

# Social Chief Executive Officers: Analysis of the Presence and Activity of CEOs in Social Media

Giancarlo Saavedra<sup>1</sup>  
Paul Capriotti<sup>2</sup>

Received: 11/11/2023  
Approved by peers: 30/01/2024

Submitted to peers: 06/12/2023  
Accepted: 19/02/2024

DOI: 10.5294/pacla.2024.27.2.8


## Para citar este artículo / to reference this article / para citar este artigo

Saavedra, G. y Capriotti, P. (2024). CEO social: análisis de la presencia y actividad en redes sociales de los directores ejecutivos de empresas. *Palabra Clave*, 27(2), e2728. <https://doi.org/10.5294/pacla.2024.27.2.8>

## Abstract

Chief executive officers have transformed into social CEOs, discovering a new avenue on social media for dialogue and interaction with their audiences. This research makes a significant contribution to the field as it aims to analyze CEOs' presence and activity on social media. It provides a detailed comparison of the differences and similarities between CEOs of global and Latin American companies, based on the Fortune Global 500 and América Economía 500 rankings, respectively. We identified 537 social media profiles of 1,029 CEOs and studied 23,549 own and shared publications on LinkedIn, X (formerly Twitter), Instagram, Facebook, TikTok, and YouTube. CEOs have significantly increased their presence on social media in recent years, with most having active profiles but low publication volumes. LinkedIn emerges as the favored platform for CEOs. American (globally) and Brazilian (at the Latin American level) CEOs lead the

---

1  <https://orcid.org/0000-0003-2379-9380>. Universitat Rovira i Virgili, España. giancarlo.saavedra@urv.cat

2 <https://orcid.org/0000-0002-9398-5886>. Universitat Rovira i Virgili, España. paul.capriotti@urv.cat

pack in social networking activities. Despite some areas for improvement, CEOs have shown progress in their social media engagement compared to the publication levels observed in other studies and sectors. The article offers academics and professionals a comprehensive overview of the presence and activity of CEOs on social platforms. It also presents methodological guidelines for future research and outlines three types of social CEOs: active, moderate, and passive.

## **Keywords**

CEO; organizational communication; managing director; chief executive officer; social media.

# CEO social: análisis de la presencia y actividad en redes sociales de los directores ejecutivos de empresas

## Resumen

Convertidos en CEO sociales, los directores ejecutivos encontraron un nuevo espacio en las redes sociales para dialogar e interactuar con sus públicos. El objetivo de esta investigación es analizar la presencia y la actividad de los CEO en las principales redes sociales y comparar las diferencias y las similitudes entre ejecutivos de empresas globales y latinoamericanas, según los ránquines Fortune Global 500 y América Economía 500, respectivamente. Se identificaron 537 perfiles en redes sociales de un total de 1.029 directores ejecutivos y se estudiaron 23.549 publicaciones propias y compartidas en LinkedIn, X/Twitter, Instagram, Facebook, TikTok y YouTube. En los últimos años, los CEO aumentaron su presencia en redes sociales y la mayoría de ellos tienen perfiles activos, pero con volúmenes bajos de publicación. LinkedIn es la plataforma favorita de los ejecutivos. Los CEO americanos (a nivel global) y brasileños (a nivel latinoamericano) son los líderes en actividad en redes sociales. Los directores ejecutivos ignoran la recomendación de los expertos y tienen una participación “muy baja” en las redes sociales, sobre todo en LinkedIn y X/Twitter. Aunque, en comparación con los niveles de publicación alcanzados en otros estudios y sectores, los CEO mejoran su desempeño. El artículo ofrece a los académicos y profesionales un panorama general e integrador de la presencia y actividad de los CEO en plataformas sociales. Además, propone pautas metodológicas para futuras investigaciones y perfila tres tipos de CEO sociales: activos, moderados y pasivos.

## Palabras clave

CEO; comunicación organizacional; consejero delegado; director ejecutivo; redes sociales.

# CEO social: análise da presença e da atividade nas redes sociais dos diretores-executivos corporativos

## Resumo

Transformados em CEOs sociais, os diretores-executivos encontraram um novo espaço nas redes sociais para dialogar e interagir com seus públicos. O objetivo desta pesquisa é analisar a presença e a atividade dos CEOs nas principais redes sociais e comparar as diferenças e as semelhanças entre os executivos de empresas globais e os de empresas latino-americanas, de acordo com os rankings Fortune Global 500 e América Economia 500, respectivamente. Foram identificados 537 perfis em redes sociais de 1.029 CEOs e estudadas 23.549 publicações próprias e compartilhadas no LinkedIn, no X/Twitter, no Instagram, no Facebook, no TikTok e no YouTube. Nos últimos anos, os executivos aumentaram sua presença nas mídias sociais e a maioria deles tem perfis ativos, mas com baixo volume de publicações. O LinkedIn é a plataforma favorita dos executivos. Os CEOs americanos (em âmbito global) e brasileiros (na América Latina) são os líderes em atividades nas redes sociais. Os CEOs sociais ignoram a recomendação dos especialistas e têm uma participação “muito baixa” nas redes sociais, especialmente no LinkedIn e no X/Twitter. Contudo, em comparação com os níveis de publicação alcançados em outros estudos e setores, os CEOs melhoraram seu desempenho. Este artigo oferece aos acadêmicos e aos profissionais uma visão geral abrangente e integradora da presença e da atividade dos CEOs nas plataformas sociais. Além disso, propõe diretrizes metodológicas para pesquisas futuras e descreve três tipos de CEOs sociais: ativos, moderados e passivos.

## Palavras-chave

CEO; comunicação organizacional; CEO; diretor-executivo; redes sociais.

Since the emergence of the internet, executive directors, or chief executive officers (CEOs), have assumed a fundamental role in the digital communication of organizations (Hill and White, 2000; Kent and Taylor, 1998; White and Raman, 1999). During the last thirty years, the public nature of CEOs and the appearance of new platforms in organizations have consolidated CEOs' presence and participation (Heavey et al., 2020; Manfredi-Sánchez, 2019; Men, 2012). A study by Kekst CNC Intelligence (Putt and Rocha, 2023) identified four types of CEOs according to their role in social networks: social CEOs in the United States; purpose-driven CEOs in Germany; relatable CEOs in the United Kingdom, and talent magnet CEOs in Sweden.

The above demonstrates the growing relevance of executive directors as essential communicators and the public "faces" of organizations (Denner et al., 2021; Gutiérrez-García, 2010; Men, 2012), especially with the consolidation of social networks. Thus, since the role of CEOs as communicators has become a valuable and relevant topic to analyze and understand in the academic/scientific field, this study aims to analyze the presence and activity of CEOs in the main social networks. In addition, it presents a comparison of the differences and similarities between CEOs of global and Latin American companies.

