

Czech University of Life Sciences in Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

**Identification and evaluation of employer brand and branding
tools of Amazon (Czech Republic)**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Kryštof Waage

Economics and Management

Thesis title

Identification and evaluation of employer brand and branding tools of Amazon (Czech Republic)

Objectives of thesis

The goal of the thesis is to identify and evaluate Amazon's Employer Brand and its branding tools through a questionnaire survey delivered to the public and employees of Amazon Logistic Prague s.r.o.

This diploma thesis is based on the hypothesis that the Amazon employer brand in the Czech Republic is perceived as being an innovative, international and fair employer with a great focus on its employees.

The practical part of this thesis will aim to confirm or disprove this hypothesis.

The practical part will also contain analysis of communication channels of Amazon (Czech Republic).

Methodology

Theoretical part

- 1) Specification of the goals of the thesis
- 2) Review of current relevant literature (Employer brand definition, Components of employer branding, etc.)
- 3) Brief overview of Amazon (History of the company, Culture of the company, Amazon on the Czech market)

Practical part

- 4) Characteristics of the respondents of the questionnaire
- 5) Analysis of the communication channels of Amazon
- 6) Results of the questionnaire
- 7) Recommendations for Amazon (Czech Republic) based on the questionnaire

The proposed extent of the thesis

Approx 60 – 70 pages

Keywords

Employer branding, Brand building, Employer branding awareness, Employee value proposition, Employee Experience

Recommended information sources

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Expected date of thesis defence

2018/19 SS – FEM

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Declaration

I declare that I have worked on my diploma thesis titled “Identification and evaluation of employer brand and branding tools of Amazon (Czech Republic)” 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 violate copyrights of any third person.

In Prague on 25.3.2019

Kryštof Waage

Acknowledgement

I would like to thank supervisor of my diploma thesis Richard Selby, Ph.D., my colleagues from Amazon Logistic Prague s.r.o. and my wife for their advices, support and patience during my work on the thesis.

Identification and evaluation of employer brand and branding tools of Amazon (Czech Republic)

Summary

This Diploma Thesis is focused on identification and evaluation of Amazon's Employer Brand and its branding tools through a questionnaire delivered to the public and employees of Amazon Logistic Prague s.r.o. This diploma thesis is based on hypothesis that the Amazon employer brand in the Czech Republic is perceived as an innovative, international, fair employer with a great focus on its employees. Practical part of this thesis aims to confirm or disprove this assumption. Practical part will also contain analysis of communication channels of Amazon (Czech Republic).

Keywords: Employer branding, Brand building, Employer branding awareness, Employee value proposition, Employee Experience

Identifikace, hodnocení značky zaměstnavatele a nástrojů pro budování značky zaměstnavatele společnosti Amazon v České Republice

Souhrn:

Tato diplomová práce je zaměřena na analýzu značky zaměstnavatele společnosti Amazon Logistic Prague s.r.o. a její nástroje k budování značky. Analýza bude provedena formou dotazníku směřovaném k veřejnosti a zaměstnancům firmy. Tato diplomová práce je založena na hypotéze, že Amazon je v České republice vnímán jako inovativní, mezinárodní a férový zaměstnavatel. Pro tento účel budou k dispozici výsledky externího a interního dotazníku. Praktická část toto tvrzení potvrdí nebo vyvrátí.

Klíčová slova: Značka zaměstnavatele, budování značky, povědomí o značce zaměstnavatele, Employee value proposition, Employee Experience

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1 Introduction

Nowadays because of negative demographic trends and the decline of skilled workers, there is a war on talents in the labor market. The big multinational companies like Amazon deals daily with the question of not only getting good talents for hundreds of open positions, but also how to keep them in the company. People are among the company's most valuable capital, and if the companies still want to be an attractive and preferred employer among the candidates and employees, they must actively build their own brand of employer. Employees are just as important to the commercial success of the company as profitable customers. Without them, the company is unable to produce goods or provide services. The company's reputation and the associated talent recruitment have a direct impact on the success or failure of the company. Amazon, the world's largest online retailer, is fully aware of this. When Amazon was founded in 1995, founder Jeff Bezos decided to make Amazon the strongest customer focused company in the world. As far as positioning is concerned, Amazon presents itself as a dynamic, innovative, international employer offering equal opportunities to its employees. Employees appreciate the desire to constantly discover, innovate, simplify and build something new and their strong customer orientation.

The topic of the diploma thesis has been selected by the author, because he worked in Amazon in 2018 as a trainee in the Loss Prevention department, where he gained valuable insider information about Amazon.

2 Objectives of the diploma thesis and methodology

2.1. Objectives of the diploma thesis

The aim of the whole diploma thesis is to identify and evaluate Amazon's employer branding tools, including the company's communication channels.

The thesis is based on hypothesis that Amazon as an employer is positively perceived in the Czech Republic as an innovative, international and fair employer with strong focus on its employees and that the company uses communication channels to build the brand effectively.

The thesis is divided into theoretical and practical part. The chapter number 3 creates the necessary theoretical basis for the practical part of this thesis focused on Amazon. It deals with the definition of the brand as such, the brand value etc. In addition to definitions, it defines their basic elements and shows how to build the employer's brand and the various communication channels that can be used to do so. The chapter number 4 of the theoretical part helps the readers to familiarize with Amazon. It includes comprehensive overview of the history of Amazon, its values and culture.

The practical part is naturally the most important part of the thesis. It focuses on its own quantitative research inside and outside of Amazon to determine what factors are key to building the Amazon employer brand, and how potential and current employees perceive it. The main objective of this part is to prove whether the Amazon employer's brand on the Czech market is strong and is perceived as innovative, international and fair employer and whether the communication channels used by the company are effective. This assumption is confirmed or disproved on the basis of the own investigation at the end of the practical part. Analysis of the external communication channels, which are used by the company for building the brand is also included. It focuses on company websites, social networks and so on.

2.1. Methodology of the diploma thesis

For the purpose of fulfilling the aim of the thesis, own quantitative research, which consists of public and internal questionnaire, was carried out. The focus group of the external questionnaire were people who are currently residing and have a work permit in Czech Republic and who were over the age of 18. The sample was chosen to imitate the population of all potential jobseekers in Amazon by taking into account the vacant positions and the age structure of the company's employees. Most respondents met these criteria. First, the questionnaire was tested on a group of 5 respondents. On the basis of their feedback, the wording of some parts of the questionnaire was modified to make the questions clearer and to minimize the possibility of their misinterpretation. The questionnaire was then converted into an electronic form on the Google Form server, and

the questionnaire link was placed on the author's social network. Subsequently, the author distributed the questionnaire to other respondents via email and instant messenger and asked for sharing amongst the acquaintances, while continuously monitoring the structure of the respondents to ensure representativeness of the sample. Respondents were able to fill out the questionnaire from the comfort of home, at work or elsewhere on computers and mobile phones with an Internet connection.

3 Theoretical part

3.1. Brand Management Basics

3.2. Brand Concept

In the current literature, there are a number of different definitions of the term "brand" and none of it can be considered complete. In this context, it is necessary to present a number of the most accurate definitions of the term "brand". According to the American Marketing Association (AMA), the brand is a "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (AMA, 2018). Based on this definition, it is possible to say that whenever a new name, logo, or symbol of a new product is created, a new brand is created. In a broader sense, from a theory and practice point of view, the concept of a brand includes much more - it defines itself as something that has already penetrated people's minds, has its name and its important position in a competitive environment. According to David Aaker (1996), the brand is a set of qualities associated with the brand name and a symbol that increases (or weakens) the value of the product or service offered under this symbol. It is absolutely necessary to distinguish the brand and the product. In connection with this we have to define the concept of product. According to Philip Kotler (2007), the product is all that can satisfy the necessity or need and is offered to the market in order to attract attention, buy, use or consume. Products can be physical objects, services, people, places, organizations and thoughts. According to this definition, a brand cannot be considered merely a product having a set of qualities at a fixed price. Brand is a product, but it also adds other dimensions that differ from other products designed to meet the same need. These differences may relate to the performance of the product of the brand or are rather symbolic and emotional, mainly related to what the brand represents. For example, Gillette, Merck, Sony, 3M and others have been leaders in their production categories for decades - thanks to quality and ongoing investment in innovation, research and product development, which makes it possible to create first-class products. Effective mass marketing also ensures fast adoption of new technologies by consumers.

Brands such as Coca-Cola, Calvin Klein, Chanel 5, Marlboro and others are at the leaders of their production categories thanks to understanding the motivation and desire of the target consumer group and creating an image of their brands accordingly. These brand associations, which are difficult to define, can be an alternative way of differentiating in the product category. This means that a successful brand in the current market is such a brand which exactly matches the consumer's conception of products distinctive qualities and also attracts attention and forces the customer to buy a product of this brand instead of a competitor's one. Brand is a basic idea, a promise, a reputation and expectation that arises in the minds of people in the context of a product or company. It is a powerful but non-material asset.

Thanks to analysis of the definitions above, an important conclusion can be drawn about the nature of the brand.

The brand includes two equivalents:

1) it is a set of characteristic qualities, a consumer object, possessing a number of advantages and peculiarities (rational component),

2) it is the same idea, the belief that comes to the consumer. The idea that makes a given product stand out from a number of competitors, that attracts attention and forces the consumer to choose the product (the emotional component).

As far as the rational component is concerned, it is mainly about the quality of the product. Any obvious characteristics that can be easily described, demonstrated or priced (mainly by financial means). Here any visible or tangible product characteristics are included: size, color, volume, price, taste, ingredients, production technology used, production company, country of origin and others.

As far as the emotional component is concerned, the link between the consumer and the brand is based on consumer's personal value towards the brand.

3.3. Brand value

Definition of brand value according to David Aaker (1996): "Brand value is the financial worth of the brand that increases (or decreases) the value that a product or service brings to a business and/or customer. To determine brand value, businesses need to estimate how much the brand is worth in the market – in other words, how much would someone purchasing the brand pay."

The main categories of this value are:

1. Brand name awareness
2. Fidelity for the brand
3. Perceived quality
4. Associations connected with the brand.

Brand value is an essential part of the brand concept and plays an extremely important role in brand building and management of the brand. Given the fact that each of the authors has a different point of view concerning the brand value concept, there is no single definition of the term.

Keller (1997) also offers several interpretations of the term brand value, concretely brand value chain model:

Brand value chain model describes how to trace the value creation process to better understand the financial impact of marketing expenditures and investments to create loyal customers and strong brands.

FIRST:

Brand value creation begins when the company targets actual or potential customers by investing in a marketing program to develop the brand, including product research, development, and design; trade or intermediary support; and marketing communications.

SECOND:

It is assumed customers' mindsets, buying behavior, and response to price will change as a result of the marketing program; the question is how.

THIRD:

The investment community will consider market performance, replacement cost, and purchase price in acquisitions (among other factors) to assess shareholder value in general and the value of a brand in particular.

Later, Keller introduced a customer value model of the brand (Keller, 2007). The model interprets brand value as its strength, which is what consumers know, what they think, what they feel and what they have heard or seen about the brand based on their experience. In other words, the value of the brand is expressed by consumer's opinion.

Summarizing the previous interpretation, a strong brand is a one that has value in terms of awareness, loyalty to the brand, perceived quality, and consumer associations.

3.4. Employer Branding Components

(Rosethorn, 2009) divides Employer Branding into 2 components: Employee Value Proposition (EVP) and Employee Experience. EVP is a unique value the company brings to its employees and Employee Experience represents real value brought by employees over their entire work cycle.

3.5. Employee Value Proposition (EVP)

As already mentioned, it is based on the definition of a unique value the company brings to its employees. This is very important because it allows the company to differentiate itself from competition, attract the right candidates, and resonate in the minds of people who are yet to become potential employees.

EVP focuses on 5 following areas

- Remuneration
- Line of work
- Opportunities
- Organization as such
- People and Relationships

Remuneration includes all financial and non-financial rewards to motivate the employee to establish and maintain contact with the company.

Additional opportunities, which firm offers to its employees, may often have the character of non-financial benefits. Examples include regular training, language courses, as well as job stability or fast career advancement. Of course, it is also necessary to introduce the company, its culture, its values and its position on the market. The last but not least important aspect is the people and the relationships between them. Manager's leadership, approach, colleagues, how to solve problems and delegate tasks, etc. The work environment itself is very important as well.

3.6. Employee Experience (EE)

Employee Experience represents the real value of employees, or better - what the employee actually perceives. As in the case of the EVP, this "employee experience" can also be seen from different points of view. According to (Whitter, 2015), employee experience is divided into:

- Physical - food / drink in the workplace, working environment as a whole
- Emotional - the overall meaningfulness of work and the impact of our decisions
- Intellectual - recruitment process and talent development
- Virtual - technology used at work
- Aspiration - transparency of individual processes in society

According to (Deloitte, 2017), harmony between EVP and EE results in not only a positive impact on the employer's brand, but also the emergence a psychological contract between employee and a company that is essentially based on the idea of fair remuneration and honest, fair, and transparent treatment in exchange for accountable and honest work.

3.7. Basic steps in building an employer's brand

Before the company starts building its own brand as an employer and starts looking for and defining its EVP, it is needed to answer a few basic questions. One of the most important tasks is to determine who will be responsible for the employer branding of the company. Today there are companies, which specializes in employer branding. Other options are to hire an external specialist or take advantage of the knowledge and skills of current employees. Whether it will be anyone responsible for employer branding, it is always necessary to give him/her the necessary authority and access to information. According to Rokos (2015), 60% of CEOs feel the most responsible for employer branding and 58% of HR executives see HR as the most responsible for employer branding. Prior to the start of the building of the employer's brand, a budget issue needs to be resolved because it influences the building process from the start. It determines the very creation of goals and, consequently, the scope of all the activities in this field.

Scientific literature does not offer a well-defined and consistent procedure for building an employer's brand. It always depends on the size of the company, the reasons for building the employer's brand, the current range of HR marketing activities and many other aspects. For example, Hovorka (2016) defined three phases, but their content is different: "We are always starting with the Knowledge phase, in which we map the current state of the brand - its position and association with employees, candidates and competition on the market. Second phase is the the Strategy one, which describes the ideal employer's brand (defined, among other things as EVP), and a set plan how to build the ideal employer's brand. The last, and perhaps the most important phase is Activation. Stage of fulfilling defined strategies to build the ideal of the employer brand, both among current employees and among the candidates on the labor market. "

Barrow and Mosley (2005) see the first steps in finding the foundations of the brand - its benefits or personality. It follows its positioning and differentiation that determines the target audience and also identifies unique brand features. In the next step, according to the authors, it is necessary to determine the brand vision and compare it with the current state - reality. In this case, the task of managers is to clear the gap between these states just by building the brand and approaching an ideal state, in other words defined EVP. Helen Rosethorn (2009) identified a total of 5 brand building phases in her book. The first is Visioning, which includes planning the entire project and its goals, building a project team and setting benchmarks.

The second phase is Research that includes internal and external research including analysis of competition, search for strengths and gaps, and analysis of appropriate communication channels. The third phase focuses on identifying and testing the appropriate EVP, followed by its implementation in the fourth phase. The last stage is the measurement of the results of the whole project according to predetermined KPIs.

By studying this topic and combining these resources, four basic phases have emerged that each company should go through when building its brand, regardless of the points mentioned above. The process of building an employer's brand will be divided into the following phases:

- 1) Activation
- 2) Exploration - Positioning - Differentiation
- 3) Implementation / Communication
- 4) Measurement of results

Activation

At the very beginning of the process of building an employer's brand there has to be an activation, the trigger, which causes the company to start thinking about it. Activation often happens because of need or lack of quality potential employees interested in the company or the departure of current employees to competitive firms. Nowadays many companies also build their employer brand for preventive purposes. The lack of candidates does not bother them yet, but the current labor market situation and forecasts in the coming years are a great threat to all. After realizing that a company needs its employer brand, a responsible team will be set up for realization of the entire project and for the representation of it across the company (not only management, but all employees included). Part of this phase could also be determination of the primary objectives that can be further specified and quantified based on the information obtained in the subsequent phases. Establishing realistic estimate of the time schedule of the whole project is also part of this phase.

Research - Positioning - Differentiation

The second and one of the most important phases of employer branding can be considered a research phase, followed by positioning and differentiation. In this case, it is mainly an internal research. The main goal of this phase is to discover and define all the benefits (functional, emotional and economic) that the employer brings, as well as its value and culture. "While this range of functional, emotional and higher order benefits describes what the brand can do for you, the style, tone and range of references used to communicate these benefits represent a further dimension of branding, generally referred to as 'brand personality'" (Barrow & Mosley, 2005)

Internal research should be always done directly with existing employees, by means of interviews, questionnaires etc. It is always curious to know how the very employees of the company perceive it, what they associate with the company, how they are satisfied or what they would like to change in the future. An important and interesting source of information can also be finding out the structure of our employees – what is the percentage of men and women working for us, do we have a lot of Y generation employees, how long have people been employed on average? It is also necessary to take a look at firm as a whole, its mission, vision, strategy and goals for the future, as well as the individual processes that affect everyday life in the company.

In-house research should provide answers to the following questions:

- What shortcomings or problems do we want to eliminate or prevent by building an employer brand? What do we want to achieve by building a brand?
- What is the company culture, its values and vision for the future?

- Who is needed for the company?
- Why should these people want to work for us? What are we unique about?
- Who are our employees? What are their needs and wishes? What do they expect from us?

The identified benefits, values, and brand personality must always be defined with respect to the target audience. In today's crowded market, where companies and their brands are fighting for attention, it's good for effective communication to choose only a part of this market and focus on it. Brand positioning then represents targeting the right audience with the right benefits that will match their desires and needs. Depending on who is being targeted, companies have to choose not just the main and integrated message, but also the right tone of communication and the channels and tools they use to build their brand. If inappropriate media is used or target audience is misrepresented, the message may not reach the targeted people.

