

CEO Barometer 2022



CEO ESG Communications

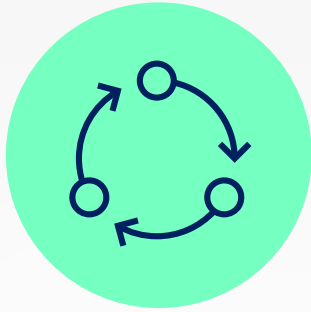
Leveraging Social Attitude as a Key Differentiator

Voice Ownership, Visibility, and Thematic Positioning in Earned and Owned Media

In Cooperation with



Key Findings of the Study



REPUTATION = VALUATION

Corporate reputation is fundamental to companies' brand equity, investability, and market valuation.



CEOs ARE "COMMUNICATORS-IN-CHIEF"

CEOs' media profiles are indispensable tools for the positioning of corporate reputation.



ESG: THE NEW NORMAL

New legislation and sustainable investment have elevated ESG media relevance by a factor of 8.4.



CEOs MUST ENGAGE ON SOCIETAL TOPICS

Stakeholders push CEOs to take a stance on key societal and ecologic topics, driving brand and corporate equity.



ESSENTIAL TOOL: "CEO VOICE OWNERSHIP"

CEOs must be media-savvy and produce quotable content. Leverage media measurement for actionable insights to steer corporate reputation.

Key Findings of the Study

- **CEO Media Visibility.** Elon Musk, Jeff Bezos, and Mark Zuckerberg account for more than 60% of the entire media presence of the CEOs of Top 100 NASDAQ companies.
- Elon Musk is the most prolific figure amongst his peers in the media arena, generating mentions in more than 35,000 articles in the first three quarters of 2021 alone. Beyond media discussion in connection with Tesla, SpaceX, The Boring Company, and more, Musk's visibility also grew due to his frequent, often controversial posts on cryptocurrencies and an open "billionaire's club" rivalry with Amazon and Blue Origin's Jeff Bezos.
- Tech CEOs dominate media discourse, representing seven of the top 10 CEOs in overall visibility. Jamie Dimon of JPMorgan Chase also broke into this year's top 10, as well as the benefactors of media discussion surrounding the COVID-19 pandemic, Bourla (Pfizer) and Bancel (Moderna).
- **CEO Voice Ownership.** Nearly 33% of total CEO media resonance, a key determinant of corporate reputation, is driven by quotations and interview content. The remaining 67% is attributed to journalistic evaluations of the CEO.
- CEOs of technology companies are considerably less likely to actively guide corporate reputation. Tech CEOs represent only 27% of the active voice share compared to their counterparts in the Finance and Pharma industries with active voice share of 40% and 59% respectively.
- **CEO macro agenda topics** are dominated by a discourse of the business impact of the pandemic (71%), followed by media debate of cryptocurrencies (22%), and AI & robotics (16%).
- By contrast, CEO media presence relating to climate change made up only 12% of the total discourse. Discussions of cultural topics such as Black Lives Matter, cancel culture, gender equality and diversity garnered a 6% share in CEO media attention.



Key Findings of the Study

- **ESG**, the rising star of macro media topics and the new top dog of the business ethics paradigm, appeared in 12% of CEO-related media coverage in 2021. However, there are significant differences in the share of media attention apportioned to ESG topics by the CEOs of Tech (14%), Finance (16%), and Pharma (9%) industries.
- For 2021, BlackRock's Larry Fink is the media ESG CEO of the year. Fink achieved an ESG media share of nearly 20%, significantly outpacing his industry's average (16%) and the ESG performance of all other CEOs considered in the study.
- For business professionals, Twitter and LinkedIn are the platforms of choice for **social media communicators**. However, NASDAQ CEOs have a clear preference for LinkedIn. 78% of the top CEOs maintain a LinkedIn account and only 43% are active on Twitter.
- **Stark differences to traditional media**. Microsoft's Satya Nadella holds the pole position on LinkedIn with more than 854K interactions year-to-date, followed by Dog McMillon with 110K interactions.
- With 96 posts, Nadella's LinkedIn output is second only to Jim Fitterling (Dow) with 131 posts in 2021.
- Elon Musk is the undisputed visibility leader on Twitter, outpacing all other CEOs by far and achieving 123 million interactions year-to-date. Musk is followed by Marc Benioff of Salesforce and Apple's Tim Cook with interaction rates of 2.6 and 1.16 million, respectively.

“

Despite his exceptional reach and engagement rates, with 2,218 contributions Musk is not the top contributor of content. This title is held by Benioff with 2,963 contributions, followed by Hans Vestberg of Verizon with 546 contributions.

”

Media Positioning of CEOs



Companies cannot afford to underestimate the impact the reputation of their executive leadership has on their brands.

Forrester Research study of 266 global executives

The Role of the CEO in the Reputation Society

A Weber Shandwick survey-based study of more than 1,700 executives from 19 countries reaffirmed the importance of CEO reputation. According to the study, 49% of respondents believe that a CEO's media standing directly influences a company's reputation. The study also highlights that a CEO's media profile accounts for 45% of corporate reputation, citing it also as a direct contributing factor to company market value.

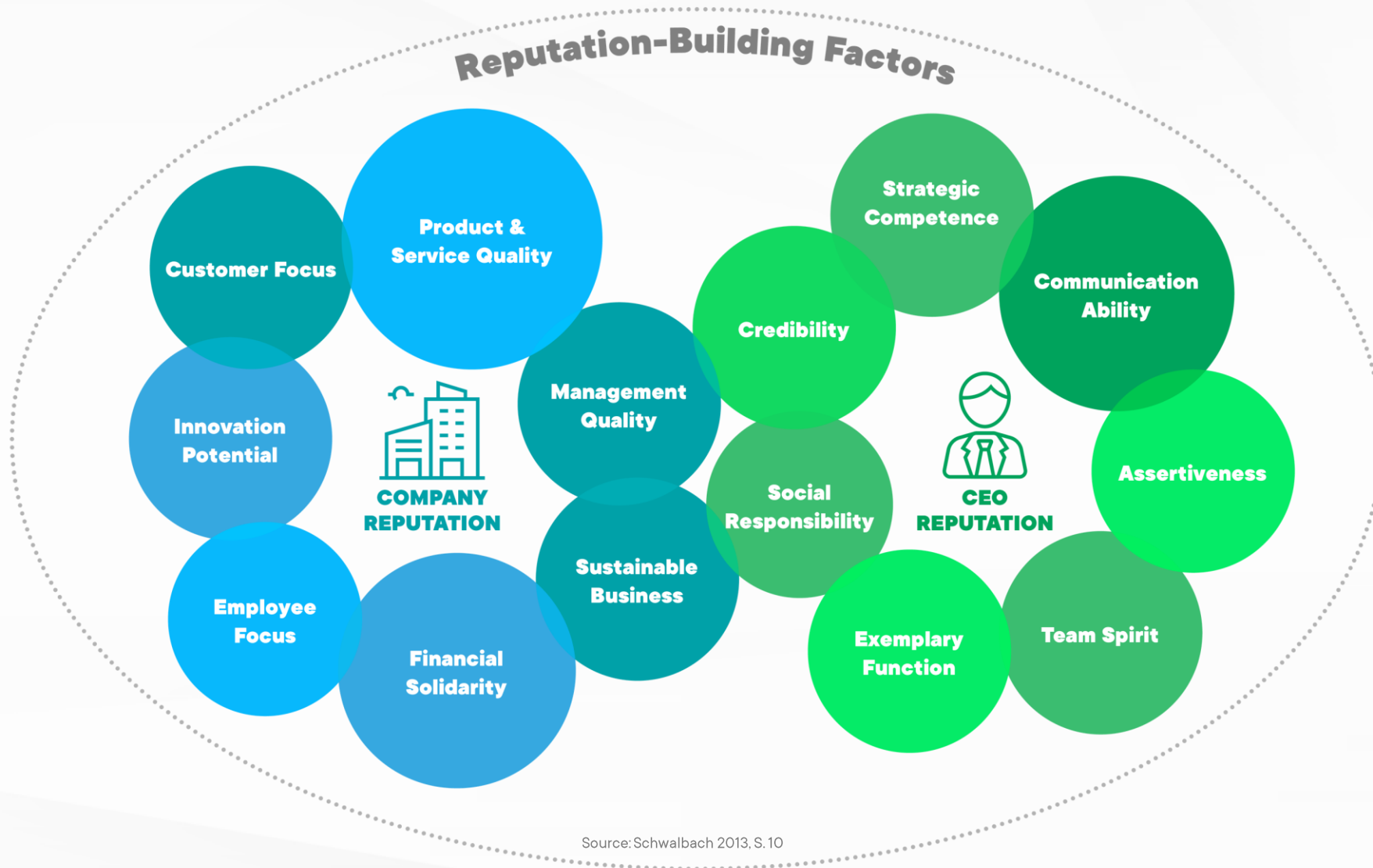
In addition to improving company valuation, other benefits include:

- Increased attractiveness for investors (87% of respondents)
- Directly linked to positive media reputation while helping avert crises (83% of respondents)
- Improved employer branding (75% of respondents)

Eighty-one percent of study participants affirmed the importance of executive staff in embracing the role of an active communicator. Forty-one percent of respondents also acknowledged the positive impact of CEO-supported media relations on corporate reputation. In a follow-up study, 58% of executives confirmed that a company's overall reputation strongly correlates to senior leadership.

“
**CEO-supported media relations
has a positive impact on corporate
reputation for 41% of executives**
”

The Role of the CEO in the Reputation Society



Source: Schwalbach 2013, S. 10

Media Coverage Over Time

Elon Musk is by far the most visible CEO of 2021, generating more than 35,000 articles in the first three quarters alone. Beyond media coverage of Musk in connection with Tesla, SpaceX, The Boring Company, and more, Musk's visibility also grew due to his frequent, often controversial posts on crypto-currencies and an open "billionaire's club" rivalry with Amazon and Blue Origin's Jeff Bezos.

Excluding Musk, Tech CEOs dominate the media coverage amongst their executive peers, garnering a 27% share of the 90,000 CEO articles considered in our study. Data-opolies - such as Amazon, Apple, Alphabet, Microsoft, and Facebook - collectively captured a comparable share of coverage to Musk, also generating an approximate 35,000 articles.

