

Research on Strategic Choice and Marketing Path Optimization of Housing Enterprises in Market Competition

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Abstract As the competition in the real estate market becomes more and more intense, the strategic choice of housing companies has become a key factor affecting their survival and development. This paper discusses the strategic choice of YX real estate company in the market competition and its marketing path optimization. By using strategic analysis tools such as PEST analysis, SWOT analysis, Porter's Five Forces Model, and combining the assessment of YX's internal and external environments, a strategic plan to adapt to the market competition is proposed. In the data analysis section, the company's strategic direction was quantitatively assessed through the Analytical Hierarchy Process (AHP) and QSPM matrix. The results show that YX company should enhance its competitiveness through differentiation strategy. According to the score of QSPM matrix, the differentiation strategy scored 7.39, which is significantly higher than other strategic choices. Through the hierarchical analysis method (AHP) and expert scores, YX Company scored 2.67 for external opportunities and 2.74 for internal advantages, both higher than the industry average. The conclusion of the study suggests that real estate companies need to choose suitable strategies based on continuous attention to market dynamics, combined with their own advantages, in order to cope with the ever-changing market environment and enhance corporate competitiveness.

Index Terms Real estate enterprises, strategic choice, marketing path, differentiation strategy, PEST analysis, QSPM matrix

1. Introduction

In recent years, the housing market has experienced a stage of rapid development, and the housing industry has become a pillar industry of national economic development [1]. At the same time, the market economic system is developing at a good speed, which lays the foundation for the further development of the housing market, but because the market economy appears to be inadequate whether in terms of social conditions, economic conditions or legal conditions, which brings a greater impact on the healthy development of the housing market [2]-[5].

The rapid rise and development of the housing industry has given birth to many well-known real estate enterprises, such as Vanke, Evergrande, BGN, Sunac, Guardian Land, American Lena Housing, etc. Driven by significant interests, more and more enterprises began to invest in the housing industry, resulting in the housing industry showing the characteristics of diversified funds, uneven development and expanded risks [6]-[8]. In order to further standardize the development of the housing industry, many countries focus on the housing industry to carry out macro-control, a variety of restrictions on the purchase, loan restrictions, price control and other policies have been formulated and implemented, at the same time, the introduction of the policy of guaranteed housing and affordable housing, to a large extent, to promote the stability of the housing market, the overall development of the housing market [9]-[13].

So far, the housing industry presents the following characteristics: first, large-scale housing enterprises occupy a more obvious advantage no matter from the internal management of enterprises, capital operation and management, and land resources development [14], [15]. Second, the application of digital technology has promoted the development of the housing industry in the acquisition of land resources, strategic planning, construction management, sales planning, property management, business operations, etc. The overall industry chain of the housing industry has undergone tremendous changes both horizontally and vertically [16]-[19]. Thirdly, the concept of service competition has become more prominent, shifting from the previous low-end building construction stage such as location and concept to extensive competition in service specialization and socialization, and the form of competition has become severe under the challenges of fluctuating housing prices, backlog of inventory, and financing difficulties, especially in the era of epidemic [20]-[23]. Accompanied by these features in all regions of the

performance of more and more obvious, the housing industry is facing a huge impact and influence, the development of significant differences between housing enterprises, which also gives the majority of housing enterprises in the market competition strategy and marketing strategy put forward a higher and newer requirements.

This study focuses on the in-depth analysis of strategy selection and marketing path optimization of YX real estate enterprises through the combination of multiple analytical tools. First, PEST analysis is used to study the macro-environment and understand the influence of external factors on the enterprise. Then, combined with the SWOT analysis method, from the enterprise's own advantages and disadvantages, combined with the Porter's Five Forces model to analyze the competitive environment and identify the key competitive factors in the industry. On this basis, a quantitative analysis is conducted using the QSPM matrix method to assess the attractiveness of different strategic options, and ultimately arrive at the optimal competitive strategy suitable for YX Real Estate Enterprises. Through this systematic approach, this study not only provides a set of theoretical frameworks for real estate enterprises, but also provides feasible strategic recommendations for industry practice.

