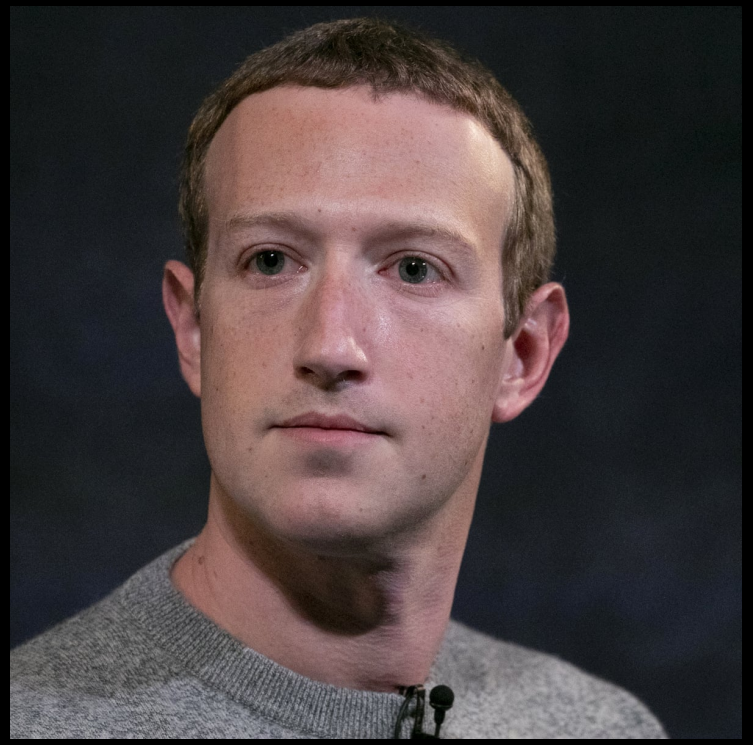
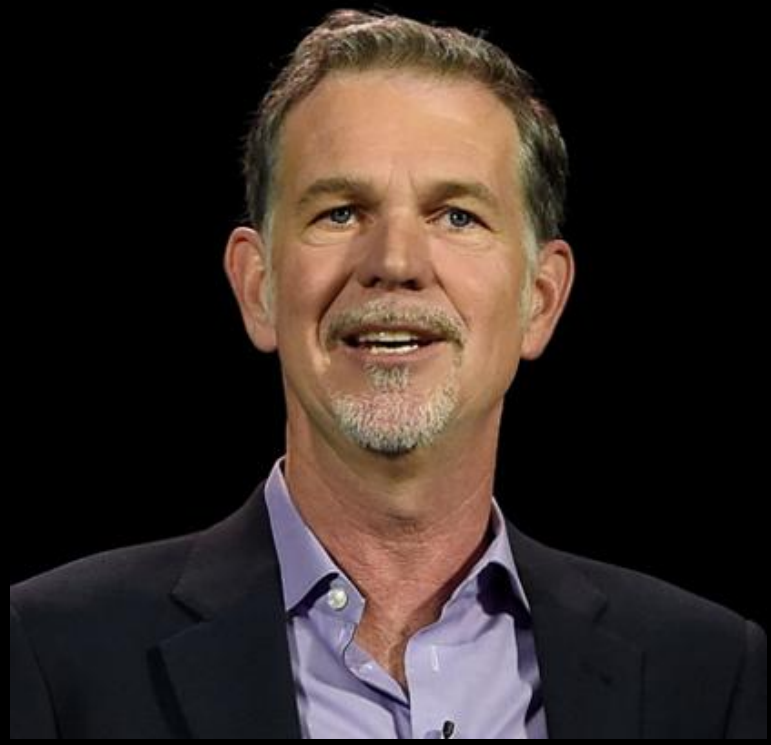
amazon

facebook

NETFLIX





Jeff Bezos

Mark Zuckerberg

Reed Hastings

2009/2011:
Steve Jobs
→
Tim Cook

Microsoft

2014:
Steve
Ballmer
→
Satya
Nadella

Google

2011

2015

Eric Schmidt → Larry Page → Sundar Pichai

Hypothesis

CEO turnover → company cultural change

Magnitude of change

>

glassdoor

April 17, 2020 Helpful (124)

"Great company, endless opportunities"

5.0 ★★★★★ Current Employee - Pre-Sales Engineer in Herndon, VA

Recommends Positive Outlook Approves of CEO

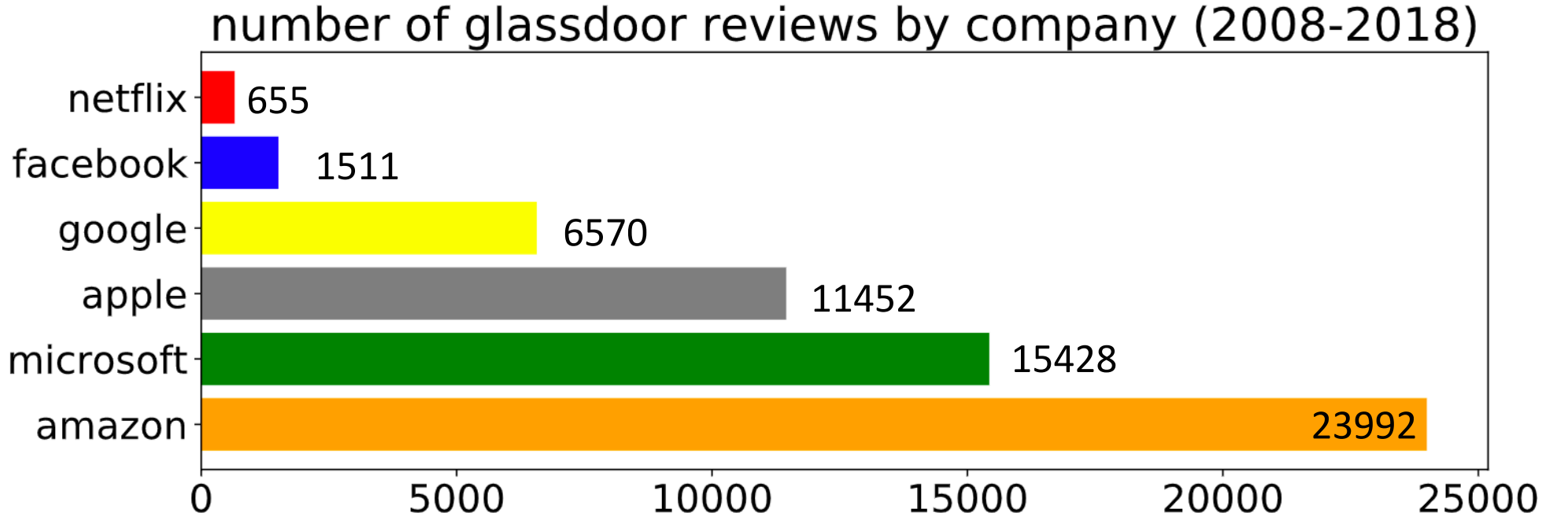
I have been working at Amazon full-time for less than a year

