

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

**Recruitment processes in the Czech division of a
multinational beverage company**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Josefína Buriánková

Economics and Management

Thesis title

Recruitment processes in the Czech division of a multinational beverage company

Objectives of thesis

The main aim of this thesis is to critically analyse the processes of recruitment, selection and adaptation of employees in a certain company, and in case of identified drawbacks propose improvements.

Sub objectives include:

Identifying the recruitment strategy of the company

Identifying the main cause/s for the rate of employee fluctuation

Methodology

To identify and analyze processes of recruitment, selection and adaptation of employees quantitative and qualitative research has to be applied.

It is necessary to use secondary resources to create theoretical background.

Research will be done on the basis of semi-structured interviews, survey of demographics and hard data provided by the company.

The proposed extent of the thesis

Approx 60 – 70 pages

Keywords

recruitment process, selection, adaptation

Recommended information sources

ARMSTRONG, M. *Armstrong's essential human resource management practice : a guide to people management*. London: Kogan Page, 2010. ISBN 978-0-7494-5989-5.

MULLINS, L J. *Management and organisational behaviour*. Harlow: Financial Time Prentice Hall, 2010. ISBN 9780273728610.

Nekoranec J. & Nagyova L., Adaptation of employees in the organization and its importance in terms of Human Resource Management, chapter (pp 114-120) in: Land Forces Academy Review 2014, Nr1 (Romania), ISSN 2247-840X

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Declaration

I declare that I have worked on my diploma thesis titled "Recruitment processes in the Czech division of a multinational beverage company" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 27.03.2019

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Recruitment processes in the Czech division of a multinational beverage company

Abstract

This diploma thesis examines the recruitment processes in a Czech division of The Coca-Cola Company. The main aim of the thesis is to describe and evaluate the current state of recruitment processes and employer branding, subsequently identify its problematic areas and propose possible further recommendations. The theoretical part contains basic notions from the area of Human Resource Management focusing of recent trends in recruitment based on an analysis of the secondary sources. The practical part contains analysis of the company's internal documents and is focused on the characteristics of The Coca-Cola Company, description of the current state of recruitment processes. Further it contains an evaluation of the semi-structured interviews with employees, which are conducted based on the data gathered through participative observation in the company and semi-standardized interviews with Human Resource Partner and as well as with recruiter. Finally based on the recognized drawbacks, recommendations, for improving the recruitment processes, are defined.

Keywords: Recruitment, Employer branding, Onboarding, Human Resources, Fluctuation, Selection, Sourcing of employees

Náborové procesy v české divizi nadnárodní nápojářské společnosti

Abstrakt

Tato diplomová práce se zabývá náborovými procesy v české divizi Coca-Cola Company. Hlavním cílem této práce je popsat a následně zhodnotit souasný stav náborových procesů, employer branding a následně identifikovat problematické oblasti těchto procesů. Následně jsou navržena doporučení na zlepšení na základě zjištěných nedostatků. Teoretická část práce se zabývá základními pojmy z oblasti řízení lidských zdrojů se zaměřením na současné trendy v náboru na základě analýzy sekundárních zdrojů. Praktická část práce obsahuje analýzu interních dokumentů společnosti, charakteristiku společnosti Coca-Cola Company a popis současného stavu náborových procesů. Dále se zaměřuje na zhodnocení náborových procesů na základě polostrukturovaných rozhovorů se zaměstnanci, které byly provedeny na základě informací zjištěných v rámci zúčastněného pozorování ve společnosti a polostrukturovaných rozhovorů s manažerem lidských zdrojů a náborářem. Na závěr jsou vyhodnoceny nedostatky těchto procesů na jejichž základě jsou vypracována doporučení na zlepšení těchto procesů.

Klíčová slova: Nábor, Employer branding, orientace, lidské zdroje, fluktuace, výběr, vyhledávání pracovníků

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List of abbreviations

TCCC – The Coca-Cola Company
CCH – Coca-Cola Hellenic
HRM – Human Resources Management
EVP – Employer value proposition
KPI – Key Performance Indicator

1 Introduction

The Balance between social and work life is a key to successful life therefore it is necessary to choose the appropriate employer at the beginning. Such process may start either from the side of the future employee or from the recruiter side who is aiming at their best practice for the most suitable candidate.

In past 10 years recruitment process has changed significantly, as well as the candidates' priorities have. Flat company structure, unlimited vacation and possibility to work from home - those are the benefits applicants are looking for. Generation Y is becoming strong with their approach to balanced work and personal life and environment responsibility due to that many companies are changing their structure and benefits package. The perception of an employer on a labor market is highly important to attract future candidates. No wonder that environment responsibility is highly discussed topic in top management of the world-wide corporates. In order to increase positive perception of an employer and create comfortable working atmosphere, companies are trying to change the work place conditions and be environmentally friendly like never before.

Investing in employer branding is currently equally important as investing in marketing. The current change to enable a work environment in which employees would be happy and passionate about their job just underline the tendency to prioritize intangible rewards to attract the candidates. Employers are competing at the best employer ratings by creating a whole strategies and teams and it is Google's approach of playful, unique home environment office, that is winning as the strongest employer brand in the world.

The recruiter's requirements to candidates are changing as well. Press advertisement does not belong to the modern recruitment channels anymore and LinkedIn profiles are essential when seeking a job. The most desired candidates are from IT and digital industry which are hunted by recruiters offering them tailored benefits and interesting projects. The roles has swapped, the recruiters are trying hard to persuade the suitable candidates in selected industry to accept the job offers.

2 Objectives and Methodology

2.1 Objectives

The main objective of the diploma thesis is to critically evaluate the recruitment processes in Coca-Cola Česká Republika s.r.o. and subsequently propose a set of improvements for such processes.

The secondary aim is to analyse and subsequently assess any weaknesses in recruiting and onboarding its employees and to suggest a suitable solution in which they could improve the company's results.

In researching these objectives, the following sub-objectives also need to be addressed:

- 1) How does the recruitment processes work in TCCC?
- 2) What is the strategy of TCCC's recruitment processes?
- 3) How does TCCC develop employer branding in Czech division?
- 4) How does TCCC identify their needs for the certain positions?

A collateral objective is to familiarise the reader with basic terms and specific situations of recruitment.

2.2 Methodology

Secondary sources must be collected to create basis for a literature review. The literature review focuses on explanation of basic concepts and key notions of recruitment and onboarding processes. Notions of evaluation recruitment and onboarding process have to be defined in order to serve as a basis for the practical part.

Both qualitative and quantitative methods have been adopted to conduct a research of this thesis. Hard data from the HR department will be used to support the practical part. The company guidelines, policies and structure information provide complex view to design a research. As for qualitative methods semi-structured interviews with recruiter, HR partner and managers will be conceived to gather data about the process, strategy, outcomes and their experience and to cover in depth their personal view on this issue. The series of

interviews have held in January 2019 and recruiters were acquainted with the areas of the questions in advance. The ethics of the research will be maintained. In order to anonymize third parties, names of referenced respondents will be coined. The method of semi-structured interviews is chosen since the semi-structured interview allows one to ask supplementary questions and has therefore been preferred to a structured interview that adheres to a precise question scenario. Unlike the unstructured interview, the semi-structured interview is partly controlled and thus it is an adequate technique for this research.

Structured interviews with 12 employees are used to gather deeper insights on the issue, underlying their opinions, emotions, motivations and experiences. Interviews will held in January and February 2019. To limit possible bias, author will conducts the interviews alone with respondents and tries to create environment in which respondents feel comfortable enough to talk openly, therefore as the author ensures respondents of ethics of the research. While interviewing respondents, the author will employ observation as a participant on every day basis, taking interactions with respondents and participating in their meetings to observe interactions between employees and mapping problematic areas of the work environment. At the time the author is an employee of the selected company.

The conclusion of the thesis will be formulated on the basis of a synthesis of theoretical knowledge and knowledge gained while falicitating the research.

3 Literature Review

3.1 Human resources management

Human resources management is for managing a human capital and gathering advantages or disadvantage in competitive environment. Koubek (2015) describes that the task of managing human resources in the most general way is to make the organization efficient and to keep improving its performance. It also needs to connect other sources, such as material, financial or information. However, people who decide on these resources and influence the organization's results are still needed. According to Armstrong (2017), the basic task of managing human resources in an organization is to contribute to the achievement of goals through personal processes - the acquisition, stabilization, motivation, development and optimal use of human resources in organizations.

In order to achieve this goal, the cooperation of managers and specialists in the area of personnel management is needed.

3.1.1 Role of personnel management

The task of human resources management is to serve the organization's performance and to keep improving its performance. The general goal is to manage human resources to ensure that organizations are able to successfully achieve their goals through employees. To do so, the organization needs other resources, but without the people managing the distribution of these resources, the organization would fail to meet its goals and strategies (Drucker, 2006).

Every organization needs enough capable and motivated people because people's capabilities and motivation determine people's performance, which determines the performance and results of the organization (Price, 2011).

3.1.2 Activities of personnel management

Human resources management is formed by individual personnel activities that follow on logically:

- Creating and analysing jobs
- Personnel planning

- Acquisition, selection and recruitment of employees
- Evaluation of employees
- Employee placement and termination of employment
- Remuneration
- Learning and development
- Working relations
- Care for workers
- Personnel Information System (Koubek, 2011, p. 17-18).

3.1.3 Strategic HRM

Personnel strategy or human resources strategy is the starting point for human resources management in society. A comprehensive strategy defines the long-term management and management concept of an organization, especially the optimal way of obtaining, using and developing the work to be done, achieving the required performance, and realizing the strategic goals of the company (Šikýř, 2014). According to Dvořáková et al. (2007) these strategic goals of the organization also include the vision, mission and values of the organization. Kociánová (2010) adds that the HR strategy must respond to changes in the organization's strategy and must conform to the specifics of the organization.

3.1.4 Changes in the job market

The world of job market has changed dynamically, and the biggest change begun at the 90's. According to Bailey (1999), the table 1 listed below summarizes the biggest changes that led from traditional to modern organizations.

Traditional	Modern
Stable organizational environment	Permanent change
Consistency	Diversity
Lifetime employment	Precarious employment
Individual work	Teamwork
Horizontal structure	Vertical structure
External control and supervision	Self-control and self-management
dependence on the organization	Own responsibility
detailed job description	Job crafting
fixed plans, procedures, schemes, models	almost no restrictions (time and place)
physical requirements	mental and emotional requirements
Experiences	continuous education
Work hard	Work smart

Table 1 - Changes in workplace

Source: Bailey (1999)

Those changes together led to the “psychologization” of a workplace. It means that most of the changes listed in the table 1 require psychological adaptation and involvement on the side of employees. As a result, psychological skills are now vital for employees to assure the successfulness of the company. In contrast to traditional organizations psychosocial capabilities, including their motivation have considerable more influence on the company’s functioning than before.

Ulrich (1997) pointed that in the current state, what is essential is to “make more with less people”, therefore the human capital is more important than before.

3.2 Employee engagement

Engagement of employees is a relatively new concept, dated from the beginning of the millennium. According to Bláha et col. (2013), engagement means that workers are engaged in their work, have a positive relationship with each other, and are ready to do their best as to offer an extraordinary performance.

Armstrong (2017) states that engagement occurs when people are devoted to their work. They are interested in what they are doing, and it truly excites them. Increasing engagement at work begins with the creation of work tasks and jobs or work roles. Those tasks should focus on ensuring interest and impulse, diversity, autonomy, integrity of work tasks and its significance. Listed aspects are affected by a structure of the organization, quality of leadership and system. Employee engagement could be explained by answering four questions:

- 1) Do you know what to do? (Role clarity)
- 2) Do you know how to do it? (Training and experience)
- 3) Do you have resources needed for your role? (Finance, material, time, people)
- 4) Do you want to do it? (Motivation)

Positive answers to these questions relate to employee engagement. The employee engagement is connected not just to relationship to job role but also to affinity to employer. For the employee engagement, it is necessary to identify with direction and strategy of the organization and to perceive their role as a contribution on such strategy (Kovářiková, 2013).

McGee and Rennie (2011) distinguish between emotional and rational engagement. Emotional engagement is mostly connected to the employee pride of the organization, feeling the relevance of its existence and functioning, being happy to work there and to come up with new ideas. The rational engagement, on the other hand, concerns employees' ability of resources, such as finance, development and professional rewards.

3.2.1 Factors of engagement

According to Murlis and Schubert (2011), the factors of engagement can be grouped by six areas whose active implementation can increase employee engagement.

Tangible rewards belong to the first group of factors. This group emphasizes competitive salary, good benefits, incentives for higher performance, recognition awards and fairness of the reward.

The next factor is the **Quality of Work** which demotes perception of the value of work, challenge and achievement opportunity, feeling of freedom and autonomy, workload and significant quality of work relationships. Not only the quality of leadership by the manager's leadership, but also the quality of the relations between the co-workers, has an impact on work performance. Collaboration with friendly, supportive, positive colleagues greatly contributes to the right attitude of corporate culture.

Balance between work and personal life forms the next group of factors. These factors include supportive environment, recognition of life cycle needs, security of income and social environment.

The next factors focus on **Enabling Environment**. Those factors focus on physical environment, tools and equipment, job training, information and processes and safety.

The last group of factors concerns **Future Growth and Opportunity**, which include learning and development beyond the current job, career opportunities, performance improvement and feedback.

All those factors shape employee relationship and engagement towards loyalty and higher performance. By using those factors actively, the fluctuation rate might be positively influenced and reduced. Due to the importance of employee engagement, managers should act wisely, since effective human capital has an impact on financial results of the organization.

Engagement could be measured by questionnaires, surveys including systematically chosen set of questions about motivation and engagement. As a supplementary an observation method and content analysis of a document or experiment could be used. Outcome of such measurement should be grouping employees based on their answers, where each group is characterized by their specific behavior (Murlis and Schubert, 2011).

3.3 Recruitment of employees

By Rothman and Cooper (2008, p.136) the recruitment is defined as *“a process of seeking an attracting suitable candidate from within the organization or from outside the*

organization for the job vacancies that exist". Suitable candidate possesses required skills which will enable him to work on his work tasks, role and position.

Recruitment processes include all the activities managers engage in to develop a pool of qualified candidates for job openings, including hiring, selection and subsequently adaptation of employees (Rothman and Cooper, 2008).

According to Koubek (2001), recruitment can be defined as an activity to ensure that vacancies in an enterprise attract sufficient numbers of suitable candidates for these jobs at reasonable costs and at the desired time. It consists of recognizing and finding new working resources, informing about job vacancies in the company, offering them, negotiating with candidates, obtaining adequate information about them and organizing and administering all these activities.

The first step in recruiting workers is to determine the need for human resources. As stated by Armstrong (2017, p. 305), *"human resource planning determines the need for human resources required by an organization to achieve their strategic goals."* The goal is to find out what human resources can help the company with, in order to achieve its goals. The organization must have a realistic picture of how many and what staff it will need - how many of them are currently working in the organization and on which position. In addition, it is necessary to decide how to solve the difference between the anticipated need and the existing reality (internal movement of workers, external recruitment or redundancy in the event of job redundancies, etc.), to consider the expected tasks, the quality of their execution and the working and personal competencies and skills) that will be needed to accomplish these tasks. Finally, the expected changes in the external labor market and their impact on the organization need to be taken in account.

3.3.1 Planning

The first step that needs to be done in advance is planning of the recruitment. The desired result is to recruit more candidates than they want to employ.

The identification of recruitment needs to be done at first place. Such identification is a result of:

- Operational requirements provided by department managers
- Human resources management according to organization's strategy for job and skills
- External and Internal audit

(Rothman and Cooper, 2008).

Armstrong (2017) states that identification of needs must concern environmental factors, external such as new government policies and legislation, advancement in technologies and economic conditions. In terms of internal factors, acquisition and possibility of restructuring must be taken in account.

Describing type of the need is necessary for the employer to determinate requirements for the candidate. As an outcome, the employer is supposed to obtain a complex view of the level of urgency, available budget and desired profile of the candidate.

Roberts (1997) adds that defining a desired profile of the candidate starts with clear specification as well as with determining person's required competencies, description of them - qualification, experience, emotional and behavioral characteristics and deciding which channel use to attract the candidates. Internal or external usage of recruitment must be decided as well. If the external selection is chosen, subsequently the type of offered contract needs to be decided. There are many possibilities which include:

- A permanent employment contract
- A fixed-term employment contract
- A part-time employment contract
- A seasonal employment contract
- An internship contract

3.3.2 Internship contract

An internship experience is defined as „*complex interaction between the individuals and groups that comprise the placement site and each individual intern*“ (Sweitzer, 2014, p.34). Sweitzer (2014) identified four stages of internship: anticipation, exploration, competence, culmination.. An anticipation means a positive way to moderate morale and

feeling of anxiety in connection with the new environment and situations. The next stage in between Anticipation and Exploration is disillusionment, where a student is facing the reality of tasks in comparison with his expectations. This could result in anxiety, if the student is concerned with their performance and feels disappointment. The second stage gradually passes into Confrontation and Competence. At this stage, the student tries to overcome obstacles at his performance and tries to build confidence and independence that finally in creating his Competence to be able to fulfill tasks by themselves and manage the upcoming issues with clearer sense of their capabilities. In the final culmination stage, the student feels accomplishment based on their gain of capabilities and explores a wide range of emotions connected with ending the internship and closure with clients and co-workers (Diambra, 2004).

In current labor market, the internships are involved in more and more companies, as a way to raise their own people and develop their capabilities. Interns are also considered a cheap labor force, since interns are glad to gain experience and willing to work for less financial reward than expert employees (Sweitzer, 2014).

3.3.3 Internal vs. External recruitment

Rothman and Coopers (2008) state that internal recruitment has many pros, promotion and greater status gaining is an example, since the promoted employee already possesses knowledge about the company and has the required competencies for the role. Such promotion can lead to rise in morale and devotion from the side of employees, hoping for the same procedure. In addition to advantages, the process of recruitment is in this case simplified, since there is no need to conduct an entrance interview.

Disadvantages of an internal recruitment are present as well, adds Rothman and Coopers (2008). Firstly, it might lead to organization's stagnation, since there is no new person from the outside environment, bringing new ideas. Secondly, the organization must possess excellent training programs, due to the promotion condition of gaining greater skills, wider responsibilities and personal development, the organization must be able to provide training for it to assure that the employee is an appropriate person in their new role. Last but not least con is a possible rivalry between colleagues, sourcing from urge for being promoted.

Methods of internal recruitment could be listed in three types.

- 1) Recruiter of manager can use informal way of searching for a candidate within organization. Rothman and Coopers (2008) do not recommend this method of informal recruitment due to the fact that it does not give equal chances to apply for a job position for everyone.
- 2) A system of job posting can be involved to share the job vacancy information internally, that is a way each employee can see it and gives candidates equal starting position.
- 3) Usage of human resources information system can be conducted as well. Employee experience, skills, abilities and personal characteristics are listed in the system therefore it is easy to match possible candidates for the job vacancy.