“To be compelling most brands need to emphasize what makes them different and better at fulfilling the needs of a target group. This is a tricky business since most functional benefits are soon copied. This means that in addition to delivering constant improvements to ensure that the functional performance of the product or service remains competitive, brands also need to develop and defend a position in the marketplace that they can uniquely own. This is where the brand image and personality play a critical role in both anchoring the brand (what stays the same as the functionality changes), and differentiating the brand in the mind of the consumer:” (Barrow & Mosley, 2005)

The company must also work with its history, culture, or vision that is an integral part of the brand activation strategy. Randstad's research (2018), for example, showed that 87% of people joined a company simply because of a cultural fit and 96% confirmed that match between their personal values and values of the company is one of the key factors for their job satisfaction.

In order to properly target the EVP, it is necessary to identify the customers, in other words all the talents that fit the needs. Not only unemployed but also currently employed people, who are willing to listen to offers and change the employer. This external part of the research is aimed to the market, competition and talents desired to hire. It is necessary to map out what is the current situation on the labor market and how it develops. It is essential to get to know competitors, find out what brand they are building, how they are perceived, and to identify strengths and unique qualities of the brand in question. In internal research, it is already identified for what kind of people the company is looking for. In external research, it is crucial to find out what their desires are and how best to attract their attention. Only like that the company will manage to address and engage exceptionally talented professionals.

Implementation / Communication

Knowing the target group and strengths that distinguish the company from competitors, it is necessary to define the EVP, which will become one of the central motives of all communication. Then the implementation of the chosen strategy itself has to be done and company should get closer to the established ideal of the employer's brand. One of the first steps should be to familiarize existing employees with this new EVP, a new strategy, any changes they may expect, and an explanation of the need for these changes. However, it is necessary to expect that employees will be skeptical from the beginning. Especially in large companies, similar projects are relatively frequent, employees are overwhelmed with new information and don't see the direct impact of particular projects. Barrow and Mosley (1996) described a simple model that includes three stages for increasing engagement to the brand. The first phase is Rational Understanding, during which employees should get familiar with the whole brand context. They should understand what it will bring to them, or why the brand is being created now. This is followed by the Emotional Engagement phase. At the time when employees understand the meaning of the new brand of an employer, they can make a personal relationship with it. At this stage leadership is very important, the top leaders of the company should be involved, show their involvement, enthusiasm and engagement in the brand building. The third phase is Commitment behavior change, initially it is a change in the behavior of the company itself, which begins to follow its EVP and consistently work on its materialization. And if the employees themselves are actively involved in the brand building, it means that the Employer Value Proposition and its communication have been carefully set, considering the outputs of internal research.

Communication of the employer's brand beyond the company should start only when it is fully accepted by its employees. Only at this moment HR marketing comes on the scene (direct addressing of candidates, recruitment campaigns, materials creation and other activities that attract the attention of potential employees).

Measuring results

It is always necessary to set clear and measurable targets in advance, including the means how they should be measured. Today's turbulent environment is constantly changing market conditions, and companies have to respond to it and adapt their strategy. Although at the beginning the chosen strategy seemed to be the best, it does not have to meet the demands of candidates neither employees today. By regularly monitoring results and comparing them with goals, we can identify shortcomings and respond flexibly to changes in the market environment on time. Only in this manner the funds will be invested effectively.

Hovorka (2017) identified a total of 12 practical and often very easy to measure indicators that the company can track:

- Candidates-to-Pool - The number of people who are applying for a job even though the company is not actively looking for employees.
- Referral Rate - How many newcomers come to the company based on the recommendation of an existing employee.
- Employee Net Promoter Score - How many percent of employees would recommend the company as an employer.
- Engagement Rate - The number of committed employees.
- Attrition Rate - How many employees leave the company voluntarily.
- Early-life Attrition - How many newcomers leave the company voluntarily within one year of boarding.
- Cost-per-Hire - The cost of occupying one position.
- Candidate-per-Hire - How many candidates will go through the selection process before the position is occupied.
- Time-to-Hire - How long does it take to occupy one position?
- Candidates-per-Position - How many applicants are interested in a given position.
- Career-Page-Application - How many percent of the career site visitors really start to apply for one of the positions.
- Career-Page-Views - Career site visits.

However, the company and its representatives must expect that the results of the employer branding will only take effect in a longer period of time. Hovorka (2017) estimates that the first results can be expected at the earliest 15 months after the start of the process, but more often in the range between 18 and 24 months.

3.8. Employer Branding Goals

As in HR marketing, branding activities can, be divided into internal and external (Rosethorn, 2009). Similarly, their goals can be divided as well. The goals differ according to the activities to whom they are heading for. Internal employer branding is responsible for communication with existing employees and presentation of the benefits of being an employer of the company. Companies are literally persuading their employees to prove they are the best choice. This is happening also since the cost of keeping one employee is often lower than searching, recruiting and training a new one. It is therefore much more economical for companies to look after and communicate more towards their current employees. This communication is very important and should not be just one-sided.

Existing employees can be a great source of incentives for improvement and should not be omitted even when creating an employer brand.

The most common goals of internal employer branding include increasing employee productivity and engagement. If employees understand and share the vision, they perform far better than if they do not know or are not interested in the company's goals. Another goal is to increase employee satisfaction which brings results in form of their loyalty and longer average employment time in the company. If employees see an employer's interest in their needs and desires, and the intention of fulfilling them, they will more likely build a relationship with the company, they will be more satisfied with the job and will not have a reason to change it. Their loyalty can also be supported by the fact that they see their contribution to the company and the sense of their work. Satisfied employee can also be a great ambassador of the employer's brand inside and outside the company. (Barrow and Mosley, 2005) Personal references are one of the most important criteria when considering changing jobs. According to the Tom Laine (2018), Candidates trust employees 3 times more than the employer to provide information on working at the company.

Equally important part of the employer branding is building a brand outside of the company, which aims to bring potential workers. Brand communication should present the company's culture and reach and attract the right people and the promising talents. The strong employer's brand also increases the attractiveness of the organization, strengthens its position on the labor market and differentiates it from its competitors. In the long run, there is a greater number of job seekers who have a clear idea of what is it like to work for a given company and therefore they do not leave so often after being freshly hired. The strong brand of the employer also affects the budget required for wages and the costs associated with recruitment. According to the research of Gultekin (2011) the cost per hire is over 2 times lower for companies with strong employer brands and companies with stronger employer brands have 28% lower turnover rates than companies with weaker employer brands.

4 Characteristics of Amazon

4.1. History

Amazon.com, Inc. is an American electronic commerce and cloud computing company based in Seattle, Washington. It was founded by Jeff Bezos in his garage on July 5, 1994, driven by what Amazon founder Jeff Bezos called his "regret minimization framework," which is described in famous sentence said by Bezos: "So I wanted to project myself forward to age 80 and say, Okay, now I'm looking back on my life. I want to have minimized the number of regrets I have. I knew that when I was 80, I was not going to regret having tried this" (Carlson, 2016)

In the same year, Bezos left his job as vice president of D. E. Shaw & Co., a Wall Street firm, and moved to Seattle, where he began working on a business plan for what would eventually become Amazon.com.

Amazon is the largest internet retailer in the world, measured by market capitalization and revenue. In the terms of total sales only Alibaba is better than Amazon. In addition, it is the fourth most valuable publicly traded company in the world. Only Apple, Alphabet and Microsoft are higher in the rank (Hall, 2017).

From the beginning, the website Amazon.com served only as internet bookstore, but later it extended its services to sell video, mp3 and audiobooks streaming and downloads. Later on, it started to offer electronics, software, video games, apparel, furniture, food, toys, and jewelry. Amazon also sells various kinds of consumer electronics – Kindle e-readers, Fire TV, Fire tablet and Echo, which is the largest provider of cloud infrastructure services (Gutenberg, 2018).

Bezos choose the name Amazon by looking through the dictionary; he selected "Amazon" because of its "distinction and exoticness", just as he had envisioned for his Internet enterprise. The Amazon River is the biggest river in the world, so Bezos wanted to make his store the biggest bookstore in the world (Stone, 2013). Additionally, a name that began with "A" was chosen, because of probability that it would occur at the top of an alphabetized list. Bezos also told a reporter, "There's nothing about our model that can't be copied over time. But you know, McDonald's got copied. And it's still built a huge, multibillion-dollar company. A lot of it comes down to the brand name. Brand names are more important online than they are in the physical world."

Since June 19, 2010, the Amazon logo has presented a curved arrow shaped like a smile that leads from A to Z, which means that the company owns all products from A to Z (Jaman, 2017).

After reading a report on the future of the Internet that projected an annual growth of web commerce of 2,300%, Bezos created a list of 20 products that could be marketed online. Reduced the list to the five most promising products that included: CDs, computers and programs for them, videos, and books. Finally, he decided that his new business would sell

books online, due to the great world demand for literature. The low prices for the books, along with the large number of available titles were the reasons for its success.

The company started as an online bookstore. Amazon was able to access Ingram's wholesale books. In the first two months of business he managed to sell to the United States and to more than 45 countries. In just two months Amazon's sales were up to \$ 20,000 a week (Spiro, 2009).

In July 1995, the company sold its first book. In October 1995, the company was announced to the public. In 1996 it was reincorporated in Delaware. Amazon launched its initial public offering of shares on May 15, 1997, trading under the NASDAQ stock exchange using AMZN symbol at a price of \$ 18 per share (AvaTrade, 2018).

Amazon's initial business plan was unusual. It wasn't expected to get really profitable in the first four to five years. This "slow" growth caused shareholders to complain that the company did not reach profitability fast enough to justify the investment or even to survive in the long term. When the dotcom bubble emerged at the beginning of the 21st century, destroying many electronic companies in the process, Amazon survived and grew in the bubble to become a huge player in online sales. Finally, it obtained its first profit in the fourth quarter of 2001, it was 5 million dollars (that is, 1 ¢ per share), with revenues of more than one billion dollars. This margin of profit, while extremely modest, proved to skeptics that Bezos' unconventional business model could succeed (Griswold and Karaian, 2018). In 1999, Time magazine named Bezos Person of the Year, recognizing the company's success in popularizing online shopping (Cooper Ramo, 1999).

Barnes & Noble sued Amazon on May 12, 1997, claiming that Amazon's claim to be "the world's largest bookstore" was false. Barnes & Noble said: "It's not a bookstore at all, it's a book agent." The lawsuit was later settled outside the courtroom (CNET, 1997). Walmart sued Amazon on October 16, 1998 alleging that Amazon had stolen its trade secrets by hiring former Walmart executives. Although this lawsuit was also settled outside the courtroom, it caused Amazon to increase its internal security and fire former Walmart executives (CNN Money, 1998).

Amazon.com announced on October 11, 2016 that it was planning to build physical stores and develop pick-up points on the sidewalk for food. This new business is called Amazon Go and on December 5, 2016, it was opened for Amazon employees in Seattle. The store uses a variety of sensors and automatically charges a buyer's Amazon account as they leave the store, so there are no pay lines. The store opened to the general public on January 22, 2018 (Fourtané, 2017).

On May 15, 2017, Amazon celebrates two decades since it began listing on the NASDAQ. Current market capitalization of Amazon is close to \$ 800 Billion, which makes it the third

most valuable company on the list of S&P 500 measured by market capitalization (Slickcharts, 2018).

In 2018 company's CEO Jeff Bezos for the first time revealed the number of Amazon Prime subscribers, it is over 80 million just in US (it represents over 60% of US households) and 100 million globally (Tingle, 2018).

4.2. Leadership principles

We use our Leadership Principles every day, whether we're discussing ideas for new projects or deciding on the best approach to solving a problem. It is just one of the things that makes Amazon peculiar. (amazon.jobs, 2018 b)

Behavior principles create a framework for how everything works in Amazon. They were written by Amazon's founder and CEO Jeff Bezos and were labeled as values that motivate company employees and drive the success of the entire company. According to Amazon's culture, each employee is the "leader" (meaning that everyone has a responsibility for their own decision and behavior) and should follow these principles. Amazon is known for having a passionate and confrontational culture where employees are constantly challenged, and customers always come first. (InterviewSteps, 2017) All 14 principles can be found in the appendix of the thesis.

4.4. Amazon in the Czech Republic

In December 2009, one of the largest online stores in the world, Amazon, has expanded its basic supply to the Czech Republic, which previously consisted primarily of books, CDs and DVDs, with other product categories. Overall, Amazon began supplying 20 most common categories to the Czech Republic, including electronics, sports goods, software, video games, and more (Štický, 2009).

Four years later, in 2013, Amazon announced plans to build 2 new logistics distribution centers in the Czech Republic, one near Prague and second one near Brno. The distribution center PRG2 near Prague in the village of Dobrovíz, should be located near the Amazon complaint center PRG1, which was built in close proximity to Václav Havel Airport. The logistics center in Brno should be located at the D1 motorway. According to the plan, the total area of the center near Brno should be around 91 400 m² and the PRG2 center should reach up to 95 000 m², which corresponds to the size of 13 football fields. According to the original plan, Amazon's total investment in the Czech Republic could be over 10 billion CZK, and within three years since the opening of both logistics centers Amazon wants to offer about 4000 permanent and 6000 seasonal jobs (Novák, 2013).

In addition, Amazon's Bohemian Logistics Center PRG2 is the largest warehouse in Czech Republic and should be about the same size as the warehouses already built in Germany (Šenk, 2016).

During 2014, Amazon's European general manager Tim Collins announced that the company will no longer be interested in the construction of a logistics center in Brno's industrial zone (Investujeme.sk, 2014). Therefore, the village of Dobrovíz near Prague became the key location for the construction of the distribution center PRG2.

The entry of Amazon as a firm into the Czech Republic has been accompanied by some obstacles. First of all, it was a criticism from the inhabitants of the Dobrovíz village who were not satisfied with the possible worsening of the environment, the passage of hundreds of trucks on daily basis and the disruption of the historical zone. Furthermore, the citizens of Dobrovíz have reacted negatively to the fact that they learned of the Amazon plans only from the media (Formánková, 2013).

The first Amazon logistic center in the Czech Republic PRG1 was opened in 2013 in Dobrovíz and it served as complaint center. Thanks to this, 1 000 new job positions were opened. This complaint center served as a center for goods returned from customers from Germany. What also should be noted, is that the company chose the strategic location of Dobrovíz, because it's located near Vaclav Havel Airport and has convenient access to the highway system.

In December 2013, the citizens of Dobrovíz participated in a public opinion survey, which was conducted in order to see what is the opinion of Dobrovíz citizens on construction of Amazon's distribution center PRG2. Almost half of the citizens of Dobrovíz took part in this opinion poll. Only 76 citizens voted to build a new center, while 121 were against it (Sapík, 2013).

Later despite the unfavorable result of the poll from 2013, the distribution center of Amazon called PRG2 was opened in 2015 right across from PRG1 center. PRG2 center can store up to 18 million pieces of merchandise and send up to a million shipments per day (Hospodářské noviny, 2018).

After the distribution center in Dobrovíz Amazon corporate offices were opened in 2015 at Prague 6, Dejvice (Týdeník Ekonom, 2015). The main role of these offices is the management of IT services and the recruitment of employees for Amazon branches in European countries.

Given the fact that Amazon did not plan to make direct access to the Czech market, it was unclear whether one of the world's largest online businesses is not trying just to use local cheap labor without bringing any value added for the Czech market. However, given the relatively high unemployment rate in the Czech Republic at that time (7% in 2013 and 6.1% in 2014), the presence of this American company on the Czech market meant a positive impact on the creation of new jobs (Český statistický úřad, 2018).

Currently, Amazon's number of employees in the Czech Republic is around 4,500, which is faster growth than originally planned. By the end of 2018, the company plans to increase the number of its permanent employees to 5,000. These include both the employees of the distribution center PRG2 in Dobrovíz and employees of the Prague 6 corporate office (Hospodářské noviny, 2018).

Earlier in January 2018, Amazon announced its plans to close PRG1 center in Dobrovíz. As mentioned before this was a complaint center where returned packages from German customers were heading. The reason for such a decision was the fact that at this time Amazon has already a well-developed logistics network in Europe, therefore, the complaint center in Dobrovíz is not necessary anymore. As such a step would mean the termination of many job positions, Amazon has announced that all employees of the Complaint Center PRG1 will move to a distribution center PRG2 also located in Dobrovíz (iROZHLAS, 2018).

Currently, Amazon websites are tailored for local customers. Despite the fact that the company does not have its own website for the Czech Republic, the Amazon.de internet website is available in Czech language as well.

4.5. Employee Benefits

Currently, Amazon offers a diverse package of benefits to its permanent employees and job seekers. The company is committed to provide flexible working hours and inspirational working environment. Amazon also says that the company's workplace is characterized by fairness, great spirit at work and the opportunity to be yourself.

Amazon's benefits can vary depending on location, the number of regularly scheduled hours you work, length of employment, and job status such as seasonal or temporary employment (amazon.jobs, 2018).

Currently, the Amazon distribution center PRG2 in Dobrovíz, Czech Republic, offers the following range of benefits apart from the modern air-conditioned halls.

- **Wage**

Amazon provides an hourly wage of 150 CZK for all the workers handling the goods and 180 CZK per hour for the team leaders in the warehouse. If employees do not miss any shift during the month, they can expect to obtain a 10% bonus.

- **Holiday**

Amazon knows that regular time off work is important for every employee. Employees of this company are entitled to five weeks of paid annual leave.

- **Different shifts**

The employees of the distribution center PRG2 in Dobrovíz have different working hours, every week they work 10 hours per day 4 times a week. Each employee rotates on day and night shifts.

- **Catering**

In order to support the high performance of employees Amazon provides, tea, coffee and water free of charge at the workplace. Additionally, employees have the option of buying a

lunch in the canteen for an affordable price of 25 CZK. In the peak period from October 15 until December 31 lunch is free of charge.

