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EMPLOYER BRAND OF TCHIBO CZ
Diploma Thesis

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Declaration

I declare that the diploma thesis *Employer Brand of Tchibo CZ* was written by me under the guidance of Ass. Prof. Jaroslava Kubátová Ph.D. All used sources cited in any form have been acknowledged in the list of sources.

In Olomouc,

Bc. Katarína Kvašňovská

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Introduction

The importance of being an attractive employer is growing nowadays, as the result of global talent shortage. The companies are trying to attract and retain talented employees. Because of this, there has been increasing interest in employer branding among organisations. The term itself was first mentioned in 1990's (Ambler and Barrow, 1996), and has since become widely adopted by the global management community.

Employer branding is about creating a strong relationship between the employer and its current and potential employees. The aim of the thesis is to find out how potential employees perceive Tchibo CZ as employer. The company has feedback from its employees, how they perceive it - what are the main values and what kind of corporate culture they create. Since employer branding is directed towards internal and external stakeholders as well, it is important to have the feedback from external stakeholders – potential applicants too.

how potential employees perceive Tchibo CZ as an employer in particular, those employees from retail department. The data is obtained using a questionnaire survey among sales staff of shops in shopping centres. This is based on interest of the company in this particular focus group since such information they have not investigated yet. Members of shop division are the ones who are in personal contact with customers, performing professional consultation on all products. The results should represent how their employer branding is perceived among people who apply for positions in the Tchibo shops.

I have chosen this company not only because I was a part of their team for one year, but also because I find whole their concept very interesting. This family-owned company was founded in 1949 in Hamburg and has operated in the Czech Republic since 1991. Nowadays, there are 41 Tchibo stores in the Czech Republic. You can also find Tchibo products in large supermarkets due to the special shop-in-shop concept. Employer branding is developing in the company, as evidenced by the awards.

First chapter of the diploma thesis introduces the theory of employer branding. It is divided in five sub-chapters. Definition of the employer branding itself and the terms associated with it directly follows to the second sub-chapter devoted to relationship between turnover intention and employer branding. In third sub-chapter we define employer value proposition and its importance in process of creating employer brand. The process itself is specified in the

following sub-chapter. In the end of the first chapter we write about measurement of the benefits of the Employer Brand.

Second chapter consist of three subchapters. First part describes the connection between employer branding and CSR. Since companies are nowadays visible from various social media, we dedicate the second sub-chapter to their bond. Last part presents trends in the area of Employer Branding.

In third chapter we describe current state of employer branding in Tchibo CZ and introduce the company itself. First part briefly summarises its history. Second present product portfolio, which is unique in its variety in this company. Third subchapter is devoted to the topic of the Corporate Social Responsibility in Tchibo. Last subchapter describes the process of building the Employer Brand in the company and presents how employees themselves see Tchibo as an Employer and how they defined the corporate values.

Fourth chapter deals with creating the questionnaire, which investigates perception of Tchibo Employer Brand from potential employees. As mentioned above, the questionnaire is created with focus on retail department. There are presented research objectives, methodology, and results. The end of the chapter is dedicated to limitations and discussion.

The last chapter consist of recommendations based on the results of the survey.

1. Theory

1.1. Definiton

For a long time, branding was associated with alluring more customers to buy a product or a service. The term „Employer Branding“ was first mentioned in 1996 by Ambler and Barrow, who realised that the same marketing techniques used on the product and services to attract and retain customers, can be used in order to attract and retain employees as well. In their paper they defined it as, „*the package of functional, economic and psychological benefits provided by employment, and identified with the employing company*“.

Gradually the term has evolved to include a wide set of company activities aimed at recruiting and retaining talented professionals (Mosley, 2007; Davies, 2008). In this expanded sense, the term ‘employer branding’ encompasses the process of building the employer brand and differentiating it to make it competitive, as well as the specific actions undertaken to attract, recruit, select, retain, recycle and release employees. Employee commitment to the employer brand is a key indicator of the state of the relationship between the employee and the employer (Ahmada and Dauda, 2015). If employees perceive their employer brand as a good one, it can be assumed that this fact will also influence other surrounding employees in the labour market (Urbancová and Hudáková, 2017).

To avoid confusion in terminology, it is necessary to indicate differences between terms of employer branding and employer brand. It follows from the above that the term employer branding represents the process of creating employer brand. Or in other words, employer brand is the result of employer branding.

As Ahmada and Dauda have observed, some researchers consider employer branding strategies to be a source of sustainable competitive advantage, making the concept analogous to that, of consumer branding. This group of researchers holds that employer branding is multidisciplinary, and that its aims are, externally, to make sure that the employer brand attracts talent and, internally, to ensure that this talent commits itself to the company. (Fernandez-Lores et al, 2015)

Employer brand of an organisation should be consistent with product and corporate brand. There are some similarities between the employer brand and the product brand, but Biswas (2013) presents two key differences that distinguish employer brand over the

organisation's product brand and corporate brand: First, the employer brand is characterizing the organisation's identity as an employer, and second, it is directed at both internal and external audiences while product and corporate branding efforts are primarily directed to external audience. The experience of employer brand by employees of an organisation is different than that experience for product or corporate brands by consumers.

One of the newest definitions states that employer branding is about creating a sense of place. The idea is that the company should create a sense of 'what it is like to work here' as a way to attract not only potential employees, but more specifically the kind of employees who will fit well within the organization (Sharma and Prasad, 2018). In other words, employer brands also help potential employees in understanding their future workplace (Bustamante, 2014).

Literature dealing with this topic shows an overlap when it comes to concepts of organizational reputation, organizational attractiveness and employer branding (Hendriks, 2016). Some authors see organizational reputation as the overall attractiveness of an organization, while others see it as an employer brand or an integral part of employer branding. In this thesis the terms of organizational reputation and organizational attractiveness are understood as they were defined by Hendriks:

“Organizational reputation is a perception or judgement of stakeholders about the organization's ability to create value based on past actions. It provides a future prospect and it creates prominence for the organization.”

Organizational attractiveness she defined as *„the degree to which an individual would personally seek an organization as an employer, based on the favourable beliefs that an individual has of that organization, and the degree to which an individual would recommend the organization as an employer, based on the intention to act of that individual.”*

1.2. Turnover intention

Intention to turnover is defined as one's behavioral attitude to withdraw from the organization whereas turnover is considered to be the actual separation from the organization. (Aydoghu and Asikgil, 2011).

Managers have long focused on employee turnover because of the personnel costs incurred when employees quit, such as those for hiring and training replacements. But besides such familiar evident expenses there are other consequence of high turnover. Talent loss can harm organisation, when leavers supply their know-how to competition organizations, or basically stop supplying it to them. (Hom et.al., 2019)

As a result of globalisation and liberalisation employees can easily change jobs, functions, or even industries. This makes the challenge of retaining employees even more difficult (Chhabra and Mishra, 2008).

In line with earlier mentioned aims of employer branding, which were not only attracting, but also retaining employees, it is important to point out results of the study by Kucherov and Zaryalova (2011). Their results shown that organization with employer brand gained a number of economic advantages due to lower rates of staff turnover and higher rates of HR investments in motivation attribute's activities of employees. Another author who remarked about this relationship between turnover intention and employer branding is Suikkanen (2010), stating that Employer Branding can be considered as a staff retention method as it influences the entire employment experience, promotes the concept of good place to work and decreases voluntary turnover.

Gaddam (2008) argue that the employer brand should be present in every part of the employment. This has been supported by Huczynski and Buchanan (2013) who created the "Employment Cycle", which illustrates the stages that employee should go through during working in the organisation. In every stage employee is somehow exposed to the corporate brand through the organisational culture and internal brand communication. The organisations should through the cycle promote their "superior employment experience". Enhancing the complete employment experience leads to higher levels of retention (Cascio, 2014). Also, Ito et al. (2013) spoke about dynamics of process of brand identification. According to them, employees internalize the brand in the process of becoming organizational insiders, however, employee perspectives change during their careers.

The Employer Brand Research 2019 examined main reasons to leave an organisation, which were defined as: low compensation (39%) and limited career path (37%). On the other hand, the main reasons to stay are currently: attractive salary and benefits (50%) and work-life balance (41%).

Practical part of the diploma thesis is focused on one specific focus group – retail workers. Retail, as any other industry has some specifics when it comes to HR management. The biggest problem is the high turnover rate. Data from US National Retail Federation shows turnover rates as high as 60% in retail (Spinciu, 2020). As explained above, strong EB decreases turnover intention. For this reason, it is even more important for retail companies to work on their employer branding.

If we go to the reasons of high turnover rate in this area, Spinciu gives the following reasons:

- Low wages for blue-collar employees, caused by the fact, that most of them are entry-level jobs that do not need a lot of skills. Also, there is high job offer, but also a high demand for jobs.
- Employees in those positions are feeling overworked.
- Low unemployment rates, when unemployment is high, people care more about job stability. For companies, this means that their next hires are already hired.
- Difficulty of career development.
- Students or graduates are often taking low-entry job offers until a they got better job offer.
- Low barriers to leave. This is a very competitive market, with a high job offer, the skills can be easily transferred in a similar job in retail, this means that it is easy to find a work.

According to Randstad, retail was ranked ninth out of thirteen in the sectors respondents would like to work in, globally. In comparison to ITC (sector relates to companies in IT, Technology and Communications), which got result 55%, retail was chosen by 42%. (Randstad Employer Branding Research 2019)

1.3. Employer value proposition

As I will present later, the employer value proposition is very important premise of creating EB. Sengupta et al. (2015) even identified it to be backbone of employer branding because it creates a clear vision of how organisations brand themselves. For this reason, it is defined in this subchapter.

Even though brand strategy must be directed at various stakeholders, it has to be supported by the same EVP. EVP can be defined as *‘the employment deal that defines what an employer expects from its employees and what it provides in return’* (Towers Watson, 2014). With the rise of independent workers, employers need to deliver relevant messaging to attract this growing segment of the workforce. (Randstad Employer Branding Global Report, 2018).

According to Lievens (2007), employer branding involves three stages: in the first is created an original EVP, in the second, this value proposition is communicated, and the third stage involves actual implementation the promises made in the value proposition. This theory is similar to the one by Randstad and Berthon et al. I will describe those in more detail in sub-chapter 1.4.

Towers Watson research (2014) shows that organisations that use their EVP most effectively are five times more likely to report their employees are highly engaged and twice as likely to report achieving financial performance significantly above companies that use their EVP less effectively.

The last Employer Brand Research by Randstad also suggests that by understanding EVP managers can more effectively shape their Employer brand. (Employer Brand Research, 2019).

1.4. Creating of Employer brand

There are several theories by various authors dealing with creation of an EB. As was mentioned earlier, Lievens (2007) distinguishes three stages of creating EB. In first stage is created the value, which an organisation provides its employees – EVP. In second stage this is value presented to potential employees. It could be through social media, corporate website and so on. The last stage is integration of EVP into corporate culture or internal marketing of EB.

Berthon et al (2005) defined 5 steps to developing EB:

- 1.) Understand your organisation
- 2.) Create a “compelling brand promise” for employees that mirrors the brand promise for customers
- 3.) Develop standards to measure the fulfilment of brand promise

- 4.) Ruthlessly align all people practices, to support and reinforce brand promise
- 5.) Execute the measure

Randstad introduces a slightly extended model:

According to “The employer brand roadmap” by Randstad (2019) the process of creating EB should start by auditing the current EB. This includes an external perception of the employer brand. Stroblová (2017) submits two options for exploring:

- 1.) A less expensive option is to focus on new employees and have a group interview with them on how they made their decision on employer selection, how they learned about job offers, according to which criteria they decided, how affected them interview and the first moments in the company.

- 2.) Second, more expensive way is to use an external research agency to find out the perception of potential employees in the labour market.

The following step is to interview employees and leaders to understand their perception of the EB. After this are analysed competitors for workforce. Subsequently, the EVP is created.

After developing the EB strategy and creative assets follows launching of the EB internally. Internal communication focuses on communicating an employer brand to current employees, this is done throughout the employer cycle (Huczynski & Buchanan, 2013), with the majority of communication coming not only from management, but also from organisation intranets, internal videos and updates. The data recognises that internal brand communication enables employees to adopt organisational attitudes and behaviours, as this promotes brand identification and enables them to ‘live the brand’. (Gilani, 2017). Once the employees identify themselves with the brand, they become brand ambassadors and they are source of external communication.