If there are no suitable people in the organization, external methods of recruitment should be involved. External source of new comers could be less costly when hiring certain type of employees. Introducing new joiners can offer new ways of thinking and embrace creativity at work place as well. On the other hand, the external recruitment has also its negatives (Price, 2011).

3.3.4 Digital era of recruitment

Employer branding

In the terms of recruitment, employer branding is an important tool for organizations to possess, in order to create attractive working conditions and increase organization's awareness. In other words, employer branding can be defined as the brand idea of an employer, how does the employer differs from other employers or what makes the employer unique (Garibaldi, 2014).

O'Brian from Digital Marketing Institute (2017) states that investing in employer branding is becoming rapidly vital due to generation of Millennials entering the labor market. Regarding perception of an employer, Millennials are much more demanding. The stress is now put on company's reputation as an employer, while in the past decades it was the quality of the product or a service, that was elementary. As a result, companies are starting to involve employer branding as a part of their strategy. For instant, Google, IKEA or L'Oréal are great examples of strong employer brands. Those brands are perceived by

employees as companies which cherish and value their work and so they feel proud of working for those employers (O'Brian, 2017).

When engaging employer branding, the steps are similar as in creating the whole brand, defining its essence and logical frame of operations, tactics and strategy.

A key element of creating a strong employer brand is to involve everybody from the organization. Marketing & Communication department, line managers, HR department and other departments should agree on the branding strategy, since EVP should state a clear message, so everybody can understand it. Employer branding interferes not just with recruitment but with all parts of work life, starting with employer reputation, employee rewards and benefits, and ending with ambience and culture. All of those points should be relevant to EVP and mirror corporate's identity (O'Brian, 2017).

Attracting candidates is nowadays as important as attracting consumer to purchase. In the table 2 by Brady (2018) from organization CandidateID, there is a summary of a candidate's decision journey. As it is seen from table 2, all channels have supportive function that leads to final decision of a candidate. For example, the creation of employer's awareness channels such as social media or careers websites serve as a tool to highlight employer's daily content. Content suggestions provide a logical connection to the channel's purpose. After spreading awareness of the employer brand, it is crucial to educate a candidate by using the same channels, plus a specific company website and landing pages. The content of a company website should be interactive and stressing the EVP. The advantage of such integrated communication is maximizing the contribution of the channels and subsequently achieving the objectives.

Candidate Nurturing Content Map		
Candidate Decision stage	Channels	Content Suggestions
Awareness	Email, Social Media Offline Career site	Industry insights Talent development Career advice Networking events Employer news
Education	Company website Email, Social media Career sites Landing pages	Talent brand, EVP Career focus events Colleague career stories Hiring Manager „hero“ video Corporate social responsibility Mission Vision and values
Consideration	Career site Email, Social media Landing pages 1:1 meeting	Hiring manager social media connection Meet the team, Job description Personalized career vision Personalized video message
Application	1:1 meeting	1:1 career discussion

Table 2 - Candidate Nurturing Content Map
Source: Own elaboration according to Brady (2018)

Process of creating employer branding

- 1) Defining objectives of business and which talents are suitable to fulfil those objectives
- 2) Evaluation of current employer brand status thorough comparison with key target talent groups
- 3) Setting EVP – employer value proposition. A unique aspect of the brand that makes it great place to work at and creates credibility for the brand
- 4) Building brand touchpoints accordingly to EVP – key elements of the brand such as personality, colours, typefaces and more certainly clearly stating an emotion employer tries to advocate
- 5) Brand to life exercise – outline content of the career website corresponding with the kind of talent employer seeks for
- 6) Activation of set channels in connection with selected brand touchpoints by highlighting the EVP – social media, career website, personalized campaign videos, job boards, job fairs
- 7) Measuring reach and success of each employer branding as marketing activities – focus group, surveys, data analysis
- 8) Adjustment of branding strategy in accordance with measurement results (Garibaldi, 2014).

Online job applications

As all segments of business are going digital, employer branding, and in connection with that, online applications, are not an exception. A study of CareerBuilder (2017) revealed that 60% of candidates give up their application in the process because the procedure on the company website is too complex and long. In connection with this matter, the challenge for recruiters is to simplify the digital way of applications. According to CareerBuilder (2017), companies are creating complex applications to weed out the applicants but in reality the qualified candidates know the price of their time and will not tolerate it, since there are plenty of other opportunities which are not that complicated.

In order to balance what is convenient for recruiters with what is user-friendly for applicants, experts from recruiting agency Appcast (2016) recommend removing the additional questions and to limit the number of screens people have to navigate. The study of Appcast (2016) recorded over half million job seekers looking at online applications across diverse platforms and more than thirty thousand completed applications. According to this study, recruiters can upgrade their conversion rate, which is defined as the percentage of candidates viewing a vacancy and candidates who fully complete an application, by reducing the duration of filling the application up to five minutes. The rate of conversion significantly decreases when there are more than 50 questions. Another obstacle is asking the job seekers to create a login, which is time consuming.

Another important thing is the length of the job description. Candidates want to know what would their task and culture of their future team would be, in addition to that, an accurate and brief job description between 170 to 250 words brings higher conversion rate, therefore it is necessary to balance those criteria (Society for Human resources Management, 2016).

3.3.5 Fluctuation of employees

Fluctuation as a term and as a process is an integral part of human resources management. Milkowich and Budreau define fluctuation rate as *„the overall turnover in an*

organization's staff as existing employees leave and new ones are hired. “(Milkovich and Burdeau, 1994, p.39).

Fluctuation rate of employees could be also found in English literature as a *Churn rate* and it is calculated as the percentage of workers leaving the organization over specific time.

A **healthy churn rate** is considered a rate between 5 and 7%. Since the fact that new employees introduce newly combined structures, processes, ways of thinking and an overall refreshment of the company, is this percentage of churn rate considered a contribution to the organization. Slight fluctuation brings new people new ideas, creating opportunities for progress. However, distribution of churn rate is not strictly set up, there is no accurate line, since when is churn rate noxious, rate over 10% might start negative causes for the company (iDNES.cz, 2018).

According to ManPower Group studies (2018), churn rate in the Czech Republic stood at average of 14-16% in the year 2018.

3.3.6 Methods of recruitment

Online job boards and special sections on company's website

As described by Rajani (2016), the usage of online job boards is a suitable recruitment solution for a company which does not possess strong employer branding. A company may also use its own websites to share vacancies and create section dedicated to “career” or “vacancies”. Application of online job boards is efficient in terms of time and costs, and could reach high volume of applicants, and therefore it can streamline the process of recruitment.

On the other hand, large volume of candidates can be inappropriate, since the reach of job boards has no limitation, and everybody can fill in the application form. A company can increase its brand reputation in a case of great execution of the special section “career”, or it may damage it. Most of the companies possess their own section of vacancies and they are also developing this area to sort candidates followed by online testing and other elimination processes (Rajani, 2016).

Recruitment agencies

Recruitment with the use of recruitment agencies is a popular way to delegate the searching of candidates to recruitment experts. The recruiter from the agency usually

orientates at the job market and company's competitors. The reach of the agency is limited and therefore the applicants are filtered and pre-selected (Šikýř, 2014).

Usage of such agency is cost-effective as well, considering the administrative and time costs. From the financial point of view, the usage of agency is much more expensive, compared to the online job boards. A usual recruitment agency requires 20 % of appointee's yearly salary, which may seem costly especially when the agency is using just its own database and candidates does not meet employer's requirements. An agency represents company's culture and value, which could damage its brand perception in hands of inappropriate agency (Randstad, 2018).

Search consultants

When looking for a senior position or expert qualification search, consultants may be involved for a recruitment process. The involvement of such consultants requires specific rules, the headhunter must be discrete, learn detailed information about the position and comply ethic rules and policies of the company when negotiating with the candidate. A list of candidates is much more limited, including expert candidates from a certain industry. Due to a limited number of appropriate candidates to senior positions, the consultant builds a relationship with them in order to know their soft skills better and to make an insight of the candidate's personality. Using the search agent belongs to one of the most expensive methods of recruitment yet the possessing usually with high quality (Koubek, 2015).

Press advertising

One of the oldest methods of recruitment is press advertising. Companies may use the reach of local newspapers or special trade journals for posting vacancies. Press advertising has no guarantee of success and its administrative costs are high.

The process of press advertising is much slower, compared to other recruitment methods, since creating fitting advert is time costly. Such advert needs to be repeated in order to increase its reach of possible candidates. This does not apply when posting in special journals, where the target is specific and matching candidate's interest in the journal

theme. In order to attract specific candidate with certain skills, job advert in special journal may be appropriate method (Armstrong, 2017).

Recruitment events (job fairs)

According to Randstad (2018), the number of companies using job fairs to attract candidates and creating stronger employer branding is increasing within the Czech Republic. To attract students and alumni's job fair is a suitable solution to catch their attention and create positive brand perception. Although communicating in person may be precepted as a benefit for recruiters, it can be hard to highlight their point among other employers. Participating in job fair can be great opportunity to meet lot of possible candidates in short period of time, especially when looking for multiple positions not requiring experienced candidate. Otherwise participating in job fairs is ineffective while searching for a senior position.

Social networks – LinkedIn

Over last five years, recruitment through social networks has boomed, especially on professional networks like LinkedIn, designed for connecting among work society. To achieve lower cost for recruiting, it is even beneficial for companies to involve social networks where wide range of candidates is situated. Especially passive candidates are easy to find for recruiters through social media. A passive candidate is characterized as a one who does look for a new job yet shares his competencies and experience on social media (Koch, 2018).

LinkedIn can connect users throughout the world. Currently (January 2019) LinkedIn estimates¹ there are 500million users in more than 200 countries.

In nowadays recruiting strategy, LinkedIn plays major role when seeking for new employees. Each personal profile on LinkedIn looks like online CV presenting sections such as past job experience, skills and references of the user from his colleagues, and completed education as well. Users of LinkedIn are not connecting as 'friends' on Facebook but as 'connections'. News feed of user's main page is filled by posts either from user's connections or his interests, including organization's profiles which he

¹ About.linkedin.com, (2019)

follows. With wide range of user recruiters can easily select those with certain education level or skills and experience. In addition to that, LinkedIn provides opportunity to find professionals that are hard to find through other media.

The process starts with posting a job vacancy on company's profile or even a recruiter's personal profile, in order to make the post more visible to other connections. Although regular users of LinkedIn have limited options to trace a suitable candidate, search of new employees is still easily accessible. By putting locality, current position or company's possible applicants can be found easily. Compared to that, the paid version of LinkedIn offers professional search engine, data analysis, mail merge and anonymous mode, since on LinkedIn users see who watched their profile. Applicants attracted straightly by the post can communicate through direct message and thus the communication on LinkedIn is professionally personal. As a result, recruiters have to pay attention to their communication in every detail.

In terms of data analysis, LinkedIn performs greatly in this area as well. According to Koch and others (2018), 93% of recruiters use social media, which makes them a vital recruitment method.

„Over 95% of recruiters who use social media in their recruitment process indicated that they use LinkedIn, compared to 66% utilizing Facebook and 52% engaging with candidates on Twitter (Koch,2018).“

All of the three main platforms are used for different purposes, e.g. Facebook which mainly functions to represent an employer brand and posts advertisement, while LinkedIn, on the other hand, fulfills the same functions plus it is used to communicate and select candidates.

However, LinkedIn is a trendy platform to use for recruiters, the trend has changed and developed rapidly over last decade. In the last decade, job boards and employer's websites were the main highlight in the recruiters' world, over the traditional newspaper advertisement, job fairs visits and using company database.

3.3.7 Recruitment channels

Although the best method for recruitment remains a topic for a discussion, it was revealed that companies performing greatly at stage of sourcing have better recruitment results comparing to ones which does not source candidates excellently.

According to the survey “Resourcing talent planning” by Dalton and Sinclair (2017), there is a relation between channel used and its target group. For instance, to attract a senior manager, search consultants would be an appropriate tool. In the table 2 below, connections and effectiveness of each recruitment channel are demonstrated. An own corporate website was revealed as a relatively most effective channel affecting 30 manual workers, 23 administrative staff, 20 professional employees, 21 employees from middle management and 13 of a senior management. The reasons for that are not surprising, since corporate websites are maintained by a company which mirrors its approach to possible candidates.

As the Table 3 represents, a percentage of respondents which interacted on the specific channel, it is simply seen that each channel is more suitable for different target group. According to the survey conducted Dalton and Sinclair (2017), an own corporate website resulted as the most effective method with the reach of the most respondents within all groups.

<i>channel</i>	<i>Senior management</i>	<i>Middle management</i>	<i>Professional employees</i>	<i>Administrative staff</i>	<i>Manual workers</i>
Search consultants	16	4	4	1	1
Recruitment consultants	14	18	19	12	11
Own corporate website	13	21	20	23	30
Professional networking sites	10	11	10	5	4
Specialist journals/trade press	6	6	10	0	0
National press	6	3	3	2	2
Commercial job boards	5	12	13	13	11
Speculative applications	3	3	4	6	14
Social networking sites	1	2	3	4	4
Local newspaper	1	4	3	9	18
Jobcentre Plus	0	0	2	5	11
Apprenticeships	0	0	1	3	6
Links with schools/colleges/universities	0	0	2	2	4

Table 3 - Effectiveness of recruitment channels

Source: Dalton and Sinclair (2017)

3.3.8 Screening of candidates

After using an appropriate recruitment channel and attracting candidates the next phase of the process, comes screening the candidates in order to select the suitable one.

Screening of resume

The method of screening resumes is the first one to use. The criterion of screening involves specific needs of the vacancy – education level, experience and skills are the essential ones. Nevertheless, other aspects have to be taken into an account, as well as the whole content of candidate’s CV, including the length. The length of the resume should not exceed 2 pages and must content the most relevant information about the candidate. The design of the CV represents candidate’s communication, when applying for a creative job, design and level of creativity of the CV is a positive aspect. However, readability and logical arrangement of information are important aspects to evaluate, as well as the language of the CV. Although usage of wrong grammar and inappropriate vocabulary can be a sign that a candidate is not detailed orientated, he could be appropriate for the position if it does not include writing (Nikolau and Oostrom, 2015).

Last but not least aspect to consider is fitting the resume and the job application. According to Šikýř (2014), a candidate would optimally have relevant experience for the position if answers to the questions below do not serve as an evaluation if the candidate is still suitable.

- What is the highest level of education the applicant has achieved?
- Which schools and majors did the candidate study?
- Where did the candidate work?
- What activities did the applicant perform?
- What knowledge and skills did the candidate acquire?

As a result, candidates are divided into two groups in connection with fulfilment the of requirements. The first group includes the ones which successfully fulfilled the requirements and the second one includes those who are not suitable for the position.

Online checking

Checking candidates online belongs nowadays to very relevant method of screening. According to CareerBuilder (2016), more than 60% of employers use social network or Google to check the applicants. Such method is a powerful tool that could either harm the candidate or improve employer's impression. Regarding social media, finding inappropriate, politically incorrect statement, revealing pictures, can mean bad reputation, on the other hand, relevant article on Google or representative social media page can highlight candidate's profile.

Cover letter

The next factor to evaluate is the cover letter, if it is obligatory for the candidates when applying for the position. Cover letters represents applicant's motivation, personality, knowledge of vocabulary and their skill to express, however it cannot be validated if the applicant is the author of the cover letter (Edenborough, 2007).

Reference of third parties

Another technique to use when screening a candidate is the references from former colleagues and employers. References are provided by people who know the applicant from job, school, and so on. According to Edenborough (2007), the references are

examined only with the consent of the applicant, while trying to verify and extend available data on the professional competence and development potential of the candidate - what were his / her tasks and responsibilities, what competencies and responsibilities was he/she in charge of, the level of his capabilities and motivation, and relationship with colleagues and superiors in a workplace. References of former colleagues or employers give credibility to candidate's words and therefore it is crucial to involve them into the recruitment process.

3.3.9 Selection of employees

Selection interview

Such interview is a personal meeting of responsible authorities of the organization and the candidates which fulfilled the requirements of the application. Interview in general is considered a complex and effective method of selection, as it enables a comprehensive and effective examination and assessment of professional competence and the development potential of suitable candidates to perform the required work.

The purpose of a selection interview is to:

- verify and complete key data on the applicant
- assess the suitability, behavior and motivation of applicants
- inform applicants about working conditions
- to find out image of job position and conditions from a candidate

It is desirable for the manager to take part in the interview, since they are the potential supervisor of the candidate. Before conducting an interview, it is necessary to prepare and plan questions, model answers, order of questions and time for questions. The questions are gradually presented to all invited applicants and their answers are evaluated on the basis of model responses.

Selection interviews face to face could serve as well to test candidate's social skills, which are sometimes equally important as their professional qualification. It is necessary to examine if the candidate possesses – self-awareness, self-control and last but not least if he is sensitive to others. One of the ways to test social skills are role-plays, situations in which

the recruiter observes candidate's social skills, for example delegating and setting tasks to junior employee or giving a feedback to employee which does not perform well.

Selection interview requires a detailed preparation of recruiter within setting the objectives of the interview and set of tools how to achieve them. Preparation involves job description analysis including daily tasks, responsibilities, level of scope, conditions, specification of required skills and experience. Together a conduct of interview, set of questions, time and venue is proposed.

Testing

Intelligence tests allow us to examine and assess the mental capacities of the applicants. Such tests can reveal individual differences in the intellectual capabilities of applicants and examine verbal thinking, numerical thinking, abstract thinking or short-term memory.

Personality tests allow us to examine and assess the characteristics of the personality of the candidates required for work performance. Testing takes place in the form of a questionnaire, where both the individual characteristics and the overall structure of the applicant's personality result from the candidates' answers.

Skills tests allow us to explore and assess the specific skills and abilities of candidates, required to work. The testing takes place in the form of model situations where the candidate gets a job that is common in his / her position and the recruiter then follows how he behaves while performing the task, how he works with information, prioritizes and decides. Probably no test can clearly predict the success of the job seeker in the new job. Individual tests provide only supplementary data that we compare with the results of the CV, interview, and other employee selection methods. (Armstrong, 2017).

Assesment centre

The AC method is applicable as a method of selecting, evaluating and educating employees, allowing a comprehensive assessment of the work performance and staff development potential. The use of an AC as an employee selection method is usually based on the examination and assessment of the results of the work and the behavior of the candidates in a group and individual solution of model tasks and case studies.

Solving model tasks and case studies is usually complemented by interviews, tests, or simulations that will test the real ability and motivation of the candidates.

AC is usually out of the ordinary workplace within one to two days. A fairly large group of candidates (eight to ten candidates) is assessed and compared by a group of internal and external evaluators, mostly recruiters and managers. The advantage of AC is the complex and objective assessment and comparison of the applicants. The disadvantage of ACs is higher costs of preparation and implementation. The AC method is based on the development center (DC) method, which serves to assess the professional competence and development potential of key employees within personnel development planning (Šikýř, 2014).

Selection of candidates

When assessing the eligibility of a particular job seeker, it is necessary to ask these questions:

- Can the applicant perform the required job (has the required skills)?
- Does the candidate want to perform the required job (does he / she have the required motivation)?