- **Insurance**

Amazon provides contributions to pension savings and life insurance including invalidity insurance.

- **Free transportation to the distribution center**

For the convenience of its employees, Amazon offers the option of free bus transportation to work and then back home for the employees of the Dobrovíz distribution center.

- **Career Choice**

This is an innovative educational program that enables Amazon employees to get better knowledge and experience from the industry in which they are working. At the same time, the Career Choice program gives employees of the distribution center the opportunity to continue to develop and build their careers within the company. Employees can take part in a four-year training program and Amazon pays up to 95% of the cost of textbooks and tuition fees. This program is eligible for employees who have been working for Amazon at least for a year. Workers have a choice of diverse fields in which they can educate themselves. It includes construction, engineering, transport and logistics, accounting and economics and many others.

The list of benefits that Amazon offers to employees of its corporate offices in Prague is not unified. It depends on the position held and the type of contract (fixed-term contract or for an indefinite period). The attractive employee benefit is of course the international working environment at Amazon's Prague office. In addition, the company offers its corporate staff similar employee benefits as to the workers of distribution center PRG2: five weeks of vacation, pension insurance, life insurance, refreshments at the workplace, Career Choice program and others (amazon.jobs, 2018 c).

Apart from the benefits already mentioned, the company seeks to attract job seekers and their permanent employees with the following benefits:

- Reimbursement of the cost of relocation of staff (in the case that candidate is from another country)
- Possibility to use Multisport card for sports and relaxation
- Allowance for transportation
- Referral Reward for recommendations of new employees
- The opportunity to participate in corporate events
- Modern and nicely furnished office located near the metro stop.
- Some employees from higher management are eligible for AMZN shares.

4.6. Amazon corporate office PRG10 in Dejvice

Modern working life also requires corporate offices to change. In the 21st century, the office is no longer just a place to work for company employees. It is also a representation of technological advancement, corporate diversity and the values of the firm. Amazon takes great care to ensure that every office around the world is a modern and creative environment that constantly motivates employees to innovate. The Amazon corporate office PRG10 in Prague is certainly no exception.

For its Prague employees, Amazon rents 5,800 square meters in the Blox building in Dejvice, it is one of the largest rental agreements in Czech Republic (Šafránek, 2015). This office is made in a stylish design with industrial elements inspired by Czech Cubism and the charming atmosphere of Prague. Interior design was made by London studio Interior Architects (Hospodářské noviny, 2015). An example of one of these multipurpose spaces can be seen in figure 3 in chapter 11.1 in the appendix section.

The Amazon office PRG10 in Prague corresponds with all modern trends in the office sector. It has a shared space, so everybody can sit wherever they feel the most comfortable; there are no fixed desks or spaces for employees. PRG10 office has great conditions for relaxation in the workplace, such as table football, quiet room or room for mothers with kids (Aktuálně.cz, 2016).

It can be assumed that PRG10 corporate office fulfills both: its technical function (creating a comfortable and inspiring environment according to the demands of employees and modern trends in this field) as well as the function of the Employer Branding tool (representation unique values and characteristics of Amazon).

This is supported by the fact that in 2015 Amazon's Prague PRG10 office participated in the final round of the competition The CBRE Meeting Room of the Year (CBRE, 2015).

The CBRE Meeting Room of the Year competition first took place in 2014, becoming a prestigious office event over the past four years. Its ambition is to present to the public the entire corporate premises, but also the overall atmosphere of office life and industry trends. (Zasedačka roku, 2018)

5 Employer Branding tools

Analysis of the branding tools which can be used to strengthen position as an employer on the market is done in this chapter. Characteristics of each of these tools is described and how it affects the employer brand.

5.1. Career Websites of the company

One of Employer Branding's basic tools, which is currently widely used, is the company's career websites. This tool allows the business to share certain information with all visitors and also works as identity element of the firm. Therefore, the main objective is to present the benefits of the firm to the visitor and make him/her think of the job as a good choice for future career. Amazon's career pages have simple design and are created in corporate colors. These pages in particular include the following sections: a database of positions available divided by industry and location, summary of employee benefits, description of the corporate culture of the company, and a description of each of the company's teams (amazon.jobs, 2018 d).

There are also photos and stories of Amazon workers from different departments, sites and countries presenting a direct experience on what's it like to work at Amazon. Another interesting section is containing FAQ about the employment in Amazon and the answers to them. In general, Amazon's pages are user-friendly and interactive. What is also positive about Amazon career websites is that they are connected to social networks as they include links to all the social networks where Amazon has its career profile.

Career sites are an important source of information on employee experience offered by the company and play an important role in Employer Branding. Existing and potential employees can get here detailed information about the employer and the opportunities offered. Career sites are also connected with other branding activities, for example with creative recruitment campaigns. If such a campaign attracts someone, then this person will probably visit a career site to get more detailed information about the company. A responsive and organized website will help to make this campaign more effective and to reach the potential employee with interesting job offer.

5.2. Job search portals

Nowadays, thanks to the development of job search portals and career websites finding a suitable job can be a matter of a few mouse clicks. The main purpose of job portals is obviously to advertise the open job positions that companies and HR agencies currently need to fill. However, they can also be used to raise awareness among the potential employees about the company as an employer and to inform about certain corporate

values. Some larger portals, such as Glassdoor and Jobs.cz, offer these above-standard features. These two websites are analyzed in further detail below:

- **Glassdoor**

One of the globally top used job search portals is Glassdoor. It is one of the fastest-growing and largest global career site and it currently has over 60 million monthly visitors (Glassdoor, 2018). Glassdoor has hundreds of thousands of open positions in its database all over the world. This allows visitors to find jobs across various industries and countries.

Unlike job search portals, Glassdoor also includes a company rating - a review of the employee experience that companies offer, list of benefits offered, information about salaries in individual companies, office pictures, etc. And probably the most important point is that the source of all this information are people who have the best knowledge about the company, their employees. Glassdoor is based on the principle of anonymous shared information by existing and former employees of companies. This is why Glassdoor is the most transparent career community in the world that is changing the way people find jobs and companies recruit top talent (Glassdoor, 2013).

As displayed on figure 4 in the appendix of the thesis from 3rd of December 2018 the Amazon rating in the Czech Republic can be described as more or less neutral. It achieves 3.1 points from a maximum of 5 points. However, it is worth mentioning that 78% of the respondents who gave their reviews on Glassdoor portal, positively evaluates the CEO, his decisions and his approach to management.

When looking at this career portal exclusively from the employer's point of view, we find that it is a perfect platform for carrying out several of the activities of Employer Branding. Through this Career Portal, it is possible to see transparent corporate evaluations and how they are perceived by their existing and former employees. In addition, Glassdoor allows the employer to comment on employee feedback and set up two-way communication.

- **Jobs.cz**

Jobs.cz is the largest Job Portal and first commercial internet service in the Czech Republic, founded in 1996 (FeedIT.cz, 2016). People can apply for full-time and part time jobs there. During its existence many times Jobs.cz has changed webpage design and job search possibilities. This portal provides advanced filters (minimum required salary, location, keyword filtering, time since the position was posted, etc.) and high level of user-friendliness.

Jobs.cz also offers other options of promotion, such as articles about companies in a section called "Inspiration and advice" or web banners containing additional information about employers and positions available.

Amazon uses the possibility to place articles on this job search portal. These articles in particular are the career stories of existing employees in the company that help applicants

better understand the atmosphere in the company. Alternatively, it includes articles with detailed information about some position. For example, one of the last articles is about Amazon looking for Area managers and the description of what should be the qualifications of an ideal candidate (Kutarňová, 2018).

5.3. Social networks

It is possible to say that in 21st century, social networks are playing a major role in Employer Branding process. Number of social media users worldwide in 2018 is 2.62 billion with estimation up to 3.02 billion in 2021 (Statista, 2018). Therefore, if the company uses them strategically and with the required consistency, they can be a powerful tool in the field of Employer Branding.

According to David Brudenell, former Chief Digital Officer and Head of Product for Universum (company focused on critical talent market insights and winning brand strategies), using social networks is an essential part of successful brand development of the employer. The current situation is that, despite the existence of thousands of different apps and websites, people actually spend about 50% of their time on several identical websites. Brudenell recommends that companies should focus on these four social networks: Facebook, Instagram, Twitter and LinkedIn. But companies also should avoid copying the same content on all the social networks in order to achieve the desired effect. The best approach to this Employer Branding tool is probably the most natural one. Companies should treat their profiles as if they were profiles of one person. Facebook is who we are as an employer brand, LinkedIn is what we do, Twitter is what we say, and Instagram is what we want other people to believe we look like and how trendy we are (Sundberg, 2018).

Amazon currently actively uses all the above-mentioned social networks. So, it is possible to say that Amazon follows the general recommendations of experts in this field. Selected social networks and Amazon's accounts on those are studied in more in more detail in chapter 8.

5.4. Job fairs

Amazon regularly attends job fairs at five Czech universities. These universities include the Czech Technical University, the University of Economics in Prague, Masaryk University, Technical University and the Czech University of Life Sciences. At the Czech University of Life Sciences Amazon organizes the so-called Amazon Week, during which Amazon employees are present on the campus and students can ask anything that interests them. Besides information about getting a job in the company, they have the opportunity to get feedback on their CV's (Gubani, 2018). Amazon's participation in job fairs is exclusively aimed at recruiting students to trainee and fresh graduate positions. There is always someone from human resources department and an employee from different area,

such as Area Manager. At some of the fairs, students can also try out Alexa controlled Echo speaker or VR glasses, which allow them a virtual tour of the Dobrovíz distribution center PRG2. This makes Amazon chances to attract and inform students and future employees about available job positions much greater. All the selected universities are the major ones in the country, which supports one of Amazon's principles of hiring and developing the best ones. In addition, on these universities there are a lot of students studying in fields of engineering, human resources, logistics etc., which are precisely the areas where Amazon is hiring the most, so their choice of job fairs venues strategically makes sense.

5.5. Out-of-home advertising (OOH)

Tools used to promote the brand of an employer are basically the same as tools that are used to promote the brand in marketing. Specifically, it is advertising in newspaper, digital media advertising, social media advertising, etc. The use of advertisement in social networks, digital media and in newspaper is no longer new to Employer Branding. However, the effort to attract potential job seekers and to communicate certain information through outdoor billboards, posters, bus advertisements and other types of OOH is something that only a small number of companies are dealing with nowadays.

The most common forms of OOH (Suggett, 2018)

- Billboard advertising.
- Point of sale displays.
- Street furniture (bus shelters, kiosks, telephone booths, etc.)
- Transit advertising and wraps (taxis, buses, subways, trains, etc.)
- Mobile billboards.
- Guerrilla advertising (aka ambient media)

Amazon uses several types of OOH in the Czech Republic: billboards, advertising posters, advertising on vehicles of public transport and on public transport stops, etc. Each of these advertisements contains a brief engaging message about employment in the company and is done in typical Amazon colors. An example of using Amazon's outdoor advertising can be found on the figures 6 and 7 in the appendix section below.

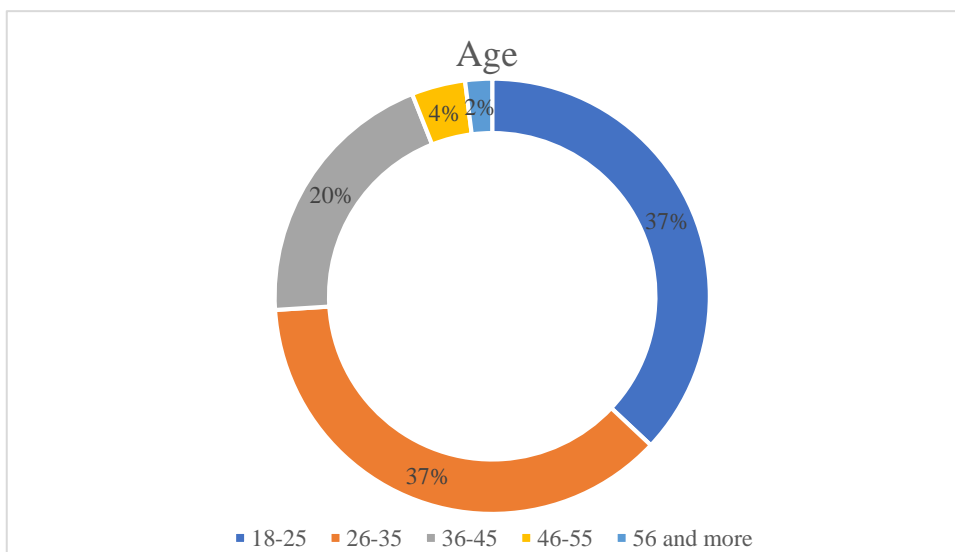
6 Practical part

6.1. Results of the public questionnaire

6.2. Demographic factors

The public questionnaire was responded by 103 respondents. But 3 respondents did not match the criteria, so only 100 respondents were considered. The first part of the questionnaire consisted of demographic questions, on the basis of which it was possible to determine the structure of the respondents. Approximately half of women and men (59% of women and 41% of men) were interviewed, with the largest percentage of people being under the age of 35. Specifically, 37% of the respondents were aged 18-25 and 37% of respondents were aged 26-35 years. Respondents aged 36+ represented share of 26%.

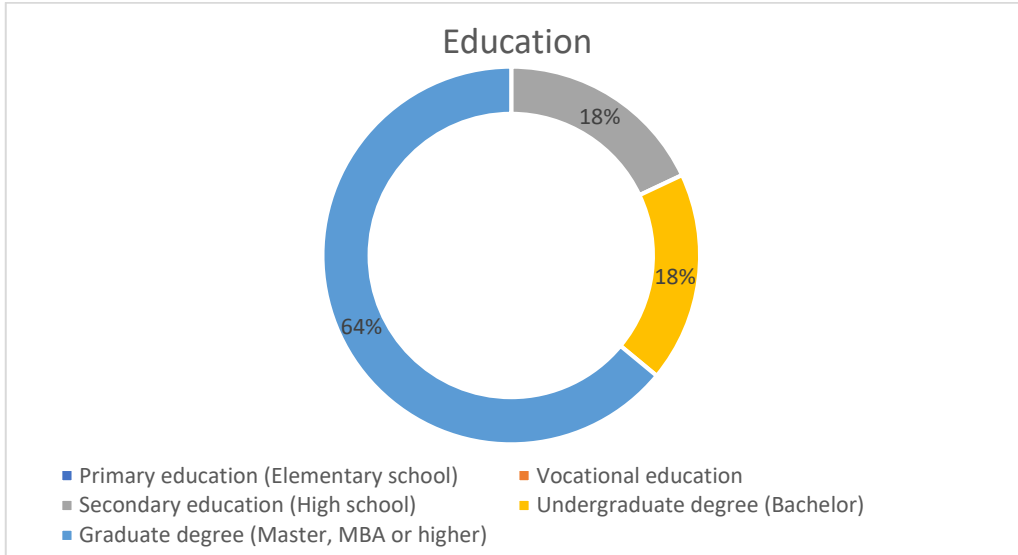
Chart 1



Source: own creation based on public questionnaire

Regarding the highest education attained, most respondents (64%) achieved graduate degree followed by undergraduate degree and secondary education (both 18%).

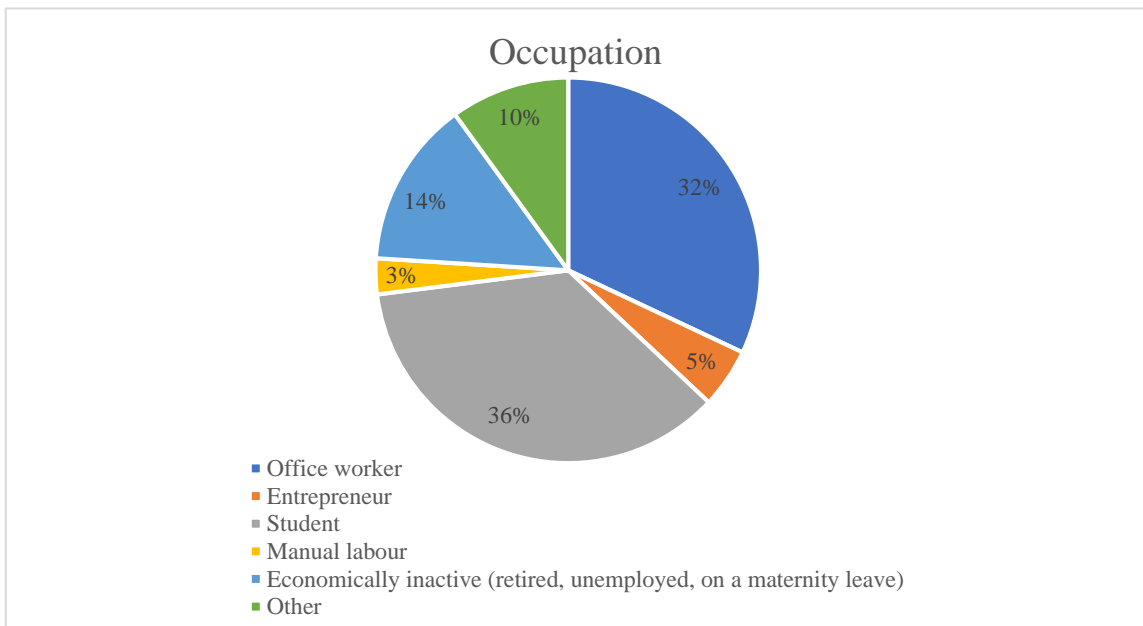
Chart 2



Source: own creation based on public questionnaire

Most respondents are studying (36%) or working in an office (32%). Office positions are primarily occupied by people with higher education (87,5% of all office workers) or secondary education. The third mostly responded group are economically inactive people (14%). Only 5% of respondents are entrepreneurs and 3% are manual workers. 10% chose the option other. Some of the examples from this group are learning support assistant, teacher, product designer or game developer.