II. Strategic management and related analytical tools

II. A. Strategic management of housing enterprises

II. A. 1) Strategic choices

Strategic management refers to the direction of the company's development at a certain stage, development goals and tasks, and policies, as well as the management of the company's existing resources. The construction of the development strategy system can quickly understand the enterprise and observe how to realize the rapid development of the enterprise. It looks at the enterprise as an organic whole, studies the responsibilities and functions of the enterprise, risks and opportunities, and focuses on the comprehensive decision-making and management issues in the process of enterprise operation and management in the areas of business conditions, organizational structure, technology level, financial system and other functions. Enterprise strategic management discusses the survival and development of the enterprise.

Strategic choice refers to a company's major strategies, tactics and plans for its development. Strategic choice usually includes the choice of the company's development direction, the choice of the strategic development point, the choice of the development capacity, and the choice of the development speed and development quality.

II. A. 2) Housing enterprises

Real estate, also known as real estate, is an interest in land, buildings and attachments. The real estate industry is a comprehensive industry that engages in real estate development, construction, operation, and services using land and buildings as business objects. The real estate market is the sum of activities related to real estate, including the granting, transferring, and mortgaging of land, as well as the buying and selling, leasing, and renovation of properties. It is usually divided into the primary real estate market, secondary market and tertiary market. The primary market refers to the market formed by the state land management department supplying developers; the secondary market refers to the market formed by developers circulating customers after land development; and the tertiary market refers to the real estate transactions based on the secondary real estate market and then subletting or transferring the real estate.

II. B. Analytical tools related to strategic choices

II. B. 1) PEST analysis

PEST analysis is usually refers to the analysis of the macro-environment, is to analyze the general environment, refers to the sum of all macro forces affecting all industries, including enterprises, including: political (P), economic (E), social (S), technology (T) [24].

II. B. 2) IFE Matrix, EFE Matrix and QSPM Matrix

The IFE matrix is an internal factor evaluation matrix that analyzes the internal strengths of the firm, taking into account the strengths and weaknesses of the firm's affairs. The EFE matrix is an external factor evaluation matrix that analyzes the firm's external environment, taking into account the opportunities and threats facing the firm. The QSPM matrix is used to score and quantify the strategic alternatives, and the results of the scores provide a graphic and concrete picture of the degree of benefit of the particular strategy [25].

II. B. 3) Porter's Five Forces Model

Porter's Five Forces model, as shown in Figure 1, was proposed in the early 1980s, and the five forces of the model are: the present competitiveness of competitors in the industry, the ability of potential competitors to enter, the substitution ability of substitutes, the bargaining power of suppliers, and the bargaining power of buyers. Porter's five forces model belongs to the external environment analysis method of a micro-refined analysis. Its model is

applied to the analysis of competitive strategy, which can effectively analyze the competitive environment of industry enterprises. Porter's five forces analysis is a measure of the situation of an industry, which is the analysis of the attractiveness and profitability of an industry, and can indicate to a certain extent whether the enterprise in the industry has the space of profitability [26].

