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### Employer branding strategy of Novaland property developer in Vietnam

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#### Abstract

Established on September 18, 1992, until now, Novaland Group is the leading prestigious Real Estate Developer brand in the field of Real Estate Investment & Development in Vietnam. After a journey of more than century of establishment and development, Novaland currently owns a portfolio of more than 40 housing projects and land bank with various types of products being deployed and put into use such as apartments, villas, townhouses, commercial, office; along with many land funds with prime locations in Ho Chi Minh City, Dong Nai, and 05 resort real estate projects in some big cities. Since 2019, Novaland's vision has also changed in the direction of synchronous development and mutual support: "Novaland is a leading economic group in the fields of Real Estate - Finance - Creating Tourist Destination. Calendar – Development of Transport Infrastructure". In the near future, Novaland will continue to strongly develop various types of real estate in

addition to developing tourism and transport infrastructure to support the real estate segment. In the distant future, Novaland will expand its activities related to Finance such as: Financial investment, home loan activities, investment funds, trust funds. With a focused orientation, business strategy clear, stable land bank, solid financial structure, strict risk management, rule of law; Novaland always strives to make a lasting contribution to society. At the same time, with Novaland's Effective - Integrity - Professional people, in the next 5 years, Novaland will develop outstandingly and stably. Novaland always believes that with the Mission "Creating Community - Cultivating Joy", Novaland's success will definitely bring valuable products to society. And the community will see Novaland as a national brand reaching far beyond international standards, always actively contributing to the country's sustainable development.

**Keywords:** Employer Brand, Organizational Culture, Human Resource Management, Human Resource Strategy, Novaland Group

#### 1. Introduction to the research problem

Novaland recruits many positions. Novaland Group is the leading prestigious Real Estate Developer brand in the field of real estate investment and development in Vietnam. Novaland currently owns a portfolio of more than 40 housing projects with various types of products being deployed and put into use such as apartments, villas, commercial townhouses, Office-tel, urban areas, along with many land funds with prime locations in Ho Chi Minh City and surrounding areas, and more than 5 real estate tourism and resort projects in some major cities.

Novaland Group aims to recruit thousands of employees by 2025 to realize the set goals.

The Group has been implementing many strategies, attracting many talents for high-level positions, such as project executive director; chief accountant; Head of finance, tax and project budget department; accounting manager; electromechanic manager; head of design coordination department; head of legal department; head of data mining department; construction management; project design management; furniture management; electromechanical management.

In operational and specialized positions, Novaland Group opens up many career opportunities in the fields of supply, procurement, strategy, investment, risk management, project legal, process and compliance, administration, human resources, finance, salary, sales, marketing, communications, reception, bartenders.

Belongs to NovaGroup with a diverse ecosystem including real estate, education, healthcare, restaurant system, hotel, resort, this is a condition for Novaland Group to ensure superior benefits for all employees.

Employees and relatives are facilitated to experience high-class facilities in the chain of restaurants, hotels, resorts located in NovaGroup's ecosystem. Thereby building pride in each employee when experiencing the services that Novaland Group in

particular and NovaGroup in general have been jointly developing.

In addition, Novaland Group also offers health insurance, education policies, etc. to ensure employees enjoy attractive welfare regimes and policies currently being applied and deployed in many leading companies in Vietnam, aiming to build the best workplace.

## 2. Theoretical basis

A powerful brand now not only relies on customers, to see the products they sell 'good or bad'? Whether that business is an ideal place to work is also very important. Take Google as an example: What is the product Google sells? Just a keyword search system. But try to see what is the most expensive and admirable thing in the world? Well, not the product but the Google brand itself. And not only Google, many other businesses like Facebook, Unilever or FPT, VNG in Vietnam are using Employer Branding as a trump card for their brand development strategy.

### 2.1 What is Employer Branding?

Employer Branding (also known as Recruitment Branding) is a term used to refer to businesses that consider themselves an "employer of human resources" rather than simply "an enterprise providing goods and services to customers". The purpose of Employer Branding is to make the business stand out, different, where external candidates aspire and "desire" to work. Finally, Employer Branding will also help businesses' brands be raised to a new level. Meanwhile, Employer brand is the impression others have of the working environment, recruitment, and working at a company or enterprise. In other words, employer brand is how people perceive the value of the company and the working environment.

