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CEO'S DIGITAL IDENTITY: PORTUGAL AND THE IBERO-AMERICAN REALITY

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Executive summary

We live in an era in which people are the main protagonists of digital conversations. Social networks have given a voice to thousands of citizens who make up the stakeholders of organizations and who are capable of causing significant changes in the actions of businesses and governments. In light of this reality, CEOs (Chief Executive Officer) and executives throughout the world have realized that discussions about their companies take place, and will continue to take place, regardless of their wishes. However, not everyone has realized that they can take advantage of the digital world's power by participating in the dialog in order to disclose relevant information and help establish public opinion.

In this day and age, when it is extremely easy for people to contact each other and information travels quickly, there are two factors that play an essential role in whether business leaders will definitively enter the digital world. The first is the need for organizations to convey their human and social side in response to a growing consumer demand for reliability, identification, and transparency, before they purchase goods and services. The second is the fact that the senior executives of companies must be the most credible and trustworthy representatives of those entities.

The aim of this research and analysis is to understand whether in this constant digital evolution, which goes far beyond technology, business leaders are ready to adopt an increasingly social profile and to actively participate in online discussions. This study analyzes the Digital Identity of the CEOs and executives of leading companies in Portugal, Spain, and Latin American nations. Using the LLORENTE & CUENCA Map of Power methodology, a Social Network Presence and Influence Index has been calculated for each CEO or Executive, in accordance with each person's presence on sites such as Wikipedia, Twitter, LinkedIn, Blogs, websites (personal and corporate), Google (search results), Google News, and YouTube. In addition, indicators such as Twitter mentions, number of followers, retweets, and inlinks for personal assets on the web have also been used.

Do CEOs and executives have an active presence in social networks? Are they positioning themselves strategically in the digital world so as to generate internal and external benefits for their companies?

What channels do they use the most to communicate with stakeholders? Are they influential? Are they viewed as opinion leaders? What is the Digital Identity level of the leaders of companies in Portugal compared to that of other countries? *The CEO's Digital Identity: Portugal and the Ibero-American* reality study serves as the starting point for analyzing the evolution in the presence and participation of Ibero-American executives in digital environments by addressing these and other questions.

MAIN RESULTS IN PORTUGAL

- The Digital Identity of executives in Portugal is still in the early stages because all the subjects analyzed have a Social Network Presence and Influence Index below 30.
- As occurs in other countries, the online presence of executives in Portugal is higher than their influence in social networks. Only 11% have no online presence altogether.
- 55% of Portuguese leaders appear in their company's website and 55% have a personal page on LinkedIn, but only 6% have a Wikipedia entry and 2% have a Twitter account.
- In the past year, 59% of executives appeared in Google News, of which 39% were mentioned in 11 or more news articles during the analyzed period.
- 43% of executives have their own digital assets in the first two pages of Google.
- YouTube is not a commonly used channel for finding content related to top executives in Portugal, and only 10% appear in the results of this social network.
- The average presence and influence index for the top 10 Portuguese executives is 21.86, which is lower than the results for the other countries analyzed, such as Spain (71.06), Mexico (57.00), and Ecuador (50.32), among others.



Leaders? Yes. But not in the digital world (yet)

Ana Gil, Senior Consultant
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“Executives may not be influential yet, but they have had a digital presence for a long time”

“Above all, a ‘digital executive’ is an extremely valuable instrument when discussing proximity - which is essential in the current ‘hyper-transparency’ reality”

How are the influence and power of executives reflected on the Internet? This is a question for which LLORENTE & CUENCA has used its Map of Power methodology in an attempt to provide hints for an answer and that, for the first time, also describes the reality of Portuguese executives.

The results of this comparative analysis establish two realities that must be highlighted. The first is the overall low digital presence and influence indexes of Ibero-American executives, and the second is the disparity between Portugal and countries such as Spain, Mexico, Argentina, Colombia, and Peru.

The first point basically reflects a belief that is still firmly rooted in corporate communication, which is that having a leader with a presence and influence in social networks can be fairly risky and damaging for the company’s reputation. The consequences we are witnessing of not having a strategy to build the identity of executives have helped discourage leaders from immersing themselves in the online world. However, recent studies and best business practices have shown that being present and strategically participating in these environments can result in internal and external benefits for the entire organization. An example is the case of the Virgin Group and its founder, Richard Branson, who is capable of being connected on Twitter with more users than his own company!

The second conclusion is additional proof of the conservatism that exists in how the communication of Portuguese leaders is managed, either due to a lack of knowledge about the features of new digital tools or skepticism about the credibility of these new social spaces. In other countries there is a clear change in the perspective of new environments, passing from a commercial focus to a social or human focus, but this reality is still making its way in Portugal. The truth is that this is an opportunity for companies interested in taking a step forward in their digital influence and presence. A CEO is a company’s main spokesperson, and this person’s digital identity can be a clear advantage in conveying and humanizing the corporate mission, as well as an essential asset for the brand and a source of inspiration (on an internal and external level) for the company. Above all, a ‘digital executive’ is an extremely valuable instrument when discussing proximity - which is essential in the current ‘hyper-transparency’ reality - in order to easily reach the company’s stakeholders through a tweet or a post...