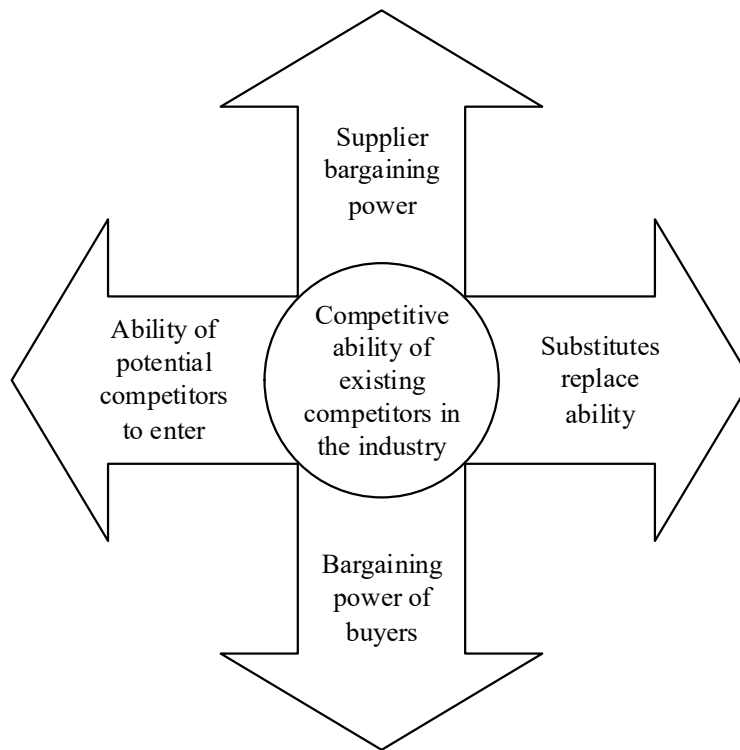


Figure 1: Diagram of Porter's Five Forces Analysis Model

II. B. 4) SWOT analysis

SWOT analysis is also known as situational analysis, that is, based on the internal and external environment and competitive conditions of the situation analysis. SWOT analysis includes the analysis of the enterprise's strengths, weaknesses, opportunities and threats. The early 1980s, the SWOT analysis method by the United States Wyrick Professor put forward, and is often used in corporate strategic thinking, applied to competitor analysis, corporate strategy development and other aspects. In detail, it is the advantages and disadvantages of the Ministry of research, through the enumeration of the enumeration method, and according to the matrix form distribution, and then carry out a systematic analysis of the thinking, the combination of the various factors with each other, through the matching linkage to analyze, from which each matching combination of the corresponding conclusions, and at the same time, the conclusions often with a certain degree of scientific nature and decision-making [27].

III. YX Housing Enterprise Overview

III. A. YX Housing Enterprise Development Profile

YX Real Estate Development Co., Ltd. was established in RMB and is now a real estate development company with national qualification. For the long-term and stable development of the enterprise, the company has set up a perfect organization and strict rules and regulations, the company's personnel have solid professional knowledge, rich practical experience and full of passion for work. With the vision of being an excellent "city operator" in the new era, the company is committed to building excellent neighborhoods with good quality, beautiful environment, complete facilities and good services, and the distinctive goals of "serving the people to live and work in peace and contentment" and "being the most responsible city operator". With the distinctive goal of "serving the people's living and working" and "being the most responsible city operator", YX steadily and practically realizes its historical mission. 2024, YX's sales volume reaches 200 million yuan, and its sales area reaches 5,200 square meters. As a start-up company, "L Residential Complex" laid a solid foundation for the initial development of YX Real Estate Company. The project covers an area of 8960.68 square meters, with a total construction area of 42,130.94 square meters, located in the mature business district, covers an area of 5,479.22 square meters, with a total area of 35,048 square meters after completion, and is now in the construction stage. This project has injected a new force into the company.

III. B. XY Housing Enterprise Organization

The organizational structure of YX Real Estate Company is shown in Figure 2, YX Real Estate Company currently has a total of eight departments, the general manager under the administrative director, engineering director and marketing director, send is a typical functional organizational structure.

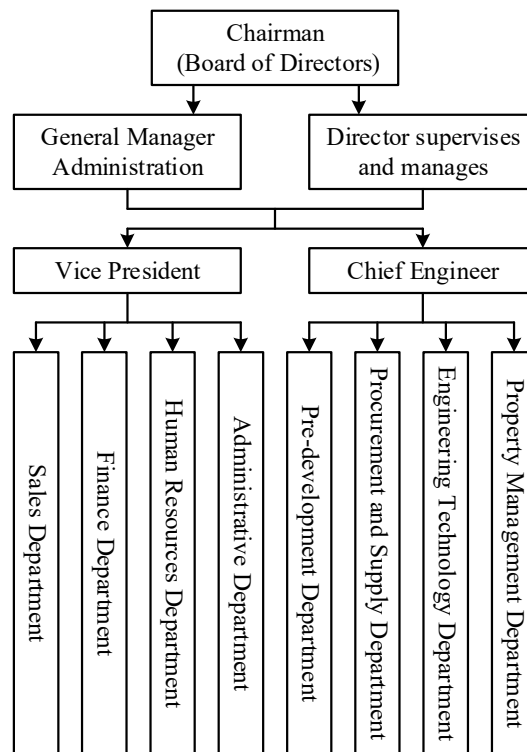


Figure 2: Organizational Structure Chart of Shanxi YX Real Estate Company

III. C. Y Housing Enterprise Resources

III. C. 1) Status of existing projects in the enterprise

(1) BT Garden Real Estate Project. The BT Garden Project, with a site area of 5,479.22 sq.m., is a large-scale mixed-use building integrating commerce, office and residence.

