Is Corporate Social Advocacy the Pathway to Gen Z Engagement? A Case Study of Amazon, SpaceX, and Trader Joe's Legal Actions Against the NLRB on Social Media

Gen Z is a generation deeply invested in social advocacy, wielding significant influence over market trends and brand loyalty. For them, societal impact is not just a bonus but a prerequisite. This generation expects brands to reflect their values and actively champion social justice and advocacy both internally and externally (Coman et al., 2022). Understanding the importance of social advocacy to Gen Z is crucial for brands seeking to engage and retain these discerning consumers. By embracing internal and external corporate political advocacy, brands can forge meaningful connections and secure long-term loyalty within this influential demographic while reaping the practical benefits of increased brand credibility, customer engagement, and sustainable growth.

Gen Z as Socially Responsible Stakeholders

Generation Z, born between 1997 and 2012, is recognized as the first "digital natives" and the most diverse generation in the U.S. with their own unique set of consumer beliefs and behaviors (Dimock, 2019; Fry & Parker, 2018). Social media plays a pivotal role in their information consumption and purchasing decisions, with nearly half of Gen Z citing social media as their primary news source and a significant majority stating its impact on purchasing decisions (ICSC, 2023). Due to their socially and environmentally conscious nature, Gen Z values brands aligned with their principles, particularly in ethical labor practices (ICSC, 2023). They actively participate in social activism and reward companies demonstrating corporate social responsibility (CSR), with increased brand equity and purchase intentions (Narayanan, 2022).

Young Americans Revitalize the Labor Movement

The resurgence of the labor movement in the U.S., marked by increased unionization efforts, finds substantial support from Gen Z, actively engaging in collective action (Milkman, 2020; Glass, 2022). Gen Z is becoming an increasingly significant segment of the American workforce, with the U.S. Bureau of Labor Statistics (2021) forecasting that Gen Z will comprise approximately 30% of the workforce by 2030. Alongside this growth in the labor population, Gen Z has demonstrated the highest approval rating for organized labor (Glass, 2022). Major strike activities have surged, reflecting the growing influence of Gen Z as consumers and labor organizers (Poydock & Sherer, 2024). Gen Z currently represents 4.4% of unionized labor and is growing alongside the increase in their workforce representation. The U.S. Bureau of Labor Statistics first included data on unionization among 18-24-year-olds in 2021, with rates at 4.1%. By 2023, this figure increased to 4.4%, showing small but significant growth (BLS, 2023).

Amazon, SpaceX, and Trader Joe's vs the NLRB

The National Labor Relations Act (NLRA) protects the rights of employees in the private sector, encourages collective bargaining within the context of U.S. law, and prevents and remedies unfair labor practices (NLRB, n.d.). In early 2024, SpaceX, Trader Joe's, and Amazon filed suits against the NLRB, challenging its constitutionality and sparking online discourse among Gen-Z consumers (Wiessner, 2024; Nesterak, 2024). These legal actions, arising from alleged unfair labor practices, underscore the tension between corporate interests and labor rights, impacting the perception of brands among young consumers.

Online Brand Image, Corporate Political Advocacy, and Consumers

As brands increasingly engage in corporate political advocacy (CPA), Gen-Z stakeholders expect alignment with their social and political values, particularly regarding internal advocacy for labor rights (Coman et al., 2022; Hydock et al., 2020). While external CSR

efforts are expected, there is a disconnect between external and internal support for CPA (Boodoo, 2016). CPA involves can be viewed as higher risk than general CSR, as potentially polarizing socio-political issues that may induce strong support and opposition from consumers' who may have contrasting beliefs (Klostermann et al., 2021). However, there is a need for companies to prioritize CPA as Gen Z continues to shape market dynamics. Understanding their expectations regarding corporate political advocacy is essential for businesses navigating the evolving consumer landscape, specifically online.

Research Questions

This study aims to analyze how Gen-Z stakeholders respond to the selected corporations' lawsuits against the NLRB and how this impacts online brand identity among young consumers. This involves comparatively analyzing the frames of the Twitter messages related to the NLRB and the Gen-Z social media users' network to understand how companies can better incorporate corporate political advocacy to connect with this new generation of consumers.

Based on prior research about labor, social media, and framing, the following research questions were asked:

RQ1a: What frames are Gen-Z social media users using to discuss corporate action (from Amazon, SpaceX, and Trader Joe's) against the NLRB?