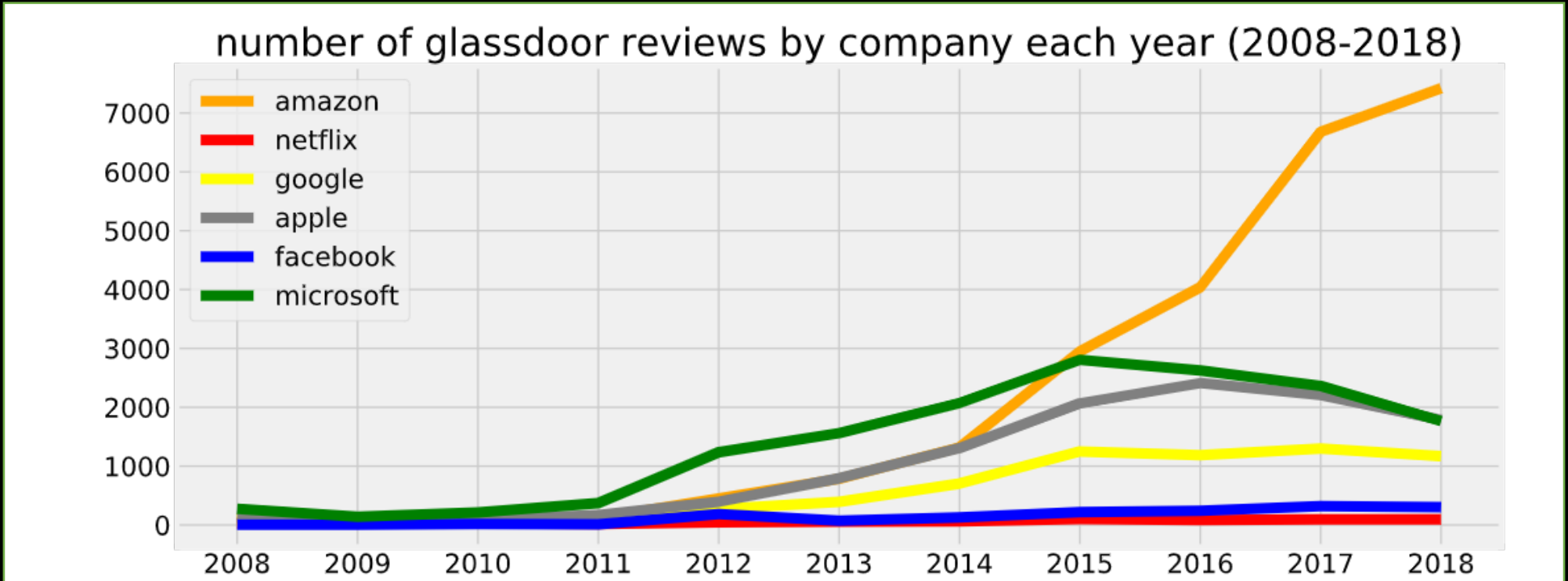
Pros

Big company with a small company feel. Very entrepreneurial. Management facilitates your ideas that push the business forward

Cons

Big company and yes sometimes it takes a while to find the information you are looking for. Global company and sometimes that information is with someone who is on other side of the world.

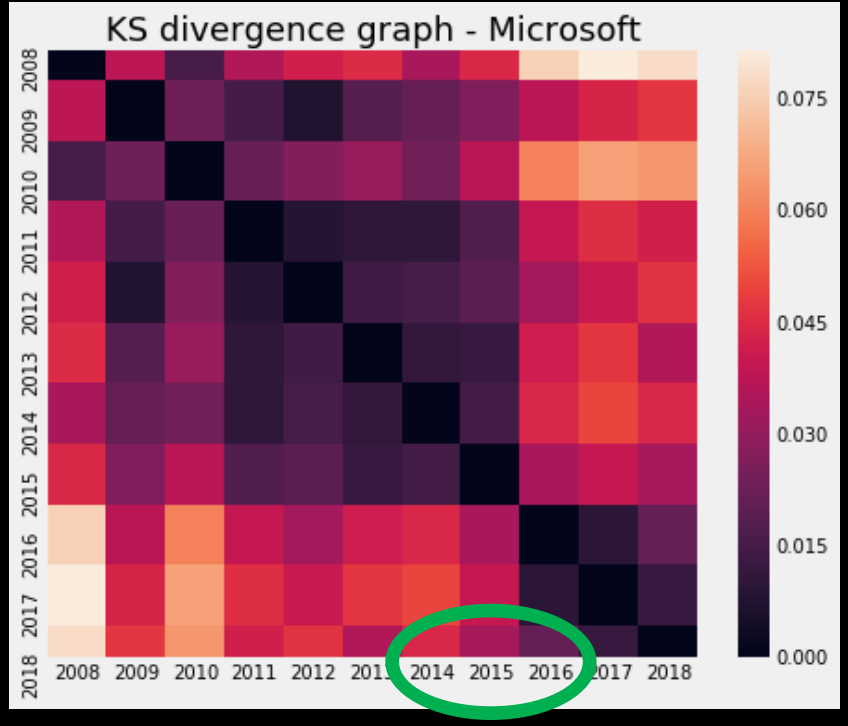

number of glassdoor reviews by company (2008-2018)
netflix
facebook
google
apple
microsoft
amazon
655
1511
6570
11452
15428
23992
0
5000
10000
15000
20000
25000

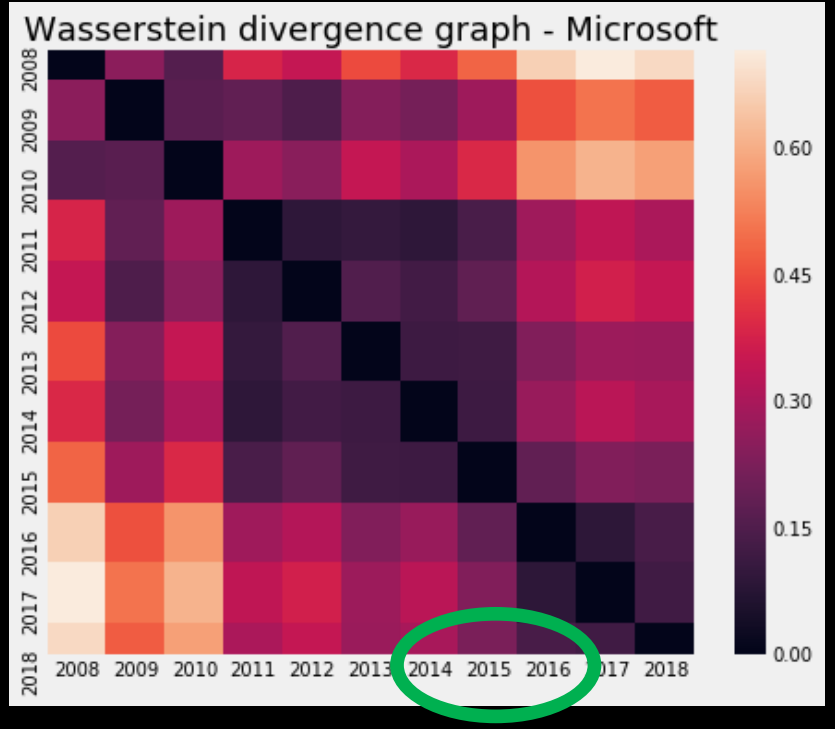

number of glassdoor reviews by company each year (2008-2018)
amazon
netflix
google
apple
facebook
microsoft
7000
6000
5000
4000
3000
2000
1000
0
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018