(2) L Real Estate Project. L Phase I, which has a site area of 8,960.68 square meters and a total building area of 42,130.94 square meters, is located in a mature business district.

(3) Y Real Estate Project, which covers an area of approximately 1.17 hectares. The district is mainly residential and compatible with commerce; it has an elegant environment and convenient transportation. It is a modern, humanistic, noble and natural garden-style residential park. This is another masterpiece developed by YX Real Estate Company in cooperation with Yuan Yuan Real Estate after the completion of the first phase.

III. C. 2) Enterprise land reserve situation

YX Real Estate Development Company currently has several land parcels that have not yet been developed by this enterprise. Recently, relevant regulations have been introduced, and the owned king land must also be listed for auction, and after obtaining the right to use the king land, the land premium must be paid in full, and then the portion of the enterprise's owned king land that has been offered for sale \pm the land premium will be returned. Therefore, the future development of the project, the source of funds has become the biggest problem. Finally, all projects are subject to formalities, funds and other conditions, are developed in phases, the development cycle is longer, the current strength of the large enterprises in similar projects are basically built at the same time, the same time sales, saving manpower, capital time costs, similar small and medium-sized real estate projects are basically 3 years is a cycle. It can be seen that the company in the project development, although accumulated some experience, but the gap is also very obvious.

III. C. 3) Enterprise capacity analysis

Enterprises recognize their own development strengths is the focus of the correct formulation of development strategies, YX real estate enterprises of their own ability to strengths are mainly in the following areas:

(1) Ability to provide differentiated products and meet diversified consumer needs

Although YX Real Estate Company can only develop some small projects due to the limitation of capital, but small-scale projects are more likely to provide differentiated products, which can provide consumers with a wider range of choices, and YX Real Estate Company has its own advantages in terms of delivery.

(2) The ability to form a complementary with large real estate companies and establish a more complete industry system.

(3) turn flexible is a large-scale, high-profit projects is the pursuit of large real estate companies, but the difficulty and risk of such projects is also very high, large real estate companies will also produce fierce competition between large-scale projects have more commonality, lack of individuality, as long as a project has problems will be very big impact.

(4) YX Real Estate Development Company can obtain more information about real estate development projects and policy changes in a timely manner, as the information age, who can grasp more information, who will be able to take the lead in the development of the first step, so YX Company needs to further strengthen the information advantage.

(5) YX Company belongs to a large construction enterprise, in terms of resettlement housing construction and real estate construction quality, also has the advantages that other companies can not be compared.

IV. Competitive strategy options for Housing Y enterprises

IV. A. Quantitative analysis of the competitive direction of Y housing enterprises

IV. A. 1) Determination of factor weights

In determining the weight measurement of YX Real Estate Company's competitive strategy factors, this paper adopts the hierarchical analysis method, which decomposes the decision-making layer by layer in accordance with the order of the total goal, evaluation criteria, and influencing factors, and adopts the method of solving the eigenvectors of the judgment matrix to obtain the priority weight of each level element on the upper level element layer by layer, and then obtains the influence weight on the total goal by weighted summing recursion.

First, construct the hierarchical analysis structure model of YX real estate company's competitive strategy selection.

Second, establish the two-by-two comparison matrix between each level. After expert discussion, YX Real Estate Company faces more external opportunities than threats and more internal advantages than disadvantages, and agrees to set the weight of external opportunities and internal advantages at 0.58, and the weight of external threats and internal disadvantages at 0.42.

Third, the establishment of guidelines and program level of the two-two judgment matrix. After the expert scores are summarized and collated, the judgment matrices of the criterion layer and the program layer are obtained respectively.

In the judgment matrix construction of guideline layer and program layer, the two-by-two comparison of competitive factors is carried out in accordance with the 1-9 scale method to form the judgment matrix. In order to reduce the influence of personal subjective opinions on the results of judgment matrix construction in the process of judgment matrix construction, the Delphi method is used to ensure the accuracy of the results, and the general process is to retrieve the questionnaires to get the opinions of experts, collate, summarize, count, and anonymously feedback to the experts, solicit the opinions and then focus, and then feedback, until a unanimous opinion is obtained.

