



The Social CEO

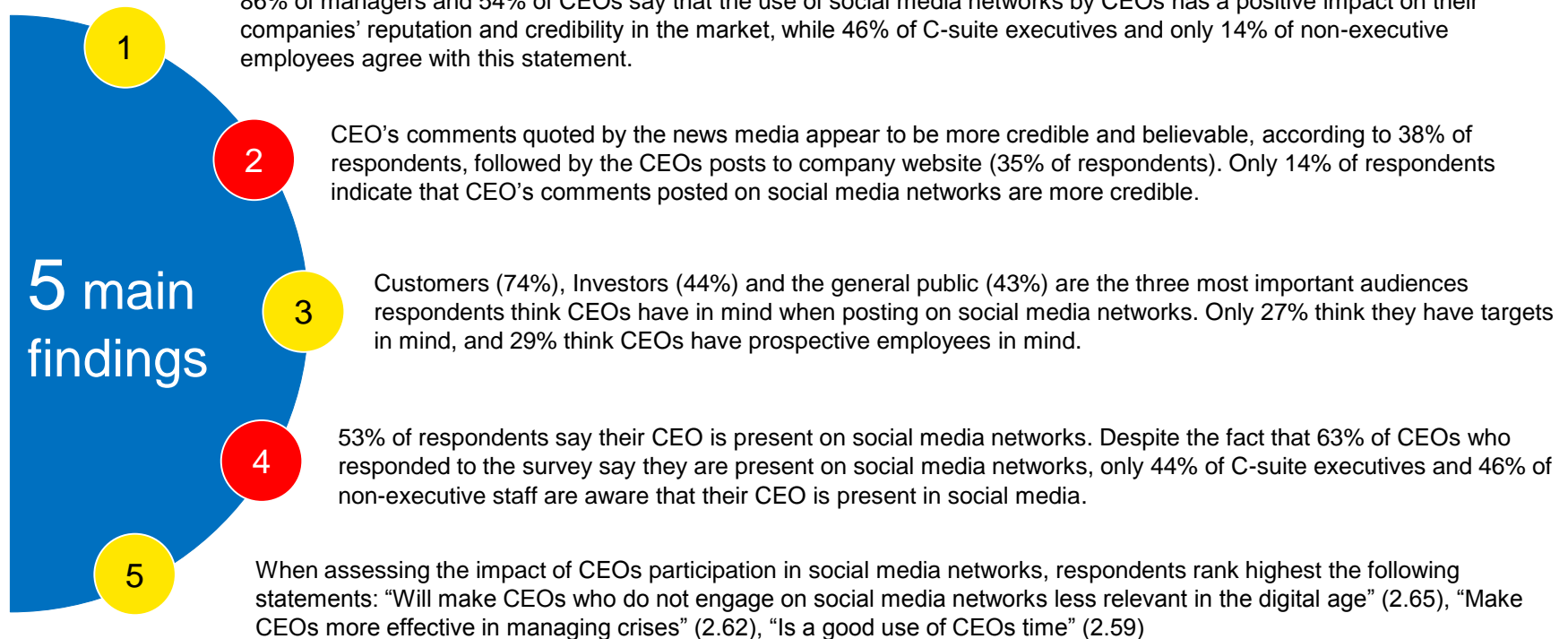
Romania 2016

A survey on how top executives
communicate on social media

About “The Social CEO” survey

“The Social CEO” is a survey that explores the perceptions of top executives from major companies operating in Romania regarding the engagement trends of CEOs and top executives across social media platforms, in an attempt to identify what makes up a CEO’s social profile. The survey will be conducted on an annual basis.

This EY report is based on an online survey of 320 C-suite level executives from companies operating in various sectors who responded to our questionnaire in the period from 8 October to 2 November 2015. The findings are presented also based on the separate analysis of four respondent groups in order to show what CEOs say about CEOs, what C-suite executives say about CEOs, what Managers say about CEOs, and what other levels say about CEOs.



The Social CEO

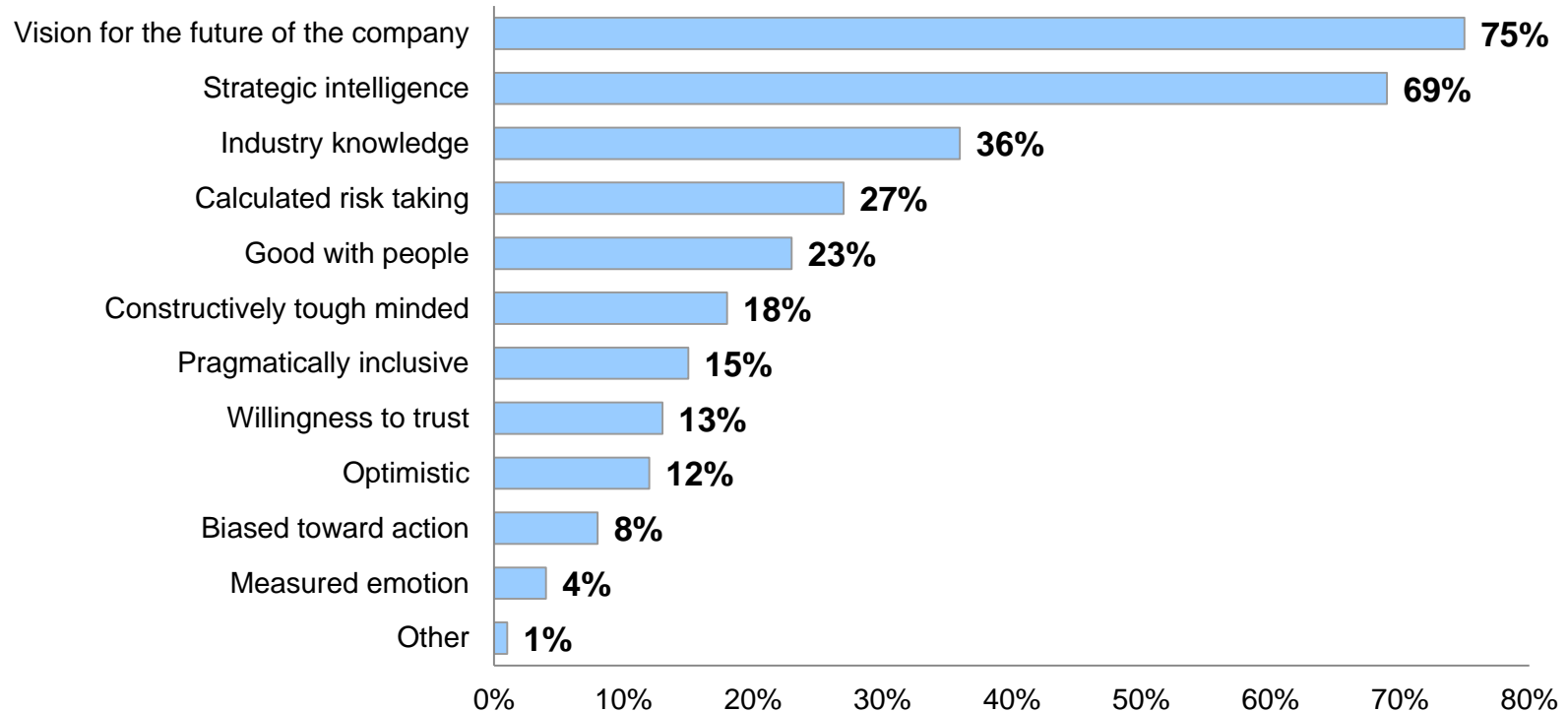
Romania 2016

“ The accelerated acquisition of social media platforms as part of the day-to-day life of a company, be it for client interaction or employees communication, brings a unique opportunity for CEOs to join the conversation in a new, effective and highly rewarding way. But are they ready to become Social CEOs? ”

Elena Badea, Marketing Director, EY Romania

What are the most important 3 attributes for a successful CEO? (exactly 3 answers required)

Question 1.1 – Overall responses



Total responses: 320
(Skipped this questions: 0)

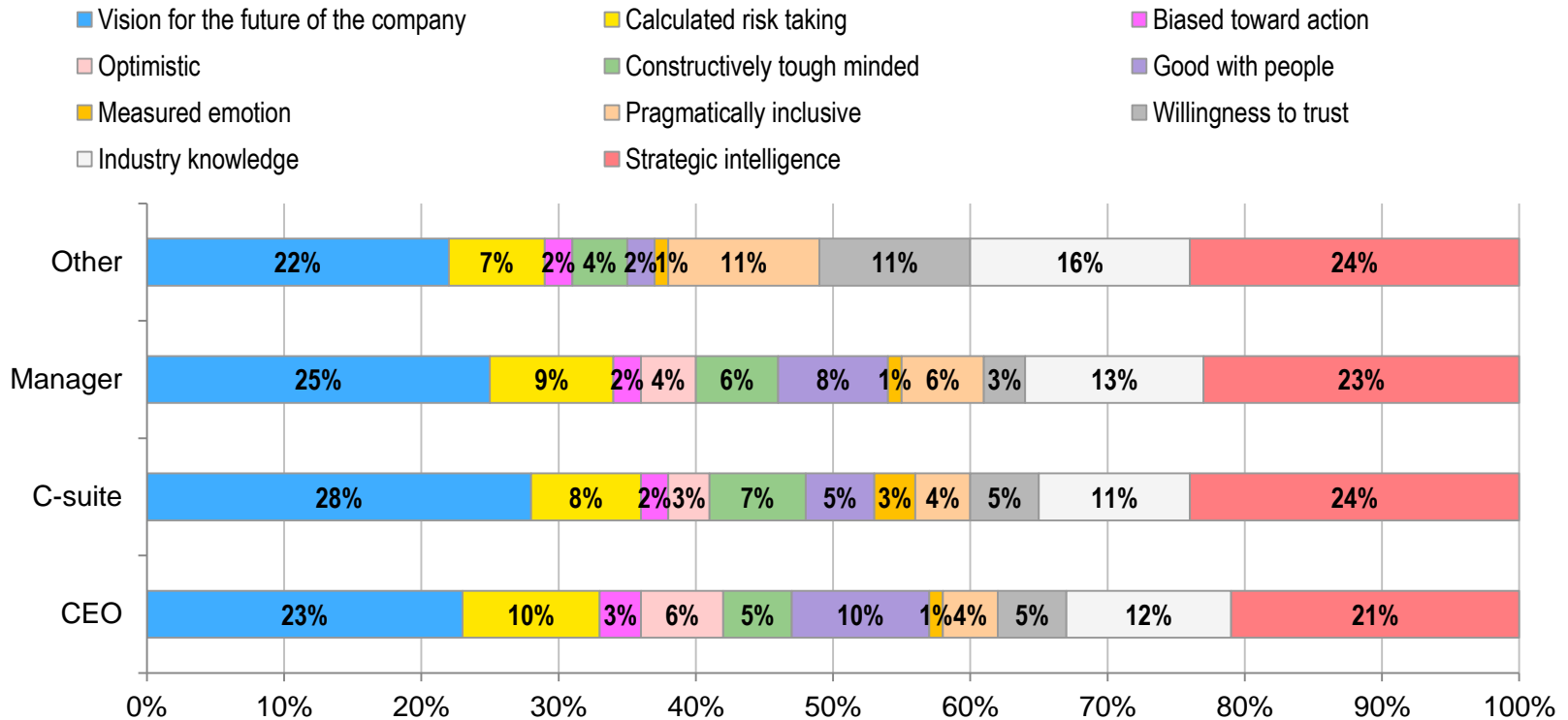


The three most important attributes for successful CEOs indicated by survey respondents are “Vision for the future of the company” (75%), “Strategic intelligence” (69%) and “Industry knowledge” (36%). Only 4% of respondents indicate “Measured emotion” as a Top 3 attribute for successful CEOs, while 12% pointed out to “Optimistic” and 13% to “Willingness to trust”.

What are the most important 3 attributes for a successful CEO?

