



Vietnam Private University Digital Experience Maturity Model (5 Levels) and NHG Roadmap

5-Level Maturity Model for Student/Parent Digital Experience (Mobile + Portal)

The following table defines a 5-level maturity model for omnichannel student and parent digital experience in higher education. Each level is characterized by its feature set, user experience (UX) quality, integration of systems, governance approach, and operating model. Typical KPIs and anti-patterns are also noted for each level, indicating how success is measured and what pitfalls to avoid at that stage.

Level	Definition & Focus	Features & UX	Integration Characteristics	Key KPIs	Typical Anti-Patterns
Level 1 – Basic <i>("Ad Hoc Digital")</i>	Minimal digital offerings. The institution relies on basic web pages or social media for information; no dedicated student/parent portal or app. Processes are mostly manual or paper-based.	Features: Static information only (admissions info, schedules posted online as PDFs, etc.). No self-service functions for students or parents. UX: Fragmented and inconsistent; users often must call or visit offices for tasks. Mobile experience is unaddressed (no app, non-responsive site).	Integration: Siloed systems or none at all. Student data spread across spreadsheets or standalone systems. No single sign-on; no real-time data sync. Governance: Little to no governance of digital tools; individual departments might run their own systems (or none).	KPIs: Low usage of online resources, high manual workload (e.g. many in-person requests). Quality measured by basic availability (e.g., website uptime).	Anti-patterns: Shadow IT and isolated initiatives that aren't part of a strategy ¹ . Reliance on email and paper for critical tasks; no mobile access (students create unofficial groups to fill info gaps).

Level	Definition & Focus	Features & UX	Integration Characteristics	Key KPIs	Typical Anti-Patterns
Level 2 – Emerging <i>
("Informational Portal")</i>	<p>Basic portal in place. The university provides a student (and possibly parent) portal or learning management system, but feature set is limited.</p> <p>Digital experience is still primarily one-way (from school to user) and not interactive.</p>	<p>Features: Online student information system (SIS) or LMS with view access to schedules, grades, announcements.</p> <p>Some transactional features (course registration, tuition payment) may be partially online. UX: Web portal accessible on desktop; mobile web support is rudimentary (if at all). Little personalization; interface is utilitarian. No dedicated mobile app yet.</p>	<p>Integration: Core systems (SIS, grade system) are online but not fully integrated. Data may require batch updates. Separate logins for different systems are common. Governance: IT department-managed with minimal user input; digital tools introduced as IT projects rather than a cohesive strategy.</p>	<p>KPIs: Portal adoption rate (what % of students log in). Basic efficiency metrics (e.g. online course registration rate vs. on-site). Quality: Reduction in manual errors or wait times for simple services.</p>	<p>Anti-patterns: Silos persist – e.g. portal doesn't connect to LMS or finance system, leading to duplicate data entry. Governance gap – no clear ownership of student digital experience (tools are implemented but not improved iteratively).</p>

Level	Definition & Focus	Features & UX	Integration Characteristics	Key KPIs	Typical Anti-Patterns
Level 3 – Integrated <i>
("Self-Service & Mobile Enabled")</i>	<p>Interactive self-service across channels.</p> <p>Students can perform most academic and administrative tasks online via a unified portal; a mobile app is likely introduced. Parent access begins to be considered (e.g. view of student's progress).</p>	<p>Features:</p> <p>Comprehensive student portal and initial mobile app with self-service functions: course registration, grade viewing, tuition payment, class schedule, exam schedules, etc.</p> <p>Some online forms for administrative requests (e.g. leave of absence). UX: Consistent branding across web and app. Mobile app covers key features (schedule, grades, notifications). UX is improved but still mostly one-size-fits-all.</p>	<p>Integration: Moderate integration – SIS, LMS, and payment systems tied into portal/app. Near real-time data sync. Single sign-on implemented for main services. For example, HUTECH's e-HUTECH app (launched 2017) unified training info, course schedules, grades, and support services in one place <small>2 3</small>. Governance: Dedicated team or unit oversees the student information systems; beginning of cross-department digital strategy.</p>	<p>KPIs: Active user rates on portal/app (daily logins), number of transactions done online (vs. in-person). Student satisfaction with digital services. Quality: Response time of systems, uptime, and reduction in processing time for student requests.</p>	<p>Anti-patterns: Partial integration – e.g. mobile app launched but not kept in sync with portal (features lag or data mismatches). Lack of personalization – all users get identical experience, relevant content not surfaced (risking low engagement). Governance issues – e.g. one department's data not included, creating holes in the experience.</p>