## CEO presence on social media

To achieve a digital presence, CEOs must choose certain social networks and create professional profiles on these platforms that adapt to their communication needs for the management of information and relationships with their audiences (Capriotti, Oliveira et al., 2023; Capriotti, Zeler and Oliveira, 2021; Mudambi et al., 2019). The constant changes in the communication methods of organizations has led to the transformation of the roles of CEOs. The work of current business leaders is different from that of their predecessors, particularly since the advent of the internet (Longenecker and Wittmer, 2023; Mascarenhas, 2009; Preciado-Hoyos and Etxayo-Pérez, 2014; Santana et al., 2023). Three major periods in the evolution of CEOs' digital communication have marked the role of CEOs as institutional communicators. The first period marks the beginning of the transi-

tion from CEO to e-CEO, a stage in which CEOs incorporated the internet as a new communication channel to listen to conversations about their organizations and themselves (Gaines-Ross, 2000; 2002; Schreiber, 2002). The second period is characterized by the emergence of the blogger CEO, a period in which top executives posted their first blog posts, explored the potential to project credibility in Web 2.0 communities (Evans et al., 2008; Lee, 2006) and first began online dialogue. Finally, the third period represents the era of the social CEO, in which directors exploit the dialogical principles of participation in social networks (Yue et al., 2023). This appearance of executives in digital spaces is defined as their social presence (Men et al., 2018; Tsai and Men, 2017).

The first study on the presence of CEOs on the internet identified and analyzed how executives of Fortune e-50 companies represented themselves on their own websites (Lee and Know, 2002). Since then, a few studies have focused on the representation of top management in digital environments. Capriotti and Ruesja (2018) presented one of the first evaluations of the presence of CEOs in large-scale social networks. To advance the understanding of CEOs' role as communicators, first, the social presence of CEOs must be identified and analyzed by determining *the degree to which executive directors are present in social networks* (RQ1) and *whether there are differences in the levels of presence among the CEOs of global and Latin American companies* (RQ1a).

## CEO activity on social media

It is insufficient to say that CEOs are merely present on social media. Executive directors need to have an active social presence to gain favor from their audiences and be perceived as receptive communicators (Men, 2015). CEO activity on social media is defined as the opportunity for CEOs to engage in relevant conversations through the constant use of dialog and interaction with audiences. The level of executives' involvement in such activities is determined according to the volume of their publications and the frequency of their content dissemination (Albanna et al., 2022; Capriotti, Zeler and Camilleri, 2021; Capriotti, Zeler and Oliveira, 2021; Domínguez et al., 2023). The current environment demands more visible and, above

all, more communicative leaders (Fröhlich and Knobloch, 2021; Longenecker and Wittmer, 2023). Therefore, being present without being proactive depreciates the reputation of CEOs (Alghawi et al., 2014; Vidgen et al., 2013). One way to capitalize on their active social presence is through the proper use of dialogical principles and strategies for participatory purposes (Yue et al., 2023).

During the last decade, attention to the communication of social CEOs has increased, and studies have explored CEOs' participation in different aspects of institutional communication (Heavey et al., 2020; Rumstadt and Kanbach, 2022). A pioneering study on CEOs in social networks analyzed the benefits of Twitter (now called X) for the public relations of CEOs (Hwang, 2012). Although most studies consider executive participation in social networks as a whole (Serrano et al., 2020), some scientific articles address CEOs' commitment and active presence on specific platforms (Jameson, 2014; Manika et al., 2015; Yue et al., 2019). However, no study has comprehensively addressed the activity of CEOs in social networks. In this way, as a second research focus, it is necessary to recognize and evaluate the activity carried out by executives in social networks in a global or transversal way by determining *what level of activity executive directors present in social networks* (RQ2) and *whether there are differences in the levels of activity among CEOs of global and Latin American companies* (RQ2a).

## Methodology

The general objective of this research is to analyze the level of CEOs' presence (RQ1) and activity (RQ2) in social networks and determine whether there are differences (RQ1a and RQ2a) between global and Latin American executives. CEOs were selected for inclusion in this study according to the rankings of Fortune Global 500 (FG 500) and América Economía 500 (AE 500), which classify the largest companies according to their total revenue in each fiscal year. Global leaders were chosen from the FG 500 and grouped into the regions of America (encompassing North America, Central America, and South America), Europe, and Asia Pacific. Executives of Latin American companies were selected based on the AE 500 and categorized into three groups: Brazil and Mexico, according to their high lev-

el of representation, and a third group called the “rest of countries”, which brings together the other participants in the ranking (Chile, Peru, Argentina, Colombia, Costa Rica, Ecuador, Panama, Paraguay and Uruguay). Previous studies (Lee, 2006; Yue et al., 2019; 2023) have used this type of classification as a reliable means to measure the presence and social activity of CEOs. For this research, the listings in 2021 were considered.

Taking these rankings as a reference, the 1,029 executive directors who served as CEOs between the months of January to September 2023 were identified. In both lists, the number of CEOs is greater than the number of companies because some companies have co-executive directors or have more than one director during the analysis period. Finally, a total of 521 global CEOs and 508 Latin American CEOs were obtained (Table 1).

**Table 1. Sample of executive directors**

	Total		FG 500		AE 500	
	N	%	N	%	N	%
Total companies in the ranking	1.000	100	500	100	500	100
Total companies with co-CEOs	16	1,6	14	2,8	2	0,4
Total companies with more than 1 CEO	27	2,7	7	1,4	20	4
Total executive directors	1.029	100	521	50,6	508	49,4

Source: Own elaboration.

To analyze the presence of CEOs in social networks, six social platforms with the highest percentage of active users were selected: Facebook, YouTube, Instagram, TikTok, X/Twitter and LinkedIn (We Are Social and Meltwater, 2023). Facebook is one of the preferred networks for the public’s communication with leaders and the site where the first digital dialogical principles were put into practice (Conte et al., 2017; Men et al., 2018; Men and Tsai, 2016; Pakura and Rudeloff, 2020; Tsai and Men, 2017; Wang and Huang, 2018). YouTube is a space where CEOs have the opportunity to resolve communication situations and build trust with the public of their organizations (Manika et al., 2015; Sandlin and Gracyalny, 2018). Instagram allows CEOs to build their personal image and that of their organizations (Md Saad and Yaacob, 2021). It also provides instagrammer CEOs



the opportunity to find out whether their self-disclosure has effects on consumers and the brands they represent (Kim and Sung, 2021). TikTok is an emerging social platform that has presented increased use and downloads since the pandemic. Public figures from political and health organizations have found it a useful space for connecting with young audiences in an entertaining way (Cervi et al., 2021; Montúfar-Calle et al., 2022). On X/ Twitter, CEOs can approach executive communication through everyday narratives (Grafström and Falkman, 2017). It enables top management to play the role of corporate ambassadors (Wu et al., 2021) and shape conversations via microblogging (Jameson, 2014; Malhotra and Malhotra, 2016). LinkedIn is one of the preferred social networks for transmitting the personal, work and organizational identities of CEOs (Molina-Cañabate and Suau-Gomila, 2021; Serrano et al., 2020).

To identify the personal accounts of the executives in the analyzed social media platforms, a search was carried out on the corporate website of the CEO's company and on the search engine of each social network. In the cases in which personal accounts were not verified, an additional investigation was carried out to identify whether any type of interaction was evident in the institutional social platforms, such as labeling the personal profiles of the executives in the corporate publications.

To establish the level of CEOs' general presence in social networks, the average number of social media outlets used per person was identified. According to We Are Social and Meltwater (2023), users have an average of seven social platforms. On this basis and taking into account that only six platforms were selected for this analysis, three levels of presence in social networks were established for the executive directors (Table 2).