(exactly 3 answers required)

Question 1.2 – By title of the respondent



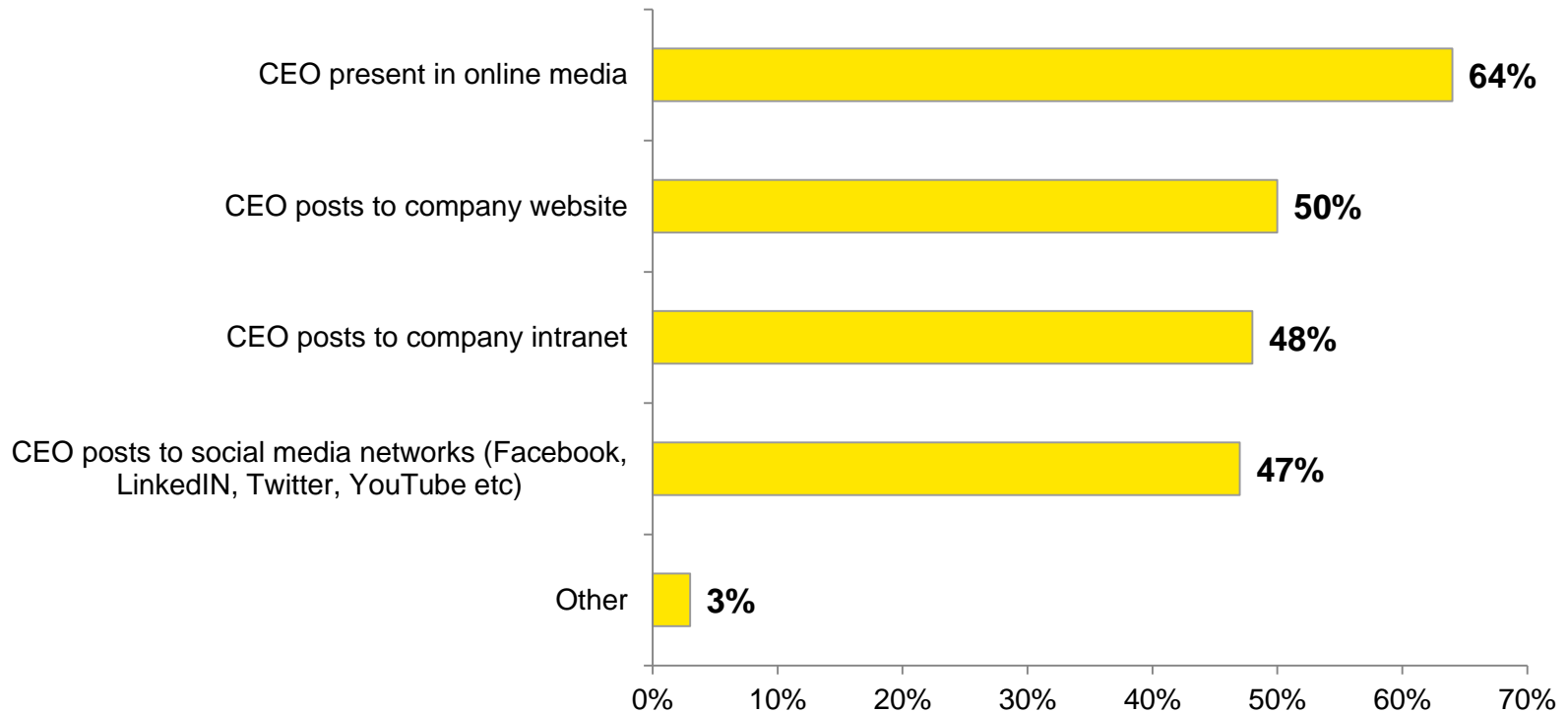
Total responses: 320
(Skipped this questions: 0)



While 28% of managers indicate “Vision of the future” a top 3 attribute for successful CEOs, only 23% of CEOs who responded to the survey indicated the same attribute. On the other hand, 10% of CEOs indicated “Good with people” as a top attribute, compared to only 5% of C-suite executives. Moreover, 16% non-executive employees selected “Industry knowledge” as a top attribute of successful CEOs, compared to 11% of C-suite executives.

What makes a CEO's social profile? (multiple answers)

Question 2.1 – Overall responses



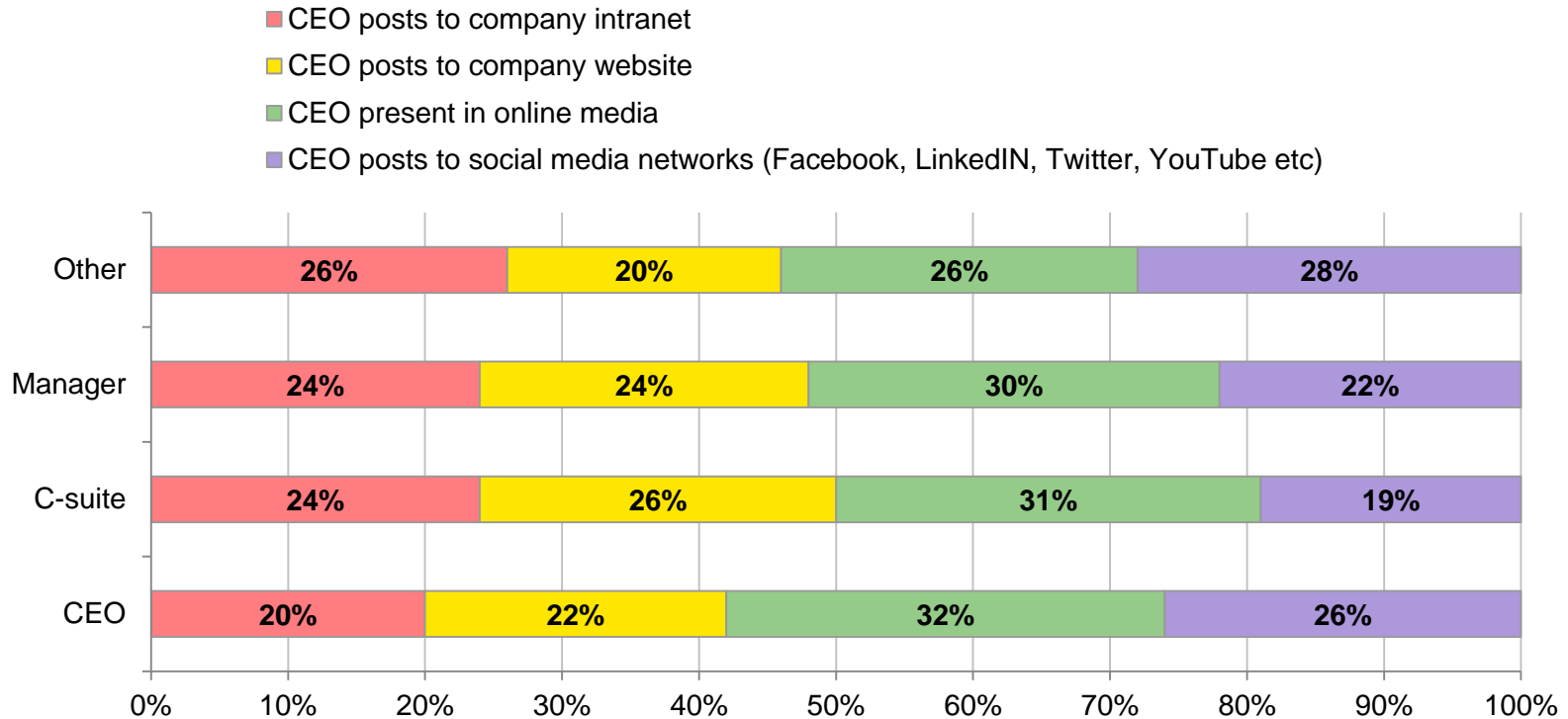
Total responses: 320
(Skipped this questions: 0)



Respondents perceive to a greater extent the CEOs social profile as being built through his / her presence in the online media (64%), and through CEOs posts to company website (50%), rather than through CEOs posts on social media networks (47%).

What makes a CEO's social profile? (multiple answers)

Question 2.2 – By title of respondent



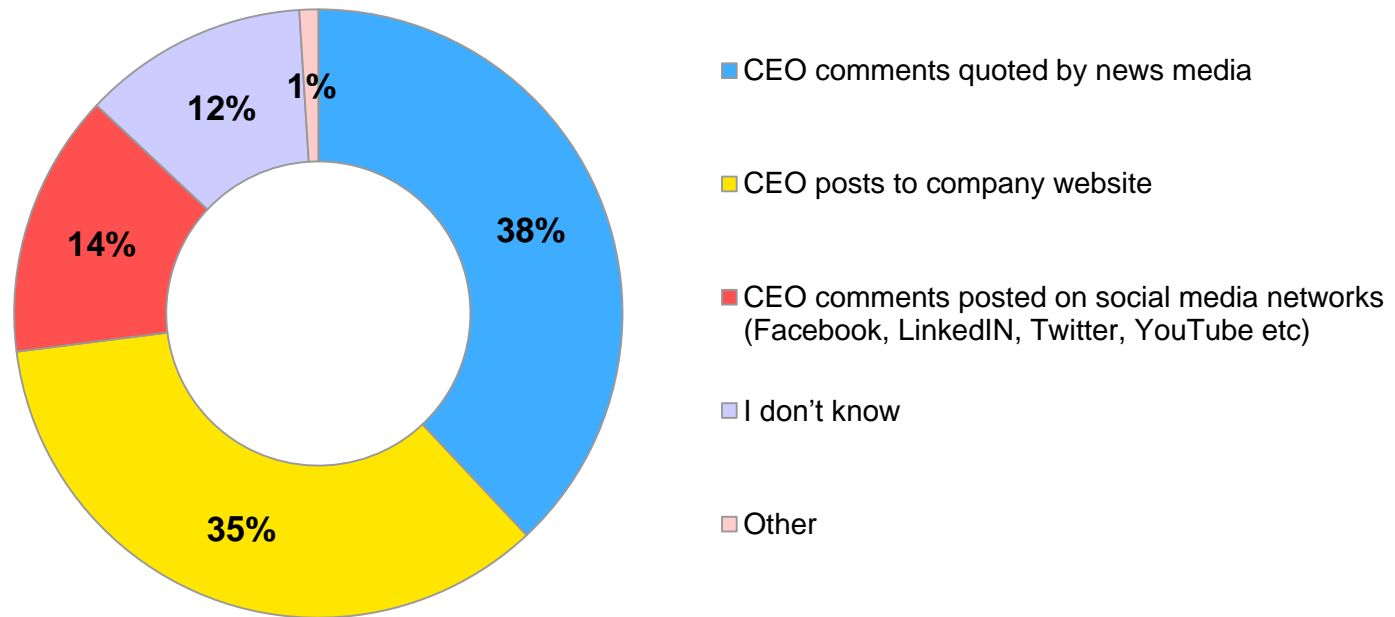
Total responses: 320
(Skipped this questions: 0)



Only 19% of C-suite executives think the CEOs profile is based on the posts to social media networks, compared to 28% of non-executive employees. Furthermore, 32% of CEOs and 31% of C-suite executives believe that CEO's presence in the online media builds the CEO's social media profile, compared to 26% of non-executive employees.

