corporate culture system, promote the harmonious development of enterprises and employees.

Through extensive mobilization, overall planning, comprehensive start and promote all-round promotion and implementation of corporate culture, corporate philosophy applied to all levels of management, and the rules and regulations of enterprises through the spirit to all the staff's words and deeds, the corporate identity system is

widely used in various occasions to standardize, make the enterprise culture construction to achieve the leading domestic counterparts level.

Development measures: in order to implement the task, put forward the following measures:

1, vigorously publicize the theory of corporate culture, and strive to create a favorable cultural atmosphere and environment conducive to the implementation of corporate culture strategy

We should make full use of modern information tools, popularize the knowledge of enterprise culture, organization of cadres and workers to learn about the theory of corporate culture and enterprise culture construction experience and achievements, so that all staff fully understand the significance of the construction of enterprise culture, enhance the consciousness of the majority of employees to participate in the activities of the enterprise culture construction. By establishing models, confirmed the corporate culture advanced figures and examples, to promote the construction of enterprise culture.

2, refined the concept of corporate culture system, increase the enterprise idea system of publicizing efforts.

The concept of corporate culture system should embody the characteristics of the times, look far ahead from a high plane, but also to meet the actual, reflect the company characteristics, is conducive to the generally accepted by all the staff, and to follow. With the majority of employees in the mind is rooted in line with industry, region and enterprise features extracted and the concept of good ideas, the formation of distinctive characteristics, the system of enterprise the cultural idea of matching with the strategy of enterprise development. The concept of enterprise expression should be easy to understand, philosophical, embodies the essence of corporate culture, make it easy for employees to understand, memory.

At the same time, the use of various tools and effective ways of information, education and take effective incentive combination, increase corporate concept system of publicizing efforts. Enterprise concept system of publicizing at different levels, step by step, first of all from the leaders and middle-level cadres, pay close attention to the

middle-level cadres of concept system and agree to abide, and then to employee publicizing finally, to achieve the full corporate philosophy and spiritual identity. To take certain incentive mechanism, the enterprise culture to promote the contribution of workers to give appropriate incentives. Enterprise idea system publicizing to refine the annual work plans and objectives.

3, the establishment of corporate culture security implementation system, pay close attention to the implementation of the management system

According to the concept of corporate culture system, revise and perfect enterprise management system and the system of rules, especially the establishment of security system of the implementation of corporate culture. The final form is consistent with the concept of enterprise, scientific, standardized enterprise management system is the enterprise culture of the company work into the institutionalized and standardized track.

At the same time, strengthen the staff management system for learning and training, the establishment of protection mechanisms for the implementation of the management system, strengthen management system implementation, through a variety of management of the implementation of the system, the concept of corporate culture system into conscious behavior of enterprises and employees, forming a positive atmosphere in the enterprise.

4, strengthen the publicity and promotion of enterprise identification system, establish the system specification of using enterprise logo system

Further refine and improve the corporate image identification system at the same time, strengthen the corporate identity system of publicity, promotion and implementation efforts. Through the establishment of corporate identity system use system, use of standardized corporate identity system, establish a good corporate image.

5, leadership attention, first, the construction of enterprise culture play a leading and exemplary role.

Senior managers of enterprises is to advocate and leader of the construction of enterprise culture, has a strong demonstration effect to set up enterprises in the staff and social image, should play a leading and exemplary role in the construction of



enterprise culture, has become a model for the construction of enterprise culture, give full play to their own personality, enhance the attraction and cohesion.

6, formulate the system guarantee of enterprise culture construction, establish and implement the assessment mechanism of enterprise culture

According to the actual situation, establish and improve the corporate culture construction of rules and regulations, make the enterprise culture construction goal and annual work plan, provide an institutional guarantee for the construction of enterprise culture. At the same time, increase the enterprise file construction assessment efforts, the establishment of corporate culture special examination system, detailed assessment criteria, or in the construction of the spirit of our assessment civilization, increase and enrich the content of the construction of enterprise culture, the enterprise culture construction plan, deploy, inspection, summary, reward and punishment, really put the enterprise culture construction work carried out.