Based on the above process, on May 10, 2024, the research questionnaire was sent to each expert through email and other means, and the experts were invited to judge the competitive factor indicators according to the 1-9 scale method, and the results were homogenized to form the first round of survey results. The collated survey results were sent again to the experts on May 22nd, who responded to the collated survey results by suggesting appropriate changes to the survey results, and all survey results were collected on June 10th. The results were again homogenized to form a second round of survey results. This was repeated, and in the fourth round of survey results recalled on July 5, 2024, the experts all agreed with the survey results. At this point, the final results were used as the basis for the construction of the judgment matrix for the competitive factor indicators. The judgment matrix for dominance is shown in Table 1.

Table 1: The judgment matrix of the advantage

Two judgments of the advantage						Line product	Weight (3 valid digits)
	O1	O2	O3	O4	O5		
O1	1	0.21	0.334	0.28	1	0.019639	0.068
O2	5	1	4	6	2	240	0.481
O3	4	0.334	1	0.21	4	1.12224	0.134
O4	3	0.28	5	1	6	25.2	0.269
O5	2	0.18	0.334	28	1	3.36672	0.078

The judgment matrix of disadvantage is shown in Table 2, maximum eigenvalue: 5.4184, consistency index: 0.10456, consistency ratio: 0.09338 < 0.1 consistency test passed.

Table 2: Judgment matrix of disadvantage

Two judgments of the disadvantage						Line product	Weight (3 valid digits)
	T1	T2	T3	T4	T5		
T1	1	0.28	0.22	0.334	0.51	0.010493	0.065
T2	5	1	0.52	3	2	1560	0.272
T3	4	3	1	4	3	144	0.421
T4	3	0.51	0.334	1	3	1.53306	0.164
T5	2	0.334	0.28	0.51	1	0.09539	0.098

The judgment matrix of the opportunity is shown in Table 3, the maximum eigenvalue: 5.070, consistency index: 0.020, consistency ratio: 0.015184 < 0.1 consistency test passed.

Table 3: Judgment matrix of opportunity

Two judgments of opportunity						Line product	Weight (3 valid digits)
	S1	S2	S3	S4	S5		
S1	1	0.146	0.22	4	3	0.38544	0.121
S2	7	1	4	6	5	840	0.492
S3	5	0.334	1	3	4	20.04	0.274
S4	0.334	0.22	0.28	1	0.51	0.010493	0.062
S5	0.51	0.146	0.334	2	1	0.049739	0.091

The judgment matrix of the threat is shown in Table 4, maximum eigenvalue: 5.396, consistency index: 0.09588, consistency ratio: 0.085497 < 0.1 consistency test passed.

Table 4: threat judgment matrix

Two judgments of the threat to the threat						Line product	Weight (3 valid digits)
	S1	S2	S3	S4	S5		
S1	1	0.334	4	6	4	32.064	0.256
S2	4	1	6	8	4	768	0.512
S3	0.334	0.22	1	3	4	0.88176	0.134
S4	0.22	0.146	0.28	1	0.51	0.004587	0.0556
S5	0.28	0.168	0.334	3	1	0.047134	0.074

YX real estate company competitive strategy selection key factors evaluation as shown in table 5, the maximum eigenvalue: 5.2224, consistency index: 0.05589, consistency ratio: 0.049781 < 0.1 consistency test passed.

Table 5: Competitive strategy selection key factors evaluation

Criterion layer	Weighting	Key factors	Relative weight	Absolute weight
Enterprise advantage	0.58	Land reserves are better	0.072	0.04176
		Good credibility brand	0.485	0.2813
		Small burden	0.135	0.0783
		Clear development goals	0.274	0.15892
		Sales condition relative stability	0.034	0.01972
Corporate disadvantage	0.42	Lack of strategic management concepts	0.063	0.02646
		No operation management department is connected to each functional unit	0.264	0.11088
		The division of jobs and responsibilities is uncertain	0.421	0.17682
		The company is weak in its resistance to risk	0.18	0.0756
		The approval process is too long and affects the efficiency of decision-making	0.072	0.03024
Corporate opportunity	0.58	Development opportunities	0.112	0.06496
		Policy opportunity	0.492	0.28536
		The urbanization process accelerated	0.274	0.15892
		Demographic dividend	0.061	0.03538
		New urban construction	0.061	0.03538
Enterprise threat	0.42	Land cost rise	0.261	0.15138
		National macroeconomic impact	0.512	0.06496
		The supply and demand structure and the scale of the urban area	0.136	0.05712
		The competition is fierce within the industry	0.045	0.0189
		Customer bargaining power is stronger	0.046	0.01932