Distinguishing Employer Brand from Company Brand. Employer brand refers to the impression that candidates and job seekers have about the business. Company brand refers to the general impression of other people (be it customers, partners, consumers, most of society) about the business. Although the definition is different, but employer brand and company brand still affect each other. A company with a good, big brand will give the impression of a professional working environment. And a bad recruitment brand (disrespecting candidates, exploiting employees' labor) will easily fall into a state of boycott by users or affect the opportunity to expand business, cooperate with other companies. other businesses.

### 2.2 Importance of Employer Branding

For businesses, why is it so important to build an Employer Branding strategy? Here are some reasons to explain this question:

- Employer Branding is a way for businesses to attract the best human resources for their businesses. It is no coincidence that Google is the convergence of the best programmers in the world. Because the very good programmers also aspire to work for Google.
- Employer Branding is a one-of-a-kind PR method of businesses. With public perception, successful businesses are the ones that provide the best and comfortable working environment for their employees. So why don't companies use their own dynamic working environment to PR for themselves? You definitely have your own answer.

- Talent is the resource of the nation. Recruiting talent is difficult, retaining them is even harder. Building an Employer Branding strategy is an effective way to prevent "brain drain" in businesses.

According to a study by Harvard Business Review, 60% of senior leaders think that Employer Branding will become the most important strategy in developing their brand in the future. When asked about the future goal of employer branding, 40% said they wanted it to ensure long-term hiring needs and 31% said it would become more important in the future. building a global reputation. So, what are employers doing to build a stronger brand, the survey found that 61% said they have developed an Employee Value Proposition to reinforce their employer branding practices. surname.

Person responsible for building employer branding (employment brand)

Often, human resources (HR) is the first team when it comes to employer branding strategy. HR is the team that is primarily responsible for building the employer brand. And the recruitment brand of the enterprise is shaped by not only HR but also many other people of the organization:

Founders or business owners, all level executives: Those who have a strategic vision for the company and set corporate values they want to strengthen.

Direct management of departments: Lead, evaluate and train skills, professions as well as people of team members and their groups.

HR team: Establish close and open relationships between company personnel and develop appropriate human resource policies.

Marketing, communication team: Bringing images, stories, people of the business to the outside (through social media, events)

However, if each department operates or ideas individually, it will not be possible to build a recruitment brand for the business. In short, to build a strong employer brand, all need to work together.

#### Benefits of owning a strong employer brand

To easily understand the importance of employer branding, let's look at companies with strong, well-known employer brands (Coca, Pepsi, Unilever). They always:

- Get job applications without spending too much: Candidates actively apply to companies they know and believe are a good working environment.
- Reduce recruitment time, as candidates are more likely to accept a job offer from a company with a positive reputation.
- Keeping employees engaged with the company longer: Employees always value a healthy workplace and stay in companies where they have good promotion opportunities.
- Attract top talent to the company

How can employer branding enhance the value of your company?

An effective employer branding strategy can not only help you reduce your company's recruitment costs and save money, but it can also enhance your company's value. It needs to be done this way:

- Ensure that you retain your most productive employees by promoting the company's key values and motivations. This approach gives your employees more

motivation to advance and grow within the company and also adds value.

- Make it easier for your organization to reach its goals and achieve higher profits with increased productivity.
- Dramatically reduce your hiring time as your employees can act as ambassadors for the company. When your strong brand empowers employees, they will spread your positive company image and help you discover candidates faster.
- Saves you time and recruiting resources. This happens because your company image has been shaped by your employer's branding strategy and is shared through recruitment marketing methods.
- Lower your cost per hires because, as mentioned, you're promoting your brand. This means you can spend less on sharing your business brand with each candidate.

We can reap the benefits, adding value to company, and save resources by using employee value proposition.

Recruitment branding strategy

The first (and perhaps most important) thing is that you have to be a good recruiter; The next step is to spread your spirit and understanding to others. To be a good recruiter, you need to be kind to all candidates and people interested in the job, whether you decide to hire them or not. Here are some suggestions for building a recruitment brand for your business:

- Design a fair hiring process in which all job seekers have the same opportunity to be hired regardless of experience, skills, or education.
- Respect candidates' time by evaluating them objectively and responding to them in a timely manner.
- Flexibility in company policy to ensure all employees feel comfortable, respected and valued at work.
- Implement policies to reward diligence, reward work performance in order to motivate employees to stick with their work; Give them time to balance work with their personal lives.
- Develop a career development plan, so that employees can develop skills and grow professionally within your company.

