

C/ DETAILED OUTLINE

● Introduction

○ Overview

- Introduce the Company and Its Ambition (1-2 sentences):
 - Start by introducing the company you are discussing, including its founding ambition.
 - **Example/Note:** *"Shopee was founded with the ambition to create an ecommerce platform where buyers and sellers could interact more efficiently..."* - [Giới thiệu về Shopee - Tuyển dụng | Shopee Việt Nam](#)
- Highlight the Company's Growth and Market Position (1-2 sentences):
 - Discuss the company's development, market position, and achievements.
 - **Example/Note:** *Shopee has steadily developed in size and service quality, becoming the first shopping app in Southeast Asia, Taiwan, and Brazil...'*
 - *'In the Vietnamese market, Shopee holds a 72% market share...'* - [Vietnam Is The Second Largest E-Commerce Market in Southeast Asia](#)
- Introducing the topic by

Link Business Strategy to Human Capital Management (1-2 sentences):

- Connect the concept of competitive business strategy with the management of human resources.
- **Example/Note:** *In every business strategy, the goal is to stay competitive and generate profit, which requires efficient management of resources, particularly human capital...'* - [Linking Business Strategy and Human Resource Management: Issues and Implications](#)

or Introduce the challenge (1-2 sentences):

- The pandemic has majestically disturbed many companies, constructing a complicated and challenging situation for administrators and Human Resource Management specialists, who desire to locate creative clarifications to protect the stability of the firms and support the workers to handle the unprecedented change (Hamouche2021)' - [Human resource management and the COVID-19 crisis: implications, challenges, opportunities, and future organizational directions](#)

- Discuss the Importance of Aligning HRM with Corporate Goals (1-2 sentences):
 - *Emphasize the necessity for business leaders to align HRM with corporate objectives, mentioning how this alignment impacts the company's strategic plan.* - [Business strategy and performance: the role of human resource management control](#); [Strategic Human Resource Practices, Top Management Team Social Networks, and Firm Performance: The Role of Human Resource Practices in Creating Organizational Competitive Advantage](#)

- *Discuss how correctly managing human resources can give a company like Shopee a competitive advantage in a challenging market.*

- Explain the Function of Employer Branding in HRM (1-2 sentences):
 - *Mention how employer branding helps companies attract and retain top talent, thus ensuring growth and profitability.* - [The relationship between employer branding, corporate reputation and intention to apply to a job offer](#)

- Describe the Company's HRM Policies and Culture (1-2 sentences):
 - Talk about the specific HRM policies and company culture.
 - **Example/Note:** *Describe the company's HRM policies, such as 'Shopee's HRM policies are based on five values...' and how they influence the recruitment process.* - [Giới thiệu về Shopee - Tuyển dụng](#)

[Shopee Việt Nam](#); [Why Shopee?](#)



- Outline the Structure of the Study (1-2 sentences):
 - End the introduction by outlining what the study will analyze and the structure of the report.

- **Example/Note:** "Conclude by stating the main focus of your study, such as 'This study will analyze Shopee's current Employer Branding situation...' and briefly mention the methods or approaches you will use, like conducting a SWOT analysis, theory and evidence analysis, and proposing recommendations."

○ SWOT Analysis

■ Introduce the SWOT Analysis Section:

- **Example/Note:** "This section outlines a SWOT Analysis of Shopee, identifying its Strengths, Weaknesses, Opportunities, and Threats."

■ List the Strengths (1-3 bullet points)

- Identify and describe key strengths of the company.
- **Example/Note:**
 - "Strong presence as the leading e-commerce company in Southeast Asia and Vietnam, reflecting a dominant market position."
 - "Clear, consistent, and easy-to-remember company values, facilitating effective communication with potential applicants."
 - "Diverse programs to support employee growth and career development, such as general and trainer training."
 - "An innovative and interactive workplace that fosters employee engagement, exemplified by collaborative spaces and wellness initiatives."
 - [Giới thiệu về Shopee - Tuyển dụng | Shopee Việt Nam](#); [Why Shopee?](#); [About Shopee](#)

■ List the Weaknesses (1-2 bullet points)

- Point out the company's weaknesses.
- **Example/Note:**
 - "As a relatively young company (7 years old), Shopee faces reservations from job seekers who prefer more established firms with stronger employer brands ([Employer Branding: A Brand Equity-based Literature Review and Research Agenda](#))."

