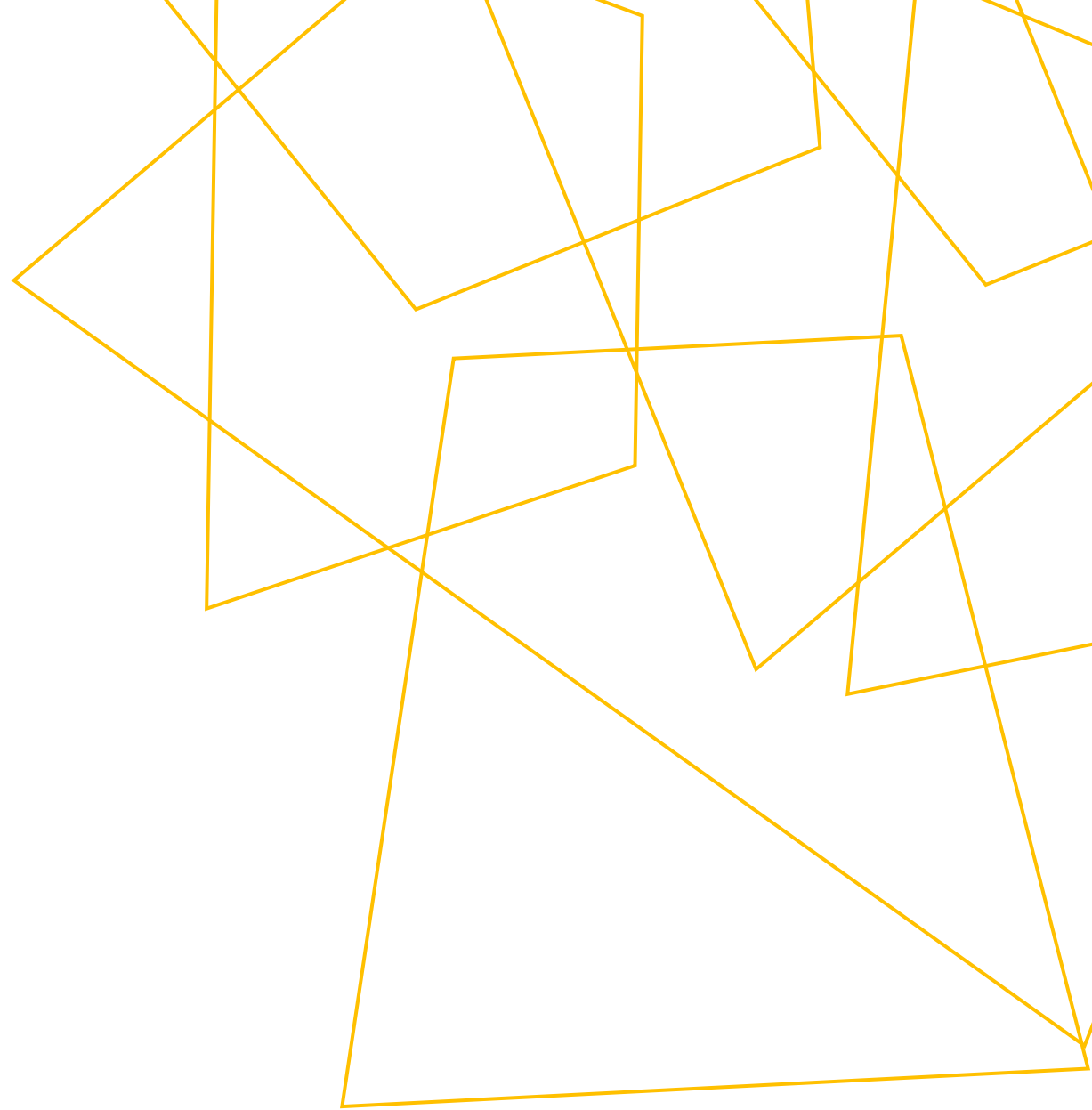


# HR OVERVIEW & TURNOVER RATE

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# HR OVERVIEW

2561  
Total Employees

39.6%  
Turnover Rate

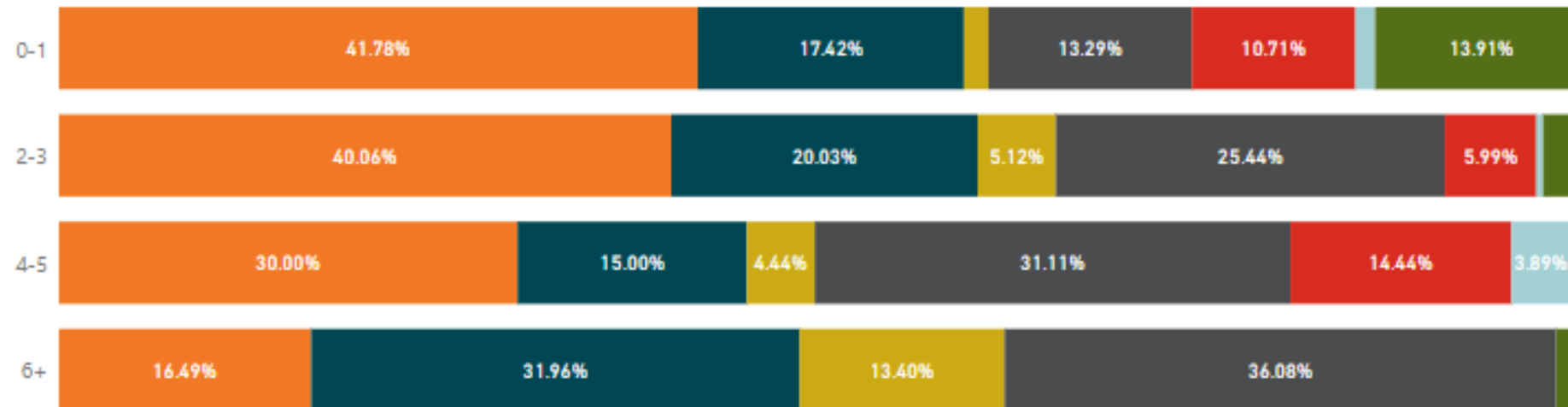
10.8%  
Recruitment Rate

18.7%  
Internal Transfer

In 2019, Vietnam's Topica Edtech Group, which has about 1.5 million students so far in Vietnam and Thailand, is one of the front-runners in the burgeoning "ed tech" sector. The startup raised \$50 million in 2018 and offers 3,000 e-learning courses designed to upskill young professionals for the digital age.

## # Employee by Working Duration and Job Statement

● Chấm dứt HĐLĐ ● Đánh giá ● Điều chỉnh thu nhập ● Điều chuyển nội bộ ● Gia hạn Hợp đồng ● Tái tuyển dụng ● Tuyển mới



