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Vinamilk's employer branding strategy in the field of food industry

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Abstract

In the minds of current employees and potential candidates, the employer brand is an image of an organization as a "great place to work". Therefore, to build a unique and recognizable employer identity, it is necessary to build a good employer brand. Today, in a competitive human resource market to attract and retain talented people, employer branding is seen as a strategic solution for businesses. Especially in Vietnam, there is a trend of

globalization, which leads Vietnamese enterprises to face great challenges in fierce competition with domestic enterprises, foreign enterprises and multinational corporations. Strong experience in business, finance and management. Recognizing the importance of an employer branding strategy to the economy in general and to businesses in particular, this essay will research on "Employee branding strategy" for the case of Vinamilk.

Keywords: Employer brand, Vinamilk

1. Introduction

Currently, in the trend of international integration in all aspects such as economy, society, culture, etc., it has gradually changed the way of looking at problems in many different directions in which the recognition and search have changed. The workers' search for suitable workplaces has also changed compared to before. Every business wants to attract qualified workers. However, recruiting qualified workers as desired is not an easy task. The reason is that the company may not be famous enough for talented people to come to, or the business has not created its own culture, attractive environment, career opportunities for employees. Paying attention to salary, bonus and welfare are not the deciding factors for employees to choose a workplace. New trends that have a great impact on choosing a workplace and sticking to work are of interest to employees today, such as: Development opportunities, corporate culture, brand values, leadership team, quality and challenges at work. In which, selection based on employer brand is one of the criteria that employees are interested in today.

Therefore, in this study, we want to clarify the role of employer brand because this is an important factor that influences in attracting job applicants and affects the quality of recruitment work. Because the employer's name is a valuable asset that plays an important role in attracting candidates and at the same time contributing to saving recruitment costs. In addition, when the organization attracts many potential candidates, the ability to choose the right person for the job is higher. It has been shown that when companies have good names when posting recruitment ads, they will The number of applications from high-quality candidates will be many times higher than that of other companies advertising the same position for the same position.

Objectives of the study

Based on the research requirements and tasks, the main research objective of the thesis is to study the employer brand strategy of Vinamilk. And the specific goals are as follows:

- Understand clearly the content of strategies to pose and solve.
- Understand research methods.

Actual situation of employer branding in Vietnam:

In Vietnam, employer brands have begun to receive the attention of businesses, candidates, employees through large-scale surveys such as: Survey "100 workplaces" best jobs in Vietnam 2013" conducted by job network Alphabe with 9,032 experienced workers in Vietnam, survey. "Employer of Careerbuilder.vn 2013" was conducted with 17,120 workers and university students in Vietnam Despite applying different survey criteria, most of the survey results for The factors that make the company highly appreciated by employees about the employer brand fall into factors such as salary and benefits, working

environment, development and promotion opportunities, work balance, the life, success or reputation of the organization.

In which, employees expect and appreciate short-term benefits such as salary and benefits. This is suitable for Vietnam's labor market, when the economy has not yet developed, workers must sacrifice long-term goals to ensure income and stabilize their lives. However, the deeper results also show that there are shifts in the awareness and motivation of employees. For example, along with material factors, factors of development and promotion opportunities as well as working environment are important factors for employees. On the business side, top employers are also aware of the importance of salary for employees. The leading employers in Vietnam are meeting the needs of workers mainly by increasing income for employees. The special thing is that most of the high rankings in the favorite employer rankings belong to multinational corporations. However, Vietnamese enterprises still account for a small number of these rankings. That said, not many Vietnamese businesses have strong employer brands. The reason may be that employer branding is still quite unfamiliar to Vietnamese businesses, or it may be due to limited resources and survival problems that Vietnamese businesses have not been able to build a brand on. Brand your employer as desired. Whatever the cause, this has sounded an alarm bell for Vietnamese businesses: it's time to pay attention to employer branding to attract and retain talented people and should consider this a strategic option for the sustainable development of your business.

Among the few Vietnamese enterprises that are highly appreciated by employees, prominent ones are Vinamilk, FPT, Vietcombank, Viettel, VNG, etc.

Ranked third in Alpha's list of 100 best places to work in Vietnam in 2013, Vinamilk is one of the few domestic enterprises that not only achieves great revenue but is also highly appreciated by employees in Vietnam. Recruiter role. This employee is highly appreciated in 4 important criteria including salary, bonus and benefits, opportunity, salary, benefits and leadership team, more than other multinational corporations such as Abbott, Samsing, Unilever, IBM.