**Table 2. Levels of CEOs' general presence in social networks**

Presence level	N*
Low	1-2
Medium	3-4
High	5-6

\* Number of social networks.

Source: Own elaboration.

Next, five levels of presence were established for each of the social networks to identify the participation of CEOs in the platforms included in this research (Table 3).

**Table 3. Levels of presence in each social network**

Presence level	%
Very low	0-20
Low	21-40
Medium	41-60
High	61-80
Very high	81-100

Source: Own elaboration.

Finally, to analyze the evolution of the presence of executive directors in social networks, the research by Capriotti and Ruesja (2018) was taken as a reference for comparison with the results of the present research. This allowed us to observe whether there have been significant changes in the participation of CEOs in social platforms.

To analyze the *activity of CEOs in social networks*, the volume of publications of CEOs in their personal profiles was studied over 39 weeks (nine months) from January to September 2023. It was determined whether the accounts were active or inactive. On this basis, the profiles were classified into two groups: a) inactive, where CEOs do not present any activity during the period of analysis, and b) active, in which CEOs present at least one publication in the period of study. To establish the level of activity of the CEOs in their social networks, the recommended publication averages (RPAs) according to experts and the achieved publication averages (APAs) of the CEOs or companies from various sectors were subsequently identified, based on different academic and informative studies 3 (Table 4).

**Table 4. Recommended publication averages (RPAs) and achieved publication averages (APAs) per week in social networks**

Social network	RPA	APA
LinkedIn	3.5	1
X/Twitter	20	9
Instagram	2.8	5
Facebook	7	7
TikTok	3.4	2.5
YouTube	1.5	1.8

Source: Own elaboration.

Finally, the activity levels were established according to the reports and studies cited (Tables 5 and 6). For all the cases, publication averages and levels are presented per week.

**Table 5. Recommended weekly activity levels**

Social network	Very low	Low	Adequate	High	Very high
LinkedIn	Less than 2	2–2.9	3–4	4.1–5	More than 5
X/Twitter	Less than 11	11–16.9	17–23	23.1–29	More than 29
Instagram	Less than 1	1–1.9	2–3	3.1–4	More than 4
Facebook	Less than 4	4–5.9	6–8	8.1–10	More than 10
TikTok	Less than 2	2–2.9	3–4	4.1–5	More than 5
YouTube	Menos de 0,9	0.9–1.4	1.5–2	2.1–2.6	Más de 2,6

Source: Own elaboration.

Anderson (2023); Capriotti, Losada-Díaz et al. (2023); Capriotti and Zeler (2023); Cucu (2023); Da Silva et al. (2023); Dévai et al. (2023a/b); Dévai and Peralt (2022); Dixon (2023a/b/c); Feehan (2022; 2023a/b); Grafström and Falkman (2017); Guthrie (2023); Macready and Cohen (2023); Md Saad and Yaacob (2021); Putt and Rocha (2023); Social Pilot (2023); Thomas (2023).

**Table 6. Activity levels reached weekly**

Social network	Very low	Low	Medium	High	Very high
LinkedIn	Less than 0.3	0.3–0.7	0.8–1.2	1.3–1.7	More than 1.7
X/Twitter	Less than 3	3–7	7.1–11	11.1–15	More than 15
Instagram	Less than 2	2–4	4.1–6	6.1–8	More than 8
Facebook	Less than 4	4–6	6.1–8	8.1–10	More than 10
TikTok	Less than 1	1–2	2.1–3	3.1–4	More than 4
YouTube	Less than 0.9	0.9–1.4	1.5–2	2.1–2.6	More than 2.6

Source: Own elaboration.

Information on the personal data of the executives and their social networks was collected in October 2023. The publications of the active CEOs were downloaded in October 2023 via the FanPage-Karma tool for all platforms, with the exception of the LinkedIn publications, which were downloaded manually.

The sample was composed of 23,549 own and shared publications of the CEOs (10,455 posts on LinkedIn, 9,110 tweets on X/Twitter, 2,283 posts on Instagram, 1,614 posts on Facebook, 35 posts on TikTok and 52 posts on YouTube). The information was subsequently classified and coded in Microsoft Excel spreadsheets for statistical analysis and processing, after which the following results were obtained.

## Results

### CEO presence on social media

The presence of executive directors in social networks is low (Table 7). Five (5) out of 10 CEOs (52.2%) have a social presence. Latin American executives have greater social participation than their global peers do, as almost 7 in 10 executives have at least one social media account, whereas 39.7% (almost 4 out of 10) of global CEOs do. However, global directors have an average of 1.5 social profiles, whereas Latino directors have an average of 1.2 social profiles.

**Table 7. Presence of CEOs in social networks**

	Total		FG 500		AE 500	
	N*	%	N	%	N	%
CEO total	1.029	100	521	50.6	508	49.4
CEO without social network	492	47.8	314	60.3	178	35
CEO with social network	537	52.2	207	39.7	330	65
1 social network	412	76.7	132	63.8	280	84.8
2 social networks	97	18.1	55	26.6	42	12.7
3 social networks	22	4.1	16	7.7	6	1.8
4 social networks	3	0.6	3	1.4	0	0
5 social networks	0	0	0	0	0	0
6 social networks	3	0.6	1	0.5	2	0.6

\* CEO number.

Source: Own elaboration.

Taking into account CEOs’ general participation in social networks (Tables 2 and 7), the majority of CEOs (approximately 95%) present a “low” level, and fewer than 1% of executives present “high” levels of presence (5–6 social networks) (Table 8).

**Table 8. Level of general presence and percentage of CEOs in social networks**

	General	Low (1–2)	Medium (3–4)	High (5–6)
Total	Low	94.8%	4.7%	0.6%
FG 500	Low	90.4%	9.1%	0.5%
AE 500	Low	97.5%	1.8%	0.6%

Source: Own elaboration.

LinkedIn is the most commonly used social network (50.3%) among the CEOs (Table 9). The presence of Latin American CEOs clearly exceeds that of their global colleagues on that platform. The rest of the social networks present much lower presence. Only 10.2% of the total CEOs are pres-

ent on X/Twitter, a network in which global executives (63) have a third greater presence than Latin Americans do (42). Among the total CEOs, only 5.2% participate on Instagram. Not even 2% of executives have profiles on Facebook, and the percentages of those present on YouTube and TikTok do not exceed 0.4% each. Owing to the small percentage represented by these last three networks, their results will be included for reference in the following tables presenting the results regarding presence and activity but will not be analyzed, except in exceptional cases.

**Table 9. Number of CEO profiles by social network**

	Total		FG 500		AE 500	
	N *	%	N	%	N	%
CEO total	1,029	100	521	50.6	508	49.4
LinkedIn	518	50.3	194	37.2	324	63.8
X/Twitter	105	10.2	63	12.1	42	8.3
Instagram	53	5.2	32	6.1	21	4.1
Facebook	18	1.7	15	2.9	3	0.6
TikTok	4	0.4	2	0.4	2	0.4
YouTube	4	0.4	2	0.4	2	0.4

\* Number of CEOs.

Source: Own elaboration.