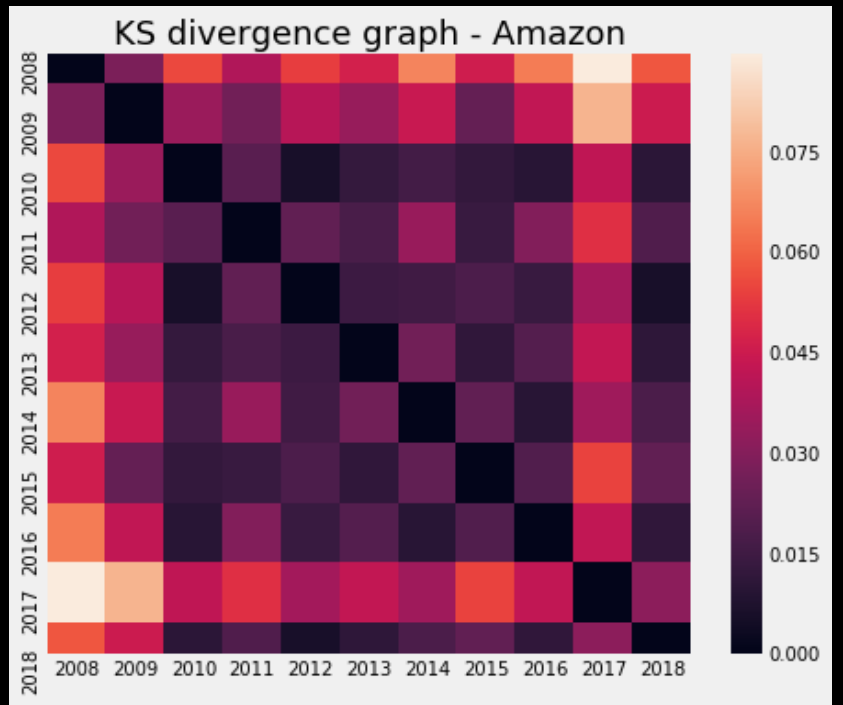
1. Divergence heatmaps (2008-2018)

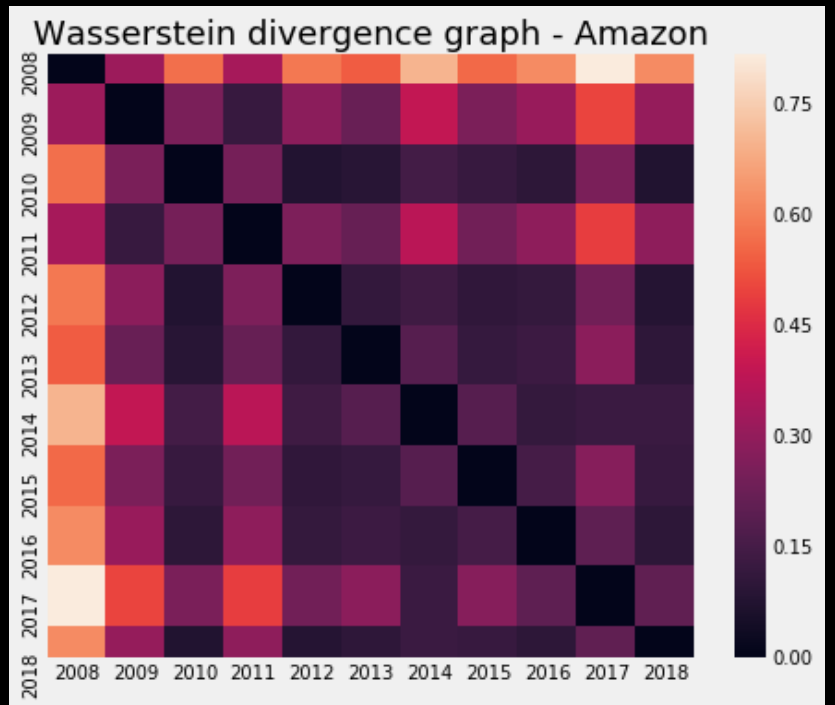
- Non-stop words
- For years in each company with more than 100 reviews, randomly sample 100 reviews.
- Clear, consistent pattern from KS and Wasserstein graphs

2014

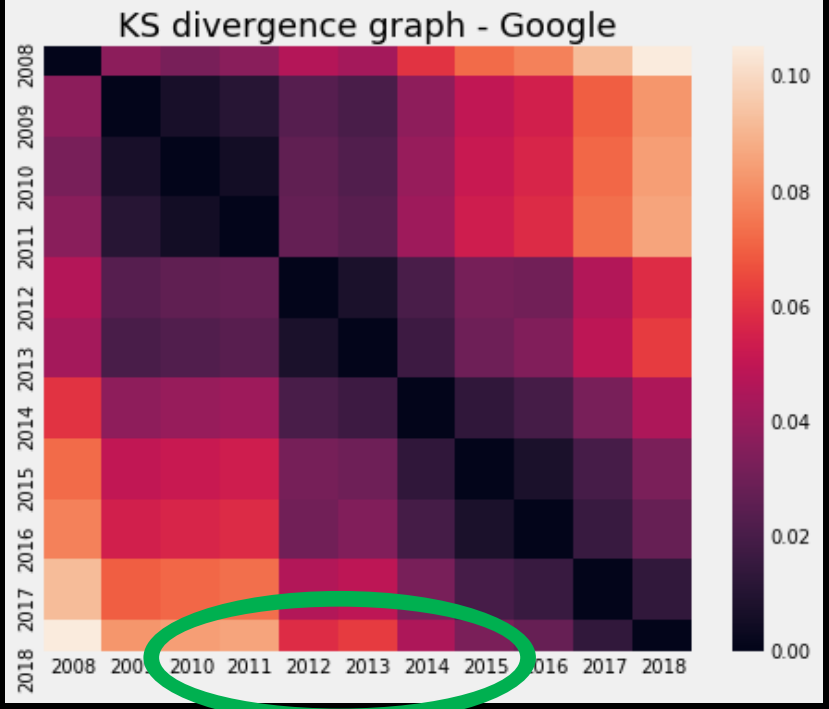

KS divergence graph - Microsoft
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.075
0.060
0.045
0.030
0.015
0.000