IV. A. 2) QSPM matrix creation

The Quantitative Strategic Planning Matrix (QSPM) is used to quantitatively determine the optimal solution at the strategic decision-making stage of a company. The QSPM matrix uses the results of the first and second stages of analysis for strategic evaluation. The implementation steps are as follows: Before starting the scoring, relevant information related to the key influencing factors is organized and distributed to 20 scoring experts from government departments, real estate regulators, real estate industry experts and company executives to read. Subsequently, using the method of scoring and taking the average, the calculation of the attractiveness score (AS), the total attractiveness score (TAS), and the total score of attractiveness (STAS) are obtained. The calculation of the quantitative strategy of Company D Matrix evaluation is shown in Table 6.

Table 6: Quantitative strategy matrix evaluation table

Key factors	Absolute	Specialization		Differentiation		Cost lead	
		AS	TAS	AS	TAS	AS	TAS
Land reserves are better	0.04176	3.9	0.1516	3.9	0.1751	3.2	0.1256
Good credibility brand	0.2813	3.2	0.8869	3.3	0.9635	2.8	0.7742
Small burden	0.0783	3.2	0.24892	3.2	0.27644	3.2	0.25022
Clear development goals	0.15892	2.3	0.35452	3.5	0.5816	2.6	0.4037
Sales condition relative stability	0.01972	2	0.07408	3.4	0.14948	2.7	0.10142
Lack of strategic management concepts	0.02646	3.2	0.11872	2.2	0.10484	3.5	0.13118
No operation management department is connected to each functional unit	0.11088	2.4	0.24536	3.6	0.40172	3	0.30978
The division of jobs and responsibilities is uncertain	0.17682	2	0.32032	3.6	0.62348	2.4	0.38834
The company is weak in its resistance to risk	0.0756	3	0.189	3.5	0.247	2.1	0.1327
The approval process is too long and affects the efficiency of decision-making	0.03024	2.3	0.08876	3.8	0.17044	1.4	0.05514
Development opportunities	0.06496	2.3	0.13804	3.7	0.24944	3.2	0.19442
Policy opportunity	0.28536	2.1	0.589	3.8	1.13564	2.3	0.64886
The urbanization process accelerated	0.15892	2.3	0.3532	3	0.5	2.3	0.3545
Demographic dividend	0.03538	3.1	0.1042	3.7	0.14732	3.6	0.1223
New urban construction	0.03538	3.2	0.16894	3.7	0.22058	3.4	0.18092
Land cost rise	0.15138	2.6	0.2554	3.5	0.3758	2.9	0.28694
National macroeconomic impact	0.06496	2.8	0.54664	3.2	0.66684	4.1	0.8095

The supply and demand structure and the scale of the urban area	0.05712	3.2	0.16708	3.7	0.21836	3.2	0.16838
The competition is fierce within the industry	0.0189	3.3	0.061	2.9	0.0752	3.7	0.0695
Customer bargaining power is stronger	0.01932	3.1	0.085	3.2	0.11004	2.2	0.06182
Total			5.14668		7.39282		5.56942

IV. A. 3) Determination of the direction of market competition

According to the scores of quantitative strategic plan matrix evaluation table, the scores of specialized, differentiated, and cost-leading strategies are 5.14668, 7.39282, and 5.56942 respectively. Through the scores, it can be seen that the current development of the real estate industry and the status quo of the enterprise itself is conducive to the implementation of differentiated strategy of YX Company, and the use of this strategy is more beneficial to the development of the enterprise's competition.