		Features: Rich feature set on both app and portal: real-time notifications, attendance tracking, fee management, online forms/ workflows for all student services, personalized dashboards. Parents (for undergrads) may have a linked account to monitor key information. Advanced features like event sign-ups, campus maps, and chat support are included. Biometric login and customization options appear for convenience ⁴ . Example: Hoa Sen University's HSU mobile app (v2.2 in 2025) offers 25+ functions (biometric login, visual grade analytics, request tracking, QR code features, customizable shortcuts) and a smooth, student-centered UI ⁴ ⁵ . FPT University's <i>myFAP</i> app similarly provides a	Integration: Fully integrated systems. SIS, LMS, CRM, finance, and even library or dorm systems are connected for a 360° view. Real-time data interchange (APIs or middleware). Use of enterprise platforms or in-house solutions with robust integration (e.g., Van Lang University's VL-Connect ecosystem introduced in 2023 links multiple apps including ID card, parking, academic info via one app ⁸). External integration: may include single sign-on with email accounts, integration with e-payment providers (for tuition, fees) and notifications via popular channels. Governance: A product	KPIs: High adoption (majority of students/ parents use the app regularly). Engagement metrics: e.g. proportion of students using planning/ advising tools, event participation via app. Efficiency gains: reduced service processing times, lower support calls. Data from the system used to drive decisions (e.g. which services are under-utilized).	Anti-patterns: Feature bloat without value: adding tech for tech's sake (e.g. complex AI features with poor UX). Data silos re-emerging: if governance lapses, some departments might launch separate apps (breaking the unified experience). Security/ privacy missteps: as integration grows, risk of data leaks if not managed - undermining trust in the digital system.
Level 4 – Optimized Omnichannel ("Personalized & Data-Driven")	Seamless omnichannel experience. Students and parents have a unified, personalized experience across web and mobile. All major services are integrated, and digital engagement is a strategic priority. The university uses data to continuously improve UX and add new features.				

Level	Definition & Focus	Features & UX	Integration Characteristics	Key KPIs	Typical Anti-Patterns
		<p>modern, transparent experience for students <i>and</i> parents – consolidating schedules, attendance, grades, exam info, tuition balances, and online request forms into an “indispensable learning assistant” ⁶ ⁷.</p> <p>
 UX: Mobile-first design; consistent UI across app and web.</p> <p>Personalization: Users can tailor some aspects (e.g. which modules appear on their home screen ⁴). The experience feels unified – e.g. any update (grade release, schedule change) triggers an app notification and is reflected on the portal in real-time.</p>	<p>management approach – cross-functional digital team (IT, student services, academics) continually improves the platform.</p> <p>Formal governance ensures any new student service is aligned through the omnichannel platform (instead of standalone apps).</p>		