The income of Vinamilk's leadership and employees is currently high and competitive compared to the common salary and bonus level in Vietnam. For a long time, the policy of attracting personnel at this enterprise has been directed to professional forces from multinational companies, especially senior leadership positions. These are the leading figures in their professional fields. The joining of these talents to Vinamilk in combination with the media made by Vinamilk itself has created an irresistible attraction for a large number of other workers. As a result, Vinamilk was recognized by the majority of employees as an employer with a talented leadership team.

Not only has high salary and many bonuses, but the human resource policy at Vinamilk is also aimed at building a successor force for the company. As early as 1993, Vinamilk signed a long-term contract with Moscow University of Applied Biotechnology to send employees' children to study specialized fields, such as dairy technology or production process automation. In addition, the children of officials and employees who have graduated from university or are studying at regular universities, have good academic ability, and want to work at Vinamilk, the Company will also cover the cost of sending them to school.

majoring in Russia. In addition to supporting children in the industry, Vinamilk also recruits excellent graduates from universities in Ho Chi Minh City to study abroad. Through a methodically implemented policy of attracting talents, Vinamilk has not only trained a team of good dairy engineers but also built an impression in the eyes of employees.

2. Theoretical basis

2.1 Employer brand concept

As nearly all businesses focus their efforts on branding their businesses and products, they themselves realize that branding can also be used in the field of resource management. Human resources, because HR techniques increasingly resemble traditional marketing and promotional activities related to corporate identity (Olins, 1996 from Ambler & Barrow, 1996). The application of branding principles to human resource management is known as "employer branding" (Backhaus & Tikoo, 2004).

The benefits that employer brands provide to employees are similar to traditional brands (products provided to consumers):

1. Development and useful operation (function).
2. Material or bonus (economic).
3. Feelings of belonging, direction and purpose (psychological).

According to Sullivan (2004), "employer branding poses an image that shows organizations as a great place to work. Agreeing with this view, Minchington (2011) states that "employer brand is the image of your organization as a 'great place to work' in the minds of current employees and stakeholders, external market (active and passive candidates, partners, customers and other stakeholders)".

If "employer brand" is seen as the result of all brand-related activities, "employer branding" can be described as a process to achieve this result

2.2 The importance of employer branding:

Recent studies and statistics show that more and more businesses are interested in employer branding and consider it an important tool to attract and retain talent in a busy labor market. Compete. According to the survey results of LinkedIn in 2012 with more than 3,000 HR professionals from many countries such as the US, UK, Canada, Australia, India..., 83% think that employer brand has a significant influence on ability to recruit talent, 69% agree that employer brand is a top priority of the business they work for, 91% of companies have more investment or keep the home brand recruitment in 2012 compared to 2011 while only 9% invested less.

There are several reasons why employer branding is so important to an organization:

- Firstly, the growing shortage of skilled workers makes it more difficult for organizations to recruit and attract skilled workers. Companies and organizations that are considered attractive employers will find it easier to recruit top talent.
- Second, during an economic downturn, businesses are under pressure to cut costs and increase productivity, so the need to get the right people in the right job becomes more important. Businesses that build a good employer brand are more likely to attract talent that fits their

organizational culture, thereby increasing the number of employees with the right skills for the right job.

- Third, recruiting and retaining good employees is essential for growth and maintaining a competitive advantage. At the same time, employer branding increases the profit margin of the business.
- Fourth, a strong employer brand will contribute to increasing the reputation and prestige of the organization's brand. Talent market research shows that graduates and professionals alike want to work for companies with great reputations. They often turn to family members, friends or colleagues for advice and input when making decisions about a particular employer. Furthermore, product, business, and employer brands are intertwined: If a company is seen as an unpopular employer, it affects both product and business branding.
- Fifth, being an attractive employer gives businesses more advantages in attracting candidates and retaining employees, which is a form of strength that is more than an attractive salary.

Externally, employer brand functions attract employees and create positive associations and enhance company image. Furthermore, it also functions as a "selection tool" to ensure that the right people are attracted and that potential employees who are not a good fit for the organization are not attracted. Internally, employer branding creates value by creating a unified and strong culture and increasing employee satisfaction and commitment.

2.3 The role of employer brand:

The role of employer branding is extremely important in a talent acquisition strategy. A good brand will contribute significantly to helping businesses find the right candidates, limiting the risk of hiring the wrong person. Glassdoor statistics show that 77% of candidates will research company culture before applying for a job, and 69% will turn down job offers from agencies with bad recruitment brands. Maintaining a positive corporate image can reduce turnover by up to 28% and halve the cost per new hire, which is not small compared to competitors. In the current context of "talent war", a well-planned employer branding strategy will bring a significant competitive advantage over competitors. To attract and retain the most talented employees, it is important for businesses to start learning and implementing the necessary branding strategies.