<ul style="list-style-type: none"> ■ Identify the Opportunities (1-4 bullet points) ● Discuss the opportunities available to the company. ● Example/Note: ○ "The rapid growth of the e-commerce sector in Vietnam presents job prospects that Shopee can capitalize on to enhance its employer brand (Market report 2023; Understanding Generation Z in the Workplace)." ○ "Gen-Z's work orientation and eagerness to develop new skills align with Shopee's culture, and their priorities in well-being and work-life balance are areas Shopee can address (Deloitte's Gen Z and Millennial Survey reveals two generations striving for balance and advocating for change)." ○ "Vietnamese Gen-Z's willingness to learn digital skills presents an opportunity for Shopee to attract them through its training programs (How Digital Ready Is Generation Z?)." ○ "Gen-Z's frequent use of social media for information can be leveraged by Shopee for employer branding and recruitment (Gen Z Is Extremely Online)." 	<ul style="list-style-type: none"> ■ Describe the Threats (1-2 bullet points) ■ Outline the threats the company faces. ● Example/Note: ○ "Gen-Z's limited exposure to e-commerce may lead to apprehensions about lacking digital skills for the industry(Gen Z Is Extremely Online)." ○ "Gen-Z's skepticism in selecting companies and their propensity to leave jobs for better opportunities highlight the need for Shopee to clearly communicate its culture and branding (Are You Ready for Gen Z in the Workplace?; Factors Affecting Gen Z Work Performance: Case Study From E-Commerce Industry in Jabodetabek)."

→ Conclude with a Challenge (1-2 sentences):

- **Example/Note:** "The challenge for Shopee, being relatively new compared to established players in the job market, is to effectively differentiate itself through employer branding to attract and retain top talent in Vietnam, especially among Gen-Z."

● Theory-based analysis

○ Employer Branding

- Define Employer Branding (1-2 sentences):
 - Start by defining employer branding according to relevant scholars.
 - **Example/Note:** "Employer branding, as defined by [Ambler and Barrow \(1996\)](#), encompasses the functional, economic, and psychological benefits associated with employers. It represents a blend of HR practices and marketing principles within a competitive labor market."
- Describe the Purpose and Function of Employer Branding (1-2 sentences):
 - Explain the role and importance of employer branding in a company.
 - **Example/Note:** "Employer branding is crucial for attracting new talent, boosting employee motivation and retention, and establishing a strong organizational culture and brand value. This aids companies in differentiating themselves from competitors in the labor market."
- Explain the Components of Employer Branding (1-2 sentences):
 - Discuss the different aspects or components of employer branding as identified in the literature.
 - **Example/Note:** "According to [Lievens \(2007\)](#), employer branding involves a range of activities for both internal and external promotion of a company's unique and desirable attributes."
 - **Example/Note:** "The process of employer branding, as outlined by [Backhaus & Tikoo \(2004\)](#), includes three main aspects: developing an employer value proposition, executing external branding strategies, and implementing internal branding initiatives."
- Summarize the Significance of Employer Branding (1-2 sentences):
 - Conclude with a summary of the significance of employer branding based on the theoretical perspectives.
 - **Example/Note:** "Therefore, employer branding plays a pivotal role in not only attracting and retaining talent but also in establishing a

company's competitive edge in the labor market through a distinct and appealing employer identity."

○ Theories Analysis Application

Define the Theory	Provide a clear, concise definition of the theory according to scholarly sources
Explain the Theory	Discuss the key components, roles, purposes, and/or outcomes of the theory.
Connect to Broader HR Concepts	Relate the theory to relevant HR concepts it impacts or is associated with
Introduce Compatible Theories	Mention complementary or connected theories that provide additional context.
Apply Theory to Practice	Provide examples of how the theory can be applied in real-world HR contexts.
Evaluate Impact	Summarize the potential impact or significance of effectively applying the theory.