	Features: Predictive and AI-driven services: e.g. early alerts for at-risk students, AI academic advisors/chatbots, personalized course recommendations. Possibly AR/VR or immersive campus experience components. Full self-service for all administrative tasks for students and parents (from enrollment to graduation). The platform might incorporate life-cycle engagement (alumni services post-graduation in the same app). UX: Highly personalized UI for each user role; content and alerts tailored by program, behavior, and preferences. Omnichannel extends to emerging interfaces (chatbot, voice assistant, etc.). The experience is consistent, context-aware, and anticipatory (e.g. nudges to students to	Integration: Ubiquitous integration. All systems internal and relevant external services are connected via APIs. The university's digital platform can plug into national or global platforms (e.g. credential wallets using blockchain, integration with employers' systems for internships). Data analytics and AI are layered on top of integrated data for real-time insights. Governance: Agile, innovation-focused. Students and parents might be involved in co-creating new features (via feedback loops). The operating model is product-centric: regular updates, experimenting	KPIs: Student success outcomes linked to digital engagement (e.g. improved retention or grades due to intervention via digital tools). High personalization metrics (e.g. % of users who set up custom features). The agility of platform (e.g. number of releases per year, new capabilities added). Recognition as a digital leader (awards, student satisfaction at top percentile).	Anti-patterns: Complacency: assuming success and not updating (even at high maturity, tech evolves – e.g. failing to adapt to new student behaviors could drop engagement). Over-engineering: overly complex systems that confuse users or staff. Privacy/ethics issues with AI: misusing predictive analytics can erode trust. Integration overload: integration with too many external systems without clear value can introduce security risks and maintenance burden.
Level 5 – Innovative & Transformative ("Predictive & Immersive")	Pioneering digital experience; the university's digital ecosystem is a differentiator and continuously evolving. Experiences are personalized, proactive, and may extend beyond the campus (integrating with external digital ecosystems). Governance and operating model fully embrace digital-first, with continuous innovation loops.			

Level	Definition & Focus	Features & UX	Integration Characteristics	Key KPIs	Typical Anti-Patterns
		register for classes or apply for internships based on their profile).	with new technologies (AI, Blockchain, etc. as NHG and partners envision ⁹ ¹⁰). Digital strategy is fully aligned to university strategy, reviewed continuously.		

Differentiators for Key Transitions: Transitioning from **Level 2 to 3** typically involves introducing true self-service and a **mobile app** alongside deeper integration. For example, moving from a simple web portal to a mobile-enabled platform requires unifying data in real-time and greatly improving UX. A key differentiator is that at Level 3, students can **conduct transactions (e.g. register classes, submit forms)** online rather than just view information. The university must also establish governance to manage the new channels (avoiding the siloed approach of Level 2). Transitioning from **Level 3 to 4** requires a shift to a **user-centered, data-driven approach**. At Level 4, the experience becomes seamless across channels with personalization. Differentiators include: integration of *all* student services (academic, financial, co-curricular) into one experience, emphasis on **design and convenience** (e.g. biometric login, customizable dashboard as seen in HSU's app ⁴), and use of data/feedback to iterate. This leap often involves investing in a robust platform or suite (or significant in-house development) and a cross-functional team to continuously enhance the digital experience. It also means expanding access to parents or other stakeholders with appropriate data sharing, whereas at Level 3 the focus was mainly on the student experience.

University Mapping by Maturity Level (Private Universities, Vietnam)

This table maps selected private universities in Vietnam (plus RMIT Vietnam as an international benchmark) to the maturity levels above, with evidence for their current digital student/parent experience. The focus is on mobile apps (iOS/Android) and web portals in use as of 2024-2025, as well as integration and features observed. (Note: All examples are private institutions in Vietnam or the Vietnam branch of an international university, per the scope).

University	Maturity Level	Evidence & Digital Capabilities	Notes
Small/New Private Univ. (e.g., XYZ University) (Representative of Level 1)	Level 1 – Basic	<p><i>Example placeholder:</i> A smaller or newer private college with no dedicated student portal/app. Info is shared via basic website and Facebook pages. No mobile app or unified system in place. Students often handle admin tasks in person or via email.</p>	Many such institutions have not invested in custom digital platforms yet, aligning with Level 1 characteristics. (Specific public evidence is scarce, as these schools typically don't publicize a lack of tech; this row represents common knowledge of lower-resourced schools.)
Thang Long University (TLU) (Hanoi)	Level 2 – Emerging	<p>Student Portal & e-Learning: TLU provides an online student information portal and separate e-learning site ¹¹. Students can check schedules, grades, etc., via the web.</p> <p>No known mobile app for unified services. Interaction is mostly via the web browser.</p>	TLU was one of Vietnam's first private universities; they have digital systems but have not reported a comprehensive mobile app. Parent-facing features are not highlighted. The experience, while online, is less integrated (e.g., separate systems for different functions) and fits Level 2.