Chart 3



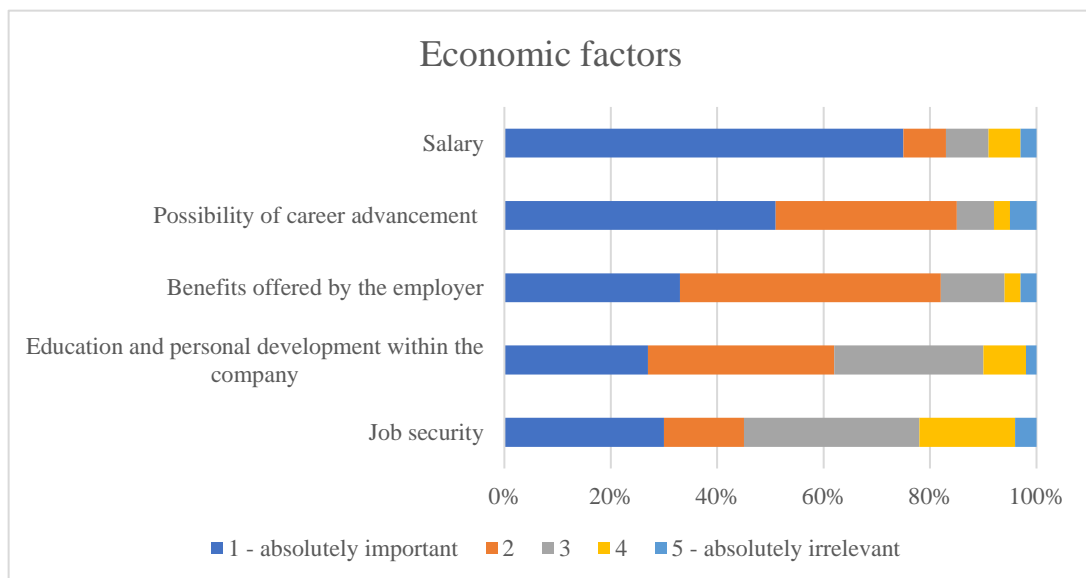
Source: own creation based on public questionnaire

6.3. Evaluation of the public questionnaire

One of the goals of the public questionnaire was to identify significant tools for building an employer's brand and channels used to communicate with potential employees.

Respondents were asked what factors are the most important for them when choosing a future employer and which, on the other hand, are not so important. At the same time, the questionnaire included questions about Amazon to know the brand awareness among respondents and how they perceived it as an employer. The first task of the respondents was to evaluate on the scale 1 - 5 (1 most important, 5 not at all important) the importance of the individual economic, corporate and social criteria for their choice of future employer. According to the questionnaire's respondents the most important economic tool for building an employer's brand is the salary (75% of respondents) and possibility of career growth (51%). From the graph below it is visible that all five economic criteria are important for most of the respondents, because more than half of the respondents have marked each criterion as very important or important.

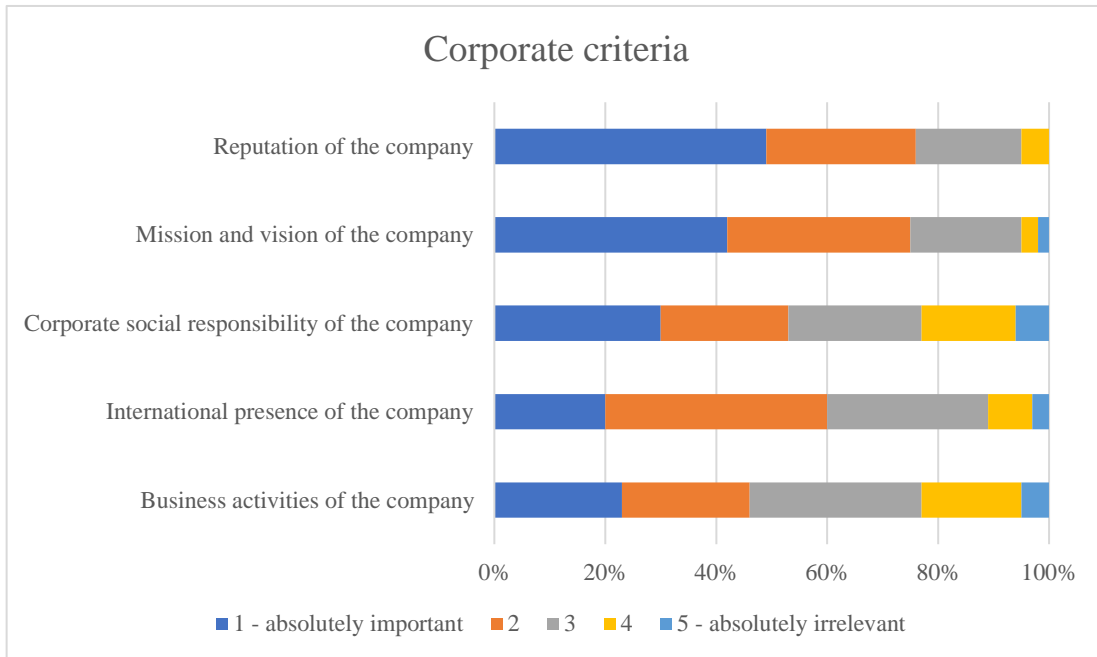
Chart 4



Source: own creation based on public questionnaire

When it comes to corporate criteria, the reputation of the company is the most important. It was identified by almost 76% of the respondents as absolutely important or important. Respondents also took in consideration mission and vision of the companies, and how much they engage in social responsibility. Complete chart can be seen on the next page.

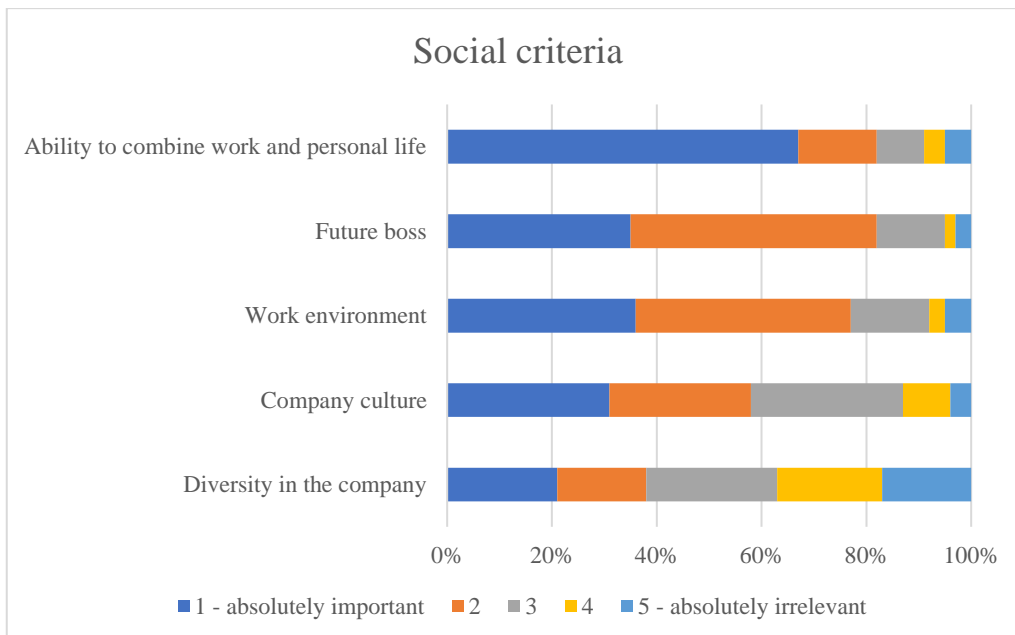
Chart 5



Source: own creation based on public questionnaire

From social factors, the most important one for the respondents is the possibility of combining the work and personal life, 82% of people marked it as the first or second choice. Other important social criteria for the respondents were the future boss and the work environment.

Chart 6



Source: own creation based on public questionnaire

If all the criteria were evaluated together regardless of the category, the 5 most important ones would be the salary as number one. Second most important the ability to combine work and personal life. Career advancement was on the third place. Reputation of the company took the 4th place and future boss was the fifth. Questionnaire also included question, where the respondents were asked to describe an ideal employer with 3 words. Mostly mentioned characteristics were good salary, vacation, fairness, honesty, good reputation, international, trustworthy. The top 3 groups of words can be seen below.

Table 1: Ideal employer associations

Salary (good salary, high salary, salary, money)	42 votes
Reputation, honesty (good reputation, fairness, honesty)	23 votes
Holiday, vacation (5 weeks of holiday, vacation)	13 votes

Source: own creation based on public questionnaire

In the following question respondents had to state 3 companies where they would like to work the most. The first 3 positions were taken by technological companies, such as Google, Apple or Facebook. Apple and Facebook got 12 votes each. 4th place was taken by the biggest Czech car manufacturer Škoda. The top 6 companies are mentioned below.

Table 2: Top 6 employers

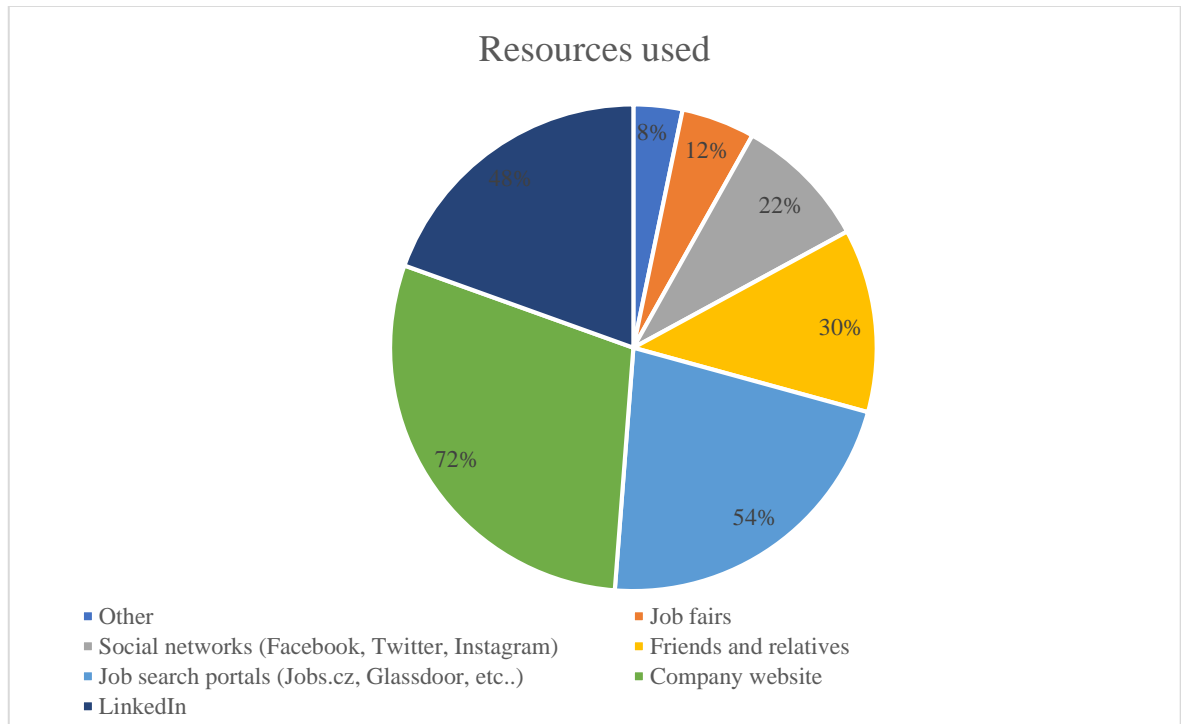
Google	27 votes
Apple	12 votes
Facebook	12 votes
Škoda	9 votes
Siemens	7 votes
LEGO	7 votes

Source: own creation based on public questionnaire

Amazon was named only 3 times among 100 respondents, so it does not seem to have such a strong brand name on the Czech market. The public questionnaire was further focused on identifying the resources that respondents use to find information about future employers. In the theoretical part it was mentioned that Amazon uses primarily LinkedIn, Facebook, and job fairs to build its brand.

The results of the public questionnaire say that 72% of respondents are getting necessary information from a company website, 54% use job search portals like Glassdoor or Jobs.cz, 48% use LinkedIn, 30% mentioned relatives and friends, 22% use social media and only 12% attend job fairs. A more detailed overview of the resources used is shown in chart 7 on the next page.

Chart 7



Source: own creation based on public questionnaire

Based on the chart above, websites and job search portals can be considered as effective in terms of their utilization rate. Regarding LinkedIn, the Czech Republic users start to use it more and more, so its importance is approaching the world trend and most probably it will become one of the key channels for building an employer brand on the Czech market as well. Amazon should therefore continue to focus and invest in this channel. The last major communication channel of Amazon is job fairs. Of all respondents, only 12% said they were attending job fairs. However, a more detailed analysis of the respondents revealed that this option was chosen mostly by students or office workers aged 18-35 (probably graduate students). Of all the students who participated in the research, 15% said they attended the job fairs. As mentioned before Amazon participates only at the job fairs of the five most relevant universities, so this communication channel can be considered as very well targeted.

As far as other communication channels are concerned, the fourth most used source of information is friends and acquaintances. This source was mentioned by 30% of respondents. What is also possible to conclude from the public questionnaire that apart friends and acquaintances the online tools are much more broader between the respondents than the offline tools like job fairs.

Other questions were focused on Amazon. 99% of people have heard about Amazon in the past, which means that only 1 person from the surveyed sample don't know the company. Subsequently, the respondents were asked to use 3 words coming into their minds, when someone says Amazon. Given the fact it was an open question, responses were grouped

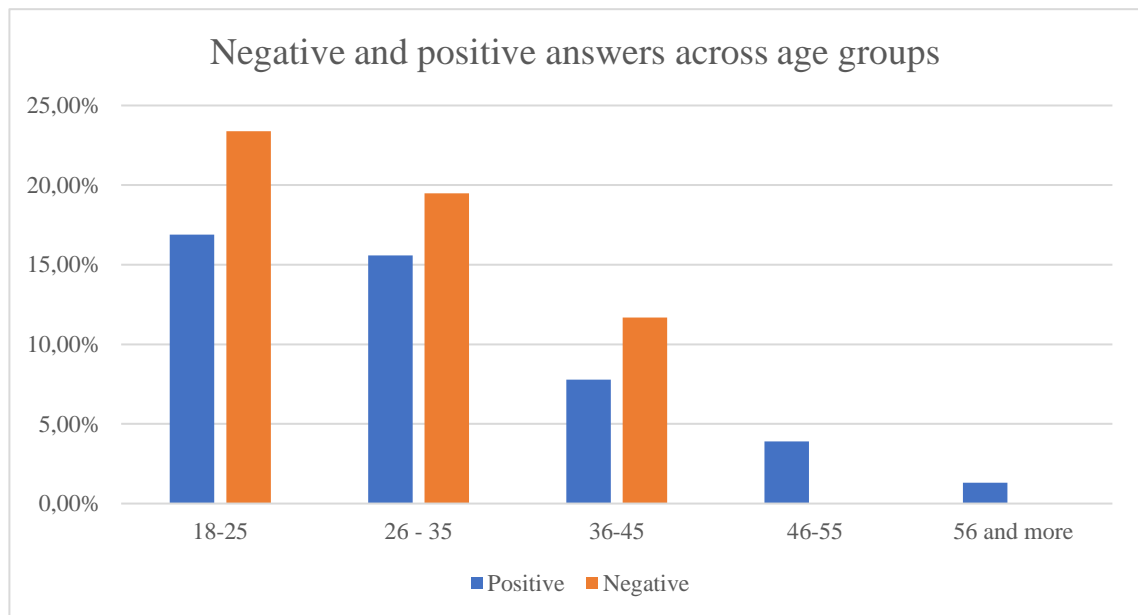
into 15 groups according to similarities of associations. For the purpose of the analysis, the final number of words in each group were calculated into percentages. Group with the highest percentage (50%) was containing associations regarding biggest E-shop, followed by positive associations with 40% votes. Groups number 3 and 4 with 36% and 37% of votes respectively were Big international company and Logistics, Warehouse. Fifth group contained negative associations (28%) and content of following group according to the number of votes were reading associations, such as books and electronic Kindle readers (21%). Interestingly, 8 respondents also named the founder and current CEO of Amazon Jeff Bezos. For a complete overview of groups of associations, including their total percentage of votes, see the chapter 11.4. in the appendix of the thesis.

Subsequently, the respondents had to write down what they associate with Amazon as an employer and describe it with at least 3 words, it was another open question. In this case, responses were grouped into 11 groups. Negative associations, such as bad working conditions, mistreatment, stressful work, overwork and more, were the largest group. Also, strong statements like nowadays slavery or employee exploitation were mentioned. Almost 70% of people said something negative about Amazon. On the other hand, positive associations were right on the second place with 44% with words like decent salary, stability, generous attitude, good working place and top employer. Third place with 31% was occupied by group called Logistics, Warehouse, Workers' positions in warehouses, followed by group Big Internationally known company (24%).

There is a relatively big difference between the associations of respondents and the positioning of the company as an employer. The company makes a really hard effort to be seen as an innovative, international and fair employer with a great focus on people, while the respondents of the public questionnaire see primarily a company that has little respect for its employees and does not treat them properly. Despite the 44% of positive associations it can be said that the positioning of Amazon as an employer therefore corresponds with the perception of most respondents only in the aspect of an international and innovative company. Complete table with all the associations can be found in the appendix chapter 11.5.

Also, for the purpose of deeper analysis of the hypothesis stated in the introduction of the thesis a chart 8 below this paragraph was made. It is a deeper analysis of negative and positive answers across age groups to Q14 – What do you associate with Amazon as an employer? 77% of respondents of public questionnaire mentioned negative or positive answers to Q14, the remaining 23% were neutral in their answers to this question. We can see that almost each group besides the last two (46-55, 56 and more) had more negative than positive answers. The biggest percentage difference was in the answers of 18-25 age group where 16,88% of respondents spoke positively of Amazon versus 23,38% of negative comments. This result does not correspond with the part of the hypothesis which says that Amazon has a great focus on its employees, also due to the fact that some of the comments involve exploitation and lack of care for employees.