IV. B. Evaluation of the internal and external market environment

IV. B. 1) Evaluation of external factors

After the evaluation and analysis of all the factors of the two aspects of the opportunities and threats that XY company is currently facing screening, and finally determine the key external factors of XY company; through the ten questionnaires (six of them for the middle and senior staff of XY company, four of them for peer experts), the use of hierarchical analysis (AHP) to determine the weight of the factors, and then in accordance with the key factors on the XY company is currently adopting a scaling strategy to score the relative degree of reflection of the impact, rating range from 1 to 4 points, the average score is 2.5 points. The impact was rated on a relative reflective scale ranging from 1 to 4, with an average score of 2.5. The weighted scores were calculated by multiplying the weights of each factor by the score, and finally the weighted scores were accumulated. The constructed evaluation matrix of external factors is shown in Table 7.

According to the above table, it can be judged that the four most important external factors affecting XY company are: The government has monopolized the land. Under the policy of "housing without speculation", it is more difficult to finance the real estate industry; the state encourages three children, and the population continues to grow, which increases the demand for real estate. The rise in the income level of residents will bring about a rise in consumption ability and willingness to consume, which will lead to an increase in demand for housing. These four most important external factors are both threats and opportunities, and the weighted score is 2.671, which is higher than the average of 2.5, indicating that Company XY can still make good use of the opportunities to avoid external threats to a certain extent.

Table 7: External factor evaluation matrix

Type	Key external factor	Weighting	Scoring	Weighted score
Chance	The development of the old reform project and the long rental project policy is conducive to the development of the real estate industry	0.062	2	0.124
	China's economy has been steadily recovering from a robust macroeconomic policy, with the economy recovering from the rest of the world	0.074	3	0.222
	The increase in income levels will lead to increased consumption and consumer will, thereby increasing the demand for housing	0.078	3	0.234
	China has a low urbanization rate and large demand for houses	0.055	2	0.11
	The state encourages three children, the continued growth of the population and the need for real estate	0.080	2	0.16
	The government vigorously promoted the modernization and comfort of the construction industry	0.040	2	0.08
	The relevant departments of the state have been standardized and standardized for residential construction, which is conducive to fair competition	0.026	4	0.104
Threat	"Housing without fire" policies, the difficulty of 0.046 financing in the real estate sector	0.133	3	0.399
	Affected by international market, real estate raw material has risen sharply, real estate cost increase	0.041	4	0.164
	The slowdown in real estate investment is more obvious by factors such as repeated outbreaks and flood disasters	0.110	4	0.44
	With the development of the whole technology, more requirements are put forward for the real estate	0.032	3	0.096
	More enterprises in the same industry	0.025	2	0.05

	The government monopolized the land	0.230	2	0.46
	The continuous rise of raw materials, the bargaining power of the material supply enterprises	0.014	2	0.028
	"Housing without fire" policies, the difficulty of financing in the real estate sector	1		2.671

IV. B. 2) Evaluation of internal factors

After the evaluation, analysis and screening of all the internal factors of XY's current strengths and weaknesses, the key internal factors of XY are finally determined; Ten questionnaires (six of which were for XY's middle and senior management employees and four for peer experts) were used to determine the weights of each factor using analytic hierarchy process (AHP), and then scored on a scale of 1 to 4 with an average score of 2.5 according to the relative reflection of the impact of each key factor on XY's current scaling strategy. The weighted scores were calculated by multiplying the weights of each factor by the corresponding scores, and finally the weighted scores were accumulated. The internal factor evaluation matrix was constructed as shown in Table 8. According to the above table, the total weighted scores all range from the lowest score of 1 to the highest score of 4, with an average score of 2.5. The total weighted scores below 2.5 are at a disadvantage and above 2.5 are at an advantage in terms of the internal condition of the firm. The calculation yields a total weighted score of 2.74, which is higher than the average score of 2.5, indicating that the internal strengths of Company XY are still more pronounced.

Table 8: Internal factor evaluation matrix

Type	Key external factor	Weighting	Scoring	Weighted score
Ascendancy	The market position is more stable and has certain brand awareness	0.036	2	0.072
	New York listed companies with overseas financing advantages	0.030	3	0.09
	The degree of informationization is higher, the special technology development company is established, the focus on the technology can be the property	0.160	2	0.32
	The organization structure is reasonable and has certain agility	0.074	4	0.296
	The company's real estate operation experience and level is more prominent and the project development ability is stronger	0.054	3	0.162
	Owned property company, the supporting service is good	0.140	4	0.56
	The company manages the system, the guarantee mechanism is perfect	0.076	2	0.152
Disadvantage	The company is liquid and unstable	0.055	3	0.165
	The process redundancy is cumbersome, which causes the time to be inefficient	0.056	3	0.168
	Financing channels narrow and financing is more difficult	0.058	3	0.174
	Sales earnings and profit growth were slow	0.131	2	0.262
	The national layout is too decentralized to be managed	0.030	2	0.06
	The market is smaller and lacks scale	0.041	2	0.082
	Property projects are easily copied by competitors	0.059	3	0.177
Total		1		2.74