External communication is directed to potential employees through recruitment websites and other various marketing and PR techniques, in order to promote positive perceptions of an organisation as a good employer (Gatewood et al., 1993; Knox & Freeman, 2006; Ritson, 2002). From the analysis it is clearly recommended that the organisational values and culture should be promoted through external communication, and then individuals who have similar values to those of the company would be more likely to apply. These would be the most suitable employees, due to their personal values corresponding with those of the

organisation (Gilani, 2017). As mentioned in paragraph above, there are company-independent sources as well, such as word-of-mouth, which are not under the direct control of the organization and can provide positive as well as negative information (Van Hove, 2014).

In order to properly convey the EB inside the company, to the employees, but also out of the company, to the candidates, it is necessary to create a clear and simple document, thanks to which it is clear to everyone who the company is. The document may take the form of a Brandbook. The Brand Book is based on the ideal of the EB and is intended for new and existing employees, as well as potential candidates. (Landa, 2016)

According to Jiří Landa it should include the mission of the company, the meaning of its existence and a vision of what the company wants to achieve through its actions. It should also include a description of the corporate culture, its most important characteristics, supplemented with stories of employees, their opinions and experiences. This is what gives Brandbook an authenticity. (Landa, 2016)

In the last step Randstad recommends to measure, assess and refine the whole process.

As we can see, the principles provided theories all remains the same - organisations should at the beginning focus on value propositions and defining brand attributes (e.g., induction, training, rewards, benefits, career progression), and these create a clear vision of their offerings as an employer which is then communicated to the employees through internal branding or internal brand communication activities.

To this point, it is important to recognize that for a multi-national organisation it is necessary to construct an employer brand that is authentic at the local level as well as at the global level. Marketing of a consistent and at the same time distinctive brand is difficult when each area operates within a different set of norms and values. Martin et al (2011) reveals that the challenge is to align layers of identity—the corporate identity, national identity and local firm identity. When the employer brand is developed and marketed externally by the organisation at the headquarters level, it may speak to the values of top leadership, but is not always felt to be authentic by employees in locations far from headquarters. Employer brand authenticity is undermined when employees are not involved in the construction of the brand. Further, “living the brand” becomes difficult when the inside brand is not consistent with the marketed brand. Top-down employer branding suppresses employees and negates efforts to create an involved and evolving employee culture (Martin et al, 2011).

At the end of this sub-chapter I would like to add that the process of creating the EB is not always done by the resources of the company. Companies can use external help of consulting companies. In Czech Republic for instance operates The BrandBakers, which is a consulting company that specializes in building employers' brands. HR Director of Tchibo mentioned, that working with Petr Ludwig (lecture) and Petr Skondrojanis (Cocuma portal) helped them with the process of creation of the EB. (Pokorný, 2017)

1.5 Measurement of the benefits of the Employer Brand

Organisations which are working on their Employer Branding need other than just financial parameters to measure the benefits of the EB. Hovorka (2017) recommends combination of three-five parameters to get an idea of the status of your EB.

1.) Candidates-to-Pool: Reflects the how many people have applied for a position with an organisation, even if organisation is not looking for anyone.

This parameter is exemplary indicator of a good EB.

2.) Referral Rate: Reflects how many new recruits come to the recommendation of existing employees.

Undeniably, referring is very efficient source of great candidates. Some of the advantages are that referred candidates are a better culture fit than those hired through other sources and retention rates for referrals are much higher than the rates for other employees. (Hyman, 2019) With a good EB, existing employees recommend their employer to a friend.

3.) Employee Net Promoter Score: Reflects how many employees would recommend you as an employer.

Company can figure this out by a question "On a scale of zero to ten, how likely would you recommend our company as a good employer to a friend?" Employees who answer 0 to 6 are called detractors, employees who answer 7 and 8 are referred to as passives and employees answering 9 or 10 are promoters. Author argues, that Employee Net Promoter Score can be calculated according to formula: Rate of promoters minus detractors. Passives do not appear in the formula. This parameter should not be used to compare with other companies. It can work as a tool to compare companies' affiliates or teams.

4.) Engagement Rate: Reflects how many employees are actually engaged.

Employee Engagement is considered to be a very important characteristic in HR management. It is defined as „*the emotional commitment the employee has to the organization and its goals*“ (Kruse, 2012). Engagement is also one of the three essential aims of Employer Branding. As states Hovorka, EB should attract, engage and retain employees.

This term is often confused with the term of employee satisfaction. Structure below shows the difference between those terms. Eric Garton and Michael Mankins (2015) inspired by Maslow created The pyramid of Employee needs, adding the term „Inspired employees“ as the next level, that employers should try to achieve.

Inspired employees:

Get inspiration from their organisation's mission	Are inspired by the leaders in their company
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Engaged employees:

Are part of an extraordinary team	Have autonomy to do their jobs	Learn and grow every day	Make a difference and have an impact
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Satisfied employees:

Have a safe work environment	Have the tools, training and resources to do their jobs well	Can get their jobs done efficiently, without excess bureaucracy	Are valued and rewarded fairly
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5.) Attrition Rate: Reflects how many employees voluntarily leave.

As was already mentioned, in subchapter 1.2, turnover is one of the parameters of Employer Branding. The term Attrition Rate is sometimes used synonymously with Turnover Rate. However, there is a slight difference. While attrition is typically voluntary or natural — like retirement or resignation, turnover includes employees who leave of their own decision, it

also refers to employees who are involuntarily terminated or discharged. With turnover, HR is tasked with replacing employees, whereas spots left open from attrition may remain unfilled. (Pawlewicz, 2018)

6.) Early-Life-Attrition: Reflects how many new recruits voluntarily leave within one year of joining.

This rate indicates whether the company chose the right people for them. The goal of the employer branding is to attract the right people who “know what they are doing” and their expectations are fulfilled in practice.

7.) Cost-per-Hire: Reflects how much money organisation need to fill one position.

HR managers, understandably, are trying to reduce this amount to a minimum. LinkedIn found a 43% decrease in Cost-per-Hire for businesses with a strong EB. (Sitting, 2015)

8.) Candidate-per-Hire: Reflects how many candidates company need to interview to fill one position.

Hovorka claims that this parameter accurately describes the important contribution of the EB, since a strong brand has an explicit and unique, consistently built, and ultimately strong, position that brings lesser, but the right candidates to the company.

9.) Time-to-Hire: Reflects how much time company need to fill one position.

In terms of employer branding it is rather an additional parameter. Nevertheless, with a set of other parameters for measuring the performance of an EB it can definitely serve. The lesser time company spends to fill one position, the better.

10.) Candidates-per-Position: Reflects how many candidates apply for specific positions.

Contrary to „Candidates-to-Pool“ this parameter takes to account the applicants who apply for positions that currently require new hires.

11.) Career-Page-Applications: Reflects how many career site visitors apply.

Along with Career-Page-Views shows what rate of visitors is company successfully “convincing”.

12.) Career-Page-Views: Reflects how many career site visitors are there.

Having a career page increases the visibility of the company and helps reach a wider audience and helps with spreading the EB.

2. Employer Branding in the wider context

2.1. Employer Branding and CSR

Some authors present that CSR can help built employer brand (Suliman and Al-Khatib, 2014) and according to Gond, El Akremi, Swaen, Babu (2017) good CSR practices give a positive signal to future employees.

The concept of CSR is a management idea that has risen to unprecedented popularity throughout the global business community. Most large companies and even some smaller ones now are engaged to some extent in CSR. KPMG, a global network of professional firms providing Audit, Tax and Advisory services, provides regular survey of CSR reporting. KPMG's surveys of CSR reporting are provided since 1993. The latest survey from 2017 reveals that 93% of the World's largest companies issue CR reports. (KPMG, 2019)

Despite that the term corporate social responsibility becoming commonly mentioned in the last decades, its definition is not that clear. Due to heterogeneity in definitions of CSR we will name the core characteristics instead.

The core characteristics of CSR are essential features of the concept. They were defined by Crane et. al. (2008) as follows:

- 1.) Voluntary, which means that CSR activities goes behind the legislative obligations.
- 2.) Managing externalities. Crane defines externalities as side effects of economic behaviour that are born by others. They can be both positive and negative. A typical example of negative externality is pollution. They are usually governed by regulations. Organisations, which are socially responsible, manage them more voluntarily – as was mentioned in previous point.
- 3.) Multiple stakeholder orientation. A socially responsible organisation considers interests of various stakeholders. It may include suppliers from developing countries and fair trade with them.
- 4.) Social and economic alignments. To succeed as a business an organisation should be part of building societies where it operates and align the social and economic responsibilities.

5.) Practises and values. CSR is a set of practises, which are based on a set of values. Those values represent why the companies do the practises.

6.) Beyond the philanthropy. According to current debate on CSR, the “real” CSR is more than philanthropy, but how all the activities of the organisation impact on society.

A study by Biswas & Suar (2016) affirms CSR as an important antecedent of EB (survey on 347 top-level executives in 209 companies in India). Accordingly, management can see CSR initiatives and EB strategy from the reputational perspective. CSR contributes to employee motivation by fulfilling an obligation for the greater good of the society. (Biswas & Suar, 2016)

2.2. Employer branding and social media

Subchapter 1.3 mentioned, that external communication of EB can be done through various channels. Nowadays, the social media plays important role in this process. Weiss (2014) pointed out that online reputation would be central for companies to retain good reputation and maintain their employer branding.

As generations changes, social media is getting more and more important. For instance, millennials are 2.5 times more likely than Generation X and baby boomers to share their opinions about employers on review sites and social media. They were also less likely to apply to a company after reading poor employer reviews. (CareerArc, 2017)

Namely we are speaking about media like LinkedIn (2003), Facebook (2004), YouTube (2005), or Twitter (2006), where people started sharing their work experiences and created electronic word of mouth related to employers. All of these public statements had a tremendous impact on employer brands and the ability of organisations to attract and retain good employees (Dabirian, 2017).

Next to social media, employers also use review websites like Glassdoor to reach potential new hires and deliver their employer branding. Glassdoor is a website that started collecting anonymous, employment-related data from current and former employees in 2008. Other websites with the same purpose, focusing on different geographical areas are for instance TheJobCrowd in U.K. or Kununu in Europe (Tamoniene, 2015). Glassdoor now has reviews and insights for approximately 700,000 companies in more than 190 countries (Glassdoor, 2019).

Another website providing evaluation of the companies by their employees is Atmoskop.cz, where is currently more than 130 thousand evaluation from real employees. (Atmoskop, 2020). This category also includes website CompanyMatch, created in 2009, which identifies and typifies employers based on their corporate culture allowing potential employees to discover which employers suit them best. So far, they are active in Netherlands, Germany, Belgium, Austria and the UK.

In Czech Republic there is a portal Cocuma or Company Culture Market which goal is to represent companies, also focusing on their corporate culture. The founder, Petr Skondrojanis concentrates on presenting companies, that his team really find unique and worth it. Cocuma interviews employees and creates their profiles based on this personal experience (Cocuma, 2019). Tchibo has its profile there too, since 2016.

The importance of corporate culture in employer branding is undeniable, since culture is not so easily duplicated. In comparison to other factors, for instance rewards can be matched and even exceeded by competition and products and processes can be copied. It follows that companies are required to work on strengthening their work-culture, values and organisational climate, if they want to attract and retain high-quality employees. (Sharma and Prasad, 2018)

„Culture is the tacit social order of an organization. Cultural norms define what is encouraged, discouraged, accepted, or rejected within a group.“ (Groysberg et al, 2018)

Harvard Business School undertook a comprehensive study of organizational culture and outcomes to explore the link between them. More than 230 companies across a range of industries, regions and organisational types took a part in this study. The cultures were diagnosed using online survey responses from approximately 25,000 employees together with interviews of company managers. The results shows, that culture appears to most directly affect employee engagement and motivation, followed by customer orientation. Employee engagement, which according to Biswas and Suar (2016) along with the employer brand equity and attraction and retention of talents create an EB, is most strongly related to greater flexibility. The study also provides, that engagement and customer orientation are stronger when employees are in close agreement about the culture's characteristics. (Groysberg et al, 2018)

To the group of communication channels on the Internet can be included career pages of the companies. According to Employer Brand research 2019, 97% of the global employees who plan to change their jobs check potentials' reputation. Most of them do that on company website (54%), but also on job boards (49%), by asking their friends and family (45%), on the

Internet (42%), LinkedIn (37%). Glassdoor is used only by 17% of the respondents, which is less than Facebook with 26%.