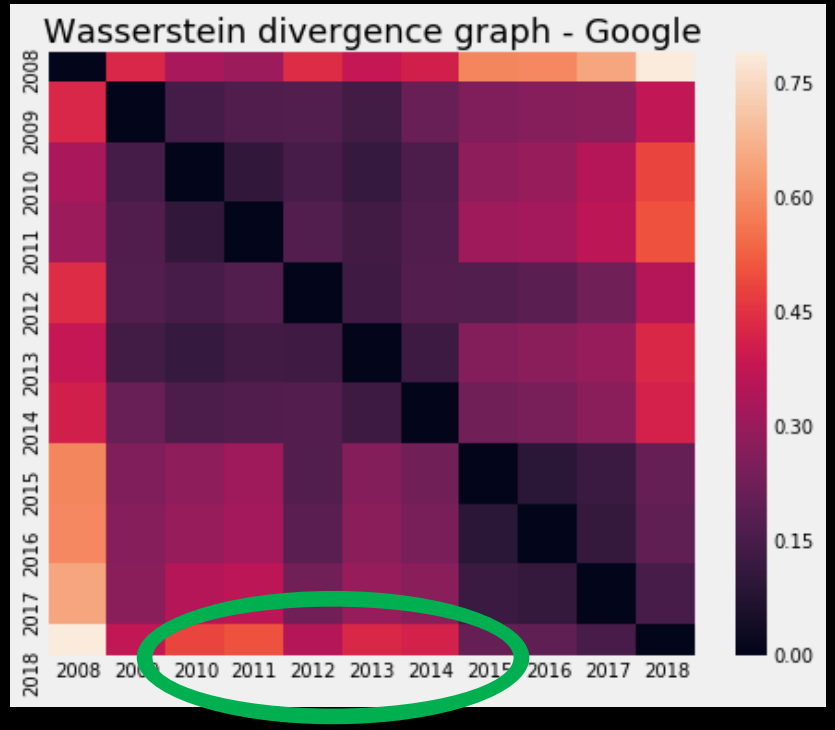

Wasserstein divergence graph - Microsoft
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.60
0.45
0.30
0.15
0.00

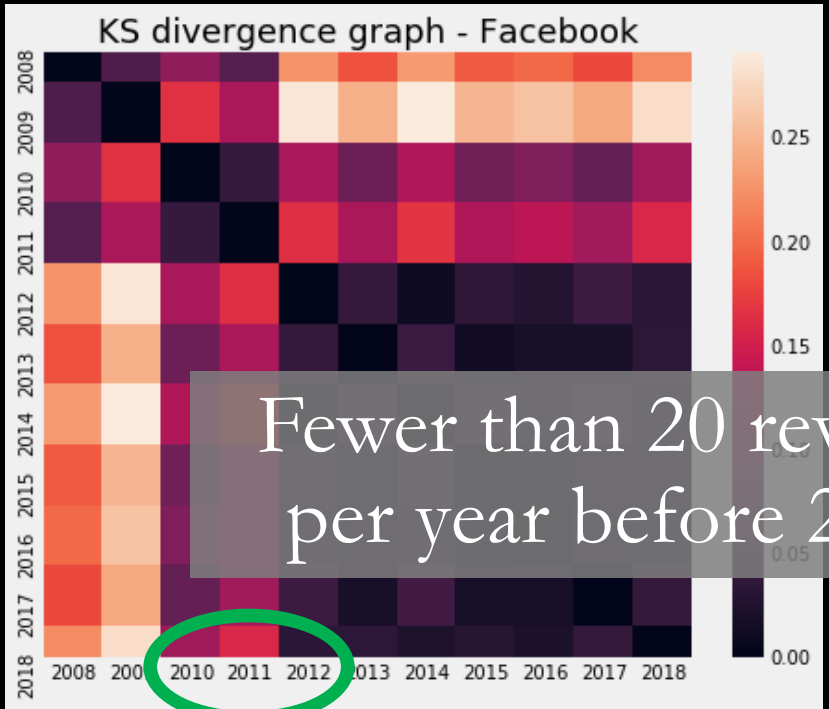

KS divergence graph - Amazon
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.075
0.060
0.045
0.030
0.015
0.000

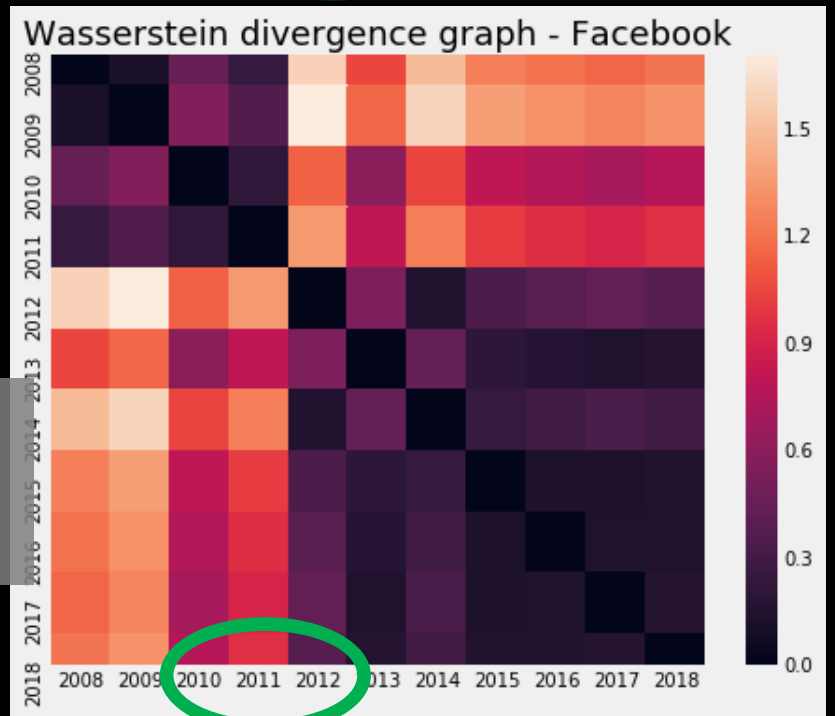

Wasserstein divergence graph - Amazon
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.75
0.60
0.45
0.30
0.15
0.00

