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LLORENTE & CUENCA

# POWER MAP OF THE PANAMA NETWORK

September 2016

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## About the Power Map of the Panama Network

The Internet has allowed us to choose the what, when, and where aspects of the content we consume. In addition, social media has given us the possibility to follow the ones we consider being the new social leaders: the leading authorities on a topic and the most popular individuals. As a result, they are slowly becoming references, sources of information, and even new media outlets. They are becoming **influencers**.

However, generating and maintaining influence in this competitive environment of information overload<sup>1</sup> is a challenge. The Power Map of the Panama Network

is the first study that aims to identify the people who have been able to successfully create and manage digital influence in Panama. To do so, we have assessed the digital presence of journalists, athletes, politicians, CEOs, and celebrities in Panama.

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<sup>1</sup> [https://es.wikipedia.org/wiki/Sobrecarga\\_informativa](https://es.wikipedia.org/wiki/Sobrecarga_informativa)

**The Power Map of the Panama Network is the first study that aims to identify the people who have been able to successfully create and manage digital influence in Panama**



# Methodology

## COLLECTING AND INTERPRETING INFORMATION

Data on the digital identity of the individuals was collected in June 2016. This data was classified and interpreted in July 2016.

## SAMPLE ANALYZED

This investigation used a sample of 395 individuals made up of journalists, athletes, politicians, CEOs, and celebrities in Panama.

- **Journalists: 110 digital identities**
- **Athletes: 90 digital identities**
- **Politicians: 71 digital identities**
- **CEOs: 19 digital identities**
- **Celebrities: 105 digital identities**

## HOW THE INFLUENCE INDEX WAS OBTAINED

### Environments analyzed

Two environments were selected on which to base a person's influence in the Internet:

- **Web environment, represented by the web assets (sites, blogs, and other elements) as the space in which all of a company's content converges in the Internet.**
- **Twitter is the main conversation and influence channel in the Internet because content is generated and information is broadcast instantaneously**

### Indicators for measuring influence

In the development of this study, four indicators were taken into consideration based on the analysis environments described above. Each one was rated with a minimum score of zero and a maximum of 100. The total influence index is obtained by calculating the average score of the four indicators.

Figure 1. Analysis environment

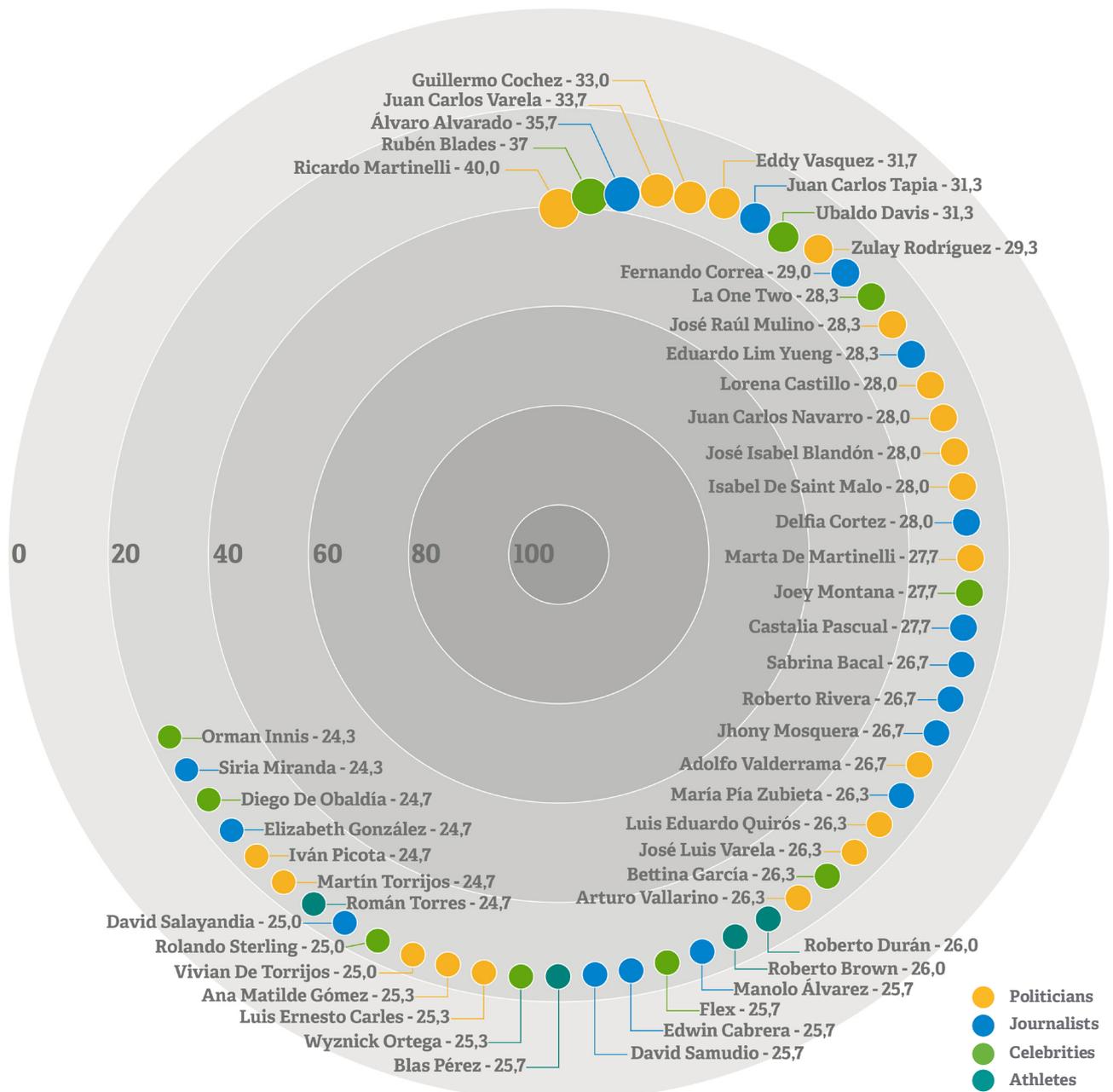
<b>WEB ENVIRONMENT</b>	<b>Number of incoming links:</b> Determines the degree to which the content of a person's website or blog is well positioned in the Internet. It also indicates how long this information remains over time. This metric is obtained using search engine optimization (SEO) validation tools.		
<b>TWITTER ENVIRONMENT</b>	<b>Number of followers:</b> The number of followers is the top influence indicator. It determines the approximate reach of the messages of the account being analyzed. This metric is directly obtained from the person's Twitter profile.	<b>Number of retweets (RTs):</b> This is the main element that shows a company's influence over its followers. The higher the number of retweets, the stronger the credibility and the greater the reach of the content. This metric is obtained using a paid tool.	<b>Influence with automatic parameters:</b> Determined using the automatic algorithms of a tool selected by LLORENTE & CUENCA that makes it possible to verify the other indicators.