Chart 8



Source: own creation based on public questionnaire

Results of the public questionnaire can be summarized followingly. The most important factor when considering a future employer is the salary, followed by the possibility to combine work with and private life, then it is career advancement. For many respondents, the company's reputation is also important. An ideal employer should be fair, honest, have a good reputation, provide a good salary, benefits and 5 weeks of vacation days. Example of these characteristics can be found according to respondents in a company like Google, Apple, Facebook, Škoda, Siemens or Lego. Mostly used sources for getting information about the employer are the company websites, job search portals, LinkedIn and friends and acquaintances. For building its employer brand Amazon uses its own websites, social networks, LinkedIn, and job fairs. LinkedIn, however, has great potential for the future and job fairs are targeted at the right sector (students up to 26).

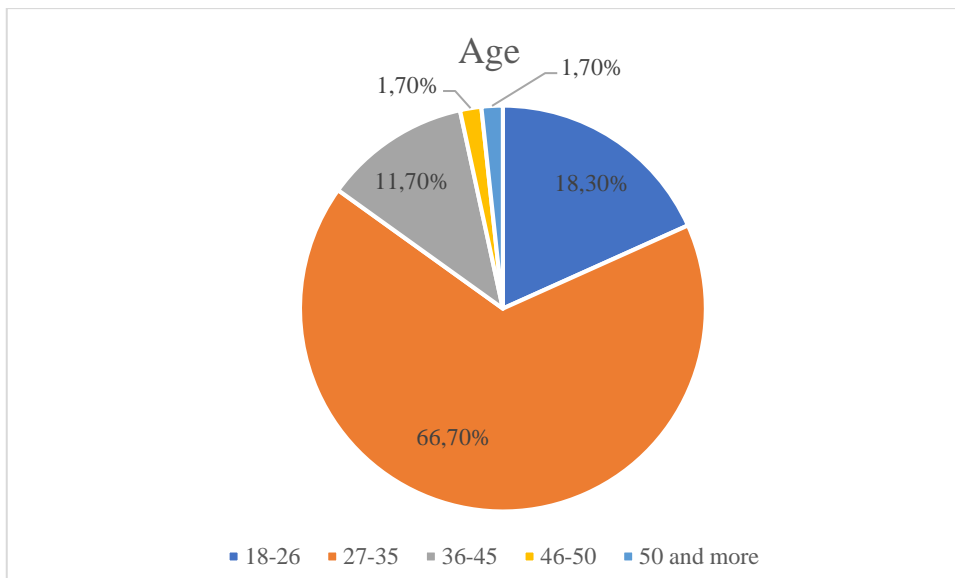
99% of respondents know Amazon. In connection with the company the words that came up mostly were E-shop, a large international company, warehouses and distribution of goods or the world's biggest online store. Regarding employment in Amazon most of the respondents mentioned negative comments. But they also see Amazon as a company that offers a lot of job possibilities and rewards well its employees. The positioning of the company corresponds with the perception of the respondents only regarding innovation and international presence of the company. To get information about Amazon, they used primarily the company website, job search portals or LinkedIn.

7 Results of the internal questionnaire

7.1 Demographic factors

Internal questionnaire was responded by 60 Amazon employees working at distribution center PRG2. The first part of the questionnaire consisted of demographic questions, on the basis of which it was possible to determine the structure of the respondents. Respondents were mainly men, representing 66,7% of the sample. Women represented 33,3% of the respondents. However, based on this information it cannot be concluded that most of the employees are men. Very interesting was the age structure of the interviewed employees, since only one of the respondents was over 50 years old. The largest share was represented by employees aged 27-35 who represented 66,7% of respondents. A further 18,3% represented employees aged 18-26, and 11,7% of respondents reported age of 35-45 years. So, the Amazon's PRG2 distribution center employs a relatively young team of people.

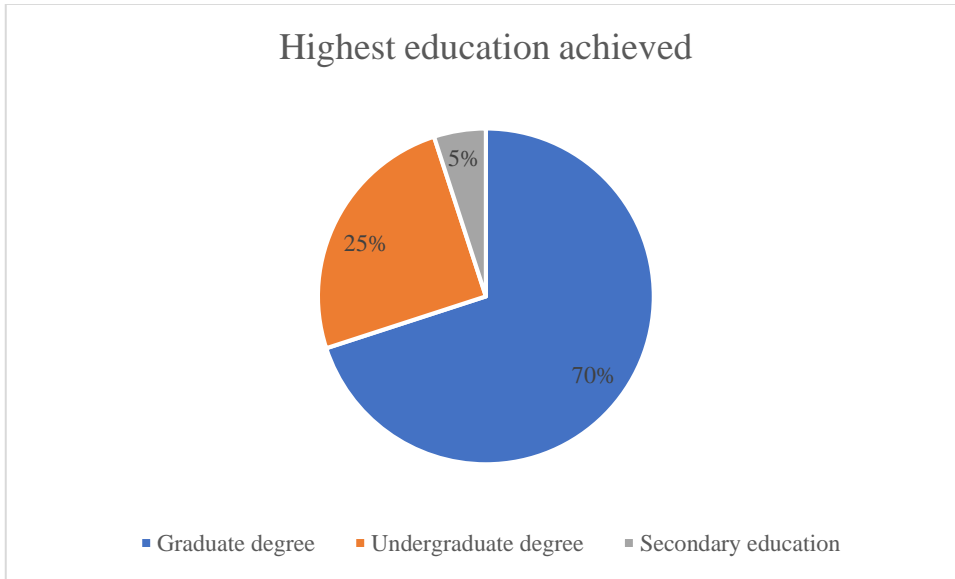
Chart 9



Source: own creation based on internal questionnaire

Following question was about education. The largest percentage of respondents reached masters or higher education (70%), followed by people with bachelor's degree (25%). The remaining 5% of respondents said they had achieved secondary education. Thus, employees with university education represent the vast majority in Amazon.

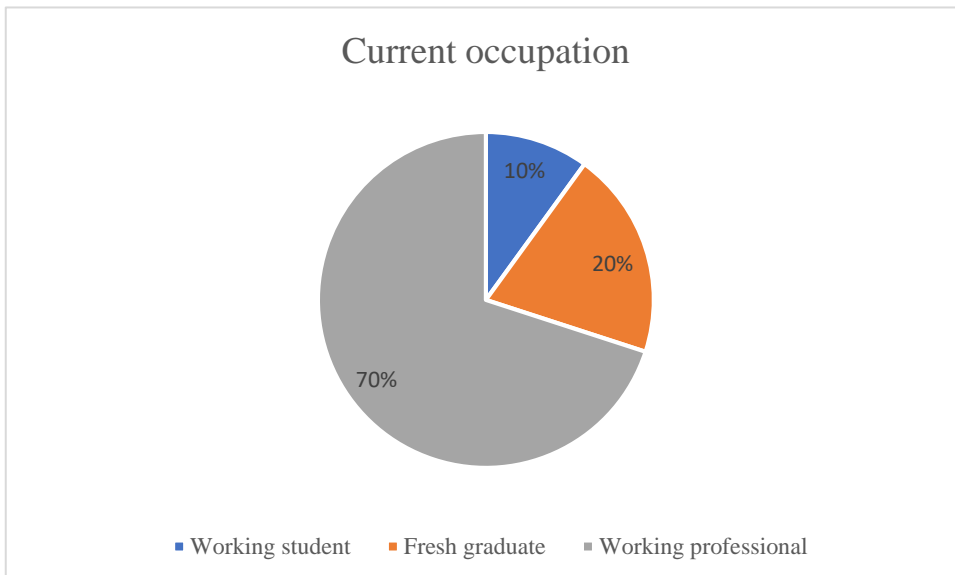
Chart 10



Source: own creation based on internal questionnaire

More than half of respondents stated that they are professionals working for more than 2 years (70%). This result was expected since most of the positions in Amazon require some previous experience. 20% share was represented by fresh graduates and the remaining 10% were working students doing their internships.

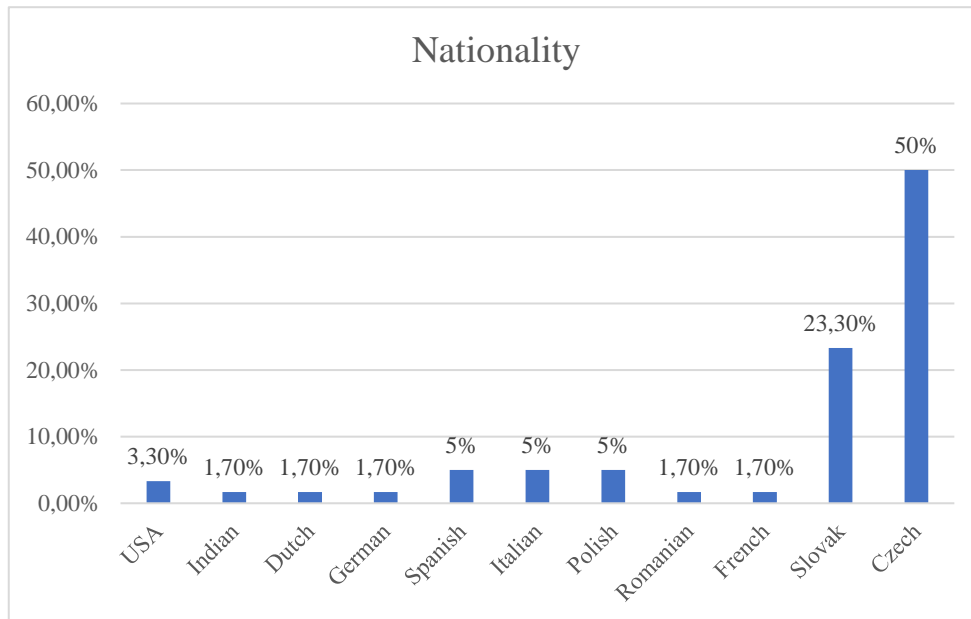
Chart 11



Source: own creation based on internal questionnaire

Given the fact that Amazon is a big multinational company the questionnaire contained a question about nationality. Czech workers represented 50% and the rest were foreigners. The biggest share was represented by Slovaks (23,3%), workers from Poland, Spain and Italy were on the second place (5%) followed by Americans (3,3%) and the rest of nationalities like Germans, Romanians, French, Indian or Dutch represented less than 2% each. The complete chart can be seen below.

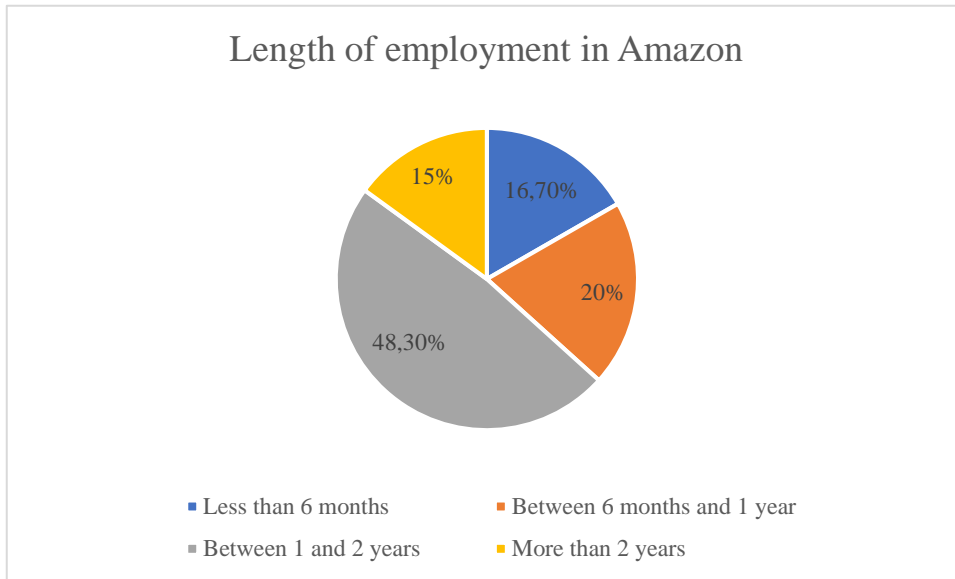
Chart 12



Source: own creation based on internal questionnaire

Last but not least was a question focused on length of employment in Amazon. The biggest number of respondents stated that they have been working at Amazon between 1 and 2 years (48%), followed by people working there between 6 months and 1 year (20%) and workers being employed for less than 6 months at Amazon (16%). The complete chart can be seen on the next page.

Chart 13



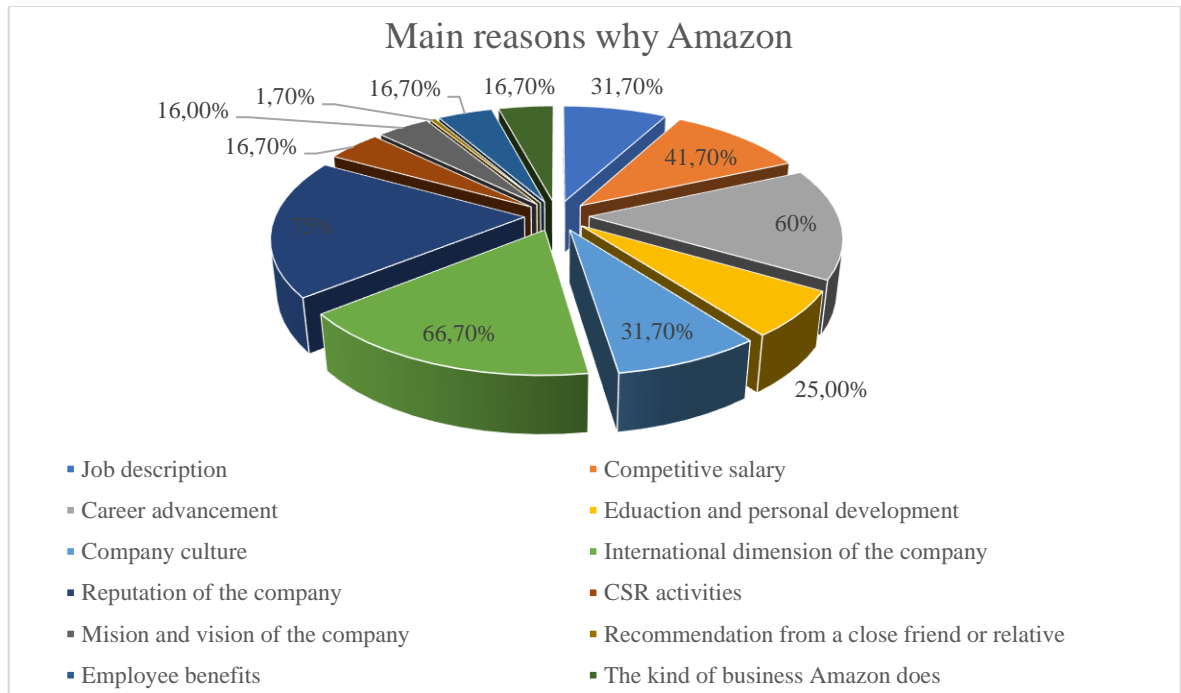
Source: own creation based on internal questionnaire

7.2. Evaluation of the internal questionnaire

The goal of the internal questionnaire was to identify the most important tools for building an employer brand inside Amazon and the communication channels that were used by current employees when they applied to work for Amazon. Characteristics also researched were: what motivates employees to work, what were the reasons to choose Amazon as future employer, what is the most valued aspect among employees about the company. The questionnaire also contained a few statements and respondents had to express their opinion about them.

First of all, respondents were asked to choose maximum 4 reasons on why they have chosen Amazon as future employer. Most of the employees (75%) joined because of company reputation, 66,7% mentioned international dimension of the company, 60% mentioned career advancement. Around 41% of respondents mentioned the competitive salary and approximately 31% of employees chose the job description or the company culture. Reasons that were not mentioned so frequently were the CSR activities, Mission and vision of the company or the type of business that Amazon does. More detailed graphical chart can be seen on the next page.

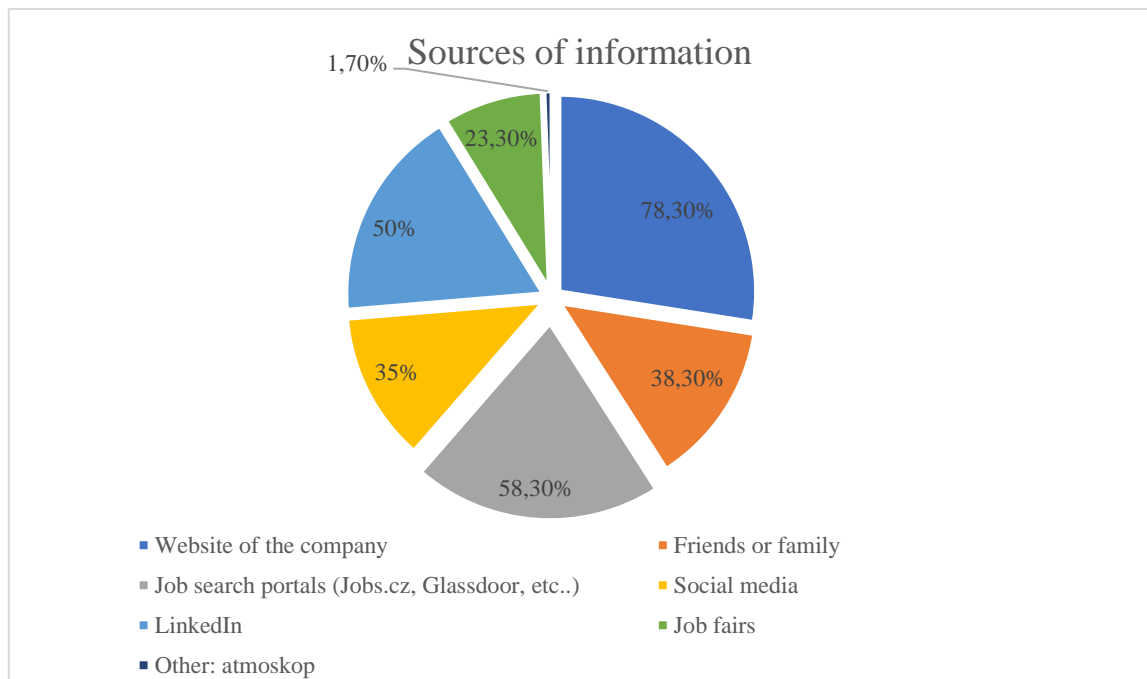
Chart 14



Source: own creation based on internal questionnaire

Regarding the sources of information used by employees during the recruitment process to find information about Amazon, it was almost similar as the answers of the people who responded to the public questionnaire. Around 78% used the company's websites, followed by job search portals (58,3%) and LinkedIn (50%). 38,3% of employees used friends or family as a source and 35% mentioned social media. The least mentioned source of information was job fairs (23,3%). Chart number 15 with complete information is on the next page.