7, to ensure that the enterprise culture construction of material input, provide support and guarantee for the development of enterprise culture construction.

Leaders at all levels should pay full attention to the construction of enterprise culture, strengthen the organization and leadership of the construction of enterprise culture, to provide the necessary material conditions for the construction of enterprise culture, hardware facilities and financial support, which is the inherent requirement of shaping the corporate image, but also to promote the construction of guarantee enterprise file material.

8, earnestly care about employees' thoughts and life, carry out healthy and beneficial activities, and enhance the sense of belonging and cohesion of employees

The enterprise culture construction should adhere to the people-oriented, the maximum to meet the needs of employees. To really care about the staff's thought and life, timely solve the problem employees ideological consciousness and life, enhance staff dedication consciousness, make employee consciousness improved and sublimation.

Through the development of rich and colorful cultural and sports activities, good health, create distinctive Zhigongzhijia, promote learning, pay attention to aesthetics,

a good atmosphere for sports, enrich their life, improve their cultural quality, enhance their sense of belonging and cohesion, the formation of good corporate culture.

9, strengthen the enterprise's external publicity, create a good public image.

The news media work closely with inside and outside the system, and actively participate in the construction of community culture and social welfare activities, to show the community enterprise achievement and spirit, improve the enterprise social system, and the domestic and foreign counterparts in the visibility and influence, create a good corporate image of agency.

10, strengthen enterprise brand building, formulate brand development strategy, through strengthening brand internal management and external publicity, further develop and enhance brand value, establish the brand image of enterprise in society and customers

(1) make clear the goal of brand building and brand positioning. Brand construction goals and positioning should be consistent with the strategic objectives of the enterprise, with the scale of the enterprise, technical level and strength of coordination, and reflect certain differences

(2) establish a systematic brand development, operation and management system, and have a special department responsible for the organization, implementation and (3) clear brand construction responsibilities of various departments, the brand construction work breakdown and effectively implement the business department of the operation and management work.

(4)through the evaluation of the brand assets, operation and protection, enhance brand value, fully play the role of promoting the brand of enterprise development.

## CHAPTER 5

### DISCUSSION AND SUGGESTION

#### 5.1 Conclusion

This article is about the business of buying, selling, and renting real property. For the legal concept, see real property. For the indie rock band, see Real Estate (band). For the 2018 Swedish film, see The Real Estate.

Real estate is "property consisting of land and the buildings on it, along with its natural resources such as crops, minerals or water; immovable property of this nature; an interest vested in this (also) an item of real property, (more generally) buildings or housing in general. Also: the business of real estate; the profession of buying, selling, or renting land, buildings, or housing."It is a legal term used in jurisdictions whose legal system is derived from English common law, such as India, the United Kingdom, United States, Canada, Pakistan, Australia, and New Zealand.

Residential real estate may contain either a single family or multifamily structure that is available for occupation or for non-business [purposes](#).

Residences can be classified by if and how they are connected to neighbouring residences and land. Different types of housing tenure can be used for the same physical type. For example, connected residences might be owned by a single entity and leased out, or owned separately with an agreement covering the relationship between units and common areas and concerns.

The establishment of the strategic planning started from the establishment of the company in April 2017, which lasted about half a year

Through resource integration and business integration, enhance the core competitiveness of the company and the running efficiency of assets, listed before 2019. We define 2017-2018 years for the company reform and integration. And make an inventory of fixed assets, create jobs, realize the synchronous development of social and economic benefits.

Leveraging the capital market through the expansion of capital financing ability, through the construction of beautiful Datong Datong in the rapid development of power group.

The overall development objectives: to continuously improve the development ability, become competitive enterprises in the regional market and domestic fields.

Financial objectives: after the next 5 years of development, the total assets of 2022 reached 2 billion, equity assets of 800 million, net asset yield will remain at the level of not less than 10% in the future

Target market: the largest regional market on behalf of the construction business, the characteristics of the real estate business, integrated operators and high quality city.