2011,
2015



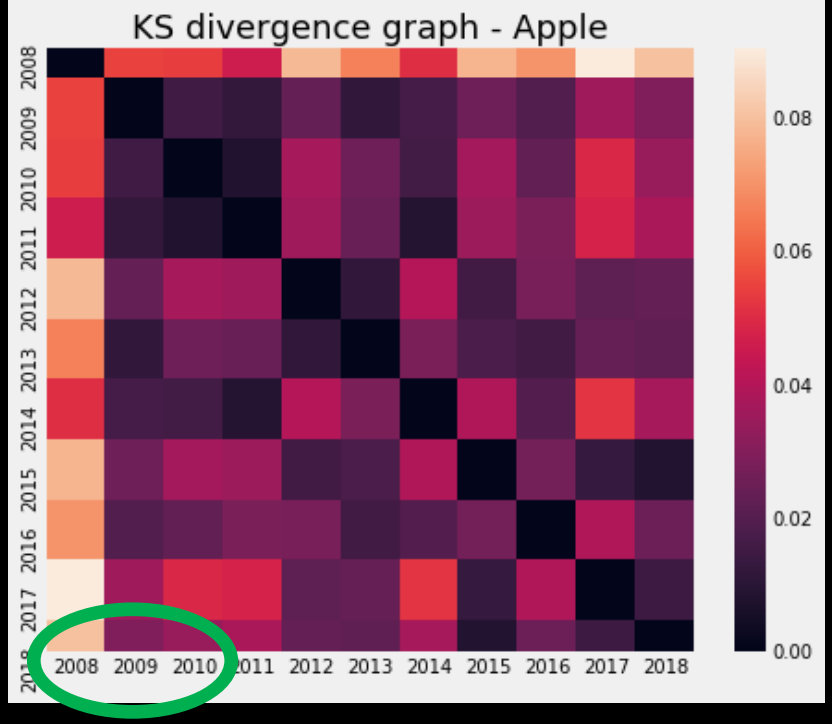


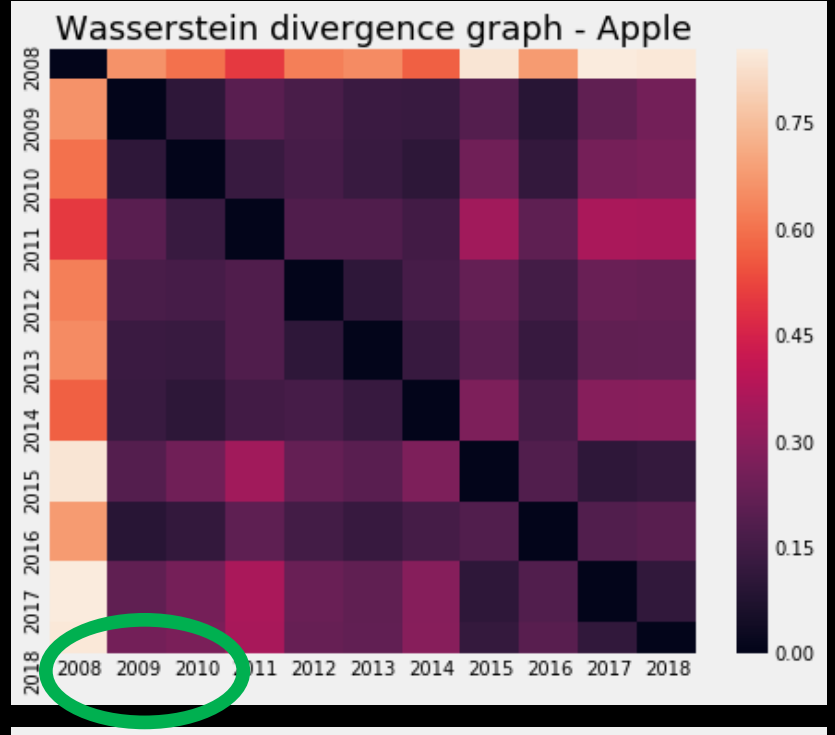


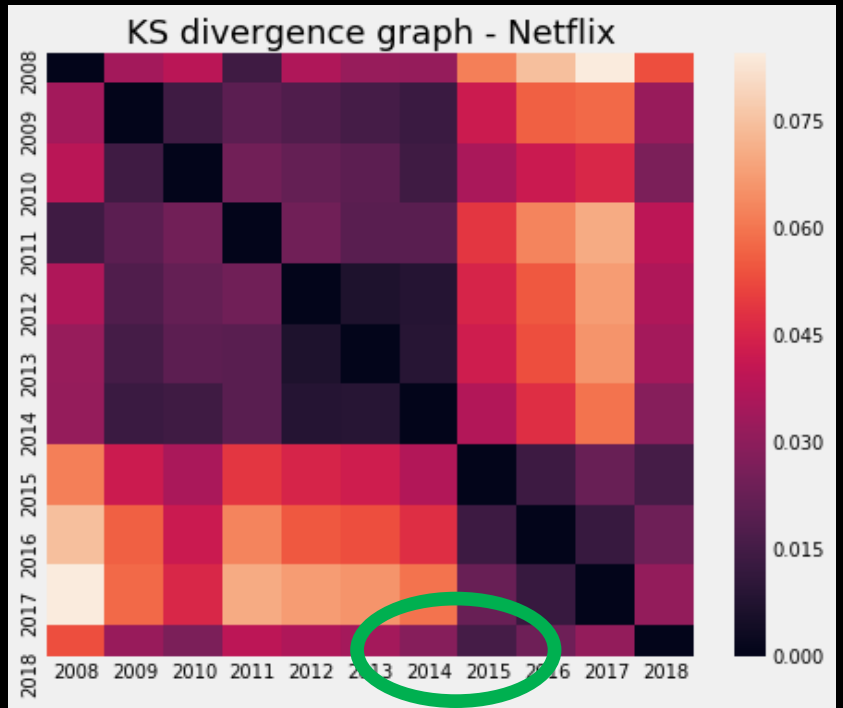


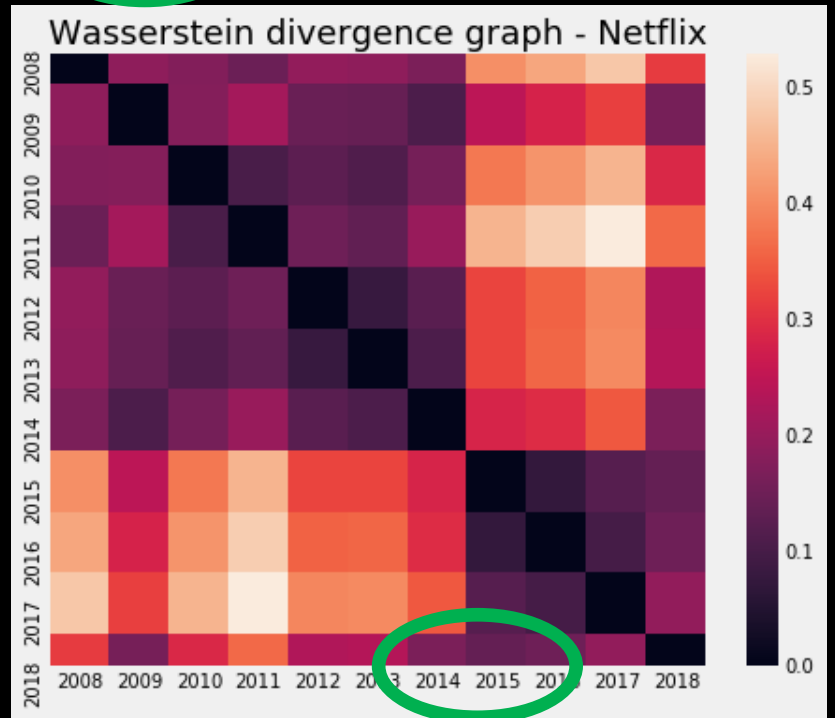
Fewer than 20 reviews
per year before 2012

2009-2011


KS divergence graph - Apple
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.08
0.06
0.04
0.02
0.00


Wasserstein divergence graph - Apple
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.75
0.60
0.45
0.30
0.15
0.00