Since the career page is for the majority of the candidates first stop to familiarizing themselves with an organisation and its values it should portray the right message in order to attract talent that aligns with the organisation. If the EB is not portrayed correctly through its career site, it could lose on potential top talent or not attract the right candidates. (Hemingway, 2017)

According to Krane, career site is a communication channel to activate and mature an employer brand. At the same time, she warns not to confuse it with the practice of creating a multi-faceted employer brand strategy. Even though within that strategy will be components of brand building with a career site playing an important role. However, it starts with defining who you are and who are you becoming as an organisation, what you stand for, and your brand's character. (Krane, 2017)

2.3. Trends

In the area of human resources management, it is important to adapt techniques to current trends. Because of this, in this subchapter we will present the latest trends in the employer branding mainly based on data from Randstad and Universum.

Randstad Employer Brand Research is an exhaustive survey of more than 200 000 employees in 32 countries, including Czechia (4778 respondents), about their employment preferences. Randstad Employer Brand Research 2019 showed, that workers want more than just an attractive salary and benefits. Such information is very useful for HR managers, who are trying to create a competitive EB. Dostál also comes up with this statement in his article, affirming that when employees decide to change the job, the prospect of satisfaction is four times more important in their decisions than the amount of financial compensation. Data from more than 82,000 companies show that the strongest relationship between perceived job satisfaction and business profitability is in manufacturing companies. (Dostál, 2019)

Randstad Survey revealed, that factors like work-life balance, job security and a pleasant work environment are considered. In addition to this should be mentioned, that according to this survey job security loses importance over time (Employer Brand Research 2019). On the

other hand, the Universum's World's Most Attractive Employers report demonstrates greater interest in job stability among US students, since 53% of respondents said they prioritized job stability. Job stability was least attractive to young Chinese students (38%) (World's Most Attractive Employers, 2019).

Top five reasons to choose an employer globally were salary and benefits (59%), work-life balance (46%), job security (45%), pleasant work atmosphere (44%) and career progression (37%). Comparison by countries revealed, that for employees asked in Czech Republic, the most important factors were salary and benefits (71%), job security (55%), work atmosphere (50%), financially healthy (49%) and interesting job content (42%). (Randstad Employer Brand Research, 2019)

The research from previous year shows that what attracts workers to an employer may not always be the reasons for them to stay. For instance, according to survey, even though compensation remains the most important consideration when choosing an employer, its impact is less of a factor in the decision to stay. Factors important in retention were job security, work-life balance and convenience (Employer Brand Research 2018). Employer Brand Research 2019 showed, that attraction and retention factors show a strong correlation with a couple of exceptions.

Professional satisfaction of the employee has a demonstrable impact on customer loyalty and increases the company's productivity by 12 percent. This increases the overall profitability of the company. Consequently, companies are increasingly concerned with the topic of happiness at work. Some companies even employ people for the position of Chief Happiness Officer. (Dostál, 2019)

Since Employer Brand Research 2018 showed, that age is the biggest differentiator when defining what workers want, Employer Brand Research 2019 research has chapter dedicated to generation comparison. It may therefore be argued that managers should shape the employer brand in accordance to the target audience. The younger workforce (18-24 y. o.) show a more diverse range of reasons to choose a company. For "boomers" were the most relevant factors job security and an employer's financial health. (Randstad Employer Brand Research, 2019)

The research revealed a gap between what employees look for and what employers offer. According the survey employers typically offer financial health and the latest technologies to attract employees, which are of relatively low importance to workers when compared to other

drivers. The most important drivers for employees were salary and benefits, job security, work-life balance and work atmosphere.

The research serves as a base for Randstad Award, which exists for 17 years and measures the attractiveness of 150 large companies on a national level. In Czech Republic Randstad Award 2018 won Microsoft followed by ŠKODA AUTO and Seznam.cz (Randstad, 2019). In 2019 ŠKODA AUTO made it to the first place, but top three companies stayed the same. (Randstad, 2019)

Another survey focused on employer attractiveness was made by already mentioned Universum. Universum surveys over 1,000,000 students and professionals worldwide. Two years ago, more than 192,012 European business and engineering/IT students take Universum's Talent Survey and weigh in on what companies and employer characteristics they find most attractive. To earn a position amongst Europe's Most Attractive Employers (EMAE), a company must rank in the top 90% of employers within at least four regional markets. If an employer is not listed or is ranked outside the top 90% in a market, it gets a default ranking which is equal to the position of the last company in the top 90% for that market. Results are weighted by GDP.

The results of Europe's Most Attractive Employers 2018 show that top three employers in Business were Google, L'Oréal Group and Microsoft. The Engineering/IT top ten is also very stable with Google, Microsoft, IBM all retained their first, second and third place positions. Creators pointed out, that there are two brands - Amazon and Adidas, both of which are experiencing a true 3-year increase in all markets across Europe. Universum's Global Director, Claudia Tattanelli, explained this increase as follows: „Over the past 3 years, Adidas and Amazon have worked hard to foster and communicate their very creative and dynamic work environments. Through a series of campaigns and by creating advocacy among their own employees, both companies have been very vocal about their work cultures, not only promising jobs but great career journeys which continue to be very appealing to the new generations in both fields of study.“ (Universum, 2018)

The results also revealed factors important for applicants. High future earnings, professional training and development and leaders who will support development are the top drivers of attractiveness for business talent. For engineering/IT students, the top preference remains innovation followed by high future earnings and professional training and

development. However, in both areas there are still noticeable differences among talent in different countries (Universum, 2018).

3. Tchibo

3.1 Tchibo History

The company Tchibo at present stands on three pillars – roasted coffee, coffee bar and Non-food items. Originally it only sold roasted coffee to customers by mail, when it was founded in 1949 in Hamburg by Max Herz and his business partner Carl Tchiling Hiryan. Six years later they opened their first shop, where customers could also taste the coffee. Max Herz died in 1965 and his sons Michael and Günther continued to run the family business. In 1972 the B2B segment, Tchibo Coffee Service was found. In 1973 Tchibo expanded its traditional range and started to sell non-food items in its shops (Tchibo, 2019).

The name Tchibo was created from the name Tchilling and German word bohne, which means bean. The freshly roasted coffee bean became the logo of the company in 1985. In Czech Republic Tchibo opened its offices in 1991, when its expansion into Central and Eastern Europe began. At the time Tchibo has its offices in more than 15 countries (Germany, Austria, Switzerland, Poland, Czech Republic, Slovakia, Hungary, Romania, Russia, Turkey, Great Britain, Netherlands, Baltic region, Bulgaria, Bangladesh and China). Tchibo Praha is a subsidiary company of Tchibo GmbH.

Another important milestone of the Tchibo Praha is opening of e-shop in 2008. Few years later company launches into the world of social media with various channels of its own – a Facebook fan page, a Twitter account, and a corporate blog. In 2013 was created Tchibo app, which makes online shopping easier. At the same year in Germany was spread cross-channel. Since 2015 was this concept accepted in Czech Republic and Slovakia. Basically, it means that customers can order in the shop or at home and pick up their goods at home or in the shop.

In 2018 Tchibo GmbH revenues reached 3.15 billion euros and company had over 11,850 employees worldwide. There are more than 600 Tchibo shops in Europe and out of it 41 shops in Czech Republic. (Tchibo, 2018) In the Commercial Register Tchibo Praha presents following business activities:

- services for providing food and drink
- bakery, confectionery

- activities of accounting consultants, bookkeeping, tax records production, trade and services not listed in Supplements 1 to 3 of the Trade Licensing Act
- manufacture, installation, repair of electrical machinery and apparatus, electronic and telecommunication equipment

3.2. Products

As mentioned earlier, Tchibo has a wide scale of products. The oldest tradition in the company is roasted coffee. On the Czech market, the company sells 3 brands - Tchibo, Davidoff and Jihlavanka plus capsules for coffee machines Cafissimo. There are many species in each brand.

Tchibo is represented in all classic roasted-coffee segments from decaffeinated coffee to strong espresso. Starting with successful Gold Mocca brand, by 1958 the company had already become Germany's number one provider of coffee. In the following years, Tchibo tapped into more and more market segments with major coffee innovations.

In 1955, after six years of mail-order coffee distribution, the first Tchibo shop with coffee service was opened. Customers were invited not only to buy a coffee, but to sample it there. This is how the first Tchibo coffee bar arose. The company systematically built on this idea and developed it according to their customers' wishes.

In the early 1970's, Tchibo started expanding its offerings to include a few choice consumer goods. Today, each week Tchibo offers its customers a new selection of roughly 30 products based on a common theme, under the heading "A new experience every week."

To sell their products Tchibo uses several channels:

- E- shop *www.tchibo.cz*
- Depots (in hypermarkets like Kaufland, Penny Market, Globus)
- More than 40 Tchibo shops

3.3. CSR in Tchibo

Tchibo is a family-owned company, which represents itself as responsible towards people and the environment. Their goal is to become a 100% sustainable business. According to their webpage, the company plan to reach it by 2025. Sustainability has been an integral part of Tchibo's corporate strategy since 2006. They report regularly on the actions taken and progress made in the sustainable management of their business. The company has won several awards for its sustainable business policy: The Business Ethics Award and Logistics Sustainability Award in 2012, and the German Federal Government as well as the European Commission's CSR Award in 2013. In 2016, Tchibo was awarded the German Sustainability Award as Germany's Most Sustainable Large Company (Tchibo Sustainability Report 2016). Corporate responsibility is demonstrated not only in coffee area, but also in the non-food area.

Starting with coffee area, currently, the most common and famous types of coffee certifications include Fairtrade, Rainforest Alliance (RA) and Utz (Nguyen and Sarker, 2018). Fairtrade is the oldest and it is based on a partnership between producers and traders, businesses and consumers. When farmers can sell on Fairtrade terms, it provides them with a better deal and improved terms of trade (Fairtrade, 2019). For RA, the main focus is on THE protection of ecosystems and biodiversity and Utz Program enables farmers to learn better farming methods, improve working conditions and provide better care to their children and the environment (Tchibo, 2019). These certifications mentioned can be found on roasted Tchibo coffee as well as on their Cafissimo capsules, which were redeveloped so they can be recycled. Tchibo coffee bars serve coffees and specialty coffees also made from certified coffee grades since 2009 (Tchibo Sustainability Report 2014).

In 2016, the share of certified or validated sustainable green coffee used for Tchibo products was 36.3%. Thanks to the qualification programme 'Tchibo Joint Forces' which was introduced in 2012, the company supports smallholders in gradually transitioning from conventional to environmentally and socially acceptable and economically sustainable coffee farming. In cooperation with green coffee exporters and traders, standards organisations, governmental and other non-governmental organisations, coffee farmers are systematically supported with training and qualification modules. By 2016, qualification measures were carried out at more than 30,000 of the coffee farmers in Central and South America, East Africa

and Asia. Add to that around 50,000 smallholders who are earning International Coffee Partners (ICP) qualification, with comparable focus areas (Tchibo Sustainability Report 2016).