Source: own elaboration



# Top 50

Figure 2. Power Map of the Top 50 in Panama



Source: own elaboration



# Main conclusions

## 1. Millennials are no longer on Twitter

When the mothers of millennials got on Facebook, millennials switched to a different social media: Twitter. Now that their mothers are on Twitter, millennials prefer to share their content on Snapchat and Instagram. This is shown by the results of the Top 50, in which only one influencer, Diego De Obaldía, is under 30 and belongs to this generation.

## 2. Information is the main source of influence

The Top 50 is primarily made up of politicians. This group holds 40 % of the top positions, followed by journalists (32 %). This seems to indicate that most Panamanians tend to obtain information on the nation's latest events from generators of news (politicians) or the journalists who share the news.

## 3. CEOs are not managing their influence in the network

Executives from the leading local business groups and SEM representatives in Panama are noticeably missing from the ranking. Many do not have an active digital presence. Only 19 CEOs with active profiles were found in social media, and none broke into the Top 50.

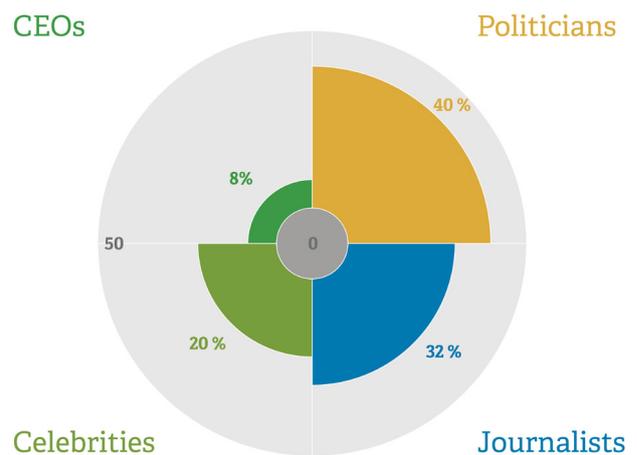
## 4. Offline popularity has an impact on online influence

The Top 50 is primarily made up of opinion leaders, politicians, journalists, and TV presenters who have managed to transfer the popularity they have gained in the "offline world" into their digital channels and presence.

## 5. Athletes do not live on Twitter

Most active athletes are millennials and therefore prefer social media alternatives that are more visual, such as Instagram or Snapchat. They can share behind-the-scenes videos and photos of their professional and personal lives, and this content generates a high degree of interaction with their followers, who view them as celebrities.

Figure 3. Distribution of the Top 50



Source: own elaboration

The Top 50 is primarily made up of politicians. This group holds 40 % of the top positions



## Trends by category

### JOURNALISTS

#### **If content is King, then information is Queen**

Journalists, who occupy 30 % of the ranking, make up one of the most popular categories in the Top 50. This seems to indicate that Panamanians want to stay on top of the nation's latest events, and they value the instantaneous nature of Twitter in order to access real-time information of the events that generate news.

#### **Álvaro Alvarado, news anchor, influencer, digital media**

His 26-year journalism career and the popularity he has gained during that time are reflected in his strong digital influence. His role as the anchor of one of the nation's most important news bulletins without a doubt had a direct impact on his instant popularity in the online world. His profile is flooded with mentions containing tips, reports, and announcements that sometimes result in news, transforming Álvaro's Twitter account into a media outlet.

#### **TVN Media is the leader for news and sports**

TVN Media is the leading digital influencer for news thanks to the social media popularity of its primary TVN journalists, including Eduardo Lim Yueng, Castalia Pascual, Sabrina Bacal, Elizabeth González, and Siria Miranda, who are all ranked in the Top 10 journalists.