According to Roberts (1997), answers to these questions serve managers and recruiters as the basis for a final decision to accept or reject a candidate. Ideally, the final decision is the responsibility of the manager who is the potential superior candidate. The manager assesses and compares the available data on the applicant's ability and seeks to consider the real skill level and the motivation of the applicant to perform the required job and to accept the employment conditions in the organization.

A job offer is handed over to the most suitable candidate. If he accepts it, the formal procedures associated with accepting the employee and closing the employment relationship follow.

Pre-employment process

It is necessary to check the candidate whether he can work in the company.

- Medical examination – to check whether the candidate is physically able to perform the work
- Criminal record – A disclosure can be obtained from the Criminal Records Bureau and should always be considered when working with confidential information or valuable items.

- Work permits – Assuring that the candidate is eligible to work in a country or arrange a work permit or visa if required.

Letting unsuccessful candidates know that they were not chosen and giving them a feedback belongs to the pre-employment process as well. If the unsuccessful candidates are not suitable for offered position, they may be suitable candidates for another position in the company therefore it is necessary to keep good relationship for possible contact in the future.

Onboarding process

Milkovich & Boudreau (1993) state that orientation is the first experience of employees in a new job. The first days and weeks are crucial for the integration of the new employee in the enterprise. Orientation also includes the process of learning, the staff gradually familiarize themselves with the objectives of the enterprise and how to achieve them, with the duties to perform the work, effective working behavior and basic business rules. Every organization should have its own way of integrating new workers. Large businesses are often in practice to create formal landmark programs that can be named in different businesses for example, induction, introduction or orientation.

According to Milkovic & Boudreau (1993, p. 500), the goals of the orientation of new employees are as follows:

- 1) Getting to know the work (history, products and services, tactics and practices)
- 2) Creating relationships with colleagues at different levels of the hierarchy
- 3) Understanding the company's internal rules
- 4) Form a sense of belonging of employees to the overall course of the enterprise
- 5) Create a positive relationship with the employer. "

Koontz (1988) adds that the most important aspect of orientation is social engagement of a new member of the group, that includes an adaptation to business standards and values. Starting days and weeks can cause certain sense of anxiety and therefore it is the duty of the company to take care of the orientation of their new employees.

Armstrong (2017) distinguishes between worker placement into enterprise (enterprise-wide orientation) and the assignment of staff to the department (departmental orientation). The

main business orientation is to remember the humanity with which orientation should be done. Every staff member should separately discuss with each new employee the main points of orientation and answer potential questions. Then they should put them in their workplace and introduce the new employee/colleague. New colleagues then carry out a unitary orientation. In a uni-directional orientation, the new employee is mainly interested in the organization of the workplace (placement of refreshment facilities, entrances, exits), with and for whom they will work. The most important role in the unit orientation is played by a manager who takes over the role of a full-time personnel orientation and explaining to the new employee specific procedures in the department.

3.3.10 Methods of recruitment evaluation and control

An optimal and simple measurement of recruitment success would be if the position is occupied or not but there are many other factors to consider while measuring the efficiency of recruitment process. To identify the effectiveness of a process, measurement standards have to be created. Tracking measurement data and setting a regular time period, either on quarterly or monthly basis, is the first step, every data could be considered as important while evaluating and controlling processes.

Employee and candidate surveys are a great source of qualitative data which are used to gain an understanding of underlying reasons, opinions, and motivations.

Companies should consider measuring – churn rate to track how many employees leave the company per time period and afterwards record the reasons behind. To investigate the cause of a certain churn rate exiting interviews with leaving employees could be relevant source of data.

Reviewing costs of recruitment should be a part of the evaluation as well. According to The Society of Human Resources Management (2012), it is essential to measure the Cost per Hire by using the formula 1 below.

$$CPH = \frac{(Internal\ Recruiting\ Costs + External\ Recruiting\ Costs)}{Total\ number\ of\ hires}$$

Formula 1 - Cost per Hire

Source: The Society of Human Resources Management (2012)

Internal recruiting costs include salary of a recruiter and employer branding campaigns, if there are any. Fees of job boards, LinkedIn annual fees, or any fees to check the candidate's background, are part of the External Recruiting Costs. According to The Society of Human Resources Management (2012), the benchmark for a Cost per Hire state between 3 to 5 thousand Euro per hire, depending on the size of the company and industry. The higher number of employees hired per year, the lower CPH is. The other factor that affects the CPH is the level of specialization of a seeking employee. When seeking an expert position, the CPH are usually above average, since the time period of sourcing is often longer. Average CPH of a company should be a part of a recruitment budget and planning. Recruitment budget is calculated by CPH value from last year multiple by number of future hires in following year.

The next factor to include to measure recruitment is the Time to Hire which is defined as a time from a hiring manager submitting a request for a new position to day candidate accepted the offer. A survey conducted by agency Workable (2018) gathered recruiting data from more than 6 thousand customers and compared the average time to hire by region and industry. According to this research, the average Time to Hire in Europe in Marketing/Advertising/Creative industry is 59 days, compared to the Global average the Time to Hire, which takes 54 days in this industry.

Time to Hire can be reduced by using several tools, according to The Society of Human Resources (2012), those tools are – building a candidate database, measuring each stage of Time to Hire like Time to Interview, Time from application to phone screen or building a stronger relationship even with passive candidates. Last but not least tool of reducing Time to Hire is the referral program which notifies new job ads to colleagues and creates incentives to referring candidates.

The proper recruitment process should enhance the image of the company in accordance with its values and, of course, should conform the business and legal requirements.

4 Practical Part

4.1 Characteristics of The Coca-Cola Company

The Coca-Cola system is formed around the world by The Coca-Cola Company and its partners. The Coca-Cola Company, which owns brands and merchandising rights, manufactures raw materials for non-alcoholic beverages and creates the character and marketing of individual products. The company provides limited time and territorial authority to individual production and distribution organizations to produce and distribute finished non-alcoholic beverages. In the Czech Republic, this partner is Coca-Cola Hellenic Bottling Company (Internal documents of TCCC, 2019).

Concentrates, i.e. from non-alcoholic beverage raw materials supplied by The Coca-Cola Company, produce refreshing non-alcoholic beverages that comply with strict quality requirements. These beverages are distributed in a precisely defined territory. In 2018, non-alcoholic beverage production is in more than 200 countries.

In the early stages, individual manufacturing plants also carried out marketing activities at the local level, but in the 1960s, when Coca-Cola Company products were being opened in other countries from the day to day, this variety would soon lead to an unpleasant confusion. That is why the company has decided to centralize individual branding, i.e. branding and marketing (Internal documents of TCCC, 2019).

4.1.1 The Coca-Cola System

The Coca-Cola system is not a single entity from a legal or managerial perspective, and the company does not own or control all of their bottling partners. (Internal documents of TCCC, 2019).

Although many perceived The Coca-Cola Company as the "Coca-Cola," its system operates through multiple local channels. The elementary way in which the products reach the marketplace starts with Coca-Cola Company, which manufactures and sells concentrates, beverage bases and syrups to bottling partners. Coca-Cola Company also owns the brands and trademarks, and is responsible for consumer brand marketing initiatives. Its bottling partners manufacture, package, merchandise and distribute final

branded beverages to its customers and vendors, who then sell its products to consumers (Coca-Cola Company, 2019).

All bottling partners cooperate with customers – grocery stores, restaurants, cafés, petrol stations, among many others – to execute localized strategies developed in a partnership with TCCC. Customers then sell their products to consumers at a rate of 1.9 billion servings a day (Coca-Cola Company,2019).

4.1.2 History of Coca-Cola Česká republika, s.r.o.

In 1968, The Fruta Brno National Company produced the first Coca-Cola drink. Afterwards, the Cappy juices were added to Fruta Brno portfolio and the production lasted until 1989. After a Velvet revolution in 1990, The Coca-Cola Company entered into negotiations with the Prague Soda-Stores (PCS) and the Prague City Hall (MHMP).

In April 1990 , the Coca-Cola Amatil Limited Central Office established its headquarters in Vienna and began to evaluate the possibilities for investment in Czechoslovakia.

In July of that year, The Coca-Cola Company empowered Coca-Cola Amatil Limited to start negotiations with local production plants, aimed at transforming and implementing the Coca-Cola system in Czechoslovakia.

The CCA signs an agreement to buy a soda plant in Kyje and immediately commences a major technical rebuilding.

September 1, 1991, Coca-Cola Amatil Limited is licensed for Coca-Cola drinks for the whole of Czechoslovakia and creates a sales and distribution branch under the name of CCA Prague. The product is obtained on the basis of bottling agreements with state-owned companies in Brno, Karlovy Vary and Chrast.

As a result, in March 1993, the Prime Minister of the Czech Republic, Mr. Václav Klaus, Chairman of The Coca-Cola Company - Mr. Roberto Goizueta and Chairman of Coca-

Cola Amatil Limited, Mr. Dean Wills, started operations in a refurbished plant equipped with a new bottling line into two-liter PET bottles.

The rebuilding continued in the Kyje factory and a new combined PET bottles and cans line is being installed in May. The packaging of PET bottles is introduced.

Coca-Cola Amatil Ltd. (Coca-Cola Beverages Czech Republic in September 1998) merged with Hellenic Bottling in 2003 to become the second largest strategic partner of The Coca-Cola Company - Coca-Cola Hellenic Bottling Company (CCHBC). In the Czech Republic, the company has established a business network operated by ten business and distribution centers (these are regionally divided by the key to 4 - Prague and Central Bohemia, South and West Bohemia, Northern and Eastern Bohemia and the Moravia region).

In 2017, there was a merger of companies in the Czech Republic and Slovakia. The company is newly named Coca-Cola HBC Czech Republic and Slovakia. An organizational unit of the company was established in Slovakia. In further work the bottling partner Coca-Cola HBC may be named as Coca-Cola Hellenic or as a CCH.

The production plant in Kyje now produces sparkling beverages of The Coca-Cola Company, and since May opened modern plant for plant base beverages which are exported in other countries as well.

(Coca-Cola Hellenic, 2018).

4.1.3 Brands and portfolio

Sparkling soft drinks - Coca-Cola, Coca-Cola Zero, Coca-Cola light, Coca-Cola Vanilla, Coca-Cola Zero Cherry, Fanta Orange, Fanta Orange Zero, Fanta White Grape, Fanta Shokata, Fanta Mango Guave, Sprite and Sprite Zero Cucumber, Kinley Tonic Water, Kinley Ginger Ale, Kinley Bitter Rose, Kinley Virgin Mojito.

Natural mineral water – Bonaqua, Römerquelle and Smartwater. All waters are fully EU compliant.

Plant base milk – AdeZ Soy, AdeZ Almond, AdeZ Coconut. AdeZ is made in the most modern plant in Europe, in Kyje.

Juice – Cappy and Cappy + with wide range of juice flavors.

Still drinks – Coke system also offers a wide range of still drinks, or drinks not subjected to carbonation such as Cappy nectars and juices, FUZETEA ice teas and Powerade sport drink. (Coca-Cola Hellenic, 2018).

4.1.4 Company structure

The Coca-Cola Company as a one of the most famous brands in the world, due to its size, is divided into Continent units and subsequently into smaller business units. Czech division of the company belongs to the business unit CEE, which stands for Central and Eastern Europe, and includes 26 countries. CEE is a part of EMEA which covers the whole Europe, Africa and Middle East. Simplified company structure is shown in figure 1. Only location of Czech Republic and Slovakia is displayed in the figure 1, due to the complexity of the company structure, emphasizing the Czech division.

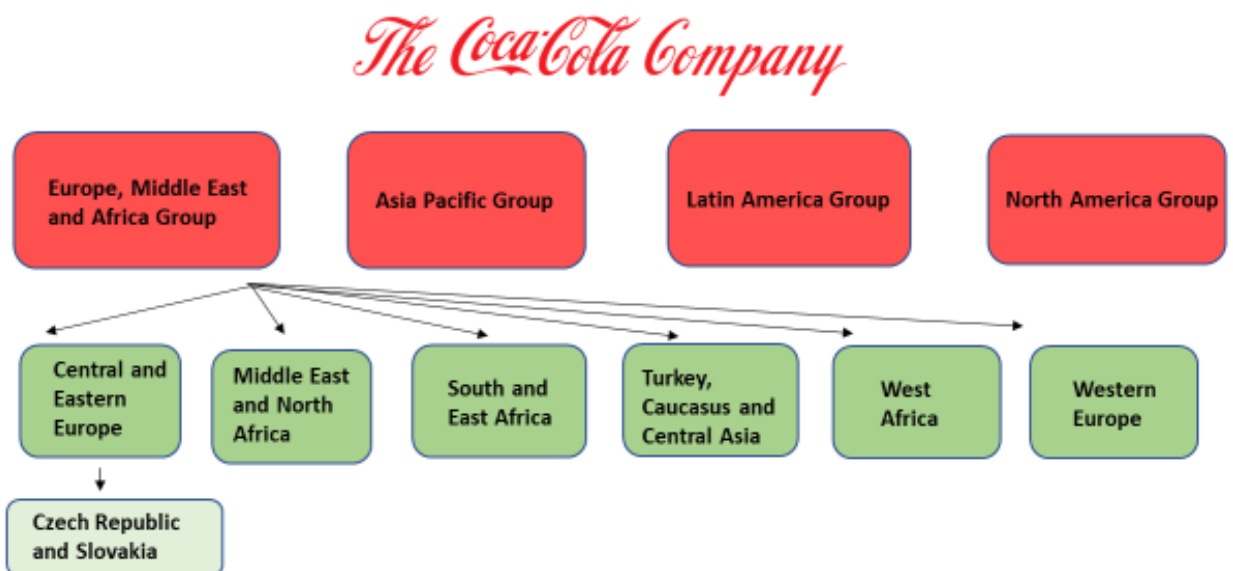


Figure 1 - TCCC structure

Source: own elaboration based on internal documents of TCCC

4.1.5 Structure of departments

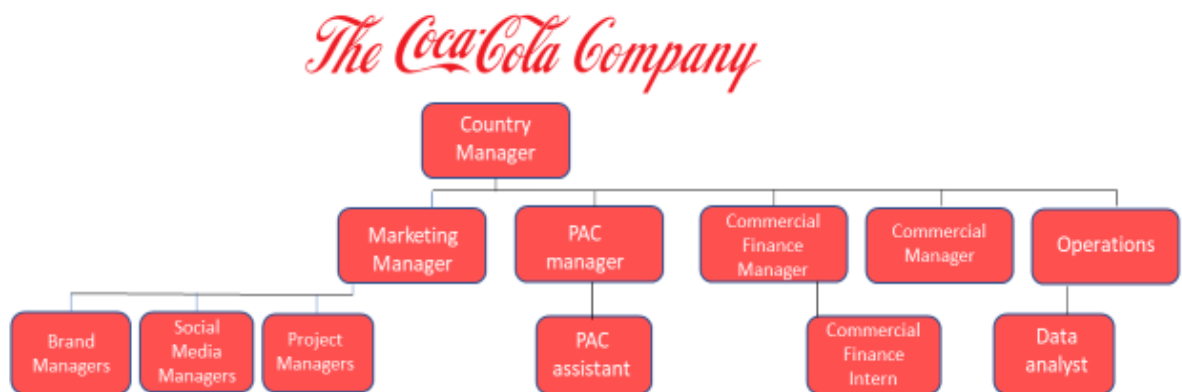


Figure 2 - Structure of departments

Source: own elaboration based on internal documents of TCCC

Figure 2 displays the company's structure of departments in the Czech division of The Coca-Cola Company. The head of Czech office is a country manager who is in charge of managing all operations within the country. The marketing department is the biggest in the Czech office and possesses nine employees, since marketing is Coca-Cola's vital department. PAC is a shortcut from Public Affairs and Communication and oversees communication with public. The Commercial Finance department is managing profitability drivers and controlling the budget. The Czech division possesses 25 employees, from which three of them are working for whole business unit as well. Aside from regular employees of the Czech division, there are functions outsourced within business unit, figure 3 below shows the outsourced departments. Human resources department is operating from Vienna and is in the charge of Czech, Hungarian, Austrian, Italian and Swiss offices. Technical department, Procurement and Design are all outsourced for the whole business unit.



Figure 3 - Business unit outsourced departments

Source: own elaboration based on internal documents of TCCC

The number of employees is a stable figure since 2011, when restructuring took place. Before restructuring, TCCC in the Czech division possessed 40 employees, its own HR department and much more. Due to the world financial crisis, there was a need to restructure small offices of TCCC and therefore the HR department is operating from Vienna ever since.

4.2 Recruitment process at TCCC

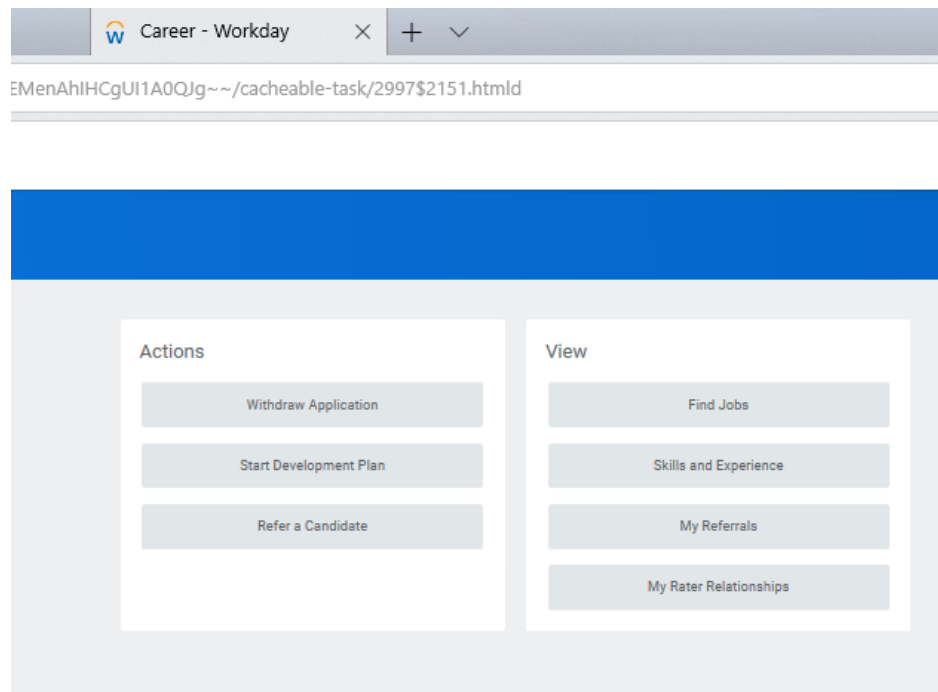
Subsequently, in accordance with study of hard data processes from HR department and interview with Senior recruiter from TCCC, Lara, the process of recruitment is described.