In their product portfolio, more than 80% of all cotton is grown in a sustainable manner. It makes Tchibo 3rd biggest retailer of bio-cotton products in the world (Organic Cotton Market Report 2018). By 2020 the company intends to use 100 % sustainable cotton for its textiles. The majority of Tchibo's sustainable cotton is certificated as organically grown and is either certificated according to the Organic Content Standard (OCS) of the international non-profit organisation Textile Exchange, or the Global Organic Textile Standard (GOTS). Tchibo also supports the Aid for Trade Foundation's "Cotton made in Africa" (CmiA) initiative and obtains sustainable CmiA cotton from sub-Saharan Africa. (Tchibo Sustainability Report 2014)

The Summer 2019 collection "Beach Fashion" was made out of waste from the world's seas and oceans. Using recycled PET bottles, fishing nets and regenerated nylon – Econyl were made pieces like leggings, shorts, functional shirts, sweatshirts or swimwear. (Tchibo, 2019)

For products made from wood and paper Tchibo applies the 'Forest Tracing System' (FTS), which was developed with the support of the World Wildlife Fund for Nature (WWF), for all wood and paper products. In addition, in 2015 around 40% of their wood and paper products were certified in accordance with the strict guidelines of the Forest Stewardship Council (FSC®) (Tchibo Sustainability Report 2014)

To manage its climate protection programme in logistics the company launched the LOTOS (Logistics towards Sustainability) programme. In period from 2006 to 2014 they reduced transport-related CO₂ emissions by 32% and by 2020 they are planning to reduce relative transport emissions (tons of CO₂e /ton-kilometre) by a further 10% compared to 2006. (Tchibo Sustainability Report 2014)

From the latest news, in 2018 Tchibo in Germany launches its first sharing-economy model: "Tchibo Share". The idea behind this rental service is to promote sustainable consumption in collaboration with the start-up Kilenda. Tchibo announced it was starting an online baby and children's clothing rental service to tap into demand for this sharing economy model. Customers could choose clothes on a website to rent for at least a month each. When they send the clothing back, it is professionally cleaned and made available for the next customer. "The rental service saves time, money and space and provides some variety in the closet. But most of all it is sustainable because it saves resources," Tchibo said (Tchibo, 2019).

The company is also a member of Business for society, and takes part in the Green Office Project, Give and gain Days and Engage Days. This means, that employees have opportunities to take a part in voluntary help. They are trained in knowledge of the certifications, that Tchibo obtained and CSR plays an important role in the company Employer Branding.

3.4 Employer branding (EB) in Tchibo CZ

As an international company with a long tradition, Tchibo has been working on improving conditions for its employees and attracting the best talents. The company received awards in the field of HR. In August 2010 Tchibo became the first retail company in Germany to be certified as a ‘family-conscious employer’ by berufundfamilie GmbH – an initiative by the Hertie Foundation. In 2013 they were recertified through to 2016 (Tchibo, 2019).

In February 2014, the certificate issued by the Ministry of Labour and Social Affairs of the Czech Republic was granted to Tchibo Praha for three years for the successful introduction of new measures for the development of a family-oriented personnel policy.

In the TOP Employers 2020 Business Ranking they got 4th place in the category ‘Hospitality’ (1st Starbucks, 2nd Hilton, 3rd McDonald’s CR Inc.), 11 491 university students took part in the research. Besides that, the company belongs to partners of Honor Academia, the program which focuses on university student development.

The Head of HR describes Employer Branding as follows: *“For me, Employer Branding is all about working inside a company, creating an environment in which people are not only satisfied but also engaged. Only then they are able to perform greatly. Conversely, it does not work. In the last two years we have been working really honestly.”* (Pokorný, 2017)

Even though Tchibo did not have recruitment problems, they decided to build EB. As writes Pokorný (2018), there were two main reasons: One; self-belief that building and strengthening a corporate culture is one of the most powerful tools for maintaining competitiveness and two; the employees made it clear in the survey that they would like to have more clarity in their corporate values, company mission, etc.

As mentioned earlier, there is not a problem with recruitment in Tchibo. Fluctuation rate is 12% at headquarters, and 25% in stores in large cities, which is still good in this industry.

But HR department see the corporate culture as a major impulse. Companies that are not working to be healthy inside and not learning to communicate outside will soon have a big problem attracting the right people. At that time, they conducted a satisfaction survey, which gave rise to a relatively clear requirement to open up communication in the company, to work on career opportunities, and colleagues also wanted to define the company's values and visions. (Pokorný, 2017)

In Tchibo corporate culture is very important. Managers emphasise, that each employee has to fit in by his or her personality. “Passionate employees sustain the company” it is stated in Tchibo DNA published in 2011. The Tchibo DNA is complemented by the company Code of Conduct, which defines the values and mandatory behaviour for the company as a whole and for each individual employee. It formulates the company’s understanding of fairness and ethical business conduct as well as our aspiration to comply with laws and data protection rules and take responsibility for people and the environment (Tchibo, 2019).

Immediately after joining the company, new employees get introduced to the Tchibo DNA and to the company as whole. Every employee goes through the one-day training, so called Induction day, which takes place at the central office in Prague and it is the same for all new employees, no matter for which position they were accepted. The company presents its history, concept and values, as well as all departments there. On its corporate website Tchibo says: *“We want our employees to share our understanding of who we are – to put it into action, pass it on to new colleagues, and live by it in their daily work routine.”*

The HR director of Tchibo illustrates this in an interview for the BrandBakers what the selection of employees looks like. The applicants are invited to the first interview, if he or she is successful, they move forward to a second one. The second interview is more about dealing specific problems, that the applicant would deal with if he/she were selected. She stressed, that right at the beginning managers verify what values the applicant follows and how would it match with the company. In the interview for the BrandBakers they were discussing the specific position of the CSR manager. Note: From my own personal experience I can verify this, as I went through the same procedure for the position of shop assistant. After the first interview, on the second round the applicant tries to work for few hours in the shop. The shop manager can see how he or she communicates with the customers and colleagues. In my opinion, it is also very useful for the applicant as well. After such a training day the applicant understands whether the job is right for him or her, both in terms of corporate culture and in terms of job responsibilities. (Pokorný, 2017)

As head of the HR department noted in an interview, thanks to Employer Branding they know who they are and what they want, they have better communication, colleagues have more responsibility and they 'live' more for Tchibo. According to the HR manager, the company is no longer in the project stage of creating the EB, but in the stage of living the EB. They have made it a natural process. The project will now be external communication so they can take it all out. (Pokorný, 2017)

Simultaneously with this project was another one with Cocuma, which was mentioned in the first chapter. Cocuma gathers opinions of employees and their view on corporate culture. One of the opinions in Tchibo profile says: *"People are at the centre of everything – be it customers or our colleagues. Relationships are our responsibility. That is why we create conditions for openness, friendship, informal atmosphere, honesty, happiness and, last but not least, pride in the Tchibo brand. A smile on our customer's face is as important as the smile of our employee because it is them who make Tchibo the place it is – both the customer and our employee in the shop who can impress so much that the customer wants to return again and again."* (Cocuma, 2019).

The Cocuma portal serves as an instrument for potential employees that can help them to find out what kind of employer a particular company is. Besides that, it serves as a feedback platform for the company itself.

Another instrument, which collects results of how employees from all departments see their company is brochure or Brandbook '?' (Attachement number 1). It is a compilation of the most frequent answers to the following questions:

1. Why are values important for us?

Answer: Strong values form relationships, influence attitude positively and serve as a base for a sustainable success.

The previous chapter mentioned CSR of the company. First answer confirms that sustainability is very important in Tchibo and is perceived by its employees from different levels of the corporate hierarchy as well.

2. What kind of company culture do we create?

Answer: Culture is created by daily atmosphere. According to their answers, employees feel for example: respect, openness, high performance and high personal responsibility, moral at high level, proactivity, teamwork, enjoying their job.

3. What is the mission of our job?

Answer: It is about ability to perceive the contribution and profit of our work not just for ourselves but also for others. Be able to create positive emotions, help clients and colleagues and to improve how things work. Usefulness and meaningfulness are something you can feel.

4. How are we different?

Answer: Employees found the difference of the company in its quality goods in general, attitude towards employees, every week new world, not only shop, but pleasant place, shopping with coffee in the hand, well trained staff- not just a “shop assistant,” but real “sales person.”

In conclusion, the main values are defined as the ability to create positive feelings. The taste and the smell of coffee, surprise and excitements over new products, lovely attitude towards clients, friendly relationship within the company. Tchibo is compared to an Oasis of Positive Emotions, where everyone feels good and passes on the positive emotions further.

In the first chapter we listed possible parameters for measurement of success of EB. To determine the effectiveness of building their EB Tchibo used the staff satisfaction survey. They added two questions focused on corporate values: 1.) Do you identify yourself with the values of the company? 2.) Can you see the values in the company in daily basis? According to the HR Director in the survey from 2018, 97% of the employees answered affirmative to the first question and 92% of them answered yes to the second one.

To summarize, in the company there are annual satisfaction surveys, they have opinions of their employees contained in the Brandbook ‘?’ and the Cocuma portal. This implies that the existing employees company has information about their employer branding. Potential employees can find this information about the company in their career site, LinkedIn or Cocuma portal. Besides that, there are reviews about them in review pages like Atmoskop or Glassdoor. The following part of the thesis is focused on the survey, which investigates the perception of Tchibo as an employer among potential employees. This can be used by the HR department of the company as a basis for external communication of their EB.

4. Research

4.1. Research objectives

Currently, demand in the Czech labour market is higher than supply. The Czech Republic has the lowest unemployment rate in Europe – 2.1% according to the latest data from the Czech Statistical Office (2020). The situation results in ‘a hunt’ to find employees. As Tamoniene states, employers need to be able to attract and retain the most suitable potential candidates for their organisation and provide them with knowledge and motivation so those workers would carry and commit to their employer brand, therefore both internal and external branding strategies are equally important for the organisation. (Tamoniene, 2015)

Nevertheless, it is necessary to point out, that even during the period of economic crisis employees had choices of where, or for which organization they work (Waldman and Arora, 2004). Manpower report from 2009 shows that there was still a talent shortage, or more accurate - there was not enough sufficiently skilled people in the right places at the right times. With a recovered economy as we have today this becomes even more difficult to win the best talents. (Suikkanen, 2010)

This research focused on the perception of the brand from potential employees may serve as groundwork for external branding strategies of Tchibo. The questionnaire was created with a focus on the retail department, since this is the important data to be obtained for the HR department. Jobseekers, who are applying for this positions usually do not use LinkedIn, which eliminates the opportunity to use, for instance, Talent Brand Index - ratio of the number of people who are interested in the company divided by the number of people who know about the company (Bersin, 2012).

The purpose of the questionnaire is to help identify how applicants really feel about and understand Tchibo EB. Combining the new findings with existing data will enhance the company’s ability to build up a strong employer brand.

4.2. Research methodology

The data was obtained by surveys targeted at shops in shopping centres. For given research were selected three shopping centres in Moravia region, in which is or were Tchibo shop too. A total of 79 shops took part in the survey. The survey was completed by people responsible for selling – shop assistants and shop managers as well. Both, full-time and part-time employees had the right to participate. The number of all respondents was 196. They were contacted personally in the shops. The staff had a few days to spread the questionnaire among the colleagues and fill it in their free time. After that, it was personally collected directly in the shops. The questionnaire respected the ethical aspect and anonymity of respondents. It consisted of 10 questions, both, open and closed ones. The sample of the complete questionnaire is attached (Attachment number 2).

4.3. Conducting research and results

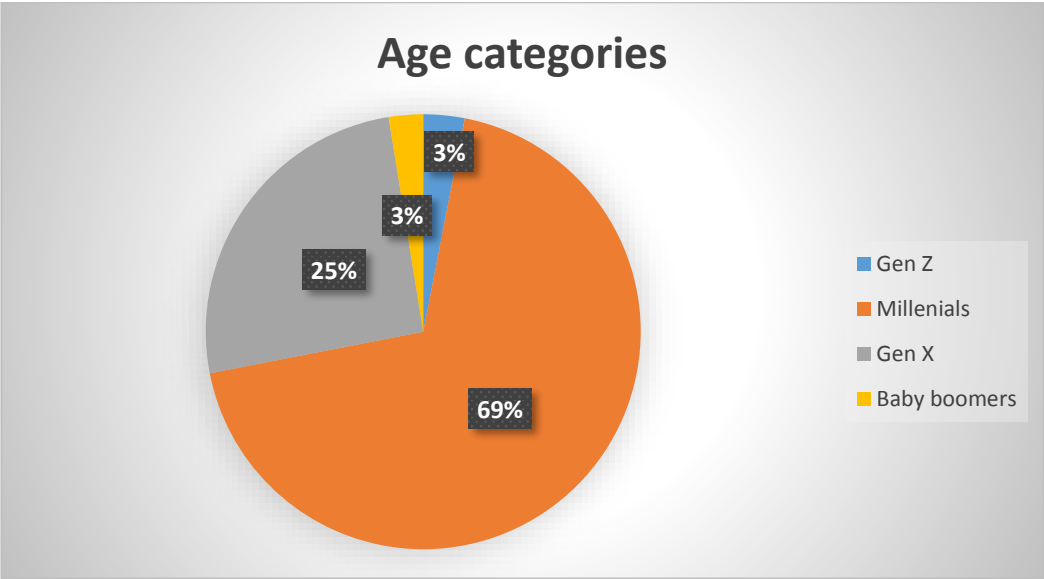
1. Please indicate your gender.