They also have influential profiles in the sports world, with four of the leading sports commentators and journalists: Jhony Mosquera and Roberto 'Datitos' Rivera are at the top of the ranking, while David Salayandia and Ricardo Icaza round out the Top 20.

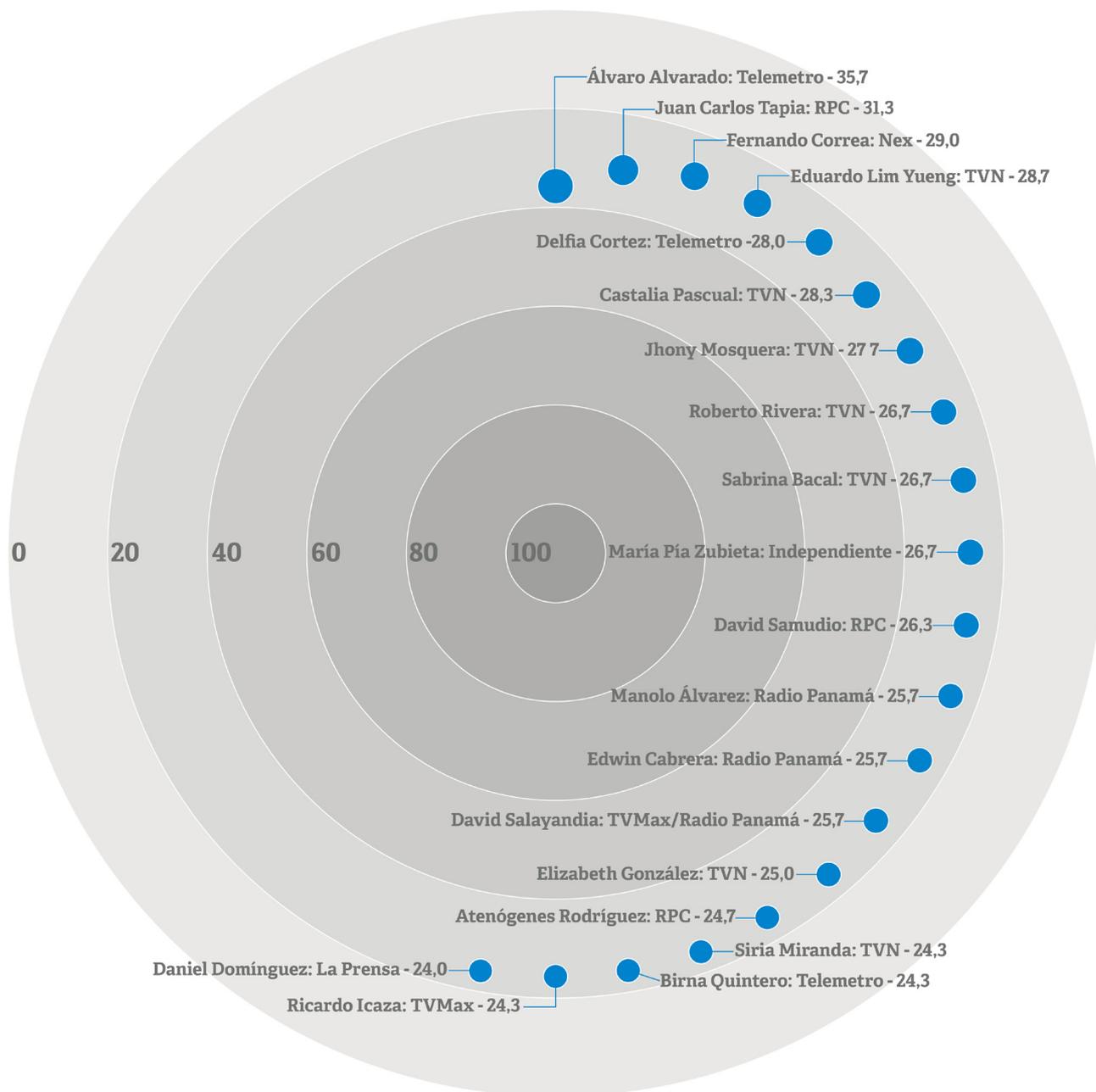
#### **Radio Panama**

This is the nation's only news station with journalists who are strongly influential in social media. Influencers such as Manolo Álvarez and "El Profe" Edwin Cabrera are the most influential radio journalists, followed by David Salayandia, who is the leading radio journalist for sports matters.

**Panamanians want to stay on top of the nation's latest events, and they value the instantaneous nature of Twitter**



Figure 4. Power Map of journalists in Panama



Source: own elaboration



## ATHLETES

### **Durán, KO inside and outside the ring**

Roberto “Manos de Piedra” Durán has undoubtedly been a symbol of pride for all Panamanians. However, his recent involvement in television shows such as Los Durán (a reality show about him and his family), Calle 7 VIP (skills contest), and the premiere of the Hollywood film Hands of Stone repositioned him in the limelight, especially with the generations who never saw him fight in the boxing ring. Once again, this shows how a person’s offline popularity is able to quickly boost their online influence.

