

Research on the sustainable development of Chinese real estate enterprises

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Abstract: as a special industry, the real estate enterprise not only has the common characteristics of the general industry of the national economy, but also has its unique development law. Nowadays, with the continuous establishment and improvement of China's socialist market economic system, real estate enterprises have developed rapidly and gradually become one of the pillar industries of China's national economy, playing an important role in promoting the stable operation of the current market economy. At present, China's real estate enterprises have ushered in good development opportunities under the new situation, but they are also facing certain difficulties and challenges. Based on this, this paper briefly analyzes the development dilemma of China's real estate enterprises, and expounds its specific sustainable development strategy, for reference only.

Key words: real estate enterprises; Sustainable development; Strategic choices

Real estate enterprises rose in an all-round way in China in the late 1980s. After entering the 21st century, China joined the WTO, which made China's real estate enterprises usher in a very historic development opportunity and made it possible for China's real estate enterprises to develop deeply and extensively. However, from the current point of view, the competition in all sectors of society is becoming increasingly fierce in the new era. If real estate enterprises want to gain a foothold and further development in this fierce competitive situation, they must explore the road of sustainable development of real estate enterprises under the guidance of the concept of sustainable development, so as to ensure their own industry competitiveness.

1. The dilemma of sustainable development of China's real estate enterprises

1.1 Dilemma of land policy

With the continuous development of China's social economy, the population growth rate has increased significantly, and people's demand for housing is increasing. However, the land resources used for housing construction are limited, so it is easy to have a market situation of housing in short supply. In addition, under the influence of consumers and investors, China's housing prices have increased significantly. In this situation, in order to obtain more economic benefits, real estate enterprises will choose to raise housing prices, which is not only an important reason for the "economic bubble", but also greatly increases the risk of the stable development and operation of China's real estate industry. Therefore, in order to effectively regulate the "economic bubble" in this industry, China has issued a series of regulatory policies, stipulating that the primary premise of the land reserve of local governments is to ensure the construction of affordable housing security. Therefore, it is easy to cause the land reserve of real estate enterprises to gradually reduce. But we should know that the development and utilization of housing are closely related to land resources. The reduction of land reserves will directly affect the sustainable development of real estate enterprises. It can be seen that under the new situation, China's real estate enterprises will face the dilemma of land policy, which is also an important problem for enterprises to achieve sustainable development.

1.2 The dilemma of fiscal policy

Compared with ordinary commodities, the production cycle of houses is relatively long, so from this perspective, real estate enterprises themselves have a high dependence on loan funds, and their asset liability ratio shows an increasing trend year by year. Nowadays, with the continuous introduction of various regulatory policies in China, the major real estate enterprises are increasingly aware of the importance of capital. If an enterprise does not reduce the price or find other effective financing channels, once the capital turnover fails, the enterprise is bound to face business difficulties, and even the risk of bankruptcy. Therefore, under the new situation, real estate enterprises have difficulties in financial policy, which is also an important factor affecting the sustainable development of enterprises.

1.3 The plight of the consumer market

In depth analysis of China's real estate consumption market is not difficult to find that its composition mainly has two parts: investment demand and housing demand (rigid demand). In terms of investment demand, China's individual investors have relatively few investment channels. For most people, they are used to maintaining and increasing their personal capital by investing in real estate. Therefore, affected by this, China's real estate industry has developed rapidly, but this has also led to the sustained growth of house prices to a certain extent, resulting in a relatively serious "economic bubble" in the industry. In terms of housing demand, with the continuous growth of China's population, people's "rigid demand" is becoming more and more obvious, which has led to the rapid development of the real estate industry and the steady growth of housing turnover. However, with the gradual arrival of China's aging population, the number of young people has decreased, and the housing turnover has also continued to decline. In short, due to the above two reasons, China's real estate enterprises will face the development dilemma of continuous decline in consumption in the consumer market, which has also brought a major problem to the

sustainable development of enterprises.

2. Strategic choice for sustainable development of real estate enterprises in China

2.1 Clarify the strategic development direction of "customer first"

1. establish correct market concept

The sustainable development of real estate enterprises must be supported and guaranteed by the correct market concept, which is the premise and principle, and is conducive to helping enterprises better grasp the correct market development mode. No matter in the selection of projects, the early planning, or in the construction of housing projects, housing sales, after-sales management and other housing production and marketing links, enterprises should always take the needs of the market and consumers as the basic guidance. Only in this way can it provide the possibility for the sustainable development of enterprises.

2. implement brand strategy

The construction of real estate brand is the comprehensive embodiment of an enterprise in product quality, enterprise strength, residential culture, product innovation, service quality and other aspects. In short, the real estate brand actually refers to the sum of the rational and perceptual cognition of the public on the product. With the continuous development and changes of the social market, many real estate enterprises are obviously forward-looking in their development. They have realized that the future market competition in the real estate industry will be the competition between brands. At present, China's real estate market brands have begun to take shape. A number of leading brands have emerged in the real estate market, such as China Merchants real estate, Vanke enterprises, Heng'an real estate, etc., and real estate brands have brought considerable economic value to the development of these enterprises. It can be seen that the competition among China's real estate enterprises has long been not pure product competition, but more emphasis on the competition of real estate brands. Especially from the current point of view, many land resources and funds are moving closer to some real estate enterprises with excellent brands, which has brought extremely critical supporting factors for the sustainable development of enterprises, which shows the importance of building real estate brands.