4.2.1 Identification of needs to create a new position

The identification of needs to create a new position comes from the hiring managers. The managers are conscious about what are the needs of the department, whether the job force is sufficient, or whether it is time to hire a new job force which would be a contribution to the team, considering pros and cons including costs of the new employee, hiring them, and time spent on specifying the new role. It is also necessary to consider the competitive edge of a new employee and the work load of all team after accepting new employee, as it takes time to adapt them, which could be time consuming for the team. The other factor to consider when identifying the needs, is the adaptation to the new trends in the industry, changing environment and entering new generation to the job market. For example, E-Commerce and digital department is the most fast-growing department, such employees must feel engagement, since the industry is highly competitive and reacting to new technologies and trends quickly. As Lara, the Senior Recruiter in TCCC stated, *“the first set is to open a job proposition. The second step is that we are doing the intake meetings with the hiring manager, this is how we called it, it is a specific format, we are using for this. We are asking about why the position currently open, what target or challenges the person should, what kind of a role would it be. The things we need to know in advance before we do the sourcing, screening or the interviews. After that we arrange with the hiring manager how we want to proceed the recruitment strategy. To decide whether we want to post it just internally via our HR system WorkDay or externally through LinkedIn, job boards e.g. XYNG popular job boards in Germany, Austria, Switzerland. If they want to just post the job ad by themselves or want us to post it. As a process we have to post the*

position internally for at least 10 working days and externally we are posting the positions three weeks. “

4.2.2 Creating job vacancies

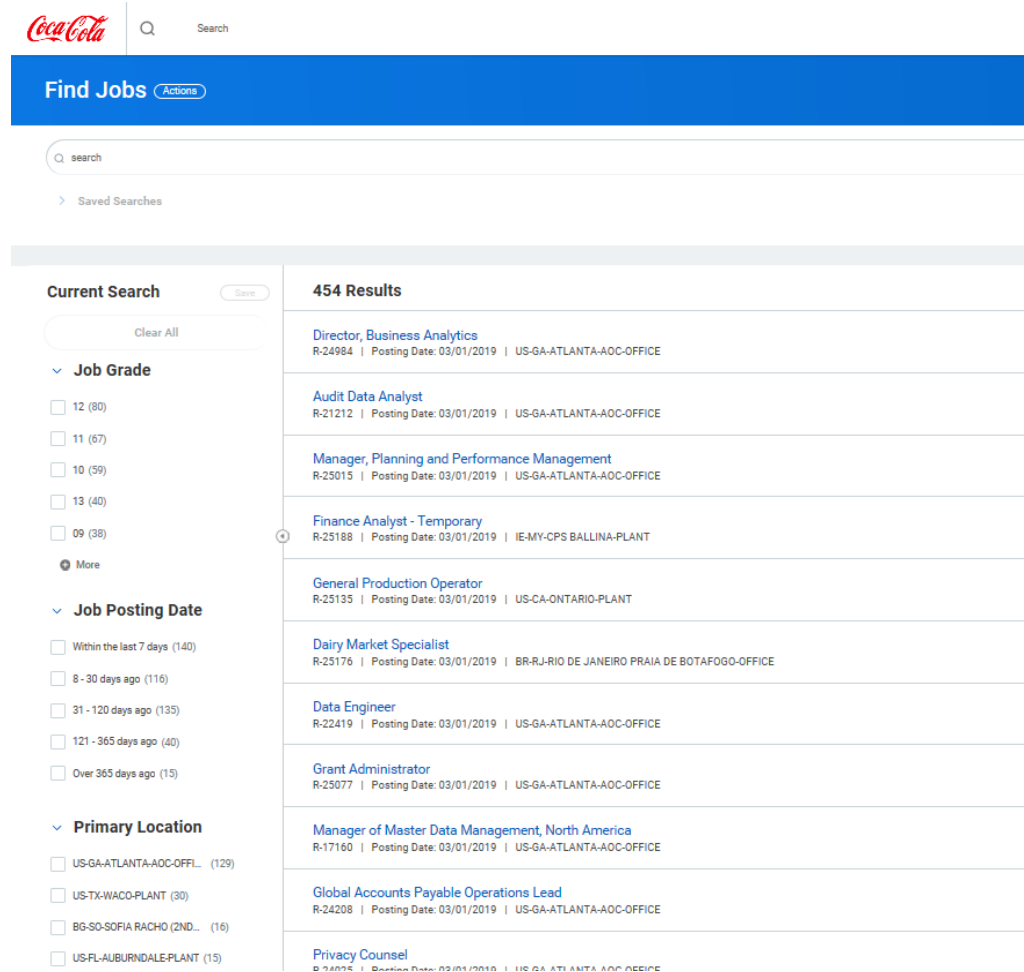


Picture 1 - WorkDay title page
Source: screenshot from WorkDay system

TCCC uses a platform WorkDay as a personal information system. The WorkDay provides services such as a payroll, personal information, requesting time off, showing organization charts of the company, and in addition to that, it serves as a recruitment tool. As picture 1 above shows on the bookmark called „Career”, employees can easily choose from wide range of career options, one of those options is to find a job.

Creating a job post is realized either by with an existing job post for ingrained job position such as Brand Manager, Commercial Finance Manager, Marketing Manager etc., or a recruiter in cooperation with a hiring manager have to create a new job post for an entirely new position. Such situation may occur when filling positions into IT teams, Social Media and Digital teams and other areas that possess dynamics of their job tasks and responsibilities. Job post of a new position does not have a strict scope or content and it is up to the recruiter and the hiring manager to agree on the content. In general, however, the parameters and information to be filled are observed.

As shown in the picture 2 below, after clicking on the „Find Jobs” button, the job search gives a job seeker multiple options of a search engine. They can conduct the search based on a job grade, date of job posting, primary location, type of a contract, hiring manager, or level of management and skills. The design of the WorkDay is plain and as stated by Lara, „we are using the WorkDay but it is quite confusing and not user-friendly tool.” As a recruiter, she has an advanced access to WorkDay, which provides her with an analysis behind the processes.



Picture 2 - WorkDay page Find Jobs
Source: screenshot from WorkDay system

The job advertisement differs according to hiring manager’s request and the recruitment channel used, but the core ideas stay the same. Following points must be included in the job post - position title, location, type of a contract, job specification, job requirements, key responsibilities. Currently TCCC HR strategy focuses on growth behavior, which started to

be included in the requirements of the job post as well. Growth behavior denotes personality and mind aspects, as follows:

- GROWTH MINDSET: Demonstrates curiosity. Welcomes failure as a learning opportunity.
- SMART RISK: Makes bold decisions/recommendations.
- EXTERNALLY FOCUSED: Understands the upstream and downstream implications of his/her work. Tracks and shares external trends, best practices or ideas.
- PERFORMANCE DRIVEN AND ACCOUNTABLE: Has high performance standards. Outperforms her/his peers.
- FAST/AGILE: Removes barriers to move faster. Experiments and adapts. Thrives under pressure and fast pace.
- EMPOWERED: Brings solutions instead of problems. Challenges the status quo. Has the courage to take an unpopular stance
- (Internal documents of TCCC, 2019).

A hiring manager from the Czech division stated that he would rather hire an unexperienced person with growth behavior aspects over experienced one with lower growth behavior aspects.

The challenge for recruiter is to reveal the growth behavior during the selection process.

4.2.3 Sourcing of candidates

While sourcing the right people, recruiters at TCCC use mix of recruitment channels tailored to a certain position. According to the guidelines of TCCC, the job post has to be posted at TCCC website, on Workday and in Hellenic's personal internal system.

When sourcing at lower job level for instant interns, students, and personal assistants, the relevant sources are university's job boards, local job boards, and LinkedIn stays in the background. For the Czech division, the relevant recruitment channels are – Jobs.cz, LinkedIn, TCCC website, and for students positions university portals, which revealed as not as effective as Jobs.cz or LinkedIn. LinkedIn provides TCCC with a globally professional profile with a possibility of advanced analysis and searching. Recruiters working within BU are in charge of the analysis and therefore they are using LinkedIn just

as a sourcing tool. TCCC's global team is responsible for data analysis from different recruitment levels.

For sourcing in marketing department, the Czech division uses the external services combined with TCCC recruiters. Reasons for that are several, as stated by Marketing Manager: *„I know I can trust Richard, the head hunter, he knows the people working in marketing field and the job market very well. He's an expert in this area therefore I enjoy using his services in addition to that he offers me relevant resumes of applicants while sourcing of our recruiters does possess with such quality. The cause of it is that our recruiters are in charge of many job markets therefore they don't know the Czech environment as deeply as Richard (smiling).”* In contrast with that, The Finance Manager cooperates with TCCC recruiters when hiring and states a different opinion: *„Why do I need to pay somebody else for finding me the same people when our recruiters can do it let's say for free (laugh).“*

Hana, who works as an E-commerce Manager, experiences a different approach with her recruitment as she said: *„A recruiter from TCCC texted me on LinkedIn offering a new role as an E-Commerce Manager for business unit. By the time I was not seeking a new job, but they attracted me since the job offer was not advertised in public. For this specific role they did not want their direct competition to know they started developing and focusing on e-commerce therefore I felt special to get such offer and I continued with the communication with a recruiter.”*

As a result, the Czech division uses mixed cooperation with external recruiters and TCCC recruiters, as the decision is upon them.

4.2.4 Screening of candidates

A resumé's screening is carried out through personal information system Workday, as stated by Lara, the senior recruiter: *„In the next step we are receiving the CV's and doing the screening through WorkDay, to be honest it's not a very useful tool. It's not very fast, the screening depends on the request of the hiring manager. Someone is looking for years of experience, someone seeks only for persons working in FMCG, or banking. The manager gives you the priorities what to consider when screening. Now we are looking at commercial finance, so the request is that the person has to be partnering a lot with general management therefore while we are looking at the CVs we are searching in the bullet*

points which have partnership inside. After the screening, we are sending the best candidates to a hiring manager to hear his or her comments.“

Each screening is processed differently, in a regular process, when a job post is shared in public and candidates send their CVs, the screening is done by the manager's requirements. The opposite situation happens when recruiters are addressing candidates directly and communicate with already sorted candidates that are suitable for the job position. In that case, the process goes vice versa.

As a result, the screening of candidates is an individual process which is not guided and it is not bound by the rules.

The screening of a candidate's profile on social media does not belong into the standard procedure and is carried out only when the recruiter is in doubt whether the candidate is trustworthy.

4.2.5 Selection of candidates

The selection process is upon an agreement of a recruiter and a hiring manager and it is semi-standardized. As a result of screening, the recruiter sends the shortlisted resumés of candidates to the hiring manager. Afterwards, the hiring manager discusses the shortlist of candidates with the recruiter and they arrange a future procedure.

Lara adds: *„We don't have a process that we follow by heart, so the best thing to do is to have a phone interview with the candidate, just a short one - up to 20 minutes, just to check the general experience, his interest, his compensation with the job package, notice period and after that we are trying to do one or two round of interviews so now globally. That is called an interview partnering process, up to three interviews for each interview of 90 minutes. It is very condense and we are trying to change the candidate experience to make it shorter and since everyone is travelling a lot it is hard to organize the interviews.*“

The selection starts with a phone interview which takes up to 20 minutes, the objective of the phone interview is to check the general experience and arrange the future procedure. During all interviews, the recruiter follows the guideline of an interview process, the guidelines are perceived moreover as recommendations, yet the recruiter acts accordingly to it. Recommendations are as stated in appendix 3.

The whole selection process is usually divided into three rounds of interviews. As mentioned before, a phone interview is the first round, the second round is an interview

with HR partner or recruiter who appeals on personality, motivation, drive and growth behaviour. Interviewer tries to uncover those aspects by following guidelines of TCCC and his/her experience in the field of interpersonal relationships. Concluding the second round of interview, HR partner/recruiter fill in a debrief for future observation. The debrief content is upon the guidelines of TCCC and include all responses of a candidate, reasons why is he/she qualified or not qualified for the job and should not include personal specifics such as age, race, gender etc. The debrief serves for recording the candidate's experience, to be easily comparable to other candidates when deciding. If everything goes well, hiring manager in corporation with the recruiter or HR partner make a shortlist of candidates, in this situation the shortlist after second round consists of approximately 3 people, the candidates are invited to the third round. The third round of interview focuses on experience appeal and the participants are the hiring manager, other possible coworkers and HR partner could be present. All parts of the interview are either in person or via video conference call. When hiring for a junior position, a case study is the most common form of selection. Case studies are tailored made to the hiring position either by a hiring manager or a recruiter. For example, for hiring an intern to commercial finance department, a task of system profit & loss analysis are given to the candidate or a case study of marketing strategy of a new product is given to a candidate applying to Junior Brand Manager position. As a result, data about candidate's way of thinking, approach and knowledge in the field give the hiring manager sufficient information whether to accept or reject the candidate. If hiring manager is still not sure, there is an option to organize fourth round of the interview and invite General Manager of the division to interview the candidate. When hiring for a senior position, the General Manager should participate at least once in the interview and afterwards be able to discuss it with the hiring manager. A structure of the last round of the interview is upon the hiring manager and therefore it is up to manager's responsibility to prepare for the interview.

The final decision is up to the hiring manager with an advice of general manager and his team. The final decision is given to the recruiter who contacts the selected candidate to communicate the future procedure. The job offer is sent to the candidate by e-mail, including the job description, job title, reporting structure, starting date of employment, salary, benefits information and eligibility. The candidate has two days to consider the job offer, whether to accept it or reject it. If the candidate accepts the job offer, there are few

days to adjust it to negotiations about salary and benefits. Afterwards, he must fulfill elementary documents of TCCC, such as New Hire Form, Code of Business Conduct, EU Competition Law Guide and Non-Disclosure Agreement. Following to response of the new hire, Job Contract is sent to him/her.

The process of hiring takes 88 days in average. As Lara stated: „*We are a bit slow in the process, the average time to hire is 88 days, we are trying to make it shorter but the Key performance indicators are not set in this way.*“

Regarding feedback interviews or surveys with unsuccessful candidates TCCC does not execute such feedback.

4.2.6 Onboarding process

Due to the big diversity of positions in TCCC, there are specific needs of onboarding and adaptation to the new role at each position. The hiring manager determines the first days and weeks of the newcomer at TCCC. A basic document about TCCC is provided to each division, but it is upon the HR partner to structure the onboarding and to adjust it to each department. For instance, the onboarding in Marketing department proceeds as on the job training: „*On the first day of my work I got an excel file from my manager with all necessary information for marketing. Klára was my mentor and she taught me the most necessary things. I felt very comfortable; the team was friendly and willing to help me if I ask. The first three months were more on the job training.*” Describes Petr from marketing department with enthusiasm in his voice.

The onboarding experience for internship position proceeds differently as stated by Lara: „*In case of onboarding new intern, the process of onboarding is slower comparing to senior positions. An intern must be introduced with industry and company terminology and daily basis of new role and job environment which is completely new to him assuming he has no full-time experience before.*”

4.2.7 Recruitment strategy

In the year of 2019, TCCC prepares changes in the global strategy with gradual implementation to each business unit, including division of the Czech Republic & Slovakia. The key touchpoints of new the recruitment strategy concern Employer Branding and LinkedIn. The figure below summarizes the key focuses of the new strategy.

Recruiters are supported to train in LinkedIn professionally with two-year certification to source the top talents, the focus is put on the growth behavior of talents, therefore investing in LinkedIn is necessary. A communication within recruiters will be simplified due to a new reporting system. The mentioned key points should contribute to minimize the time to hire from 88 days, the goal is to minimize it as stated by Lara: *„ we are trying to make it shorter but the Key performance indicators are not set in this way. “*

Concerning the data gathered from LinkedIn Lara adds: *„The data from LinkedIn - we are not checking it, everything works as it should. We are checking the data on WorkDay, there are statistics that shows you the sources of the CVs. For example – 60% of CVs comes from LinkedIn, 20% comes from Bottler, 20% comes from our website. These shares apply to the Czech division by data from 2018“.*

The last touchpoint of new recruitment strategy is a new employer branding that should be implemented globally. Until now, TCCC did not put focus in area of employer branding. but since the new generation of millennials enters the labor market, TCCC realizes that it is time for a change. As a global brand, TCCC does not have a developed employer branding, compared to other world-wide brands like Google or Microsoft. In the Czech division, there is no one in charge of employer branding, but since CCH Czech Republic and Slovakia posses more than 600 employees, their image is mostly seen as „The Coca-Cola“in the Czech society. CCH engages in cooperation with universities, such as University of Finance and Administration. Nevertheless, their activities are not strongly developed, since the employer branding development is new to them, and creating image of CCH belongs to the responsibilities of Public Relations and Communication department. The new employer branding strategy of TCCC involves company’s profile updates on LinkedIn, Glasdoor and Indeed portals. In addition to that, the wireframes on career website are being developed, a new website vendor who has WorkDay integration and the ability to create landing pages on demand, to support events and regional initiatives, is being considered.

A new Global Media Plan, that concerns identification of top global recruitment sites that allocates media spend by regional hiring needs, will be launched. And finally, tracking framework will be developed to track all media from click to hire, to provide overall view to new recruitment strategy (Internal documents of TCCC, 2019).

Lara puts her point of view on employer branding as well: *„The employer branding, we don't do anything about that now. We are a bit behind, but now, in a global project, we are choosing the agency that is going to create the EVP, the new website, new job posting system, all profiles in social media that is going to start at Q2 this year. Currently, at our BU, we are starting with the employer branding, to create the EVP and start to build it internally. Data showed that we are not a modern employer, so we are trying to change that. The strategy we believe in is to adapt to millennials as to upcoming generations, they have different needs and wants and as a company, we need to focus on that. The company is going to change the values, the mission, but generally, when we are looking to recruit someone, we are looking at the growth behavior. So everything has to do with that because it is a part of our values.“*

As is seen from the figure below, the most focus is put on differentiated capabilities regarding associates that would be developed and mobilized with contemporary skills as a competitive advantage. The next focus is put on raising the future leaders that would lead teams and inspire people to be their best. Mentioned areas would be resulted in agile enterprise and thriving growth culture.

4.2.8 Costs of recruitment

The costs of recruitment are increasing due to investing in LinkedIn and new Employer brand strategy, it is planned to spend 20% more comparing to last year in global. Concerning the recruitment costs of the Czech division, they are changing accordingly to the current needs of the office. Since the office is relatively small, there is a plan to hire two employees in following year, the costs of the recruitment in the Czech division are low, compared to other divisions in the business unit. Share of costs of the recruitment in Operating expenses is less than 2% for a business unit and less than 1% in the Czech division. Most of the cost includes usage of recruitment agencies and head hunters who are popular in the marketing department; there are no other specific costs, since TCCC recruiters belong to the company. The increase in costs of the global project of Employer

branding and LinkedIn investment does not belong to the budget of the business unit, therefore it does not interfere with business unit expenses.

Concerning evaluation and measurement of recruitment, Lara stated: *„We don't measure the reach of the job ads, as a business unit or specific divisions. I have a position in Serbia, where I haven't got the access to LinkedIn so I found a local job board and posted it there just for a small fee around 30 euros. When recruiting, you have to consider the local market and see which channels are more effective, it's not LinkedIn everywhere.*

Other important part of the feedback are exiting interviews with employees who are leaving the company. Hiring managers are in charge of such interviews, but those interviews are not structured and it is up to them to share the feedback with HR partners or team.

Despite the fact that TCCC and CCH work as a system, the fluctuation is measured and observed only in CCH. The number of people who left TCCC in business unit is 75 and therefore the fluctuation is around 10 % and it stood at the same level as in the Czech division.