### **Passion for football**

Due to the nation’s sports history and traditions, baseball is the sport that has roused the masses and filled stadiums in Panama for a number of generations. However, the rising popularity of football in the country has brushed aside baseball and allowed football to assume the position it holds throughout the world: first.

This change is apparent in the Top 20 for sports, in which the highest positions belong to the most important members of the national football team.

### **Edward, noticeably absent from the Top 20 for sports**

Despite being the favorite to bring home a medal at the recent Rio Olympic Games, Alonso Edward is not among the leading digital influencers for sports. His lack of Twitter activity (due to his preference for Instagram) and his infrequent posts keep him from being perceived as a source of sports information by his followers.

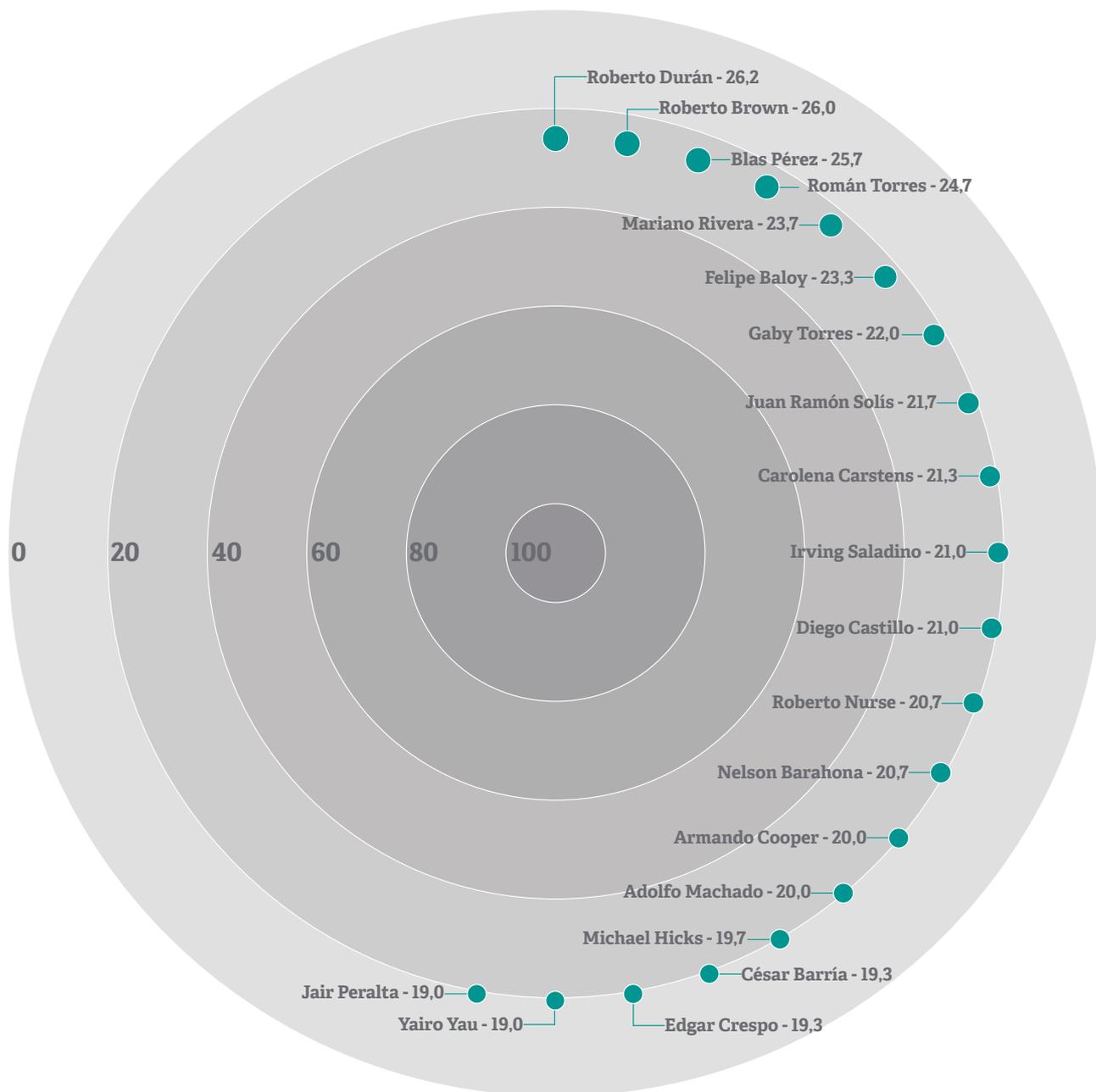
### **Former Olympic Athletes**

The Top 20 includes two former Olympic athletes, Irving Saladino and Diego Castillo. They remain active in the sports world and people follow them in order to stay up to date on the matter. Irving Saladino is a long jump specialist who won a gold medal at the 2008 Olympic Games in Beijing. Diego Castillo is a former Olympic swimmer, vice president of Panama’s association of athletes (AATLEPA), a sports columnist for El Siglo, and a sports idol for his followers.