One thing is true: Executives may not yet be influential, but they have had a digital presence for a long time, either deliberately or through third-party references. This is the major paradigm shift that has taken place in the digital age. Although the digital presence of Portuguese leaders is primarily due to the fact that they are 'conversation topics', it is also important to analyze the indicators of this study on the deliberate participation of Portuguese executives, in which 55% of leaders appear in corporate websites, 54% have a LinkedIn profile, only 6% have a Wikipedia entry, and a mere 2% have a Twitter account.

One thing that stands out when these results are analyzed is that the digital identity concept continues to be left to chance. At a time when reliability, reputation, transparency, and the social side of organizations are more important than ever, it seems that an opportunity is wasted. The new ways of socializing have given a voice to thousands of citizens and consumers who form part of the stakeholders of organizations and who put to test, on a daily basis, the existing forms of power.

As individuals, we place more trust in other individuals than in institutions. Certain leaders have already understood this and focused their communication in one-to-one relationships. Politicians, opinion leaders, athletes, artists, businesspeople, and consumers are taking advantage of the new alternatives available to remain in contact and to influence the communities they a part of.

Politicians are perhaps the best example of how to use a digital identity to promote a political campaign or to generate sympathy and closer relationships with voters. In Portugal, although to a lesser degree (but just as interesting), an example is how digital identity is used to exercise pressure and opposition to the group currently in power...

Shifting back to organizations, in a context in which an increasing level of trust is placed on individuals, leaders who understands the value of their digital identity can actually make a difference in how the company's reputation is managed.

Table 1. TOP 25 Portugal

PORTUGAL			
GLOBAL POSITION	NAME	COMPANY	PRESENCE + INFLUENCE INDEX
208	Ronald den Elzen	S. Central de Cervejas	26,44
230	Fernando Pinto	TAP	25,00
267	Violeta Ciurel	Axa Portugal	23,41
295	António Mexia	EDP	21,88
335	Jorge Ponce de Leão	Ana Aeroportos de Portugal	20,31
336	Jorge Tomé	Banif	20,31
337	Licínio Pina	Crédito Agrícola	20,31
338	José de Matos	Caixa Geral de Depósitos	20,31
339	António Ramalho	Infraestruturas de Portugal	20,31
340	Carlos Gomes da Silva	Galp	20,31
341	Paulo Pereira da Silva	Renova	20,31
343	João Abecasis	Unicer	20,31
398	Rui Miguel Nabeiro	Delta	18,75
399	Diogo da Silveira	Portucel Soporcel	18,75
400	Mário Vaz	Voldafone Portugal	18,75
406	Nuno Amado	Millennium BCP	18,75
407	Eduardo Stock da Cunha	Novo Banco	18,75
408	Carlos Tavares	PSA Peugeot Citroën	18,75
409	Paulo Azevedo	Sonae	18,75
516	Salvador de Mello	José de Mello Saúde	15,63
517	António Melo Pires	Volkswagen Autoeuropa	15,63
518	Vitor Virgínia	MSD Portugal	15,63
608	António Portela	Bial	14,06
613	José Félix Morgado	Grupo Montepio	14,06
633	Francisco Lacerda	CTT	14,06



CEO's digital identity: Portugal and the Ibero-American reality

Developing Ideas presents the *CEO's Digital Identity: Portugal and the Ibero-American reality* study. Framed in a global research, this study reveals, for the first time, the presence and digital influence of the most prominent CEO's belonging to major companies in Portugal, Argentina, Brazil, Chile, Ecuador, Spain, Colombia, Mexico, Panama, Peru and Dominican Republic.

Table 2. TOP 10 overall

GLOBAL				
POSITION	NAME	COUNTRY	COMPANY	PRESENCE + INFLUENCE INDEX
1	Martin Varsavsky	Spain	FON	90,61
2	Inés Temple	Peru	LHH-DBM	85,84
3	Elena Gómez Pozuelo	Spain	Adigital	76,90
4	Arturo Elias Ayub	Mexico	Telmex	75,49
5	Jesús Encinar	Spain	Idealista	75,15
6	Carlos Domingo	Spain	Telefónica I+D	73,90
7	Luiza Helena Trajano	Brazil	Magazine Luiza	72,39
8	Alfonso Prada Gil	Colombia	Sena	70,88
9	Rogelio Frigerio	Argentina	Banco Ciudad	70,63
10	Ana María Llopis	Spain	DIA	70,51