### Moderate Internal Transfer Rate

- While internal transfers are healthy with **18.8%**
- Most internal transfers occur within 2-3 years

### Low Recruitment Rate

- The recruitment rate is below industry growth rate and turnover rate of Topica company
- Most new hires join within the first year (0-1 years).

### Significant Turnover Rate

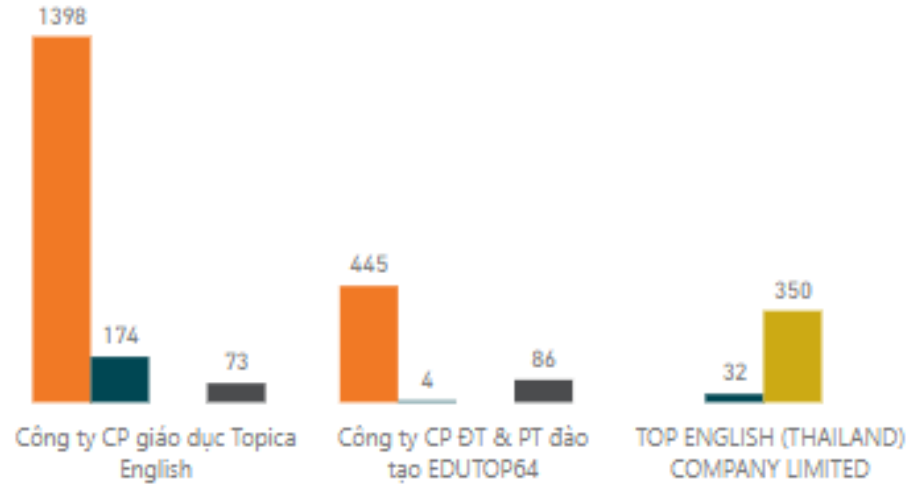
- Despite the bright outlook, **Topica's turnover rate is alarming at 39.4%**, compared to the average in the EdTech industry (13.2%).
- The number of resigned employees who **worked for a duration of 0-3 years** accounts for 40% of the total status statements at Topica.
- We will discuss the detailed analysis of the retention rate later.