Which are more credible and believable? (single answers)

Question 3.1 – Overall responses



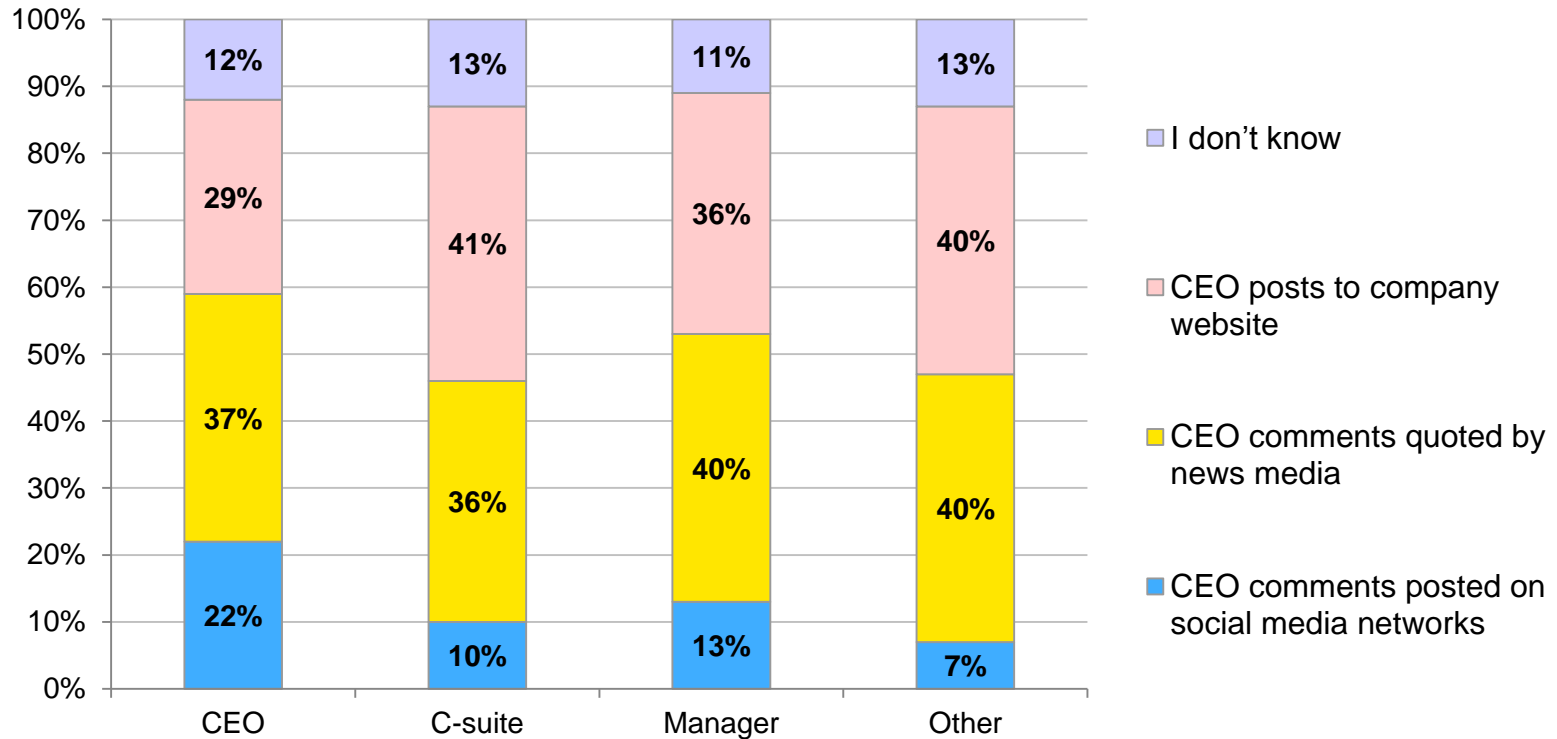
Total responses: 320
(Skipped this questions: 0)



CEO's comments quoted by the news media appear to be more credible and believable, according to 38% of respondents, followed by the CEOs posts to company website (35% of respondents). Only 14% of respondents indicate that CEO's comments posted on social media networks are more credible.

Which are more credible and believable? (single answers)

Question 3.2 – By title of the respondent



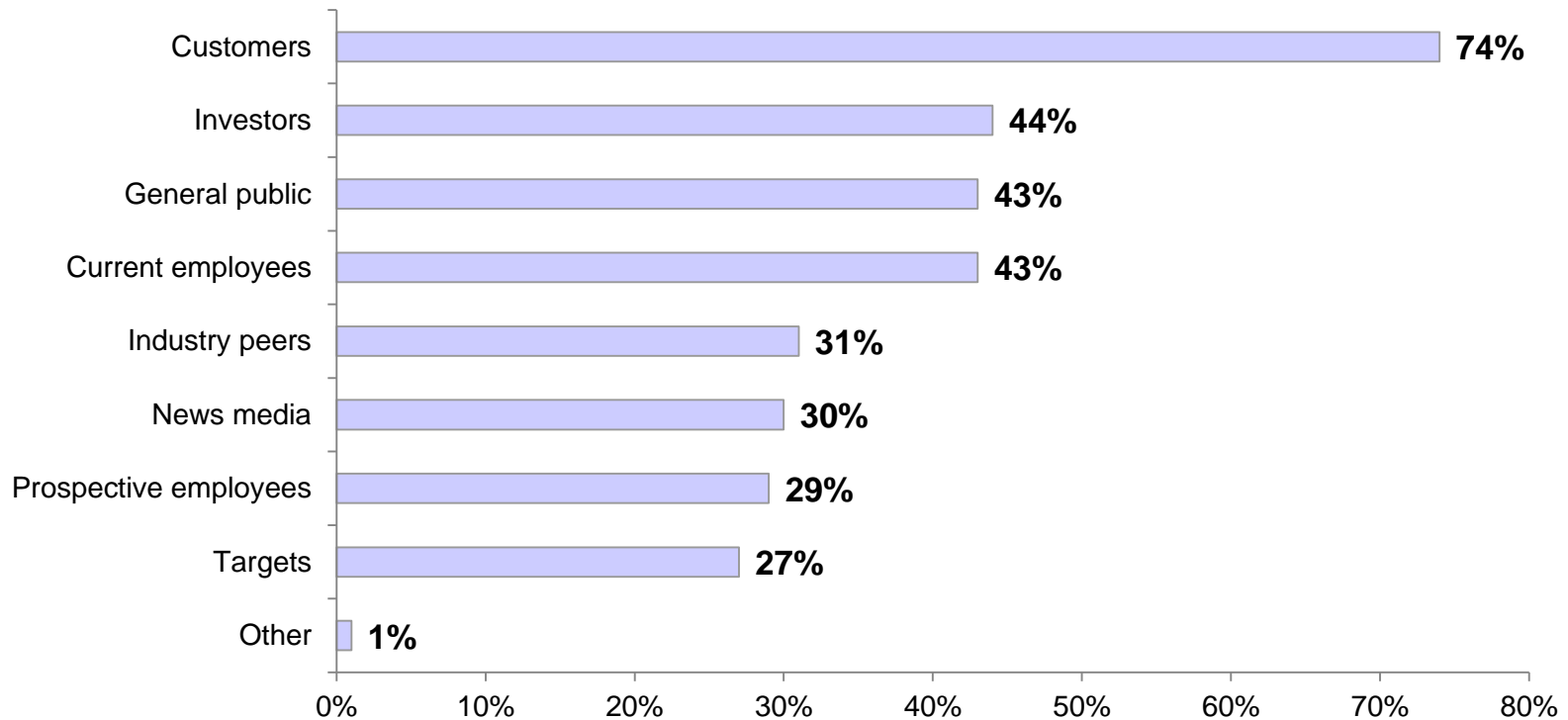
Total responses: 320
(Skipped this questions: 0)



41% of C-suite executives indicate that CEO's posts to company website are the most credible and believable, compared to only 29% of CEOs who think that. On the other hand, 22% of CEOs say that their comments posted on social media are more credible, compared to only 7% of non-executive employees.

Who do you think CEOs have in mind when they post on social media networks? (multiple answers)

Question 4.1 – Overall responses



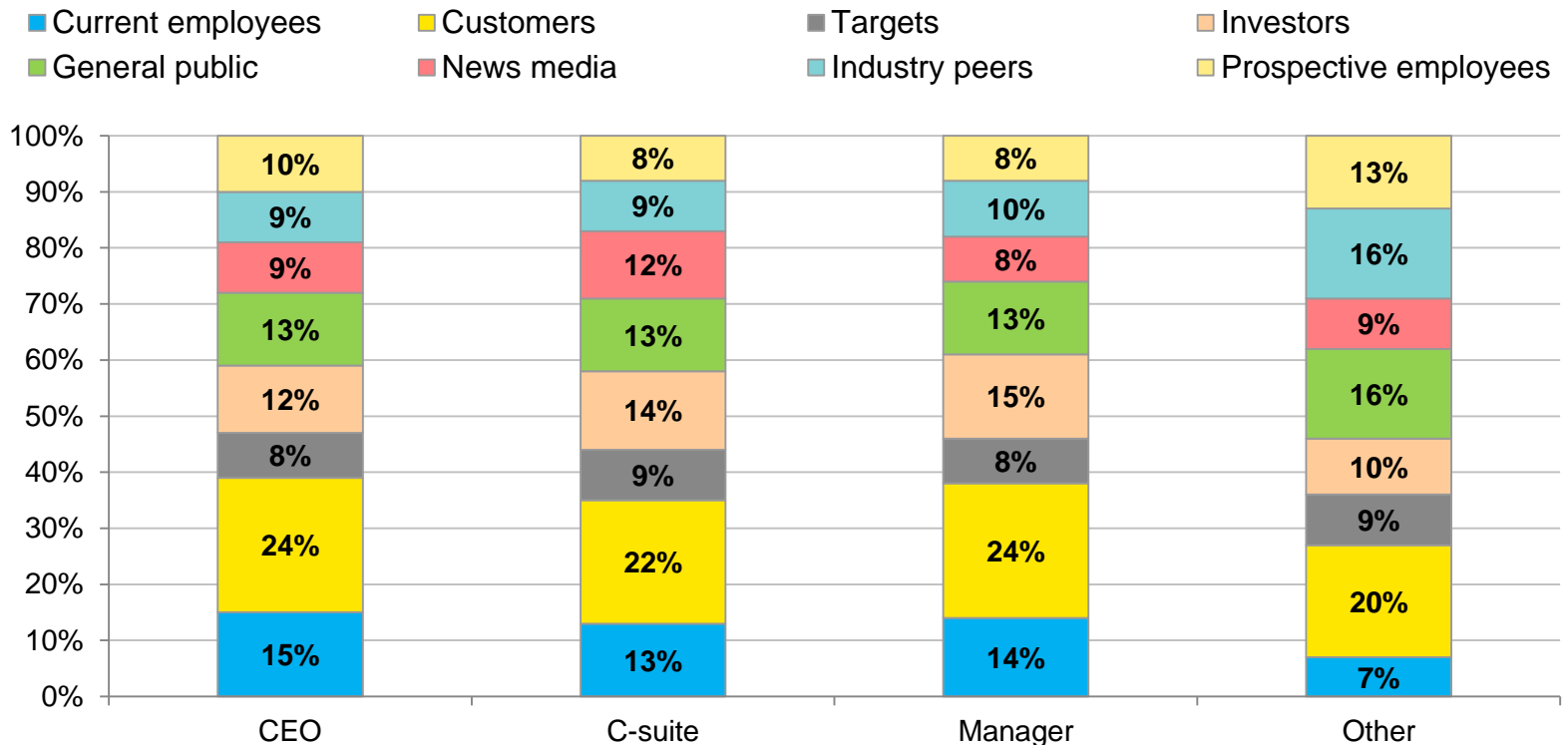
Total responses: 300
(Skipped this questions: 20)



Customers (74%), Investors (44%) and the general public (43%) are the three most important audiences respondents think CEOs have in mind when posting on social media networks. Only 27% think they have targets in mind, and 29% think CEOs have prospective employees in mind.