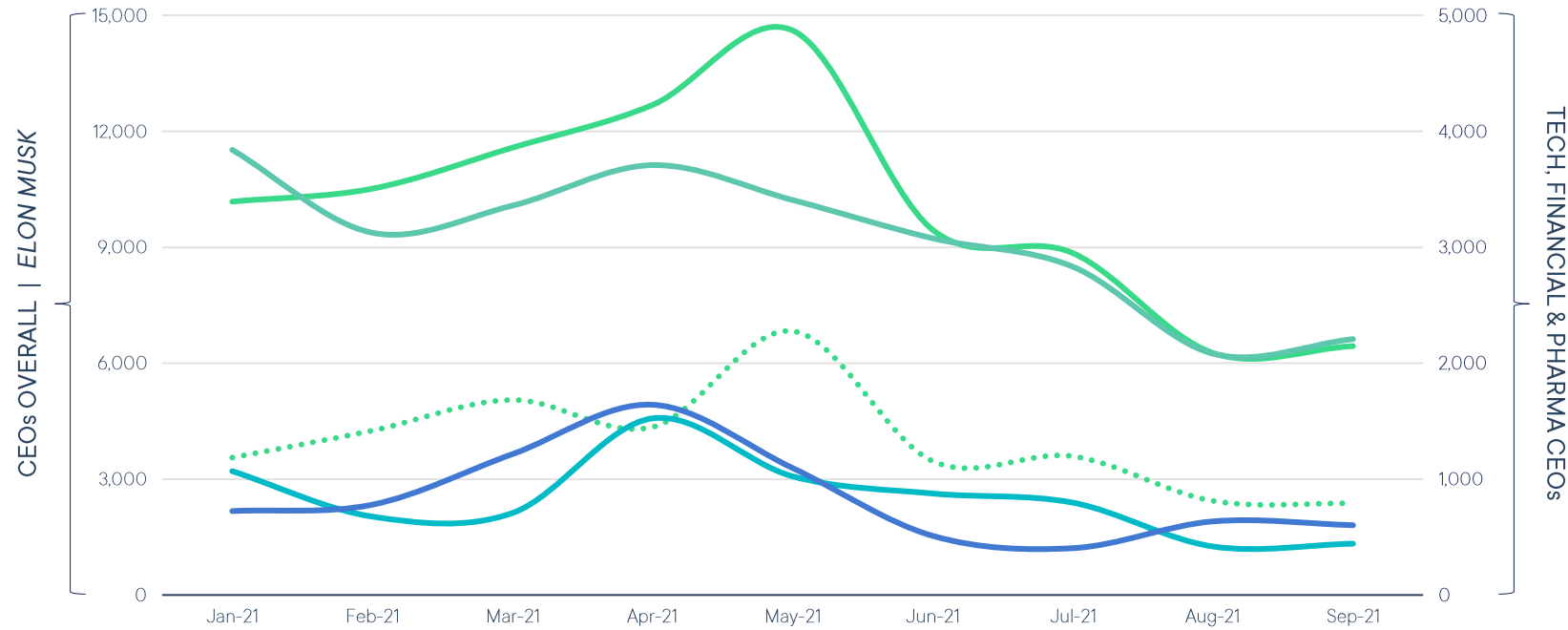


Alphabet

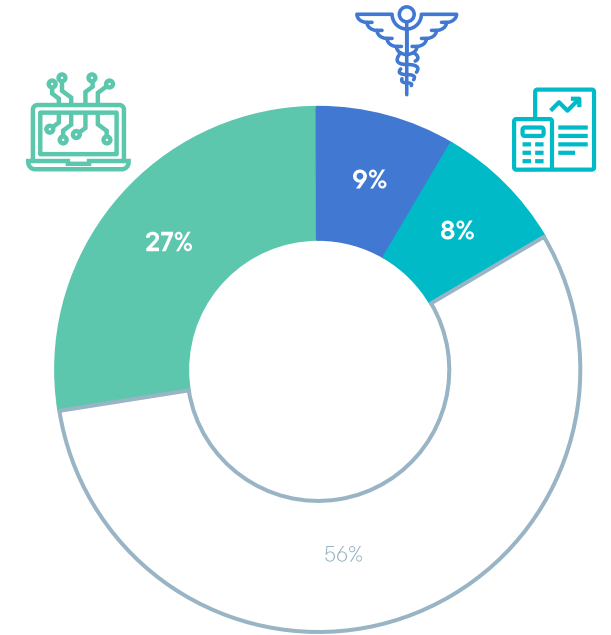


Media Coverage Over Time

CEO Media Coverage Over Time | by Number of Articles

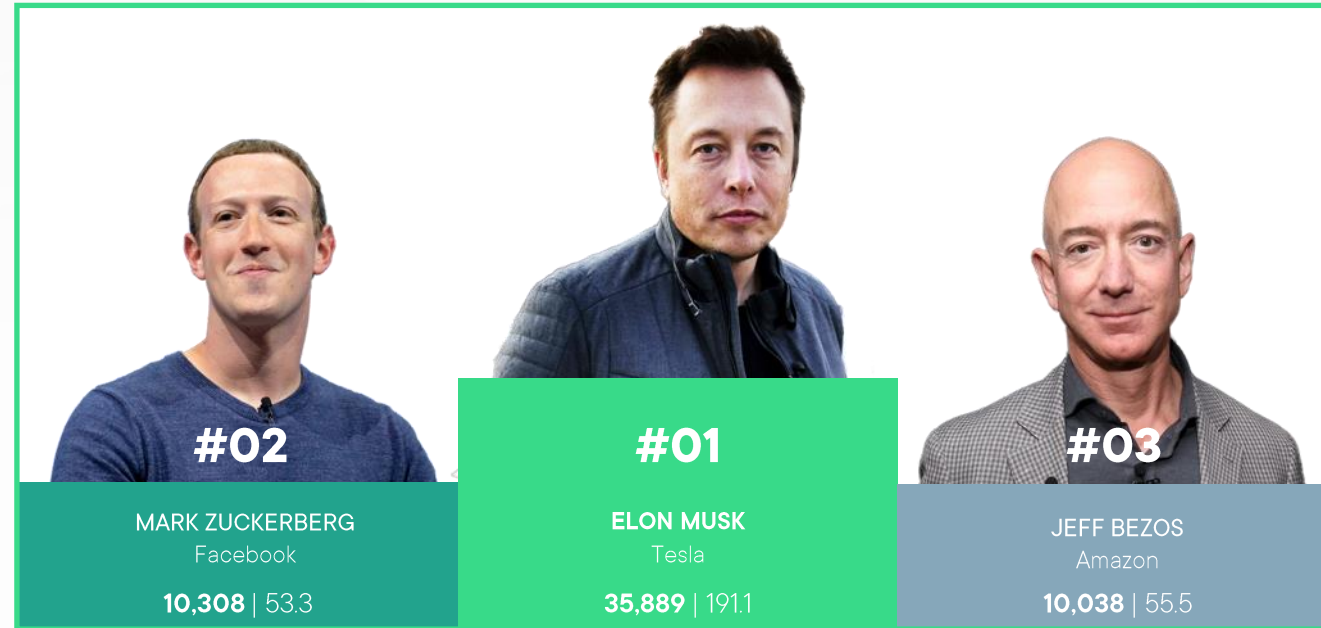


SECTORS: CEOs OVERALL TECH CEOs FINANCIAL CEOs PHARMA CEOs TOP CEO ELON MUSK OTHER SECTORS | Based on 90,583 articles



Top 10 CEOs

Top CEOs by Media Presence | by Number of Articles and Reach (in Billions)



Based on 90,583 articles



#04
TIM COOK
Apple
5,997 | 35.6



#05
JACK DORSEY
Square
5,816 | 31.2



#06
ALBERT BOURLA
Pfizer
3,697 | 19.3



#07
JAMIE DIMON
JP Morgan Chase & Co.
3,257 | 17.8



#08
SUNDAR PICHAI
Alphabet
2,223 | 12.8



#09
SATYA NADELLA
Microsoft
2,190 | 13.0



#10
STÉPHANE BANCEL
Moderna
2,027 | 10.3

Top 10 CEOs

E-mobility, autonomous driving, and cryptocurrencies are the most frequently addressed topics by CEOs in 2021. Across all three topics, Elon Musk has positioned himself as an *outspoken technology pioneer*. Musk's race with Jeff Bezos and Richard Branson to place the first commercial passenger in space resulted in a media spectacle, further increasing the visibility of all three billionaires.

With more than three times the media presence of his closest peers, Musk dominates this year's ranking, reaffirming his star status among CEOs. Zuckerberg and Bezos place second and third, respectively, each generating more than double the visibility of fourth-placed Tim Cook, Apple's CEO.

Zuckerberg's media dominance can be explained by what CNN called "months of scandal" and a "firestorm of critics" culminating in Frances Haugen's testimony about the platform's effects on society. CNN journalist Kara Alaimo commented that Facebook should consider a change of CEO rather than a rebranding of the platform.

Jeff Bezos' departure as Amazon's CEO, his Blue Origin space adventures, and his reputation as one of the biggest benefactors of the pandemic all contributed to his top ranking in terms of CEO media presence.

Placing alongside these tech giants, Twitter CEO Jack Dorsey and 'the older statesman' of the financial sector Jamie Dimon (JPMorgan Chase) ranked in the top ten. Bourla (Pfizer) and Bancel (Moderna) rounded off this year's ranking of the most visible CEOs on the back of the continued discussion of the global COVID-19 pandemic.

Zuckerberg's media dominance could be easily explained by what CNN called "months of scandal" and a "firestorm of critics" culminating in Frances Haugen's whistleblowing about the platform's effects on society.

Top CEOs in Technology, Finance, and Pharma

Top Tech CEOs by Media Presence | by Number of Articles and Reach (in Billions)



Based on 90,583 articles



#04
SUNDAR PICHAI
Alphabet
2,223 | 12.8



#05
SATYA NADELLA
Microsoft
2,190 | 13.0



#06
PATRICK P. GELSINGER*
Intel
1,876 | 9.9



#07
MARC BENIOFF
Salesforce
751 | 4.3



#08
ARVIND KRISHNA
IBM
536 | 3.0



#09
JENSEN HUANG
NVIDIA
503 | 2.6



#10
LISA SU
AMD
460 | 2.8

Top CEOs in Technology, Finance, and Pharma

TOP Financial CEOs by Media Presence | by Number of Articles and Reach (in Billions)



Based on 90,583 articles



#04
BRIAN MOYNIHAN
Bank of America
707 | 4.1



#05
JANE FRASER*
Citigroup
638 | 3.5



#06
JAMES P. GORMAN
Morgan Stanley
567 | 3.2



#07
CHARLES W. SCHARF
Wells Fargo
460 | 2.6



#08
DAN SCHULMAN
PayPal
371 | 2.0



#09
STEPHEN A. SCHWARZMAN
Blackstone
329 | 2.2



#10
STEPHEN J. SQUERI
American Express
279 | 1.4

Top CEOs in Technology, Finance, and Pharma

Top Pharma CEOs by Media Presence | by Number of Articles and Reach (in Billions)



Based on 90,583 articles



#04
KENNETH FRAZIER*
Merck
436 | 2.2



#05
KAREN S. LYNCH**
CVS Health Corporation
238 | 1.1



#06
DAVID A. RICKS
Lilly
153 | 0.8



#07
ROBERT FORD
Abbott Laboratories
129 | 0.6



#08
FRANCIS DESOUBA
Illumina
104 | 0.4



#09
RICHARD A. GONZALEZ
AbbVie
96 | 0.5



#10
GEOFFREY S. MARTHA
Medtronic
83 | 0.3

CEO Voice Ownership

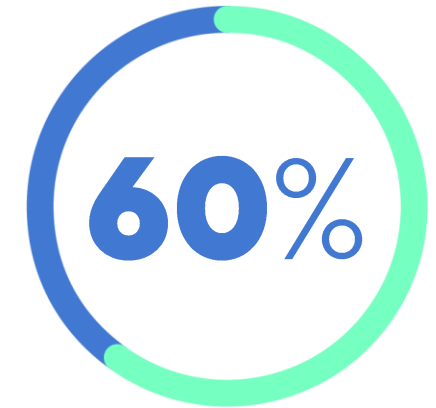
Approach: The measurement of **Voice Ownership**, the ratio of the CEO active voice – quotes and interview content – compared to their passive media voice – journalistic evaluations of the CEO – makes it possible to assess to what extent the executive is actively steering their personal brand, as well as the reputation of the organization they serve.

CEOs with high active voice scores assume a degree of personal ownership for corporate reputation and promote themselves as transparent leaders to the media community and by extension to the various organizational stakeholders.

CEOs with low active voice scores, while not necessarily contributing to negative corporate sentiment, represent an opportunity missed. These CEOs forego a chance to shape corporate reputation, an aspect independent survey-based studies have demonstrated correlates highly to market valuation.

Findings: There are significant deviations across key industries in leveraging the CEO as a central media figure to steer corporate reputation.

- While the overall volume of media coverage on Tech CEOs far exceeds that produced by industry peers, the degree to which Tech CEOs choose to participate in interviews and/or are actively quoted in media coverage is considerably lower than the overall average (all CEOs: 33% vs. Tech CEOs: 27%). Elon Musk represents a significant outlier compared to his Tech industry peers.
- Both Banking & Financial Services and Pharma industry CEOs showcase strong voice ownership scores (active: 40% and 59%, respectively). Long-standing industry veterans such as Jamie Dimon take a much more hands-on approach to guiding corporate reputation and driving valuation.
- With an active voice score of nearly 60% and directly linked to the global COVID-19 pandemic, CEOs of the Pharma industry exhibit the highest affinity for successfully engaging with the journalistic community.