*Note: This report includes data 3 subsidiaries of Topica only*

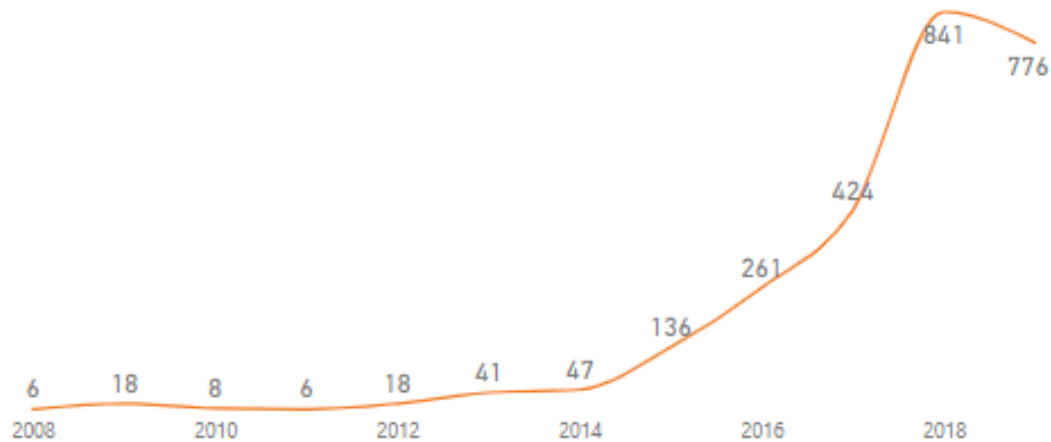
# HR OVERVIEW

## HR Distribution by Location and Company

● Hà Nội ● Không rõ ● Thái Lan ● TP Hồ Chí Minh



## # Recruited Employee by Years



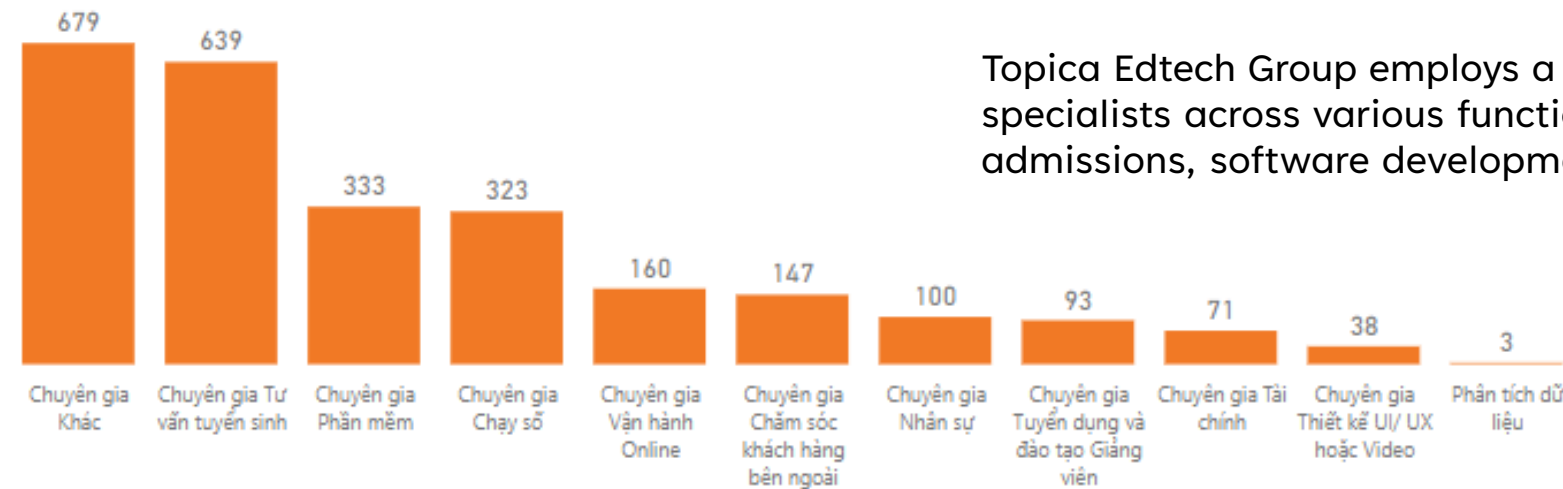
- **Topica Edtech Group, with its headquarters in Hanoi, Vietnam, employs a majority of its workforce in the same city.**
- The company has also expanded its operations to several other countries, including the Philippines, Singapore, Thailand, and Indonesia.
- Notably, Thailand served as the largest secondary market in Southeast Asia for Topica before 2019.