Chart 15

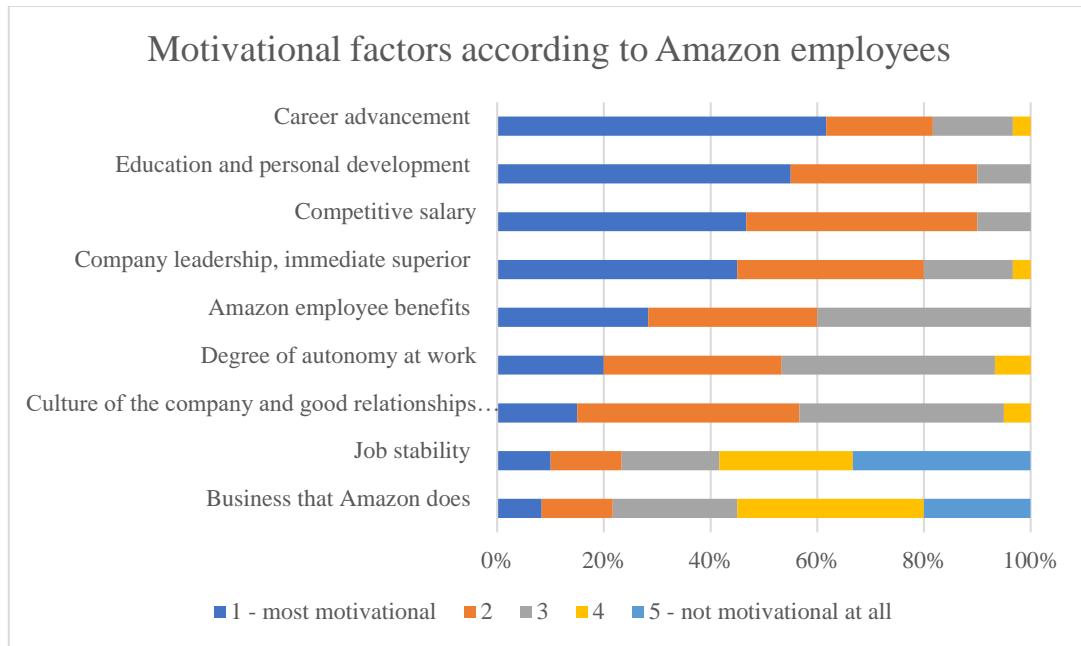


Source: own creation based on internal questionnaire

Subsequently, the respondents had to answer the question of what they value the most in Amazon. It was an open question, and they had to name only one thing. The responses showed several similarities and therefore were divided in 2 groups. Group number 1 was called Culture, people, environment and group number 2 Salary, benefits, career advancement. The first group had 80% of answers and respondents mentioned words like diversity, corporate culture or international presence. The second one had 20% of votes and employees mentioned words like Salary, ability to receive AMZN shares or ability to grow professionally. Complete table with all the answers can be found in chapter 11 in the appendix of the thesis.

On the next question, the respondents on 1 - 5 scale (1 most motivational, 5 not at all motivational) had to evaluate to what extent are which criteria motivational at work and on the other side which one of them are not so motivational. According to the questionnaire's respondents, the most motivating criteria is career advancement (62%). Followed by Education and personal development (55%) and competitive salary (47%). The least motivating factors were the kind of business that Amazon does (55% marked it with the weight of 4 or 5) and Job stability (53% marked it with the weight of 4 or 5). The overall overview of motivational factors and their importance are shown in chart 16 on the next page.

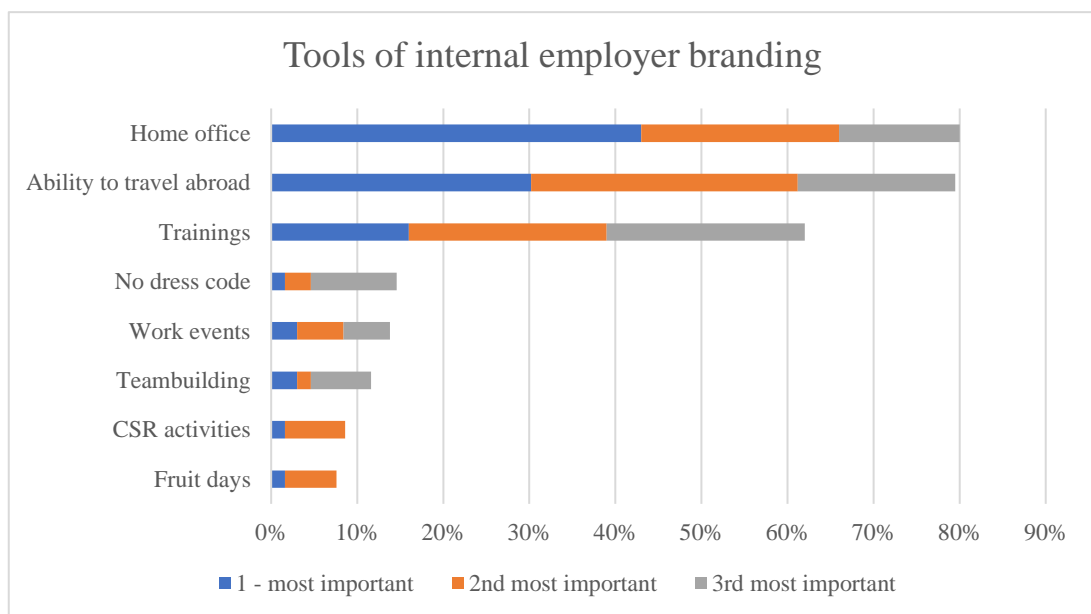
Chart 16



Source: own creation based on internal questionnaire

The next question was focused on specific tools for internal building of employer brand. Respondents were asked to select 3 most important tools for them. The most appreciated one was the ability of home office, more than 66% marked it as the most or 2nd most important tool. Second place was taken by the ability to travel abroad (more than 30% reported it as the most important). 16% of respondents consider the trainings provided by the company as the most important ones. The least important options were CSR activities, fruit days or dog friendly environment. The overall graph can be seen below.

Chart 17



Source: own creation based on internal questionnaire

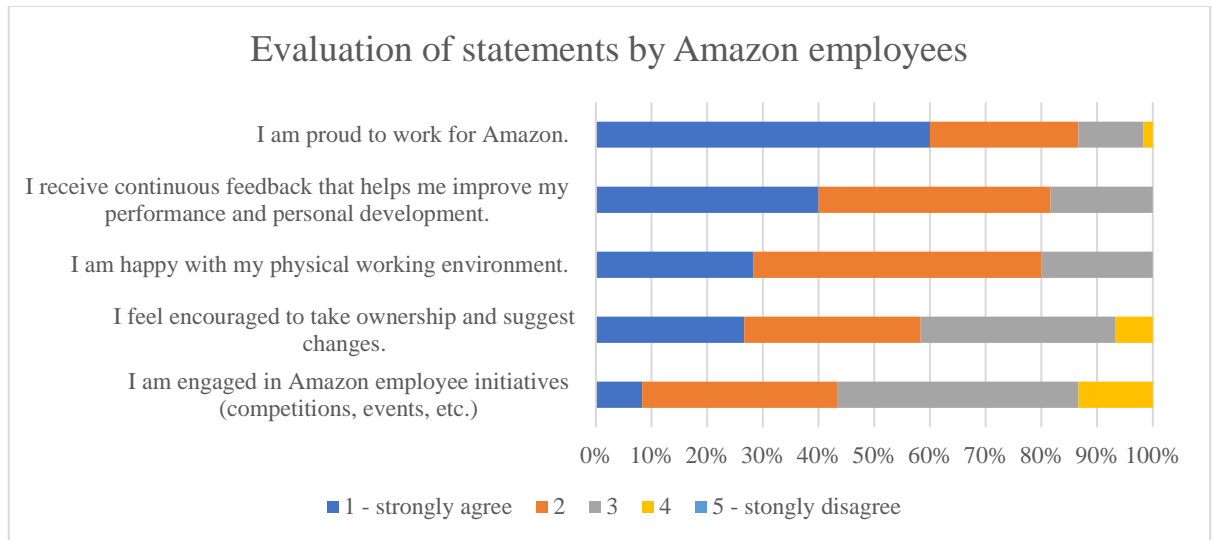
Finally, respondents were asked to express the extent to which they agree with various statements. The first part was more focused on respondents' personal statements. In the last question they evaluated how they perceived Amazon's branding activities as an employer. Responds with a weight of 1 or 2 were considered as agreement with the statement. Value 3 indicated a neutral attitude and the answers with weight 4 or 5 were a disagreement with the statement.

In the first part, the respondents had to express a degree of agreement or disagreement with claims that were more focused on their person.

- 60% of respondents were very proud of working for Amazon and 27% reported as being proud to be an Amazon employee. Only a very small percentage (2%) disagreed with the statement. The rest was neutral (12%).
- 80% of respondents reported being satisfied with the physical work environment in the company. The remaining 20% were neutral about it. Which is a very good result considering that office employees of distribution center PRG2 have to undergo security screening every day upon leaving the job and they do not have the same relaxation zones as employees of corporate office PRG10 at Dejvice.
- Nearly two-thirds of respondents agreed to claim to be supported to take responsibility and to propose changes. Degree of autonomy at work however is the sixth most important motivational factor of Amazon employees to work. 53% marked it as the most motivational or motivational (weights 1 and 2). Therefore, there is definitely a space for improvement.
- More than 80% of respondents agreed with the statement that they receive regular feedback to help them improve performance and personal growth. This result is confirmed by 90% of respondents reporting the possibility of personal development and education as the most motivational or motivational.
- In the last statement respondents were asked to assess the extent to which they are involved in the employee initiatives that Amazon organizes. Although 58% of respondents said that Amazon actively organizes work events, competitions and other initiatives, only 43% are involved in such activities.

Chart number 18 on the next page shows complete results of this question.

Chart 18



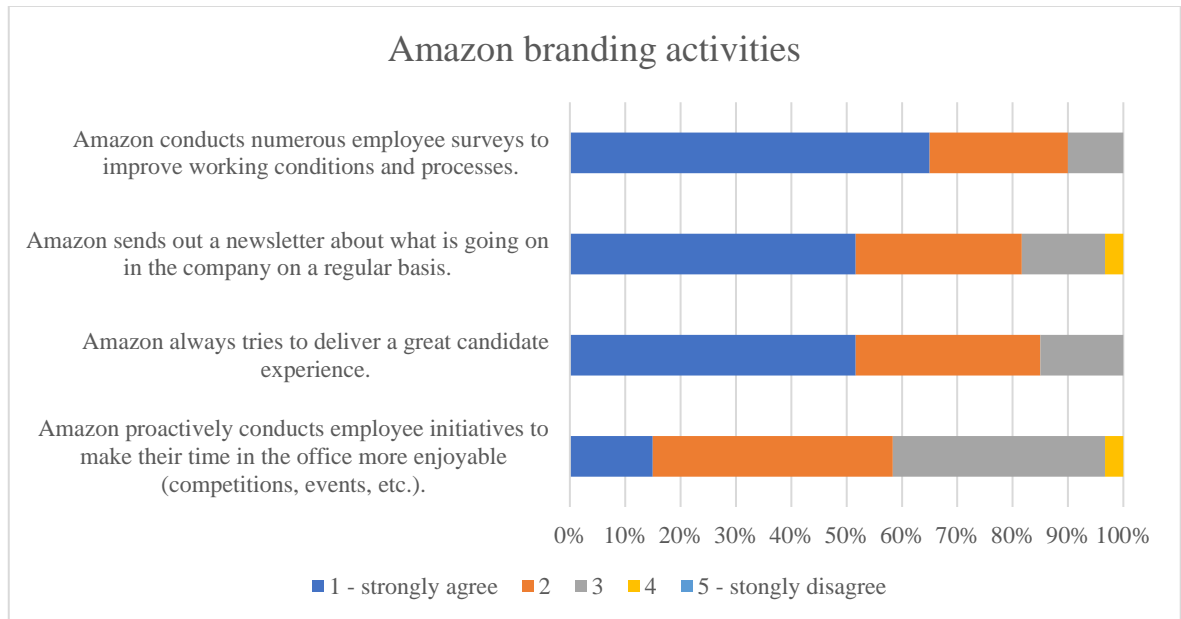
Source: own creation based on internal questionnaire

As previously mentioned in the last question respondents evaluated how they perceived Amazon's branding activities as an employer.

- 90% of respondents agreed that Amazon is conducting a large number of internal surveys to improve working conditions and processes in the company. Only 10% of respondents were neutral and none of them disagreed. So, Amazon is actively interested in the views of its employees.
- The other channel used by Amazon is the newsletter. 82% respondents agreed to receive it regularly and thus obtain current information about the company. 15% of the respondents were neutral with the statement and 3% of them disagreed. It can be said that the potential of this communication channel is fully utilized, same as the internal surveys.
- More than half of the respondents (58%) agreed that Amazon actively organizes various competitions, work events, and other initiatives to make the time of employees at work more enjoyable. 38% were neutral and 3% disagreed. But on the other hand only 12% of respondents mentioned events at work as one of the tools of internal employer branding, Amazon should try harder in this aspect.
- Employees further evaluated how they perceive Amazon's recruitment process. With the statement that Amazon always tries to deliver great candidate experience, 85% of respondents agreed. The remaining 15% were neutral. Amazon efforts to build an external employer's brand during the recruiting process are mainly perceived positively among the employees.

Chart number 19 on the next page shows complete results of this question.

Chart 19

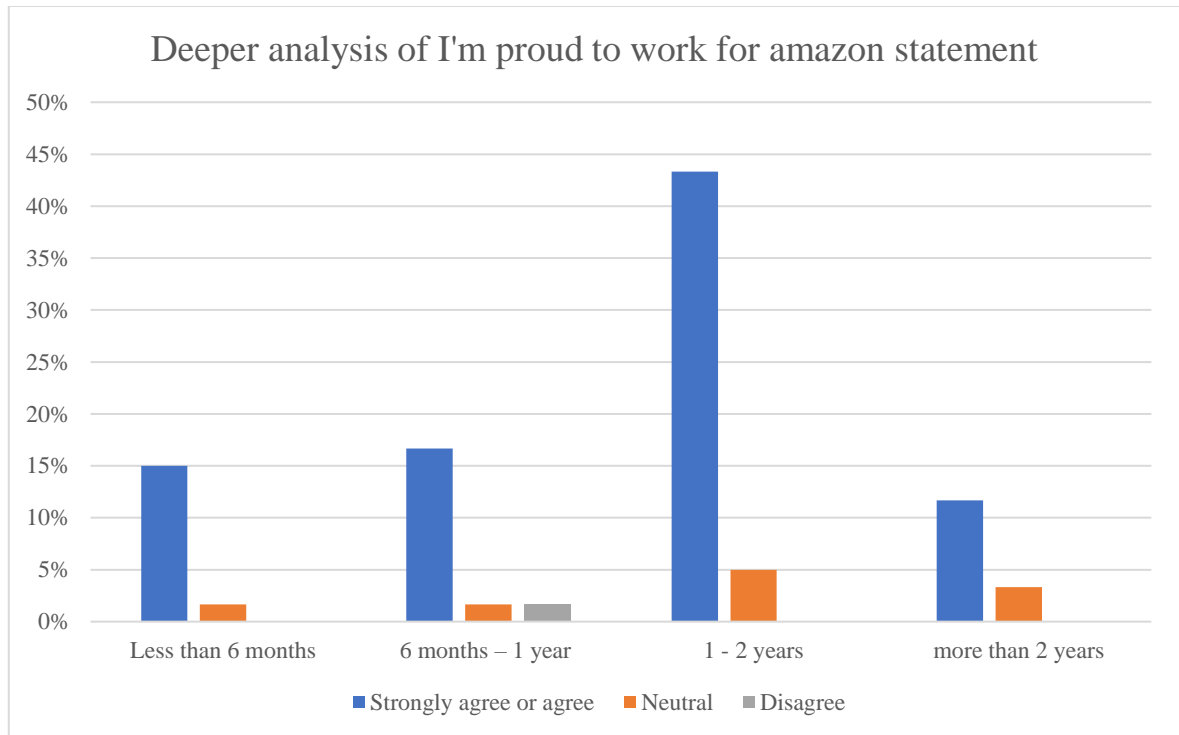


Source: own creation based on internal questionnaire

From chart number 8 of the public questionnaire it was clear that people do not see Amazon as a company with a great focus on its employees. First 3 age groups (18-25, 26-35 and 36-45) from the public questionnaire mentioned more negative comments than positive ones regarding Amazon as an employer. Therefore, a similar analysis was done with the responses of the internal questionnaire in order to see the point of view of employees.