Along with creating a friendly working environment for employees, HR teams can design campaigns to develop their recruitment brand by:

- Share photos of your workspace and workplace events on social media channels.
- Create a career / company story section on the website of the enterprise to summarize and store "nail" articles about the business (working day, introduction of company personnel, sharing of articles about the company) Most candidates will refer to the website, blog of the business when they intend to work with.
- Encourage employees (through videos, testimonials, blog posts, etc.) to share their unique experiences, feelings while working at the company (this is also a way to help you better understand the mind, aspirations of employees, giving them a feeling of being shared, understood and helping them achieve it).

Organize recruitment events directly at the office / workplace (career day or office tour day) – people interested in the company; job seekers can see the working environment up close.

### 3. Research Methods

#### *System method*

Formation is an inevitable product of the development process of science and social practice, with extremely rich content, including a series of requirements and guiding principles that require the subject to perform. in the process of perception and practice.

Novaland Group always orients to build and develop appropriate marketing and communication strategies for products and services. Communication and promotion plans are always seriously planned and invested by the Group to ensure that customers and shareholders are provided with complete and accurate information. Novaland continues to implement the Phase 2 Strategy – focusing on “Real Estate Investment and Development”. From complete urban areas, to international tourism-resort-entertainment real estate complexes, Novaland and NovaGroup's guest members, Nova Service Group and Nova Consumer Group, have gradually improved their systems. eco-utility services, in order to create livable urban areas, excellent tourist places, leaving Vietnam's mark on the world tourist map.

#### *Logical method*

Not only observing the fluctuations of things and phenomena according to the movement of time, but also going into analysis and synthesis to find out the nature and laws hidden in that event or phenomenon.

Ending 2020 with many difficulties due to the impact of the Covid-19 pandemic, Novalan Group still successfully completed its plans to increase profit after tax by 15.4%, total assets reaching 144,536 billion VND, an increase of 60.6 % over the same period. The Group continues to receive disbursements from reputable domestic and international financial institutions, affirming the trust of partners and investors in Novaland's strategic vision and implementation capacity.

#### *Historical method*

It is a way of understanding and considering a problem specifically, events that take place in a particular context in a continuous chronological order from the beginning to the end in its relationship to the event. to point out its distinctive features and differences from other things and phenomena.

Novaland Group - a key player in the NovaGroup ecosystem - is a leading prestigious brand in the field of real estate investment and development in Vietnam.

On a total land bank of about 10,600 hectares, Novaland Group is currently developing 03 key product lines, including: Urban real estate, tourism real estate, and industrial real estate. After a journey of 30 years of establishment and development, Novaland is now owns a portfolio of nearly 50 real estate projects; Not only stopping at residential real estate projects in the center of Ho Chi Minh City, the Group also strongly invests in a series of large-scale real estate projects, with trend-leading projects and products, having a positive impact on process of urban development and tourism development in the southern provinces. Novaland is a listed company in the VN30 group, and listed in bonds on the Singapore Stock Exchange.

In particular, the essay also uses specialized knowledge and general economic knowledge in analyzing and evaluating Novaland's brand management.

### Statistical methods

Collected data is often numerous and chaotic, the data is not suitable for the research process. In order to have an overview of the whole study, the collected data must be processed, presented, and calculated; The obtained results will help generalize the characteristics of the population. Researching phenomena under uncertain circumstances. In fact, there are many phenomena for which the information related to the research subject is incomplete despite the researcher's best efforts. For example, to research about the market demand for a product to what extent, the state of the economy, to get this information clearly is an uncertainty. In the third quarter of 2018, Novaland's business situation showed many positive signs. As of September 30, 2018, the group's net revenue reached VND 6,733 billion; Gross profit increased to VND 2,071 billion, an increase of 17% and 25% respectively compared to the first 9 months of 2017. Total assets of the Group as of September 30, 2018 reached VND 62,395 billion, equity reached 18,373 billion, up 26% and 39% respectively compared to December 31, 2017. Novaland's net revenue in 2018 is expected to record VND 17,813 billion, up 53% compared to 2017.

## 4. Research results and discussion

### 4.1 Research results

From a sustainable human resource strategy, unique core cultural values to a nutritious lunch, a book with a personal dedication from the Chairman of the Group has made many talents in the real estate industry choose Novaland as "the ideal destination".

#### 4.1.1 Building a Home - Creating a Career

Over 25 years of establishment and development, Novaland Group has made a strong mark in the field of Real Estate Investment and Development in Ho Chi Minh City. More than 40 projects with diverse and high-value products, spread throughout the city's key locations; more than 8,000 quality "houses" were given to thousands of residents as committed.

Novaland has been contributing day by day to create a happy and prosperous life for the community and society. That is the foundation for building Novaland's brand reputation, as well as the career development platform for more than 2,500 employees working at the company.