Respondents chose from four options. All of them decided for men or women. Most of the respondents (92.35%) were female, since tertiary sector is mainly represented by women: Out of total 171.6 thousand employed men in Moravia in 2018 worked 44.3% in services and most of them (49.5%) in industry and engineering. In comparison with women (140 thousand), who predominantly (67.6%) worked in services. (Czech Statistical Office, 2018)

2. Please indicate which age category you belong to.

Age categories for this question were selected according to traditional generation selection, also used in Randstad Employer Brand Survey: Younger than 19 year old or Generation Z, category 20-35 year old, also known as millennials or generation Y, the generation X, represented by group of 36-54 year old and baby boomers - over 55 year old. As visible from the Graph 1, the most numerous group was generation Y (68.88%), followed by generation X (25.51%). Generation Z (3.06%) and baby boomers (2.55%) stand in minority.

Graph 1: Age categories (created by author, based on questionnaire)



3. Is there a specific company/organization for which you would ideally want to work? If yes, please provide it.

This question investigates what kind of organizations are popular among asked retail workers. The majority (74%) of the shop assistants and managers had no particular company that they would like to work for.

The rest of the answers were divided into six categories provided in Table 1.

Table 1: Organisations, that surveyed would ideally like to work for (created by author, based on questionnaire)

Organisation	Respondents	%
not specified	145	74%
retail	19	10%
State	14	7%
self-employed	8	4%
uncategorized	6	3%
non-profits	4	2%

1.) Companies focused on retail just like Tchibo:

- Bat'a (2 respondents)
- IBM (2 respondents)

The rest of the companies was written by one person only:

- A3 Sport
- Adidas
- Dolce & Gabbana
- Kanzelsberger
- Adam Fashion Czech
- Draps
- Nebbia
- Alpine Pro
- Intersport
- Albi
- Yves Rocher
- Sephora
- Christian Dior
- Chanel
- Luis Vuittons
- Deloitte
- Yamay
- Oracle

3.) State

The Third largest category was state and its organisations. More specifically Police (2 respondents), Army (2 respondents), education (2 respondents), Ministry of Foreign Affairs, Czech Agriculture and Food Inspection Authority, National Crime Agency and House of Representatives.

4.) Self-employed

The results showed the growing interest in self-employing. This trend was confirmed by Eurostat Labour Force Survey, which reveals, that in 2017 the rate of entrepreneurs to

employed workers was 14.5% in EU and Czechia was above European average with result 16.6%. This made the Czech Republic the country with fifth highest rate. (Petráňová, 2018)

In 2019 there were 2,048,592 entrepreneurs and 2,951,774 business licences in Czechia (Ministry of Industry and Commerce, 2019).

5.) Uncategorized

Among this group were named organisations like NASA (2 respondents), Czech television and radio, Netflix, Theatre Institute in Prague, Czech Academy of Sciences.

6.) Non-profit sector

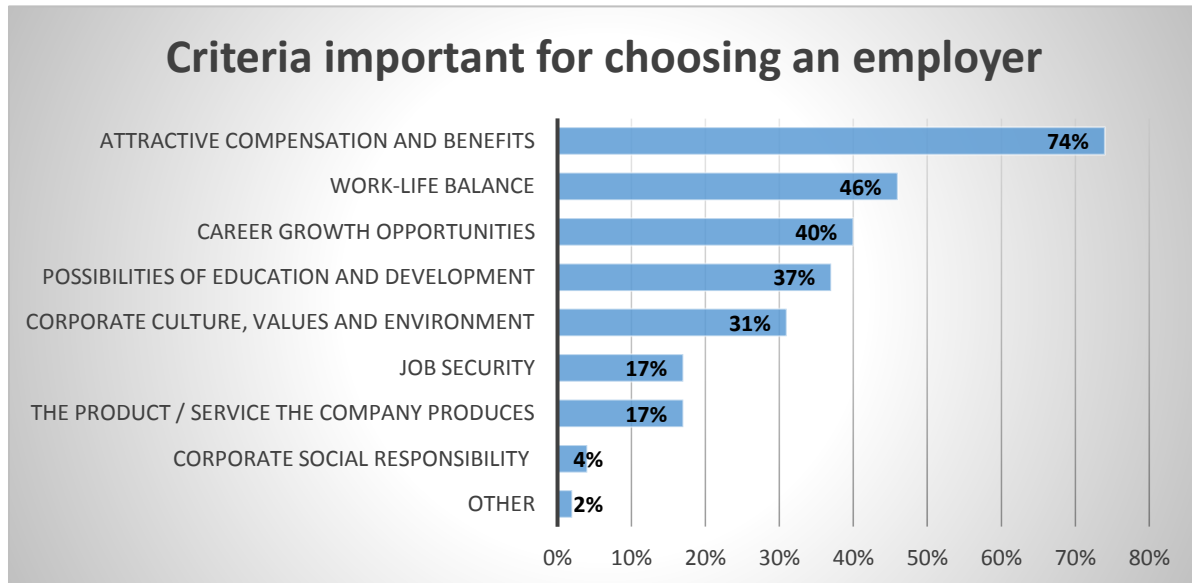
Interest in the non-profit sector indicates that some employees are motivated more by the opportunity to make a positive contribution to society than by financial reward.

In general, we see, that many respondents chose areas, which are not connected with retail at all. In line with this it should be taken into consideration, that some of the retail workers are, for instance, university students, who want to change the area that they are currently working in. This illustrates also one of the answers: “None, I am not going to work in this field, it is just temporary.”

4. What criteria are most important to you when deciding which company you would like to work for? You can choose max. 3.

By this question we are trying to find out, whether the global trends detected in Employer Branding research are actual in investigated group and to what extent are those criteria fulfilled by Tchibo – investigated in question number nine.

Graph 2: Criteria important for choosing an employer (created by author, based on questionnaire)



As the graph above shows, the top two criteria – compensation and benefits, which is chosen by almost three quarters of respondents and work-life balance, chosen by almost half of the respondents, are the same as in global Randstad research. The rest of the questions slightly differs.

The third most common answer was career growth opportunities, followed by possibilities of education and development. Slightly fewer respondents chose corporate culture, values and environment.

The lesser importance of job security may be caused by age of the majority of the respondents. According to ManpowerGroup research millennials redefined job security to career security (ManpowerGroup, 2016). Also, the low rate of unemployment in the Czech Republic can be the cause of such a result.

Corporate social responsibility was in our interest, since Tchibo describes themselves as sustainable company, with strong CSR. However, only 4% of those surveyed find it one of the top three criteria to choose an employer.

The option 'other' was chosen by 3 respondents, with 'team' and 'respect' (2 respondents). Team was selected by younger employees, both millennials, while respect was important for respondent from category over 55 years old.

5. Do you know Tchibo?

Question number five verifies the main presumption of relevancy of the rest of the questions. Whether the respondents familiar with the company Tchibo. All 196 respondents answered in the affirmative.

6. What do you think of when you say Tchibo?

Answers to this question gives us an idea of how is Tchibo perceived and what are the first associations with the brand. Only 3 respondents (2%) did not answer this question. As the table 2 shows, the overwhelming majority (84%) of the respondents answered “coffee”, another 5% answered “delicious coffee”. As mentioned in the second chapter, Tchibo has a quite long tradition as coffee seller. Therefore, they are still perceived mainly in connection with coffee, despite the fact, that their marketing communication strategy in 2012 and 2013 was focused on showing, that “Tchibo is not only coffee” (Zdobinská, 2016).

Table 2: What do you think of when you say Tchibo? (created by author, based on questionnaire)

Answer	Respondents	%
Coffee	164	84%
Clothes	13	7%
Delicious coffee	10	5%
Consumer goods	8	4%
Aroma	5	3%

Four respondents think of “Good quality products” when someone hears Tchibo.

Three respondents did not answer this question.

Another three respondents answered “Pleasant environment”.

The following answers were presented by two respondents each: International company, Underwear, Home accessories, Advertisement.

Answers written by one respondent were: Chocolate cake, Seasonal flyers, Unpleasant staff, Gadgets, Chain, Barista, E-shop Tchibo, Wednesday, Smile, Shop, Sportswear, Blue colour, Home.

To summarize, it could be said that most of the associations with the brand were very positive or neutral. Clearly negative was only one answer – “Unpleasant staff”. This follows that in the surveyed sample the perception of Tchibo brand is predominantly positive.

7. Could you provide Tchibo's corporate values? If yes, please specify here.

In the previous chapter we mentioned Tchibo's corporate values, from their employees' perspective. They were generalised as the ability to create positive feelings. Tchibo was compared to an Oasis of Positive Emotions, where everyone feels good and passes on the positive emotions further. We can notice the compliance with this in answers of surveyed like customer satisfaction, pleasant environment, helpful staff, professional service, intimacy, cosy shops or family. The most common answers are listed in Table 3.

Table 3: Tchibo corporate values (created by author, based on questionnaire)

Answer	Respondents	%
No answer	148	76%
Good quality	16	8%
Customer satisfaction	13	7%
Pleasant environment	5	3%

As seen in Table 3, the majority of the respondents could not provide Tchibo corporate values. The most common answer was “good quality”, written by 16 respondents. In contrast with that, one respondent answered “poor quality”.

In the context of the mentioned CSR is interesting, that respondents noticed values like ‘nature protection’ (4 respondents) ‘Fairtrade’ (2 respondents) and ‘sustainability’ (1 respondent).

The rest of the values were selected by lower number of shop staff.

Four respondents answered: Tradition, Helpful staff, Nature protection.

Answers provided by three respondents: Making good coffee, Professional service.

Answers provided by two respondents: Innovation, Fairtrade, International impact, Luxury, Focus on products.

Answers provided by one respondent: Sustainability, Market stability, Intimacy - cosy shops, Cleanness, Poor quality, Creating fashion brand, Family.

8. Does Tchibo differ from other shops in your opinion? If yes, please specify.

Out of a total 196 respondents 91 did not provide any answer, which means, that 54% of surveyed found Tchibo somehow different from other shops. The most frequent answer was “Combination of cafe and shop” (55 respondents). This is definitely something unique. Even though, there are some shops, which are cafés (e.g. book shops Patha Rhei, Martinus etc.), such a wide range of products and weekly changes of collections are original. The concept of “shopping with coffee in hand” was defined as a difference by employees of Tchibo themselves (Brochure ‘?’, undated).

The second most common difference was “assortment” (21 respondents), which is very close to “original gadgets” (6 respondents). Ten surveyed found Tchibo different in “good quality”. Top five most frequent answer finishes “delicious coffee” (6 respondents).

Answers “Attitude”, “Choice” and “Service” were written down by four respondents each. Other workers found Tchibo different because it is “Specialised on coffee” (3 respondents) and because of its changing of collections - “Every week new world” (3 respondents). Employees also provided “Pleasant environment with good aroma” (2 respondents) or „Friendly approach” (2 respondents).

Some individuals remarked “Fairtrade”, “Possibility to return goods bought online in the shop”, “Sportswear offer - good price/performance ratio”, “They are classy”, “Always nice staff”, “Price” and “Smells great”.

Table 4: How is Tchibo different from other shops (created by author, based on questionnaire)

Answer	Respondents
No answer	91
Combination of cafe and shop	55
Assortment	21
Good quality	10

9. What does, in your opinion, make Tchibo an interesting employer? You can select multiple options.

This question determines what factors are attractive for potential employees of Tchibo. At least one option was selected by 155 respondents (79%). As visible from the Table 5, nearly half of the respondents find Tchibo to be an attractive employer because “It is a company that offers quality goods and service” and it has “pleasant atmosphere in the shops”. The original concept of products was appreciated by 80 respondents.

In line with Randstad Employer Branding Research, which shown, that multinational companies are most preferred type of employers, we can see in, that 50 respondents find this interesting. Besides pleasant atmosphere in the shops was Tchibo considered as company with friendly working environment (27 respondents).