■ Theory 1 - Employer Value Proposition

■ Define EVP (1-2 sentences):

- Start by defining the Employer Value Proposition according to a relevant scholar.
- **Example/Note:** "Begin by defining EVP, stating that it is 'a set of offerings provided by an organization in return for the skills, capabilities, and experiences of an employee'."

■ Describe the Role and Impact of EVP (1-2 sentences):

- Explain how the EVP is aligned with workforce strategies and its impact.
- **Example/Note:** "Explain that EVP should align with existing workforce planning strategies and display an organization's core values, benefits,

and offerings through an employee-centered approach, contributing to a distinct employer-of-choice image and a favorable work environment."

- Discuss the Relevance of EVP for Gen-Z (1-2 sentences):
 - Highlight why EVP is particularly important for attracting Gen-Z talent.
 - **Example/Note:** "Mention that with Gen-Z expected to form a significant part of the workforce (e.g., around a third of the Vietnamese workforce by 2025, as per [PwC 2020](#)), organizations need to stand out as attractive employers."
- Link EVP with Sustainable HRM (1-2 sentences):
 - Describe how Sustainable HRM contributes to creating an attractive employer brand.
 - **Example/Note:** "Discuss how Sustainable HRM, as long-term strategies for responsible employee management, aids in building an attractive employer brand and achieving a sustained competitive advantage in the labor market."
- Explain the Integration of Sustainable HRM in EVP (1-2 sentences):
 - Discuss how incorporating Sustainable HRM into EVP can enhance employer attractiveness.
 - **Example/Note:** "Point out that incorporating Sustainable HRM into a company's EVP, as suggested by [App, Merk & Buttgen \(2012\)](#), could enhance an employer's attractiveness by meeting diverse needs and expectations of potential and existing employees, thereby gaining a competitive advantage."
- Provide Examples of Sustainable HRM Practices in EVP (1-2 sentences):
 - List specific Sustainable HRM practices that can be included in EVP.
 - **Example/Note:** "Suggest including Sustainable HRM practices such as work-life balance, employability, and worksite health care programs in the EVP, which can ensure a company's competitive advantage and boost employer attractiveness by creating values for employee development."

■ Theory 2 - Internal Branding

- Define Internal Branding (1-2 sentences):
 - Start by defining internal branding and its focus.

- **Example/Note:** "Internal branding is an approach focused on current employees, aiming to encourage them to internalize and reflect the company's core values, premise, and vision, and to communicate these to external stakeholders, as [Saleem & Iglesias \(2016\)](#) describe."
- Describe the Role of Internal Branding (1-2 sentences):
 - Explain the methods and purposes of internal branding.
 - **Example/Note:** "This involves using training programs and internal communications to help employees understand the brand and commit to organizational objectives, which, according to [Piha & Avlonitis \(2018\)](#), facilitates behavior modifications consistent with the desired brand identity."
- Link Internal Branding with Employee Retention and Satisfaction (1-2 sentences):
 - Discuss how effective internal branding strategies can influence employee retention and satisfaction.
 - **Example/Note:** "Effective internal branding strategies are key to enhancing employee retention and satisfaction by fostering greater job satisfaction, a sense of belonging, and a purpose within the company."
- Introduce the Role of Motivational Theory in Internal Branding (1-2 sentences):
 - Explain the importance of Motivational theory in internal branding.
 - **Example/Note:** "Motivational theory plays a crucial role in internal branding, as it aids in creating a positive brand image and contributes to talent retention. Herzberg's theory, which emphasizes the importance of intrinsic and extrinsic motivators, forms the foundation of effective motivational practices."
- Discuss Intrinsic and Extrinsic Motivators (1-2 sentences):
 - Detail the types of motivators as per Herzberg's theory.
 - **Example/Note:** "Intrinsic motivators, such as challenging work, recognition, and growth potential, address individuals' needs for self-growth and self-actualization ([Alshmemri et al. 2017](#)), while extrinsic motivators like relationships with peers, working environment, and company policies are essential for reducing employee dissatisfaction."
- Conclude with the Impact of Motivational Theory on Internal Branding (1-2 sentences):