#### 4.1.2 Building organizational culture

- a) At Novaland, all members are aiming for the Vision of a leading economic group in all fields.
  - Real estate
  - Finance
  - Creating a tourist destination
  - Transport infrastructure development
- b) Every employee understands that: To create outstanding products is a huge challenge, requiring us to constantly strive to improve every day. Novaland brand will have high value when Novaland completes its Mission "Creating Community - Cultivating Joy".
- c) All employees' activities are based on core values: Efficiency - Integrity - Professionalism and practical application of the Code of Conduct in all aspects of work in order to bring customers good products, good service, keep the commitment to customers.
- d) Building customer passion with the motto "Customer is number 1". Each member of Novaland Group is

responsible for customer satisfaction to the highest level.

- e) All employees have the courage to take responsibility without blaming others, without making excuses, sacrificing personal interests for the common good, ready to commit to everyone, understanding that: through work will help self-affirmation identify themselves, help improve self-worth, advance at work, increase income; because everyone understands that: the success of the Group will bring Happiness and Prosperity to the Community.

#### 4.1.3 Ideal working environment in real estate industry

Novaland currently possesses abundant intellectual resources with a team of more than 2,500 employees and continues to grow every year.

As a Vietnamese brand built according to international standards, combining core values: Integrity - Efficiency - Professionalism, Novaland has created a corporate culture with its very own identity. At Novaland, employees really consider the Company as a "second home" thanks to "small" but "big" actions such as a daily nutritious lunch, a good book and a personal dedication. Chairman of the Group on every birthday, team building activities, family festivals.

In particular, the culture of "Thank you" and the working spirit of "Integrity" spread in all departments are the "glue" that binds all Novaland members.

Notably, according to an independent survey from reputable organizations, Novaland employees are always satisfied with the competitive salary and bonus policy compared to the common ground in the market, and a really fair welfare regime. and attractive.

In particular, grasping the expectations of employees' continuous learning and advancement, Novaland cooperates with GIBC, Dale Carnegie, FPT Academy to establish Nova Leadership Center to improve professional skills and soft skills, helping the team improve the quality and efficiency of work.

Thanks to an effective and sustainable human resource management strategy, Novaland Group is "retaining" a lot of people dedicated to building a "home" for the community, and is continuously honored through many HR awards.

Reputation at home and abroad:

- Top 100 Favorite Employers in 2016 and 1st place in the Top 10 Most Favorite Employers in Real Estate Industry (According to a survey of Career Builder)
- Being the only company in Vietnam to be awarded the Asia Best Employer Brand Awards 2016 (Asia Best Employer Brand Awards 2016)
- 03 major human resource awards at Vietnam HR Awards 2016: Excellent human resource planning and search award; Effective salary, bonus and welfare policy; Enterprise with excellent working environment
- Typical enterprises with happy resources (2016) (according to Anphabe survey)
- Top 100 best places to work in Vietnam 2016 and 2015 (According to Anphabe survey)

Novaland Group won the title of best recruitment for the third time thanks to its human resource investment policy with many competitive benefits for employees.

Novaland has just won the "Asia's Best Employer Brand 2018" award at the Asia's Best Employer Brand Awards 2018 held in Singapore. This is the third consecutive year that Novaland recruitment brand is on this list. In the 9th

edition of the award, the Organizing Committee awarded nearly 100 businesses from nearly 20 countries in Asia. Novaland Group is the only enterprise in the field of real estate in Vietnam to win this award this year.

With a strategy of focusing on human resources, Novaland has built and updated attractive welfare regimes for employees. Specifically, employees are entitled to comprehensive health care insurance Nova Care, life insurance, annual health check program. At the same time, members can buy company products at attractive prices, ESOP preferential stock purchase policy, enjoy the facilities created by themselves such as houses, gyms, swimming pools, hotels, resorts.

In addition, employees' families also receive benefits for comprehensive health care insurance, study promotion policies, tourism, etc. Depending on their ranks, key Novaland officials have additional benefits such as cars. own car, buy high-level health insurance, enjoy annual family travel policy, study tour combined with overseas travel.

In addition, Novaland employees are encouraged and have the opportunity to develop their professional competence through training programs organized by the group's center - NovaGroup Leadership Center (NLC), in conjunction with many prestigious educational partners. office. NLC currently has outstanding training courses such as Mini - MBA, hotel - resort project management, sales skills, new design technology - BIM, finance, investment analysis...