Even though in question four only 4% of surveyed considered CSR of the organisation one of the top three criteria to choose an employer, in this question 12 respondents (6%) provided “it is a socially responsible company”.

Factors like “offers career growth opportunities“ (11 respondents), it offers opportunities for education and development” (6 respondents), “company values match mine” (4 respondents), they have attractive rewards and benefits” (three respondents) were given least often, which might be caused by the fact, that such criteria are hard to consider, unless you work in the company and have more specific information.

The option “other reason” was selected by one respondent, who added, that “they have better coffee than other places in Vaňkovka”.

Table 5: What does, in your opinion, make Tchibo an interesting employer? The most common answers. (created by author, based on questionnaire)

Answer	Respondents	%
It is a company that offers quality goods and service	88	45%
The atmosphere in the shops is pleasant	88	45%
They have an original concept of products	80	41%
It is an international company	50	26%

10. Do you think Tchibo is an attractive employer? Choose on a scale of 1-5 (1 = not at all; 5 = definitely yes)

Most of the respondents selected from the scare neutral value “3” (41%). Second most common respond was no answer at all (23%), frequently followed with comment – I have never worked there, I do not know. This gives us more than a half of the respondents, who did not select clearly positive or negative evaluation.

From the answers of the rest of the surveyed, we can see predominantly positive reactions. Value “4” on scale of 1-5 was selected by 27 respondents (14%) and value “5” by 14 respondents (7%).

As visible from Table 6 the number of respondents, who do not think that Tchibo is an attractive employer at all was 10 (5%) and value “2” was provided by 18 respondents (9%).

Table 6: Do you think Tchibo is an attractive employer? Choose on a scale of 1-5 (1 = not at all; 5 = definitely yes). (created by author, based on questionnaire)

Value on scale	% of respondents
1 = not at all	5
2	9
3	41
4	14
5 = definitely yes	7

4.4. Data collection and the limitations

As has already been mentioned, shops were selected in three shopping centres – Šantovka and Olympia in Olomouc and Vaňkovka in Brno. This gives us only a partial view of an applicants' perception. Also, understandably, not everyone from those reached filled the questionnaire. It means that the results are limited by the case study sample size.

Age composition of the research sample consist mainly of millennials (69%). This should be taken into consideration, because all the presented results speak predominantly for one age group. On the other hand, ManpowerGroup reveals in their Millennials Careers: 2020 Vision Report that Millennials make up over a third of the global workforce. Because of this, employers should be interested in their specifics.

Another fact, that should be considered is that some of the respondents do not plan to work in shops as a long-time perspective. This fact was also added to question number three by one surveyed. This makes them little bit different the focus group, that we are currently examining in this thesis. Namely, this could be students, who work part-time in shops. Nevertheless, they may be interested in Tchibo and its EB, but they would rather apply for other vacancies than those of shop assistants and shop managers.

In questions number nine and ten, it is worth noting self-restraint and uncertainty in the answers. Workers did not to want to evaluate without personal experience in the company. In rating Tchibo as an attractive employer, they preferred a predominantly neutral response, or they skipped the answer altogether.

5. Discussion and Recommendations

5.1. Summarization of the survey findings

We can conclude from the survey several findings about the perception of the Tchibo EB. The company has operated in the Czech Republic since 1991 and it is a leader in the coffee retail market. All 196 respondents knew the company and the vast majority presented “coffee” as the first association with Tchibo. Interestingly, besides that product portfolio, one of the first things the respondents think of were also things like “aroma”, “pleasant environment”, “smile” and “home”.

In surveying awareness of corporate values, most of the respondents were unable to answer. From those, who provided the answer, the values were predominantly identical to those reported by the company.

Slightly more than half of the respondents declared, that Tchibo differs from other shops and the most frequent answer was combining café and the shop.

Nearly 80 per cent of the respondents chose at least one reason why Tchibo is an attractive employer. Namely, they appreciated the quality of goods and services and atmosphere in the shops. It is noteworthy, that while when the respondents were limited by top 3 criteria to choose an employer, only 4% answered CSR. But when they were asked in general, why would they find Tchibo attractive as an employer, 6% provided it is as a socially responsible company. It follows that CSR is affecting potential employees positively, even though it is still not in the top three criteria of choosing an employer.

The last question, which gives us a comprehensive view of the perception of Tchibo as an employer, did not show a strong gap between the number of positive and negative answers. Positive (values four and five) were selected by 21% and 14% of the surveyed selected a negative validation (values one and two). Prevalence of the positive answers is definitely a good sign. On the other hand, since out of a total 196 shop workers, 65% gave either a neutral or no answer at all, this gives us evidence of a lack of information about Tchibo as an employer.

5.2. Recommendations

Combining theoretical foundations of the discipline with trends in the area and results of our research we can draw conclusions that can serve Tchibo in the process of creating an EB. Based on the findings from the research, the list of recommendations was made. For better clarity, this is illustrated in the tables below.

The first two questions are not included in the tables, because they investigated the demographics of the respondents. This sample consists predominantly of woman (92.35%) from generation Y (68.88%) working in various shops in shopping centres.

This Diploma thesis focuses on people working in shops as managers or shop assistants. In the first chapter we presented specifics of this group of employees. Typical for these is a high turnover rate. It's visible from our research that among surveyed workers, there was not a strong interest in any particular brands. Competition in this field is high. Tchibo has an advantage in this fact that it is different from other shops. At the same time, the company has quite high requirements on the shop staff, in comparison to some other brands. The shop assistants in Tchibo should know a lot about the constantly updated product portfolio, certifications in coffee and non-food goods, the practical preparation of coffee and coffee beverages. Also, they need knowledge of roasted coffee in general and coffee machines. This follows that in the company, there are imposed higher requirements than compared to staff in shops with a homogeneous product portfolio. Considering this, the need of engaging employees is even more relevant to Tchibo. Once they train the employee in all the fields, it is important for them to retain him or her.

Third question revealed, that a relatively small amount of shop workers chose ideal organisation among retail companies (10%). Besides that, there was an open confession that the respondent does not plan to stay in the industry in the long-term. Regarding this, for company, it can be beneficial to find out whether the applicant sees his future in the company or whether he or she sees it only as a stepping stone for further professional growth.

Following the answers to the fourth question, about most important criteria when choosing an employer, the company can see the criteria that they need to focus on and subsequently, promote on their career website, social media and other channels. Currently, the information about benefits on the corporate site is not as visible as it should be. Potential applicants have to find it under "Employee care", the information is in form of list of individual

benefits. I would also add some pictures in the section. Besides the corporate website, Tchibo presents the company to candidates on Cocuma portal and LinkedIn. Cocuma and LinkedIn shows the state of the mentioned criteria in the company, but potential employees from retail might not find it easily enough. For this reason, we suggest, to add Internet links to Cocuma Portal, and their LinkedIn profile on the corporate website.

All of the surveyed shop workers knew the company. This gives Tchibo an advantage, since working for a well-known company is more attractive. On the other hand, results identify room for improvement in the area of presenting the company as a place for work. In relation to results from the questions number 7, 9 and 10 it is visible, that respondents know the company, but more from the customer's point of view, but not as an employer. In order to present it, I would recommend using social media. We will discuss this in more detail in the following questions.

As presented in chapter number four, Tchibo has been working on showing, that they have a wider product portfolio than just coffee. But still, since it is one of the biggest coffee sellers in the Czech Republic, the answer "coffee" as first association is understandable. Coffee is in people minds connected with positive emotions and coffee aroma in the shops has been listed in the answers. In my opinion, coffee is great for creating a bond with the brand.

The perception of Tchibo as a coffee leader is an opportunity for attracting people with a passion in coffee. I would recommend sharing all the possibilities of education in the Coffee Academy and explaining what "coffee coupons", listed among benefits means for the employees.

Currently, the company has its profile on LinkedIn. Even though from the last available LinkedIn industry ranking (Waldman, 2016) shows that Retail is 10th, there is a still a growing potential of using LinkedIn in general and it is worthy of attention. In the Czech Republic there are 1,255,045 registered LinkedIn accounts, which is 23.4% of the working population. During 2018, the number of LinkedIn users in The Czech Republic grew by 8.9%. The leading industries among Czech users are Information Technology and Services, Automotive and Construction. (Next business academy, 2019) Despite this, as a social network for professionals it can be interesting for future salespersons.

Nevertheless, besides being active on LinkedIn, I would recommend to use other social media in order to work on the company EB. Especially with the growing number of millennials among the staff, social media like Facebook and Instagram should be represented. At the

moment, the company use those social media to communicate with customers only. I would recommend creating a separate profile, addressing to potential applicants.

In the Czech Republic, LinkedIn is still used by fewer candidates than Facebook, which is much more popular as a social media. This means, that by communicating their EB on Facebook, the company can gain interest of a larger candidate pool. Besides that, Facebook can reach the attention not only job seekers, but also of passive job seekers. In other words, those candidates who are not actively looking for a new job but would be willing to accept a better offer.

Instagram is mainly a visual media. The company should post images that capture the environment potential an employee can expect if he or she will join. There can even involve employees in the process of creating the content. For example, by posting with #TchiboJob, or similar hashtags.

In such a competitive environment it is good to be different, to distinguish yourself from competitors. The concept of Tchibo is very unique and this attracts not only customers, but also employees. The connection of a café and a shop causes a cosiness and a pleasant atmosphere, remarked many respondents. By showing a work atmosphere directly in the shops through social media mentioned above, the interest of applicants may increase.

Both of the recommendations resulting from these points were described in previous questions. Their reflection in multiple responses confirms their actuality.

The summarization of the recommendations based on the survey:

- Continue engaging existing employees
- Provide employees with: attractive compensation and benefits, work-life balance and career-growth opportunities.
- Promote those criteria on various channels.
- Adjust career site by making the benefits section more visible and appealing and connecting it with Cocuma and LinkedIn.
- Create a career page on Facebook and Instagram
- On those social media, focus on promoting a working atmosphere in the shops.

Further exploration of the perception of the Tchibo EB, the company can focus on new employees and ask them how they made their decision on employer selection? Also how did they feel during the interview and first moments in the company? A more expensive option

would be to use an external research agency to find out the perception of potential employees in the labour market. To get the better understanding it would be necessary to use a larger sample size, than used in this diploma thesis. Combining this with existing satisfaction surveys and interviews with existing employees could also provide relevant information.

Table 7: Recommendations summary (created by author)

Question	Findings	Recommendation
3. Is there a specific company/organization for which you would ideally want to work? If yes, please provide it.	<ul style="list-style-type: none"> • 74% - no particular company that they would like to work for. • From the 10 percent of those who chose employer from retail, there were no highly selected brands (max. 2 respondents provided the same brand). 	<ul style="list-style-type: none"> • We suggest, to stay focused on engaging existing employees. • In order to become the company of the choice for the potential employees we would recommend several ideas, presented below.
4. What criteria are most important to you when deciding which company you would like to work for? You can choose max. 3.	<ul style="list-style-type: none"> • The most important: <ol style="list-style-type: none"> 1. Attractive compensation and benefits 2. Work-life balance 3. Career-growth opportunities 	<ul style="list-style-type: none"> • Providing the best in those areas • Promote it on career website, social media and other channels. • Information about benefits on corporate site would be more distinctive. • Add links to Cocuma Portal, and LinkedIn profile on the corporate website.
5. Do you know Tchibo?	<ul style="list-style-type: none"> • All of the respondents know the company. 	<ul style="list-style-type: none"> • Working for well-known company is more attractive. • Considering answers to other questions it follows, that company is well-known, but not that much as a place for work.