2.4 How to create an employer branding plan:

To establish an effective employer branding plan, businesses need to answer the following questions:

- Why should you choose to work for your business? What makes you different from your competitors?
- Do your managers and employees share the same brand awareness?
- Does the potential candidate have awareness of the company's brand?
- How can businesses use their staff and personal networks in their recruitment branding strategy?

2.5 The process of building an employer brand strategy:

Determine the value proposition of the business:

Core values in employer branding begin with the company's mission statement, values, vision, and culture. Based on business needs, businesses will then determine the skills

needed to accomplish their goals.

For example, Teach for America's mission statement is: "One day, all the children in this country will receive an excellent education." This statement becomes their guide, reflected in the Values section of the Teach for America website.

In addition, they also create opportunities for employees to continuously learn, test new ideas and continuously improve. In this way, they align their values and employer brand with their business goals.

Conduct employer brand assessment

In the position of management - human resources, we will not be able to fully perceive the reputation of the company in the eyes of the candidate, or even your own employees. Therefore, the advice for businesses is to conduct internal surveys, search on social networks to read reviews about themselves. This will help us discover what our employees love about the company culture to promote, as well as any areas that need improvement for employer branding.

Communicate the value of the business

Once you've made a list of your company's values and benefits, it's time to communicate your employer brand through a clear value proposition on your website, recruitment materials, and social media. This statement is not only promotional, but also demonstrates the company's commitment to its employees and the community at large. Therefore, this content must accurately represent the truth about the business and what employees think of you.

The purpose of the value statement is to ignite passion in potential candidates, by demonstrating the company's positive impact and responsibility towards society. Everyone wants to feel meaningful in their work, even if it means taking a partial cut in pay. Take advantage of this by including the introduction of the company's value proposition into the interview process. Certainly, the opportunity for businesses to hire the right people for the right job will increase significantly.

Leverage the power of word of mouth

When a candidate wants to learn more about an employer brand, they'll want to listen to and meet current employees. Take advantage of this by conducting interviews or sharing employee testimonials on the company website.

The company can also ask employees to share on social networks on the occasion of the company's party, team building or other social activities. This is a simple yet powerful way for employees to share company culture with their network.

Optimize the working experience.

The probationary period is an employee's first experience when entering a company and has a very strong impact on the recruitment branding strategy. A negative experience will leave your new employee looking forward to another opportunity.

It is important in the onboarding process that we make employees feel heard and excited about work and colleagues from the very beginning. Equipping new hires with the manuals and tools they need to perform well in their roles will ensure a smooth transition, reduce turnover, and enhance teamwork.

Create learning and development opportunities

Research Inc. shows that a common reason employees leave their jobs is because they feel bored and want new challenges. By providing opportunities for employees to learn and develop new skills, we must show that the company focuses on the development needs of employees, so that they do not feel bored in their roles. This will be a premise for businesses to better retain talented employees.

Besides, through practicing new skills, your employees will also have the opportunity to cultivate a growth mindset and become more valuable to the company. In other words, it is a win-win situation.

Promote your recruitment brand with videos, blogs, images and slideshows

To improve market perception of a product or service, a business cannot just convey its message through a single channel.

Leverage every channel possible, such as videos, images, slideshows, blogs and other forms of messaging, to ensure that your business is reaching the widest audience across all media platforms. You might consider putting employee interviews on the company's job page, or sharing the CEO's presentation slides on the "About the business" page.

Build a diverse and inclusive team

Employer branding requires businesses to demonstrate their commitment to diversity. Diversity in culture, age, background will bring more creative ideas, improve work culture and customer service in general. In addition, this also facilitates businesses to expand their reach to more groups of candidates.

3. Research methods**3.1 Methodology**

The case of Vinamilk goes into deep research and applies many related methods such as: human resource management, marketing management, distribution channels, magazines, internet and other scientific research works.