- **Since 2015, the number of recruited employees has seen a sharp increase, following a stable trend since 2008.** This is a significant growth rate in new recruitment.
- By 2018, the total employee count reached nearly 850, but it declined by 75 in 2019, which might be a signal of high turnover rate in the future.

*Note: This report includes data 3 subsidiaries of Topica only*

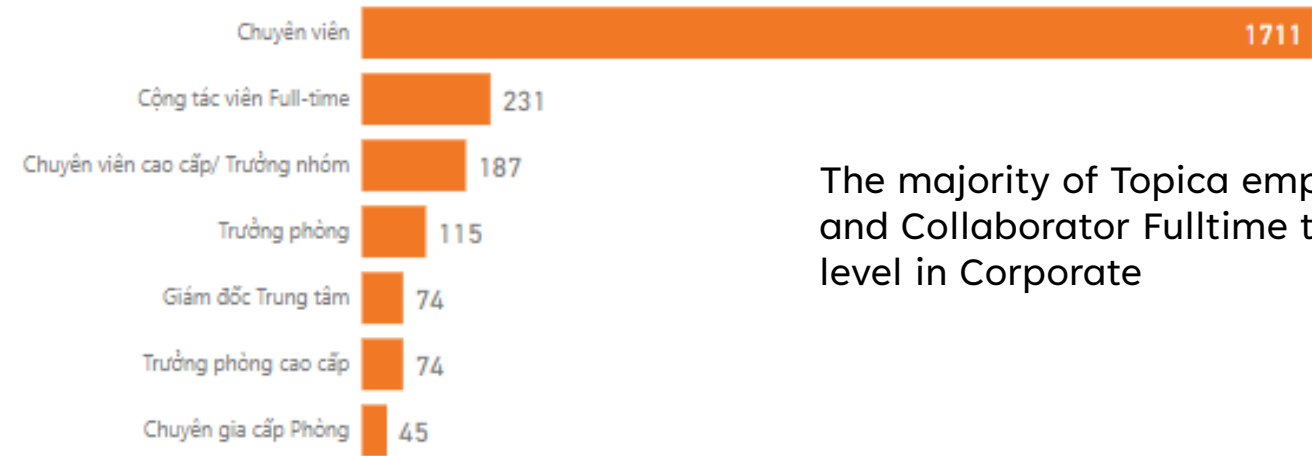
# HR OVERVIEW

HR Distribution by Positions

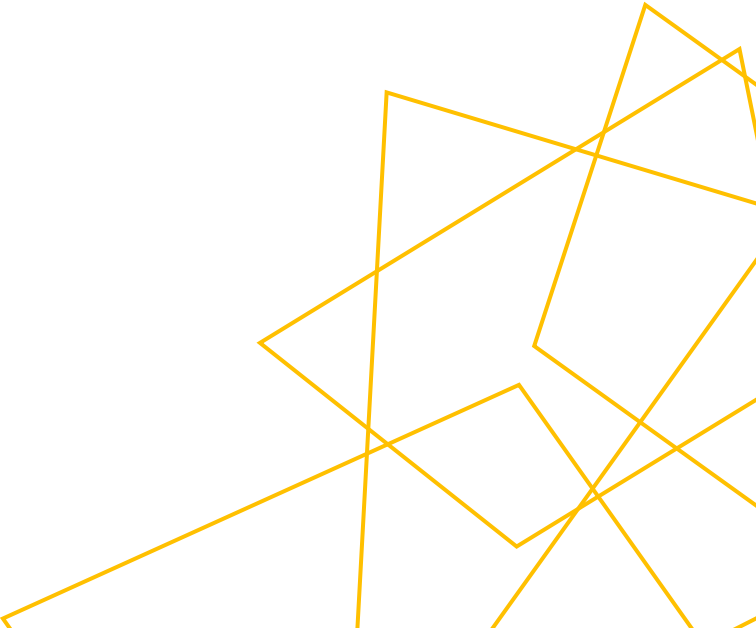