Overall conclusions

- The digital presence and influence of CEO's and executives in Ibero-America is low. Of the more than 1,100 subjects studied, only 11% would approve the digital presence exam and 4% would pass the digital influence test;
- On the other hand, considering the total amount of analyzed profiles, women seem to be more willing to properly implement their digital presence and use their influence in social networks, although only 26% of the ranking's first 50 profiles are women;
- The indicator with the best results is the one for the presence of CEO's and executives in their company's website, in which 70% are present. On the other hand, it is alarming that the remaining 30% are not yet present in their company's website;
- The influence of CEO's and executives is much lower than their digital presence because their social network activities and the creation of web content and personal blogs are less efficient than implementing the corresponding digital identity;
- Less than 3% of the individuals studied have a personal web page or blog;
- When it comes to the most used channels, there are some important variations: Twitter is the most used channel in Spain (with 42% of the leaders registered), LinkedIn is dominant in Panama (almost 80% of the executives are in this social network) and Wikipedia is the most used in Chile (where 39% of the leaders have entries);
- 42% of the individuals studied in Spain have a Twitter account, and 12% have a personal blog or website. 79% of Panamanians are present in LinkedIn, and 39% of Chileans have a Wikipedia entry;
- The countries whose CEO's and executives have the best social network presence are, in decreasing order: Spain, Mexico, the Dominican Republic, Ecuador, Colombia, Peru, Argentina, Chile, Brazil, Panama, and Portugal. Of those analyzed, 65% are positioned in Google searches, but only 19% are in YouTube searches.



“The final list included 1,158 executives, whereas in Portugal it were analyzed 100 profiles”

Methodology

UNIVERSE AND SCOPE

CEO's and executives from the leading companies in Portugal, Argentina, Brazil, Chile, Colombia, the Dominican Republic, Ecuador, Mexico Spain, Panama and Peru.

In Portugal it were taken into account the following ratings:

- Exame 500 Maiores & Melhores 2014;
- Exame Banca & Seguros 2014.

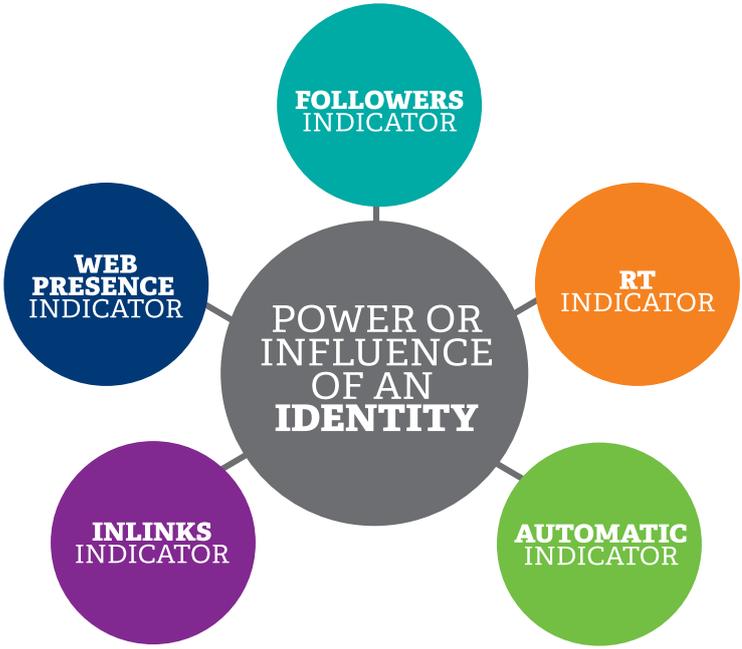
FIELD WORK

The final list included 1,158 executives, whereas in Portugal it were analyzed 100 profiles.

TECHNIQUE

Only individuals who completely identify themselves in social networks using their real name have been included.

- The Presence Index refers to the presence in social networks and online spaces such as Wikipedia, Twitter, LinkedIn, blogs, personal/corporate websites, Google search results, YouTube, and Google News.
- The Influence Index includes the number of Twitter mentions.
- The number of followers, the number of retweets (RT), the influence on automatic indicators, and the number of inlinks for the personal assets on the Internet.
- The Social Network Presence and Influence Index is composed of an algorithm that considers all the aforementioned indicators. These indicators are dynamic and can sometimes change quickly. The data for this study was collected in July 2015.



LLORENTE & CUENCA

LEADING COMMUNICATION CONSULTANT IN SPAIN, PORTUGAL AND LATIN AMÉRICA

LLORENTE & CUENCA is the **leading Reputation, Communication and Public Affairs management consultancy** in Spain, Portugal and Latin America. Our team comprises **20 partners and 370 professionals**, who provide strategic consultancy services to companies in all business sectors with operations targeted at the Spanish- and Portuguese-speaking markets.

Currently, LLORENTE&CUENCA is present in **Argentina, Brazil, Colombia, Chile, Ecuador, Spain, Mexico, panama, Peru, Portugal and Dominican Republic**. LL&C services are also available through our affiliated companies in **EUA, Bolivia, Paraguay, Uruguay and Venezuela**.

Our international development earned us the 56th position on **the Global Ranking of the most important communication companies in the world** in 2015 – a leader board drawn up by The Holmes Report.

In 2014, it was acknowledged with thirty five awards, among which was the one for Consultant of the Year in Latin America and Europe (International Business Awards), Iberian Consultant of the Year (EMEA SABRE Awards) and Best Communication Consultant of Peru (ANDA Awards).

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