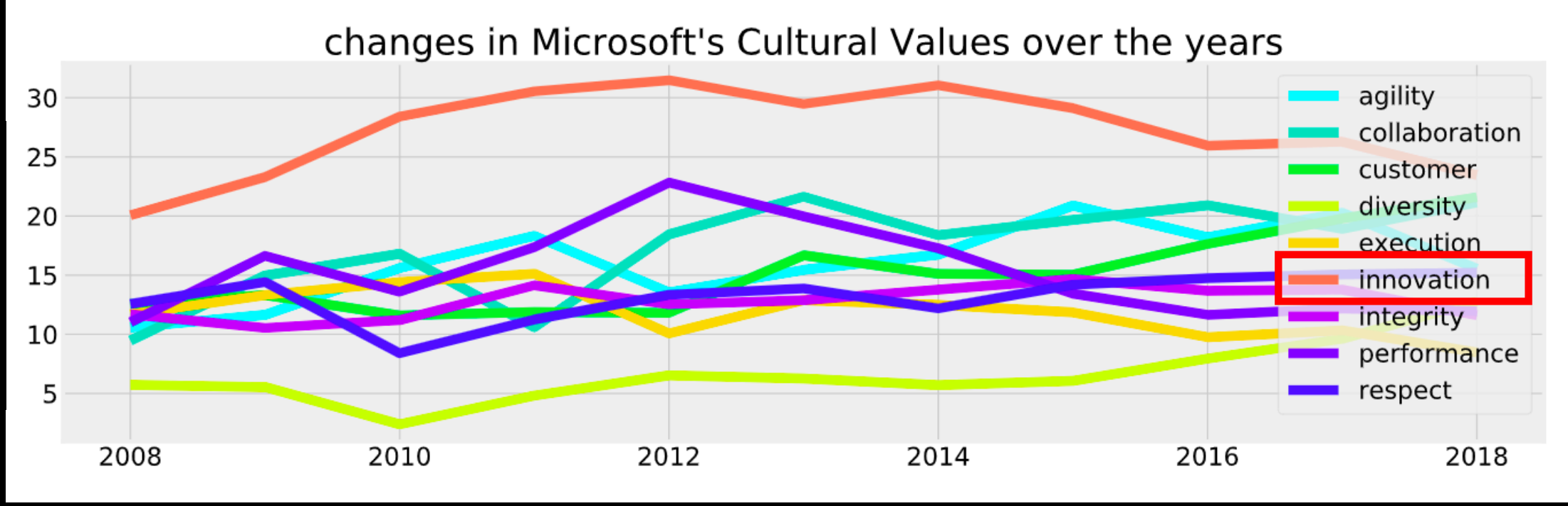

KS divergence graph - Netflix
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.075
0.060
0.045
0.030
0.015
0.000

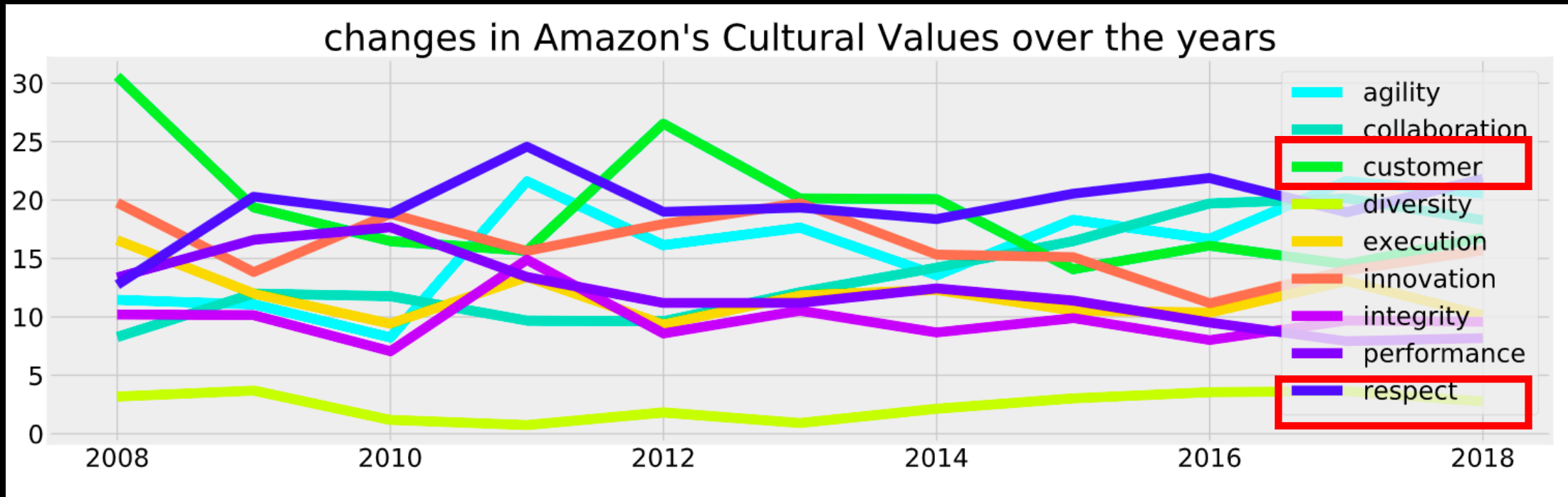

Wasserstein divergence graph - Netflix
2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
0.5
0.4
0.3
0.2
0.1
0.0

2. Counting Keyword occurrence per 10,000 reviews (2008-2018)

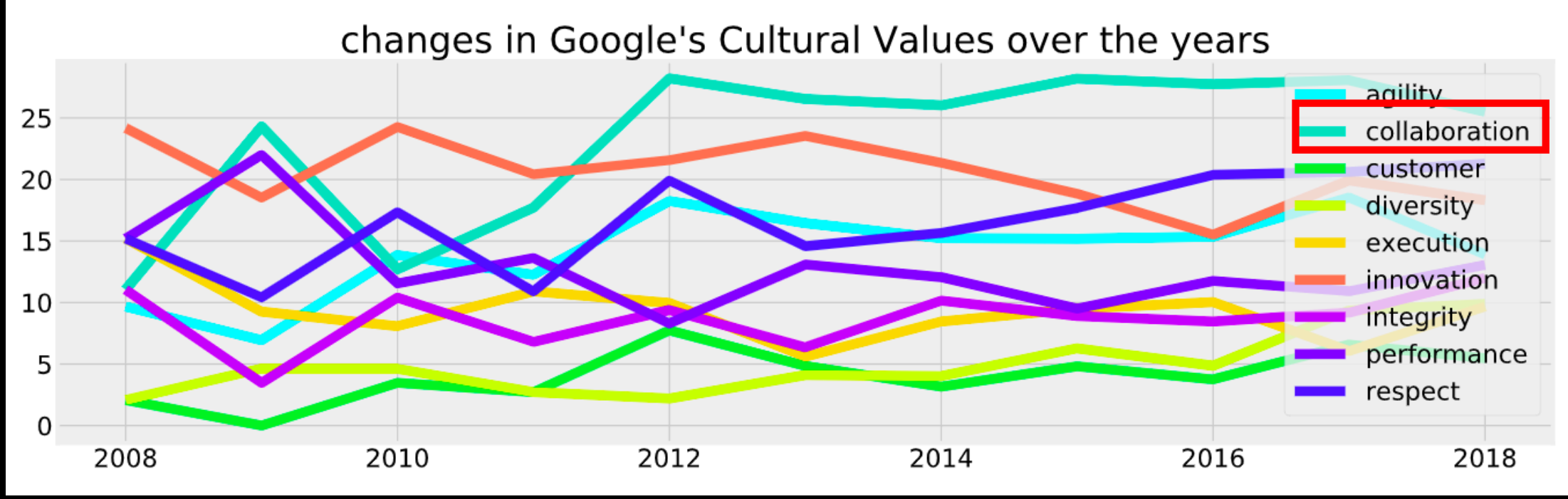
9 Values	Keywords
Agility	agil*, flexib*, nimble, fast
Collaboration	Collaborat*, teamwork, cooperat*, colleague*, coworker*, help*
Customer	customer*, client*
Diversity	divers*, inclusi*, welcom*, accepted, embraced, equitable
Execution	execut*, empower*, own*
Innovation	Cutting, edge, change, innovate*, creat*
Integrity	integrity, ethic*, honest*, right, moral*, character, honor*
Performance	Meritocra*, result*, outcome, perform*
Respect	Respect*, dignity, courtesy, friendly, appreciat*, care