University	Maturity Level	Evidence & Digital Capabilities	Notes
Ho Chi Minh City University of Technology (HUTECH) (Private, not to be confused with public HCMUT)	Level 3 – Integrated Self-Service	<p>e-HUTECH App & Portal:</p> <p>HUTECH launched its <i>e-HUTECH</i> mobile app around 2017–2018, enabling students and staff to manage most academic activities digitally ². Features include class schedule, online class links, grade viewing, exam info, and notifications ¹² ¹³. The app integrates with HUTECH's ERP and LMS, offering a one-stop experience (updated through 2025). However, the UX has room for improvement (App Store rating ~2.1★) and personalization is limited.</p>	HUTECH's digital initiative shows a solid Level 3 maturity: a functioning internal portal/app used daily by students. Integration is present (schedule links to online classes, etc. ¹⁴) but the experience is not as polished or personalized as higher levels. Parent-specific features are not emphasized, focusing on student self-service.
Van Lang University (VLU) (HCMC)	Level 4 – Optimized Omnichannel	<p>VLU “One App” Ecosystem: VLU introduced <i>VL4U/VL-Connect</i> in late 2023 ¹⁵, a comprehensive mobile app for students, faculty, and even campus visitors. The app provides academic info (schedules, grades), campus services like room booking, and even integrates with facilities (e.g. facial-recognition parking system via the app) ⁸. This indicates a seamless digital campus concept. Multiple sub-apps or modules are unified in one interface, delivering a modern, integrated UX.</p>	Van Lang's investment in a unified app with diverse features positions it at Level 4. The emphasis on campus life integration (beyond just academics) and user convenience (digital student ID, etc.) demonstrates an omnichannel mindset. Parent involvement isn't highlighted (VLU caters mainly to students), but the depth of integration and user-centric design is high.

University	Maturity Level	Evidence & Digital Capabilities	Notes
Hoa Sen University (HSU) (HCMC, NHG member)	Level 4 – Optimized Omnichannel	<p>HSU Mobile App (Hoa Sen App v2.0+): Hoa Sen upgraded its student mobile app in 2025, now offering 25+ functions ⁴. Features: biometric login (FaceID/TouchID), interactive timetable, visual GPA charts, tracking of service requests, notifications of events, and QR code integration on campus ⁴ ⁵. The UI is customizable to individual preferences, aligning with HSU's motto of respecting individuality. The app complements a web portal, and all data (grades, attendance, fees, etc.) sync in real-time.</p>	HSU's digital platform is a showcase of Level 4 capabilities – rich features and a student-centric UX . This app is a competitive differentiator in Vietnam's private HE market, and NHG's backing suggests a strategic focus on digital. Evidence of parent access is minimal (HSU focuses on adult learners), but the system likely allows information sharing if needed.

University	Maturity Level	Evidence & Digital Capabilities	Notes
FPT University (Nationwide campuses, FPT Corp-owned)	Level 4 – Optimized Omnichannel	<p>myFAP Unified App: FPT University (known for tech focus) provides <i>myFAP</i> (FPT Academic Portal) for students, faculty, and parents ⁶. Launched in 2020, <i>myFAP</i> enables students to manage almost every aspect of academic life on their phone ⁷. Features include class schedules (with real-time change notifications), attendance tracking, grade viewing (and graduation progress), tuition fee balance and payment tracking, and even in-app administrative requests (e.g. submitting absence requests or document requests) ¹⁶ ¹⁷. Parents can link accounts to monitor their child's attendance and finances ¹⁸. All data comes directly from FPT's academic systems, ensuring accuracy and transparency.</p>	FPTU is at Level 4, bordering on innovative. The inclusion of parents as users in <i>myFAP</i> is a notable strength, reflecting an omnichannel approach for both students and parents. FPT's tech capability allows rapid updates; the app is an "indispensable assistant" for students ¹⁹ . The next step for FPT might be leveraging AI for predictive services (edging into Level 5).