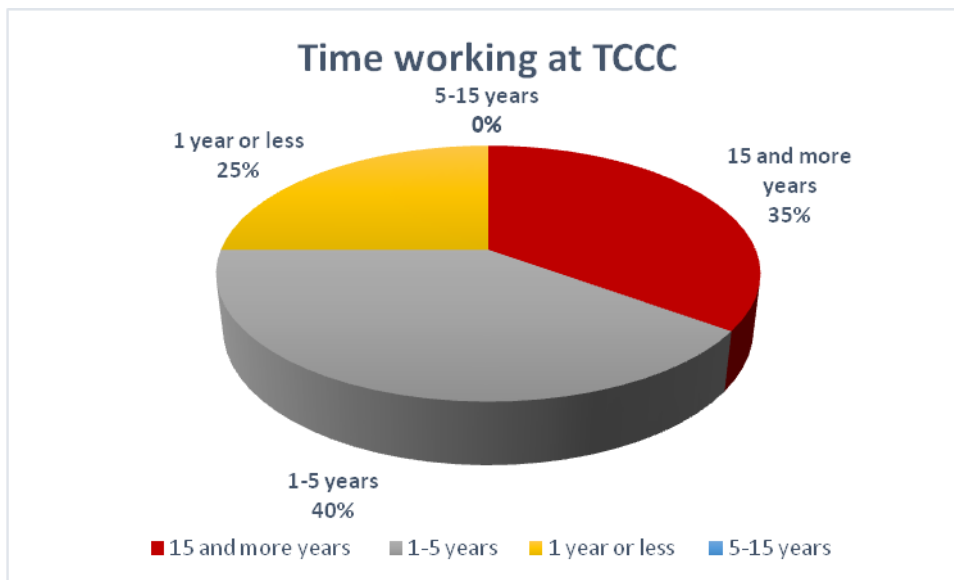
The main indicator of a successful recruitment is the operating expenses of recruitment; Lara says that: *„We are checking the OPEX of every office, if the position is in the OPEX. To discuss the future needs and if there is a budget for them. You should have an overall picture of the costs of the employees and that is very important. We are trying to avoid to use the external head hunters, since we have our own internal recruiters, it is very expensive to use them.”*

4.3 Interview's results

For purposes of empirical research structured interviews, an unhidden semi standardized observation was conducted. 12 employees were involved in the research which was held in January 2019 and February 2019. In order to maintain ethics of a research, the anonymity of employees was kept. Interviews were conducted in a meeting room with each respondent alone, and the duration of each interview was 30 minutes in average, with the exception of leading managers - such interviews took 60 minutes counted as an average. Questions of the interviews are part of the appendix 1. Unhidden observation and semi-structured interviews was conducted by the author for deeper understanding of views, opinions and approaches of participants. Author participated in observation during

interviews, was present in the office on daily basis, and added complimentary notes while interviewing, in order to gather clearer understanding of emotions expressed during the interviews. The most relevant of interviews are rewritten as a part of the appendix 2. The interview with HR partner and Senior Recruiter was conducted with semi-structured areas of interview and complementary questions were asked subsequently. The interview with HR partner was conducted in person in December 2018, questions regarding organization of processes and structure were asked. The second interview was conducted with Senior Recruiter via video call, therefore bias could disrupt a perception of the author.

4.3.1 About sample of respondents

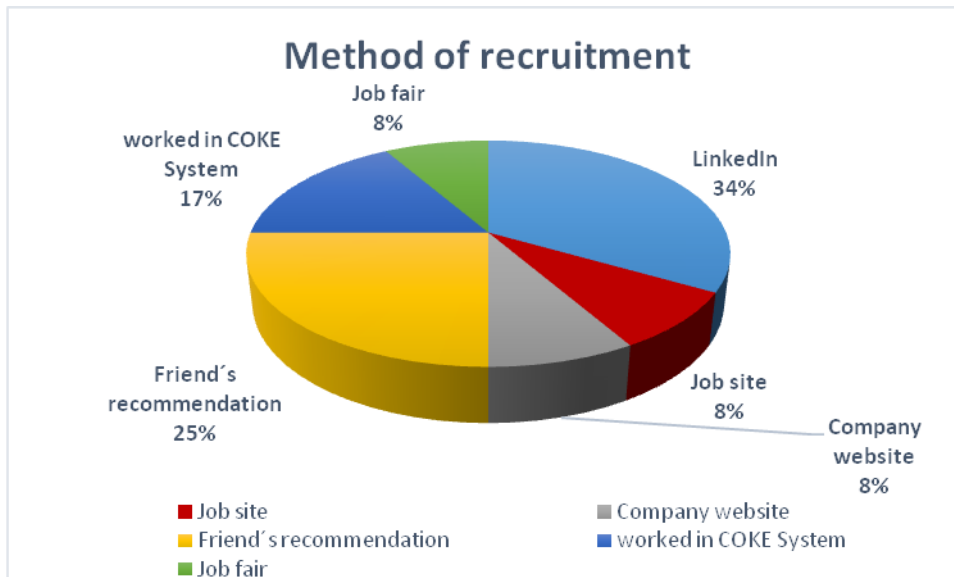


Graph 1- Time working at TCCC

Source: own elaboration based on interviews

The graph 1 above shows the time respondents work at TCCC, which is equally distributed. The most commonly, respondents work at TCCC for 1-5 years. The second biggest share forms employees who work for TCCC for 15 years and, finally, 25% of respondents work at TCCC less than 1 year.

The Czech division of TCCC has equal gender distribution, women form 60% of the office and remaining 40% is filled by men.



Graph 2 - Used method of recruitment
 Source: own elaboration based on interviews

The graph 2 above shows a method of recruitment used on existing employees. The most respondents were hired through LinkedIn, with representation of 34%. Four respondents stated that they were contacted directly on LinkedIn by a recruiter by the time they were not actively seeking a job, and they were attracted by the Global impact of the brand. Hana describes her experience indifferently: „I was called by a head-hunter through LinkedIn from Germany. First, it was a message on LinkedIn, then they called me, and we scheduled a Skype meeting. I was not looking for a new job at the time. The position was totally new, therefore it was partially up to me to create it and have the responsibility to develop in this area, she asked me if I am interested in it; the position was flexible, I could work from home.”

Surprising finding was that two respondents were sourced through LinkedIn in 2011, by the time LinkedIn was not a common platform. On friend's recommendation was recruited 25% of respondents, who stated that they were sourced by their friends who were aware of their capabilities. Two respondents (17%) worked at CCH (COKE system) before and they came to TCCC through transfer. Three recruitment methods – Job fair, Company website and Job site, are represented by equal distribution of 8%. The Marketing Manager of TCCC who was recruited 20 years ago as an intern, was hired on a job fair. By that time, TCCC was actively engaging in university job fairs.

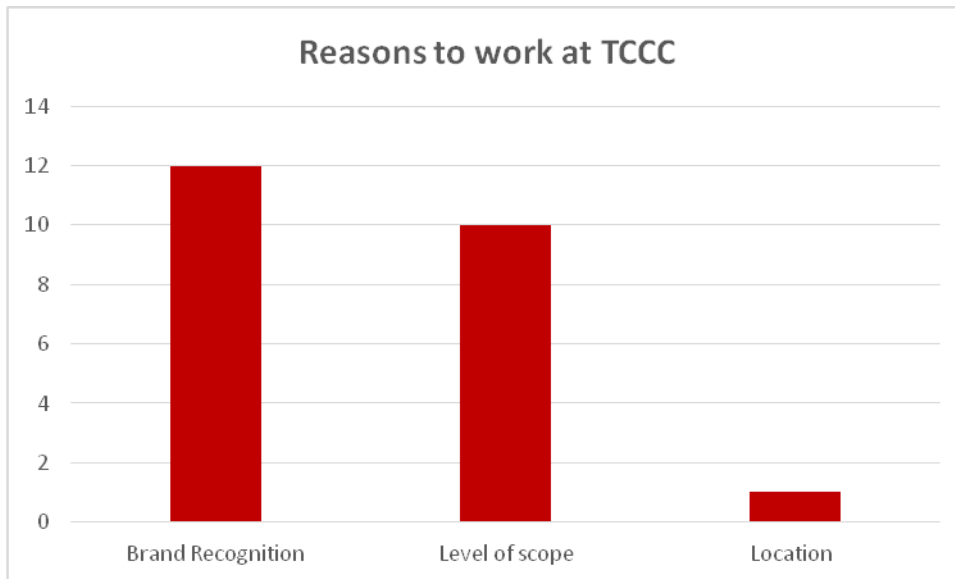
Vast majority were attracted to work at TCCC by its global brand impact and popularity, as Jakub describes with smile: „I wanted to work with global brands, on a position where I

could develop myself. I liked the fact that TCCC got the budget to be visible in the world, therefore it would make the results of my job visible as well.”

Marcela compares impression of TCCC by the time she was hired and now with nostalgia: *“It was totally different to work for Coca-Cola back then in 2002, the brand was not so extent as today, it was a sexy global brand. Nowadays the trend has changed, we have 24/7 beverages portfolio, but the image is different as well. We are perceived as the evil brand who makes a lot of plastic waste. “*

As graph 3 below shows, only 8% of respondents (1 respondent) decided to work at TCCC thanks to location, which is not positively perceived by other employees. Everybody agreed on the brand recognition as the biggest attraction. And the level of scope that the job at TCCC provides was highly appreciated by 10 respondents. This perk was underlined by Veronika passionately: *„The position was interesting because I was in charge on Coca-Cola which is the main brand and I was overwhelmed to be responsible for such global brand leading in beverages at that time and I had good first impression from the local team.”*

And Marcela adds that the level of scope is not something settled: *“The movement in the teams is a perk, the Brand Managers rotate between the brand portfolio every three years and I consider this as a big advantage, as you are not stuck in one place and gather new perspective of the brands. But the movements are not set by the guidelines, it depends on the situation, if there is a rough time for Coke brands, the focus of the managers moves there.(smiles)”*



Graph 3 - Reasons to work at TCCC
Source: own elaboration based on interview

4.3.2 Evaluation of recruitment processes by respondents

The next area investigated employees' view on current employer branding, the question to respondents was if they think TCCC has a well-developed employer branding. Only one respondent out of 12 thinks that TCCC has well developed employer branding and explained his opinion on international experience *"Yeah, I think we are good in this, when I worked in Switzerland or Austria I always got the impression of the wow effect that the brand Coke made and I feel the same in here."* characterized by Jakub very positively.

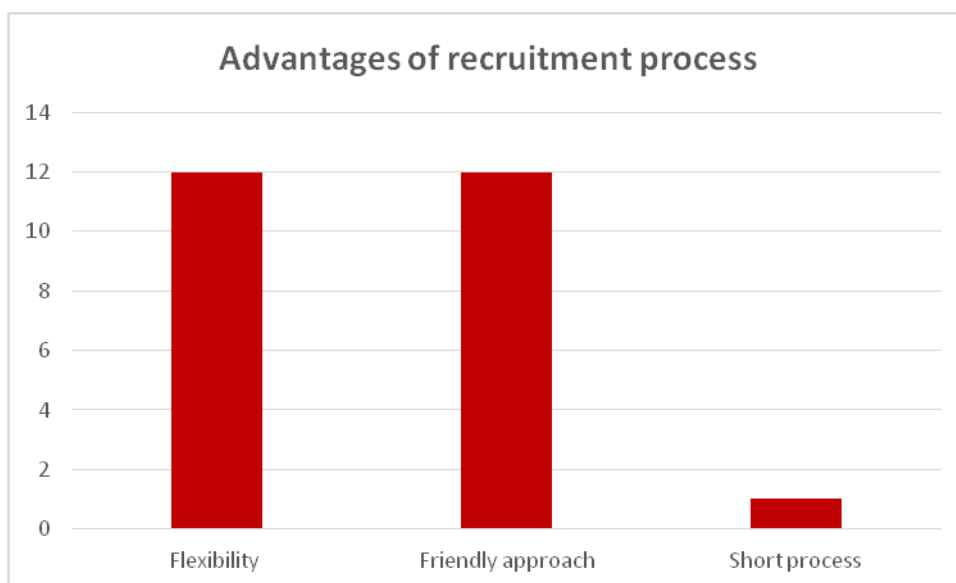
Adam explains his feelings seriously: *"No, TCCC does not have a good reputation. The reputation is driven mostly by the CCH. In CCH, they restructured 300 people by the last year, which is not a good sign. From the people from outside, I don't hear good things about CCH. The dysfunctional image about CCH influences the image of TCCC because together we create Coke."*

And Hana gives her view on employer branding at TCCC with tone of sadness: *"The employer branding does not exist, nobody knows that there are two Cokes – Hellenic and TCCC, and even I did not know that there are two of them before. The profile of TCCC is in shadow of Hellenic. Hellenic represents itself on jobs.cz as "the Coke" and their references on the market are not good, therefore even our position is not greatly developed. In Hellenic, they got extremely high fluctuation. For example, the brand people are distracted by the image of Coke because they have heard of the reputation of Hellenic*

and they don't know that we could offer them more. What we are missing here, is the corporation with universities, conferences and events that we could profile more as a solid employer and differentiate from Hellenic”(explains passionately with anger in her voice).

The graph 4 below illustrates, the representation of advantages of recruitment process according respondents. Employees see the biggest advantage in friendly approach of recruiters. As Lucie says indifferently: *“I see the advantage in the approach of HR, everyone was positive, straight-forward, the process and questions were structured, they went to the point. The job description suited my role for the first year and it changed after some time. My role has developed.”* And Adam supports the flexibility of HR: *“Another advantage is that they were flexible and open to my limits because I wasn't from Prague so they scheduled two interviews in one day, so I did not have to stay for more days in Prague.”*

Only Hana perceived the process of recruitment as short: *“I was satisfied the process, it was the shortest I experienced, as compared to other employers. The cause of it could be that I wasn't the job seeker at the time, they were the one to want me in the role.(smiling)”*



Graph 4 - Advantages of recruitment process
Source: own elaboration based on interviews

The next area concerned disadvantages of recruitment according to respondents. Respondents identified seven problematic areas of recruitment process. They mostly talked about the long duration of the process, which took in average about 3 months; as Lucie commented with slight anger in her voice: *„I see the disadvantage in the time period of*

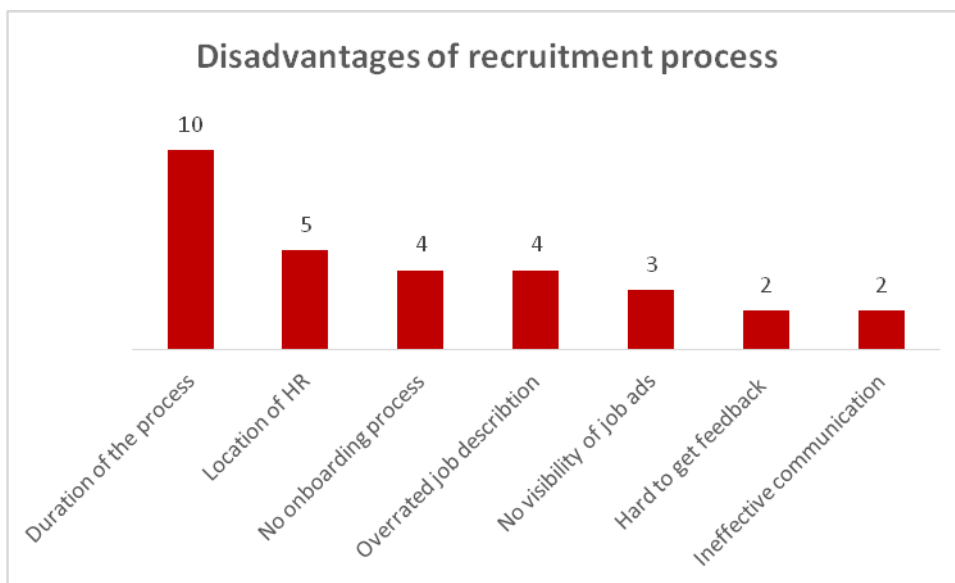
recruitment. It took three months to hire me, I was employed by the time so I didn't mind, but If I would be waiting unemployed for three months I don't know if I would be that flexible. The process was pushed from my side to accept it or not, but from their side, I was waiting for really long. I don't think that such approach impress the candidate the way that the company do do not fought for the newcomers and give them thoughts like – Are they waiting for someone better than me? “

Less than a half (5 respondents) identify the location of HR partner as a disadvantage, which Marcela summarizes with slight sadness: *„The disadvantage I see in the current location of HR. Few years ago, the situation was different, and I feel that it was a bad step to decentralize the HR. The HR Manager should have an internal insight to the team, understanding the people's relationships, their needs, and be ready to help them. If the HR Manager is not here, she/he could not see that it is necessary to hire more people in marketing, for example. In current situation, we need more human attitude; the HR now serves just as a bureaucracy barrier. The line managers are doing such job, but I think it should not be all on them.”*

The two problematic areas with same representation of 4 respondents are the overrated job descriptions and the onboarding process. In Hana's opinion, the job descriptions are overrated: *„the post is exaggerated, for a senior position with 3-5 years' experience in the field, but it does not correspond with the real work. We would never get such senior person that was totally overrated, but maybe the purpose was to eliminate people with low self-esteem and attract the confident ones.”* And Marcela adds with slight anger: *“the requirements on the positions are far higher than the actual capabilities; the demands of TCCC are exaggerated. Usually, the newcomers get a feeling that they are hired on a position one level higher than they are actually being offered. Getting someone here is a problem, and even a bigger one is to keep them for a long-term. The expectations are far different from the reality, the newcomers are expecting bigger team and the attitude of HR is not acceptable”*. Complaining about non-structured or even non-existing onboarding process was identified with 4 employees. As Adam stated with disappointment: *“Due to the lack of induction process, not everyone is familiar with the processes, and that makes it complicated. The induction is not structured because everyone had a different “mentor”. Those are the reasons Coca-Cola does not have a super positive reputation.(grins)”*

Last but not least, two respondents mentioned that it was hard to get a feedback after the interview processes and accepting job offer, which resulted in opinion that the communication is ineffective, as was stated by two respondents as for example by Veronika: *“The communication with the Head hunter and local team was very good, what was ineffective, was the communication after the interview. The whole process took one month and then they still weren’t able to send a written job offer, the operations director had to push the HR department to send it.(turns her eyes)”*

The graph 5 below summarizes the problematic areas of the recruitment according to employees.