Topica Edtech Group employs a diverse range of specialists across various functions, including admissions, software development, and customer care.

# Employee by Level

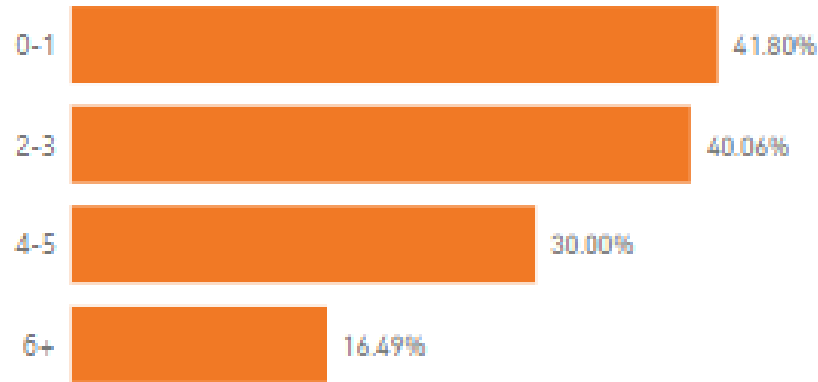


The majority of Topica employee is Specialist and Collaborator Fulltime that are the lowest level in Corporate



# TURNOVER RATE ANALYSIS

Turnover Rate by Duration



**Early turnover is a significant challenge for Topica.** There are some reasons for high turnover rate:

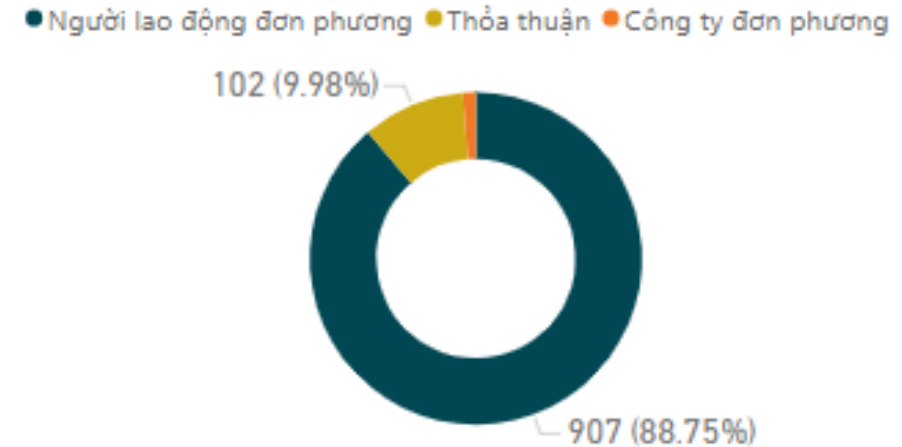
**First Year (0-1 Year):**

- Insufficient Onboarding
- Mismatched Expectations
- Culture fit
- Job Role Clarity