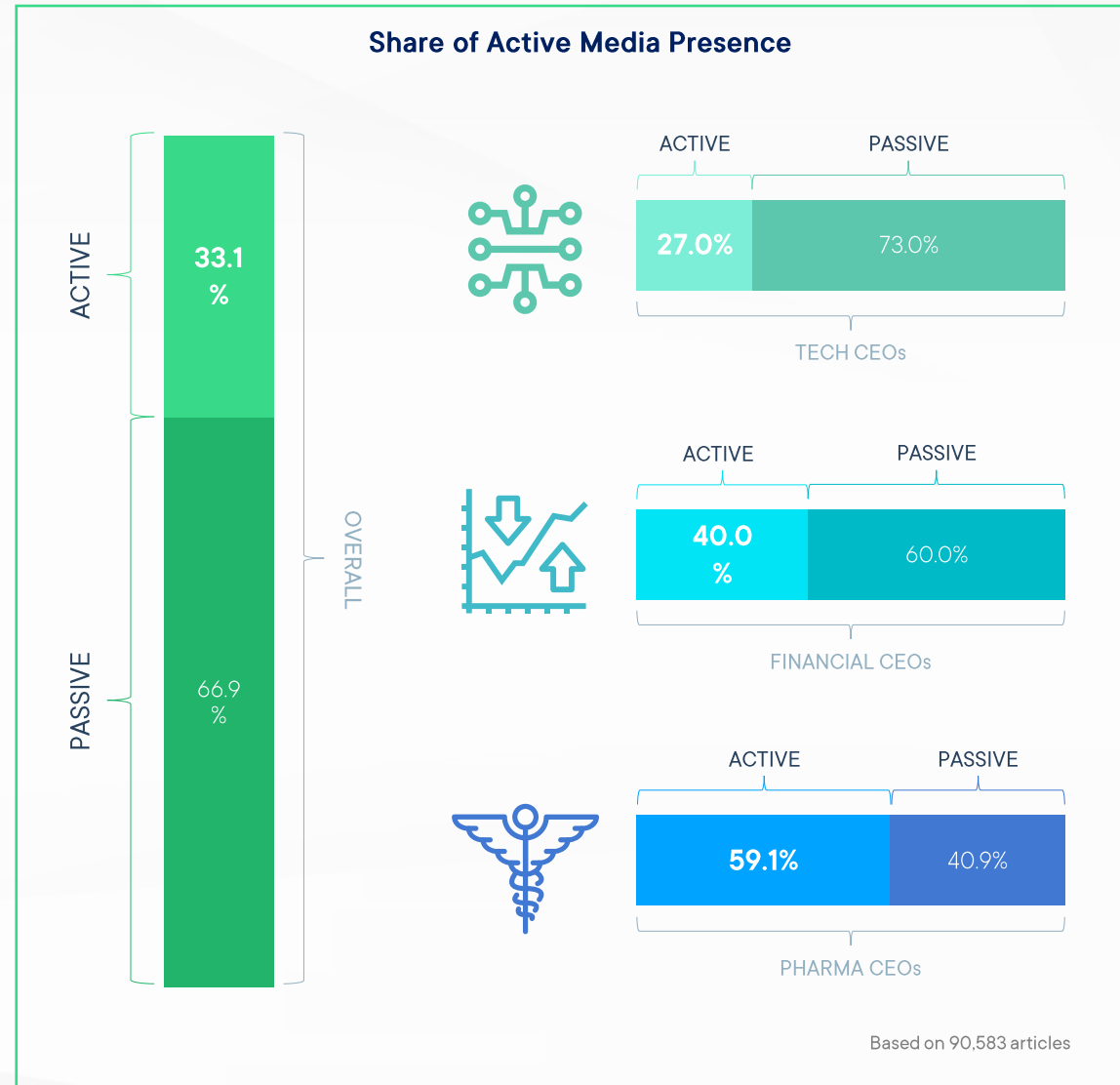


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CEO Voice Ownership



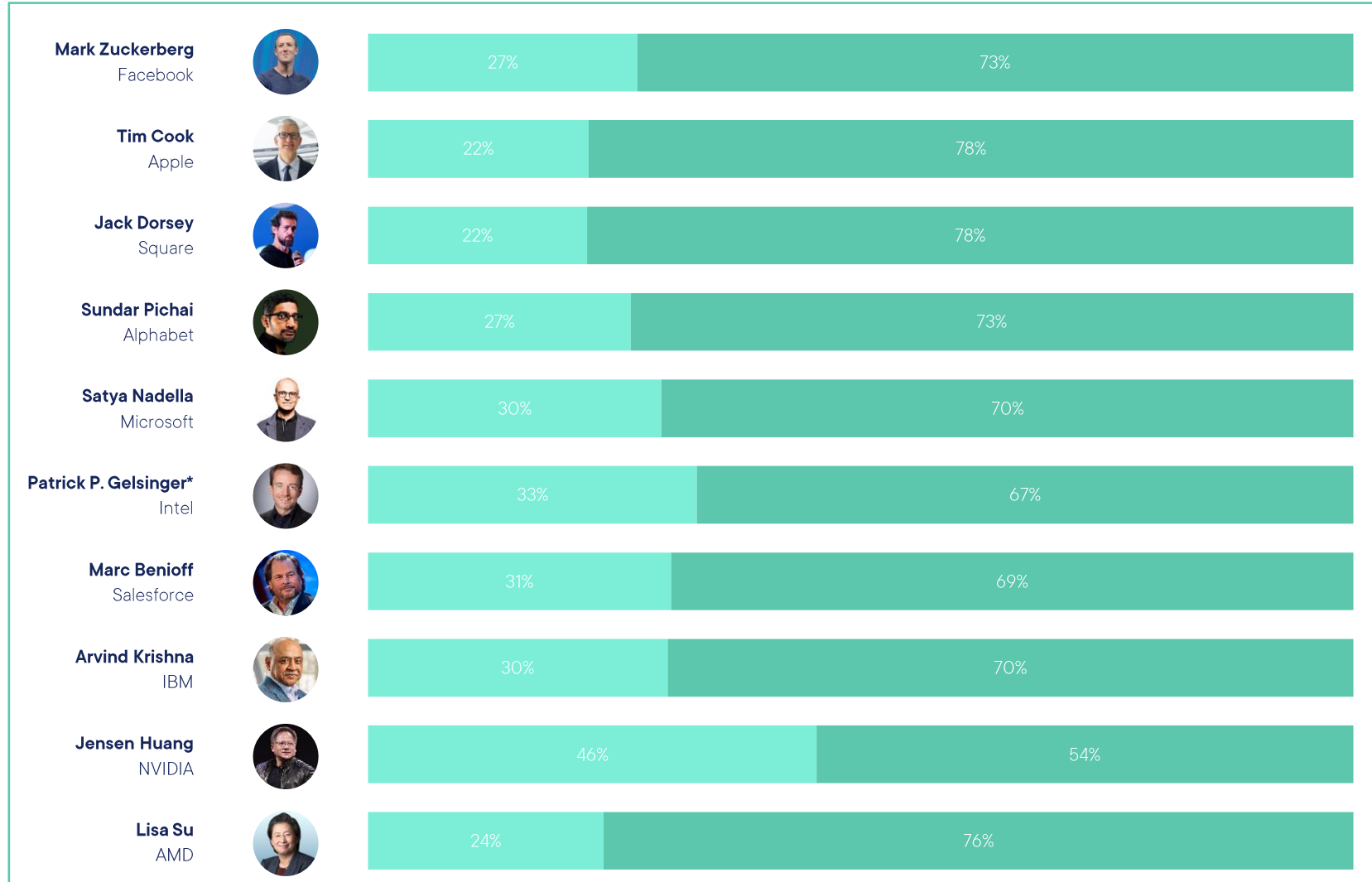
Top 10 CEOs: Voice Ownership

Voice Ownership | by Number of Articles

Tech CEOs

Media Presence:

Active Passive



Based on 27,647 articles (Tech) | *since Feb 15

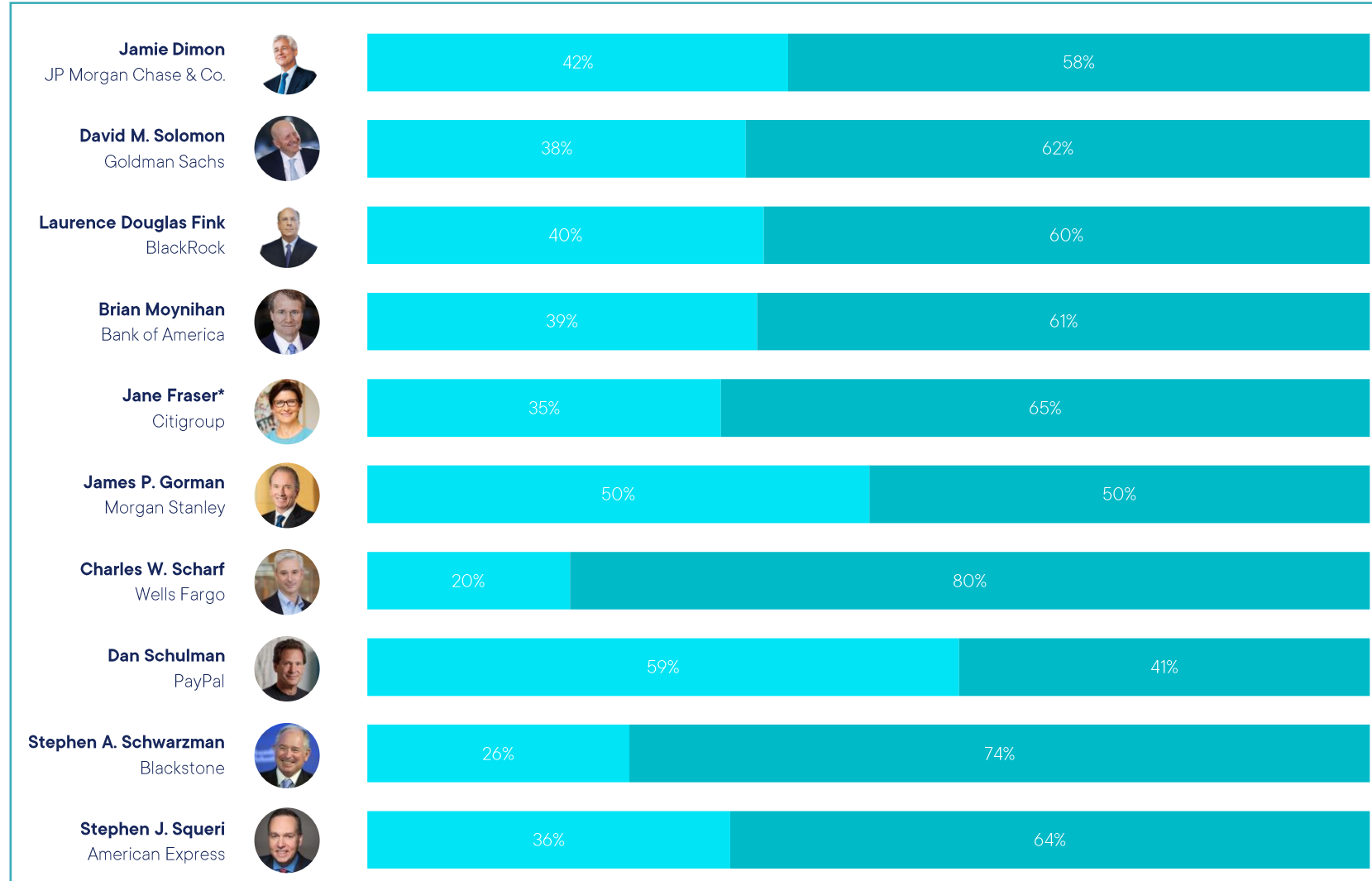
Top 10 CEOs: Voice Ownership

Voice Ownership | by Number of Articles

Financial CEOs

Media Presence:

Active Passive



Based on 27,647 articles (Tech) | *since Feb 15

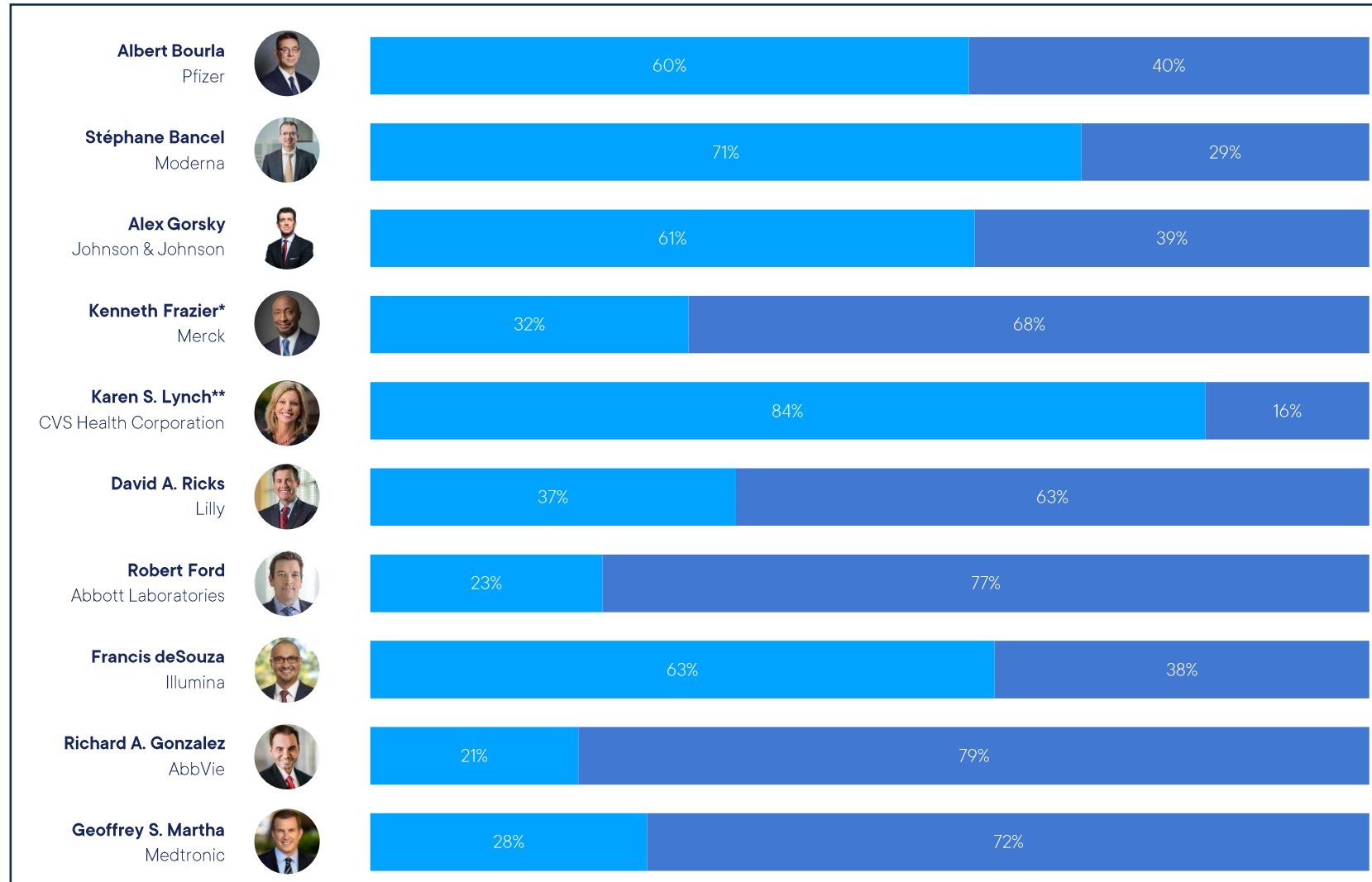
Top 10 CEOs: Voice Ownership

Voice Ownership | by Number of Articles

Pharma CEOs

Media Presence:

Active Passive



Based on 7,605 articles (Pharma) | * until June 30 | ** since Feb 2021

What Role Does the CEO Play in ESG Communications?

“
A company’s ability to manage environmental, social, and governance matters demonstrates the leadership and good governance that is so essential to sustainable growth, which is why we are increasingly integrating these issues into our investment process.
”

Larry Fink (BlackRock, Inc.), Annual Letter to CEOs: A Sense of Purpose

ESG as the Primary Driver of Media Reputation

In June 2021, legislation was passed by the U.S. House of Representatives that would enforce new ESG standards and requirements regarding disclosure and due diligence for publicly traded companies.

H.R. 1187 – the ESG Disclosure Simplification Act of 2021 – requires publicly traded companies to disclose their commitments to ensuring that ESG are reflected in their operations.

Increasingly, business stakeholders are holding companies and their leadership to account for fulfilment of corporate responsibilities as set forth in the U.N. Guiding Principles on Business and Human Rights (UNGP). While this new era of social accountability confronts business leaders with additional complexity, a successful ESG strategy presents companies with an opportunity to create additional value with respect to media and consumer reputation, as well as improved operational performance. Publicly listed companies with solid ESG practices are perceived by the investment community as less risky, thereby positively influencing share performance. Consequently, the ESG phenomenon continues to gain momentum, spurred on by the sustainable investment movement. As such, CEOs are uniquely positioned within the business environment to propel ESG ideals and propositions through the direct engagement with the media.

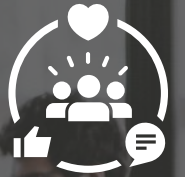
ENVIRONMENT

Climate
Resource Scarcity
Water
Biodiversity



SOCIAL

Employees
Health & Safety
Demographic Change
Food Security



GOVERNANCE

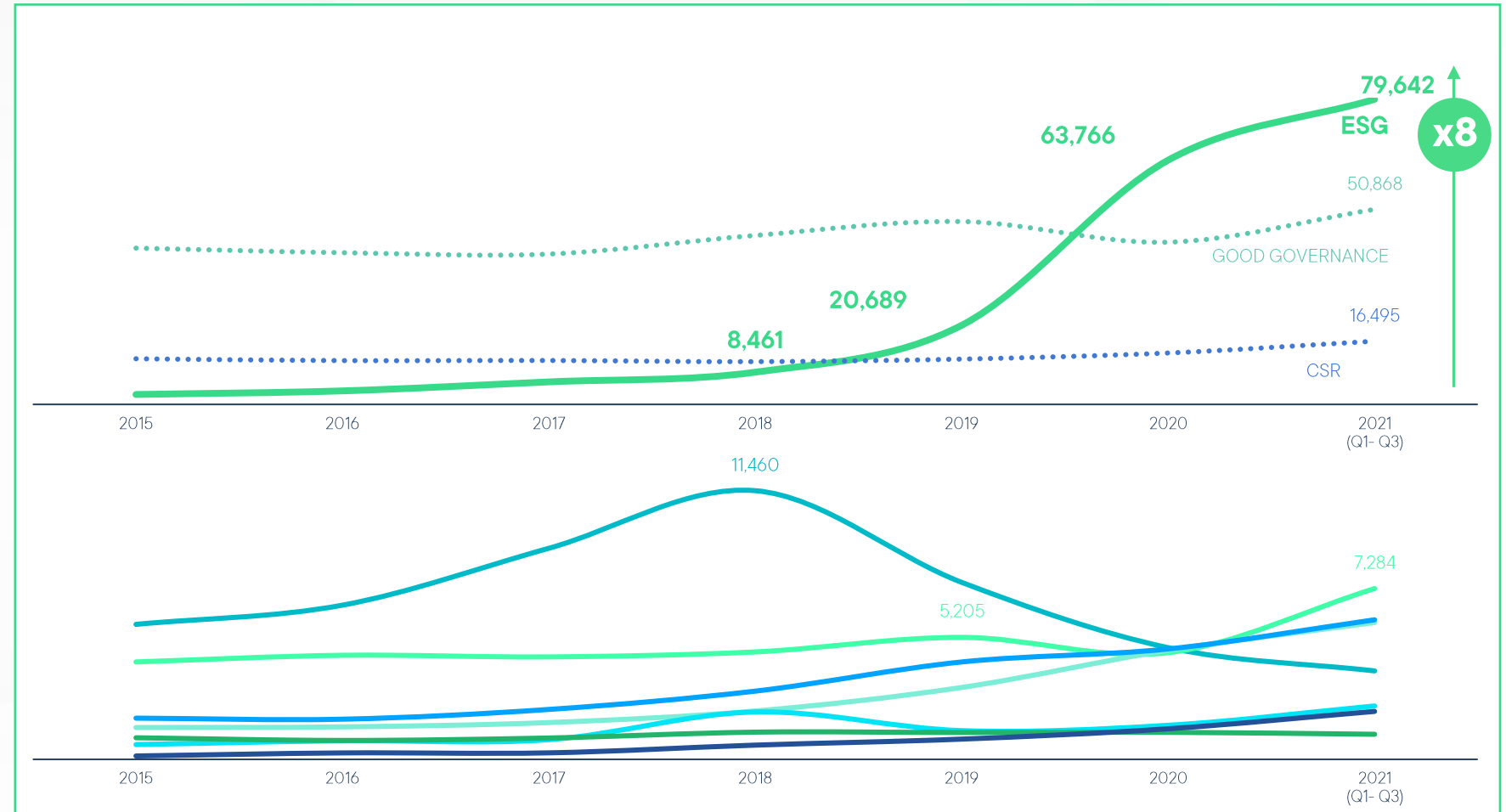
Risk & Reputation Management
Corruption
Supervisory Structure
Compliance



ESG as the Primary Driver of Media Reputation

Media Visibility Trend: Sustainability and Ethical Business Practices Over Time | by Number of Articles

Since 2018, ESG has seen a steep growth curve, becoming the dominant sustainability and ethical media theme. During this time, media coverage of ESG grew by a factor of 8.4, generating nearly 80,000 article mentions in 2021 year-to-date and overtaking competing topics such as Good Governance and CSR.



ESG TOPICS: GOOD GOVERNANCE ESG CSR FAIRTRADE BUSINESS ETHICS SUSTAINABLE INVESTMENT GLOBAL IMPACT IMPACT INVESTMENT SRI PURPOSE DRIVEN BUSINESS | Based on 703,806 mentions

ESG as the Primary Driver of Media Reputation



Did you know...

One of the world's largest index providers, MSCI, has also created its own ESG framework. The MSCI ESG Index is based on 35 key issues pertaining to three core areas (environmental, social, and governance). These consider issues ranging from CO₂ emissions to 'conflict minerals', arctic drilling, child labor, human rights, privacy, and tax transparency.

The MSCI World Index includes equity from 23 developed markets and covers approximately 85% of the free-float-adjusted market capitalization in each country. The MSCI's World ESG Screened Index is based on the parent MSCI World Index but excludes organizations that do not adhere to the ten principles of UN Global Compact and other ESG-related criteria.

The 2021 Authenticity Gap Study by global PR agency FleishmanHillard shows that ESG criteria have become a determining indicator of a company's reputation. This is due to skyrocketing consumer interest in the performance of companies in terms of social and environmental factors. Approximately two-thirds of the 10,000 surveyed consumers from five markets believe that CEOs must engage on environmental and political topics.



Thematic Positioning of CEOs

Approach: Thematic positioning metrics assess the degree of engagement by CEOs with the top 20 most important societal topics.

Findings: COVID-19 is this year's priority topic in CEO media discourse. More than 70% of all CEO coverage focuses on the effects and implications of the pandemic.

Despite the prominence of the Tech sector in this year's CEO benchmark, environmental and social themes now comprise seven of the top 10 most frequently discussed topics referenced in connection with a CEO.

Next to COVID-19, cryptocurrencies represent the second most frequently discussed theme and a newcomer to this year's top 10. Widespread C-suite discussions of the investment, divestment, potential hazards, and speculations on price action fueled a lively exchange on both sides of the aisle, mostly notably by Elon Musk, Jack Dorsey, and Jamie Dimon.

Appearing in 6% of articles, cultural conflict rounds off this year's top 10 CEO macro themes. Media discussions were driven by narratives about Black Lives Matter, LGBTQIA, cancel culture, gender equality, inclusion, Boomers vs. Generation Z, and identity politics and more.