## Regional/national differences regarding executive directors in social networks

America and Europe are the two regions with the highest participation in social networks (Table 10). More than 60% of American CEOs (61.6%) and European CEOs (68.5%) are present on LinkedIn, and approximately 20% of executives from each region are on X/Twitter. The presence of directors on Instagram from both regions does not exceed 10%, on average. Asian CEOs have very low levels of presence on social media.

Brazil and Mexico are the Latin American countries with the greatest number of executives with a presence on social media (Table 10). LinkedIn is by far the favorite social network for Latin American directors. More

than 65% of Brazilian CEOs and more than 50% of Mexican CEOs participate in this professional platform. The rest of the countries have a presence of more than 70%. Mexican CEOs are the executives with the most participation on X/Twitter (23), and Brazilian CEOs have the most engagement on Instagram (12).

**Table 10. CEO presence in social networks by region/country**

	CEO		LinkedIn		X/Twitter		Instagram		Facebook		TikTok		YouTube	
	N*	%	N	%	N	%	N	%	N	%	N	%	N	%
FG 500	521	100	194	37.2	63	12.1	32	6.1	15	2.9	2	0.4	2	0.4
America	146	28	90	61.6	29	19.9	16	11	7	4.8	2	1.4	2	1.4
Europe	130	25	89	68.5	28	21.5	11	8.5	5	3.8	0	0	0	0
Asia Pacific	245	47	15	6.1	6	2.4	5	2	3	1.2	0	0	0	0
AE500	508	100	324	63.8	42	8.3	21	4.1	3	0.6	2	0.4	2	0.4
Brazil	176	34.6	116	65.9	6	3.4	12	6.8	2	1.1	2	1.1	2	1.1
Mexico	147	28.9	78	53.1	23	15.6	4	2.7	1	0.7	0	0	0	0
Rest of countries	185	36.4	130	70.3	13	7	5	2.7	0	0	0	0	0	0

\* Number of CEOs.

Source: Own elaboration.

According to the results of the levels of presence on social media (Tables 3 and 10), in general, the CEOs of both ranks have “very low” levels of participation in social networks such as X/Twitter and Instagram. On LinkedIn, most executives have a “high” level of presence, except in the case of CEOs from Asia Pacific, who have “very low” levels of participation (Table 11).

**Table 11. Level of presence of CEOs by social network**

Total	LinkedIn	X/Twitter	Instagram
	Medium	Very low	Very low
FG 500	Low	Very low	Very low
America	High	Very low	Very low
Europe	High	Low	Very low

Total	LinkedIn	X/Twitter	Instagram
Asia Pacific	Very low	Very low	Very low
AE500	High	Very low	Very low
Brazil	High	Very low	Very low
Mexico	Medium	Very low	Very low
Rest of countries	High	Very low	Very low

Source: Own elaboration.

## Evolution of the presence of executive directors on social networks

Over the course of the past five years, the number of CEOs' social profiles has increased by more than 70% (Table 12). The increase in the number of executives with profiles on LinkedIn is remarkable, as the number of profiles almost doubled compared with that in 2018 (from 281 to 518 accounts). However, Instagram is the social network with the most significant percentage growth. Compared with the figures in 2018, the number of global CEOs increased 16 times, and the number of Latinos increased by more than 5 times. In contrast, on Facebook, the number of accounts decreased, especially among Latin American directors. The increase in participation on YouTube is insignificant, and the first CEOs appeared on TikTok (4).

**Table 12. Evolution of CEO presence in social networks (2018–2023)**

	CEO social network profiles				Social network profiles FG 500				Social network profiles AE 500			
	2018	2023	Increase		2018	2023	Increase		2018	2023	Increase	
	N	N	N	%	N	N	N	%	N	N	N	%
No. profiles	408	702	294	72.1	180	308	128	71.1	228	394	166	72.8
LinkedIn	281	518	237	84.3	106	194	88	83	175	324	149	85.1
X/Twitter	86	105	19	22.1	53	63	10	18.9	33	42	9	27.3
Instagram	6	53	47	783.3	2	32	30	1.500	4	21	17	425
Facebook	32	18	-14	-43.8	18	15	-3	-16.7	14	3	-11	-78.6
YouTube	3	4	1	33.3	1	2	1	100	2	2	0	0
TikTok	NA	4	NA	NA	NA	2	NA	NA	NA	2	NA	NA

NA = not applicable.

Source: Own elaboration.



## CEO activity on social media

The results reveal that the majority of CEOs have active profiles (Table 13), with active accounts representing more than 70% in almost all social networks. On LinkedIn, almost 90% of global directors present active accounts, whereas the figure for Latinos is 15.3% lower. On X/Twitter, almost 80% of executive accounts have at least a minimal level of activity. The percentage of CEOs with active Instagram accounts exceeds 70%.

**Table 13. Active and inactive CEO profiles**

	Grand total					FG 500					AE 500				
	Total	Inactive		Active		Total	Inactive		Active		Total	Inactive		Active	
		N*	%	N	%	N	N	%	N	%	N	N	%	N	%
LinkedIn	518	103	19.9	415	80.1	194	23	11.9	171	88.1	324	80	24.7	244	75.3
X/Twitter	105	23	21.9	82	78.1	63	14	22.2	49	77.8	42	9	21.4	33	78.6
Instagram	53	14	26.4	39	73.6	32	7	21.9	25	78.1	21	7	33.3	14	66.7
Facebook	18	9	50	9	50	15	9	60	6	40	3	0	0	3	100
TikTok	4	1	25	3	75	2	1	50	1	50	2	0	0	2	100
YouTube	4	2	50	2	50	2	1	50	1	50	2	1	50	1	50

\* CEO number.

Source: Own elaboration.

CEO publication volumes are low and scattered (Table 14). A small number of CEOs posted more than 100 publications on LinkedIn (8), X/ Twitter (25) and Instagram (5) during the study period (9 months).

**Table 14. Volume of CEO activity**

	LinkedIn			X/Twitter			Instagram			Facebook			TikTok			YouTube		
	N*	FG**	AE†	N	FG	AE	N	FG	AE	N	FG	AE	N	FG	AE	N	FG	AE
Active CEO	415	171	244	82	49	33	39	25	14	9	6	3	3	1	2	2	1	1
1-5 posts	88	25	63	10	5	5	6	5	1	2	2	0	0	0	0	0	0	0
6-10 posts	65	26	39	2	1	1	5	3	2	0	0	0	1	0	1	0	0	0
11-20 posts	82	28	54	10	6	4	6	3	3	0	0	0	2	1	1	0	0	0
21-30 posts	55	25	30	4	3	1	4	2	2	1	1	0	0	0	0	2	1	1
31-50 posts	79	41	38	15	11	4	8	5	3	0	0	0	0	0	0	0	0	0
51-100 posts	38	23	15	16	10	6	5	4	1	1	1	0	0	0	0	0	0	0
More than 100 posts	8	3	5	25	13	12	5	3	2	5	2	3	0	0	0	0	0	0

\* Number of CEOs; \*\* Number of CEOs listed on the FG 500; † Number of CEOs listed on the AE 500.

Source: Own elaboration.

Global leaders presented a very low volume of activity during the first nine months of 2023 (Table 15). On LinkedIn, only 3 executives made more than 100 posts, and the majority of CEOs (52%) made between 21 and 100 posts. Among all the social networks, X/Twitter is the one with the most activity among CEOs, with just over a quarter of the executives tweeting more than 100 times. On Instagram, more than 50% of CEOs posted between one and 30 times.