**Rising popularity of football in the country has brushed aside baseball and allowed football to assume the position it holds throughout the world: first**



Figure 5. Power Map of athletes in Panama



Source: own elaboration



## POLITICIANS

### **Ricardo Martinelli, absent in the country, but present in social media**

The former president of the Republic holds the top position in the Top 10 for politicians. Although he is no longer the nation's leader and he is the focus of numerous investigations for alleged irregularities during his presidency, due to the frankness of his tweets, his content spurs conversations and news because it is replicated by national media outlets and opinion leaders.

### **The President is one of the leading influencers**

President Juan Carlos Varela is right behind his predecessor and holds the second position in the Top 20 for politicians. Varela generates a large number of mentions on a daily basis, and most result in interactions with many followers, making him one of the most influential profiles in the country. However, he has not been able to obtain the leading position.

### **The First Ladies are present**

The nation's First Lady, Lorena Castillo, is in the Top 10 and she has also surpassed her predecessors, the former First Ladies Marta de Martinelli and Vivian de Torrijos. Although Marta and Vivian are no longer in this role, they continue to be extremely popular profiles in the political arena and are within the Top 20.

### **The Panamanian Party is the main party**

The Panamanian Party does not hold the majority in the National Assembly, but it holds the highest position in the Top 20. This party is at the top of the ranking for this category thanks to popular profiles such as President Juan Carlos Varela, the mayor of the capital José Isabel Blandón, and the legislators and ministers of that party. The PRD is at a close second, followed by the CD.

### **Legislators are at the top**

The Legislative Body is the leading digital influencer, with 30 % of the Top 20. The PRD legislator Zulay Rodríguez holds one of the top five positions, followed by the Panamanian Party members Adolfo Valderrama, Jose Luis Varela, and Luis Eduardo Quirós, and the independent legislator Ana Matilde Gómez. The nation's ministers and former ministers hold the second position in the politics category, which is led by the former Minister of Security José Raúl Mulino.

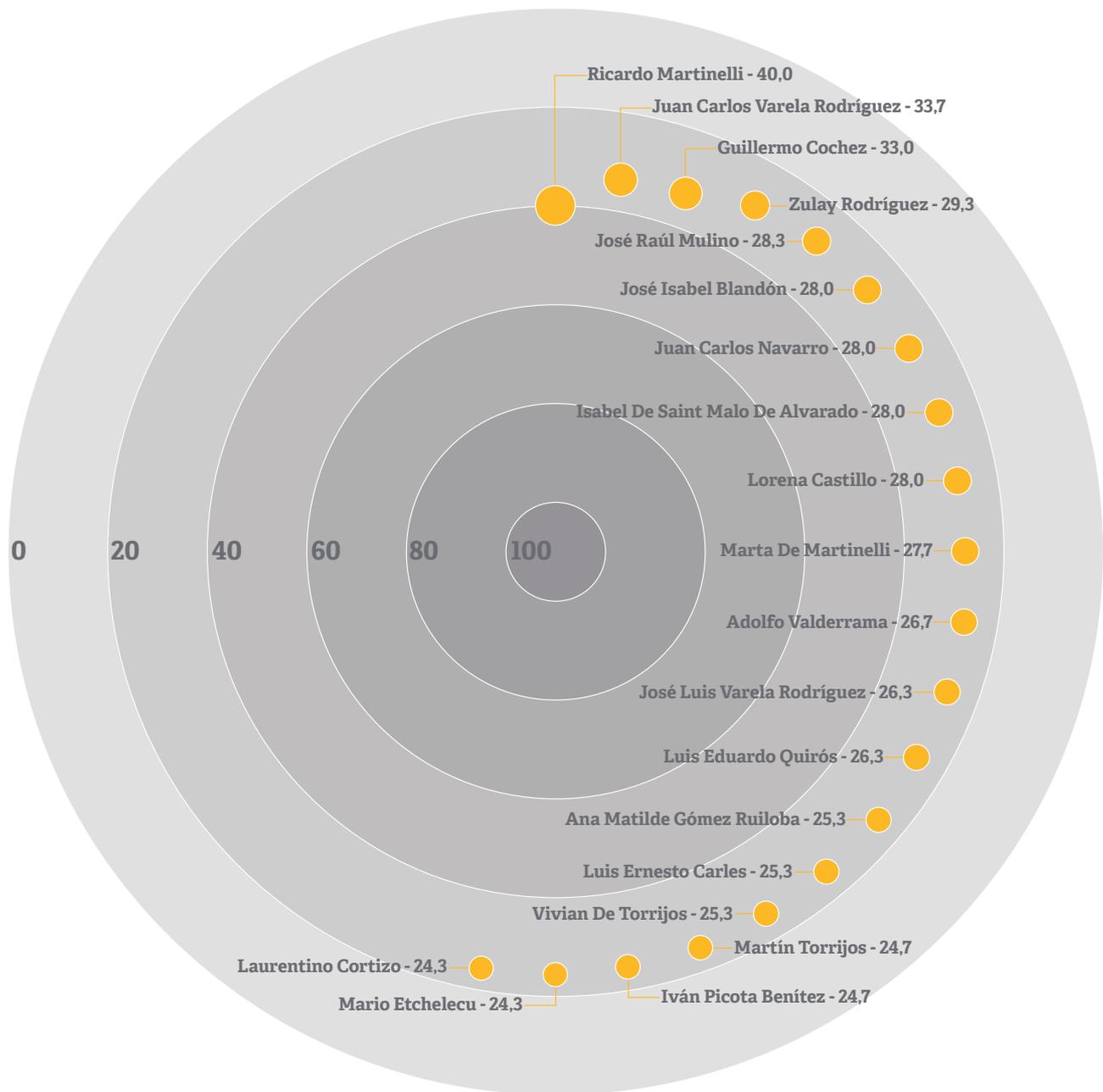
### **The Cabinet is noticeably absent**