Graph 5 - Disadvantages of recruitment

Source: own elaboration based on interviews

4.3.3 Respondents who experienced recruiting

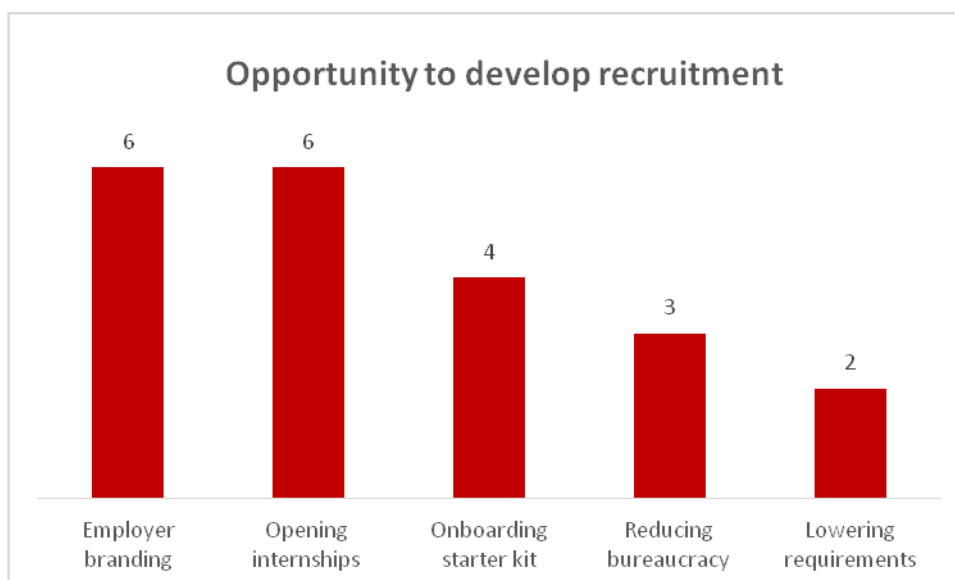
Further focus was given to six respondents who experienced recruiting as hiring managers or were participating in the recruitment from the other point of view. Those six respondents had mixed opinions and feeling about the process. For example, David, the Commercial Finance Manager, gives a positive response to the process: *„The cooperation with recruiters was convenient, we agreed upon the procedures, and the process was short. They sourced relevant people, but I cannot see into the HR structure, it is so fragmented that If I didn’t know my recruiter, I would not know who to ask.“* On the other hand, Bohdan, the Marketing Manager, gives a negative feedback on recruiting process: *„Few times I worked on hiring with our HR partner and it was a horrible experience. They did not know the local market and therefore they sourced irrelevant people. Since then, I*

cooperate mostly with my Head-Hunter who specializes in sourcing marketers, but it is a pity because it costs money and I don't have time to execute my work in this way. The HR partner should be in charge of it, not me."

Other two respondents expressed their overall satisfaction with the process and the last two mentioned the excessive claims on the candidate, as stated before.

4.3.4 Opportunity to develop recruitment

The respondents were asked to think about the opportunity as where to develop recruitment at TCCC. Five main areas were identified by respondents, as displayed in the graph 6 below.



Graph 6 - Opportunity to develop recruitment

Half of the respondents see the opportunity to focus more on the employer branding and as a result, opening more junior positions that could help the workload in the office. Jakub states his opinion openly: *„To be honest, I believe in this pragmatic approach. If we look for a talent and if we identify suitable candidates, I think that finding the right balance in what they should bring from a professional background and also from competencies and personal background is important. So only a little bit fulfills 80% and then delivers 90%, rather than looking for a perfection. Also making the process shorter than 3 months, more pragmatic and sharper, would be a big help. This is the issue that we are facing now, we are cutting the junior positions so there are not many positions where to develop from a junior point of view. To have at least a trainee position to recruit people with no experience and raise them within Coke. We have a market operation specialist, which is a*

broader function that touches commercial but also marketing, and it is a good position to start with. Also, the brand management junior; these two would be most suitable for interns, and of course, in the digital team, these are the positions that need to be filled with young people because digital department is evolving every second and I think, in terms of staying in touch with teens, the young people are an important target group. For teens, the older you get, the more you lose the connection with what is relevant to teens. “

Hana shares the same opinion about internships with enthusiasm: *“In my opinion, interns are overall a great contribution to the team, source of new ideas. TCCC generally hires senior expert people, but the target group is much younger and that is what we are missing. If we hire younger people, we don’t have to pay the agency to research if young people like this influencer or not, we would have the young one in our team.”*

An idea of creating a starter kit for newcomers share four respondents. For example Lucie, who states that it would help to have: *“at least to have a first guideline, a list A4 with all necessary apps and accesses. Then lists about benefits, expenses, AmEx paying. Those are just small things to do, but in my opinion, it would help so much.(folding her hands)”* Finally, two respondents mentioned the overrated job requirements again.

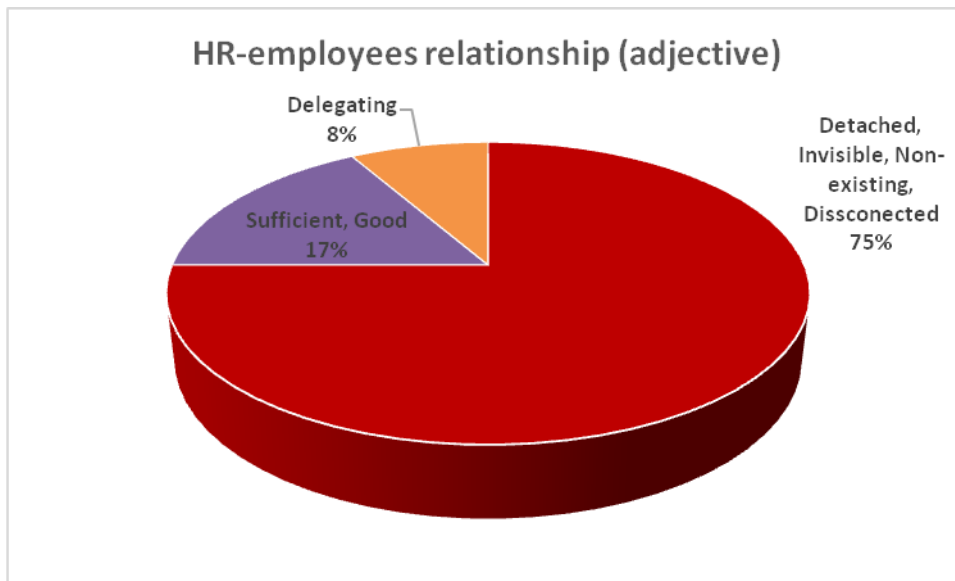
4.3.5 HR-employees relationship

In next part of the interview, respondents evaluated and commented on their relationship with HR partner and they were asked to express it in adjectives and afterwards explain it further. Most of the respondents described the relationship in similar adjectives that were grouped together and counted in one category. This category includes adjectives such as – detached, invisible, non-existing or disconnected, and counted 75 % of respondents, for instant Jakub, who stated his opinion clearly and with laugh: *“I don’t feel like the HR is here at all, so I would say that the relationship is invisible because I almost never see them. Once, the HR sent us that we should get a feedback, but it did not result in anything. I don’t think it is necessary to have someone here in Prague, the problem is in proactivity. The space of improvement is in caring more.”*

Only two respondents expressed positively about the HR-employees relationship, for example Hana stated: *“I got different expectations from others, I am loud, and I am used to ask for what I need. The relationship is proactive from the side of employees, but I don’t think that the HR should be here, and every month ask you how you are doing. If you need*

something, you have to tell them. The role of the HR should be to help you in case you need it, for example to handle maternity leave or transfer, etc. The question is whether they are doing it good, many people don't know who is responsible for what, but it's about the proactivity and I am satisfied with our HR. They behaved towards me very well every time.”

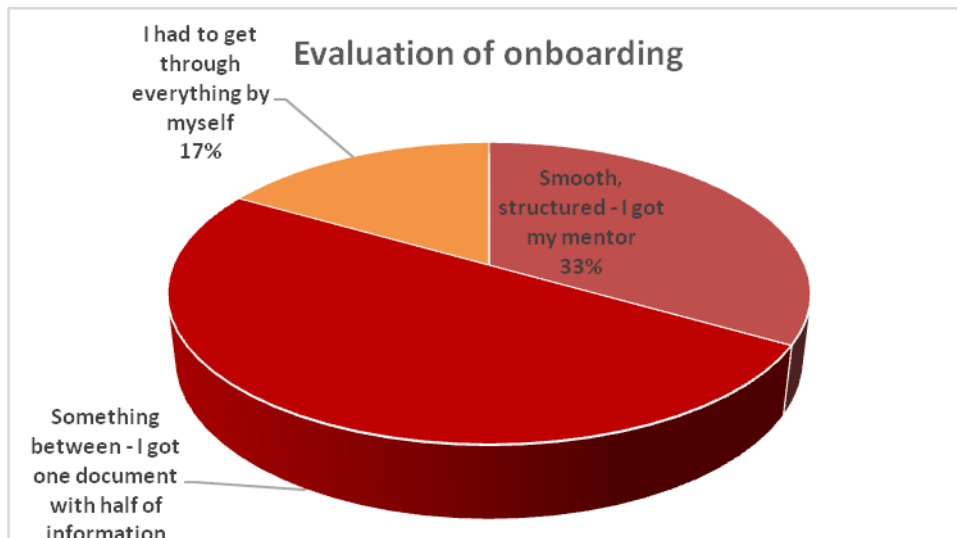
Finally, Bohdan expressed the relationship as delegating, since he got an impression that the HR partner is delegating their responsibilities and tasks to leading managers. The graph 7 below shows the scatter of adjectives.



Graph 7 - HR-employees relationship in adjectives
Source:own elaboration based on interviews

4.3.6 Evaluation of onboarding process by respondents

In this part of interview, respondents were asked to describe their onboarding process. In order to simplify the figure, answers are grouped in three categories. The graph 8 below shows that half of the respondents went through the onboarding process with mixed feelings.



Graph 8 - Evaluation of onboarding

Source: own elaboration based on interview

Mostly, they got few files connected with their specific role and responsibilities, and if they did not know something, they asked their manager or a colleague from the team. Since the workload is tremendous, it is time-consuming to teach a newcomer about administrative and bureaucracy points. From the answers, it was revealed that everyone has been through a different onboarding, as it is not structured process at all. Four respondents were satisfied with their onboarding, since they got everything they need it in their positions, out of those four respondents, three were from the digital team. According to that, it can be said that onboarding in digital team is well-structured and employees in this team are satisfied with that. The last respondent who was satisfied has been through the onboarding in the Vienna office, worked there for 3 years and afterwards he was transferred to Prague, therefore he was already in the system of Coke and he was ready for the transfer to the Czech office. The two respondents that were not satisfied with the onboarding process, from the marketing team, have negative experience because nobody was informed about their first day at TCCC. This has resulted in a negative first impression, since they did not even get a laptop or anything else prepared in their first week of work.

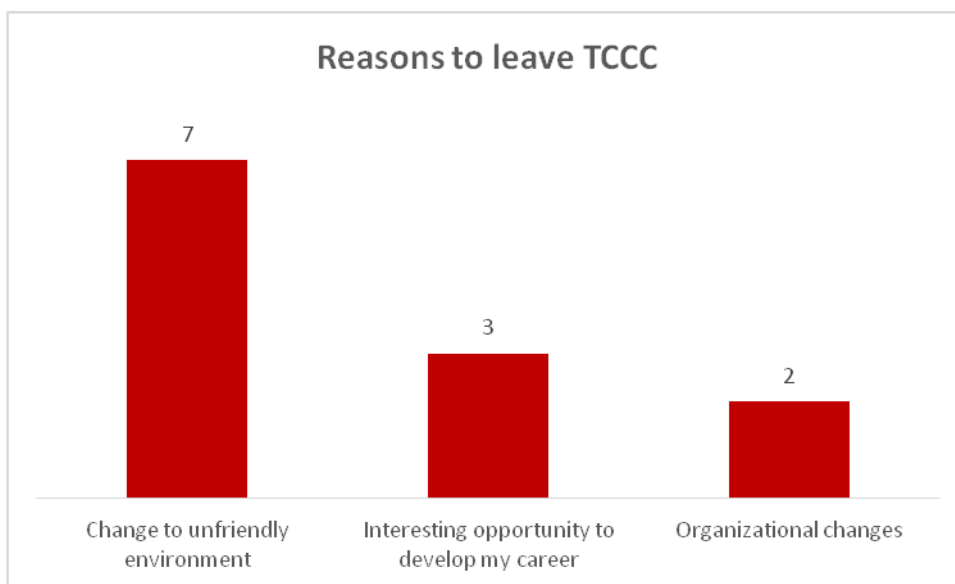
4.3.7 Job satisfaction

The last area of questions concerned the loyalty to TCCC, the motivation of employees to stay in TCCC and possible reasons to leave TCCC. Such questions were selected due to connection job satisfaction with possible fluctuation. The first question of this set were „*Are you proud of working at TCCC?*“ Everybody agreed on the fact that they are proud of working at TCCC for two main reasons, which are the job environment and recognition of

Coke brand; as Lucie stated proudly: „I'm glad to work here, because of the people. The company is defined by the people and I trust the team. There is no rivalry within the positions, the ambience is friendly and positive. This is the main reason why I am proud of working for Coke, then is the adaptability to new trends, which Coke is capable of. “

Everybody agreed on their brand loyalty as well. However, the results from this area could be biased, as respondents would not like to be perceived as faithless; Katka, for example, stated: „The brand loyalty depends on personal integrity. I would never go work for direct competitor, it is not great sign of loyalty for future employers. “

When respondents were asked about their motivation to stay at TCCC in case they would receive another offer, their responses contained the same element, which was a friendly team. Last but not least question asked about possible reasons to leave TCCC. As displayed in the graph 9 below, respondents considered a possible change in work environment as essential in their decision-making process.



Graph 9 - Reasons to leave TCCC

Source: own elaboration based on interviews

They appreciate the friendly working environment so much that they would consider leaving TCCC in case this aspect would change. Three respondents stated that they would consider leaving TCCC in case they would have another offer, which would be radical change in their career, for example, Jakub stated: *„In case I would obtain an offer which would develop me in my career, I would be responsible for team and the brand would be interesting in its execution. If I were to grow in another firm, but not to ever go to direct competition, that's a question of my ethic principles. It wouldn't be fair to my colleagues who worked so hard. The brand is one of the factors that determines the job you consider.”* Such statement revealed that connection to the team is vital and creates the loyalty.

5 Results and recommendations

5.1 Evaluation of recruitment processes at TCCC

Using information gathered by hard data from TCCC, personal structured interviews with both the employees and the recruiter, and observation, evaluation of recruitment processes is performed. Although TCCC is a global firm, the processes of recruitment are not strictly structured. They are given by general values of the firm that are executed not only externally, but from the inside of the company as well. Mentioned values are formed not to be strictly tight by rules, they adjust to the collaboration, according to individual situation. In simply way the values mean to be committed and to be connected to the company and its brand by leveraging others and remain responsive to change. The recognition of the brand Coca-Cola has a positive aftermath to candidate's perception. The external execution of marketing helps The Coca-Cola Company to be perceived positively and embraces the emotions of joy while drinking their signature product. Particularly in the Czech division of TCCC, the employees are proud of working at TCCC, however, the dual system of Coke is not publicly known. It was revealed that the reputation of TCCC as an employer is shaded by the negative reputation of Coca-Cola Hellenic, which is known particularly in the Marketing industry for not providing good working conditions, such as work life balance, work load, work environment and using Authority-compliance leadership style. Despite the great execution of product marketing, TCCC suffers from Coca-Hellenic's employer image, since they are not executing any employer branding in the Czech division yet.

Respondents' answers were broadly the same, except for two respondents whose answers differed from those of the rest of the team. Those two respondents do not feel the same in relation with the HR partner, and with the employer branding which TCCC does not execute at all. In comparison with the rest of the team, they feel that the relationship with the HR partner is sufficient and working well. This might be the cause of different nationalities of the two respondents and their previous experience in TCCC elsewhere. Based on their experiences and different culture background, they might have different impressions from the processes than the rest of the team, which is of a local origin and does not have such international experience. It was just the possible ineffective communication the two respondents mentioned, when asked for disadvantage of the

process, and they did not critically reviewed the processes during the interviews, as compared the rest of the team.

The process of identification of needs that leads to a job position creation is not structured, therefore it is upon the hiring manager, to be responsible for this agenda. This might result in work overload, since hiring managers do not possess the time capacity to identify their needs and to provide inputs of their requirements to the recruiters. Due to the fact that Czech division does not possess a local HR partner, there is no focus on internal needs and Czech team has to partially cover the HR agenda. HR partner of the Czech division is situated in Vienna and is in charge of four other divisions, therefore it is not a priority to focus on local teams and to visit each division in order to map the problematic areas. 5 out of 12 employees stated that they are not satisfied the HR's distant location. In their opinion, the HR partner should be located in the office to gather the local view of the issues and to undertake the execution of the employer branding.

The recruitment channels mostly used to source are LinkedIn, Workday (Personal Internal System), the company's website, as well as the website of Coca-Cola Hellenic. More than a third of current employees were sourced through LinkedIn, according to the results of interviews. However, one of the hiring managers is not satisfied the Recruitment channels, in his opinion, the sourcing is unacceptable, since the recruiters oversee many labor markets and they do not specialize in a certain one. According to the table by Dalton and Sinclair (2017) described on the p.30, the most effective channel, when seeking senior managers, is a search consultant. The mentioned hiring manager is aware of this fact and uses the service of his own search consultant when looking for new people for his team. In comparison with this statement, three employees mentioned that the job descriptions are exaggerated, and stated that it would be better to hire enthusiastic, unexperienced candidates rather than looking for a perfect, experienced one.

The onboarding process does follow the same structure as the identification of needs, the process is upon a hiring manager, since he possesses adequate knowledge of necessary introduction and training. The introduction training from the side of the company is not executed in the Czech division. According to the experience of respondents, half of them were not satisfied with the onboarding process and therefore they felt their first weeks at work were harder than they thought.

The employees in the Czech division of TCCC are overall satisfied with the recruitment process, as they were in the role of candidates, and some of them are hiring managers. The process is based on communication within the HR partner, the recruiter and the hiring manager. In accordance with company's values, recruiters are flexible and open-minded when communicating with candidates, which was highly appreciated by respondents. Employees of TCCC feel the engagement within the company; Murlis and Schubert (2011) grouped such engagement into six areas. The only lacking area is the work and personal life balance, due to slight work overload. This might be caused by the lack of employees, since the hiring managers do not deal with proper identification of needs to create a new position

Regarding motivation to stay at TCCC in case respondents would receive another offer, their responses contained the same element, which was a friendly team. Since the Czech office is relatively small, teams are closer to each other and create positive working environment and great interpersonal relationships. The reasons behind that could also be that there is not clearly stated career development and therefore there is no rivalry within the teams

Despite the fact that TCCC and CCH work as a system, the fluctuation is measured and observed only in CCH. The number of people who left TCCC in business unit is 75 and thus the fluctuation is around 10 %, and it stood at the same level as in the Czech division. TCCC's values stay above the average, compared to the national average of 14-16%, as stated by ManPower Group studies (2018) on the p.25.

Respondents see the biggest weakness of the process in the duration which is in average 88 days, in comparison to the European average of 59 days in Marketing industry, stated by research of Workable (2018) on the p.37. Such comparison revealed that TCCC's time to hire is 29 days behind, therefore it is included in the objectives of recruitment strategy to reduce Time to Hire. Unfortunately, Key Performance Indicators are not set in this way for recruiters, therefore there is no measured tendency to reduce the Time to Hire and it could be one of the reasons why TCCC is behind the average Time to Hire value.