**Table 15. Volume of global CEO activity**

	LinkedIn		X/Twitter		Instagram		Facebook		TikTok		YouTube	
	N*	%	N	%	N	%	N	%	N	%	N	%
Total	171	100	49	100	25	100	6	100	1	100	1	100
1-5 posts	25	14.6	5	10.2	5	20	2	33.3	0	0	0	0
6-10 posts	26	15.2	1	2	3	12	0	0	0	0	0	0
11-20 posts	28	16.4	6	12.2	3	12	0	0	1	100	0	0
21-30 posts	25	14.6	3	6.1	2	8	1	16.7	0	0	1	100
31-50 posts	41	24	11	22.4	5	20	0	0	0	0	0	0
51-100 posts	23	13.5	10	20.4	4	16	1	16.7	0	0	0	0
More than 100 posts	3	1.8	13	26.5	3	12	2	33.3	0	0	0	0

\* Number of CEOs.

Source: Own elaboration.

During the first three quarters of the year, similarly to their global colleagues, Latin American executives presented a very low active presence on social media. More than 40% made between 1 and 10 posts on LinkedIn, and only 5 CEOs made more than 100 posts. On X/Twitter, approximately 30% of CEOs made more than 100 posts in the period (Table 16).

**Table 16. Volume of activity of Latin American CEOs**

	LinkedIn		X/Twitter		Instagram		Facebook		TikTok		YouTube	
	N*	%	N	%	N	%	N	%	N	%	N	%
Total	244	100	33	100	14	100	3	100	2	100	1	100
1-5 posts	63	25.8	5	15.2	1	7.1	0	0	0	0	0	0
6-10 posts	39	16	1	3	2	14.3	0	0	1	50	0	0

	LinkedIn		X/Twitter		Instagram		Facebook		TikTok		YouTube	
	N*	%	N	%	N	%	N	%	N	%	N	%
11–20 posts	54	22.1	4	12.1	3	21.4	0	0	1	50	0	0
21–30 posts	30	12.3	1	3	2	14.3	0	0	0	0	1	100
31–50 posts	38	15.6	4	12.1	3	21.4	0	0	0	0	0	0
51–100 posts	15	6.1	6	18.2	1	7.1	0	0	0	0	0	0
More than 100 posts	5	2	12	36.4	2	14.3	3	100	0	0	0	0

\* Number of CEOs.

Source: Own elaboration.

## Regional/national differences among CEOs in social networks

CEOs in Latin America are slightly more active in social networks than their global peers are. X/Twitter is the platform where more weekly posting activity is observed between the two groups, as Latino directors publish 0.7 times more than their global peers do. The two groups of CEOs present similar levels of activity on LinkedIn, and on Instagram, Latino executives are slightly more active, with almost 2 posts per week (Table 17).

Executives in America present better results in terms of activity in social networks (Table 17). On X/Twitter, they post 1.5 more times per week than their European and Asian peers do, and on Instagram, they post approximately 0.9 times more than their colleagues do. CEOs from America (0.7) and Europe (0.8) present similar numbers of posts on LinkedIn. CEOs in Asia Pacific post, on average, almost 0.4 times less than do managers in the other two regions.

There is considerable variation in social network engagement among Latin American CEOs by country and social network (Table 17). In general, business leaders in Brazil have higher levels of activity. Brazilian executives stand out on Instagram with 2.4 weekly posts and on X/Twitter with 9.5 posts. On LinkedIn, Latino CEOs have similar weekly performance.

**Table 17. Average weekly publications by CEO**

	LinkedIn	X/Twitter*	Instagram	Facebook	TikTok	YouTube
Total	0.7	3	1.6	5.4	0.4	0.7
FG 500	0.7	2.6	1.4	3.1	0.4	0.7
America	0.7	3.5	1.7	3.7	0.4	0.7
Europe	0.8	2	0.9	0.1	0	0
Asia Pacific	0.4	1.9	0.7	0	0	0
AE 500	0.6	3.3	1.7	7.6	0.3	0.7
Brazil	0.6	9.5	2.4	6.4	0.5	0.7
Mexico	0.5	2.8	0.7	10	0	0
Rest of countries	0.5	2.3	0.5	0	0	0

\* In the case of X/Twitter, CEO Elon Musk is not counted because including his participation could affect the general scope and activity (8,411 tweets published in the study period).

Source: Own elaboration.

For the analysis of the levels of activity (recommended and achieved), the weekly publication averages of the CEOs are taken as a reference (Tables 5, 6 and 17). With respect to the level of activity, CEOs have little participation in social networks according to the weekly publication levels recommended by the experts (RPA) (Table 18). Global CEOs ignore the recommendation of experts and have “very low” participation in social networks, especially on LinkedIn and X/Twitter, platforms where they present the lowest level of participation. On Instagram, an increase in activity is observed, although activity remains at “low” levels. Global executives and, in particular, their peers in the region of the Americas show a slight increase in their communication on Instagram. In the case of Latin America, the same dynamic is presented. Latino executives have “very low” participation on LinkedIn and X/Twitter. On Instagram, only Brazil maintains “adequate” levels of communication, with the rest of the countries presenting “very low” levels.

Depending on the publication levels achieved in other studies and sectors (APA), CEOs tend to improve their performance somewhat (Table 18). On LinkedIn, European CEOs present “medium” levels of en-

agement via posting, whereas CEOs from the remaining regions present a “downward” trend. Executives have a “very low” average performance on Instagram. In Latin America, CEOs in Brazil have higher social media engagement. They stand out with a “medium” level of engagement on X/ Twitter. However, on LinkedIn, all Latino executives have “low” levels of participation. For the RPA and APA measures, the results for Facebook, YouTube and TikTok are not included because of CEOs’ almost null presence and activity on these platforms.

**Table 18. Activity level of CEOs in social networks**

	Based on the Recommended Average (RPA)			Based on the Average Achieved (APA)		
	LinkedIn	X/Twitter	Instagram	LinkedIn	X/Twitter	Instagram
Total	Very low	Very low	Low	Low	Low	Very low
FG 500	Very low	Very low	Low	Low	Very low	Very low
America	Very low	Very low	Low	Low	Low	Very low
Europe	Very low	Very low	Very low	Medium	Very low	Very low
Asia Pacific	Very low	Very low	Very low	Low	Very low	Very low
AE 500	Very low	Very low	Low	Low	Low	Very low
Brazil	Very low	Very low	Adequate	Low	Medium	Low
Mexico	Very low	Very low	Very low	Low	Very low	Very low
Rest of countries	Very low	Very low	Very low	Low	Very low	Very low

Source: Own elaboration.