- Summarize the impact of applying Motivational theory to internal branding.
- **Example/Note:** "By effectively applying Motivational theory, organizations can enhance employee contribution to corporate objectives, thereby improving profitability and retention. This makes Motivational theory a vital component in building a positive reputation and an attractive employer image."
- Link to Case Study and Evidence-Based Analysis (1 sentence):
 - Connect the theory to the specific case study that will be analyzed later.
 - **Example/Note:** "Based on the SWOT analysis and these theories, Shopee's performance in internal employer branding will be further explored in the subsequent Evidence-based analysis."

■ Theory 3 - External Branding

- Define External Employer Branding (EEB) (1-2 sentences):
 - Start by defining what EEB is and its focus.
 - **Example/Note:** "External Employer Branding (EEB) refers to the strategies aimed at attracting potential employees, with the goal of promoting the company's brand recognition among job seekers and positioning the company as an employer of choice."
- Discuss the Role of Recruitment Marketing in EEB (1-2 sentences):
 - Explain how recruitment marketing efforts are used in EEB.
 - **Example/Note:** "EEB is promoted through recruitment marketing efforts, which involve delivering organizational values to desired prospective talents, thereby enhancing the volume and quality of job applications."
- Highlight the Impact of a Strong Employer Brand (1-2 sentences):
 - Mention the benefits of having a strong employer brand.
 - **Example/Note:** "A strong employer brand, as [Tapia \(2021\)](#) notes, can significantly increase the number of qualified job applicants, allowing companies to make more efficient and effective hiring decisions."
- Introduce the Concept of Person-Organization (P-O) Fit (1-2 sentences):
 - Discuss the relevance of P-O fit in EEB.
 - **Example/Note:** "[Lauver and Kristof-Brown \(2001\)](#) describe the concept of person-organization (P-O) fit as the compatibility between an

individual's values, beliefs, and culture and those of the organization, which is crucial in attracting employees whose attributes best fit the company."

- Explain the Importance of P-O Fit in Recruitment (1-2 sentences):
 - Detail how P-O fit theory is used in hiring and selection.
 - **Example/Note:** "P-O fit theory, as [Srivastava and Bhatnagar \(2010\)](#) examined, is essential in enhancing the outreach and engagement between the employer brand and candidates, helping in hiring employees who align well with the organization."
- Describe Recruitment Marketing Techniques (1-2 sentences):
 - Explain how recruitment marketing techniques are implemented in EEB.
 - **Example/Note:** "Recruitment marketing techniques, according to [Rajan \(2015\)](#), involve using marketing strategies during the recruitment process, such as digital marketing and social media, to communicate the company's characteristics and job offerings, thereby increasing brand awareness and engagement."
- Discuss the Role of Social Media in Recruitment Marketing (1-2 sentences):
 - Highlight the significance of social media in recruitment marketing for EEB.
 - **Example/Note:** "With the rapid growth of social media, especially among Generation Z, HR professionals, as [Bondarouk et al. \(2014\)](#) noted, recognize the importance of information sharing for employer branding, making recruitment marketing a powerful tool for enhancing the employer brand."

● Evidence-based Analysis

- Introduce the Evidence-based Analysis Section (1-2 sentences):
 - Begin by stating the purpose of this section.
 - **Example/Note:** "In this part of the report, we will present practical case studies focusing on three stages of Employer Branding (EB): Employer Value Proposition (EVP), Internal Employer Branding (IEB), and External Employer Branding (EEB), analyzing what Shopee has done well and areas for potential enhancement."
- EVP Case Study Analysis (1-2 paragraphs):