- Sources of recruitment from outside: Vinamilk applies the following recruitment method:
 - Recruitment through personal records: when employees enter the company, the administrative department is responsible for keeping all employee personal records. From there, if there are any vacant positions, the company will base them on appointing positions for employees.
 - Recruitment through mass media such as: posting job advertisements on social networking sites, job websites, etc. This method is also quite effective and attracts many candidates.
- When recruiting human resources from outside Vinamilk offers a number of recruitment programs such as:
 - Business Apprenticeship Program: In this program, Vinamilk targets a group of fresh graduates who are dynamic, creative, enthusiastic and love their work. This program is an opportunity for Vinamilk to renew its staff and recruit potential candidates from outside to join and develop Vinamilk's professional team. From there, you as a student will also be trained and trained in skills along with work experience.
 - Recruitment programs at universities: Vinamilk annually organizes recruitment programs at schools.

This is an opportunity for the company to have closer contact with the new generations, as well as an opportunity for students to gain experience and knowledge so that they can confidently apply for jobs.

- Internal resources:
 - Resources in the enterprise: Vinamilk prioritizes recruitment through referrals from relatives and acquaintances of employees throughout the company, children of employees with qualifications are recruited directly into the company. and will be assigned suitable work.
 - Key cadres will be promoted and promoted from the officials in the company.
 - Vinamilk values the available human resources within the company rather than the resources from outside because this will save time and costs in recruitment, avoid wasting time in screening candidates' profiles and at the same time do not waste time looking for human resources.

3.2 Statistical methods, data collection

Survey, consult, evaluate customers about service and quality of products. Provide solutions, improve products and develop the strengths of the company, overcome and limit the shortcomings that the company encounters. From there, offering the best products, the best quality service to meet the requirements of customers.

Data on the company's operation, annual recruitment of Vinamilk's employees and the company's social welfare policy for employees.

The number of Vinamilk's employees is very large, diverse in industries, diverse in age and professional qualifications. And Vinamilk always holds the position of respect and equal treatment for employees without discriminating against any employee.

- Ratio of management level / total number of employees: 7.1%
- Percentage by sex: male accounted for 74.5% (4,267 people), female accounted for 25.5% (1,462 people)
- According to the age group under 30 years old accounted for 31.1%, from 30-40 years old accounted for 42.31%, from 40-50 accounted for 21.63%, over 50 years old accounted for about 5.96%.
- By level of education: college 8.49%, university 46.95%, graduate degree 1.66%, personnel with vocational degrees accounted for 42.91%.

Thereby, it shows that Vinamilk's human resources are quite strong and at the best age to dedicate and work. Vinamilk has a strong and experienced management team in the market and especially Vinamilk's human resources are always respected and recruited every year, offering reasonable human resource policies, earning revenue. attractive in terms of recruitment. Set the goal of developing a talented and experienced workforce through continuing to implement the succession planning program, the trainee administrator program.

4. Research results and discussion**4.1 Research results**

- Through understanding the concept of employer branding, we learn that employer branding is of particular importance to the competitive labor market, specifically as a tool to attract and retain employees. talent in that market.