RQ1b: How do the frames used by Gen Z in regard to the NLRB differ from other social media users?

RQ2: How do Gen-Z social media users' network cohesion and modularity contrast with those of other user groups, and how do these network characteristics influence their discourse regarding brands on social platforms?

RQ3: How did the corporations' suit of the NLRB impact Gen-Z stakeholders' perspectives on a company's brand identity?

Methods

Data Collection and Segmentation

Using Brandwatch, a social media listening platform, mentions were collected from January 1, 2024, to March 31, 2024. These dates were selected to encompass when the lawsuits were filed. Two queries were developed to collect the conversation around the National Labor Relations Board and the General Labor/Union conversation on Twitter (See Appendix 1 & 2 for queries). Both queries had respective dashboard panels and were duplicated to divide the conversations between Gen-Z and non-Gen-Z conversations. To create this segmentation, the Brandwatch Gen-Z (English) social panel was included on the Gen-Z tabs and excluded from the non-Gen-Z conversation overview. To evaluate how each conversion segment was compared based on each company (Amazon, SpaceX, and Trader Joe's), individual tags were created to represent each (See Appendix 3a-c). The NLRB query resulted in 35,443 mentions sampled at 100%, and the general labor query resulted in approximately 1.32 M mentions and was sampled at 40% due to its large size. Table 1 represents the breakdown of mentions within each category. Table 1. Mention breakdown across conversation segmentation.

NLRB Gen Z	NLRB	Labor Gen Z	Labor	Amazon Gen Z	Amazon	SpaceX Gen Z	SpaceX	Trader Joe's Gen Z	Trader Joe's
443	35k	17.25k	1.31M	79	8,484	131	14.03k	26	2,091

This study compared the total labor conversation to the NLRB conversation, however, with the focus of the case study on Amazon, SpaceX, and Trader Joe's, further analysis utilized the mentions from the NLRB query.

Network Analysis

To better understand the uniqueness of the Gen-Z consumer, their social network connectedness was accessed and compared to the network of non-Gen-Z users. Gephi, an open-source software designed for network analysis, was utilized to visualize and algorithmically sort Twitter users, thereby constructing a network representation (Groshek & Tandoc, 2017). Gephi facilitated the examination of various network characteristics, including modularity and betweenness centrality. Modularity was assessed to gauge the strength of connectedness within the network into distinct modules or communities. Additionally, betweenness centrality was computed to measure the extent to which a node acts as a bridge between other nodes in the network, elucidating the overall connectivity beyond individual communities. Moreover, Gephi was employed to generate a model network structure, illustrating the size of the network, the spatial distribution of nodes, and their interconnections. The visualization process involved individual node coloring and spatialization through OpenOrd, enhancing the interpretability of the network layout and its underlying structures (Groshek & Tandoc, 2017).

Framing Analysis

Frames, as conceptualized by Goffman (1974), are frameworks through which individuals interpret and understand social phenomena, shaping perceptions and guiding actions. In this context, frame analysis allowed for identifying, extrapolating, and categorizing critical media themes embedded within the discourse (Boone et al., 2022). Understanding the framing of discussions concerning the NLRB was crucial for discerning how various stakeholders engage with the organizations and their brand identities online. Four categories were developed to classify message topics to conduct frame analysis: (1) Pro-Union or Supporting NLRB, (2) Anti-Corporation, (3) Anti-Union or NLRB, and (4) Neutral/News Sharing. The sample consisted of 1,153 tweets obtained through the NLRB query, comprising both Gen-Z and non-Gen-Z

conversations. Retweets and quote tweets were excluded from the analysis, focusing solely on uniquely authored posts. Each post underwent manual coding by the researcher to identify and categorize the prevailing frames present in the discourse.

Table 2. Frame analysis coding scheme.

Frames Category	Description	Gen Z	Non-Gen Z
	Explicit support for unionization or the NLRB, explicitly calling for boycotts or expressing		
Pro-Union or Supporting NLRB	negative feedback on the company's action, not the brand or company as a whole	139 (60.96%)	326 (35.24%)
Anti-Corporation	Criticism of the government, capitalism, or brands or corporations as entities (not just regarding their action or lack thereof regarding labor)	7 (3.07%)	15 (1.62%)
Anti-Union or NLRB	Explicit calls for the NLRB to be ruled as unconstitutional, calling for union-busting, or encouraging the behaviors of the companies suing the NLRB or have pushed anti-labor action	8 (3.51%)	58 (6.27%)
Neutral/News Sharing	Includes the sharing of news stories or the regurgitation of facts without explicit opinion or bias	74 (32.46%)	511 (55.24%)
Not Coded	Content that had a related tag or hashtag, but its content was not related to the content or purpose of the study	0 (0%)	15 (1.62%)