5.2 Recommendations

Proposed recommendations are based on drawbacks of processes which were revealed during interviews with employees, the HR partner and the recruiter, and on daily observation in the office.

Dedicated part-time HR specialist

Upon selected problematic areas, the first recommendation is in relation with problematic relationship and time management of the HR partner. Firstly, recruiting an HR specialist locally for part-time contract could be a suitable solution. Such HR specialist would attend the office half of the week and thanks to this, they would get an insight of the Czech office. Organizing and designing employer branding, e.g. a collaboration with universities, developing further relationship with them and with digital team, would be a part of the agenda. All designed agenda regarding the employer branding should be in accordance with the Coca-Cola Company HR team, therefore the communication with business unit's team would be necessary, as well as a regular identification of needs for a new position. Since the Czech Office is relatively small, there is no need to hire a full-time employee. HR specialist could be outsourced from agency, as other teams already collaborate with agencies. Thanks to the saved time, other employees who cover the HR agenda would have more time capacity to perform their work. Costs of such employee would be covered from the Operating Expenses budget. Overall, the costs of such employee would consist of salary, agency fees, bonuses, social and health insurance, travel expenses, trainings, sick leave, vacation, licenses and software provided, office equipment (work desk, laptop, phone, chargers, chair, electricity, water, heating). Counted as an average cost per employee in the Czech Office upon mentions subjects of calculations, costs of a new part-time HR Specialist would be 300 thousand CZK per year. As a matter of fact, such amount would not burden the company budget in comparison with the contribution that a new HR Specialist would make.

Employer branding

In relation with the agenda of the previously proposed part-time HR Specialist, Employer Branding development is also proposed. The Employer Value Proposition is already set from Coca-Cola Global, therefore there is no need to work on that. The agenda would

apply for those EVP from Coca-Cola Global in local team to develop them. The Employer Branding should be done as it is described in the figure Candidate Nurturing Map on the p. 23. Local specialists, such as managers from Marketing, Digital and Finance teams, would be glad if they could contribute to the creation of a better reputation of The Coca-Cola as an employer, and certainly to differ from Coca-Cola Hellenic. Creating closer relationship with universities and particularly with students is crucial in modern recruitment, therefore conducting lectures on related „Coke“ topics and to interact with students would help to better employer recognition.

Internship positions

Another part of the employer branding should be the participation not only at universities, but at the conferences and job fairs as well. In addition to that, searching for the best talent at the university should be a part of the agenda of HR Specialist as well. Such selection of the best talent should include detailed preparation of tools, for example an assessment center to observe cooperation, how the candidate cooperates with others, and problem solving, to unleash the potential of the candidate and to choose the best one. Leading managers should also take in the selection process to examine their profile and to discuss their points with the HR specialist. After a precise selection, the candidate would be offered a year full-time contract. During the year, they would spend each three months in a different department to learn and gather knowledge about the job flow, responsibilities and agenda of all departments, and most importantly, to develop their skills, capabilities and competencies. They would decide their interest in a department over the past year. Opening an internship position would be a contribution to the team, the team would be refreshed, the administrative burdens would be reduced, since they would take over a part of the administrative responsibilities. In terms of Marketing, they would be more relevant to teens, since they would be the youngest part of the team. The costs of an intern position on the base of the average cost per employee in the Czech office would be 480 thousands CZK per year. In total with the cost of the HR Specialist, the total costs of recommendations would be 780 thousand CZK per year. Costs of the employer branding are covered from the global budget, therefore inferere to the local Operating Expenses budget.

Adaptation program

The adaptation program was mapped as one of the problematic areas as well. The proposed solution is to create firstly a first day training about The Coca-Cola Company and the dual system of Coke. Further solution is to create a list of steps necessary to access the needed applications, for instant, at Finance department, the authorization access is needed to SAP ERP system and many other applications necessary to perform at work. Subsequently, a list of benefits and how to use them for newcomers. Proposed lists for newcomers would simplify their first weeks at new job and contribute to the Coca-Cola Company's image to perform better first impression by their newcomers.

Reducing Time to Hire

The biggest disadvantage of the recruitment process itself was revealed as the duration, which takes 29 days longer than the European average, according to the Workable (2018). This could be caused by the non-existing Key Performance Indicators for recruiters. Their bonuses are accordingly counted from set KPIs, which do not include any Time to Hire, therefore, if the objective is to reduce the Time to Hire, KPIs should be set by Management to motivate the recruiters more. The tools of reducing Time to Hire are described on the p. 37, according to Society of Human Resources Management (2018).

6 Conclusion

This thesis focuses on the recruitment process and its evaluation in the Czech division of The Coca-Cola Company.

The theoretical part is performed based on the study of secondary resources to characterize basic notions of Human resources management, recruitment process, modern trends in recruitment, as well as methods of recruitment evaluation and control. Recruitment processes and its strategies are characterized in the practical part, based on the semi-structured interviews with the HR partner, recruiter and employee's observation, while interviewing them, and on daily basis observation in the local office.

To fulfill the subobjectives, the recruitment processes and strategy of recruitment are depicted, as well as is the execution of the employer branding and identification of needs to create a new position, as a part of the practical part.

Recruitment processes cover a wide range of areas, starting from the first contact with the employer, towards the selection process, and finalized in fully integrating in the company during onboarding. For the current situation in the global market, it is not sufficient to rely on the company brand only from the industry perspective, building a great reputation as an employer should be a starting point, therefore it is recommended to The Coca-Cola Company to enable the employer branding to be fully executed in the Czech division. Even though the Czech office is relatively small, the value of the Czech results to the business unit is significant.

The interviews had revealed that employees are overall satisfied with the recruitment process, yet the relationship with the Human Resources Partner is not pro-active, as they would demand. Regarding the duration of the process of recruitment, the internal data from The Coca-Cola Company displayed that the average Time to Hire is behind the European average. In the previous chapter, recommendations for improvements of identified drawbacks were defined. The elementary suggestion is to employ a part-time HR Specialist that would cover the missing agenda of employer branding and pro-actively try to build a stronger collaboration with universities to hire the best talent that would be a contribution to the team. The challenge The Coca-Cola Company faces is to differentiate employer branding from the Coca-Cola Hellenic and yet still be displayed as a system. Due to the fact that The Coca-Cola Company's image is strongly influenced by the reputation of Coca-Cola Hellenic, TCCC's image as an employer is poor.

This work was beneficial for The Coca-Cola Company. Based on suggestions for improvement, recruitment and employer branding will act and consider implementing some recommendations. However, the topic of this thesis has a potential to be elaborated on even further, by extending the research part and by implementing the recommendations into the company's recruitment system.

The factor of limitation of the thesis could be bias that could be created due to a personal relationship of the author with the company and its employees. The structured interviews with employees might be influenced by likeable image respondents tried to facilitate during the interviews. Further findings could be a source of next recommendations in the System of Coke, which could improve the overall internal communication within the system, which is crucial.

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8 Appendix

List of Supplements

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Appendix 1 - Questions of semi-structured interview

- 1) Introduction – first name, position (department), how long have they been working for TCCC
- 2) Do you remember how you were recruited in the company? Could you please describe the process?
- 3) By the time you were hired, what were the reasons that persuaded you to work for the company?
- 4) What, in your opinion, are the advantages and disadvantages of recruitment process in TCCC?
- 5) Did you experience recruiting someone? Could you please describe and evaluate this process?
- 6) In your opinion, where do you see the opportunity for TCCC to develop its recruitment process?
- 7) Do you think that TCCC is well developed in employer branding? (good reputation as an employer)
- 8) How do you feel about HR-employees relationship?
- 9) Are you proud of working for TCCC? Please explain your feelings.
- 10) What would be the reason to leave TCCC?
- 11) What would make you stay in case you would have another offer?
- 12) If you could change something in the recruitment process, what would it be?

Appendix 2 - Interviews with respondents

1) Veronika , Senior Brand Manager , 8 years in TCCC

- **Do you remember how you were recruited in the company? Could you please describe the process?**

I was addressed by a head hunter from the UK, by the time I was not seeking a new job, but this looked as an interesting opportunity. Afterwards, we scheduled an interview with a local Marketing Manager and an operations director. This interview involved discussion about my experience, skills and projects. The first interview was very practical, just those two, without any HR participation. The second one was online through Skype, and the interviewer was a recruiter and operations director, they were asking model behavior as STAR model that TCCC uses. How would you react in the situation or if were given a task. At the end, we discussed the pre-offer conditions. I have waited one month till I got a phone call from the operations director with a job offer. I decided to take the job, since I was not satisfied with my current job, therefore I was open to opportunities, I like the company and its portfolio. The position was interesting because I was in charge on Coca-Cola, which is the main brand, and I was overwhelmed to be responsible for such global brand leading in beverages at that time, and I had a good first impression from the local team. The one thing that distracted me was the location of the office, since it is not in Prague and it is situated in an industrial area, but I had a chance to have a company car so at the end I did not mind. And of course, better financial rewards, as compared to those in my job at that time. I felt the soft perks, like working for the global brand with engaging team, I felt very comfortable since the first time.

- **What in your opinion are the advantages and disadvantages of a recruitment process in TCCC?**

- At the beginning, the process seemed very quick and smooth – two practical interviews, no unnecessary complicated case studies, very brief and functional. The communication with the Head hunter and local team was very good, what was ineffective, was the communication after the interview. The whole process took one month and then they still weren't able to send a written job offer, the operations director had to push the HR department to send it. The internal process was not flexible and quick, compared to the first communication.

- **Did you experience recruiting someone? Could you please describe evaluate this process?**

Yep, but I don't remember it.

- **In your opinion, where do you see the opportunity for TCCC to develop its recruitment process?**

The internal HR processes take so long to proceed, maybe it is a standard situation in every corporation. The bureaucracy to get someone's sign and approval from all of the superiors is too much and the process is not transparent, you don't know how many people have to approve it, so you don't know which one to push. I see the opportunity in being more effective and transparent, to simplify the process and eliminate the bureaucracy. The department is so fragmented that maybe the corporation between them is not flexible and effective at all or as we would like to be.

- **How do you feel about HR-employees relationship?**

It depends on the human factor. I experienced a well-functioning HR, as well as an HR not functioning at all. I don't see the problem in the location, since we had an Italian colleague before, with whom I felt very comfortable. She was trustworthy, honest, I felt understanding, there was, on the other hand, an HR which I felt political and therefore I did not have the trust to tell her what I really think because I could mess it up with my career or status.

- **Are you proud of working for TCCC? Please explain your feelings**

Yes. (shy laugh). It is a global firm with successful brands, even though they are under the wave of criticism or maybe controversial in some subcultures. In the first years working directly for Coke brand, I was really proud, I liked the brand, its communication, as all of my colleagues are professionals and are great in what they are doing. Nowadays, the trend and culture is slightly changing, but it regards more the human factor than TCCC.

Do you think that TCCC is a good developed in employer branding?

I don't think so, from what I've heard there are more negative colocations with Coke. For example, the specific environment with bottler partner, you have to work on a daily basis, which is challenging for most people. Another example from the past is the restructuring, which was radical, people were fired within single day. But overall, the reputation is torn. For new employees' recruitment, TCCC does not have a good position.

I don't think that core values work in TCC because it is changing all the time and is unstable at the same time, so no one has an overview of what is or is not valid anymore.

What would be reason to leave TCCC?

Many reasons (laugh). Overall some interesting opportunity to develop my career. The career development is limited in TCCC, the company is based on small local teams, so locally in Prague the opportunities are not wide. There is a push for job migration from another teams to rotate between them, the fluctuation between countries, so the structure is very flat and those are the reasons that are giving your opportunity to grow away. The position in local team you want to be in might be filled with coke professional from another country. The second reason might be the development of corporation with our bottler partner and overall organizational changes, which might be acceptable and if some are not I would consider to leave. The third reason might be the desire to experience different industry, since I work in FMCG and It might be healthy to refresh your mind but I would never leave to competing business, based on my principles. (serious face). A lot of people leave to brewery business which is similar but never to competing business it is a question of loyalty which I personally have.

What would make you stay in case you would have another offer?

If you could change something in recruitment process, would you change something?

Open, flexible coordination in recruitment, transparent communication, fastening the whole process

- Decisions on time
- Onboarding is in charge more on superior than on HR dpt.
- Opening trainee positions that would last longer than contract – raising our people min. 1 year with an ambition to stay in TCCC that would be very useful.

2) Marcela – Senior Brand Manager , 17 years in TCC

Do you remember how you were recruited in the company? Could you please describe the process?

My partner worked in TCCC so I visited a Christmas party with him and they offered me a position as an assistant and I decided to take it. Afterwards I was moved to marketing department as an assistant and after few years I am a senior brand manager.

By the time you were hired, what were the reasons that persuade you to work for the company?

It was totally different to work for Coca-Cola back then in 2002, the brand was not so extent as today, it was a sexy global brand. Nowadays the trend has changed, we have 24/7 beverages portfolio but the image is different as well. We are perceived as the evil brand who makes lot of plastic waste.

What in your opinion are the advantages and disadvantages of recruitment process in TCCC?

The movement in the teams is a perk, the brand managers rotate between the brand portfolio every three years and I consider this as a big advantage, so you are not stuck in one place and gather new perspective of the brands. But the movements are not set by the guidelines it depends on the situation, if there is a rough time for Coke brands the focus of the managers moves there. The disadvantage I see in the current location of HR. Few years ago the situation was different, and I feel that was a bad step to decentralize the HR. The HR manager should have an internal insight to the team, understanding on the people's relationships, their needs and be ready to help them. If the HR manager is not here she/he could not see that it is necessary to hire more persons in marketing for example. In current situation we need more of human attitude, hr now serves just as a bureaucracy barrier. The line managers are doing such job but I think it should not be all on them. Also I am not satisfied with the adaptation of new comers, there is no starter kit for new employees. There are plenty of coke apps but nobody's got a list of how to use them properly or which ones are useful for marketing and which one for finance. It would simplify lot of thing having such starter kit. It is good that we use one platform like WorkDay but somebody should show the new comers how to do it. The HR is detached from the employees and I see that it should improve. The new comers do not have access to the coke apps prepared which makes our work time filled more with administrative things to do.

By the time I got new contract some points did not correspond with Czech-english translation and It was delayed.

Did you experience recruiting someone? Could you please describe evaluate this process?

Yes, it was an interesting experience. The girl was sourced by London office, where the digital department is based. Afterwards she had to make a case study and introduced herself and we discussed the case study if it is sufficient. It was great that we had an opportunity to talk with her and cooperate on the final decision with the London office.

In your opinion, where do you see the opportunity for TCCC to develop its recruitment process?

At least to have a first guideline, a list A4 with all necessary apps and accesses. Then lists about benefits, expenses, AmEx paying. Those are just small things to do, but in my opinion it would help so much. And to have more effective communication, since lot of problems are caused by lack of communication.

Do you think that TCCC is a good developed in employer branding? (good reputation as an employer)

I don't think so, the requirements on the positions are far higher than the actual capabilities, the demands to for TCC are exaggerated. Usually the new comers got a feeling that they are hired on a position one level higher than they are getting. Getting someone here is a problem and more to keep him for a long-term. The expectations are far different than a reality, the new comers are expecting bigger team and the attitude of HR is not acceptable. The reputation of TCCC in the marketing environment is not good, it not the sexy job as before, even in terms of development – now is much more interesting to work in technologies, the market has moved in this way. The image is done by the TCCC communication and how are thing done in here is widely spread.

The student's position are standard in every other office but ours. I wish we would get some interns. It would help us to eliminate the administrative work and to raise our own people. It would be a good way to introduce TCCC in better perspective. The people are the most important reason why I am still working in TCCC and It would be a good step. The interns are not working here because nobody from HR is willing to enforce it.

How do you feel about HR-employees relationship?

If I should describe in adjective I would describe it as detached. That sums it up our relationship.

Are you proud of working for TCCC? Please explain your feelings

I would like to say yes, but the attitude here really irritates me. (laugh).

What would be reason to leave TCCC?

If the state of the leadership would remain long-term state. I am not satisfied with the indecisive approach and still changing the decisions, the direction is not given by leadership. It's demotivating and even paralyzing since you had to change presentations and concept even after deadline and nobody cares. That is the worst thing that it demotivates people, in bottler lot of people left because of that. Due to the constant changes we are drowning ourselves in permanent execution. I cannot complain about the specific situation with bottler, the situation would be anywhere else, and I don't perceive it as a barrier, you always a trade marketing and consumer marketing.

What would make you stay in case you would have another offer?

If it changes, clears the situation and responsibilities. Increasing the trust in what we are doing. I like when my work is visible, when you can see the results so in this way I am satisfied since I started to manage Coke brand. I would like have a feeling that my job makes sense and cooperating in here with professionals. In my opinion other job would not offer me as much visibility of my work as my current job.

If you could change something in recruitment process, would you change something?

Change Ruth. (laugh)

Jakub, senior brand manager– in TCCC since June 2018

Do you remember how you were recruited in the company? Could you please describe the process?

First information I got from jobs.cz by the time I was thinking about getting back to Prague. I replied to the job ad and got call from some Englishman and we scheduled skype interview. He introduced me the role and company and I represented my experience, education and projects I was working for. After two days I was asked to come to Prague to get a interview with Country manager and marketing manager, I appreciated that they fulfilled my wish and scheduled the interview in one day since I am not from Prague therefore I felt more comfortable. We discussed my marketing experience and points of view on some marketing strategy. Afterwards I got HR interview though skype, the recruiter asked me more about my strengths, weakness and more of my behavioural – how do I deal with challenge, failures and everything. I replied on the job ad in march and they hired me since June so it was very quick. The final decision of acceptance came after month from the first contact, but I think it usual in all companies, there are more than 1 candidates and you need to coordinate more people to the process. One month is adequate.

On the first day of my work I got an excel file from my manager with all necessary information for marketing. Katka taught me the most necessary things. I felt very comfortable, the team was friendly and willing to help me if I ask. The months were more on the job training.

By the time you were hired, what were the reasons that persuade you to work for the company?

I wanted to work with global brands, on the position I could develop myself. I liked the fact that TCCC got the budget to be visible in the world therefore It would make results of my job visible as well.

What in your opinion are the advantages and disadvantages of recruitment process in TCCC?

From my point of view my experience is positive. The first process was quick including the interview. I see disadvantage that it took maybe too long to get the feedback but I didn't mind. Another advantage is that they were flexible and open according my limits because I wasn't from Prague.

Did you experience recruiting someone? Could you please describe evaluate this process?

Not in Coke.

In your opinion, where do you see the opportunity for TCCC to develop its recruitment process?

I don't think there is a for trainees, the team is small and consists of experts from the industry. We do not have a time to teach new people as we don't have time to make mistakes. We are under the pressure.

The thing I see opportunity in is an induction process. Something like an introduction pack – welcome in Coca-Cola, the processes goes like this and this that would simplify life in TCCC.