Of the 14 Cabinet members, only three are in the Top 20: Isabel Saint Malo, Vice President and Minister of Foreign Affairs; Luis Ernesto Carles, Minister of Employment; and Mario Etchelecu, Minister of Housing, who happens to hold the last position of the ranking. This reflects the Executive Body's low level of digital influence.

**The Legislative Body is the leading digital influencer, with 30 % of the Top 20**



Figure 6. Power Map of politicians in Panama



Source: own elaboration



CEOS

**Contributions to the GDP and digital influence**

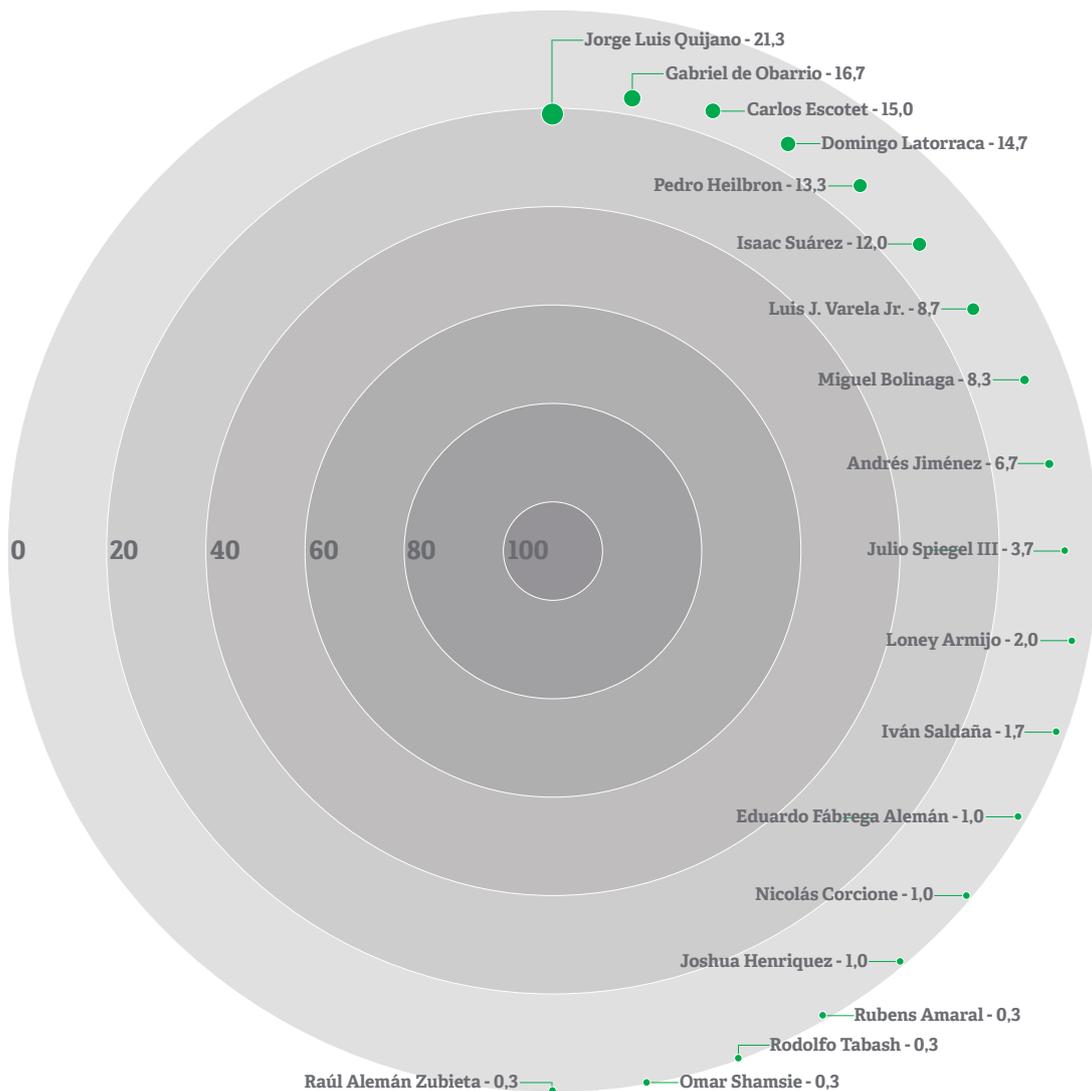
Although few CEOs are on social media, those who appear in the Top 20 are from the industries that contribute the most to Panama's GDP, but their presence is not proportional to the contribution percentage. Despite representing 75 % of the GDP, only three of the Top 20 executives are from the Shipping and Logistics industry. Most of the ranking is held by executives from the Financial Intermediary industry,

although their contributions to the GDP are among the least significant. The rest are from the Commerce, Construction, Telecommunications, and Energy industries.