Findings

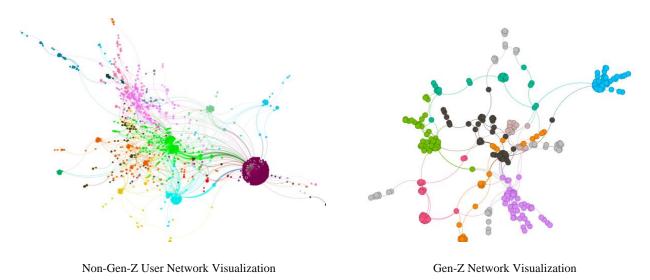
RQ1a investigated what frames Gen-Z social media users use to discuss corporate action against the NLRB. Analysis indicated that roughly 61% of the tweets by Gen Z were either prounion or supporting NLRB, compared to approximately 35% of non-Gen-Z users, indicating that it was the most prevalent frame used in the social media conversation about corporate suits against the NLRB. It was clear that Gen Z was extremely pro-union, as previous literature suggests. This included not only supporting the NLRB (i.e., "Glory to the NLRB, unionize everything"), but they also were clear that their online support translated into offline actions (i.e., "Y'all best be boycotting" and "Hey Bestie, remember TO STOP shopping @ TJ they're trying

to get rid of the National Labor Relations Board aka remove all Unions"). The second most used frame was neutral or news sharing, 32.48% of the sample. Gen Z specifically leaned into news and resource sharing within their community (i.e., "Sharing is caring. Your employer can't stop you from sharing info about your wages and working conditions."). There was minimal content that was anti-union or anti-NLRB (3.51%) or Anti-Corporation (3.07%). This may result from using the NLRB sample instead of the larger labor conversation; however, it reflects Gen Z's cohesive and connected identity that their content reflected many of the same frames and concerns.

RQ1b extrapolates on the previous question to analyze how the frames used by Gen Z regarding the NLRB differ from other social media users. As mentioned, Gen Z was focused on key messages and had an overall cohesive opinion. Other, non-Gen-Z social media users had far more diverse opinions, and the frames were more evenly distributed across mentions. Unlike Gen Z, which was more pro-union, non-Gen-Z users' mentions were primarily neutral or newsfocused (55.24%). Although there was still a vocal segment of non-Gen-Z users supporting union messaging (35.24%), there was far more diversity of opinion, with a little over 6% of users' content being anti-union or NLRB in contrast to Gen Z's 3.5%.

RQ2 focused on the network composition of Gen-Z users compared to non-Gen-Z users. Networks were analyzed to explain, alongside generational differences, why there may be more or less unanimity in opinion between groups. Analysis revealed distinct network patterns between Gen-Z and non-Gen-Z social media users. Gen-Z users exhibited lower betweenness centrality (2) and higher modularity (0.853) compared to non-Gen-Z users (betweenness centrality: 6, modularity: 0.770). These findings suggest that Gen-Z users have less influence as intermediaries between different network nodes and demonstrate more segregated network

structures. These network characteristics likely impact brand discourse on social platforms, with Gen-Z users potentially engaging in more localized, intergroup discussions compared to non-Gen-Z users. In contrast, non-Gen-Z users may play a more central and influential role in disseminating across diverse network clusters but do not have the same connectedness within the network that Gen-Z users have.



RQ3 focused on the impacts of RQ1 and RQ2, asking how Gen Z's framing and network of Gen Z impact their perspectives on companies' brand identities. Although it is difficult to assess without directly asking the population, it was clear that with their positive union perspective, the need for social justice action from brands, and their desire to mobilize towards causes on and offline, and the lack of corporate social action had seemingly negative impacts on brand identity. Therefore, if brands are to cater to or be inclusive of Gen Z audiences, it is crucial to consider their commitment to advocacy in their social media messaging.