## Discussion and conclusions

The internet offers CEOs a new environment for building interpersonal relationships on the basis of dialog (Kent and Taylor, 1998; 2002). This motivates us to study their presence and activity, understanding the first as the “being” and the second as the “acting” of executives in social networks. In terms of *presence*, in recent years, CEOs have generally increased their participation in social networks (70%), especially on platforms such as Instagram and LinkedIn, with the latter being the most common choice among the senior executives included in this study. From a comparative perspec-

tive, it is important to note that the presence of Latin American executives is greater than that of global executives. The prominent global CEOs are American and European and, among Latinos, Brazilians. On average, digital users are present in seven social networks (We Are Social and Meltwater, 2023). Taking this aspect into account, the CEOs analyzed are far from reaching the levels of participation and opportunities to converse with potential audiences. Executives have approximately 1.5 (FG) and 1.2 (AE) social networks. The very low presence of Asian leaders is striking. One of the reasons for their low level of participation in the studied platforms is that executives in this region have local social networks where they interact with their audiences (Kim et al., 2016).

In terms of *activity*, the majority of the executive directors considered in this study have active profiles. However, the volume of publications during the analysis period was low. Very few CEOs posted more than 100 times on LinkedIn, and although a greater proportion of CEOs made a greater number of posts on X/Twitter, the peculiarities of microblogging, namely, the short length and instantaneity of such posts, must be taken into account. At a global level, the CEOs in the Americas lead in activity, whereas Latin Americans present levels dispersed between countries and social networks; notably, Brazilians present the greatest levels of participation on LinkedIn, X/Twitter and Instagram.

Based on the results of the analysis of presence and activity, three profiles of social executive directors are proposed. “Active” CEOs, who are characterized by being present in many social networks and engaging intensely in related activities, proactively build influential conversations. Less than 1% of the CEOs considered in this study fit into this category. “Moderate” CEOs, who are characterized by being present in some social networks and engaging in a moderate level of related activities, develop regular conversations. We find that fewer than 5% of the executives investigated fit into this category. Finally, “passive” CEOs, who have a limited presence on social media and low levels of activity, prefer to only observe and listen to conversations. Most of the executives (almost 95%) in this study fit this last profile, that of a more reserved business figure.

These findings suggest that corporate leaders are missing the opportunity to build public trust and enhance corporate reputation through dialog and interaction. This research highlights the pending debt of the dialogic communication of CEOs in social networks, which is similar to the findings of other studies on various types of organizations (Aced and Lalueza, 2018; Capriotti and Zeler, 2020; Miquel-Segarra et al., 2023; Paniagua-Rojano and Durán-Mañes, 2023).

Thus, this study offers a general overview of executives' communicative presence and activity in social networks. It offers researchers and academics a global understanding of the situation of managers in social networks and provides a set of methodological guidelines for future research. From a professional perspective, this study offers CEOs and digital communication specialists the opportunity to identify strengths and weaknesses in the management of senior executives' engagement strategies on digital platforms. However, this analysis considers CEOs' publications in only a general way, so future research should focus on and deepen the study of the communication strategies developed by CEOs in each social network.

**Financing.** This research was funded by a grant from the Martí i Franquès program (2022PMF-PIPF-3) of Rovira i Virgili University. In addition, it is linked to the competitive R&D&I project titled "Digital Institutional Communication 2.0 of Universities" (PID2019- 106053GB-I00), financed by the Ministry of Science and Innovation and carried out within the framework of the Doctorate Program in Anthropology and Communication from Rovira i Virgili University.

## References

Aced Toledano, C. y Lalueza, F. (2018). Cómo mejorar la relación con los públicos en social media. Análisis de buenas prácticas de las empresas del IBEX 35 y del Fortune 500 en Facebook, Twitter y blogs. *Redmarka. Revista de Marketing Aplicado*, 1(022), 5-26. <https://doi.org/10.17979/redma.2018.01.022.4931>

- Albanna, H., Alalwan, A. A. y Al-Emran, M. (2022). An integrated model for using social media applications in non-profit organizations. *International Journal of Information Management*, 63, 102452. <https://doi.org/10.1016/j.ijinfomgt.2021.102452>
- Alghawi, I. A., Yan, J. y Wei, C. (2014). Professional or interactive: CEOs' image strategies in the microblogging context. *Computers in Human Behavior*, 41, 184-189. <https://doi.org/10.1016/j.chb.2014.09.027>
- Anderson, A. (2023). Social In The C-Suite. How CEOs are using social media to protect, develop and enhance their reputations. H/Advisors Abernathy.
- Capriotti, P., Losada-Díaz, J.-C. y Martínez-Gras, R. (2023). Evaluating the content strategy developed by universities on social media. *El Profesional de la Información*, 32(2). <https://doi.org/10.3145/epi.2023.mar.10>
- Capriotti, P., Oliveira, A. y Carretón, C. (2023). A model for assessing the active presence of institutions on social media: Application to universities worldwide. *Journal of Marketing for Higher Education*, 1-21. <https://doi.org/10.1080/08841241.2023.2166188>
- Capriotti, P. y Ruesja, L. (2018). How CEOs use Twitter: A comparative analysis of Global and Latin American companies. *International Journal of Information Management*, 39, 242-248. <https://doi.org/10.1016/j.ijinfomgt.2018.01.003>
- Capriotti, P. y Zeler, I. (2020). Comunicación de la responsabilidad social empresarial de las empresas de América Latina en Facebook: estudio comparativo con las empresas globales. *Palabra Clave*, 23(2), 1-28. <https://doi.org/10.5294/pacla.2020.23.2.7>
- Capriotti, P. y Zeler, I. (2023). Analysing effective social media communication in higher education institutions. *Humanities and Social*



*Sciences Communications*, 10(1), 656. <https://doi.org/10.1057/s41599-023-02187-8>

- Capriotti, P., Zeler, I. y Camilleri, M. A. (2021). Corporate communication through social networks: The identification of the key dimensions for dialogic communication. En *Strategic corporate communication in the digital age* (pp. 33-51). Emerald Group. <https://doi.org/10.1108/978-1-80071-264-520211003>
- Capriotti, P., Zeler, I. y Oliveira, A. (2021). Assessing dialogic features of corporate pages on Facebook in Latin American companies. *Corporate Communications*, 26(5), 16-30. <https://doi.org/10.1108/CCIJ-10-2020-0149>
- Cervi, L., Tejedor, S. y Marín Lladó, C. (2021). TikTok and the new language of political communication. *Cultura, Lenguaje y Representación*, 26, 267-287. <https://doi.org/10.6035/clr.5817>
- Conte, F., Siano, A. y Vollero, A. (2017). CEO communication: engagement, longevity and founder centrality. An exploratory study in Italy. *Corporate Communications*, 22(3), 273-291. <https://doi.org/10.1108/CCIJ-10-2015-0062>
- Cucu, E. (2023). TikTok vs. reels vs. shorts data: Which is the best short-form video platform? Social Insider Blog.
- Da Silva Giordani, M., De Sousa Barbosa, I. y Klann, R. C. (2023). Uso de Mídia Social pelo CEOs e o Gerenciamento de Resultados. *Revista de Educação e Pesquisa em Contabilidade*, 17(3). <https://doi.org/10.17524/repec.v17i3.3225>
- Denner, N., Koch, T. y Senger, S. (2021). Faces of companies: Personalization of corporate coverage in crisis and non-crisis periods. *Journalism*, 22(11), 2747-2763. <https://doi.org/10.1177/1464884920901615>