**Jorge Luis Quijano, the most influential CEO**

Jorge Luis Quijano, Administrator of the Panama Canal, is at the top of this category. All the content generated about the Panama Canal, and especially about the expansion work, is without a doubt responsible for this result. However, the administrator is ranked 96 in the study.

Figure 7. Power Map of CEOs in Panama



Source: own elaboration



## CELEBRITIES

### The Singer

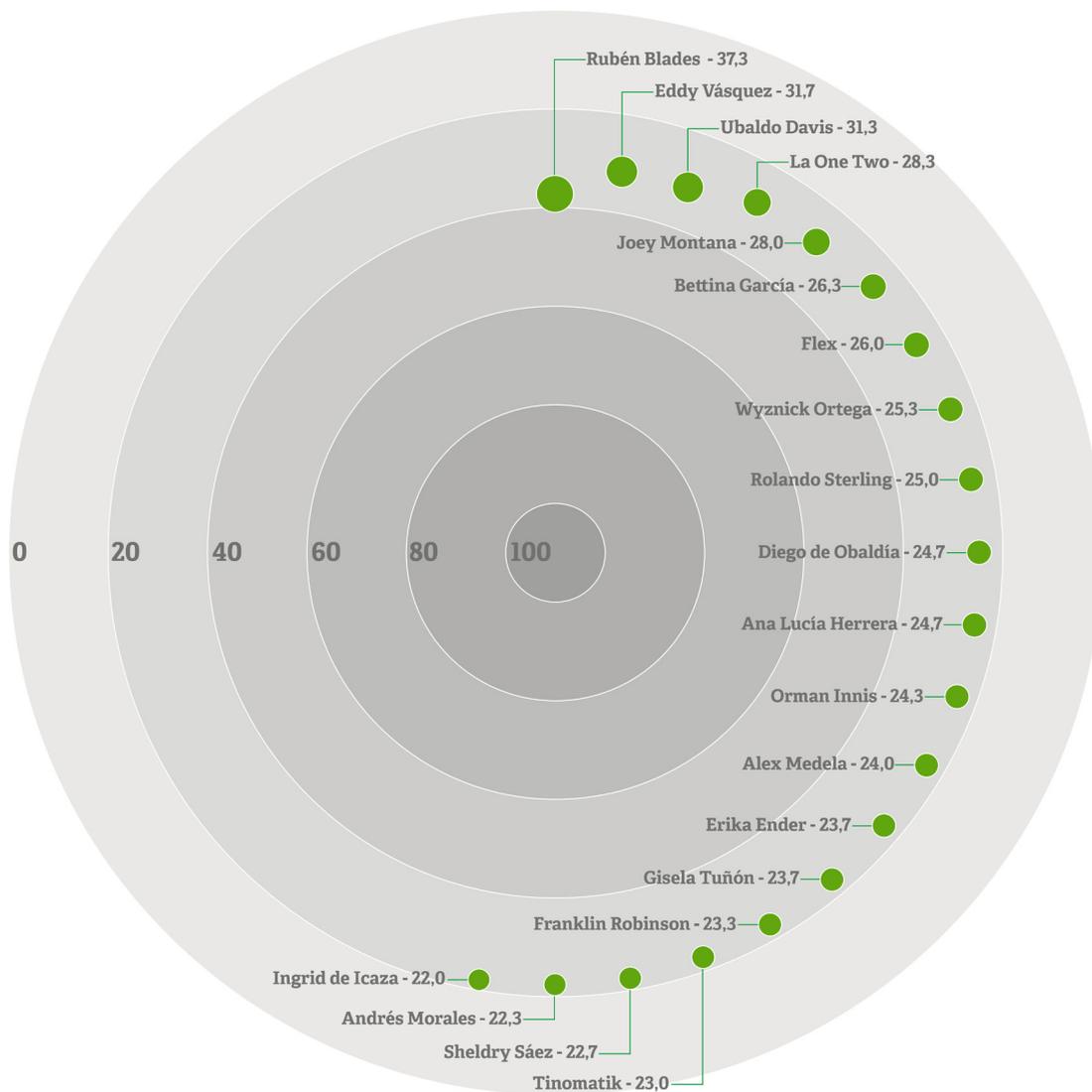
The artistic career of Rubén Blades, a singer and actor, has positioned him at the top of the category and made him the second most influential profile in the study. Rubén Blades has won 14 Grammy Awards and participated in 35 films and 3 television series, including the recently popular "Fear the Walking Dead". To measure his influence, we also considered his political

and activism efforts, which are described in his website ([www.rubenblades.com](http://www.rubenblades.com)) in a column where he posts op-eds about Panama.

### TV is not dead; it is alive and well on Twitter!

Within the category, the most influential people are primarily TV personalities, which hold 75 % of the Top 20. This shows that thanks to the popularity of television channels and their programming, Panamanians have made the decision to follow their favorite celebrities and learn about their everyday life.

Figure 8. Power Map of celebrities in Panama



Source: own elaboration



# Influence and Digital Identity

## The importance of influence on a digital level

In 1955, Paul Lazarsfeld and Elihu Katz published a book titled *Personal Influence* about a study they carried out that proved the messages conveyed by the media can be further mediated by informal “opinion leaders” who intercept, interpret, and disseminate what they read and hear to their network of acquaintances, thereby influencing their decisions.