#### 4.2 Discussing research results

Investing in human development and human resource management for sustainable development. People are one of the important factors creating the Group's success.

To attract talents, the Group regularly reviews and proposes competitive remuneration policies compared to the market, maintains a fair and transparent capacity assessment system and has a clear career development roadmap. in Novaland. The personnel succession plan has been implemented throughout the Group and parallel to the successor training program and comprehensive leadership skills training program for all levels of management. In addition, the Board of Directors invests in building a corporate culture so that Novaland becomes an ideal working environment for employees and employee engagement.

Novaland Group aims to recruit thousands of employees by 2025 to realize the set goals. The Group has been implementing many strategies, attracting many talents for high-level positions, such as: project executive director; chief accountant; Head of finance, tax and project budget department; accounting manager; electromechanic manager; head of design coordination department; head of legal department; head of data mining department; construction management; project design management; furniture management; M&E management. At operational and specialized positions, Novaland Group opens up many career opportunities in the fields of supply, bidding, strategy, investment, risk management, and legal projects, processes and compliance, administration, human resources, finance, salaries, sales, marketing, communications, reception, bartenders.

Belongs to NovaGroup with a diverse ecosystem including real estate, education, healthcare, restaurant system, hotel, resort. This is a condition for Novaland Group to ensure superior benefits for all employees. pellets. Employees and

relatives are facilitated to experience high-class facilities in the chain of restaurants, hotels, resorts located in NovaGroup's ecosystem. Thereby building pride in each employee when experiencing the services that Novaland Group in particular and NovaGroup in general have been jointly developing.

"The Group always opens the door to welcome employees who meet the requirements of efficiency - integrity - professionalism".

## 5. Conclusions and recommendations

### 5.1 Conclusion

Novaland Group has just been honored as "Asia's Best Employer Brand 2018" at the Asia's Best Employer Brand Awards 2018 held in Singapore. This is the third year in a row Novaland recruitment brand is honored to be on this prestigious list.

With the motto of investing in human resources as the top priority, Novaland currently builds and updates the best and most competitive welfare regimes in the market for employees such as:

- Employee benefits: Nova Care comprehensive health care insurance, life insurance, annual health check program; buy company products at preferential prices, ESOP preferred stock purchase policy; Enjoy the facilities created by yourself such as houses, gyms, swimming pools, hotels, resorts...
- Benefits for employees' families: comprehensive health care insurance for relatives, study promotion policy, travel policy for employees and relatives...

In particular, depending on ranks, key Novaland officials have additional attractive benefits such as: private car, high-level health insurance, annual family travel policy, sightseeing tours. Practical learning combined with foreign travel...

In addition, at Novaland, all employees are encouraged and have the opportunity to develop their professional competence through quality training programs organized by the Group's own training center - NovaGroup Leadership Center (NLC) in conjunction with many prestigious educational partners organizations. NLC currently has outstanding training courses such as: Mini - MBA, hotel - resort project management, sales skills, new design technology - BIM, finance, investment analysis.

Currently, Novaland has more than 1,500 employees of "Integrity - Efficiency - Professionalism", with high expertise in many fields. After more than 26 years of establishment and development, Novaland recruitment brand has been highly appreciated by many domestic and international organizations through prestigious awards such as: Top 100 Best Places to Work in Vietnam, "Enterprises" have an excellent human resource development strategy" (Asia Responsible Entrepreneurship Awards)...

At the same time, Novaland's sustainable development strategy in business activities has also been continuously recognized by prestigious organizations, such as: "Top 50 most effective business companies in Vietnam" in 2018 by Nhip Nhip magazine. Cau Dau Dau announced, "Top 40 most valuable corporate brands in 2018" announced by Forbes, Top 20 VN Sustainability Index (VNSI) in the July 2018 period of the Stock Exchange HCMC (HOSE).

### 5.2 Recommendations

To serve the sustainable business strategy, Novaland has

developed a methodical, intensive and long-term training and human resource development plan in recent years. The NovaGroup Leadership Center training center has deployed more than 100 soft and professional skills training courses for Managers, Supervisors and Employees. In 2017, 57 management leaders completed the mini MBA program and this number will increase to more than 100 in 2018 and subsequent years. This is a good human resource, a talented successor force of the Group.

In particular, Novaland has devoted a lot of resources to invest and develop a team of hundreds of specialized real estate consultants. This is quite an expensive way to do it, but in return, the Developer can accurately convey the desired information to the customer." For Novaland, the secret of team building is finding and training the right people. who has the core value of "integrity - efficiency - professionalism", the representative of Novaland emphasized.

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