University	Maturity Level	Evidence & Digital Capabilities	Notes
RMIT Vietnam (Int'l branch of RMIT Melbourne)	Level 4 – Optimized Omnichannel	<p>Global Systems and RMIT App: RMIT VN students use RMIT's global digital ecosystem. This includes Canvas LMS, an array of online student services, and recently a unified RMIT App (though as of 2025 the official app is available to RMIT Australia students, RMIT VN relies on the same core platforms) ²⁰. The RMIT App provides personalized class timetables, campus maps, Canvas integration (courses, assignments, grades) and more in one place ²¹. Additionally, RMIT's Student Connect portal offers online support services ²². While parent-specific access is not a focus (RMIT caters to adult learners), the student experience is seamless across web and mobile.</p>	<p>RMIT sets a high bar in Vietnam, leveraging a mature digital strategy from its home campus. It operates at Level 4 in terms of integration and breadth of digital services. The app consolidates academic and campus needs, acting as a "digital companion for all things RMIT" ²³. RMIT's example shows what an optimized experience looks like, though some features (like the official app) may not have rolled out to VN at the exact time, the infrastructure and strategy are in place.</p>

University	Maturity Level	Evidence & Digital Capabilities	Notes
VinUniversity (VinUni) (Hanoi, founded 2020)	Level 3 – Integrated (Emerging toward 4)	<p>Portal & Systems (limited public info): VinUni is a new private university with a strong tech orientation (founded by VinGroup). It has a student portal and likely uses off-the-shelf systems (e.g. Canvas LMS, online admissions portal²⁴). There isn't a publicly known dedicated VinUni mobile app for student services yet, suggesting they rely on web-based solutions and Vingroup's ecosystem (perhaps Zalo integration for notifications or payments). They emphasize digital processes (online application, digital library), but a fully unified app isn't advertised.</p>	VinUni is on the cusp of Level 4 – as a new institution, they likely had the advantage of modern systems from day one. However, without evidence of a bespoke app or extensive integration beyond basics, we place them at high Level 3. They may quickly evolve to Level 4 given strong backing and a tech-focused mission. (Their partnership with top global universities might bring in advanced systems in future.)
Duy Tan University (DTU) (Danang)	Level 3 – Integrated	<p>Student Portal & Mobile Access: DTU, one of Vietnam's well-known private universities, offers an online student portal for academic management and reportedly a mobile app for e-learning or student services (details are not widely published in English). The portal covers course registration, grade viewing, etc. If a mobile app exists, its feature set appears basic (likely focusing on e-learning access). Integration between systems is present but not cutting-edge.</p>	Placed at Level 3 due to presence of self-service portals and possibly a limited app. DTU invests in digital (they have online programs, etc.), but there's no clear evidence of a sophisticated mobile omnichannel experience or personalized features yet.

Note: The mapping above focuses on a selection of institutions. Many Vietnamese private universities are quickly moving targets – for instance, **Văn Hiến University (VHU)** now has the “VHU Portal” mobile app integrating their management system ²⁵ ²⁶, which would put it at Level 3 moving toward 4. Overall, **the trend** is that even traditionally Level 1–2 universities are adopting vendor solutions (like OneUni or PSC UIS) to leap into Level 3 by providing students with mobile access to academic information. The **differentiators at Level 4** are often the *quality* of UX and breadth of features, not just the existence of an app. For example, both HSU and FPT’s apps show a polish and depth that go beyond basic needs, which is why they rank higher in maturity versus a university that merely has a rudimentary app.