Who do you think CEOs have in mind when they post on social media networks? (multiple answers)

Question 4.2 – By title of respondent



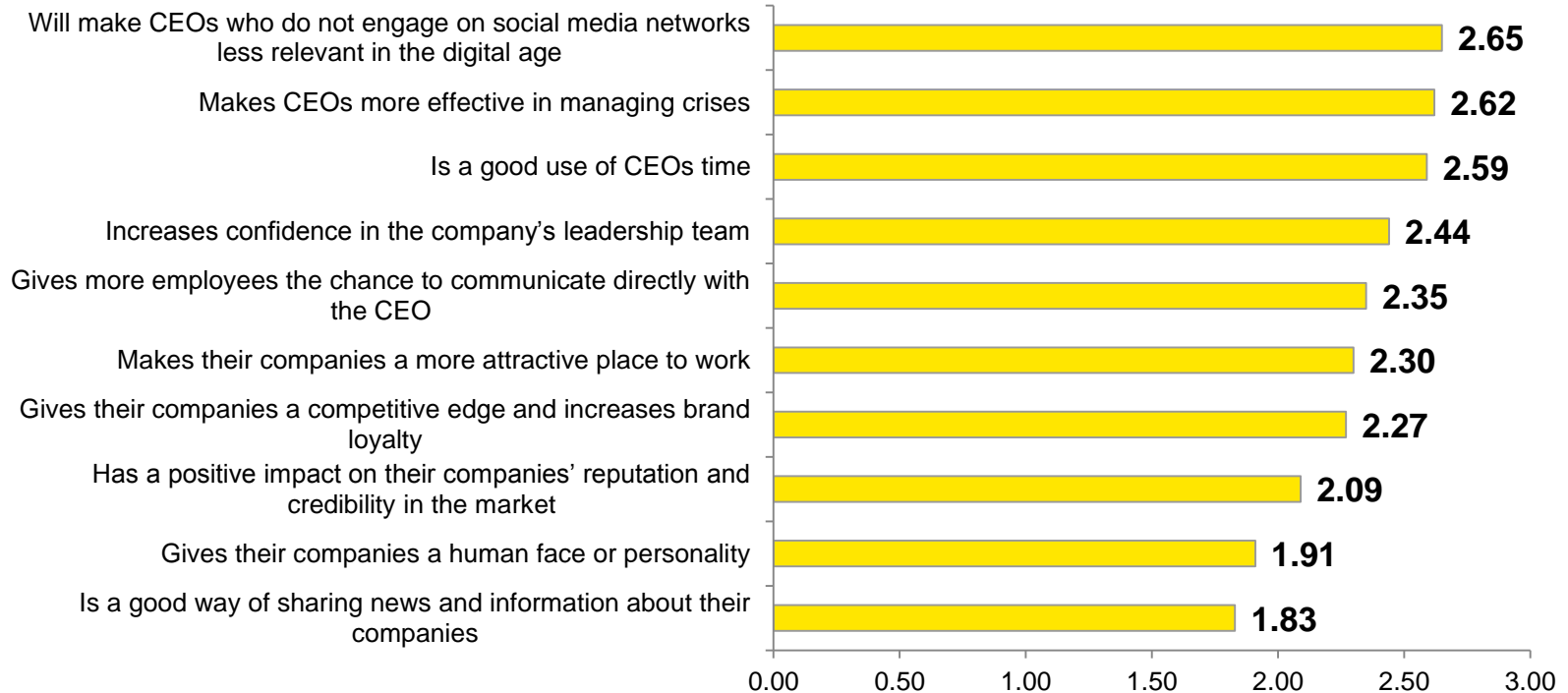
Total responses: 300
(Skipped this questions: 20)



15% of CEOs indicate “Current employees” as the audience they think of when posting to social media networks, compared to only 7% of non-executive employees. Also, 16% of non-executive employees say CEOs have in mind “Industry peers” on posting to social media networks, compared to only 9% of CEOs who say they have “Industry peers” in mind.

Please assess the following statements regarding CEOs' participation in social media networks. (single answer)

Question 5.1 – Overall responses



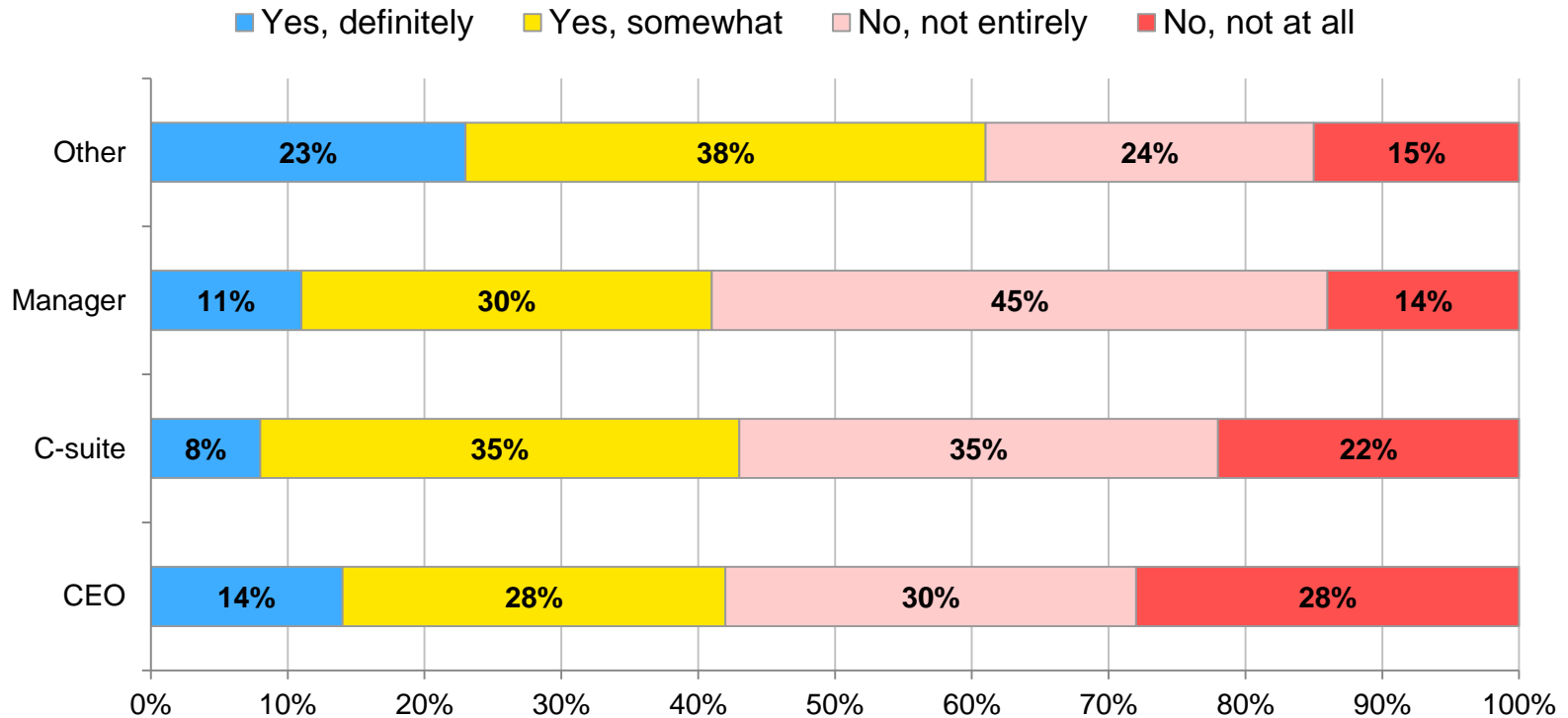
Total responses: 300
(Skipped this questions: 20)



When assessing the impact of CEOs participation in social media networks, respondents rank highest the following statements: "Will make CEOs who do not engage on social media networks less relevant in the digital age" (2.65), "Make CEOs more effective in managing crises" (2.62), "Is a good use of CEOs time" (2.59)

Will CEOs who do not engage on social media networks become less relevant in the digital age? (single answer)

Question 5.2 – By title of the respondent



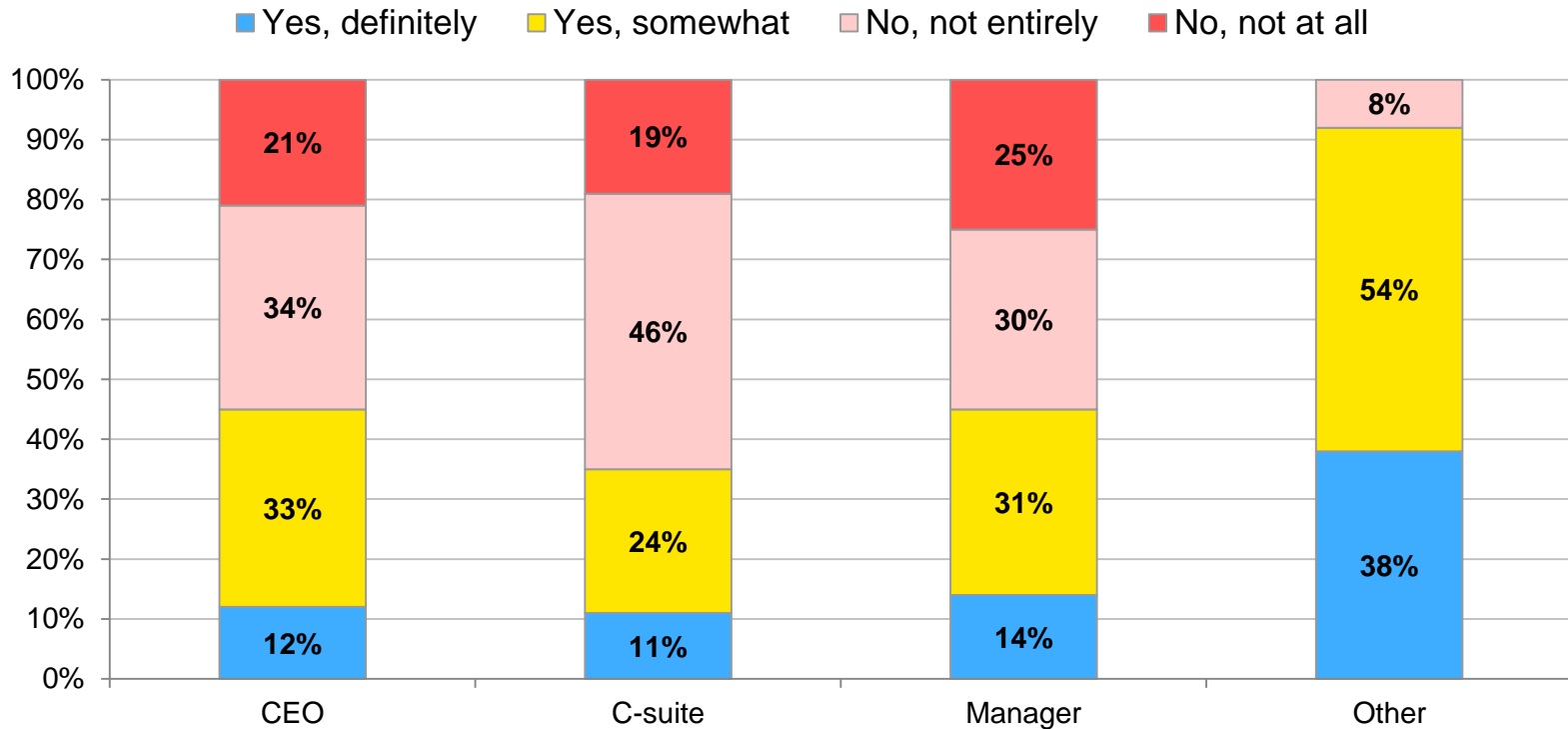
Total responses: 300
(Skipped this questions: 20)



61% of non-executive employees agree that CEOs who do not engage on social media networks will become less relevant in the digital age, compared to only 41% of managers, 42% of CEOs and 43% of C-suite executives.

The use of social media networks makes CEOs more effective in managing crises. (single answer)

Question 5.3 – By title of the respondent



Total responses: 300
(Skipped this questions: 20)

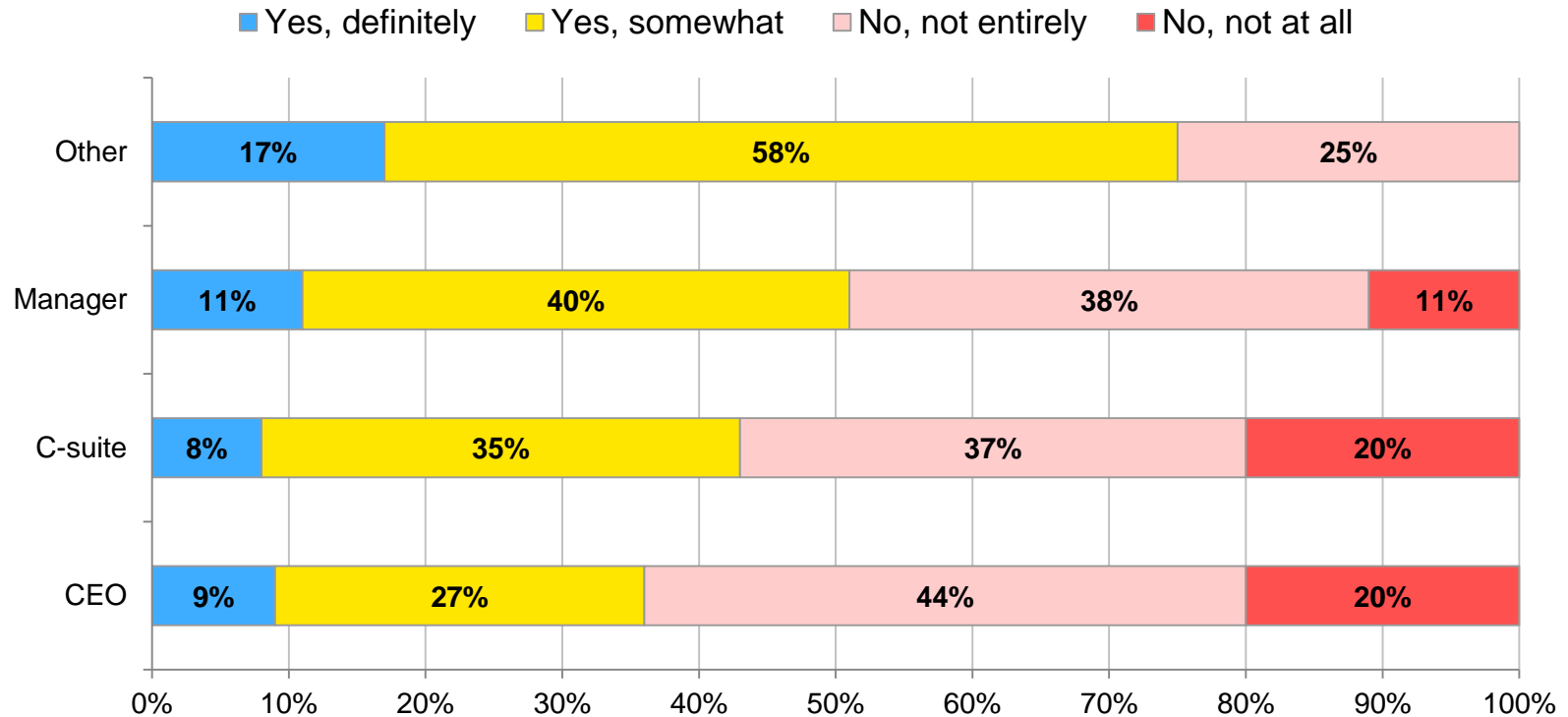


While 92% of non-executive employees agree that the use of social media networks makes CEOs more effective in managing crises, 55% of CEOs, 55% of Managers and 65% of C-suite executives do not agree with this statement.