<p>6. What do you think of when you say Tchibo?</p>	<ul style="list-style-type: none"> • Majority of the respondents think of coffee and product portfolio • Perception of Tchibo brand was predominantly positive 	<ul style="list-style-type: none"> • I suggest, to work with the fact that coffee is mainly consumed for enjoyment and offers consumers the emotional experience. • The interest of “coffee lovers” may increase by promoting coffee-related benefits and opportunities of education in coffee area.
<p>7. Could you provide Tchibo's corporate values? If yes, please specify here.</p>	<ul style="list-style-type: none"> • Most of the respondents were unable to answer. • From those, who provided the answer, the values were predominantly identical to those reported by the company. 	<ul style="list-style-type: none"> • So as to achieve broader awareness of company's corporate values, I would recommend, to use Career profile on Instagram and Facebook. • For authenticity it would be great to use posts directly from the Brandbook created by employees themselves.
<p>8. Does Tchibo differ from other shops in your opinion? If yes, please specify.</p>	<ul style="list-style-type: none"> • Cafe and shop • Concept of assortment • Atmosphere 	<ul style="list-style-type: none"> • The original concept of Tchibo, which makes it different from other shops gives the company competitive advantage. • I see the potential in adding the “atmosphere part” into communication towards potential employees.
<p>9. What does, in your opinion, make Tchibo an interesting employer? You can select multiple options.</p>	<ul style="list-style-type: none"> • Nearly 80 per cent of the respondents chose at least one reason why is Tchibo an interesting employer. • Quality of goods and services, atmosphere in the shops • Fewer number of respondents provided attractive benefits and 	<ul style="list-style-type: none"> • I would recommend, to make the benefits section on career site more visible. • Since in the question number seven, the majority of the respondents could not write corporate values, we see that they were not able to identify with

	corporate values match mine.	them. The practical recommendations are visible from question number seven.
10. Do you think Tchibo is an attractive employer? Choose on a scale of 1-5 (1 = not at all; 5 = definitely yes)	<ul style="list-style-type: none"> • Prevalence of positive evaluation, which is, considering the fact, that our respondents were employed during the filling the questionnaire, very good. Nevertheless, there is still place for improvement. • Lack of information about Tchibo as an employer or uncertain opinion about the company. 	<ul style="list-style-type: none"> • To improve the evaluation of the shop workers I would recommend the combination of recommendations presented above.

Conclusion

The theoretical part of this thesis described the term of 'Employer Branding' and its importance for organisations. Combining the theoretical background with the trends I can conclude that companies need to prepare for new generations entering the labour market. The importance of online reputation is growing, and part of the employer branding strategy should be representative on the corporate site, as well as activity on various social media.

The thesis focuses on the external perception of the employer brand, but it has been confirmed by several authors, that an external perception is based on an internal perception by existing employees. It follows, that the employer branding strategy should start by working with its current employees. The investigated organization has a very good bases in this aspect, as evident by the good results of the company's internal surveys.

The aim of this diploma thesis was to find out how potential employees perceive Tchibo CZ as an employer in particular, those employees from retail department. In order to fulfil the aim of this thesis was created the questionnaire. The questionnaire consists of 10 questions, both, open and closed ones. It was distributed to 3 shopping centres in the Moravia region. A total of 196 respondents from 79 shops took a part in the survey. The respondents were asked about certain criteria, which are most important for them when choosing an employer. The results of the top criteria were similar to the global trends presented by Randstad research. The most important were compensation and benefits, and work-life balance and career growth opportunities.

From these results it can be concluded, that Tchibo is a well-known company (100% of the surveyed shop workers knew the company), which is perceived predominantly positively. The first association with Tchibo was mainly coffee (84%). Respondents often stated that it is a company that offers quality goods and service. This can be seen from question number seven, where 8% of the respondents wrote, that good quality is one of the Tchibo corporate values. In question number eight, 5% of the respondents answered, that Tchibo differs from other shops by good quality. Finally, in question number nine, investigating why Tchibo is interesting as an employer, the answer was "It is a company that offers quality goods and service" which was one of the most selected (45%). Other aspects, which were appreciated by potential employees were pleasant atmosphere in the shops (45%) and original concept of products (41%).

There is certainly a room for improvement in raising awareness of Tchibo corporate values. A majority (76%) of the shop workers could not describe or provide them. Also, the results of the overall rating of the company as an attractive employer were predominantly neutral (neutral value on scale or skipped the question). From the answers to the rest of the survey, we can see predominantly positive reactions. Positive evaluation (values four and five) was selected by 21%, and 14% of the surveyed selected a negative evaluation (values one and two). Prevalence of the positive answers is definitely a good sign. On the other hand, since out of total 196 shop workers, 65% gave either neutral or no answer at all, this gives us evidence of a lack of information about Tchibo as an employer.

Based on the results of the survey, we made concrete recommendations. Namely: A recommendation to provide employees with an attractive compensation and benefits, work-life balance and career-growth opportunities and consequently promote those criteria on various channels. The company currently uses its corporate website to inform potential employees, this area is where I would present the benefits section more visibly and appealing. The most interesting information for candidates about Tchibo is shared on Cocuma and LinkedIn. Therefore, I would suggest adding internet links to both on the corporate site in order to get more attention. Another suggestion presented in the last chapter was to create a career page on Facebook and Instagram and focusing on promoting a working atmosphere in the shops on those social media.

The results of the research are limited by the sample size. Anyway, the company could apply for a research agency to find more complex and precise results in the labour market. Another option for further research is to interview new employees.

Zhrnutie

Diplomová práca *Employer Brand of Tchibo CZ* sa zaoberá Employer Brandingom spoločnosti Tchibo v Českej republike. Samotný pojem Employer Branding (do slovenčiny sa niekedy prekladá ako značka zamestnávateľa, alebo zamestnávateľská povest') bol prvýkrát definovaný autormi Amblerom a Barrowom v roku 1996. Termín má v súčasnosti niekoľko definícií.

Viacerí autori považujú stratégie Employer Brandingu za konkurenčnú výhodu. Jeho cieľom je jednak, pritiahnúť potenciálnych zamestnancov, a súčasne svojich zamestnancov angažovať a udržať. Jedna z najnovších definícií uvádza, že Employer Branding je o prezentovaní toho, aké to je pracovať v konkrétnej organizácii. Spoločnostiam totiž ide o prilákanie konkrétneho typu zamestnancov, ktorí sa do organizácie hodia a ich hodnoty sa zhodujú s hodnotami organizácie.

Cieľom tejto diplomovej práce je vytvoriť dotazník zisťujúci, ako je Tchibo vnímané ako zamestnávateľ z pohľadu zamestnancov iných obchodov. Tchibo je nemecká rodinná firma, pôsobiaca v Českej republike od roku 1991. Napriek tomu, že pre zamestnancov retailu (maloobchodu) je typická vysoká miera fluktuácie, Tchibo má v tomto smere dobré výsledky. V obchodoch vo veľkých mestách má fluktuáciu 25 %.

Diplomová práca je rozdelená do piatich kapitol. Prvé dve kapitoly sú teoretické a približujú pojem Employer Branding a pojmy s ním spojené. Záver druhej kapitoly pojednáva o aktuálnych trendoch z danej oblasti, ide najmä o prieskumy Randstad Employer Branding Research a Universum.

V tretej kapitole je predstavená spoločnosť Tchibo. Spoločnosť má veľmi originálny koncept spájajúci obchod s kávovým barom. Produktové portfólio tvorí okrem zrnkovej kávy občerstvenie z kávového baru a každý týždeň nová kolekcia spotrebného tovaru.

Štvrtá kapitola je venovaná tvorbe dotazníku a jeho výsledkom. Dotazník bol po konzultácii s HR oddelením Tchibo distribuovaný do obchodov v troch obchodných centrách na Morave – Šantovka, Olympia Olomouc a Vaňkovka. Celkovo odpovedalo 196 respondentov zo 79 obchodov. Respondentmi boli predavačky a predavači, ale aj manažéri obchodov. Prevažne sa do výskumu zapojili ženy (92,35 %) z generácie Y (68,88 %).

V odpovediach uviedli, že za najdôležitejšie kritériá pri výbere zamestnávateľa považujú prítiažlivé odmeňovanie a benefity, work-life balance (rovnováha osobného a pracovného života) a možnosti kariérneho rastu.

Na základe vyhodnotenia dotazníka sme zistili, že všetkých 196 pracovníkov pozná spoločnosť Tchibo a drvivá väčšina si spoločnosť spája primárne s kávou. Respondenti nemali dostatočné povedomie o firemných hodnotách Tchibo. Len 24 % z nich dokázalo uviesť niektoré z hodnôt. Viac než polovica opýtaných však uviedla aspoň jeden aspekt, v ktorom sa Tchibo odlišuje od ostatných obchodov. Najčastejšie odpovedali, že spoločnosť kombinuje kaviareň a obchod. Takmer 80 percent respondentov vybralo aspoň jeden dôvod, prečo je Tchibo atraktívny zamestnávateľ. Prevažne to boli dôvody ako poskytovanie kvalitného tovaru a služieb či atmosféra v obchodoch. V poslednej otázke mali respondenti vybrať na škále 1–5, ako veľmi je pre nich Tchibo atraktívne ako zamestnávateľ. Väčšina z nich neuviedla žiadnu odpoveď, alebo vybrala neutrálnu hodnotu tri. Zo zvyšných odpovedí môžeme konštatovať, že prevažovali pozitívne hodnotenia (21 %) nad negatívnymi (14 %).

Posledná kapitola na základe zistení dotazníku zhrňa odporúčania pre Tchibo v oblasti Employer Brandingu. Keďže externá časť Employer Brandingu musí stáť na správnom Employer Brandingu vo vnútri organizácie, bude dôležité pokračovať v angažovaní a udržiavaní súčasných zamestnancov.

Ďalej je odporúčané zamerať sa na kritériá dôležité pre zamestnancov, ktoré okrem našej výskumnej vzorky potvrdzujú aj medzinárodné prieskumy. Konkrétne ide o prítiažlivé odmeňovanie a benefity, work-life balance a možnosti kariérneho rastu. Následne by mali byť prezentované tieto kritériá aj navonok, a to prostredníctvom rôznych komunikačných kanálov. Jedným z podstatných kanálov sú práve kariérne stránky, ktoré by mali byť prispôbené potrebám potenciálnych uchádzačov, kde by kde bolo odporúčané napríklad zviditeľniť sekciu benefitov. Taktiež by mohli uchádzači oceniť odkaz na portál Cocuma, prezentujúci firemnú kultúru spoločnosti, alebo na LinkedIn.

Okrem týchto online kanálov bolo navrhnuté vytvoriť Facebook a Instagram profily zameriavajúce sa na zamestnancov – súčasných aj potenciálnych. V súčasnosti Tchibo na spomínaných sociálnych médiách aktívne funguje, avšak ide najmä o komunikáciu smerom k zákazníkom. Úloha sociálnych médií v oblasti Employer Brandingu je v súvislosti s nástupom generácií Y a Z na trh práce čoraz dôležitejšia. Z výsledkov dotazníkového šetrenia nám vyplynul priestor pre zlepšenie v oblasti prezentácie Tchiba ako pracoviska. Práve sociálne

médiá môžu slúžiť pre potenciálnych zamestnancov ako prostriedok nahliadnutia do spoločnosti.

Pri ďalšom skúmaní v oblasti Employer Brandingu spoločnosti sa môže Tchibo zamerať na nových zamestnancov a pýtať sa ich, na základe čoho sa rozhodovali pri výbere svojho zamestnávateľa. Ďalej napríklad, ako sa cítili počas pohovoru a prvých okamihov v spoločnosti. Druhou, nákladnejšou možnosťou by bolo použitie externej výskumnej agentúry na zistenie vnímania potenciálnych zamestnancov na trhu práce. Pre lepšie pochopenie povedomia o spoločnosti je potrebné použiť väčšiu veľkosť výskumnej vzorky, než bola použitá v tejto diplomovej práci. Kombinácia takýchto zistení spolu s internými prieskumami spokojnosti a rozhovormi so súčasnými zamestnancami by mohla poskytnúť komplexné informácie pre spoločnosť Tchibo.

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Tchibo Sustainability Report 2016

The KPMG Survey of Corporate Responsibility Reporting 2017

Towers Watson research 2014

Universum Europe's Most Attractive Employers 2018

Universum World's Most Attractive Employers 2019

Manpowergroup Millenials Careers: 2020 Vision Report

List of abbreviations

CmiA	Cotton made in Africa
CSR	Corporate Social Responsibility
CZ	Czech Republic
EB	Employer Branding
EVP	Employer Value Proposition
FSC	Forest Stewardship Council
FTS	Forest Tracing System
GmbH	Gesellschaft mit beschränkter Haftung (ltd)
GOTS	Global Organic Textile Standard
HR	Human Resources
ICP	International Coffee Partners
LOTOS	Logistics Towards Sustainability
OCS	Organic Content Standard
RA	Rainforest Alliance
WWF nature	World Wildlife Fund for Nature

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Attachments

Attachement number 1



Why are values important for us?