NHG (Nguyen Hoang Group) Digital Experience Positioning

Nguyen Hoang Group (NHG) owns multiple private universities (e.g. Hoa Sen, Hong Bang International, Gia Định, Bà Rịa-Vũng Tàu, Miền Đông University) and K-12 schools. Below is an assessment of NHG's current maturity level, with evidence, plus identified risks and next steps for improvement:

NHG Level Today	Evidence / Assumptions	Risks	Next Steps
Level 3 (with pockets of Level 4) – NHG's universities overall are at an integrated self-service stage, with at least one reaching near-Level 4.	<p>Evidence: Hoa Sen University's advanced app (Level 4 capabilities) shows NHG can achieve high maturity in student experience ⁴ ⁵. Other NHG universities (Hong Bang, Gia Định, etc.) use the OneUni mobile portal solution ²⁷ ²⁸, which provides unified access to info (schedules, grades, tuition) – a solid Level 3 capability. All NHG universities have online portals; some have mobile apps for students (HIU's "OneUni" app for instance). Integration: There is a degree of standardization via group-wide solutions (OneUni platform and perhaps shared ERP). However, user experience quality varies by member school (HSU vs. others). Governance: Likely centralized at NHG EdTech/ IT level for core systems, but each university may have autonomy in implementation.</p>	<p>Digital fragmentation risk: Not all NHG institutions are as digitally mature as HSU – inconsistent experiences could hurt NHG's brand if students/parents at different universities see uneven quality. Adoption risk: Faculty and student uptake might lag if systems are not user-friendly (e.g., anecdotally, some apps have low ratings or usage). Technical debt: Using third-party solutions (like OneUni) could limit customization; if requirements grow, NHG might outgrow these solutions. Security/privacy: A group-wide platform means large data pools; any breach or data mismanagement could impact multiple institutions at once.</p>	

NHG Level Today	Evidence / Assumptions	Risks	Next Steps
NHG's Current Competitive Position: roughly mid-pack to leading among Vietnam private educators digitally.	Hoa Sen (NHG) is now arguably among digital frontrunners nationally (attracting students with its app's modern experience). Other NHG schools are catching up but may trail innovators like FPT or RMIT in polish. The NHG-VNG strategic partnership (2025) to boost digital transformation signals NHG's ambition to lead ⁹ ²⁹ . However, until execution, NHG's average level remains around 3.5.	Competition: Non-NHG institutions (FPT, VLU, RMIT) have strong offerings; NHG must ensure its whole system advances, not just one or two flagship universities. Expectation risk: As NHG markets itself as "international, world-class" education, student expectations for digital services are high. Any gap in delivering a Level 4 experience consistently could affect satisfaction.	Leverage group scale: Unify the student/parent experience across all NHG universities (one app/portal branding with individual personalization) – turning fragmentation into a cohesive strength. Evidence-based improvements: Use analytics from current systems to find pain points (e.g. low usage features, frequent support queries) and address them. Learn from leaders: Embrace best practices from high-maturity peers (e.g., consider FPT's approach to parent integration ¹⁸ or RMIT's approach to multi-channel student support).
Conclusion: NHG is presently around Level 3 , with Hoa Sen at Level 4. The group is poised to elevate to Level 4 system-wide with focused effort.	Recent initiatives (HSU app, partnerships) demonstrate momentum. The fastest path to Level 4 is leveraging these successes group-wide.	Organizational risk: Achieving Level 4 requires not just tech but culture change (staff training, new workflows). Resistance or slow adoption internally could impede progress.	Next big step: Establish a group Digital Experience Center of Excellence to drive the roadmap (see below). This team would ensure all member universities reach Level 4 in unison, sharing technology, and insights.

36-Month Roadmap for NHG to Reach Level 4 Maturity

To credibly reach a solid Level 4 omnichannel student/parent experience in 36 months (3 years), NHG should follow a phased roadmap with clear milestones each quarter. Below is a proposed high-level roadmap with quarterly milestones and capability-building actions across product development, data integration, and support/training:

Year 1 (2026): Foundation and Quick Wins

- **Q1 2026: Establish Governance & Vision** – Form NHG's Digital Experience task force (product managers, IT leads, student services reps from each university). Define the unified vision of the "NHG OneApp/Portal" experience and Level 4 KPIs (adoption, satisfaction, etc.). Start auditing existing systems. **Milestone:** Governance structure in place; detailed gap analysis completed.
- **Q2 2026: Harmonize Platforms (Phase 1)** – Choose core technology approach (upgrade existing OneUni platform or build new unified solution). Quick-win integrations: enable single sign-on across all NHG services (e.g., library, email, LMS) for a smoother user journey. Launch a refreshed parent portal for K-12 that could extend to universities as needed. **Milestone:** All students and parents use one login for major services; basic parent access defined for universities (policy and technical groundwork).
- **Q3 2026: UX and Mobile Development** – Kick off development of the unified NHG mobile app (or major upgrades to existing apps) with a **student-centered design** process. Involve students in UI/UX testing. Start consolidating redundant systems (if some universities use different apps, plan to merge). **Milestone:** Prototype of NHG unified app/portal ready, showcasing 2-3 key features (e.g. unified dashboard with multi-university theming).
- **Q4 2026: Pilot and Feedback** – Pilot the new digital platform at one university (e.g., Hoa Sen, as it's already advanced, to gather high-end use feedback, or a mid-level one to test improvements). Implement feedback loops (in-app surveys, analytics). Ensure data from SIS, finance, LMS are flowing correctly in the new system. **Milestone:** Pilot app running with live data for one institution; initial feedback collected, and iterative improvements scheduled.

Year 2 (2027): Rollout and Enrichment

- **Q1 2027: Rollout to All NHG Universities (Phase 1)** – Gradually deploy the unified app/portal to other NHG universities (two or three in Q1). Migrate users from old systems (if Hong Bang or others were on OneUni or separate portals, transition them now). Provide training to staff and support teams. **Milestone:** 50% of NHG universities live on the new platform; legacy systems running in parallel for safety.
- **Q2 2027: Full Rollout Completed** – All NHG higher-ed institutions are on the unified Level-4-capable platform. Launch marketing to students/parents highlighting new capabilities (push adoption). Meanwhile, integrate **ZaloPay for tuition payments** and other VNG-provided enhancements (per the 2025 partnership) ²⁹. **Milestone:** 100% rollout; digital payment integration live (e.g., tuition, fees payable in-app).
- **Q3 2027: Feature Enhancements** – Add more Level 4 features identified as gaps: e.g., event management module (students can see and register for workshops, career fairs via app), internship/job portal integration, enhanced push notifications for all critical updates. Deploy a **parent monitoring feature** for undergrad parents who want to track academic progress (optional,

respecting student privacy). **Milestone:** Version 2.0 of platform released group-wide with expanded feature set; parent link accounts available for those who opt in.

- **Q4 2027: Data Analytics & Personalization** – Begin leveraging usage data to personalize content. For example, use analytics to show relevant news or opportunities on the student's home screen (different for a freshman vs. senior). Implement basic AI chat support for common inquiries (FAQ bot that can hand off to human if needed). **Milestone:** Analytics dashboard in place for product team; personalized content pilot (maybe at Hoa Sen) showing improved engagement; AI chatbot answering at least 30% of FAQs successfully.

Year 3 (2028): Optimization and Innovation (Path to Level 5)

- **Q1 2028: Optimize Performance & Adoption** – Evaluate KPI trends: app login frequency, task completion rates, support ticket reduction, etc. Conduct user satisfaction surveys. Optimize app performance, address any usability issues. **Milestone:** Achieve target adoption rate (e.g., >85% of students use the app weekly, >70% of parents of first-year students use parent portal).
- **Q2 2028: Academic Integration & Advising** – Integrate more deeply with academic advising and early warning systems. For instance, enable the app to show personalized "to-do" lists (upcoming course registration, documents to submit, etc.), and flags if a student is falling behind (with nudges to seek advising). Collaborate with academic affairs to embed these workflows digitally. **Milestone:** Advising alerts and to-dos live in app; early alert pilot running (data-driven notifications for at-risk students).
- **Q3 2028: Expand Ecosystem & Partnerships** – By now, consider Level 5 elements: possibly incorporate **blockchain credential storage** (digital diplomas, as hinted in NHC's plan with VNG³⁰), or connections to outside services (like discounts for students, integration with VinGroup services for VinUni students, etc.). This quarter can focus on one innovative add-on that aligns with NHC's strategy (e.g., an AI mentor or integrating a global online course marketplace for skill-building). **Milestone:** One Level-5-type feature launched (for example, blockchain-verified transcripts available to graduates, or an AI-driven course recommendation engine).
- **Q4 2028: Review & Future Roadmap** – Conduct a comprehensive maturity assessment. Benchmark NHC's digital experience against top global universities. Identify remaining gaps for Level 5. Plan the next 2-3 year strategy (which might focus on **AI personalization at scale**, deeper learning analytics, etc.). **Milestone:** NHC recognized as a national leader in digital student experience (perhaps through awards or at least user feedback). Strategy for 2029+ in place to keep advancing (ensuring the momentum doesn't stop at Level 4).