The use of social media networks is a good use of CEOs time.

(single answer)

Question 5.4 – By title of the respondent



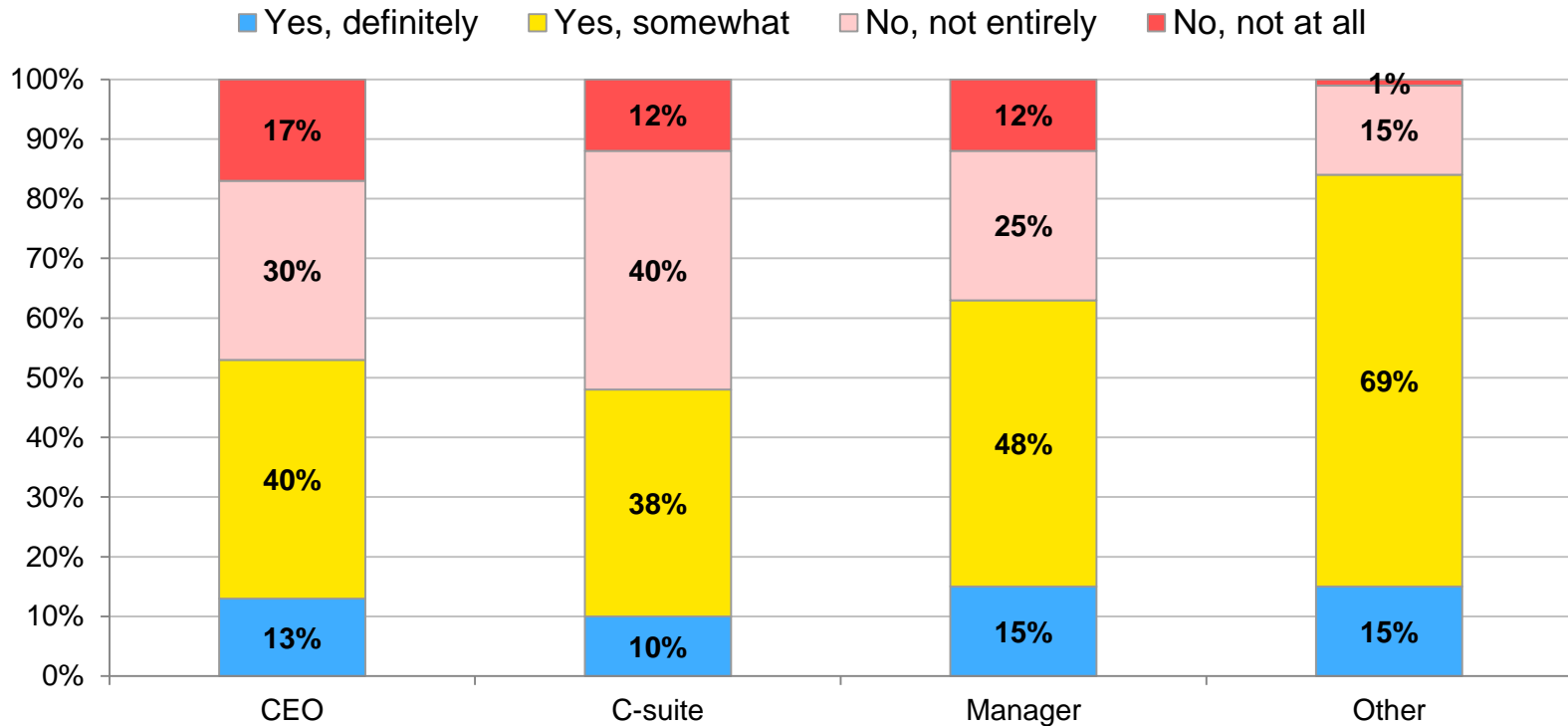
Total responses: 300
(Skipped this questions: 20)



75% of non-executive employees think that the use of social media networks is a good use of CEOs time, compared to 51% of Manager, 43% of C-suite executives and only 36% of CEOs who agree with this statement.

The use of social media networks by CEOs increases confidence in the company's leadership team. (single answer)

Question 5.5 – By title of the respondent



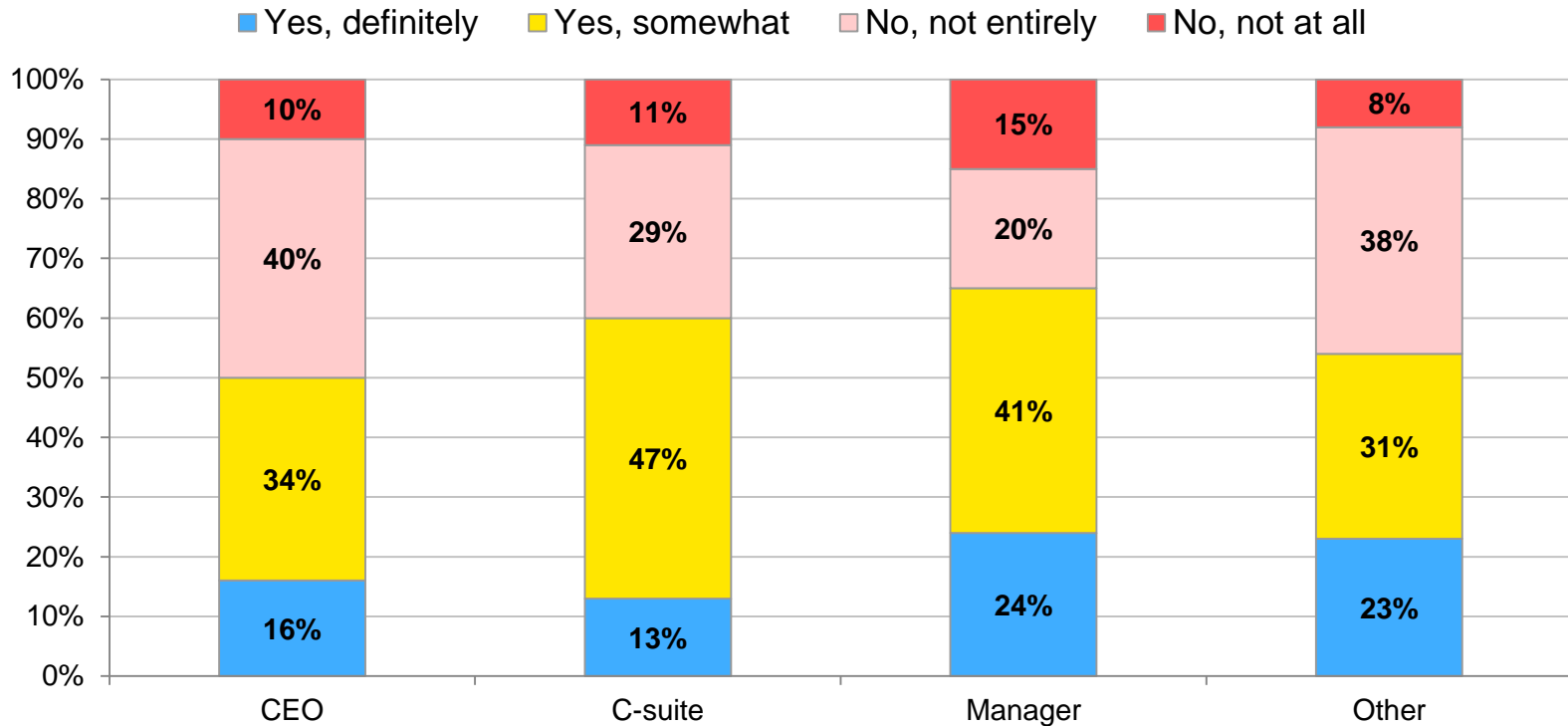
Total responses: 300
(Skipped this questions: 20)



84% of non-executive employees think that the use of social media networks by CEOs increases confidence in the company's leadership team, while only 48% of C-suite executives, 53% of CEOs and 63% of managers agree with this statement.

The use of social media networks by CEOs gives more employees the chance to communicate directly with the CEO. (single answer)

Question 5.6 – By title of the respondent



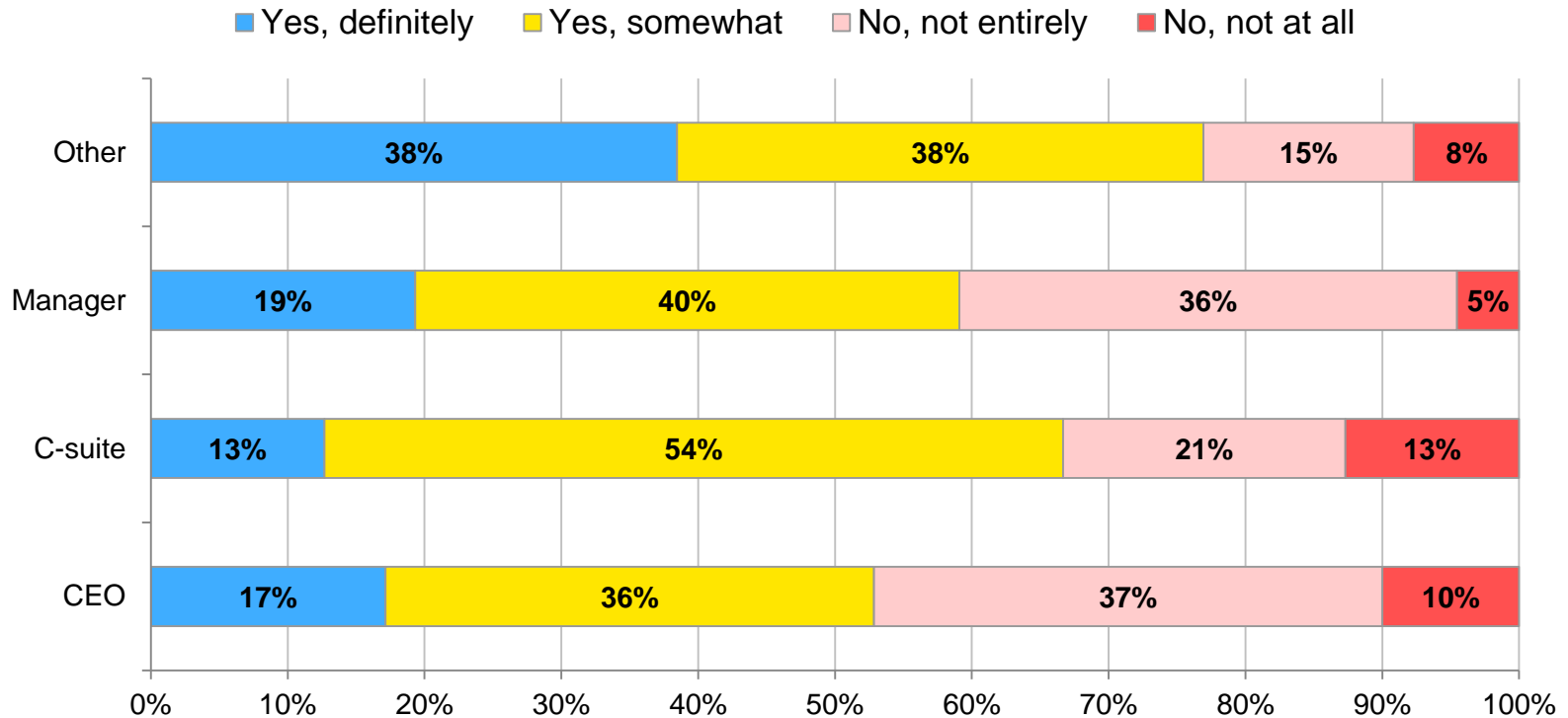
Total responses: 300
(Skipped this questions: 20)



65% of managers and 60% of C-suite executives who responded to the survey agree that the use of social media networks by CEOs gives more employees the chance to communicate directly with the CEO, compared to 54% of non-executive staff and 50% of CEOs.