3. strengthen marketing concept

The marketing concept of real estate enterprises directly determines how enterprises treat the interests of customers and society, and also affects the way enterprises deal with the interests of society, customers and themselves. If all plans and marketing strategies of an enterprise are centered on the vast number of consumers, then compared with competitors, the enterprise is often more effective in providing products that meet its requirements and actual needs for the target market. Therefore, the marketing management of real estate enterprises must take "customer value first" as the guiding principle and implement it in the whole process of enterprise operation. At the same time, enterprises should reasonably shift the focus of management to customer needs and target markets, fully tap and understand the actual needs of consumers, and try their best to meet their requirements, and strive to provide customers with satisfactory services and products, so as to better promote the sustainable development of enterprises.

2.2 Improve the ability of enterprises to obtain various resources

1. reserve of land resources

With the gradual reduction of the current stock of land resources in China, the acquisition cost of land resources by major real estate enterprises is increasing. However, land resources are different from other production raw materials, and it is difficult for enterprises to obtain them from the market at any time. Therefore, it is necessary for real estate enterprises to reserve some land resources in advance, otherwise it will inevitably affect their sustainable development. In this case, it is particularly important to reserve reasonable land resources for the sustainable development of real estate enterprises.

First of all, in terms of the types of land resources reserves, enterprises should choose some urban areas with development potential and increasing demand for housing to reserve land resources with relatively reasonable prices, flexible payment and cooperation methods, so as to provide adequate preparation for their own sustainable development. Secondly, in the field of land resources reserve, enterprises should focus more on second tier cities and third tier cities. This is because, at present, many large-scale real estate enterprises' reserves of land resources are more placed in the first tier cities, seizing the resources and opportunities for development in developed cities, while ignoring the second and third tier cities with low land costs and strong housing demand. Therefore, for real estate enterprises in the new situation, enterprises must have a long-term development vision and consider the land resource reserve from the overall situation, so as to better promote the sustainable development of enterprises. Finally, in the way of land resource reserve, enterprises should strengthen innovation and solve the problems of high cost and low degree of freedom of access to land resources through joint or cooperative ways.

2. expansion of financing channels

Real estate enterprises should standardize and institutionalize the management of funds, and try to make full use of market resources, explore the capital market, bank market or other effective ways to realize the effective financing of funds. At the same time, enterprises should further integrate excellent real estate asset resources and obtain low-cost funds by means of asset restructuring to ensure the smooth and stable operation of the enterprise's capital chain. Taking Vanke enterprise as an example, the enterprise has formulated a series of fund management systems, defined the specific process and control process of fund management, and also realized the unified and centralized management of the head office and subsidiaries, greatly ensuring the safety of enterprise funds. It can be seen that if real estate enterprises want to achieve sustainable development, fund management is very important, which includes the standardized management of funds and

the development and expansion of financing channels.

3. reserve of human resources

First of all, real estate enterprises should strengthen the improvement of the selection mechanism and recruit talents. At present, the real estate enterprises have a strong demand for excellent professionals, but the talent structure of many enterprises has the problem of insufficient supply. To solve this problem, on the one hand, enterprises should recruit talents with high quality and great development potential; On the other hand, we should strengthen the training of talents, including the training of professional knowledge and corporate culture. Secondly, enterprises should pay attention to the knowledge updating of the management team and the improvement of its comprehensive quality, try to establish a professional and high-capacity management team, and also establish a set of mechanisms that can adapt to the sustainable development of enterprises and the growth and management of talents, so that enterprises can become an important platform for cultivating excellent talents. Finally, enterprises should base on their own business development and actual needs, establish and continuously improve the incentive and assessment mechanism and employee promotion mechanism, and attract more excellent industry professionals to the enterprise through a series of incentive policies.

2.3 Implement the strategic competitive strategy of "differentiation"

1. oneDifferentiation of market positioning

At present, many real estate enterprises in China are not clear about their market positioning. Most of them are going where they want to go. Therefore, if enterprises want to achieve sustainable development, the first task is to find out their development positioning in the market and clarify the development trend of the real estate market. At the same time, enterprises should pay more attention to the actual needs of customers for product quality, style, marketing means, etc., and try to shape different enterprise products, so as to determine the development position of enterprises in the market.

2. product brand differentiation

Product brand differentiation is mainly to better meet the personalized needs of consumers, which allows real estate enterprises to fully highlight their core advantages of products, and is conducive to promoting enterprises to occupy a unique market position in the real estate market.

3. marketing differentiation

Marketing differentiation requires that enterprises can reasonably divide the details of the real estate market and flexibly provide more targeted and personalized products according to the actual needs of different consumers in different target markets. This can not only establish a good corporate image, but also attract more loyal customers of a single brand.

3. Concluding remarks

In short, there are always various risks in the development of real estate enterprises. Their operation and management must be combined with the market situation and their own actual situation, carefully analyze the changes in the real estate market, and draw lessons from them, so as to ensure their sustainable development. Enterprises can create more economic benefits for their own development and management by clarifying the strategic development direction, improving the ability of enterprises to obtain various resources, and implementing the "differentiated" competitive strategy.

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