According to Lazarsfeld and Katz, these opinion leaders are individuals with certain features who are able to influence the decisions made by their groups:

- **They are charismatic:** They easily awaken admiration in a natural manner.
- **They have specific knowledge that exceeds the average:** They gain credibility with their audience due to their command of certain matters—usually the most relevant at the time—and this is why they are “chosen” by their audience.
- **They identify with their audience:** They have a strong relationship with their audience and they interact with their followers.
- **They are recognized:** They are easily recognized by their audience.

In this day and age, these concepts gain importance and become established in our new platforms for interacting: social media. New opinion leaders are digital influencers with a direct impact on what we see, what we wear, what we eat, and even how we vote.

## Hyperconnectivity and the resulting challenges

We live in a hyperconnected world, and this creates three new challenges for journalists, politicians, celebrities, CEOs, and businesses:

### 1. Infoxication (information overload):

Internet users are exposed to a variety of content:

- Personal content: it comes from their network of friends and acquaintances.

- Commercial content: it is generated by businesses and brands that aim to sell their products or improve their reputation).

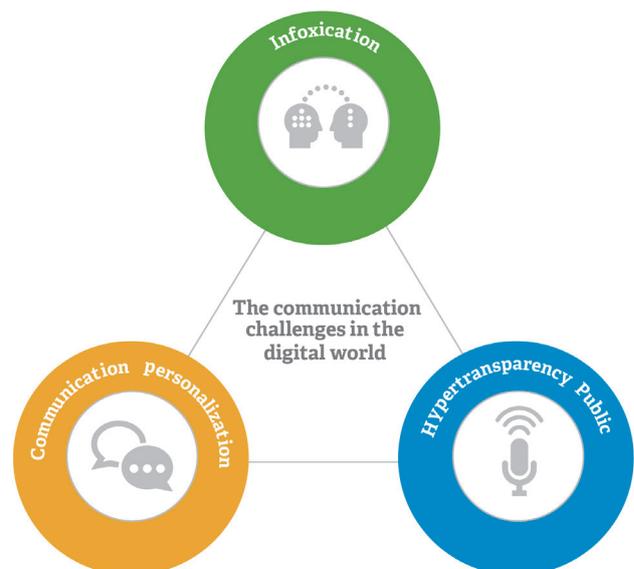
This information overload, which occurs in real time, creates noise and does not allow users to identify relevant information or messages.

### 2. Personalization:

Another major digital challenge is the humanization of messages.

The Internet, with its resources and social media, has empowered individuals by providing them with their own tools for public expression. People with a social media presence now have a growing ability to influence public opinion without the involvement of media outlets. They are able to affect—and in fact they do—the reputation of organizations as well as brand positioning.

Figura 9. The communication challenges in the digital world



Source: own elaboration



### 3. Hypertransparency

The third challenge is the invasion of privacy by public elements. By using resources and social media, anyone can publish anything—even the most intimate content—instantly and with a global reach. Now more than ever, this hypertransparency requires entities to operate and communicate in a responsible manner, without omitting valuable information from their stakeholders, especially when it has been requested by their stakeholders.

#### How do we face these challenges?

The best way to secure our image (personal or brand) is to consolidate our digital identity. On a company level, our executives are our main brand ambassadors, top spokespeople, and best letter of introduction to the market. Creating their presence and launching a digital identity strategy are part of the digital empowerment trend in which influencers are gaining ground.

Despite having a consolidated digital identity, we face the challenges of content overload. To address this, the strategy must focus on generating transmedia content that adds value to audiences so they may choose your

content over that of others. On a company level, the content must be handled from a less commercial view, and it should instead be aimed at the interests of its main stakeholders.

Lastly, to protect our presence in the digital public eye, it is essential to implement network monitoring and intelligent listening tools that will allow us to remain alert and launch actions or conversations based on the comments of our main stakeholders. This will help protect our reputation and give us a competitive advantage.

#### Digital transformation in companies

Corporate communication strategies do not have ON and OFF settings. They are comprehensive approaches aimed at protecting our reputation and promoting our business in all the channels where we communicate with our stakeholders. They require a transformation that affects platforms, processes, and content formats in order to catch the attention of our audience by overcoming the infoxication of channels, of our influential brand ambassador allies who use social media for recommendations, and of our active listening in order to improve our reputation in a hypertransparent world.

**The strategy must focus on generating transmedia content that adds value to audiences**

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In 2016, the firm's international development earned it 54th position on the **Global Ranking of the most important communication companies in the world**, a leader board drawn up by *The Homes Report*.

It is the **communications firm that has won most awards in the markets where it operates**. So far this year it has won **56 awards** through campaigns carried out for clients like Embratur, Coca-Cola Iberia, Avon, CLIA, Antamina, Gas Natural Fenosa, Gonvarri Steel Industries, CaixaBank, SABMiller or L'Oréal, inter alia, and corporate projects like the launch of the new corporate site, the annual report 2014 or the interactive animation document "Entertainment Territory". Furthermore, it competed in the LinkedIn #PremiosIN2015 to be the company that best communicates on LinkedIn in Spain.

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