Do you think that TCCC is a good developed in employer branding? (good reputation as an employer)

No, TCCC does not have a good reputation. The reputation is driven mostly by the CCH. In CCH they restructured 300 people by the last year which is not a good sign. From the people from outside I don't hear good things about CCH. The disfunctional image about CCH influences the image of TCCC because together we create Coke. In terms of our company I like the team ambience, but I think there are less people than we need for our projects because of that we are under so much pressure. Even If you leave the job at the evening you still think about what needs to be done. Due to the lack of induction process not everyone is familiar with the processes and it makes is complicated. The induction is not structured because everyone's "mentor" was different. That are the reasons coca-cola does not have an super positive reputation.

How do you feel about HR-employees relationship?

I don't feel like the HR is here at all so I would say the relationship is invisible because I almost never see them. Once HR sent us a task that we should get a feedback but it did not resulted in anything. I don't think it is necessary to have someone here in Prague, the problem is in proactivity. The space of improvement is in caring more.

Are you proud of working for TCCC? Please explain your feelings

I'm certainly proud of working for Coke, it is a beautiful brand, international company with history, positively perceived by public, there are some exceptions in the perception like plastics, sugar but the company is trying to change it. When I was a consumer the great marketing of coke influence me in a good was therefore I am proud of working for coke.

What would be reason to leave TCCC?

In case I would obtain an offer, which would develop me in my career, I would be responsible for people and if the brand would be interesting in its execution. If I would grow in another firm but I would never go to direct competition that's a question of my ethic principles. It won't be fair to my colleagues that worked so hard. The brand is one of the factor that determines the job you consider.

What would make you stay in case you would have another offer?

It depends on the offer, I should get at least the same as in there. There are many factors and a financial reward and growth is one them. The decisive factor may be the problems with direction and stable decisions that we are facing now.

If you could change something in recruitment process, would you change something?

I would change the induction process, to have strictly done processes, who is in charge of what. Communicate the processes, the timing, process of planning and stick to the decisions.

4) Hana – E-commerce manager for BU, 1 year in TCCC

Introduction – first name, position (department), how long they work for TCCC

Do you remember how you were recruited in the company? Could you please describe the process?

I was called by a headhunter through LinkedIn from Germany. First was a message on LinkedIn and then they called me and we scheduled a skype meeting. I was looking for a new job at the time. The position was totally new therefore it was up to me partially to create it and have the responsibility to develop in this area, she asked me if I am interested in it, the position was flexible, I could work from home. Then we scheduled interview with my future manager that was sufficient, she asked me about my approach, priorities at work etc. After this it took 2 weeks and I had an interview with the future manager and one manager from CCH since I would cooperate with Hellenic. Both interview were really positive and I felt comfortable. By the end of the September they sent me an offer and I accept it after a week and we scheduled my onboarding. By the time I was still working therefore I offered to start from January and they were flexible and I appreciated it. They even invited me to the All Hands Meeting in November so I felt the appreciation very much. In my opinion the process was very quick for TCCC comparing to what I've heard from others, they went through more interviews. The whole process took six weeks.

By the time you were hired, what were the reasons that persuade you to work for the company?

The extent of my level of scope, before I was responsible just for two countries and it is 26. It was interesting to explore other markets, since Czech and Slovak markets have its limits. And of course, the brand, if there are just few brands that are worldwide known, Coca-Cola surely belongs to one of them. It is a big thing to add in the CV and the last point I liked the flexibility, I got everything I asked for, comparing to my former employers where I had to fight for each benefit.

What in your opinion are the advantages and disadvantages of recruitment process in TCCC?

I was satisfied the process, it was the shortest I experienced comparing to other employers. The cause of it could be, that I wasn't the job seeker at the time, they were the one to want me in the role. The next thing is my specific role, nobody did it before me therefore it was incremental, and they need the one person to take it. The position wasn't released at all, the reason is because they didn't want our competitors to see that coke is putting on e-commerce so the only option to apply for the position was that they would choose you.

Did you experience recruiting someone? Could you please describe evaluate this process?

Yes, I am currently interviewing new person to digital commerce. We corporate with CCA which is a firm responsible for digital marketing in TCCC, they source the persons and screen them and afterwards we got the list of candidates and considering them as possible employees. CCA is searching for digital persons and then there are two area managers and their scope is Central and Eastern Europe. They recruiters from CCA are doing the first recruitment process, sourcing, screening and they send us a few CV's and if we are ok with them, CCA schedule a call with the candidates and us for 30 minutes and that's it. Most of the time we are trying to make it shorter because there are more of us in the interview. If everybody agrees, the candidate goes further and the final round is a case study on specific topic. The case study is prepared by CCA. The final decision is upon me and digital management.

With the final list of candidates, I am satisfied, they got the experience and the position makes sense for them. But the post is execrated, for a senior position with 3-5 years' experience in the field, but it does not correspond with the real work. We would never get such senior person that was totally overrated but maybe the purpose was to eliminate people with low self-esteem and attract the confident ones.

In your opinion, where do you see the opportunity for TCCC to develop its recruitment process?

The biggest challenge it to attract the newly experiences people in the market. The one thing are the conditions like benefits and the second is the locality, Kyje is not the preferable area so the challenge is to offer something more to cover the disadvantage of the locality. The flexibility should be the aspect to sell at the first place because TCCC is very flexible and open. The employer branding does not exist, nobody knows that there are two cokes –

Hellenic and TCCC and even I didn't know that there are two of them. The profile of TCC is in shadow of Hellenic. Hellenic represents itself on jobs.cz as "the Coke" and their references on the market are not good therefore even our position is not greatly developed. In Hellenic they got extremely high fluctuation. For example, the brand people are distracted by the image of coke as a whole because they have heard the reputation of Hellenic and they don't know that we could offer them more. We are missing here the corporation with universities, conferences and events that we could profile more as a solid employer and differentiate from Hellenic. Other countries are doing it so why are we not? We as our team are focusing the external communication to plastics and waste to consumers and that doesn't help much in terms of employer branding. The focus is not consumer and never on employer. The process of recruitment might be good and quick but since the image is not known. The people of coke make the first impression because we are missing the employer branding if you want to work here and that is extremely important then the duration of communication makes the impression.

We should be more engaged in the employer branding – making presentations in conferences and be more active. I am personally learning from these conferences and I would be delighted to present TCCC there. There are not many international companies that are offering to develop the local marketing, most of them are just American or French adds that are translated to Czech and that's not the funniest job but people in here in TCCC have the advantage - they have the opportunity to create something local and we don't sell it. Everybody thinks that P&G, Unilever are good employers and they want to work there but nobody didnt tell me that they want to work in Coke because they are doing local marketing yet. There are plenty of events so I dont know why are we not engage in any.

Do you think that TCCC is a good developed in employer branding? (good reputation as an employer)

I think we are not good in this.

How do you feel about HR-employees relationship?

I got different expectations from others, I am loud and I am used to ask for what I need. The relationship is proactive from the side of employees, but I don't think that HR should be here and every month ask you how are you doing. If you need something you have to tell them. The role of HR should be to help you in case you need it, for example to handle maternity leave or transfer etc. The question is whether they are doing it good, many people don't know who is responsible for what, but it about the proactivity and I am satisfied with our HR. They behaved me every time very well. Maybe I would expect them to focus more on the learning and development, I was used to attend more of trainings and in my former job HR supported me a proposed some trainings but in here It is the way that I had to find the training and then they support me. For me to develop is extremely important therefore I am glad they support me and cover the training costs whenever I say I would go on a training.

Is here a space for another interships?

In my opinion interns overall are great contribution to the team, source of new ideas. TCCC generally hire senior expert people but the target group is much younger and that is what we are missing. If hire younger people we don't have to pay the agency to research if young people like this influencer or not, we would have the young one in our team. We could have the brand ambassadors at universities, there are plenty of them already from alcoholic beverages. There we could hire more people. I was an intership at one cosmetic firm and that it huge step forward and learning for me so I can say that for students it is a huge opportunity to work here, gain insights and it is cheap to hire interns. I would rather have 3 or 4 interns than 1 full time employee I think it gives more sense in terms of new trends, insights and different ideas.

Are you proud of working for TCCC? Please explain your feelings

Yes, I am. The brands of Coke are great, I love the flexibility and openness, Im happy here.

What would be reason to leave TCCC?

A lot of people say that their boss it the reason to leave, but I love my mangers so certainly not because of this reason. My role is not the problem and If I would not like it there is a chance to move in Coke. Maybe the atmosphere, because you cannot change it, the unfriendly ambience connected with reorganization. And the last thing if the financial rewards would decrease.

The brand loyalty depends on personal integrity. I would never go work for direct competitor, it is not great sign of loyalty for future employers.

What would make you stay in case you would have another offer?

The people, the perfect ambience. After a long time Coca-Cola is really the work I am looking forward to and which I am really enjoying. I don't think that there are other employees in the Czech market that would offer such flexibility, possibility of growth and friendly team.

Eleonora – Public affairs and Communication manager, 3,5 year in TCCC

Introduction – first name, position (department), how long they work for TCCC

Do you remember how you were recruited in the company? Could you please describe the process?

The first contact was on LinkedIn, they sent me an offer and then I was contacted by external recruiter firm. I wasn't actively seeking job but at that time the project I worked for was finishing so I was glad they contacted me. I was interested since my previous experience was in beverage industry, the worldwide brand. I got two interviews on phone with HR and then one with managers from BU, manager at the same level but from Austria and final interview was with our country manager. Just the last interview was taken in person. The whole process took 4 months. There was a phase where I didn't know what to expect, but after experience from big corporates I knew how it goes.

By the time you were hired, what were the reasons that persuade you to work for the company?

The position was really fitting me. Back then I was decided to never work for huge corporate, but when the position appealed I felt that it fits me. The people I met at the interviews were nice and of course the brand.

What in your opinion are the advantages and disadvantages of recruitment process in TCCC?

The job ads are not visible and in my case was it just a coincidence that I bumped at the job. CCH is much more visible because of the volume of employees but even inside TCCC we don't have the review on which positions are open, where could be grow and from the people outside is maybe even worse.

Did you experience recruiting someone? Could you please describe evaluate this process?

No.

In your opinion, where do you see the opportunity for TCCC to develop its recruitment process?

We are missing a person who could map people in the local market, because none of the recruiters are Czech. It doesn't have to be an employee, but someone who know the market.

Do you think that TCCC is a good developed in employer branding? (good reputation as an employer)

I don't think that people even differentiate CCH from TCCC. I would expect that interest to work for Coca-Cola would be much bigger.

Is here a space for intern?

For sure for brand managers in marketing there is a space for interns, but I am not familiar with the strategy so I am not sure if it would be possible to hire them. The team is getting older and I would be delighted by refreshment.

How do you feel about HR-employees relationship?

There is no relationship. The HR is disconnected. The support is adjusted to region not for the individuals. Eliminating local HR could save the cost but in long-term it is not sustainable. The team feel very pushed-away from what is going on in TCCC. The news, the employee evaluation and feedbacks are not specific. In the former job we've specified goals we had to meet for the year and everything was clear but I don't feel the same in here. We have lack of unified clear criteria for growth at each role and it would be very helpful. There is a system of interviews but it is abstract, nothing specific.

Are you proud of working for TCCC? Please explain your feelings "

For sure yes, I would not work for a company which I couldn't be proud of and I always like people hear. The brand is iconic, there are not many companies which built the cultural symbols worldwide which last over centuries.

What would be reason to leave TCCC?

If would not be satisfied anymore, from personal reasons. I am satisfied right now.

What would make you stay in case you would have another offer?

Some great opportunity in TCCC like new idea of saving Czech Republic from drought, there will be fountains with Coke everywhere and I will be in charge of it. I would not go for direct competitor, coca-cola is the best in this segment.

Lucie – Graphics team manager Project manager, 4,5 year in TCCC

Introduction – first name, position (department), how long they work for TCCC

Do you remember how you were recruited in the company? Could you please describe the process?

They sent me an offer through LinkedIn and then I was in contact with personell agency. All interviews were online, the first two or three were with HR and the last one was with marketing manager in TCCC. I wasn't actively seeking job at that time, it was a coincidence.

By the time you were hired, what were the reasons that persuade you to work for the company?

I wanted to use English on daily basis and work with international team, the job describing and future perspective were one of the factor. The brand of Coca-Cola and its marketing was always "wow" and top. There were many factors.

What in your opinion are the advantages and disadvantages of recruitment process in TCCC?

I see the disadvantage in the time period of recruitment. It took three months to hire me, I was employed by the time so I didn't mind but If I would be waiting unemployed three months I don't know if I would be that flexible. The process was pushed from my side to accept it or not but from their side I was waiting really long. I don't think that impress the candidate the way that the company fought for the new comers it impresses them vice versa and give them thoughts like – Are they waiting for someone better than me? The advantage I see in the approach of HR, everyone was positive, straight-forward, the process and questions were structured, they went to the point. The job description suited my role for the first year and it changed after time. My role has developed.

Did you experience recruiting someone? Could you please describe evaluate this process?

It is too long, the communication is not effective. The first day of my work nobody expected me, nobody was prepared and I didn't have laptop. Nobody introduced me and it is a cause of ineffective communication. The process of adaptation should improve, there could just a thirty minutes in the kitchen to meet the new comer ang give him the list of procedures. I don't think it is a thing of big corporate, I worked before in big corporate and it worked well.

Do you think that TCCC is a good developed in employer branding? (good reputation as an employer)

There are two factors, the marketing market in CZ is small so if somebody terminates their job in TCCC, everyone in the marketing market knows the negative consequences. The second factor is the CCH, nobody knows the difference between us and them due to that the perception of Hellenic is automatically perception of TCCC. The experience in CCH are horrible and it is connected to us. There is a space to develop – to separate the companies and learn the job market about it, show more the positives. People in Hellenic have insufficient financial reward, work over load. To find people in marketing in TCCC is problem and it is an aftermath of Hellenic reputation. Generally marketing market is not familiar with what we are doing, they are mixing it up with what Hellenic is doing.

Is here a space to hire interns?

Yes, for sure in the brand team. For sure it has a positive impact on the team. There are not many in the market and it is always perceived positively by students.

How do you feel about HR-employees relationship?

There is no relationship (laugh). It got an aftermath in trust of how TCCC is caring about us, in this case is more distrust. Nobody is caring because there is no one in the office and the person who is in charge of our team is missing. The result is a communication hazard when people don't know what the future will be. I don't think that HR should physically be here but at least for a one day it would make underlying change.

Are you proud of working for TCCC? Please explain your feelings

Because of the people. The company is defined by the people and I trust the team. There is no rivalry within the positions, the ambience is friendly and positive. This is the main reason why I am proud of working for coke, then is the adaptability to new trends, which coke is capable of.

What would be reason to leave TCCC?

Change in work life balance, change in the team. I am always saying that there are five main factors and you cant have them all positive but if it is at least three then it is compensating the other two and it is – people, boss, money, locality, possibility to grow. The locality here is the big negativum.

What would make you stay in case you would have another offer?

The job description ,work life balance and the great team.

If you could change something in recruitment process, would you change something?

Make it shorter, more communicate with the candidate and make the first days in the work easy. The new comer should be looking forward to the job and not fear it.

Appendix 3 - Recommendations for interviewing candidates

Creating the Candidate Experience at TCCC:

1. **Prepare for your interviews.** Your preparation should include:
 - **Understanding the new interview approach** (if you haven't attended a live briefing, you can listen to the recording referenced in your interview preparation email)
 - **Craft high impact questions on key skills. Write these in the interview guide.**
 - **Get the interview team together.** During this discussion you should cover:
 - Review of the role, critical skills and what you are looking for in a candidate. What isn't covered in the job description that the team should know?
 - Determine who will take the lead on each section of the interview, including which specific starting questions they will ask.
2. **Create a welcoming space.** It can be intimidating to interview with three people at once. **Set the stage for conversation by decluttering and sitting at a round table** (vs. "panel" style of three chairs facing the interviewee). Ensure you've offered the candidate a beverage.
3. **Be able to articulate the Coca-Cola story.** Who are we? What makes us unique? What are our challenges? What makes this an exciting time to join the company?
4. **Know the role.** What are the critical success factors for the role? Why is this role appealing?
5. **Be open and honest with candidates about the tough days.** Share the key challenges you face on your team. This will help candidates understand the environment they might enter and give them a chance to share how they may have approached similar challenges in previous positions.
6. **Show genuine curiosity about the candidate.** Listen attentively. Ask thoughtful follow-up questions. Acknowledge accomplishments. Leave time to answer their questions.
7. **BONUS POINTS FOR** giving an office tour, setting up an informal meet and greet, sending a thank you email to the candidates for taking the time to come in for the interview, and adding other personal touches.

Tips to keep the conversation flowing:

Opening the Interview

- "Thank you for coming in today..."
- "Thank you for your interest in TCCC..."
- "I am excited to learn more about your skills..."
- "Let me provide an overview of what to expect today."

Gathering Information

- "Take the next five minutes and describe for me what your major responsibilities in that role were/are."
- "Bring your resume to life and walk me through, at a high level, what you were responsible for."
- "What did you like most?"
- "What didn't you like about that role?"
- "What are you looking for?"
- "What did you do?"

- “What impact did you make?”
- “What was the outcome?”

Re-directing

- “I’d like to hear more about _____, but first let me understand your career history...”
- “That sounds exciting, we’ll come back to that topic; let’s focus for a minute on _____.”
- “That sounds frustrating; I have a sense of what your challenges are now – thanks.”
- “What I heard you say is _____; let’s talk about how you used that experience to _____.”
- “I’d like to know more about what your role was in this example.”

Transitioning

- “Thank you for the detail – that’s just enough to help me understand your role.”
- “Let me summarize what I heard. <Summarize> Now, I’d like to ask about _____.”

Closing the Interview

- “I appreciate your time today. The next steps are...”
- “I have asked you a lot of questions today, what questions do you have for me?”
- “I would love to be able to answer any questions that you have...”

Take full advantage of the time you have with each candidate in order to make the best selection for the role. An interactive, guided conversation will help everyone get the most out of the time provided.

Guidelines for Documenting Interviews

1. **Record all notes of applicants’ responses to questions on the interview guides.** Do not maintain a separate set of notes.
2. **You must bring a hard copy of all Interview Packets with notes to your interview debrief.** Notes from all interviewers will be collected by HR and consolidated during the debrief process.
3. **Keep interview notes factual and objective.** Written notes should be professional, non-judgmental, and should be focused on information that is relevant to the job. E.g. "Has no supervision experience."
4. **Do not document any information an applicant volunteers within the realm of a protected classification** (e.g. age, race, gender, gender preference, religion). For instance, if a candidate mentions that she is 56 years old, this information should not be documented.
5. **Do not document personal traits such as "blonde hair," "yellow dress," even if it is used to jog your memory at a later date.** Those comments may be considered discriminatory later on even though that was not your intention.
6. **For final debrief: Do document the business reason why each applicant is not qualified (or is qualified) for the job.** Examples include: "Not as much accounting

experience as the others." "Did not have the experience with relevant systems that the others did."

7. **For final debrief: Do document the business reason why the applicant was hired over all others:** "Had all minimum requirements plus was bi-lingual." "Had experience that most closely related to our organization." "Was well qualified and was an excellent communicator."