- Building a good brand will help businesses find the right candidates for the position in the company and eliminate those who are not.
 - Once the recruiter has answered the questions aimed at establishing an effective employer branding plan, we will next go to the 8 basic processes in building an employer branding strategy. From those processes, employers will be able to build their own brand in the competitive labor market and potential employees will be more impressed with the employer and the business will become a business. the priority of workers when they are looking for a job.
 - Methodology: In this method includes recruiting from outside, giving some recruitment program and internal resources. Sources of recruitment from outside through personal profiles or the mass media have helped Vinamilk expand the scope of recruitment, knowing if the candidate's qualifications are suitable for the position in the company, recruiting through the media also attracts many different candidates to the company so that the company has more choices in terms of human resources for vacancies. A number of recruitment programs aim to refresh the company's staff (a young, dynamic and enthusiastic team) and an opportunity for the company to contact the new generation to make changes. Positive change in the training and selection of talented people. Internal resources help the company not to spend time and money on finding human resources, understanding the working ability of employees and most importantly, selecting the right person for the vacancy.
 - Expert method: Through the opinion of experts who have experience in human resource selection, Vinamilk will properly orient Vinamilk to qualified employees and eliminate unsuitable ones.
 - Statistical method, data collection: It can be seen that in this method, Vinamilk has been very active in collecting opinions from customers to develop its strengths and overcome the weaknesses of the company, making customers feel better. unsatisfied goods. Vinamilk also respects and treats employees equally, experienced management team, etc. Those things have created good sympathy for potential employees and motivated them to run for the company and want to devote themselves to the company. In addition, the policies and regimes for employees of the company also help Vinamilk own quality and reputable human resources and retain them to stay longer with the company.
- supply the needs of customers, so it is necessary to have a production strategy and an appropriate price to both meet the demand and ensure the quality.
- It is necessary to analyze specifically the strengths, weaknesses, limitations, and competitors to come up with a perfect competitive strategy, to promote products to domestic and foreign markets.
 - In order to continue to promote the strengths of the brand, in the coming period, Vinamilk needs to make more efforts to promote and can implement a number of solutions for the Vinamilk brand to reach further as follows:
 - About price: In the past period, Vinamilk implemented a policy to support milk prices. This is an effective solution in the short term, but in the long term, this policy will affect Vinamilk's finances. Therefore, Vinamilk needs to review to be able to offer an appropriate price so that consumers can feel the correspondence between the quality brought when they have spent money to use but Vinamilk itself is still receiving the benefits. ensure a source of income for this fresh dairy industry. In other words, consumers besides being interested in price, they also demand the corresponding quality according to the price of a product when deciding to buy to use.
 - About products: Currently, Vinamilk has been successful as the most frequently used brand by consumers. From the consumer's point of view, "Vinamilk" needs to offer fresh milk products that are both quality assured and fully meet the required nutrients. In fact, with many conflicting opinions about the real quality of fresh milk products in Vietnam, whether it is 100% fresh milk as advertised, Vinamilk needs a clear message to answer doubts from consumers. consumers, increasing trust in the brand "Vinamilk" which is considered by consumers as a "Reliable" brand. Firstly, one of the reasons for the decrease in purchasing power in the dairy industry in general, but Vinamilk still achieved growth, including fresh milk, is because Vinamilk has implemented a series of stimulus programs. consumption, increase revenue such as: improving product quality, promoting distribution channels in remote areas.
 - About display: Currently, Dutch Lady is considered by consumers as a "Easy to find" brand. Meanwhile, in the liquid milk industry, Vinamilk currently holds a market share of 48.7%. Because Vinamilk currently has a wide distribution network, the factor "Ease of finding and buying" can meet the requirements of consumers, but they themselves want to be met more than "eye-catching display". If Vinamilk does this well, this may be a contributing factor to increasing consumption of fresh dairy products in the near future. In fact, the art of "Displaying goods" is a silent seller. Currently, TH True Milk has implemented this factor. Because the display needs to ensure the following two basic factors: Attracting buyers and providing enough information to ensure a purchase. So, the packaging factor can be one of the factors affecting the purchasing decision of consumers. Derived from the evaluation of the packaging, the number of "eye-catching packaging" factors Vinamilk is not appreciated compared to other brands. Therefore, Vinamilk needs to invest in packaging design in combination with the

4.2 Discussion of Research Results:

- Through the process of surveying a sample of students with the target product line being Vinamilk's 100% pasteurized fresh milk (latest product line), we can see that the demand for milk among students is quite high, although this is not the case. who do not have their own income.
- Many people drink pasteurized milk but do not understand the benefits of pasteurized milk, so it is necessary to have more strategies and good methods to help customers better understand. products, and also to improve products, expand markets, and increase revenue.
- The amount of milk in the country is not enough to

implementation of "eye-catching display" so that it can be attractive at first sight. This helps create Vinamilk's fresh milk brand in terms of packaging image in consumers' minds.

5. Conclusion

Today, employer branding is considered an attractive issue that is of great interest to the majority of employees. Because at present, the needs of workers are not only to have a stable job to have an income source to meet daily living needs. Besides, they always want and require a creative and fair working environment to be able to learn and improve themselves. A good working environment, effective organizational structure, attractive salary and bonus policies, fair and transparent evaluation activities are the basic factors for employees to come to the company and together cooperate. Understanding those needs of employees, Vinamilk strengthens the promotion of employer branding activities. The company has strengthened the construction of a clear and effective communication plan to declare the values that the company will bring to the candidates. In addition, the company also carries out activities to update information about the recruitment brand for internal employees to better understand and deepen, because it is internal employees who will be able to convey well, and is most trusted by future candidates before the actual feelings they are accompanying with the company. In addition, Vinamilk always focuses on researching and researching in order to develop remuneration policies, build a good working environment and create opportunities for employees. Through human resource assessment contests and research competitions, employees can try out many positions and discover their own abilities. In addition, to meet the desire to learn and improve knowledge and skills, Vinamilk has organized seminars, workshops, and exchanges with foreign experts so that employees can interact and Learn. However, the company should also regularly rethink and update trends and needs of employees. Along with that, Vinamilk should consider this an important issue to focus on and consider this an important target strategy because it is a link with other departments such as finance, business and operating apparatus. Through some of the above activities, it can be seen that Vinamilk really focuses and constantly tries to improve its recruitment brand.

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