**Subsequent Years (2-3 Years):**

- Company Changes
- Career Growth

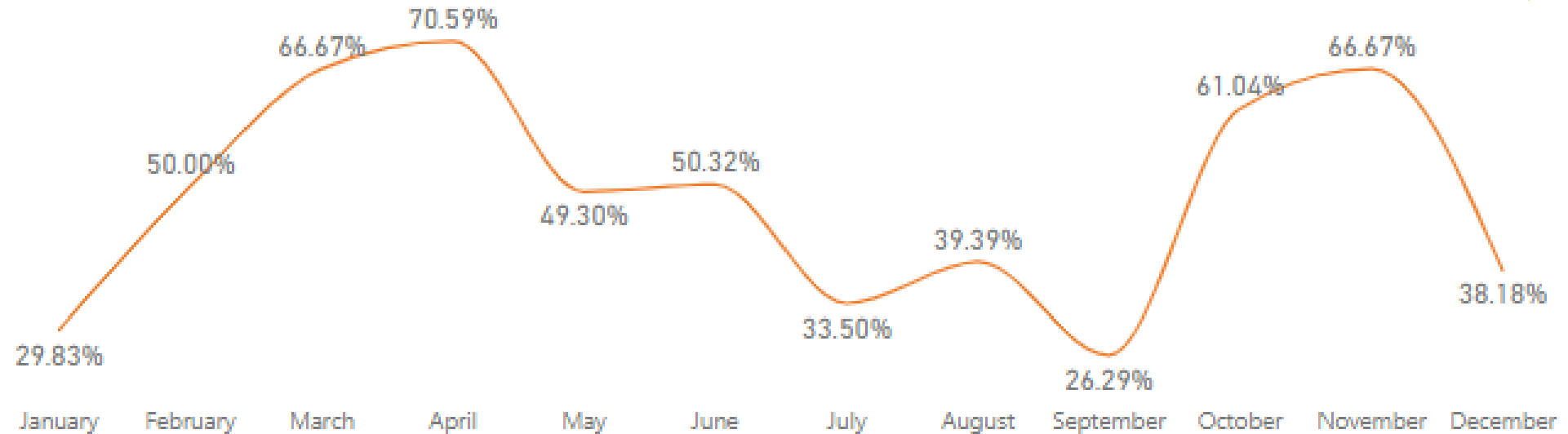
# Turnover by Description



- Mutual agreements and company-initiated terminations account for a relatively low percentage (11%).
- However, **unilateral terminations contribute significantly to the turnover rate (89%)**, which is concerning for Topica.
- When ***considering the turnover rate by duration and the substantial growth in new recruitment***, insufficient onboarding, mismatched expectations, and company changes emerge as potential reasons for this high turnover.

# TURNOVER RATE ANALYSIS

Turnover Rate by Month



## High Turnover Months:

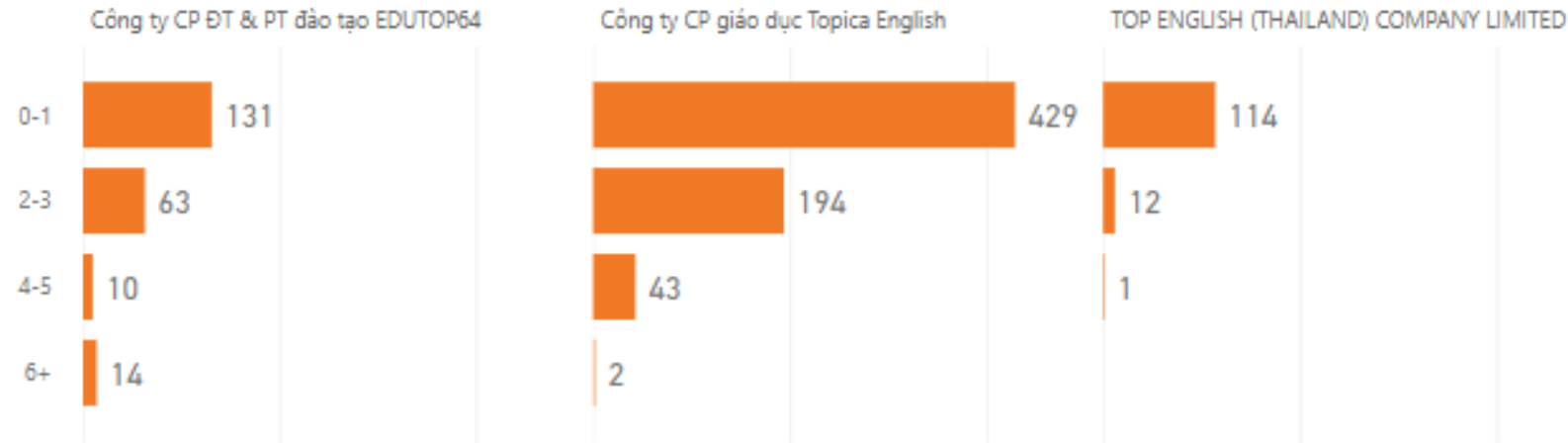
- April, March, September, and October experienced elevated turnover rates.
- Specific events during these months might have influenced employee departures.