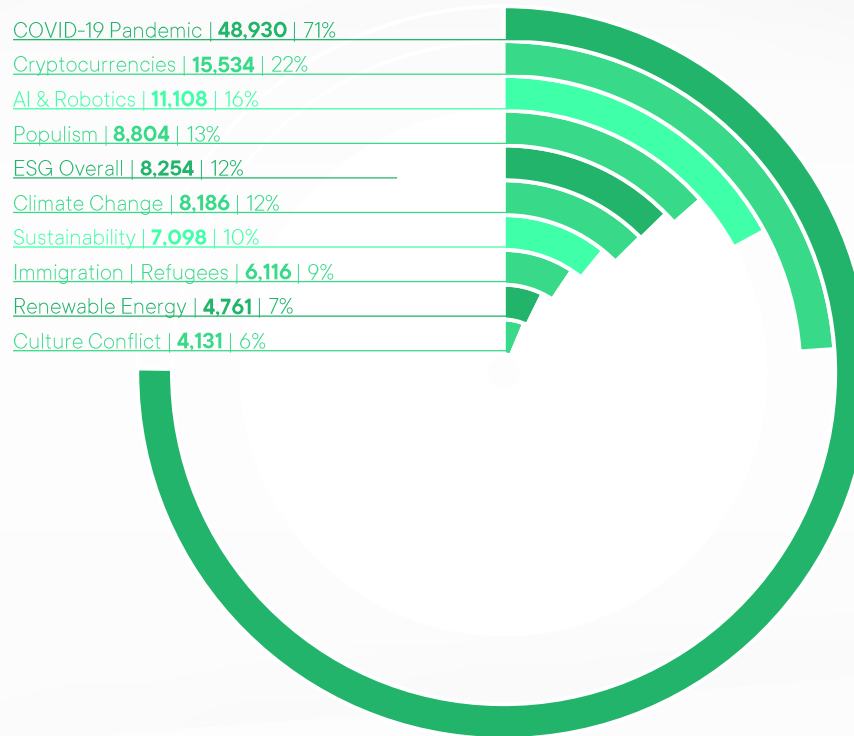
“

COVID-19 is this year's priority topic in the CEO media discourse. More than 70% of all CEO coverage focuses on the effects and implications of the pandemic.

”

Thematic Positioning of CEOs

Top 10 Macro Themes | by Articles



Based on 69,198 articles

Note: Percentages may not sum to one hundred percent as multiple mentions of various topics may occur in one article



Macro Themes

- AI & Robotics
- Biodiversity | Endangered Species Protection
- Blockchain
- Climate Change
- COVID-19 Pandemic
- Cryptocurrencies | Digital Currencies
- Culture Conflict | Generational Dysfunction
- Cybersecurity
- Digitalization
- Diversity | Equality | Inclusion
- Environmental
- Protection
- ESG | CSR | Fairtrade | Human Rights
- Gender Equality
- IoT | Industry 4.0
- Immigration | Refugees
- Plastic Waste | Microplastics
- Populism | Right-Wing Extremism
- Racial Equality
- Renewable Energy
- Supply Chain / Logistics
- Sustainability
- Work Paradigm | Agile Working

Thematic Positioning of CEOs by Sector

ESG originated in the financial industry and is synonymous with responsible investment. Accordingly, this macro theme continues to appear in the lion's share (16%) of the industry's CEO-related coverage.

This focus on ESG also speaks to why the financial sector boasts the largest share of CEO coverage in connection with sustainability and climate change. By contrast, CEO discussion of sustainability and climate change averaged a modest 9% for the Pharma industry and a meager 6% in the Tech space. It is also worth noting that cybersecurity has failed to break into the top 10 Finance CEO themes, despite an ever-growing risk to financial institutions.

“

**This macro theme continues to appear
in the lion's share (16%) of the industry's
CEO-related coverage**

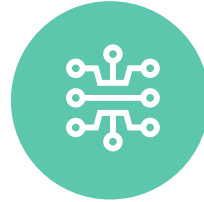
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Thematic Positioning of CEOs by Sector

Tech CEOs

COVID-19 Pandemic | **13,803** | 69%
Cryptocurrencies | **3,812** | 19%
AI & Robotics | **3,797** | 19%
Populism | Extremism | **2,993** | 15%
ESG Overall | **2,737** | 14%
Immigration | Refugees | **1,823** | 9%
Sustainability | **1,782** | 9%
Climate Change | **1,763** | 9%
Cybersecurity | **1,534** | 8%
Digitalization | **1,422** | 7%



A recent study found Information Technology was the industry with the largest allocation among the 20 biggest ESG funds tracked by MSCI.* They are often favored by ESG funds because they appear to have clean, asset-neutral business models.

As a result, ESG is also frequently addressed by Tech CEOs in addition to related topics such as climate change (9%) and sustainability (9%). However, visibility of these topics is dwarfed when compared to the attention given to innovation-related themes like cryptocurrencies, AI & robotics.

Based on 27,647 articles (Tech)

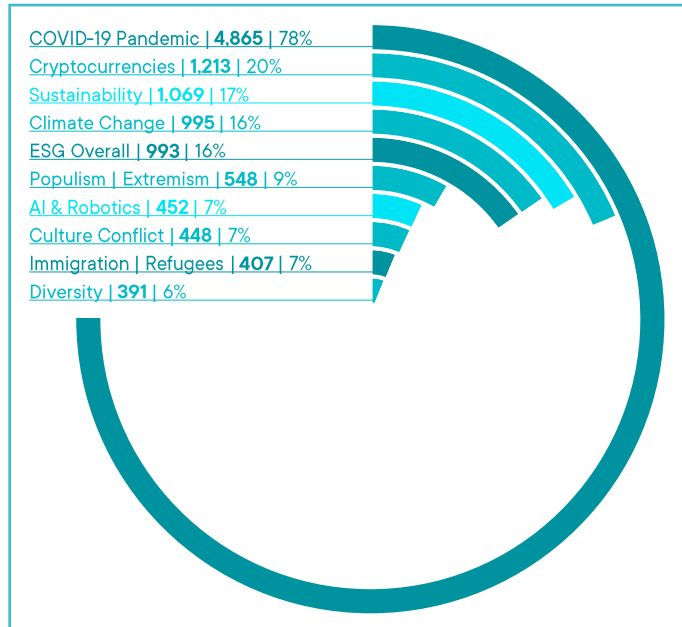
Note: Percentages may not sum to one hundred percent as multiple mentions of various topics may occur in one article



* <https://www.msci.com/www/blog-posts/some-esg-funds-are-not-like-the/02453821454>

Thematic Positioning of CEOs by Sector

Financial CEOs



The financial sector continues to lead other industries in terms of its share of CEO reporting attributed to sustainability (17%), climate change (16%), and ESG messaging.

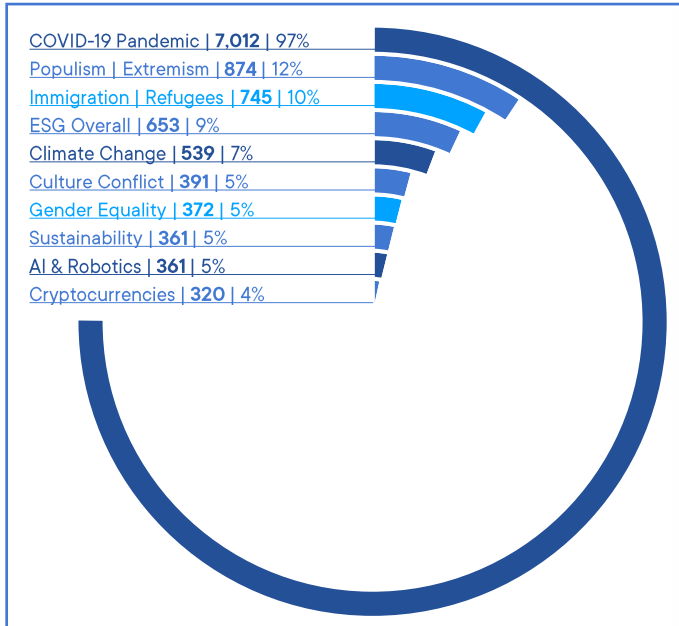
Substantial media attention was also garnered by the potential finance sector disruptor: cryptocurrency. Associated messaging appeared in approximately 20% of the related CEO coverage.

Based on 7,538 articles (Financial)

Note: Percentages may not sum to one hundred percent as multiple mentions of various topics may occur in one article

Thematic Positioning of CEOs by Sector

Pharma CEOs



The COVID-19 pandemic dominates the agenda of Pharma CEOs across the first three quarters of 2021. Despite the media's continued focus on the Pharma industry, only limited attention was given to Pharma CEOs in connection with climate change, ESG, and sustainability. When addressed by media outlets, these themes were often framed in the context of clean production and supply chains. By contrast, both, populism/extremism and immigration, received considerable attention, placing second and third, respectively.

Based on 7,605 articles (Pharma)

Note: Percentages may not sum to one hundred percent as multiple mentions of various topics may occur in one article

Individual Analysis of the Top 10 CEOs by Topic

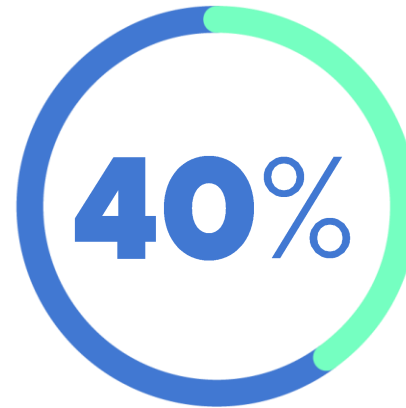


ISSUES: ■ TOP 10 ISSUES ■ TOP CEO: ELON MUSK (& ISSUES) ■ TOP3 TECH CEOs (& ISSUES) ■ TOP3 FINANCIAL CEOs (& ISSUES) ■ TOP3 PHARMA CEOs (& ISSUES) | *excluding COVID-19 Pandemic | **value adjusted for charting purposes

ESG as the Primary Driver of Media Reputation

Taking a cumulative view of media narratives on responsible and sustainable business practices, the emergence of ESG as a reputational paradigm shift becomes even more apparent, with 40% of ESG-related media output across the previous five years having been generated in the last twelve months alone.

Only Purpose-Driven Business maintained a steady trend trajectory throughout recent years. The Good Governance narrative, which has been dominant for six years, was present in only 16% of overall awareness during the previous twelve months. Fairtrade has managed to reach only 7% within the same period.



“
ESG generated 40% of its five-year media resonance in the last twelve months.
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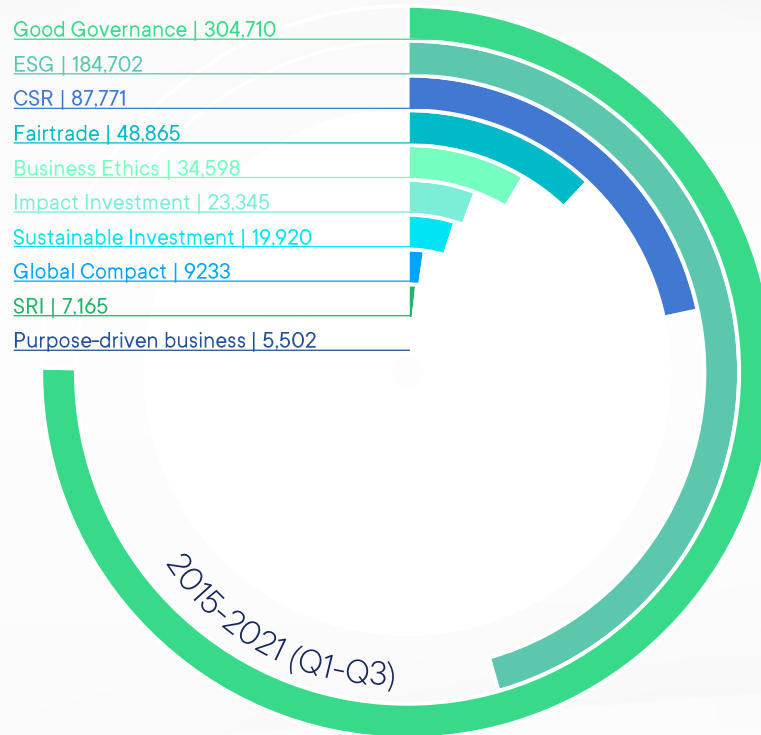