- Dévai, D., Carrillo, M., Gisbert, E. y Piqué, M. (2023a). Panel Retail Q2 2023. Epsilon Technologies. <https://epsilontec.com/las-marcas-de-retail-apuestan-por-contenidos-rapidos-de-influencers-y-paid-media-para-generar-mayores-interacciones-en-redes-sociales/>
- Dévai, D., Carrillo, M., Gisbert, E. y Piqué, M. (2023b). Panel Top - 190 Directores de Marketing en LinkedIn. Epsilon Technologies. <https://epsilontec.com/los-directores-de-marketing-mas-influyentes-en-linkedin/>
- Dévai, D. y Peralt, A. (2022). Estudio Top 115 CEOs LinkedIn S2-2021. Epsilon Technologies. <https://epsilontec.com/los-directores-de-marketing-mas-influyentes-en-linkedin/>
- Dixon, S. J. (2023a). Average number of weekly brand posts on Facebook in 2022. Statista.
- Dixon, S. J. (2023b). Average number of weekly brand posts on Instagram in 2023. Statista.
- Dixon, S. J. (2023c). Average number of weekly brand posts on X (formerly Twitter) in 2022. Statista.
- Domínguez, A., Gardier, C., Fernández, M., Sánchez, Y., Fernández-Sesma, C. y Ortega, I. (2023). New Times, New Leadership: 3 pasos hacia el liderazgo ejecutivo. LLYC. <https://ideas.llorenteycuenca.com/wp-content/uploads/sites/5/2023/11/231019-New-Times-New-Leadership.pdf>
- Evans, M., Novicevic, M. M., Martin, J. S. y Dorn, F. J. (2008). CEO blogs: credibility issues. *International Journal of Information Technology and Management*, 7(2), 161. <https://doi.org/10.1504/IJITM.2008.016603>
- Feehan, B. (2022). 2022 Social Media Industry Benchmark Report. Industry benchmarks across the most important social media metrics. Rival IQ.

- Feehan, B. (2023a). 2023 Social Media Industry Benchmark Report. Industry benchmarks across the most important social media metrics. Rival IQ by NetBase Quid.
- Feehan, B. (2023b). 2023 TikTok Benchmark Report. The Ultimate Guide to TikTok Metrics. Rival IQ by NetBase Quid.
- Fröhlich, R. y Knobloch, A. S. (2021). "Are they allowed to do that?" Content and typology of corporate socio-political positioning on Twitter. A study of DAX-30 companies in Germany. *Public Relations Review*, 47(5), 102113. <https://doi.org/10.1016/j.pubrev.2021.102113>
- Gaines-Ross, L. (2000). CEO reputation: A key factor in shareholder value. *Corporate Reputation Review*, 3(4), 366-370. <https://doi.org/10.1057/palgrave.crr.1540127>
- Gaines-Ross, L. (2002). CEOs stranded in wonderland. *Journal of Business Strategy*, 23(2), 18-20. <https://doi.org/10.1108/eb040231>
- Grafström, M. y Falkman, L. L. (2017). Everyday narratives: CEO rhetoric on Twitter. *Journal of Organizational Change Management*, 30(3), 312-322. <https://doi.org/10.1108/JOCM-10-2016-0197>
- Guthrie, C. (2023). How Often Should Your Brand Post on TikTok? Statusphere, 2 de abril.
- Gutiérrez-García, E. (2010). Corporate governance and corporate communication: What is the role of communication managers in Spain? *Palabra Clave*, 13(1), 147-160. <https://doi.org/10.5294/pac-la.2010.13.1.9>
- Heavey, C., Simsek, Z., Kyprianou, C. y Risius, M. (2020). How do strategic leaders engage with social media? A theoretical framework for research and practice. *Strategic Management Journal*, 41(8), 1490-1527. <https://doi.org/10.1002/smj.3156>

- Hill, L. N. y White, C. (2000). Public relations practitioners' perception of the world wide web as a communications tool. *Public Relations Review*, 26(1), 31-51. [https://doi.org/10.1016/S0363-8111\(00\)00029-1](https://doi.org/10.1016/S0363-8111(00)00029-1)
- Hwang, S. (2012). The strategic use of Twitter to manage personal public relations. *Public Relations Review*, 38(1), 159-161. <https://doi.org/10.1016/j.pubrev.2011.12.004>
- Jameson, D. A. (2014). Crossing public-private and personal-professional boundaries: How changes in technology may affect CEOs' communication. *Business and Professional Communication Quarterly*, 77(1), 7-30. <https://doi.org/10.1177/2329490613517133>
- Kent, M. L. y Taylor, M. (1998). Building dialogic relationships through the world wide web. *Public Relations Review*, 24(3), 321-334. [https://doi.org/10.1016/S0363-8111\(99\)80143-X](https://doi.org/10.1016/S0363-8111(99)80143-X)
- Kent, M. L. y Taylor, M. (2002). Toward a dialogic theory of public relations. *Public Relations Review*, 28(1), 21-37. [https://doi.org/10.1016/S0363-8111\(02\)00108-X](https://doi.org/10.1016/S0363-8111(02)00108-X)
- Kim, S., Zhang, X. A. y Zhang, B. W. (2016). Self-mocking crisis strategy on social media: Focusing on Alibaba chairman Jack Ma in China. *Public Relations Review*, 42(5), 903-912. <https://doi.org/10.1016/j.pubrev.2016.10.004>
- Kim, T. y Sung, Y. (2021). CEOs' self-disclosure on Instagram and consumer-brand relationships: The moderating effect of relationship norms. *International Journal of Advertising*, 40(6), 897-921. <https://doi.org/10.1080/02650487.2020.1837485>
- Lee, S. (2006). Corporate blogging strategies of the Fortune 500 companies. *Management Decision*, 44(3), 316-334. <https://doi.org/10.1108/00251740610656232j>

- Lee, S. M. y Know Lee, C. (2002). e-Company CEO Websites: contents and information value. *Management Decision*, 40(2), 158-167. <https://doi.org/10.1108/00251740210422839>
- Longenecker, C. O. y Wittmer, J. L. S. (2023). CEO lessons on workforce development and success in a global pandemic. *Development and Learning in Organizations*, 37(1), 15-17. <https://doi.org/10.1108/DLO-01-2022-0028>
- Macready, H. y Cohen, B. (2023). How often to post to social media in 2023. Hootsuite, 11 de abril. <https://blog.hootsuite.com/how-often-to-post-on-social-media/>
- Malhotra, C. K. y Malhotra, A. (2016). How CEOs can leverage Twitter. *MIT Sloan Management Review*, 57(2), 72-79. <http://mitsmr.com/1QiMXWJ>
- Manfredi-Sánchez, J. L. (2019). Activismo político de los presidentes de empresa del IBEX 35 ante los retos políticos, sociales y medioambientales. *El Profesional de la Información*, 28(5). <https://doi.org/10.3145/epi.2019.sep.05>
- Manika, D., Papagiannidis, S. y Bourlakis, M. (2015). Can a CEO's YouTube apology following a service failure win customers' hearts? *Technological Forecasting and Social Change*, 95, 87-95. <https://doi.org/10.1016/j.techfore.2013.12.021>
- Mascarenhas, B. (2009). The emerging CEO agenda. *Journal of International Management*, 15(3), 245-250. <https://doi.org/10.1016/j.intman.2009.02.002>
- Md Saad, N. H. y Yaacob, Z. (2021). Building a personal brand as a CEO: A case study of Vivy Yusof, the cofounder of FashionValet and the dUCk Group. *Sage Open*, 11(3), 1-12. <https://doi.org/10.1177/21582440211030274>