From chart number 20 on the next page it can be seen that regardless the length of employment all the Amazon employees are proud to work for the company. The biggest percentage difference occurred in the 1-2 years group where 43% of employees expressed themselves as strongly agree or agree with the statement and only 5% of employees from that group were neutral with the statement. What is also worth of mentioning that only 1,66% from the whole sample of 60 employees disagrees with the statement I'm proud to work at Amazon. This shows that Amazon is perceived as a fair employer with a great focus on its employees only internally and not publicly.

Chart 20



Source: own creation based on internal questionnaire

The internal questionnaire can be summarized followingly. The main reasons that the interviewed employees led to Amazon's choice as an employer were the reputation of the company, the international dimension, the possibility of career growth and competitive salary. To obtain information about the employer, they used the same resources as the respondents of the public questionnaire, which means primarily the company's website, job portals and LinkedIn. Economic factors like salary or career advancement are slightly more valued than the social background (colleagues, boss, corporate culture).

At work for Amazon, respondents are most motivated by career advancement, education and personal development and competitive salary. The most popular internal tools for building an Amazon employer's brand are the ability to work from home, training, and the opportunity to travel abroad for business trips. This selection of tools also reflects respondents' reasons for selecting Amazon as an employer (career advancement potential, international activity). As far as internal communication channels are concerned, Amazon effectively uses internal surveys and newsletters as well. Work activities and other initiatives are organized by the company, and only 43% of employees are engaged, it is not such a low number, but it can definitely be better. Around 80% of employees are satisfied with the physical work environment and almost all of them (82%) agreed to receive continuous feedback for their personal development. 87% of respondents strongly agree or just agree with the statement "I'm proud to work for Amazon".

8 Analysis of communication channels

8.1. External communication channels

External communication channels are those which the company is using to influence minds of potential candidates.

- **Web pages**

www.amazon.jobs/cs is the principle communication platform and web page of Amazon in the Czech Republic. This web page serves mainly for announcement of new job offers. Candidates firstly see on the landing page a job search option. They can search jobs by title, keyword or location. They can also see vacancies by clicking on one of the 3 options (Student programs, Fulfillment center hiring or Remote career opportunities) below the main search engine. When the positions for the candidates are displayed, it is possible to use a filter to narrow the list of vacancies. It can be filtered by following options: partial or full-time jobs or a job category (e.g. Fulfillment & Operations Management, IT and support, human resources, software development, finance and accounting, etc.). In addition, job opportunities can be filtered by city – Prague, Dobruška, or other cities if the candidates want to work outside the Czech Republic. Web page is well-arranged, and filters are very useful. They help candidates to narrow their offer to jobs that match their requirements and give them an idea of where their skills can best apply.

At the bottom of the landing page, candidates can also find information about the vision and corporate culture, people's guiding principles and stories of employees, pioneer stories, employee benefits and diversity in the company. Amazon is using short stories and photographs of its employees to bring the attention of the applicants and to show them what kind of people work in the company and in which area they work in. As a result, the candidates will get a better picture about what it means to work for Amazon and if it's right for them or not. The website also includes links to social networks like Facebook, LinkedIn, Twitter and Instagram.

- **Instagram and Twitter**

Amazon's Instagram page has the same name as the Facebook one, InsideAmazon. This Instagram page has 41,800 followers and offers visual representations (through photos) of Employee Experience in Amazon (Instagram, 2018). What is a little bit different about this page from all the other Amazon's social media accounts is Instagram takeover, during which a selected employee takes over company's Instagram page and shares his/hers everyday working and personal life, so people can see the city in which the employee works, foreign countries where the employee goes for business trips or how he/she spends time after work. It is another good example of how to present a company to the potential candidates. But so far Amazon's Facebook page has more reach among the followers, which is also because of a fact that Instagram takeovers are shared over there as well.

The Twitter profile, on the other hand, is the official account for news and events in the Amazon community all around the world and is followed by 90,000 people (Twitter, 2018).

- **Facebook**

Amazon has several pages on Facebook, but for brand building there is a special page called InsideAmazon. On this page Amazon introduces various teams and their members. Candidates can also find here tips for the hiring process, photos from Amazon work events, photos of its offices around the world, and many other contents, which characterizes Amazon as an employer. Company profile on Facebook is a place for informal communication and the building of relationships between all those interested in Amazon.

Amazon's profile on Facebook currently has 126,687 followers and overall it received 124,437 likes from Facebook users (Facebook, 2018). But compared to LinkedIn's 7,215,610 followers it is a very low number. Therefore, the reach of Inside Amazon Facebook page can be considered as limited. Also, the content of LinkedIn and Inside Amazon Facebook page is almost the same, which definitely is a negative sign and does not give much of a reason for Facebook users to like or follow the page. Apart from the LinkedIn's content Inside Amazon also shares twitter posts of the employee's initiative called employee photo of the week and photos from Instagram Takeovers. However, there is a very small degree of interaction on the page. In addition, the photos are not so well organized so visitors to InsideAmazon can have a hard time to find what they are looking for.

- **LinkedIn**

Currently there is around 5,3 Million of Czech users on Facebook (Ceskenoviny, 2019) and in 2017 there was 1,2 million of users on LinkedIn (Hrnews, 2019).

LinkedIn was used primarily by IT and marketing professionals, but nowadays there are also technical, manufacturing, business and other Czech professionals using the site. Social networks are therefore becoming more popular among employers, as they represent another way of recruiting workers for almost all positions and a powerful tool for building an employer's brand. Amazon seized this opportunity as well of course.

Amazon's LinkedIn page has 7,215,610 followers from all around the world. In comparison to its online shopping competitor eBay (349,624 followers) and Alibaba Group (397,005 followers) and movie and Tv show streaming competitor Netflix (1,868,194 followers) Amazon has much more popularity on LinkedIn. As of March 2019, there was 298,394 Amazon employees on LinkedIn.

On the LinkedIn Amazon site, visitors can get basic business information and view current job opportunities all over the world. If they click on the Life button in the menu on the left side of the screen, they can also find information about company core values, corporate culture, student opportunities, and other information that is often accompanied by videos or photos. If users have a Premium account, they also see information about the development of the total number of employees in the company, the average duration of employment, allocation of employees by position (management & operations, engineering, sales, IT,

etc.), the number of newly recruited people each month and much more information. All this information is based on LinkedIn data.

Amazon publishes a big variety of posts accompanied by photos and videos. Some of the posts contain photos from company events, other ones are showing offices around the world and other Amazon workplaces, introducing Amazon employees in a video, announcing new positions opened or sharing news about the company. Even though the posts are not having that many comments or likes, it can be said that Amazon has a successful and quality LinkedIn profile.

- **YouTube**

Amazon has its profile on YouTube since 2012 and is trying to make the most of this tool for its employer brand. The number of subscribers of the company's profile is 12,554. The most popular video has 313,055 views and contains a testimony of various Amazon employees (YouTube, 2018). The videos in this profile cover different aspects of job in Amazon. There are, for instance, interviews with existing employees about their experience, videos about working conditions at Amazon's worldwide locations, Q&A videos for the company's most frequently asked questions, etc. This is another Employer Branding tool offering visitors the opportunity to get to know Amazon, in an interactive form.

9 Conclusion and recommendations

The following main conclusions can be highlighted from the public and internal questionnaires and the analysis of communication channels.

Amazon is known among 99% of respondents. When looking for a job, potential candidates are primarily interested in whether they will be able to combine work with personal life, career advancement and competitive salary. They want the employer to provide a good salary, have a good reputation, be honest and provide enough days of vacation. As an employer Czech society sees Amazon sees as an innovative, international company which offers a great deal of career opportunities and a competitive salary, but most of the society (69%) mentioned also something negative (bad working conditions, slavery, lack of care for employees, etc.).

Internally, however, the Amazon employer's brand is perceived extremely positive. Over 90% of employees are proud or have a neutral stance on working in Amazon. Company's reputation was the mostly mentioned aspect because of which people joined Amazon. Respondents of the internal questionnaire are mostly motivated by career advancement, Education and personal development and competitive salary.

The most important sources of information on employers are the company websites, job search portals, LinkedIn and friends and acquaintances. Amazon uses all of these external communication channels and, in addition, builds the employer's brand through job fairs.

At the beginning of the thesis there was a hypothesis that the Amazon employer's brand is perceived in the Czech Republic as being an innovative, international, fair employer with a great focus on its employees. At the same time, it was stated that analysis of communication channels will be done in order to see if they are used to build Amazon's employer's brand effectively. Based on the above-mentioned conclusions from the public and internal questionnaire and the analysis of communication channels, it can be stated that the assumed assumption has been fulfilled only partially because apart from LinkedIn and Amazon official web page all other communication channels have a space for improvement.

Amazon should consistently continue with the already set-up internal branding of the employer, specifically continue to emphasize innovation, deepen corporate culture, continue with its customer focus and promote diversity and equal opportunities for employees. When it comes to suggestions for improvement, research also suggests that the company should encourage its employees even more to come up with new ideas and take over responsibility, as degree of autonomy at work is one of the major motivating factors.

But what remains is how to change the perception of the public about Amazon as potential employer. Amazon offers its employees a high salary and plenty of options for career advancement, and these two economic criteria belong among the most important ones for respondents of the public questionnaire. So, Amazon should focus on these 2 criteria in its communication towards potential candidates. As far as negative associations are concerned, the company should keep making the distribution centers available to the public

within the open days, during which visitors will see the premises and working conditions in which the warehousemen and other employees work. Amazon would thus have the opportunity to influence the perceptions of the potential candidates and its customers. As far as students concerned, Amazon should continue to take part in job fairs at universities. Another way to further improve Amazon's perception as an employer is to engage in seminars and lectures at universities. Amazon employees could give lectures in their field of expertise and introduce Amazon as an employer to students as well.

In terms of communication channels, even though there are many channels performing optimally, such as internal surveys and websites, some have of them could improve. Amazon has minimum comments on most of its social networks in comparison to the number of followers. Amazon should put questions in the posts to get the followers to engage more. In case of Facebook, Amazon should create a Czech version of Inside Amazon page to share job opportunities and present employees in the Czech Republic. It would lead to better targeting and engagement of Czech followers. Amazon should also think about a different system of uploading photos. For example, it could create a separate album for each country to make it clearer and more organized. Also, hashtags with countries, cities or distribution centers codes could also be used (e.g. #CZE, #Prague, #PRG2). People then can use hashtags to find the desired content. But what is the most important Amazon should distinguish LinkedIn content from the Facebook posts.

It can be stated that Amazon's brand-building tools are the company's website, LinkedIn, Facebook and job fairs. In the minds of potential Employees, Amazon is primarily connected with negative associations, so the company should rethink the strategy and actively work on repositioning the brand. For the internal building of the employer's brand, Amazon uses newsletters, internal surveys, benefits, work events and work environment. Employees are proud to work in Amazon and have a very positive attitude and comments about the company.

The aim of the thesis was to identify and evaluate Amazon's employer branding tools and conduct a public and internal questionnaire among potential and current employees. The diploma thesis was based on the hypothesis that the Amazon employer's brand in the Czech Republic is perceived as being an innovative, international and fair employer with a great focus on its employees. At the same time, it was assumed that the company uses communication channels to build the brand effectively. The task of the practical part of the thesis was to confirm or disprove this hypothesis.

Internal questionnaire has shown that career advancement, Education and personal development and competitive salary are one of the most important motivational factors for the employees. Furthermore, according to the employees the most effective tools of internal employer branding were the possibility of remote working from home, ability to travel abroad or trainings provided by the company. Research has also shown that most employees are proud to work for Amazon and perceive the company very positively as an employer.

Based on the survey, it was possible to state that the Amazon employer's brand is really strong on the Czech market. Amazon's positioning as an employer does not correspond with minds of the people who are not employees of Amazon. Respondents of the public

questionnaire perceive Amazon as an international and innovative company, however the negative opinions of most of them contradict Amazon's intention to act as a fair employer with a great focus on its employees. But on the other hand, in the eyes of the internal employees, the firm is perceived very positively and occupies the desired position in their minds.

In conclusion of the diploma thesis, it can be stated that hypothesis stated at the beginning was disproved by the practical part. Amazon's employer's brand is strong in the Czech Republic, but as innovative, international and fair company with great focus on its employees is perceived only internally. Potential candidates see the company as innovative and international, but because of a large number of negative associations that do not correspond with the positioning of the company, it cannot be said that they perceive company's good relationship towards its employees. At the same time, communication channels apart from LinkedIn and the official web page can be more developed, both in terms of content and the engagement of its followers.

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11 Appendix

All 14 principles of Amazon (amazon.jobs, 2018 b):

- **Customer Obsession**

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

- **Ownership**

Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job".

- **Invent and Simplify**

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here". As we do new things, we accept that we may be misunderstood for long periods of time.

- **Are Right, A Lot**

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

- **Learn and Be Curious**

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

- **Hire and Develop the Best**

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

- **Insist on the Highest Standards**

Leaders have relentlessly high standards - many people may think these standards are unreasonably high. Leaders are continually raising the bar and drive their teams to deliver high quality products, services and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

- **Think Big**

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

- **Bias for Action**

Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

- **Frugality**

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense.

- **Earn Trust**

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

- **Dive Deep**

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

- **Have Backbone; Disagree and Commit**

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

- **Deliver Results**

Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

11.1. Pictures

Figure 1



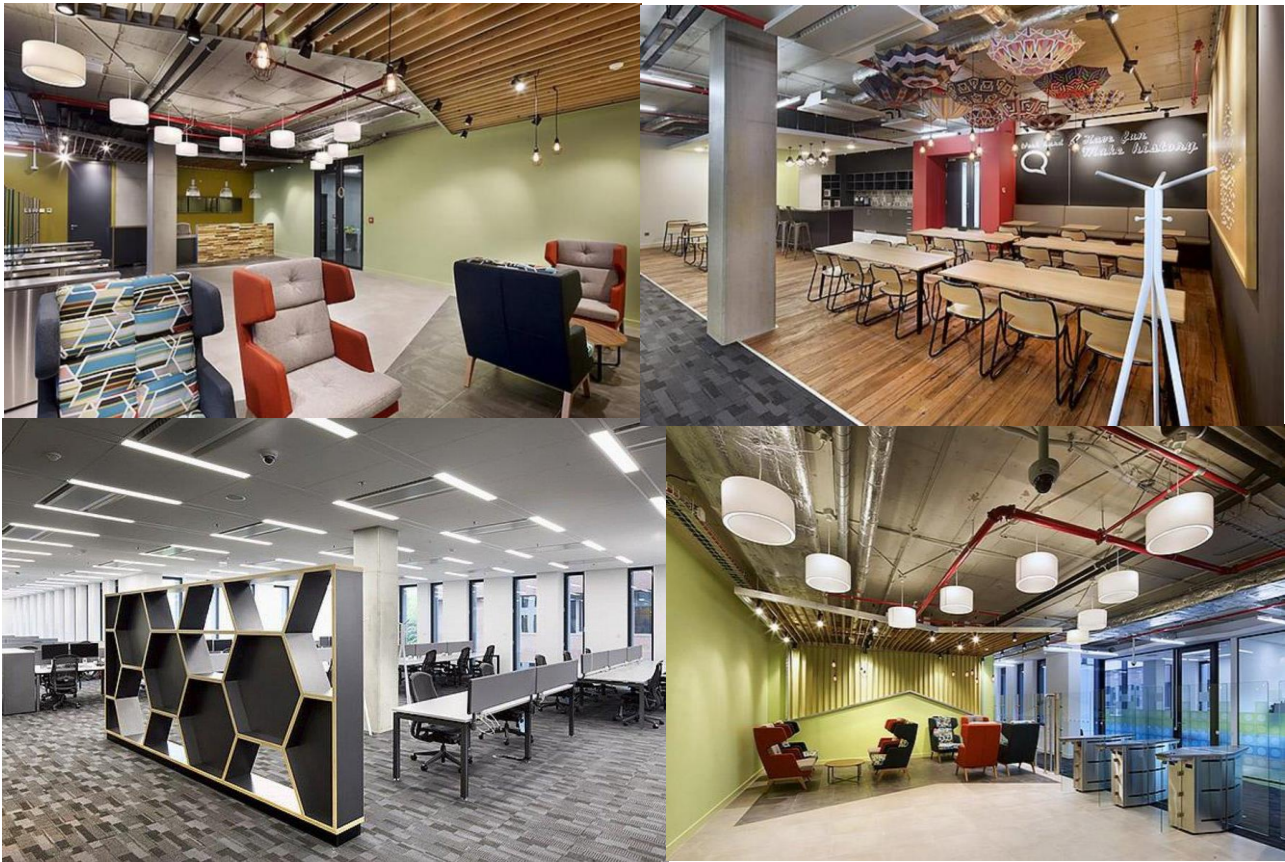
Source: (Capital Business, 2018)

Figure 2



Source: (Wkar.org, 2018)

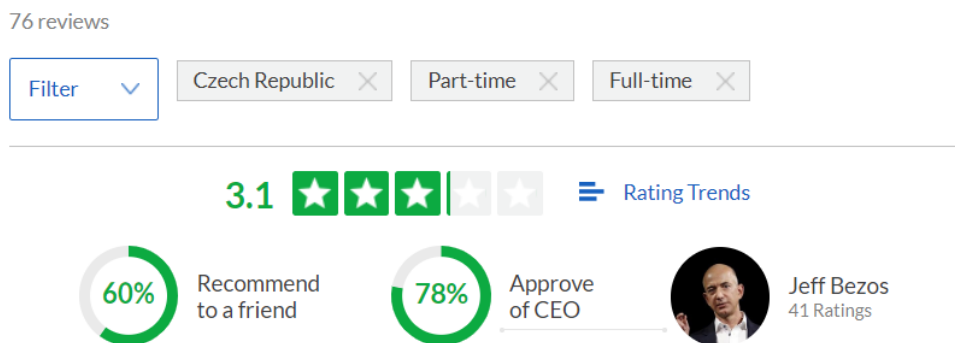
Figure 3



Source: (E15.cz, 2018)