ESG Competitor Topics

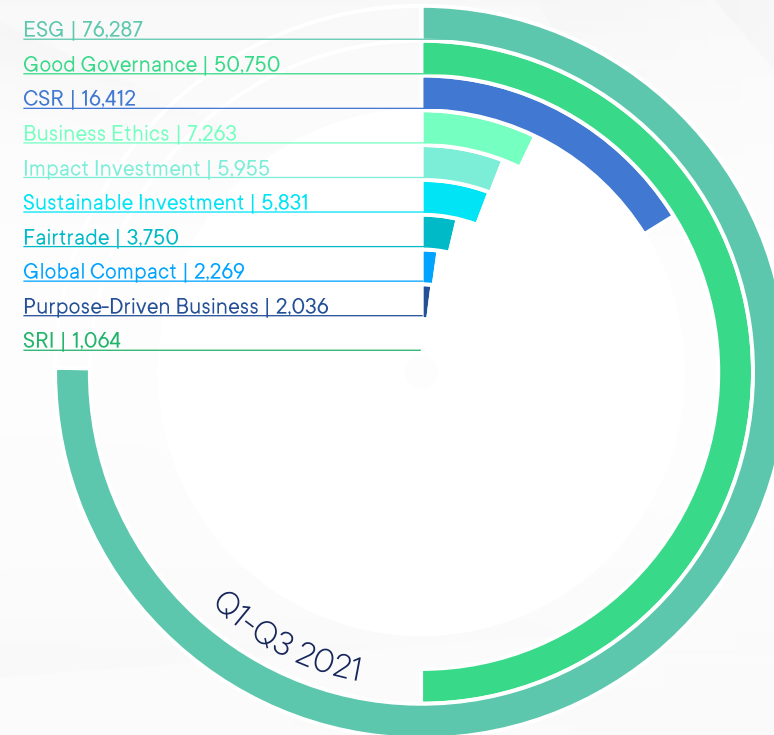
- Good Governance | Corporate Governance
- Corporate Social Responsibility (CSR) | Corporate Citizenship
- Fairtrade
- Business Ethics
- Sustainable Investment | Green Investment
- Global Compact | United Nations Global Compact
- Impact Investment
- Socially Responsible Investing (SRI)
- Purpose-driven business (Corporate | Employee | Employer | Business | Brand | Leadership in connection with Purpose)

ESG as the Primary Driver of Media Reputation

Media Coverage of ESG Topics | by Mentions



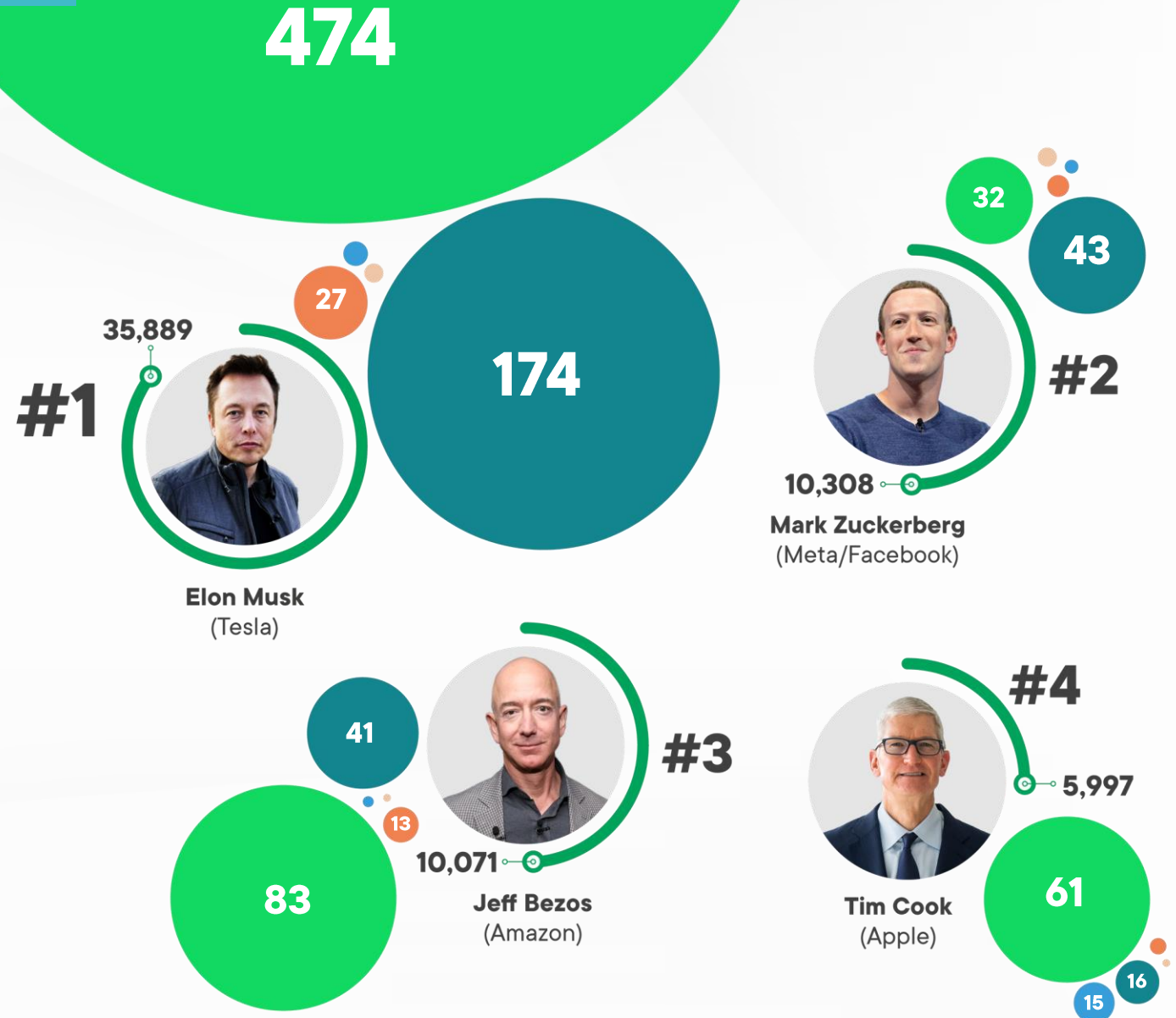
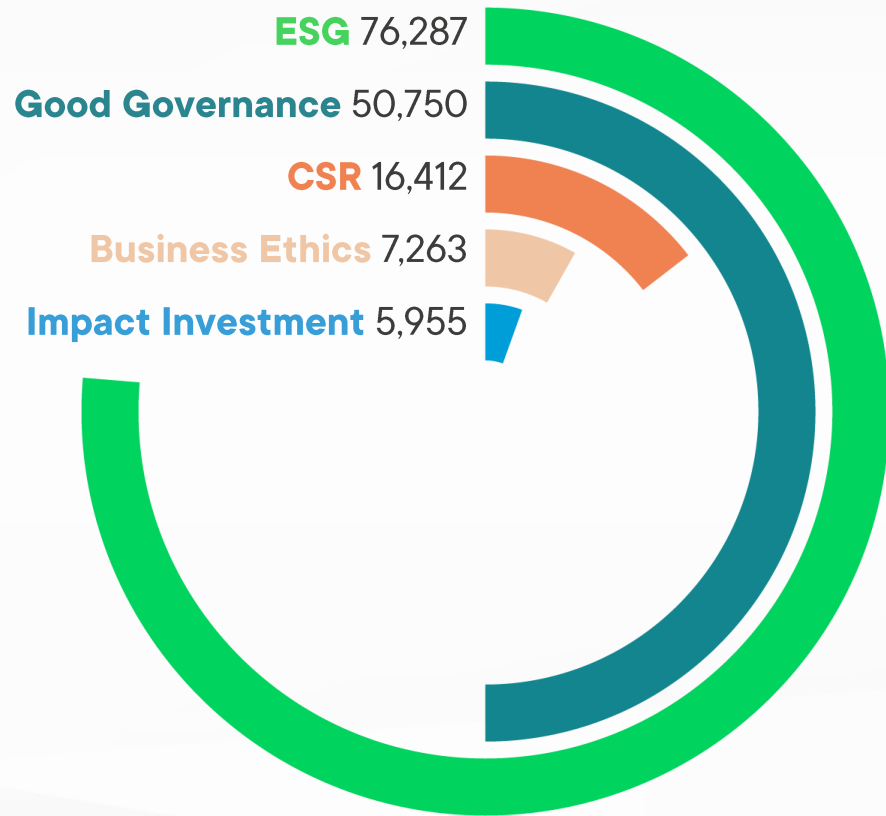
Based on 725,811 mentions



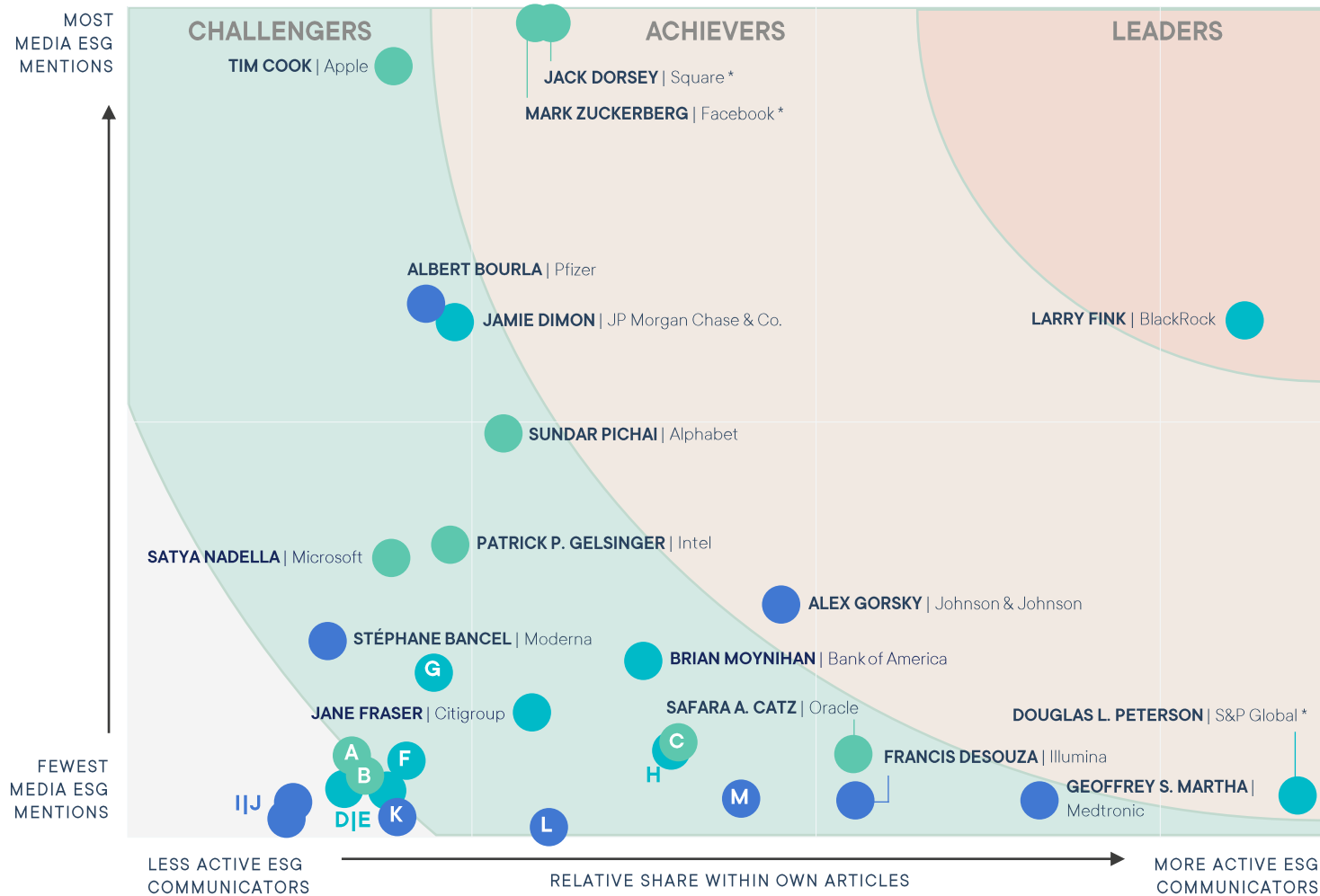
Based on 171,617 mentions

Top CEOs | Ethical Business Practices

Media Coverage of Ethical Business Topics Over Time | by Number of Articles



CEO Media Discussion of ESG



TECH CEOs

A: MARC BENIOFF | Salesforce
B: ARVIND KRISHNA | IBM
C: CHARLES ROBBINS | Cisco



FINANCIAL CEOs

D: CHARLES W. SCHARF | Wells Fargo
E: DAN SCHULMAN | PayPal
F: JAMES P. GORMAN | Morgan Stanley
G: DAVID M. SOLOMON | Goldman Sachs
H: STEPHEN A. SCHWARZMAN | Blackstone



PHARMA CEOs

I: KAREN S. LYNCH | CVS Health Corporation
J: KENNETH FRAZIER | Merck
K: DAVID A. RICKS | Lilly
L: ANDREW WITTY | UnitedHealth
M: ROBERT FORD | Abbott Laboratories



Larry Fink is considered a progressive thought leader and pacesetter in his industry, especially as it relates to ESG topics. An astonishing one in three Fink articles contain an ESG reference.