Discussion

The study's findings underscore the distinctiveness of Gen Z's online discourse compared to previous generations. While previous research has hinted at Gen Z's community-centric

nature, this study provides empirical evidence of their cohesive online networks and proactive engagement with social and political issues. Particularly striking is Gen Z's demand for corporate accountability and advocacy for social justice causes. Unlike their predecessors, who may have passively consumed brand messaging, Gen Z actively calls for brands to align with their values and take tangible action. This presents both a challenge and an opportunity for companies seeking to connect with this demographic. On one hand, brands must navigate the complexities of corporate social responsibility and carefully consider the political and social causes they support. On the other hand, by authentically aligning with Gen Z's values, brands can build solid, loyal relationships with this influential consumer segment. The study's findings suggest that Gen Z's online discourse reflects their social and political engagement and indicates their potential to drive meaningful change in consumer behavior and corporate practices.

Limitations and Future Research

Labor issues resonate strongly with Gen Z, but they can't fully represent all social justice concerns. Therefore, further research could be beneficial for further understanding the implications and responses of Gen-Z consumers regarding other issue. However, unlike other social-political issues, labor disputes directly challenge corporate power, potentially reducing flexibility and profits which makes it an interesting case to continue to examine in regard to CPA. Corporations often resist unionization, even at the expense of shutting down operations, for example like Starbucks who have been accused of closing stores to deter unionizing (Wiessner, 2023). While some, like General Motors, eventually come to agreement and even find partnership with unions, offers an interesting new iteration of this study that could potentially focus on whether these positive labor actions repair brand perceptions and encourage positive conversation with Gen Z (White & Shepardson, 2023). With this in mind, understanding labor's

complexities is vital, but it's just one aspect of Gen Z's broader social justice landscape and for the implementation of corporate political advocacy.

Aside from conceptually, within study design there are a few overall limitations. Only Twitter was used, and even with the larger query the platform was only looking a specific section of the conversation within a specific time, therefore there are the limits the data being cross-sectional and small in sample size compared to the entirety of the labor conversation, of that conversation an even smaller sample was coded. One was researcher coded the data, therefore, there are limitations to the ability to identity and code motives and true intentions of users. The coding consisted of latent themes in which the context of scenes influenced coding decisions, thereby increasing coding subjectivity and decreasing overall generalizability.

Practical Implications and Recommendations

The study findings can guide public relations practitioners and corporate communication leadership in considering corporate political advocacy, especially internally with employee labor movements, as part of their overall communication strategies to strengthen perceptions of overall brand image and loyalty among a young social-justice-focused generation of consumers (Coman et al., 2022).

When discussing the potential integration of embracing social issues such as unionization in communication planning, the following takeaways are suggested as a result of this study:

(1) **Proactive Advocacy.** Take a proactive stance on social justice issues. Gen Z expects brands to actively support causes such as workers' rights, environmental sustainability, and racial justice. Consider integrating advocacy initiatives into brand campaigns and communications strategies to resonate with Gen Z's values.

- (2) Transparency and Accountability. Be transparent about company policies and practices. Gen-Z values transparency and expects brands to be accountable for their actions. Communicate openly about corporate social responsibility efforts, including internal policies such as diversity and inclusion initiatives and support for labor unions.
- (3) Engagement with Community. Foster community engagement and participation. Gen Z is highly community-oriented and values connections with like-minded individuals. Create opportunities for Gen-Z consumers to engage with the brand and each other through social media campaigns, forums, and events centered around shared interests and causes.
- (4) **Prioritize Authenticity**. Authenticity is paramount for connecting with Gen Z. Ensure brand messaging reflects genuine values and actions. Avoid greenwashing and performative activism, opting instead for sincere engagement and transparent communication. Embrace open dialogue and feedback to foster trust and credibility. By prioritizing authenticity, brands can forge meaningful connections with Gen Z and stand out in the marketplace.