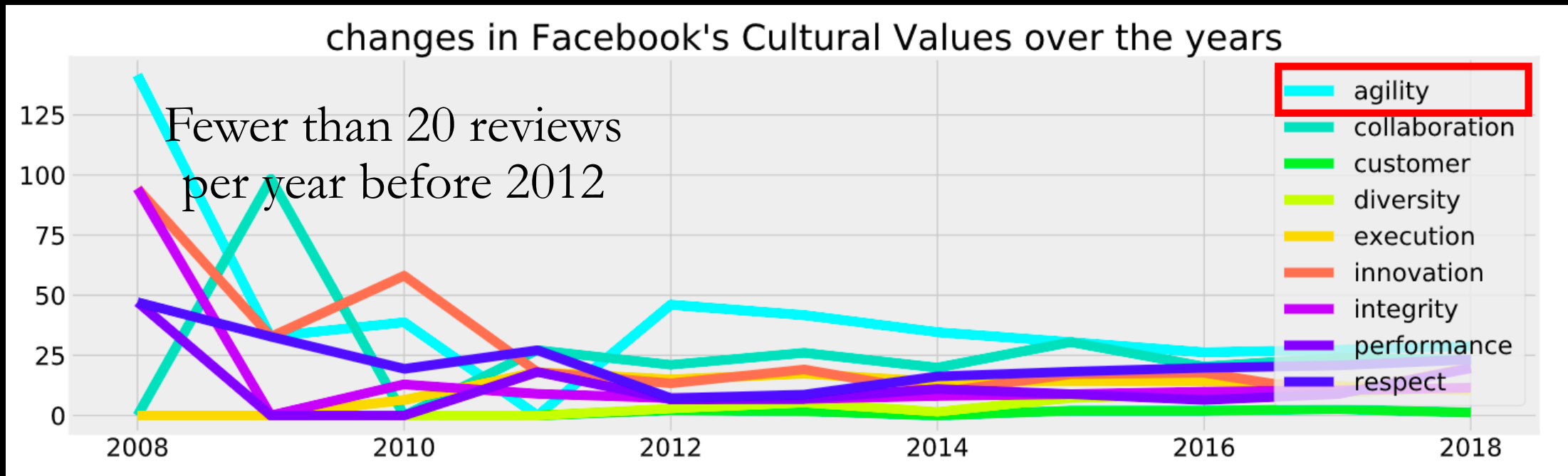
2014


changes in Microsoft's Cultural Values over the years
30
25
20
15
10
5
2008
2010
2012
2014
2016
2018
agility
collaboration
customer
diversity
execution
innovation
integrity
performance
respect

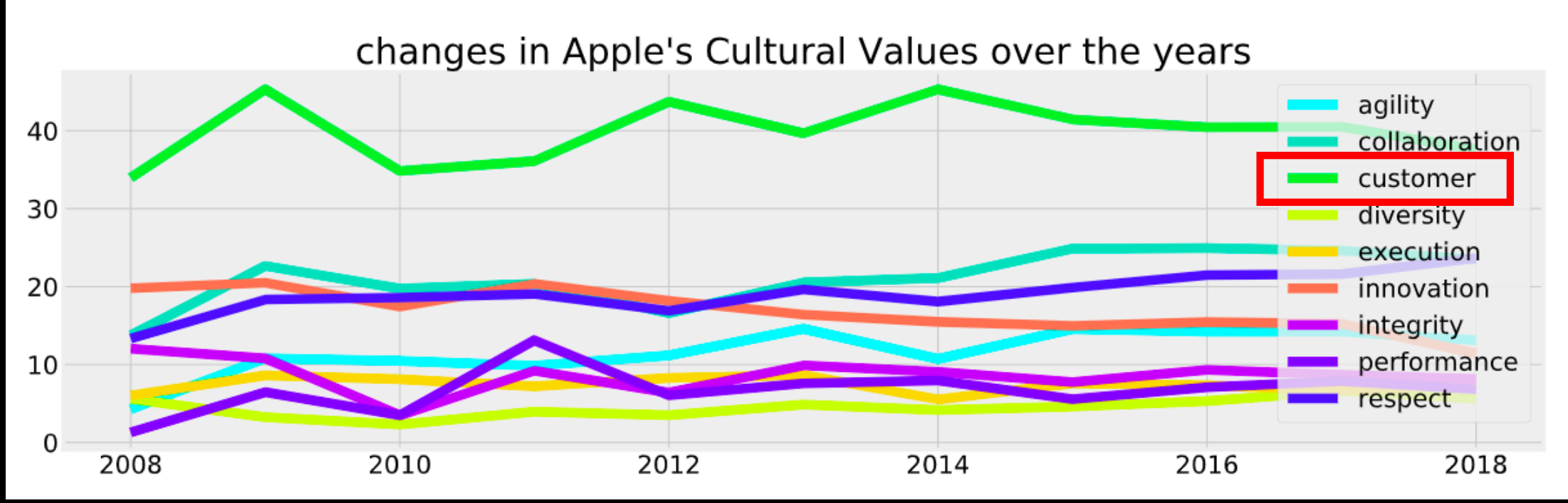

changes in Amazon's Cultural Values over the years
30
25
20
15
10
5
0
2008
2010
2012
2014
2016
2018
agility
collaboration
customer
diversity
execution
innovation
integrity
performance
respect