Jamie Dimon, by contrast, is classically conservative in his approach to ESG topics with less than 10% of Dimon's coverage engaging ethical business practices as topics.

ESG Communication Measurement Model

Effective ESG communication leverages measurement data to inform planning, identify risks, evaluate campaign-level progress and success, as well as potential for optimization.

ASSESS

Targeted monitoring collects earned & owned ESG coverage establishing performance baselines. Monitoring should cover content around brands, main competitors, messaging items, activities, executives, & sentiment.

Baseline reports should cover:

- Most prevalent industry-specific ESG issues
- Status quo of organization's ESG communication
- Competitor benchmarks

CONTROL

Evaluate KPI-based performance post-campaign, identifying wins and areas for improvement. Focus adjustments on improving ROI.

Effective analysis agencies will advise on:

- Campaign results, overall and in KPI terms
- Successes, deltas and learnings

PLAN

Define outcomes of ESG campaigns by setting SMART objectives & targets alongside quantified KPIs.

Targets should be developed in alignment with the monitoring provider to ensure higher levels of analysis accuracy. Focus on key media outlets with a high reach and special interests to budget accurately for quality, time, scope, and resources. Ensure to only focus on relevant KPIs.

FOCUS

Effective ESG communicators rely on cross-channel media intelligence to support situational awareness within the organization, inform decision-making, and assess progress.

Key activities include:

- Daily ESG briefings
- Real-time Intelligence dashboards
- Regular KPI-based reporting
- Ad-hoc, topical analyses



Social Appearance: How actively do individual CEOs use the major Social Networks **Twitter** and **LinkedIn**?



The following analysis focuses on the CEOs of the companies listed within the Dow Jones Index.

Media Presence of CEOs on Social Media Channels

LinkedIn is the social channel of choice for CEO communications. Among the 112 analyzed CEOs (103 companies, 9 CEO changes within the measurement period) only 43 (38%) maintain an active Twitter account, while 78 (70%) operate a LinkedIn account. Thirty-four CEOs (30%) use both platforms.

All CEOs actively communicate via their preferred social outlet, apart from David M. Solomon (Goldman Sachs), whose Twitter account, currently, appears to be only a placeholder account. Other social channels like Facebook are nearly irrelevant for CEO posts. Despite the preference for LinkedIn, the number of posts and engagement levels on Twitter are significantly higher. The higher engagement rates on Twitter can be attributed to accessing larger audiences, whereas the quality of comments and discussions of LinkedIn posts is frequently higher and more subject-focused.

“

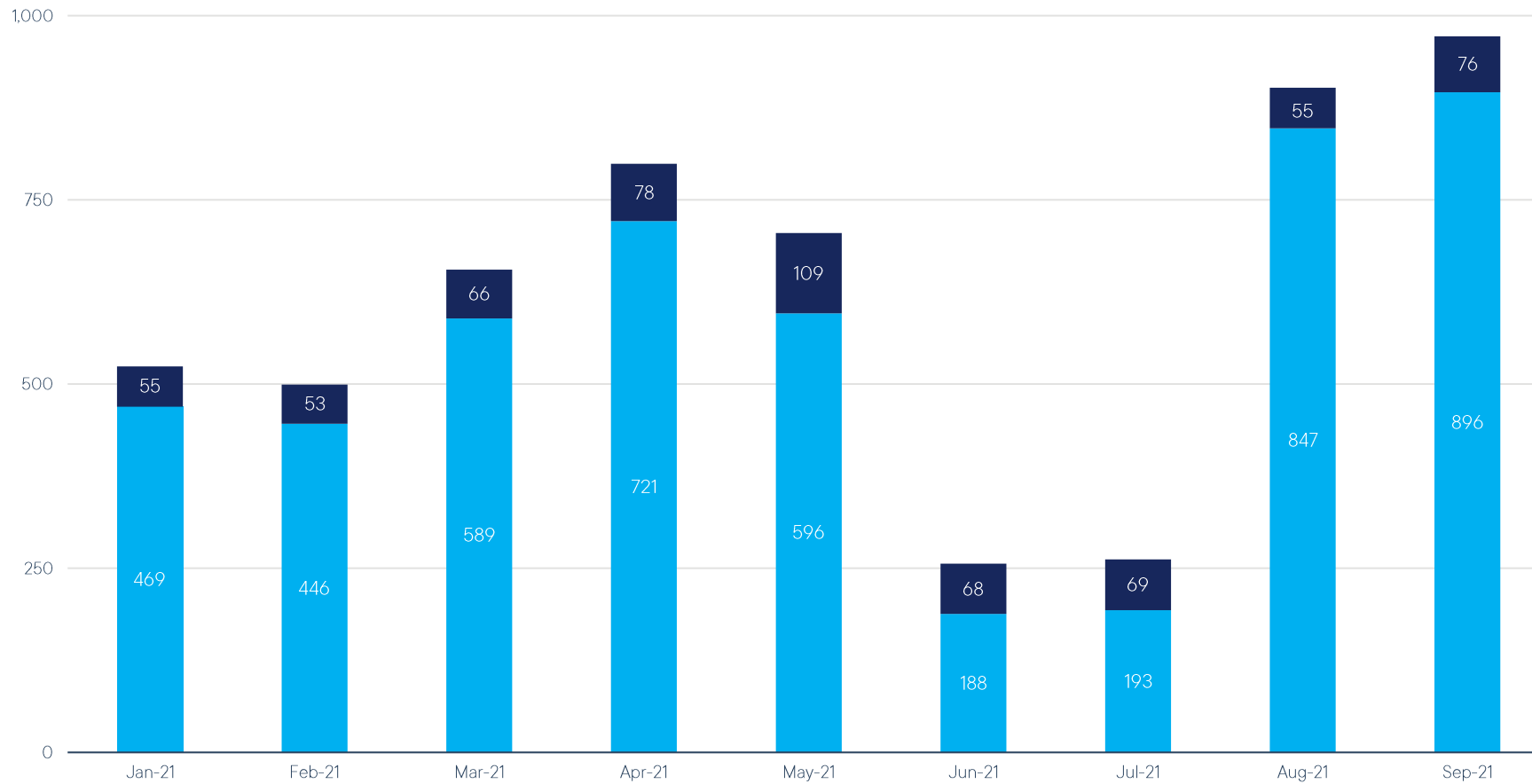
**70% of CEOs possess
a LinkedIn account**

”

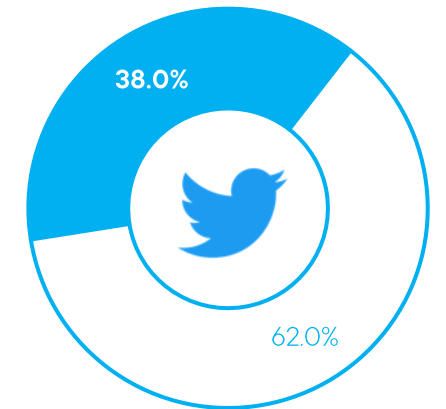


Media Presence of CEOs on Social Media Channels

Media Presence of CEOs on Social Media Channels | by Number of Articles



CHANNEL: ■ LINKEDIN ■ TWITTER | Based on 5,574 articles



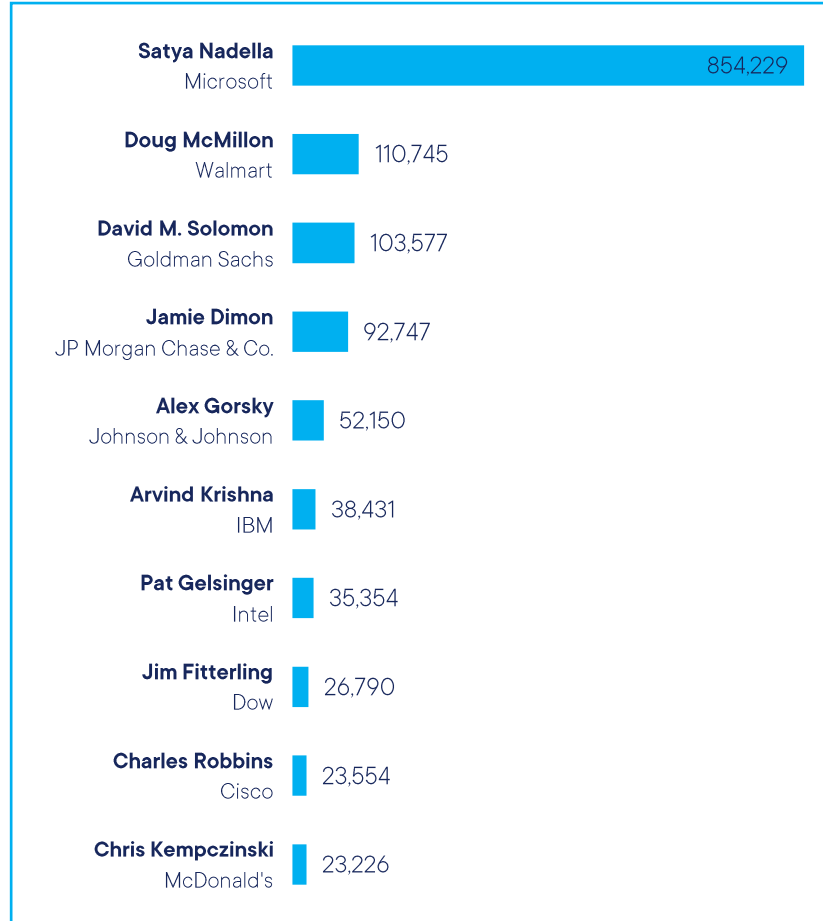
ACCOUNT: ■ HAS A LINKEDIN | TWITTER ACCOUNT ■ NO ACCOUNT | Based on 5,574 articles

Dow Jones: Top CEOs on LinkedIn

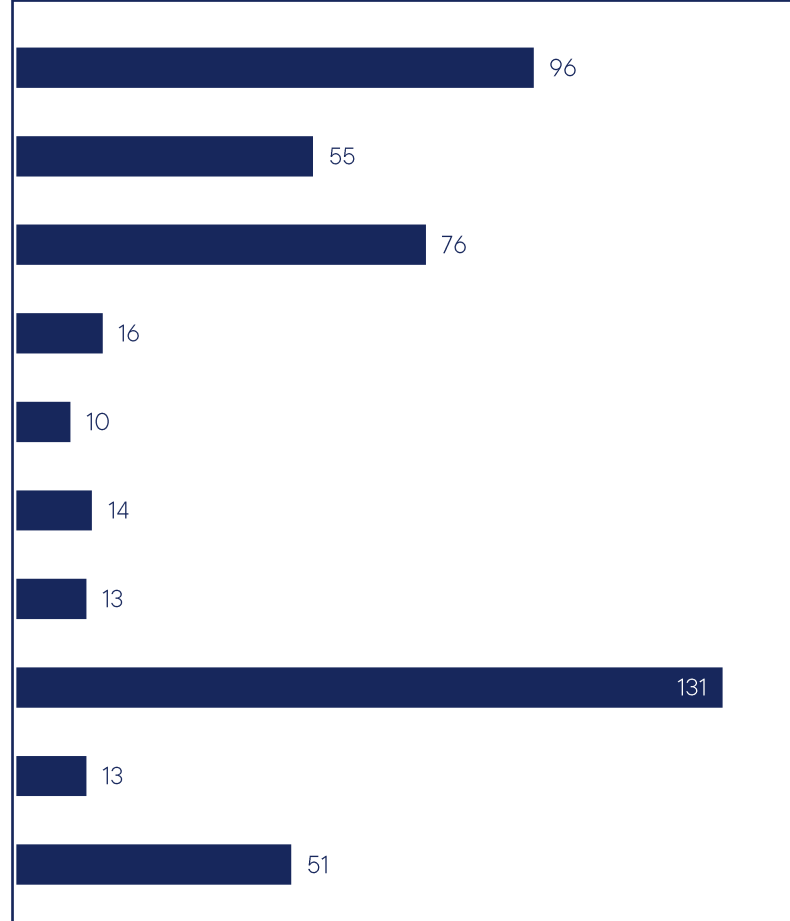


Top CEOs on LinkedIn* | by Engagement and Number of Posts

Engagement



Number of Posts



Based on 629 articles



With significant growth, LinkedIn is now one of the most frequently used B2B platforms. The social media platform has established itself as a **popular channel for (self-)presentation** among managers, especially in comparison to Twitter.