IV. C. Recommendations for Diversification Strategy Options

In order to realize the strategic purpose of Company XY to grasp the future, create new development opportunities and continue to maintain the competitive advantage of the enterprise, this paper adopts the QSPM model to finally make the next strategic choice for Company XY, i.e. the diversification strategy.

Diversification strategy is the enterprise either in the main business industry chain to maximize the expansion of product categories and varieties, or cross-industry production and operation of a wide range of products or businesses, expanding the scope of production and operation of the enterprise and the market scope, give full play to the enterprise's strengths, make full use of the enterprise's various resources, improve operational efficiency, to ensure the long-term survival and development of the enterprise. Cross-industry layout, another major direction of diversification, is to develop business content that is less related to the main business of real estate development. For example, education and medical care are closely related to the life cycle and rigid needs of community residents, and also have a large enough market space, if the brand can be made, it will have great customer stickiness, and is worth long-term investment. According to the current status of XY Company and the relevant theoretical research on diversification strategy, it is recommended to adopt the vertical layout diversification development strategy.

IV. D. Optimization of Marketing Path for YX Housing Enterprises

(1) Build a professional operation team

In the process of building a professional new media operation team, the introduction of talents and internal training strategies should be emphasized, so as to build a professional cornerstone for the team. In terms of talent introduction, it is necessary to uphold the principle of high standards and strict requirements, and extensively search for professionals with practical experience in new media marketing, excellent content creation ability and accurate data analysis ability, with the aim of bringing together diversified wisdom, and building a team of elites with deep professional backgrounds and complementary skills.

(2) Enhance content quality and innovation

In the practice of real estate marketing and content dissemination, adhering to the principle of "content is king", we focus on expanding the depth and breadth of the content, going beyond the introduction of a single property information, and incorporating diversified content such as in-depth analysis of industry dynamics, comprehensive guidance on purchasing a home, and personalized decoration suggestions.

(3) Precise positioning of the target audience

Through systematic customer research, including but not limited to detailed questionnaires, in-depth mining of social media platform data, and the organization of participatory offline activities, we comprehensively capture the target audience's information and build a clear, multi-dimensional customer profile.

(4) Enhance interaction and user experience

Construct an efficient customer interaction mechanism to strengthen the connection between the program and customers. Through well-designed interactive links on social media platforms (e.g., WeChat, Weibo), such as quizzes, polls and lucky draws, we can effectively stimulate customer participation and promote experience sharing to broaden brand communication channels.

(5) Build an overall marketing synergy system

To build an overall marketing synergy system, fully utilize social platforms such as WeChat, Weibo and Xiaohongshu, and combine new media such as short videos and live broadcasts, as well as traditional channels for offline promotion, to achieve multi-dimensional and wide-ranging publicity and interaction. At the same time, focusing on the synergy between channels, through the development of a unified marketing strategy and the strengthening of the project's brand image, to ensure the consistency and complementarity of the information conveyed between the various channels, to form a marketing synergy.

V. Conclusion

Through a detailed analysis of YX real estate firms, the study finds that despite certain challenges in the current real estate market, such as rising land costs and difficulties in financing due to policy adjustments, YX still possesses relatively obvious internal advantages, including strong brand awareness and a more stable market positioning. In terms of external factors, government policies and population growth provide favorable opportunities for the company. On this basis, YX Real Estate Company should focus on the implementation of differentiation strategy, which has a score of 7.39 in the QSPM matrix, which is significantly better than the specialization and cost leadership strategies. Therefore, adopting the differentiation strategy, utilizing its own resource advantages, and paying continuous attention to policy and market dynamics will effectively enhance the competitiveness of the company. In addition, YX needs to strengthen risk management, improve decision-making efficiency, and utilize information technology to improve operational efficiency so as to achieve long-term sustainable development.

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