Core competencies: development and construction of one-stop services; in the service, management decisions, procurement and production operations and so on has its own core competencies

This stage has collected and consulted 69 volumes of relevant domestic documents and information. Thank the leadership of the company for its support and guidance. Thank you for your valuable information and advice from the university students. As well as experts in real estate industry, I am very busy in guiding my thesis. I also appreciate my parents' care, their family's care and affection.

Since 2016, I have started the research on enterprise development strategy and planning. After the integration of the group in 2017, the strategy formulation of each subsidiary will also put forward the requirements and maintain coordination with the group strategy. the group company will regard the objectives and implementation of the development strategy and planning of the subsidiaries as one of the contents of the management performance assessment, mid-term assessment and general assessment of the head of the subsidiaries.

The preparation of the strategic plan started after the establishment of the company in April 2017, which lasted about half a year, and went through the following stages:

First, a working group on development strategy and planning, headed by the company's leaders and composed of the heads of the functional departments such as the manager's office, was established to be fully responsible for the planning and

preparation organization of this work.

The working group established the following objectives:

Fully understand the significance of the preparation of strategic planning, strategic planning should reflect the direction, guidance, operability and company characteristics. To strengthen leadership, to ensure that the strategy and planning work completed on schedule.

The principles of preparation are:

1 development strategy and planning work to comply with the law, in accordance with the relevant requirements of the SASAC. Development strategy and planning, to meet the requirements of the state-owned economic layout and industrial structure adjustment.

2. according to the actual situation, detail the specific content, reflect the company's characteristics and level.

3. the preparation work adhere to the top - down, bottom-up process, full investigation and consultation, constantly modify and clear goals, the final strategy Committee audit method.

4. in - depth analysis, accurate positioning, study the enterprise's external internal strengths and weaknesses, do a good job in the development of strategic planning.

During this period, 69 volumes of relevant domestic documents and information were collected and consulted.

Conducted in-depth interviews with the company and subordinate units of all kinds of personnel, direct interviews reached 98 people, solicit the team members of the specific opinions on the strategy and planning.

The first phase of the work report was issued.

After full collection of information and interviews, and on the basis of the strategic environmental analysis report, according to the predetermined work plan, began the preparation of the main content of the strategy and planning, successively completed the overall development strategy, business development strategy, functional development strategy and strategic management and strategic security chapters, during which the preparation of the working group organized several functional

departments to discuss and modify the manuscript.

After the preliminary draft of the strategy and planning of Datong development and construction group co., ltd. ( 2017 - 2022 ) was formed, the handling association discussed and reviewed for many times, and the draft was finally submitted after being considered and approved by the party Committee.

Development strategy and plan put forward the development goal is to create a strong, competitive real estate development and construction company. Strategic positioning to " seven business" as the core.

## **5.2 Limitations Of Research**

Due to time constraints and data master is not comprehensive, there are some research flaws, but because the strategic planning is the qualitative data, sensitivity is not very strong on qualitative and conceptual skills are higher, the general direction of the study results are scientific, local imperfect is the objective existence, in the future work and study continuously added and digest the relevant content.

To establish a standardized strategic management mechanism, according to the changes in the internal and external strategic environment, timely adjustment and revision of the strategy and planning content.

## **5.3 Research Recommendations**

The income capitalization Approach (often referred to simply as the "income approach") is used to value commercial and investment properties. Because it is intended to directly reflect or model the expectations and behaviors of typical market participants, this approach is generally considered the most applicable valuation technique for income-producing properties, where sufficient market data exists.

The practicability and maneuverability is strong, can provide a reference for the development of the real estate industry in recent years, to provide the theory and program of action as a case of real estate enterprises, in accordance with their principles of MBA, and can be verified and modified in practice.

Finally, I thank the teachers for their warm guidance on my paper, the students for the collection and help of literature, and the parents for their care.



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Figure

Figure 1: the research process of this paper.....错误！未定义书签。

Table

Table 1: the urban construction and development company financial statements错误！未定义书签。