LinkedIn has experienced enormous growth for digital B2B communication in recent years and boasts almost **756 million members worldwide**. Over 178 million people use LinkedIn in the USA. In the first years of its existence, LinkedIn served only for professional networking.

Dow Jones: Top CEOs on Twitter (Compared to Elon Musk)

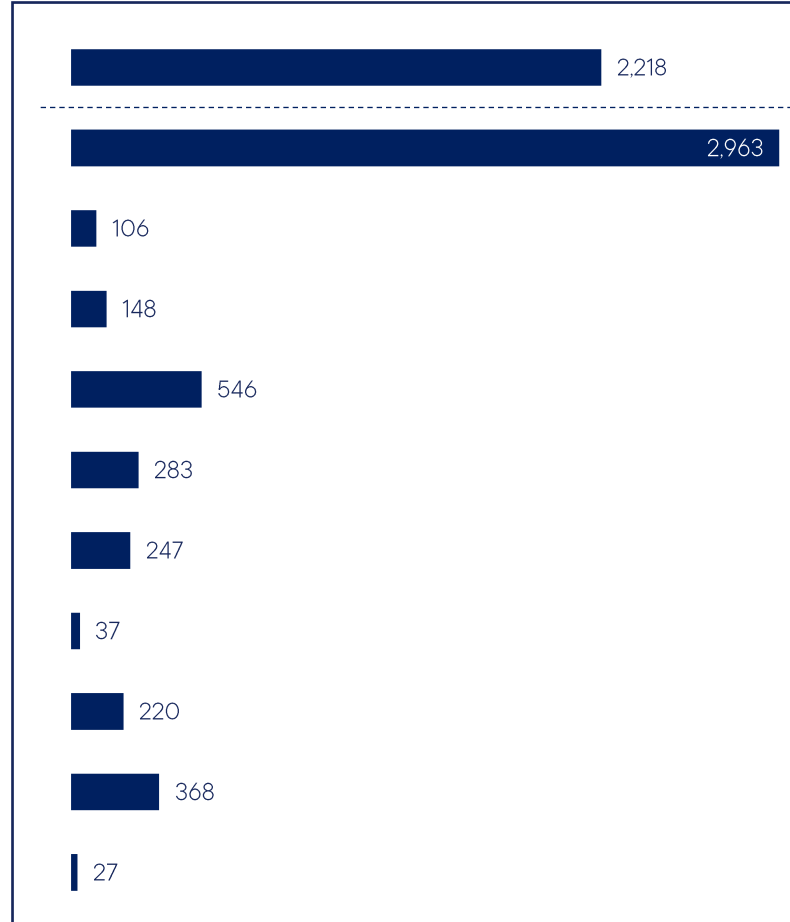


Top CEOs: Twitter* | by Engagement and Number of Articles

Engagement



Number of Articles



Based on 4,948 articles | *The analyses focus on the Dow Jones CEOs. | **since Feb 15



Twitter is by far faster than traditional media when it comes to publishing information about an event and therefore offers a platform to react quickly to changes or incidents or to set your own topics and messages. In many ways, Twitter is replacing traditional news channels, as users often generate the news themselves.

Many well-known CEOs and politicians have taken full advantage of Twitter's potential. One of the most active Twitter users, **Elon Musk**, typically tweets a few times a month. Musk uses Twitter primarily to spread news, which explains a very high number of followers and thus a far higher engagement rate compared to the top CEOs from the Dow Jones Index.

Earned vs. Owned Media

Compared to earned media topics, communication on owned channels is much less often linked to major socio-political issues.

This is primarily caused by the fact that Twitter posts have a strict character limit which makes it much harder to address these topics. The few owned media posts that can be linked to the socio-political issues of this study are predominantly linked to social and environmental issues like sustainability, climate change, gender equality, and diversity.

Earned media deals more often with financial and technological topics like cryptocurrencies, AI and robotics.

*The analysis focuses on the Dow Jones CEOs.



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**Earned Media deals more often
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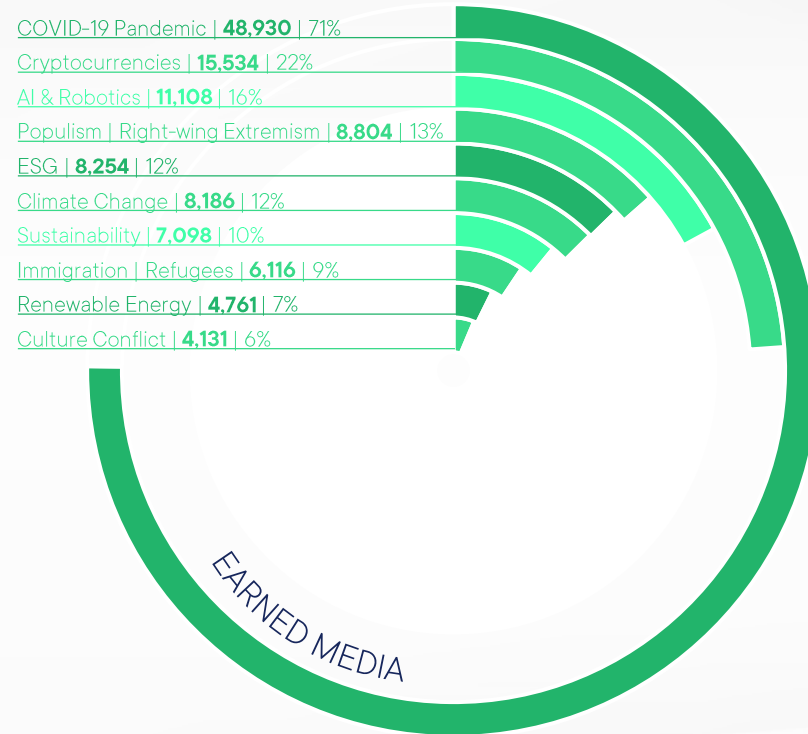
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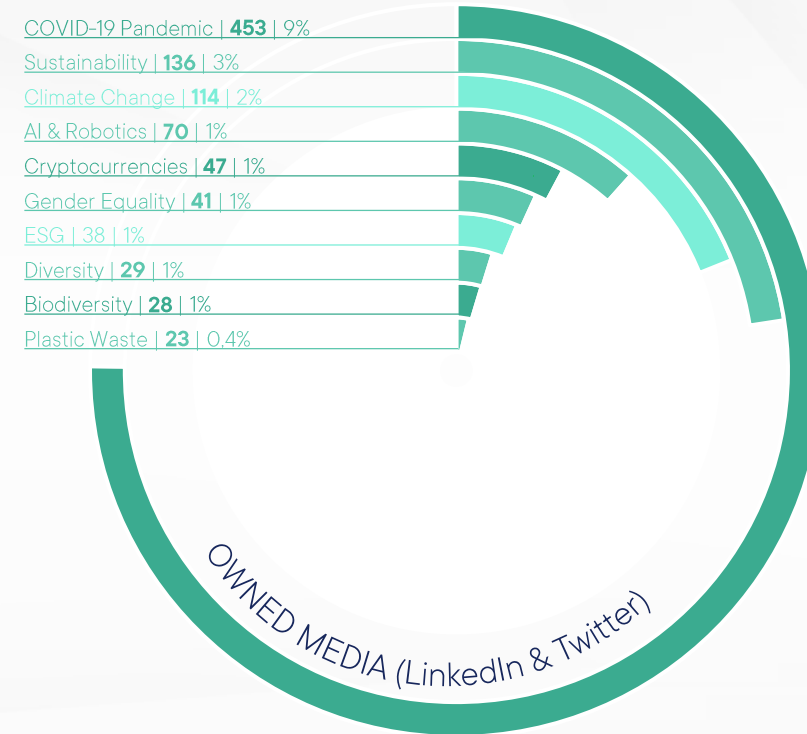
- Artificial Intelligence & Robotics
- Biodiversity | Endangered Species Protection
- Blockchain
- Climate Change
- COVID-19 Pandemic
- Cryptocurrencies | Digital Currencies
- Culture Conflict | Generational Dysfunction
- Cybersecurity
- Digitalization
- Diversity | Equality | Inclusion
- Environmental Protection
- ESG | CSR | Fairtrade | Human Rights
- Gender Equality
- IoT | Industry 4.0
- Immigration | Refugees
- Plastic Waste | Microplastics
- Populism | Right-Wing Extremism
- Racial Equality
- Renewable Energy
- Supply Chain / Logistics
- Sustainability
- Work Paradigm | Agile Working

Earned vs. Owned Media

Top 10 Topics: Earned vs. Owned Media | by Number of Articles



Based on 90,583 articles



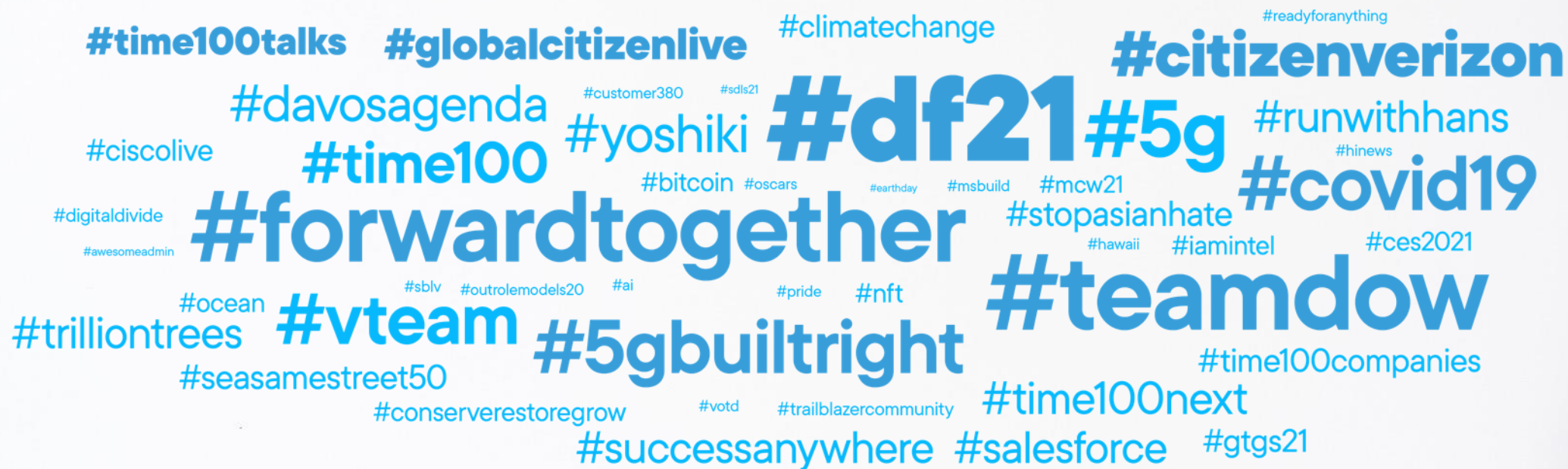
Based on 5,574 articles

Note: Percentages may not sum to one hundred percent as multiple mentions of various topics may occur in one article

Dow Jones CEOs: Top Hashtags on Twitter & LinkedIn

Marc Benioff, who is the most prolific CEO contributor on Twitter, is responsible for the high visibility of #salesforce-related hashtags like the annual dreamforce event #df21, #successanywhere and their environmental protection campaigns, #restoreconservegrow and #trilliontrees.

Verizon's Hans Vestberg promotes their claim #forwardtogether, while Dow's Jim Fitterling pushes #teamdow. Promotional and directly company-related hashtags like these are the most popular among the 112 analyzed CEOs.





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