The use of social media networks by CEOs makes their companies a more attractive place to work. (single answer)

Question 5.7 – By title of the respondent



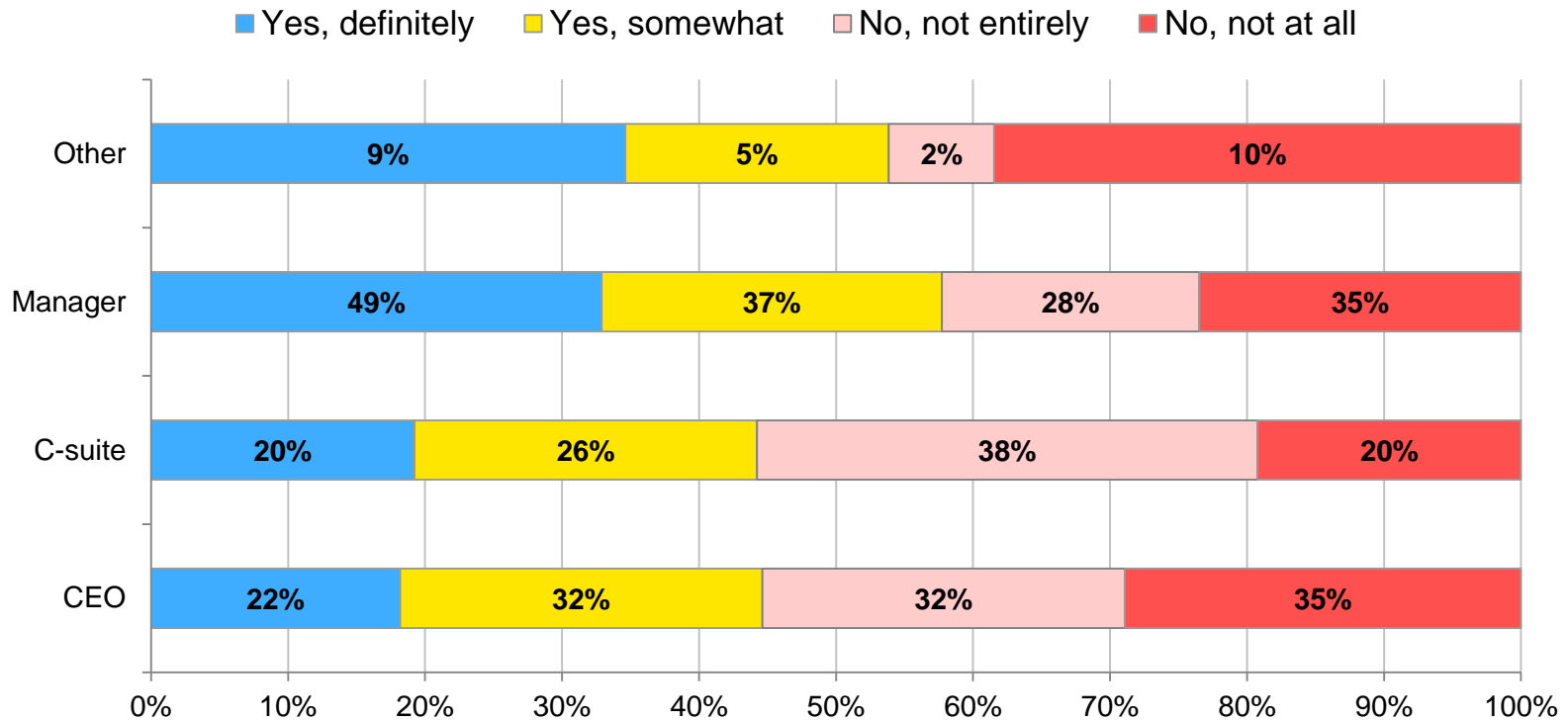
Total responses: 300
 (Skipped this questions: 20)



76% of non-executive employees, 67% of C-suite executives and 59% of managers think that the use of social media networks by CEOs makes their companies a more attractive place to work, while only 53% of CEOs agree with this.

The use of social media networks by CEOs has a positive impact on their companies' reputation and credibility in the market. (single answer)

Question 5.8 – By title of the respondent



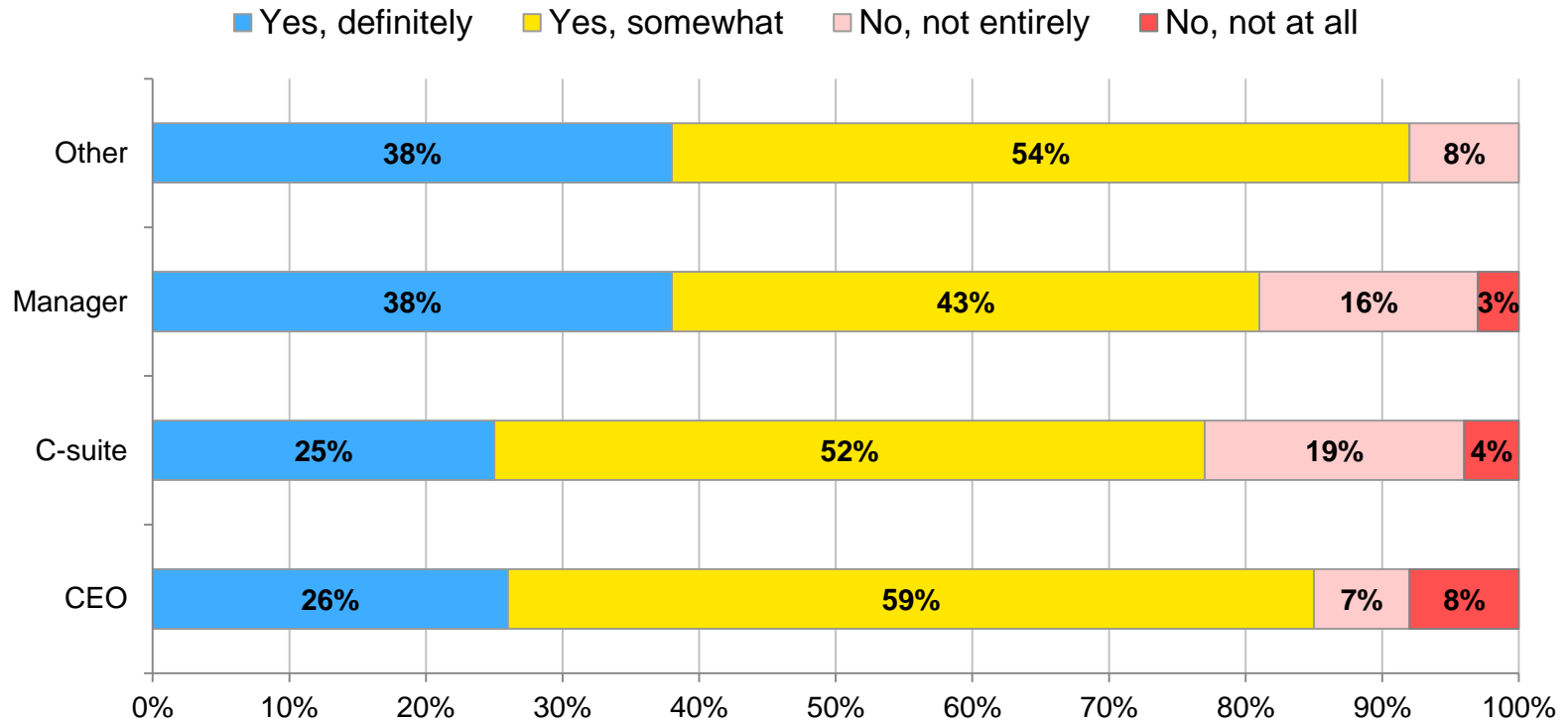
Total responses: 300
(Skipped this questions: 20)



86% of managers and 54% of CEOs say that the use of social media networks by CEOs has a positive impact on their companies' reputation and credibility in the market, while 46% of C-suite executives and only 14% of non-executive employees agree with this statement.

The use of social media networks by CEOs gives their companies a human face or personality. (single answer)

Question 5.9 – By title of the respondent



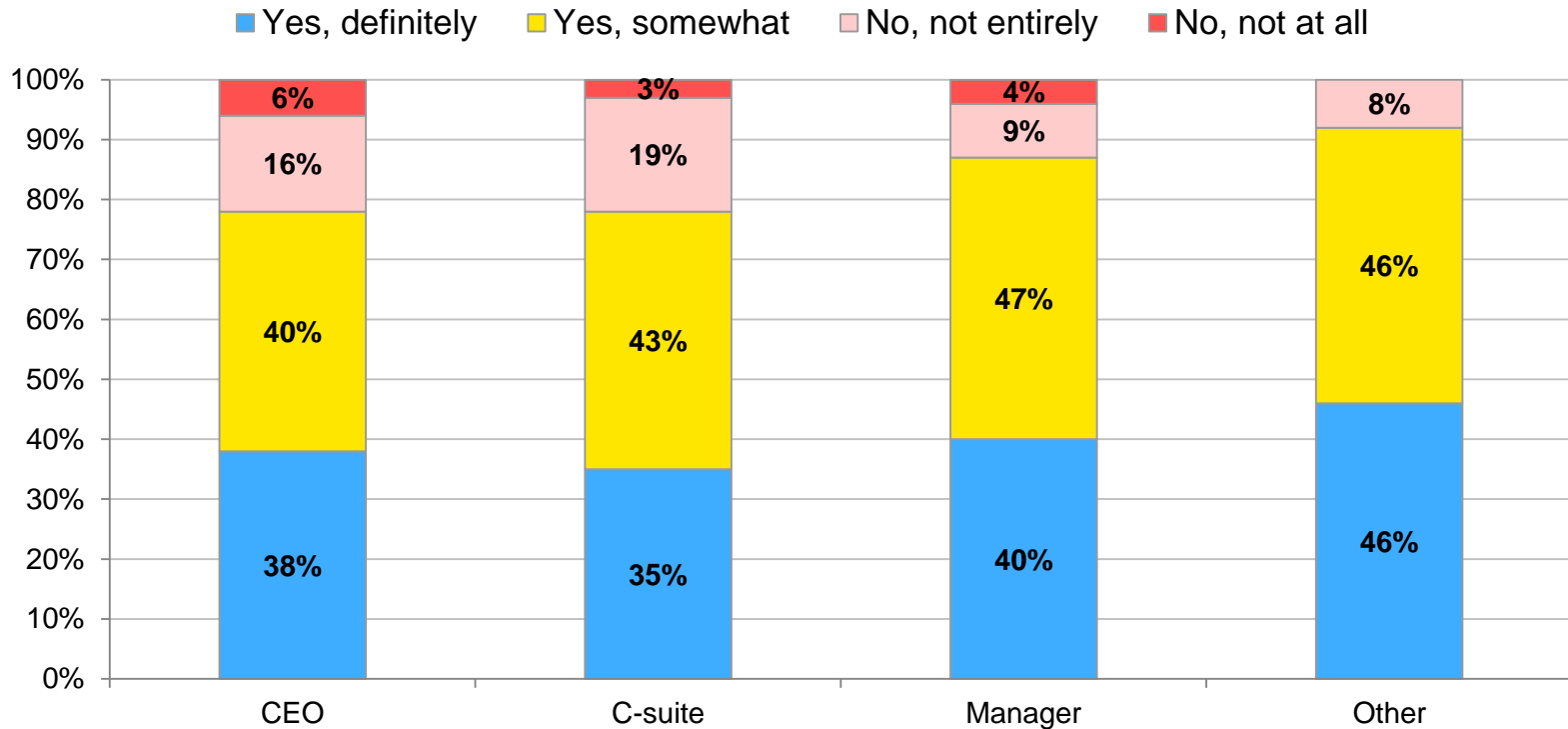
Total responses: 300
(Skipped this questions: 20)



92% of non-executive employees and 85% of CEOs say that the use of social media networks by CEOs gives their companies a human face or personality, compared to 81% of managers and 77% of C-suite executives who agree with this statement.