EASIER
PROBLEM
SOLVING

CREATING
A LONG-TERM
COURSE

THEY ATTRACT
THE RIGHT PEOPLE

VALUES UNITE.
EVERYONE SHARES
THE SAME
PRINCIPLES

THEY PROVIDE
MORAL STAND

GOING TO WORK,
NOT EMPLOYMENT
ATTENDANCE

THEY HELP
TO MAKE A DECISION

BACKGROUND
AND SECURITY

THEY INFLUENCE
MOOD AND DESIRE
TO WORK

BETTER ATMOSPHERE
BETTER RELATIONS

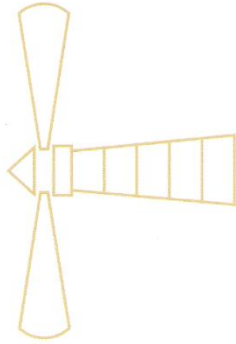
SETTING A LEVEL
OF DECENTY

FOR A BETTER
TEAM COHESION

THEY DEFINE
COMPANY
IN AND OUT

ONCE I IDENTIFY
MYSELF I CAN PASS
ON MY LEGACY

VALUES ARE LIKE A
LIGHTHOUSE, COMPANY
CULTURE LIKE A SHIP



Corporate Identity

The values are not written somewhere on the wall. Corporate identity is ever present in each detail. From the smile in the shop to responsive leadership to that extra step taken for customer. Strong values form relationships, influence attitude positively and serve as a base for a sustainable success.



Company Culture

Culture is a mirror of values. It is created by daily atmosphere, reaction to both success and failure, and by long-term ambience.

The value environment forms individuals and strengthens the right personalities and good character. The other way around, all individuals change the group they are part of.

People create culture and culture creates people.

OF
NO
ABC

SIMPL

NOT T
TO MAKE
TAKE RE

What kind of company culture do we create?

LEARNING FROM MISTAKES, NOT PUNISHING

MORAL ON HIGH LEVEL

NO ARROGANCE

PEOPLE ENJOYING THEIR JOB

NO EXCUSES

NORMAL, NOT PRETENDING TO BE SOMEONE ELSE

WIT AND FUN

BE ABLE TO MAKE FUN OF OURSELVES

TEAMWORK TO MAKE EVERYONE AWARE THEY ARE NEEDED

TRUST IN PEOPLE, TRUST IN WHAT THEY DO WITHOUT SUPERVISION

GOING THE "EXTRA MILE" AND BEING PROACTIVE

HIGH PERFORMANCE AND HIGH PERSONAL RESPONSIBILITY

BALANCE BETWEEN THE SAME RULES AND INDIVIDUAL APPROACH

MUTUAL TOLERATION AND UNDERSTANDING

ONE FOR ALL AND ALL FOR ONE

OPENNESS, NO BEATING ABOUT THE BUSH

SIMPLICITY

NOT TO BE AFRAID TO MAKE A DECISION AND TAKE RESPONSIBILITY FOR IT

VISITING EACH OTHER IN FREE TIME, AS A FAMILY

RESPECT TO EACH OTHER





Sense of Purpose at Work

It is about the ability to perceive the contribution and profit of our work not just for ourselves but also for others. Be able to create positive emotions, help clients and colleagues and to improve how things work.

Usefulness and meaningfulness is something you can feel.

TIME
BY IT
P SEE
A US
AILY



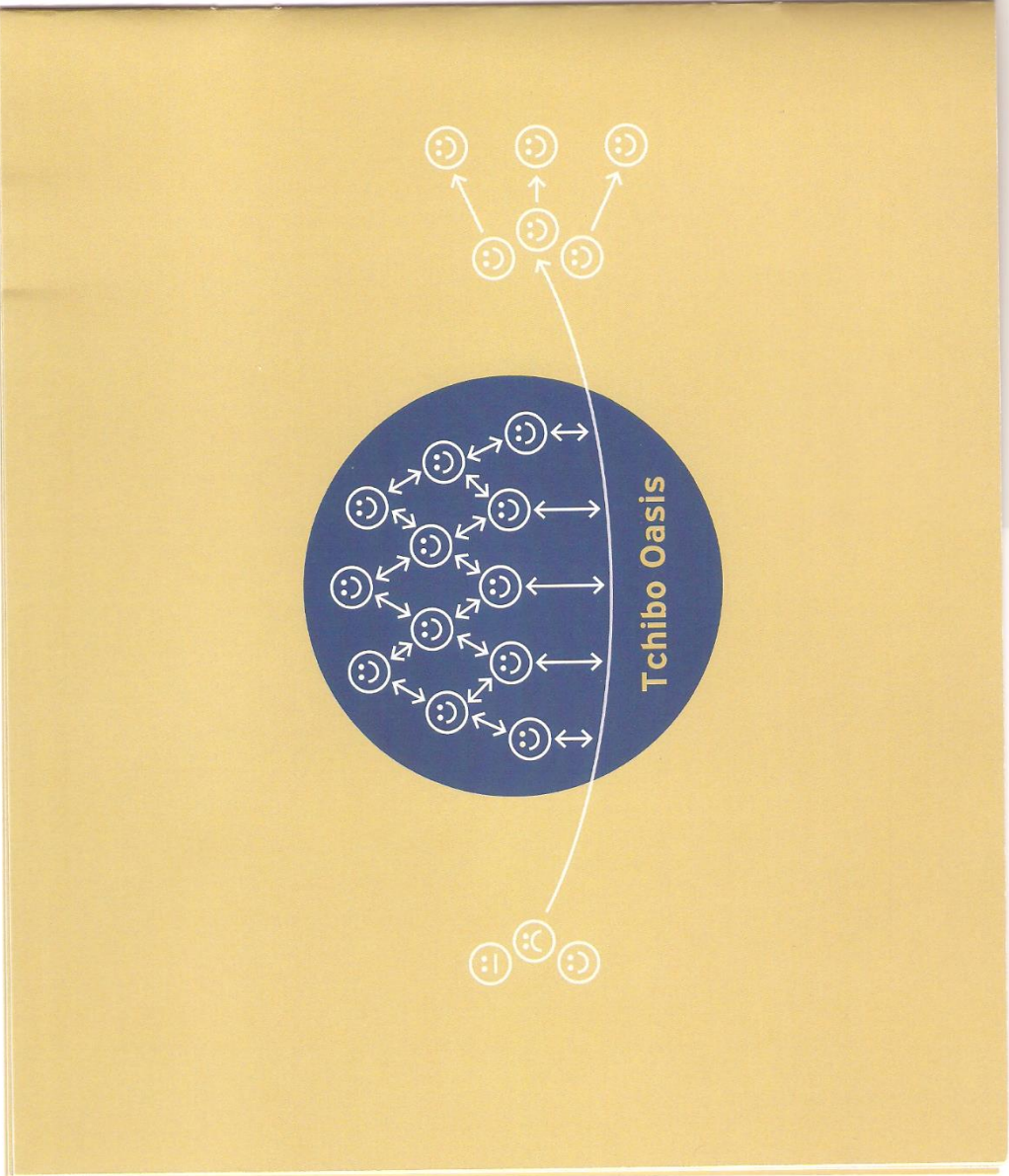
The Difference

Difference is a source of growth, it forms brand identity and means a major competitive advantage. Distinction is a never ending process.

It represents the ability to reflect on new technologies, changing environment and new client demands. Difference is the future.



ms
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g





Main Values

Oasis of Positive Emotions

The main sense of our work is the ability to create positive feelings. The taste and smell of coffee, surprise and excitement over new products, lovely attitude towards of our clients, friendly relationships within the company.

One feels good at Tchibo and passes on the positive emotions further.

High Performance We Enjoy

Just like top athletes feel fulfilled with their performance, we create such conditions to likewise enjoy the work we do. It takes a great personal responsibility, the power to go beyond and mutual help.

The result is a job well done and work we can feel proud of.



The logo for Tehivo, featuring a stylized yellow bird icon above the brand name "Tehivo" written in a yellow, cursive-style font.

Tehivo

Attachement number 2: Questionnaire original

Dotazník

Vážené respondentky, vážení respondenti,

jsem studentkou filozofické fakulty Univerzity Palackého a obracím se na Vás s žádostí o vyplnění dotazníku sloužícího jako podklad pro mou diplomovou práci. Získaná data budou zpracována zcela anonymně. Předem děkuji za spolupráci.

1. Prosím, uveďte, jakého jste pohlaví.

- muž
- žena
- jiné
- nechci uvést

2. Uveďte prosím, do které věkové kategorie spadáte.

- do 19 let
- 20 – 35 let
- 36 – 54 let
- 55 a více

3. Existuje konkrétní společnost/ organizace, pro kterou byste ideálně chtěli pracovat? Pokud ano, uveďte ji, prosím.

4. Prosím, vyberte z níže uvedených maximálně tři kritéria, která považujete za nej důležitější při výběru vašeho zaměstnavatele.

- Možnosti vzdělávání a rozvoje
- Možnosti karierního růstu
- Přitažlivé odměňování a benefity
- Firemní kultura, hodnoty a prostředí
- Společenská odpovědnost společnosti
- Produkt/ služba, jenž společnost produkuje
- Jistota zaměstnání (job security)
- Rovnováha mezi soukromým a pracovním životem (work-life balance)
- Jiné (uveďte prosím)

5. Znáte společnost Tchibo?

ano

ne

6. Uveďte prosím, co Vás napadne, když se řekne Tchibo.

7. Dokázali byste uvést firemní hodnoty společnosti Tchibo? Pokud ano, uveďte je, prosím, zde.

8. Odlišuje se podle Vás Tchibo od jiných obchodů? Pokud ano, uveďte čím.

9. Čím je podle vás Tchibo jako zaměstnavatel zajímavý? Můžete vybrat více možností.

- Je to společnost, která nabízí kvalitní zboží a servis
- Mají přitažlivé odměňování a benefity
- Je to společensky odpovědná společnost
- Hodnoty společnosti se shodují s mými
- Je tam přátelské pracovní prostředí
- Nabízí možnosti vzdělávání a rozvoje
- Nabízí možnosti kariérního růstu
- Mají originální koncept zboží
- Je to mezinárodní společnost
- Atmosféra na prodejnách je příjemná
- Jiný důvod (prosím uveďte)

10. Je podle Vás Tchibo atraktivní zaměstnavatel? Vyberte na škále 1-5 (1 = vůbec; 5 = rozhodně ano)

Attachement number 3: Questionare in English

Dear respondents,

I am a student of the Faculty of Arts of Palacky University and I am asking you to fill in a questionnaire, which serves as a basis for my thesis. Obtained data will be processed completely anonymously. Thank you in advance for your cooperation.

1. Please indicate your gender.

- man
- woman
- other
- I do not want to mention

2. Please indicate which age category you belong to.

- up to 19 years
- 20 - 35 years
- 36 - 54 years
- 55 years or more

3. Is there a specific company / organization for which you would ideally want to work? If yes, please provide it.

4. What criteria are most important to you when deciding which company you would like to work for?

Please select from the following:

- Possibilities of education and development
- Career growth opportunities
- Attractive compensation and benefits
- Corporate culture, values and environment
- Corporate social responsibility
- The product / service the company produces
- Job security
- Work-life balance
- Other (please specify)

5. Do you know Tchibo?

yes

no

6. What do you think of when you say Tchibo?

7. Could you provide Tchibo's corporate values? If yes, please specify here.

8. Does Tchibo differ from other shops in your opinion? If yes, please specify.

9. What does, in your opinion, make Tchibo an interesting employer? You can select multiple options.

- It is a company that offers quality goods and service
- They have attractive rewards and benefits
- It is a socially responsible company
- Company values match mine
- There is a friendly working environment
- It offers opportunities for education and development
- Offers career growth opportunities
- They have an original concept of products
- It is an international company
- The atmosphere in the shops is pleasant
- Other reason (please specify)

10. Do you think Tchibo is an attractive employer? Choose on a scale of 1-5 (1 = not at all; 5 = definitely yes)