- Present a case study for EVP, comparing it with a competitor.
- **Example/Note:** "Examine Lazada as a comparative case study. In 2020, Lazada Vietnam, recognized by HR Asia, exemplified strong EVP by focusing on Learning & Development (L&D) and employee work-life balance/wellbeing, as seen in their core values ([Lazada 2022](#)). This aligns with Sustainable HRM practices and addresses the needs and expectations of employees, particularly Gen-Z, enhancing Lazada's employer attractiveness ([App S et al 2012](#)). Compare this with Shopee's EVP strategy, pointing out similarities or areas for improvement." → create value by addressing needs and expectations, in turn improve employer attractiveness.
- IEB Case Study Analysis (1-2 paragraphs):
 - Analyze Shopee's IEB strategies, focusing on intrinsic and extrinsic motivators.
 - **Example/Note:** "Discuss Shopee's internal branding efforts, highlighting the Shopee Global Leader Program for intrinsic motivation, and employee engagement activities like Ao Dai day and Happy Friday for extrinsic motivation ([Shopee 2022](#)). Explain how these strategies align with [Baumgarth and Schmidt's \(2010\)](#) principles on brand messaging absorption and cultivation of brand culture, leading to increased work satisfaction and retention ([Ogbogu, 2017](#))."
 - **Example/Note:** "Discuss Tiktok's internal branding efforts,

For intrinsic motivation: "Encouraging extreme workaholism among rank-and-file employees and rewarding those who buy into it with financial incentives and greater chances at promotion has been an essential part of ByteDance corporate culture" ([Tiktok](#)). ByteDance publicly tried to counter 996 culture in late 2021, instructing its employees to work 10 a.m. to 7 p.m. only Monday to Friday.

For extrinsic motivators: ByteDance, which owns popular short video app TikTok, is offering to buy back stock options from employees at a higher price than earlier this year, in a bid to boost motivation and inject confidence among employees. ([Bytedance](#))

- EEB Case Study Analysis (1-2 paragraphs):
 - Present case studies of other companies for EEB, comparing their strategies with Shopee.

- **Example/Note:** "Analyze Unilever's Future Leaders League as a recruitment marketing strategy to engage with Gen-Z ([Unilever 2022](#)). Explain how this creates touchpoints for interaction with the company culture and compare this with Shopee's Ultimate Case Challenge, suggesting improvements. Also, examine TH's use of TikTok in recruitment marketing, highlighting its effectiveness in reaching Gen-Z. → Suggest how Shopee could adopt similar strategies on platforms like TikTok to enhance their EEB. (providing insights on the company culture or announcing potential opportunities for candidates to apply with a friendly demeanor)" → Example of utilising recruitment marketing to amplify the employer brand
- Conclude the Evidence-based Analysis (1-2 sentences):
 - Summarize the findings and implications from the case studies.
 - **Example/Note:** "Based on these case studies, it is evident that Shopee can further enhance its Employer Branding strategies by incorporating successful elements observed in other companies, particularly in areas of EVP and EEB, to better engage with current and potential employees, especially from the Gen-Z demographic."

● Recommendation and Conclusion

- Introduce the Recommendation and Conclusion Section (1-2 sentences):
 - Begin by summarizing the company's current position and the need for further improvement.
 - **Example/Note:** "Although Shopee has established itself as a leader in e-commerce with innovative employee initiatives, it faces challenges in attracting Gen Z candidates due to its relatively short history in the industry. This section will provide recommendations to enhance Shopee's Employer Branding (EB) based on theoretical analysis and successful case studies."
- Recommendations for EVP (1-2 paragraphs):
 - Suggest improvements to Shopee's EVP, focusing on areas of weakness.
 - **Example/Note:** "Shopee should enhance its EVP by incorporating aspects of employee well-being alongside development, inspired by Lazada's 'Live seriously, work happily' approach. This addition, aligning with Shopee's internal activities, would resonate with Gen Z's

priority on work-life balance ([Deloitte 2022](#)). Consistent communication of these values, both internally and externally, is crucial for achieving favorable outcomes (Bolander and Sandberg 2013)."