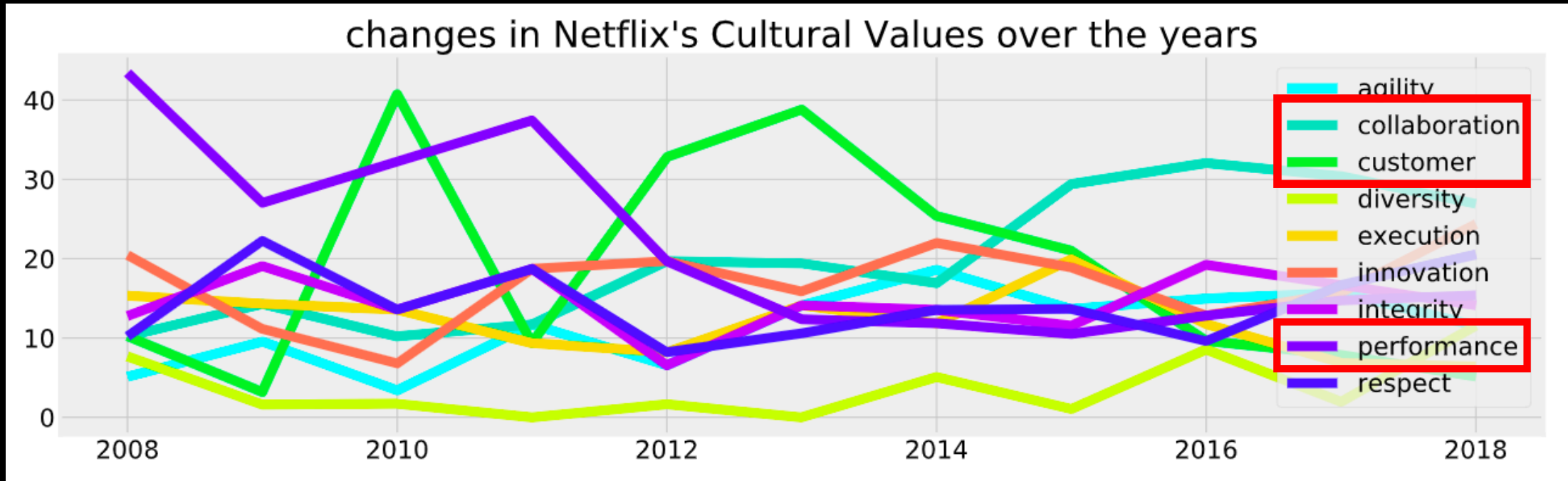
2011, 2015


changes in Google's Cultural Values over the years
0
5
10
15
20
25
2008
2010
2012
2014
2016
2018
agility
collaboration
customer
diversity
execution
innovation
integrity
performance
respect


changes in Facebook's Cultural Values over the years
Fewer than 20 reviews per year before 2012
0
25
50
75
100
125
2008
2010
2012
2014
2016
2018
agility
collaboration
customer
diversity
execution
innovation
integrity
performance
respect

2009-
2011


changes in Apple's Cultural Values over the years
0
10
20
30
40
2008
2010
2012
2014
2016
2018
agility
collaboration
customer
diversity
execution
innovation
integrity
performance
respect


changes in Netflix's Cultural Values over the years
0
10
20
30
40
2008
2010
2012
2014
2016
2018
agility
collaboration
customer
diversity
execution
innovation
integrity
performance
respect

3. Projection (2009 – 2018)

‘good’, ‘great’, ‘high’

‘bad’, ‘poor’, ‘low’

2009-10
management
culture
leadership
2011-12
management
culture
leadership
2013-14
culture
leadership
management
2015-16
culture
leadership
management
2017-18
culture
management
leadership
2009-10
management
culture
leadership
2011-12
management
culture
leadership
2013-14
culture
leadership
management
2015-16
culture
leadership
management
2017-18
culture
management
leadership
2009-10
management
culture
leadership
2011-12
management
culture
leadership
2013-14
culture
leadership
management
2015-16
culture
leadership
management
2017-18
culture
management
leadership
2009-10
leadership
culture
management
2011-12
culture
leadership
management
2013-14
culture
leadership
management
2015-16
culture
leadership
management
2017-18
culture
leadership
management

4. Classification methods

- Distinguish between reviews from 2012-13 vs 2016-17

Hypothesis:

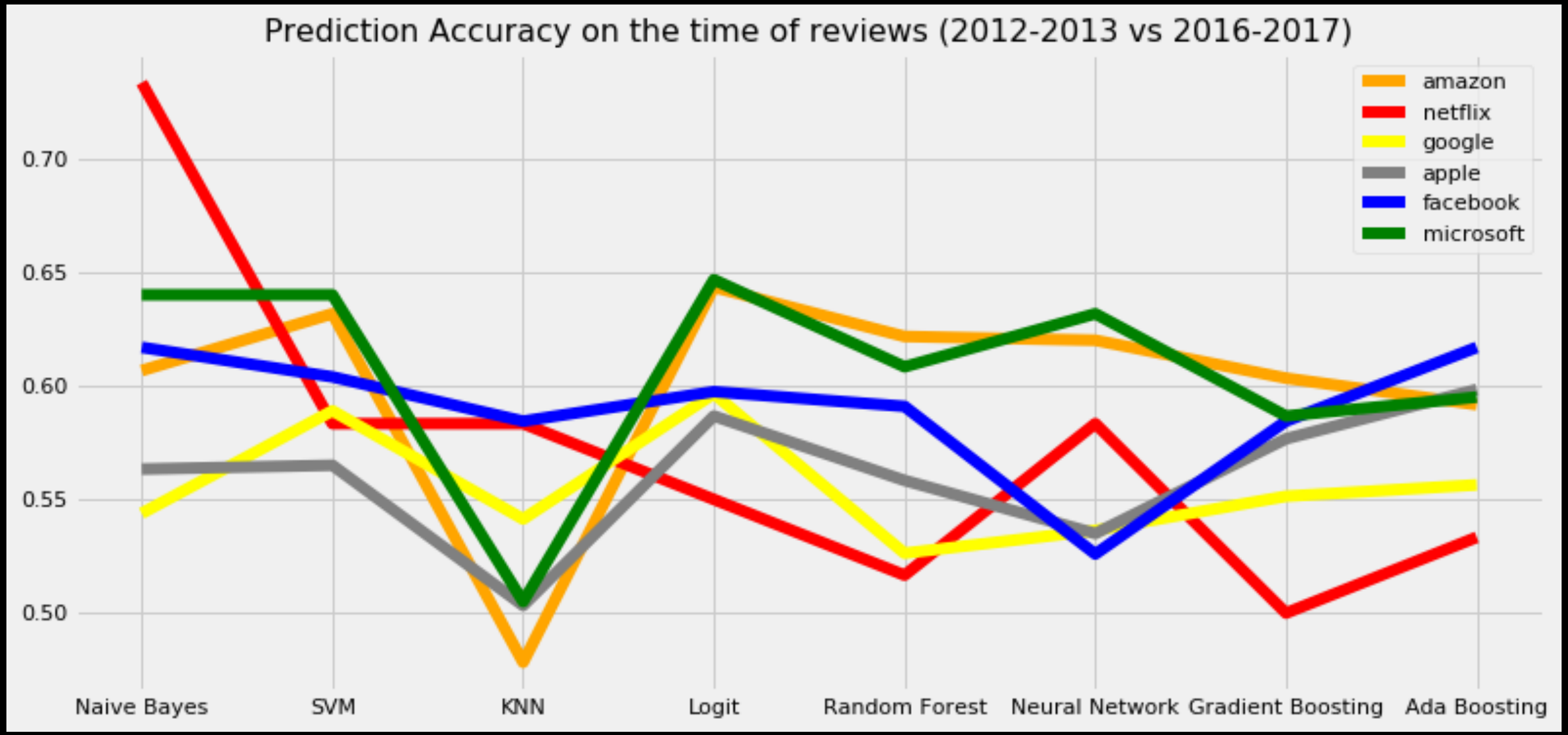
- Prediction accuracies for companies with a CEO turnover:

2014

2011, 2015

are better than for companies without a CEO turnover:

2009-2011



Does not support the hypothesis ☹

Most influential words (Naïve Bayes)

Google		Microsoft	
2012-13	2016-17	2012-13	2016-17
thing	pay	rank	hour
product	think	performance	customer
awesome	world	competitive	role
office	challenge	stack	project
feel	need	make	think
need	experience	market	support

Thank you!