The use of social media networks by CEOs is a good way of sharing news and information about their companies. (single answer)

Question 5.10 – By title of the respondent



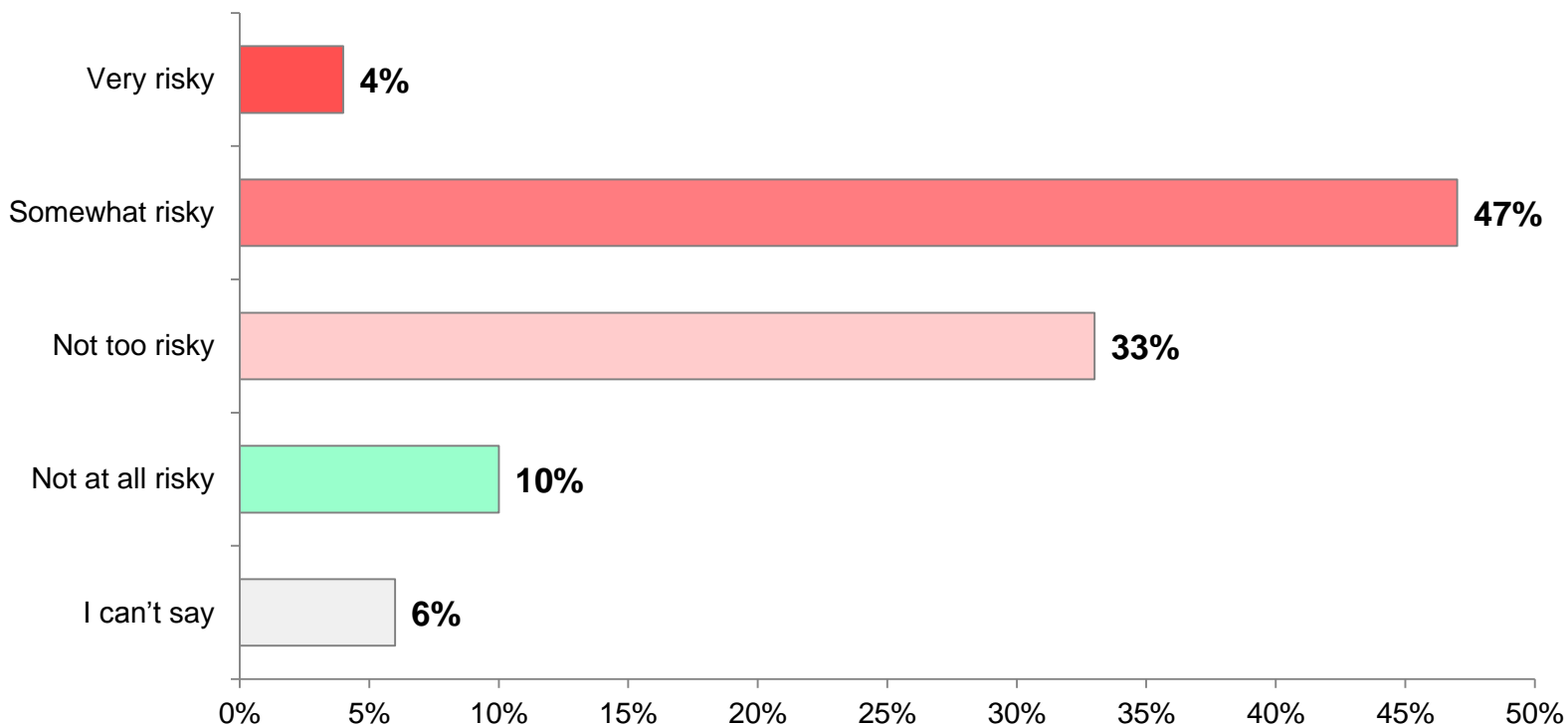
Total responses: 300
(Skipped this questions: 20)



92% of non-executive staff and 87% of managers think that the use of social media networks by CEOs is a good way of sharing news and information about their companies, compared to 78% of C-suite executives and 78% of CEOs who believe that.

How risky do you think it is for CEOs to participate in social media today? (single answer)

Question 6.1 – Overall responses



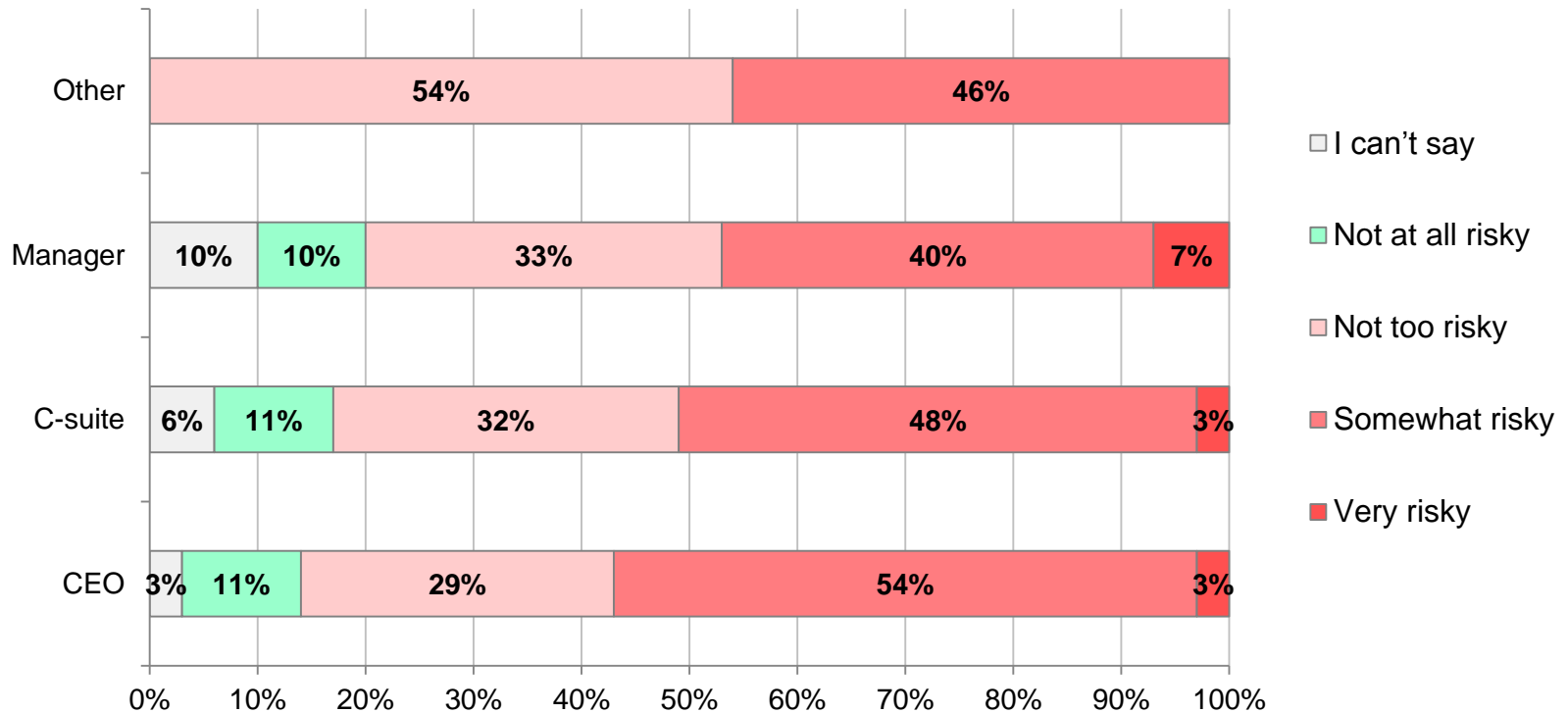
Total responses: 283
(Skipped this questions: 37)



51% of respondents think it is risky and very risky for CEOs to participate in social media today, while only 43% perceive this engagement as not risky.

How risky do you think it is for CEOs to participate in social media today? (single answer)

Question 6.2 – By title of the respondent



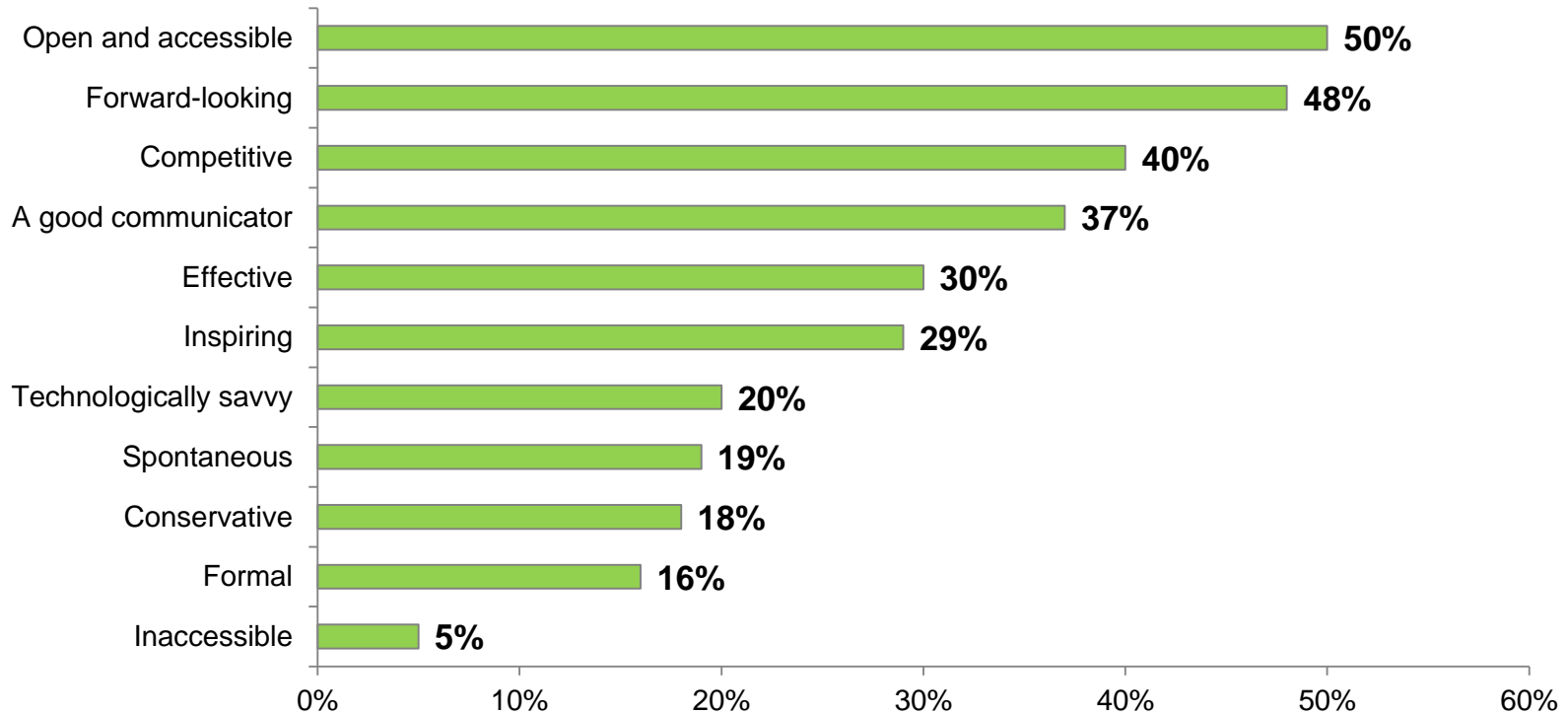
Total responses: 283
(Skipped this questions: 37)



57% of CEOs think it is risky and very risky for them to participate in social media today, while 46% of non-executive employees believe it is “somewhat risky”. On the other hand, 43% of managers and 43% of C-suite executives don’t perceive CEOs’ engagement on social media as being risky.