## Trend Analysis:

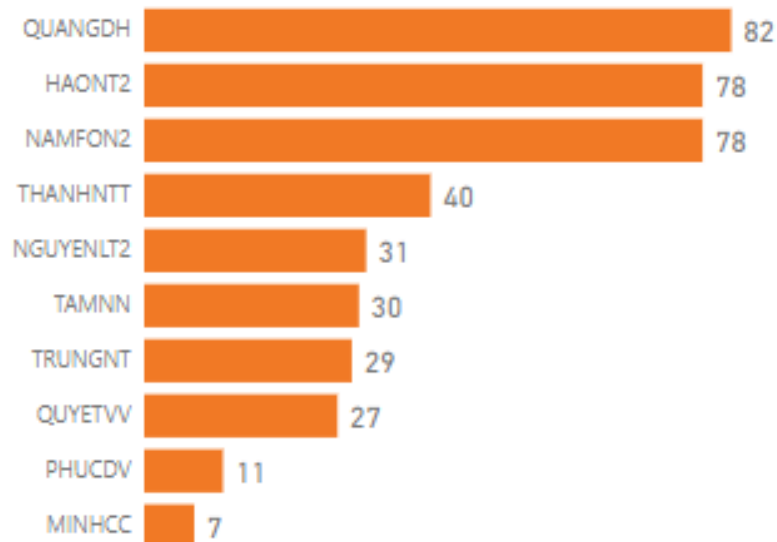
- There is an increasing trend in turnover during the early part of the year.
- However, it decreases in the mid-year.
- One contributing factor could be the job-hopping season in Vietnam, especially after the Tet holiday when employees receive bonuses.

# TURNOVER RATE ANALYSIS

## # Resigned Employee by Years



## Top 10 Managers of resigned employees



**The average turnover rate across the three companies is approximately 40%.**

- Công ty CP ĐT & PT đào tạo EDUTOP64 shows moderate turnover, with a slight decrease in longer tenures.
- Công ty CP giáo dục Topica English consistently had high turnover across all working durations.
- TOP ENGLISH (THAILAND) COMPANY LIMITED has high turnover rate as well.

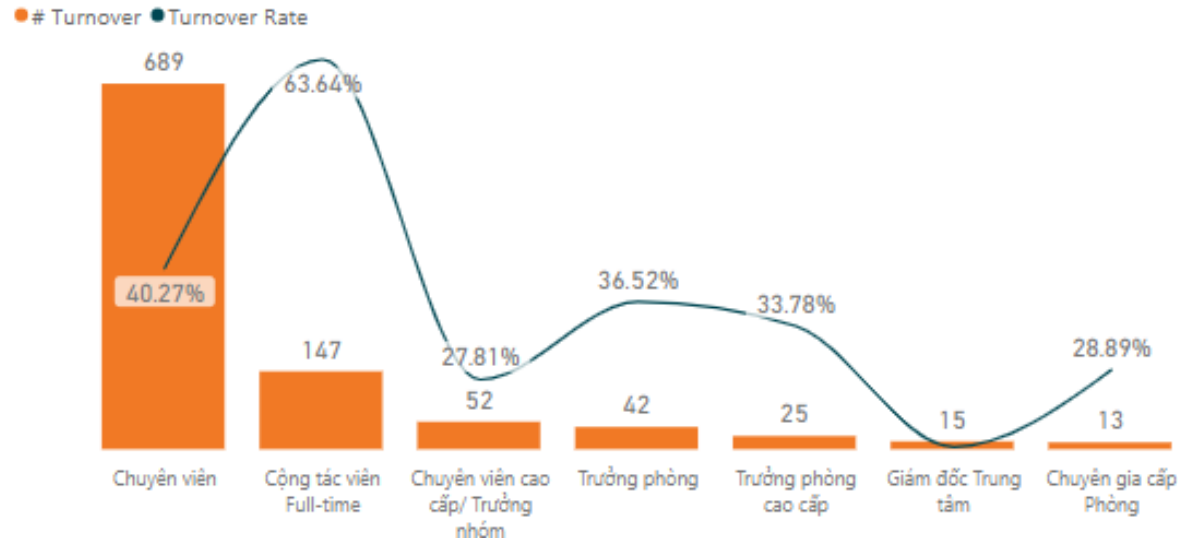
## Top 10 Managers:

- These managers have the highest number of resigned employees.
- Engage in discussions with them to improve recruitment and talent nurturing strategies.

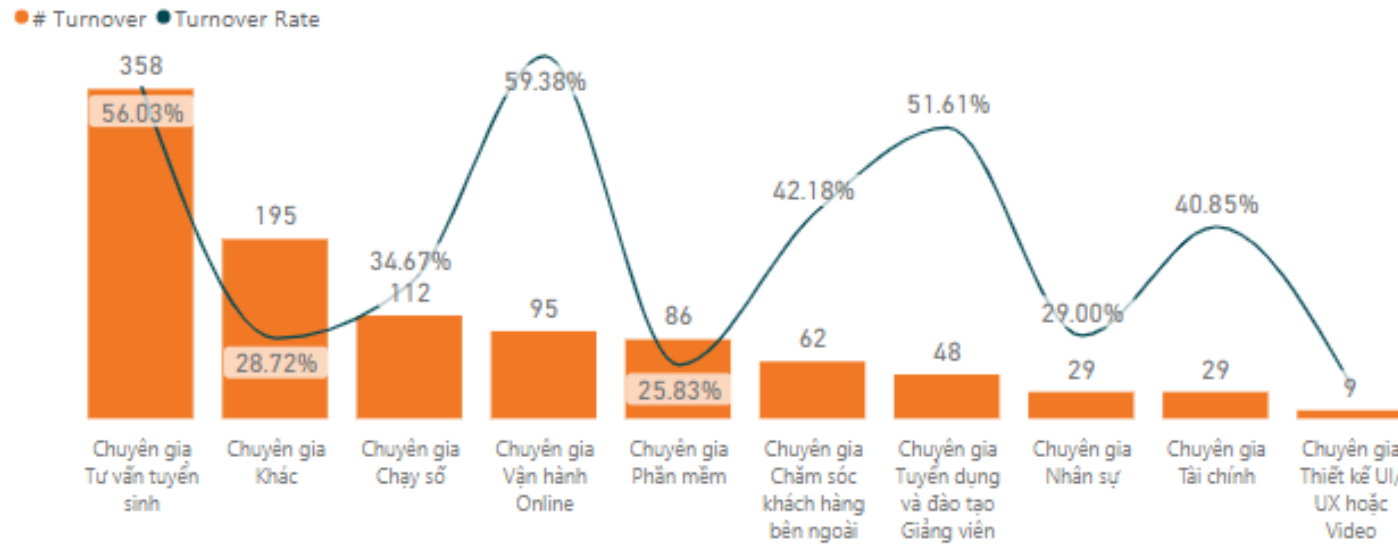
Focusing on retention efforts and collaborating with key managers can enhance employee satisfaction and reduce turnover

# TURNOVER RATE ANALYSIS

Resigned Employee by Level



HR Distribution by Positions



## Resigned Employees by Level:

- Collaborator Fulltime: The highest turnover rate is due to the temporary nature of this position.
- Department-Level Employees: Notable turnover (~33%). Potential conflict in strategy and management.

## Resigned Employees by Positions:

- Admission Consultants, Data Specialists, and Customer Success Specialists have the majority of resignations.
- Online Operations, Recruitment and Training, and Financial Specialists also experience high turnover rates.
- These roles' turnover may negatively impact Topica's short-term and long-term operations if not addressed by management.





# THANK YOU

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