- Reviews of Amazon in Czech Republic

Figure 4



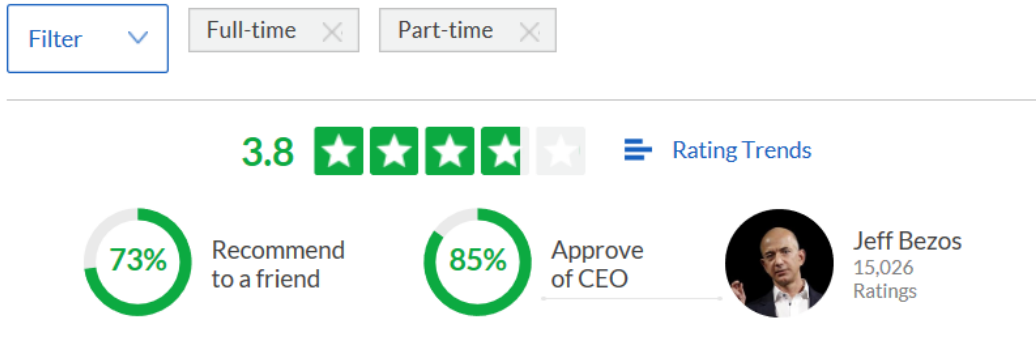
Source: (Glassdoor.com, 2018)

- Reviews of Amazon Worldwide

Figure 5

Amazon Reviews

26,363 reviews



Source: (Glassdoor.com, 2018)

Figure 6



Source: (Národní galerie reklamy, 2018)

Figure 7



Source: (LF1.CZ, 2018)

11.2. Public questionnaire

1. Gender

- Male
- Female

2. Age

- 18 - 25
- 26 - 35
- 35 - 45
- 46 - 56
- 56 and more

3. Highest education achieved

- Primary education (Elementary school)
- Vocational education
- Secondary education (High school)
- Undergraduate degree (Bachelor)
- Graduate degree (Master, MBA or higher)

4. Current occupation

- Entrepreneur
- Student
- Office worker
- Manual labour
- Economically inactive (retired, unemployed, on a maternity leave)
- Other:

5. Do you or someone close to you work in Amazon?

- Yes
- No

6. What are the resources you use to find information about future employer?

- Company website
- Social networks (Facebook, Twitter, Instagram)
- Job search portals (Jobs.cz, Glassdoor, etc..)
- LinkedIn
- Friends and relatives
- Job fairs
- Other:

7. How would you describe the ideal employer? Use at least 3 words.

8. Name 3 companies where you would like to work.

9. How important are economic criteria for you when choosing a future employer? Rate on a scale 1-5 (1 very important, 2 important, 3 neutral, 4 irrelevant, 5 absolutely irrelevant)

	1	2	3	4	5
Benefits offered by the employer					
Salary					
Possibility of career advancement					
Job security					
Education and personal development within the company					

10. How important are corporate criteria for you when choosing a future employer? Rate on a scale 1-5 (1 absolutely important, 2 important, 3 neutral, 4 irrelevant, 5 absolutely irrelevant).

	1	2	3	4	5
Reputation of the company					
International presence of the company					
Business activities of the company					
Mission and vision of the company					
CSR of the company					

11. How important are social criteria for you when choosing a future employer? Rate on a scale 1-5 (1 absolutely important, 2 important, 3 neutral, 4 irrelevant, 5 absolutely irrelevant).

	1	2	3	4	5
Ability to combine work and personal life					
Future boss					
Work environment					
Company culture					
Diversity in the company					

12. Have you ever heard of Amazon?

- Yes
- No

13. What comes into your mind when someone says Amazon company? Write at least 3 words

14. What do you associate with Amazon as an employer? Write at least 3 words

15. Have you ever thought about working in Amazon?

- Yes
- No

16. Choose the 3 main criteria that would lead you to choose this Amazon as an employer. (1 - the most important, 2 - the second most important, 3 - the third most important). Please answer once per column).

	1	2	3
Company reputation			
Job description			
Corporate Social Responsibility			
International presence			
Business activities of the company			
Company vision and mission			
Good salary			
Diversity of the company			

17. What resources would you use to find information about Amazon?

- Company website
- Social networks (Facebook, Twitter, Instagram)
- LinkedIn
- Friends and relatives
- Job fairs
- Other:

11.3. Internal questionnaire

1. Gender

- Male
- Female

2. Nationality

- Czech
- Slovak
- Other:

3. Age

- 18 – 26
- 27 – 35
- 36 – 45
- 46 – 50
- 50 and more

4. Highest degree attained

- Secondary education (High school)
- Undergraduate degree (Bachelor)
- Graduate degree (Master, MBA or higher)

5. Current occupation

- Fresh graduate
- Working professional (over 2 years)
- Working student

6. How long have you worked at Amazon?

- Less than 6 months
- 6 months – 1 year
- Between 1 and 2 years
- More than 2 years

7. Why did you apply for a job at Amazon? Choose maximum 4 options.

- The kind of business Amazon does
- Reputation of the company
- Job description
- Competitive salary
- Career advancement
- Employee benefits
- Company culture
- CSR activities
- Education and personal development
- International dimension of the company
- Mission and vision of the company
- Recommendation from a close friend or relative
- Other:

8. What kind of sources you used to find information about Amazon while you were searching for your job?

- Website of the company
- Friends or family
- Job search portals (Jobs.cz, Glassdoor, etc..)
- Social media
- LinkedIn
- Job fairs
- Other:

9. Name one thing you like the most about Amazon.

10. To what extent are the following factors motivational for you? Rank them on scale from 1 to 5 (1 most motivational, 2 – more motivational, 3 – neutral, 4 – less motivational, 5 – not at all).

	1	2	3	4	5
Competitive salary					
Career advancement					
Amazon employee benefits					
Education and personal development					
Culture of the company and good relationships with colleagues					
Company leadership, immediate superior					
Degree of autonomy at work					
Business that Amazon does					
Job stability					

11. Choose 3 employer branding tools that matter to you most.

	1	2	3
Work events			
Trainings			
Ability to travel abroad			
Teambuilding			
No dress code			
Fruit days			
Home office			
Dog-friendly environment			
CSR activities			
Other in the next question			

12. Possibility to specify option other from the previous question. Skip if you did not select option other.

13. To what extent do you agree with the following statements? Rank them on scale from 1 to 5 (1-strongly agree, 2 – agree, 3 – neutral, 4 - disagree 5 strongly disagree).

	1	2	3	4	5
I am proud to work for Amazon.					
I am engaged in Amazon employee initiatives (competitions, events, etc.)					
I receive continuous feedback that helps me improve my performance and personal development.					
I am happy with my physical working environment.					
I feel encouraged to take ownership and suggest changes.					

14. To what extent do you agree with the following statements? Rank them on scale from 1 to 5 (1-strongly agree, 2 – agree, 3 – neutral, 4 - disagree 5 strongly disagree)

	1	2	3	4	5
Amazon always tries to deliver a great candidate experience.					
Amazon proactively conducts employee initiatives to make their time in the office more enjoyable (competitions, events, etc.).					
Amazon sends out a newsletter about what is going on in the company on a regular basis.					
Amazon conducts numerous employee surveys to improve working conditions and processes.					

11.4. What people think of Amazon (answers to Q13 from the public questionnaire)

1. Biggest internet shop		Number of votes
e-shop	online shopping	50%
Biggest E-shop	online shop	
E-shop	Internet	
E-shop	Retail	
E-shop,	Shopping	
online shopping	sales first	
E-commerce	Shop	
E-shop	Internet	
The largest online retailer	Purchase	
E-commerce	Shopping on line	
E-shop	Sales	
The world's largest e-shop	Sales	
E-shop	products	
E-shop	online	
The biggest online retailer	E-shop	
Internet	Shopping	
E-shop	Online sales around the world	
The biggest online shop	Buy sell shop	
Shopping	Amazon shopping	
The world's biggest e-shop	internet	
online shopping	rare products	
Online purchase	Shopping	
online shop	Global marketplace	
E-shop	retail	
Biggest e-shop	Shopping	
2. Positive associations		Number of votes
Reliability	good salary	40%
Professionalism	fun	
Great service	travel	
good quality	professional	
Open	demanding	
Good prices	good job	
low prices	reputation	
reduced costs	sales	
Good, responsible company	flexibility	
great culture	Cheap	
sometimes free shipping	good quality	
good stuff	accessible	
reliable	Almost unlimited goods selection	
nice	customers oriented	
cohesiveness	honesty	
Certainty	efficient	
Reliable Company	important leadership	
Fast delivery	Young people, fun	
good prices	Fun	

3. Big international company		Number of votes
International Corporation	rapid growth	37%
International firm	multicultural	
Corporate	Wholesale of goods	
Corporate	world wide	
Corporate	worldwide	
International	Diversity	
Global company	Diversity	
Multinational company	large company	
Worldwide Company	international	
A huge company	diversity	
Big company	Biggest company in the world	
International	worldwide	
International trade	diversity	
Huge foreign firm	Big company	
Wholesale of goods	Big company	
An important company	mega-corporation	
A fast-growing company	Big	
Wholesale of goods	big	
Many workers		
4. Logistics, Warehouse		Number of votes
Warehouse	Distribution network	36%
Storeroom	shipping	
Depot	delivery	
Warehouse	Mail order	
Warehouse	Mail order	
Depot	Parcels	
Warehouse	Parcels	
Logistics Centers	Delivery	
logistics	Delivery	
logistics	distribution	
logistics	packages	
logistics	parcels	
logistics	Shipping	
logistics	Packaging	
logistics	2day shipping	
Logistics Centers	Boxes	
Logistics Centers	Boxes	
Distribution	forklift truck	

5. negative association		Number of votes
Employee exploitation	expensive	28%
bad reputation in Prague	Strict	
time pressure	Not good company to work on	
bad working conditions	no enjoyment	
quick service but not always good	Long work hours	
They do not pay well	long hours	
unethical	short bathroom breaks	
hard job for workers	bathroom time tracked	
Unethical	overwork	
exploitative	hard work	
hassle	not flexible	
Strict	Poverty	
inconsistency	overpressure	
abuse	inferiority	
6. Books, Kindle		Number of votes
Kindle	Books	21%
Kindle	Books	
Kindle	Books	
Kindle	Book	
Kindle	Book	
Kindle	Books	
Books	Amazon kindle	
Books	kindle	
Books	Books	
Books	kindle	
Books		
Books		
7. Fast and easy way of shopping		Number of votes
Comfort	Fast delivery	20%
Easy way of shopping	Fast delivery	
Fast delivery of goods	Easy shopping from home	
Easy shopping	Goods delivered to your doorstep on good price	
Fast delivery	convenient	
delivery to home	Fast	
Comfort	Fast	
Goods	Easiness	
Quality	Fast delivery	
Speed	Speed	
8. America, USA		Number of votes
American company	USA	12%
American firm	USA	
Big American firm	USA	
America	USA	
America	USA	
American firm	American	

9. Innovations		Number of votes
Innovation	technology	10%
Innovations	social media	
Amazon Cloud	Innovative	
Drones	Modern, innovative,	
Telecommuting	Innovation	
10. Jeff Bezos		Number of votes
Jeff Bezos	belongs to the wealthiest person on earth	8%
Jeff Bezos	Bezos	
Jeff Bezos	jeff bezos	
Jeff Bezos	Jeff	
11. Prime, movies, additional services		Number of votes
Prime	Prime	8%
Prime	Grand Tour	
Prime	Grand Tour	
Prime	Prime services	
12. Goods of all sorts		Number of votes
Goods of all kinds	A lot of goods	7%
Great offer of goods	Diverse assortment	
Huge offer of goods	variety	
Electronics		
13. Job opportunity		Number of votes
Job opportunities with Turkish in Prague	Good salary	6%
Manual labour	career opportunity	
business opportunity	Money	
14. Connections with Czech Republic		Number of votes
Brno refused Amazon	A warehouse in the Czech Republic	4%
Brno	The worst employer in Czech Republic	
15. Promotion, Marketing		Number of votes
Tv advertisement		1%

11.5. How people see Amazon as an employer (answers to Q14 from the public questionnaire)

1. Negative associations		Number of votes
Exploits employees	blue collar job	69%
Exploitation	boring job	
hard work	hard job	
long shifts	inferiority	
They offer not good salaries	bossing around	
the employees are not happy.	Exploitation	
the work conditions are not fair	bad conditions	
repetitive	a lot of work in a short time	
Hard work	routine	
boring	high requirements	
Long work hours	People are complaining	
time pressure	Hard job	
people are complaining	Little respect for employees	
tricky marketing	Bad employer	
overwhelmed workers	Monotony of work	
Not the best labor rights	long hours	
Bad working conditions	awful working conditions	
Mistreatment	Bad Employer	
lack of care for employees	Unfair	
overwork	Frequent redundancies	
overworking warehouse minions	Strict	
hard work	not flexible	
Strict	bad reputation in Prague	
long working hours	Destroys small entrepreneurs	
unfair	unattractive working conditions	
abusive	Routine	
nowadays slavery	They do not care about employees	
inferiority	Hectic working environment	
Poverty	Low Flexibility	
overpressure	Fluctuation	
Not good with employees	Hard work	
slavery	uncertain	
Punishment	demanding	
Bad working conditions	a lot of work	
commuting		

2. Positive associations		Number of votes
flexibility	Competitive salary	44%
fun	Decent salary	
punctuality	Job Security	
good job	Top Employer	
Trust	High salary	
great culture	good salary	
Good working place	fun	
discounts	travel	
Good job	Career	
Good job	Stability	
Fairness	Fair Generous attitude	
Friendly team	Stability	
Stable employment	Adequate job performance evaluation	
Good company	nice	
Career	Stable employer	
Leaders	Career growth	
helpful	High end	
Team work	Ownership	
Open	Freelance	
professional	flexible	
open minded	reliable	
Cool	Reliable employer	
3. Logistics, Warehouse, Workers' positions in warehouses		Number of votes
logistic	Warehouse	31%
Ensuring the logistic parts are covered	Job for vocational school students	
Big logistics and around the world	Positions for labourers	
Work in the warehouse	Warehouseman	
Warehouseman	Logistics	
Warehouseman	Warehouse	
Warehouse	Warehouse	
laborer	Manual labour	
Workers	Innovative	
Forklift	Packages	
Work in shifts	Warehouseman	
Logistics	Work in shifts	
Workers	Demanding manual jobs	
Warehouse	Demanding manual jobs	
Job in Warehouse	Lots of low qualified jobs offered	
Logistics		

4. Big Internationally known company		Number of votes
Diversity	worldwide	24%
International occurrence	world wide	
The basis of international business	multicultural	
International Corporation	International firm	
International Firm	Big firm	
International Company	Big company	
Global	A huge company	
Reputation	Work for a multinational company	
Reputation	worldwide impact	
International company managed from the USA	Known	
International Corporation	Foreign	
Big number of jobs	Big firm	
5. Large numbers of jobs		Number of votes
lot of employees	employs a lot of people in different countries	23%
fluctuation of people	It employs thousands of people	
a lot of work opportunities	Availability of different jobs	
A large offer of jobs	Job vacancies	
A lot of employees	A lot of jobs	
Warehouse workers needed	A big employer	
Wide application possibilities	A large offer of jobs	
constantly searching for warehouses	Desperately looking for warehouse workers	
part time jobs for Christmas	a lot of work	
Offers many different jobs	Mass of people	
lots of job opportunities	Christmas peak	
a lot to do		
5. Good salary and benefits		Number of votes
Benefits	good salary	12%
Benefits	Money	
Benefits	Money	
Free bus transfer for employees	Vacation	
Work 4 days in a week	Acceptable salary	
Work 4 days in a week	Good salary conditions and benefits	
6. Cheap Labor force		Number of votes
Cheap labor force	low wage	12%
Low salary	low wages	
Low wage	Underpaid	
Cheap labor force	low salary	
Average salary	low wages	
Average salary	low salary	

7. Modern Innovative		Number of votes
Telecommuting	Modern	10%
Modern	Automation	
innovative	Technology	
Work anywhere	Young workers	
remote	Modern	
8. Associations with Czech Republic		Number of votes
Dobrovíz	Dobrovíz	3%
New in the Czech Republic		
9. Sales and Transport		Number of votes
sales	Transport services	3%
Sales first		
10. Neutral associations		Number of votes
complex hiring process	No experience	3%
outside the field studies		
11. Promotion and Marketing		Number of votes
Christmas advertising	Internet ads and marketing	2%

11.6. What employees value the most about Amazon (answers to Q9 from the internal questionnaire)

1. Culture, people, environment		Number of votes
Culture	My team	80%
International dimension	Smart people	
It is always a day 1	International environment	
Great colleagues	Diversity of the company	
Innovation and technologies	Innovation	
Diversity	People in the company	
Innovations	International presence	
Intelligent people	International presence	
International	New challenges	
Worldwide	dynamic environment	
Modern environment at work	Culture	
Clever colleagues	International company	
Big company	Creativity	
Diversity of people	Company culture	
My team	Service to the customers	
Diversity of colleagues	Culture	
Environment at work	Fast changing environment	
New technologies	Culture	
International company	Culture of the company	
People in the company	Innovation	
Culture of diversity	Work with people	
Diversity	Diversity	
Culture	Colleagues	
Strong company	People	
1. Salary, benefits, career advancement		Number of votes
Salary	Great opportunity to start a career	20%
Salary	Ability to grow professionally	
Ability to receive AMZN shares	Opportunities	
Great start after school	Ability to learn a lot	
Growing business	New challenges	
Ability to learn	Flexibility of start and end of the working day (shift)	