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Appendix

1. NLRB Query Setup

```
("National Labor Relations Board" OR NLRB OR #NLRB OR author:NLRBGC OR author:NLRB OR

@NLRB OR @NLRBGC OR ((subreddit:WorkersRights OR Union OR Unions OR WorkReform OR

WorkersStrikeBack OR antiwork OR UnionSolidarity OR LateStageCapitalism OR USAJobs) AND (NLRB

OR "National Labor Relations Board")))

NOT ("labor party" OR "australia" OR "Poilievre" OR "kerala")
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2. General Labor Query Setup

("Labor Union" OR "trade union" OR unionization OR "workers rights" OR "labor relations" OR "labor rights" OR #union OR #laborunion OR #boycott OR #laborrelations OR "Collective bargaining" OR #solidarity OR "Workers' solidarity" OR "Labor activism" OR author:MorePerfectUS OR author:SolidarityCntr OR author:AFLCIO OR author:labornotes OR author:jwjnational OR (subreddit:WorkersRights OR Union OR Unions OR WorkReform OR WorkersStrikeBack OR antiwork OR UnionSolidarity OR LateStageCapitalism OR USAJobs))

NOT ("UK trade union" OR "labor party" OR "australia" OR "Poilievre" OR "kerala" OR "labor and delivery" OR "Labor pains" OR "Labor Day" OR "strike out" OR "soviet union" OR "state of the union" OR "state of our union" OR "state of union" OR "union minister" OR "european union" OR "child labor" OR "drone strike" OR "drone strikes" OR "air strike" OR "air strikes" OR "Union Station" OR "Union Square" OR "Union Bank" OR "Union Jack" OR "Lightning strike" OR "Strike gold" OR "union hall" OR "union army" OR "missile strike" OR "missile strikes" OR "hunger strike" OR "prison labor" OR "labor of love" OR "Russian strike" OR "russian strikes" OR "strike week" OR "credit union" OR "african union" OR #strikeforpalestine OR #freepalestine OR #strikeforgaza OR #gaza OR #palestine OR #globalstrike OR Palestine OR Israel OR Russia OR Ukraine OR #shutitdown4palestine OR #ceasefire OR #ceasefirenow OR "Free Palestine" OR #StrikeAgainstThe4 OR #Hamas OR Hamas OR Gaza OR "Oxford Union" OR Russian OR Netanyahu OR "Counter-Strike" OR IDF OR "Israeli Strike" OR Israeli OR "Father Sadashiv" OR "strike on my opponent in battle" OR IRAN OR #IRAN OR Bisan OR #BISAN OR "Bisan from Gaza" OR "Bisan has Called" OR "cheap labor" OR "Clock Strikes Midnight" OR "Goldy Brar" OR "Happy New Year" OR "New Years" OR "Military Objects" OR #smackdown OR #auspol OR #beststudytips OR #daoverse OR #vijay OR #manipurkukizogenocide OR #meitei OR meitei OR #meiteiwar OR #meiteiwarcrimes OR #Unionterritory4kuki_zo OR #mcimun OR #5daysbanking OR #mancity OR mancity OR #kuki_zo OR #cabinetdecision OR #collectunited OR yemen OR #yemen OR #viksitbharatbudget OR #budget2024 OR #sotu OR #helluvabossstriker OR #doaverse OR #emiratesFACUP OR "slave Labor" OR "manual labor" OR "strike rate" OR "global strike" OR "sports Illustrated" OR "forced labor" OR "junior doctors" OR Occupation OR "Israeli Occupation" OR "Union Home Minister" OR "Union Home Minister" OR #crypto OR #bitcoin OR #discord OR #AmitShah OR #JammuAndKashmir OR #electoralbonds OR #electoralbondscase OR

#IndiaTodayConclave24 OR #myanmar OR "BJP" OR "labour" OR "india" OR "scotland" OR UK OR "Gabrielle Union" OR "New York Gov." OR "New York Governor" OR "Kathy Hochul" OR "Western Union")

3. Brand Tags

a. Amazon Tag

amazon OR @amazon OR @amazonnews OR @amazonlabor OR #amazon OR @PrimeVideo OR #amazonprime OR @Shut_downAmazon OR #amazonlabor OR #amazonlaborunion OR author:amazon OR author:amazonnews OR author:amazonlabor OR author:Shut_downAmazon OR #ALU OR author:AmazonUnionKCVG OR author:amazoncause OR author:DerrickPalmer_ OR #AmazonStrike OR subreddit:AmazonFC OR subreddit: FSCAmazon OR subreddit: AmazonDS

b. SpaceX

"Space X" OR SpaceX OR "Elon Musk" OR Musk OR @SpaceX OR @elonmusk OR author:SpaceX OR author:elonmusk OR #SpaceX OR subreddit: spaceXLounge OR subreddit: SpaceX

c. Trader Joe's

"trader Joe's" OR "trader Joes" OR "traderjoes" OR "trader joes united" OR "trader joes union" OR @TJoesOfficial OR @TraderJoesUnite OR @TraderJoesUnion OR author:TJoesOfficial OR author:traderjoesunited OR author:traderjoesunion OR #thecrewunited OR subreddit: tjcrew OR subreddit: traderjoes