- Men, L. R. (2012). CEO credibility, perceived organizational reputation, and employee engagement. *Public Relations Review*, 38(1), 171-173. <https://doi.org/10.1016/j.pubrev.2011.12.011>
- Men, L. R. (2015). The internal communication role of the chief executive officer: Communication channels, style, and effectiveness. *Public Relations Review*, 41(4), 461-471. <https://doi.org/10.1016/j.pubrev.2015.06.021>
- Men, L. R. y Tsai, W. H. S. (2016). Public engagement with CEOs on social media: Motivations and relational outcomes. *Public Relations Review*, 42(5), 932-942. <https://doi.org/10.1016/j.pubrev.2016.08.001>
- Men, L. R., Tsai, W.-H. S., Chen, Z. F. y Ji, Y. G. (2018). Social presence and digital dialogic communication: Engagement lessons from top social CEOs. *Journal of Public Relations Research*, 30(3), 83-99. <https://doi.org/10.1080/1062726X.2018.1498341>
- Miquel-Segarra, S., Rangel Pérez, C. y Monfort, A. (2023). Análisis del uso de Twitter como plataforma estratégica de diálogo: las empresas del Ibex35 y la difusión de mensajes sobre Covid. *Revista de Comunicación*, 22(1). <https://doi.org/10.26441/RC22.1-2023-2989>
- Molina-Cañabate, J. P. y Suau-Gomila, G. (2021). Directivos ante situaciones de crisis. El uso de LinkedIn por parte de la CEO de Metro de Madrid durante la borrasca Filomena. *Revista Internacional de Relaciones Públicas*, 11(22), 199-218. <https://doi.org/10.5783/RIRP-22-2021-11-199-218>
- Montúfar-Calle, A., Atarama-Rojas, T. y Saavedra-Chau, G. (2022). Análisis de la actividad política en redes sociales durante la primera vuelta electoral de las elecciones generales 2021 en Perú. *Revista de Comunicación*, 81(1). <https://doi.org/10.26441/RC21.1-2022-A14>

- Mudambi, S. M., Sinha, J. I. y Taylor, D. S. (2019). Why B-to-B CEOs should be more social on social media. *Journal of Business-to-Business Marketing*, 26(1), 103-105. <https://doi.org/10.1080/1051712X.2019.1565144>
- Pakura, S. y Rudeloff, C. (2020). How entrepreneurs build brands and reputation with social media PR: Empirical insights from start-ups in Germany. *Journal of Small Business & Entrepreneurship*, 1-28. <https://doi.org/10.1080/08276331.2020.1728490>
- Paniagua-Rojano, F.-J. y Durán-Mañes, Á. (2023). La comunicación de la agenda sostenible de las energéticas en las redes sociales. *Revista Mediterránea de Comunicación*, 14(2), 53-68. <https://doi.org/10.14198/MEDCOM.24308>
- Preciado-Hoyos, A. y Etayo-Pérez, C. (2014). Influencia del estilo directivo en la comunicación interna de las organizaciones. Una aplicación a las agencias de publicidad. *Palabra Clave*, 17(2), 412-455. <https://doi.org/10.5294/pacla.2014.17.2.6>
- Putt, A. y Rocha, A. (2023). Kekst CNC global CEO LinkedIn tracker. Kekst CNC. <https://www.kekstcnc.com/insights/kekst-cnc-global-ceo-linkedin-tracker-communicating-in-a-year-of-economic-anxiety-war-in-europe-and-climate-fatigue>
- Rumstadt, F. y Kanbach, D. K. (2022). CEO activism. What do we know? What don't we know? A systematic literature review. *Society and Business Review*, 17(2), 307-330. <https://doi.org/10.1108/SBR-10-2021-0194>
- Sandlin, J. K. y Gracyalny, M. L. (2018). Seeking sincerity, finding forgiveness: YouTube apologies as image repair. *Public Relations Review*, 44(3), 393-406. <https://doi.org/10.1016/j.pubrev.2018.04.007>
- Santana Villegas, J. R., Fernández Linares, P., González Vallés, J. E. y Viñarás Abad, M. (2023). Los MBA en México y su aporte a la formación

- en reputación corporativa. *Revista Latina de Comunicación Social*, 81, 423-445. <https://doi.org/10.4185/rlcs-2023-1923>
- Schreiber, E. S. (2002). Why do many otherwise smart CEOs mismanage the reputation asset of their company? *Journal of Communication Management*, 6(3), 209-219. <https://doi.org/10.1108/13632540210807053>
- Serrano, M. J. P., Santamaría, J. V. G. y Pallares, M. R. (2020). The social media presence of Ibex 35 top executives and their role as influencers. *Communication and Society*, 33(2), 313-328. <https://doi.org/10.15581/003.33.2.313-328>
- Social Pilot (2023). What is the Best Time to Post on YouTube Videos and YouTube Shorts? SocialPilot, 9 de octubre.
- Thomas, M. (2023). How often should you post on Instagram every week? Later.
- Tsai, W.-H. S. y Men, L. R. (2017). Social CEOs: The effects of CEOs' communication styles and parasocial interaction on social networking sites. *New Media & Society*, 19(11), 1848-1867. <https://doi.org/10.1177/1461444816643922>
- Vidgen, R., Sims, J. M. y Powell, P. (2013). Do CEO bloggers build community? *Journal of Communication Management*, 17(4), 364-385. <https://doi.org/10.1108/JCOM-08-2012-0068>
- Wang, R. y Huang, Y. (2018). Communicating corporate social responsibility (CSR) on social media: How do message source and types of CSR messages influence stakeholders' perceptions? *Corporate Communications*, 23(3), 326-341. <https://doi.org/10.1108/CCIJ-07-2017-0067>
- We Are Social & Meltwater (2023). *Digital 2023. Global Overview Report*. <https://wearesocial.com/wp-content/uploads/2023/03/Digital-2023-Global-Overview-Report.pdf>



- White, C. y Raman, N. (1999). The World Wide Web as a public relations medium: The use of research, planning, and evaluation in web site development. *Public Relations Review*, 25(4), 405-419. [https://doi.org/10.1016/S0363-8111\(99\)00027-2](https://doi.org/10.1016/S0363-8111(99)00027-2)
- Wu, T., Reynolds, J., Wu, J. y Schlegelmilch, B. B. (2021). CEOs as corporate ambassadors: deciphering leadership communication via Twitter. *Online Information Review*. <https://doi.org/10.1108/OIR-09-2021-0484>
- Yue, C. A., Men, L. R. y Hart, E. B. (2023). “Chief engagement officers?” A comparative study between U.S. corporate and nonprofit executive Leaders’ social media communication strategies. *Non-profit Management and Leadership*, 33(4), 879-892. <https://doi.org/10.1002/nml.21551>
- Yue, C. A., Thelen, P., Robinson, K. y Men, L. R. (2019). How do CEOs communicate on Twitter? A comparative study between Fortune 200 companies and top startup companies. *Corporate Communications*, 24(3), 532-552. <https://doi.org/10.1108/CCIJ-03-2019-0031>