- Recommendations for EEB (1-2 paragraphs):
 - Offer suggestions to improve Shopee's EEB.
 - **Example/Note:** "Shopee can improve its 'Shopee Ultimate Case Challenge' by incorporating elements from Unilever's 'Future Leaders League', such as offering top participants a 'one-day-at-Shopee' experience and entry into their Apprentice Program. Additionally, Shopee should consider using TikTok to engage with Gen Z ([Nguyen 2022](#)), creating content that showcases their culture and values, similar to TH's approach, enhancing brand awareness and recruitment efforts."
- Concluding Remarks (1-2 sentences):
 - Summarize the recommendations and the potential impact on Shopee's EB.
 - **Example/Note:** "In conclusion, by gradually enhancing its EB strategies and utilizing its strengths, Shopee can effectively overcome the challenges posed by its relative newness in the industry. Implementing these recommendations could significantly improve Shopee's ability to attract and retain a talented Gen Z workforce in a competitive job market."

● Teamwork evaluation & Reflection

- *Introduce the Theory Summary Section (1-2 sentences):*
 - *Start by introducing the theoretical framework used for evaluating the team's performance.*
 - **Example/Note:** *"In this section, we apply Tuckman's Team-development model, as outlined by [Natvig and Stark \(2016\)](#), to evaluate our team's work process during this assignment. This model defines five stages that a team typically goes through to achieve a shared goal."*
- *Explain Tuckman's Team-Development Model (1 paragraph):*
 - *Briefly summarize Tuckman's model and its relevance.*
 - **Example/Note:** *"Tuckman's model identifies five stages of team development: Forming, Storming, Norming, Performing, and*

Adjourning. These stages represent the progression of a team from initial formation to the completion of its objectives."

■ *Reflect on the Forming Stage (1 paragraph):*

- *Describe the team's experience in the Forming stage.*
- **Example/Note:** *"During the Forming stage, our team members first met. Initially, our purpose and roles were unclear, and there was hesitation in trust-building. To address this, we established a clear common goal of excelling in our course's assignment and assigned roles based on members' strengths, such as Quynh and Giao leading the analysis sections and Khoa and Ngan focusing on writing. We also conducted bonding sessions to enhance trust and morale."*

■ *Discuss the Storming and Norming Stages (1 paragraph):*

- *Reflect on the challenges and resolutions in the Storming and Norming stages.*
- **Example/Note:** *"In the Storming stage, scheduling conflicts posed a significant challenge, hindering our progress. We adopted a hybrid working model in the Norming stage, utilizing Messenger/Teams and Google Drive for communication and collaboration. We also set fixed deadlines for each part and planned offline meetings for comprehensive discussions and paper finalization."*

■ *Describe the Performing and Adjourning Stages (1 paragraph):*

- *Share the team's experience in the Performing and Adjourning stages.*
- **Example/Note:** *"As we moved into the Performing stage, our team effectively communicated and worked as per the established procedures, leading to the successful completion of the assignment. The Adjourning stage marked the conclusion of our project, where we finalized and submitted our paper."*

■ *Summarize Lessons Learned (1 paragraph):*

- *Conclude with key takeaways and lessons from the team experience.*
- **Example/Note:** *"Overall, our team achieved our set goals and overcame challenges. The most significant lesson learned is the value of flexibility in teamwork. Adopting a hybrid working model proved effective, enhancing efficiency and team morale. This experience has prepared us for future collaborative projects and employment, especially in the evolving landscape of online cooperation post-Covid ([Yang et al. 2021](#))."*

Extra sources:

- [Human Resource Management - Principles and Practice](#)
- [7 best practices for supporting employees during COVID-19](#)
- [Workforce cross training: a re-emerging trend in tough times](#)
- [Understanding organizational learning capability,” Journal of Management Studies](#)
- [Working in the digitized economy: HRM theory & practice](#)
- [Employee Development and Its Affect on Employee Performance A Conceptual Framework](#)
- [Effect of Employee Involvement on Job Performance in The Medical Research Industry in Kenya](#)
- [The advantages and disadvantages of internal recruitment](#)
- [The Impact of High-Performance Work Systems on Employees: A Sectoral Comparison](#)
- [How Do High-Performance Work Systems Affect Individual Outcomes: A Multilevel Perspective](#)
- [High performance work systems and corporate performance: the influence of entrepreneurial orientation and organizational learning](#)
- [Effective Employee Engagement in the Workplace](#)