Capability Build Plan Summary:

- **Product:** Establish a centralized product team (designers, app developers, product managers) at NHC to continuously develop the unified platform. Train this team in agile methodologies to deliver frequent updates. Also build capacity in UX research – involving students and parents in testing new features each quarter.
- **Data:** Over the 36 months, invest in a robust data integration layer (could be a middleware or iPaaS) to ensure all NHC systems feed into the student app/portal in real time. Simultaneously, build a **analytics team** to use data for decision-making – e.g., monitoring which features are used or where students struggle, to inform improvements. Data governance policies must be updated to cover the expanded data usage (privacy, consent for parent access, etc.).
- **Integration:** Key integrations to achieve early: SIS + LMS (so that grades, attendance, content access are seamless – many schools achieved this via Canvas or similar, NHC should ensure OneApp

integrates LMS like Moodle/Canvas for a one-stop experience), SIS + Finance (tuition and fee payment in-app), and Single Sign-On for any external tools. Later integrations: ID card systems (for library, door access – possibly via QR in app), internship/employment systems, and national services (e.g., MOET databases if relevant). Partnering with VNG as planned will aid some integrations (payment, cloud, AI) ⁹.

- **Support & Training:** Roll out an internal training program for staff in all NHG universities to fully utilize and promote the digital platform – e.g., academic offices should use the system to communicate with students instead of expecting physical visits. Empower “digital ambassadors” (tech-savvy staff or students) on each campus to help peers use new features. Additionally, ensure a robust support system: in-app help, dedicated hotline/chat for technical issues, especially during transitions. The goal is to drive high adoption by making help readily available and demonstrating the platform’s value. Gradually shift support focus from basic usage (as users become accustomed) to collecting suggestions for further improvements.

Confidence & Recency: This roadmap leverages **current evidence up to late 2025** (e.g., NHG’s partnership with VNG ³⁰ and the state of peer universities’ apps through 2025) to project a realistic path. Confidence is high that NHG can reach Level 4 in 3 years if it executes diligently – many building blocks (cloud infrastructure, vendor partnerships, existing apps) are already in place. The timeline is aggressive but credible, given the fast pace of digital adoption in Vietnam’s education sector. Continual monitoring and willingness to adjust course (e.g., if a certain integration takes longer, or if user adoption is slower, reallocate resources accordingly) will be crucial. By 2028, NHG should be at a digital maturity where the student and parent experience is a standout strength, thereby supporting the group’s reputation and growth in a competitive higher education landscape.

Sources:

- Maturity model concepts adapted from higher-ed digital transformation research and CX maturity frameworks ¹.
- Evidence of features and current state drawn from: FPT University’s myFAP app description ⁶ ¹⁷, Hoa Sen University’s app features ⁴, HUTECH’s e-HUTECH updates ², RMIT’s digital services ²¹, and Van Lang’s VLGo app info ⁸.
- NHG context and partnership with VNG for digital transformation ³⁰ ²⁹.

¹ Model for assessing the maturity level of digital transformation in higher education institutions: a theoretical-methodological approach

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⁴ ⁵ Khám phá App Hoa Sen - công cụ vạn năng giúp Tân sinh viên K25 làm chủ năm học mới
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⁶ ⁷ ¹⁶ ¹⁷ ¹⁸ ¹⁹ myFAP – Công cụ hỗ trợ học tập không thể thiếu của sinh viên FPT
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