Which of the following words and phrases describe your company's CEO? (multiple answers)

Question 7 – Overall responses



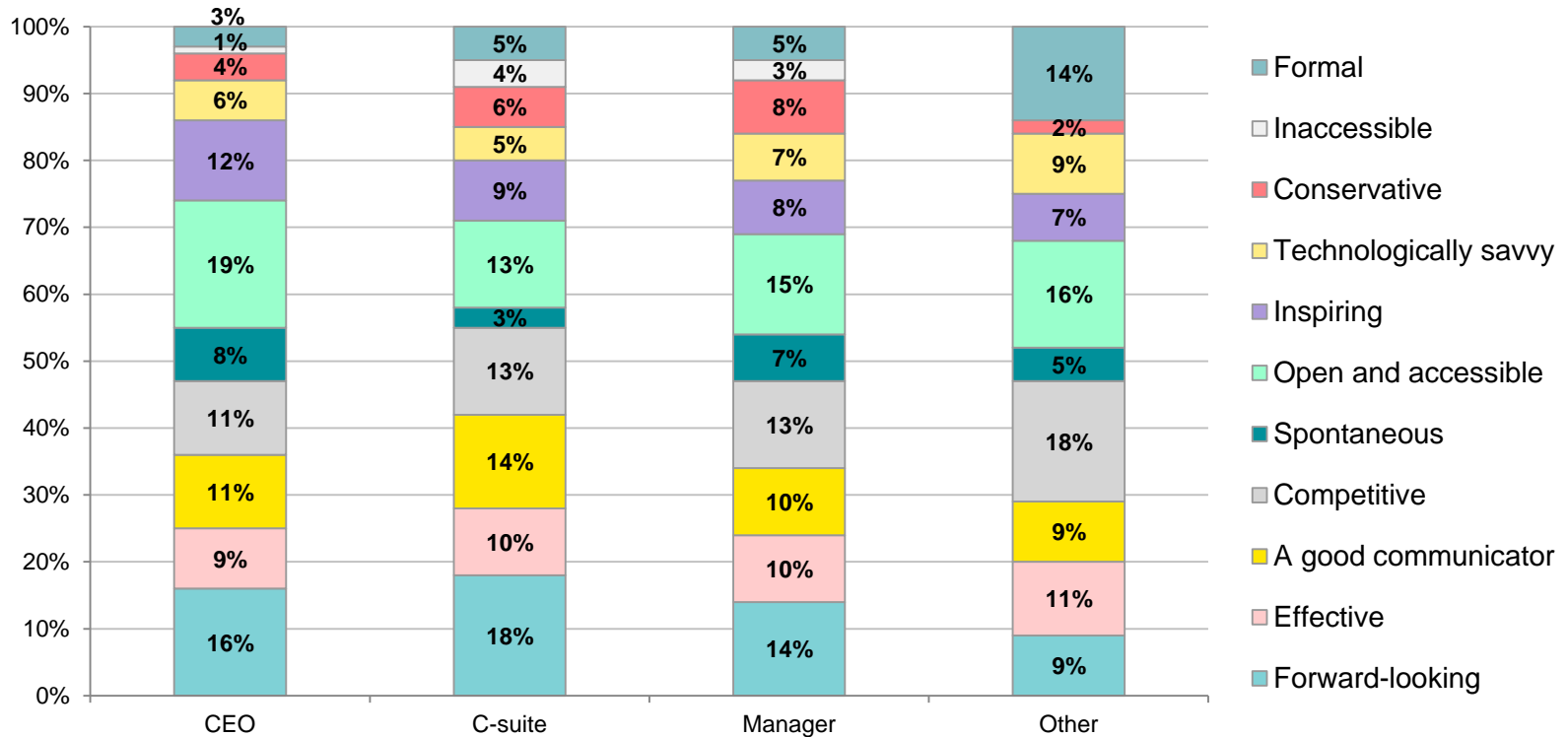
Total responses: 290
(Skipped this questions: 30)



When describing their company's CEO, 50% of respondents indicate them as being "open and accessible", 48% say they are "forward-looking" and 40% deem them "competitive". Only 5% said their CEO is "inaccessible", 16% formal and 18% "conservative".

Which of the following words and phrases describe your company's CEO? (multiple answers)

Question 7.1 – Overall responses



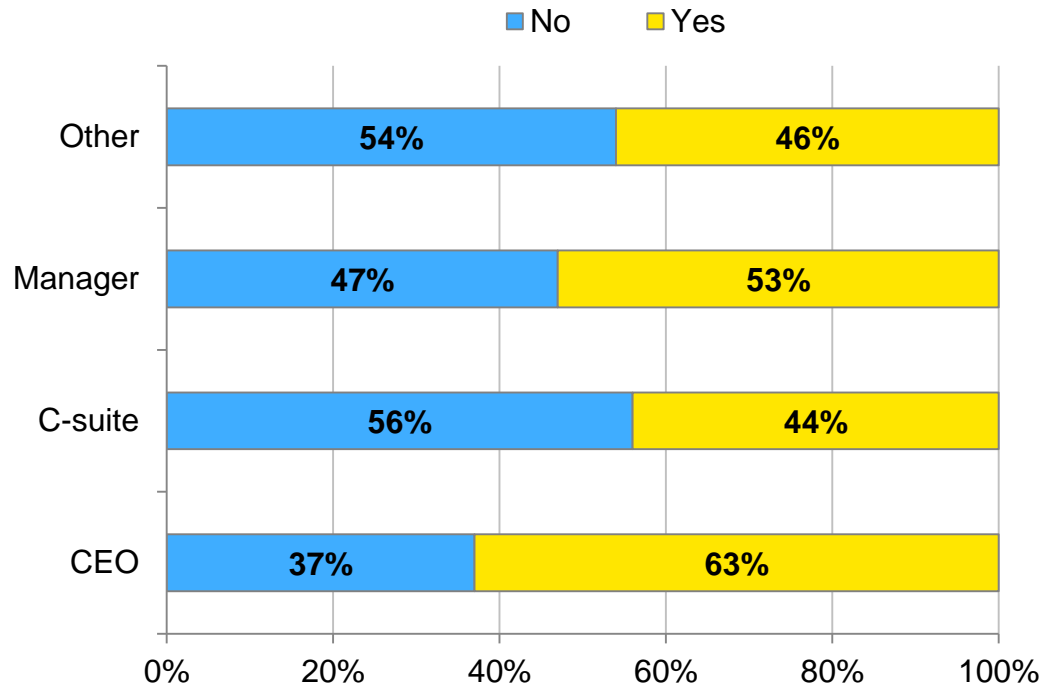
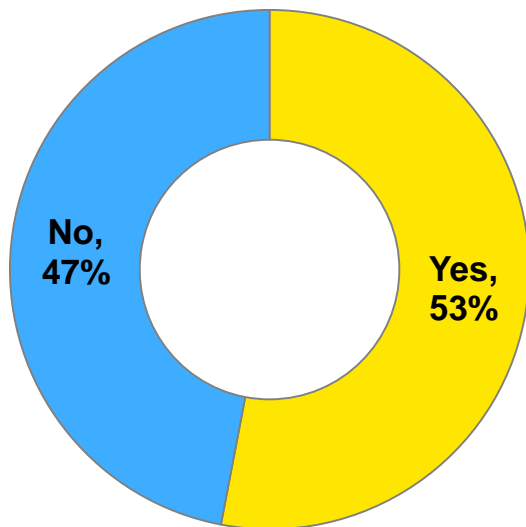
Total responses: 290
(Skipped this questions: 30)



14% of non-executive employees said their CEO is formal, compared to 1% of CEOs who think that about themselves. While 19% of CEOs think of themselves as being open and accessible, only 13% of C-suite executive think the same about their CEOs. Also, 18% of C-suite executives say the CEO of their company is “forward-looking”, compared to 9% of non-executive employees who think that of their CEO.

Is your CEO present on social media networks (Facebook, LinkedIn, Twitter etc)? (single answer)

Question 8 – Overall responses and by title of the respondent



Total responses: 290
(Skipped this questions: 30)

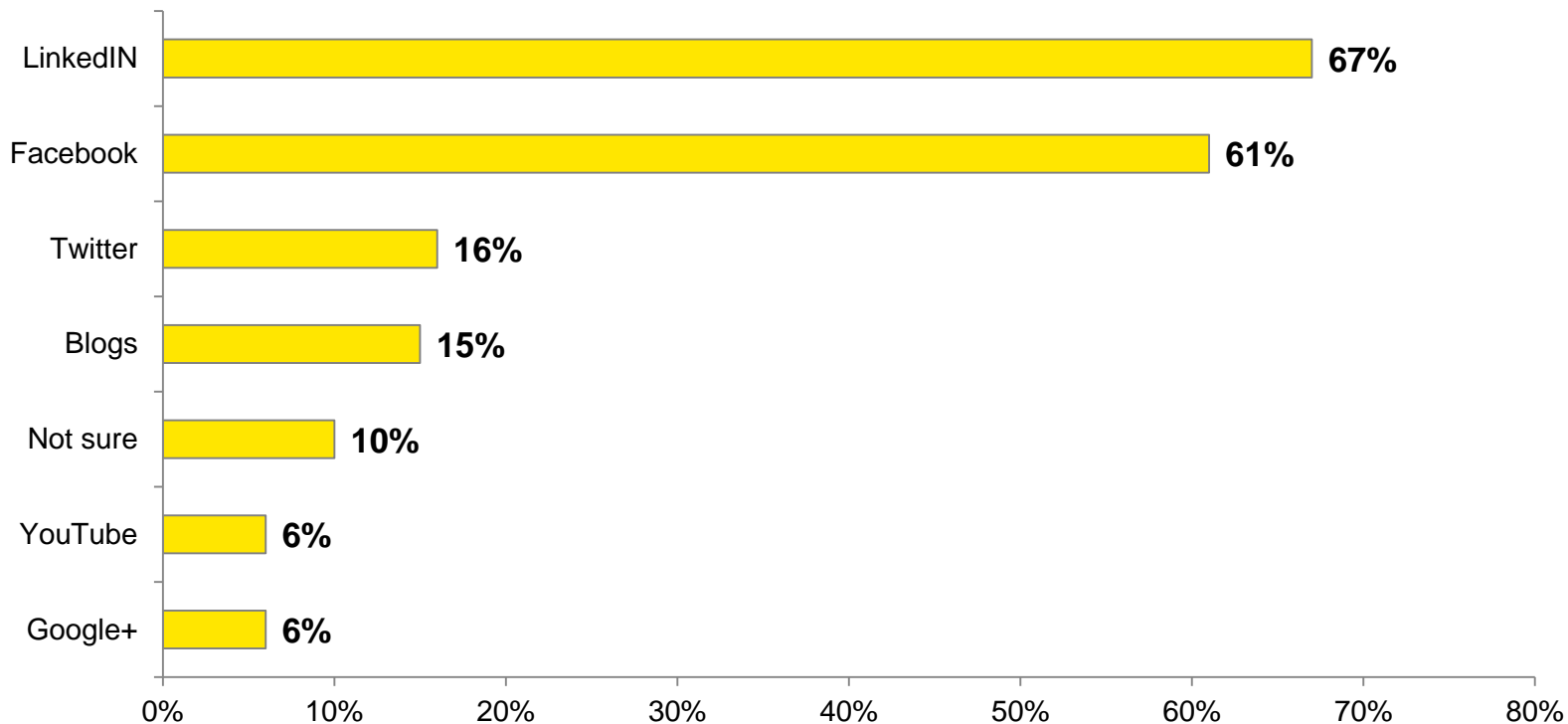


53% of respondents say their CEO is present on social media networks. Despite the fact that 63% of CEOs who responded to the survey say they are present on social media networks, only 44% of C-suite executives and 46% of non-executive staff are aware that their CEO is present in social media.

On which social media networks does your CEO post?

(multiple answers)

Question 9.1 – Overall responses



Total responses: 114
(Skipped this questions: 206)

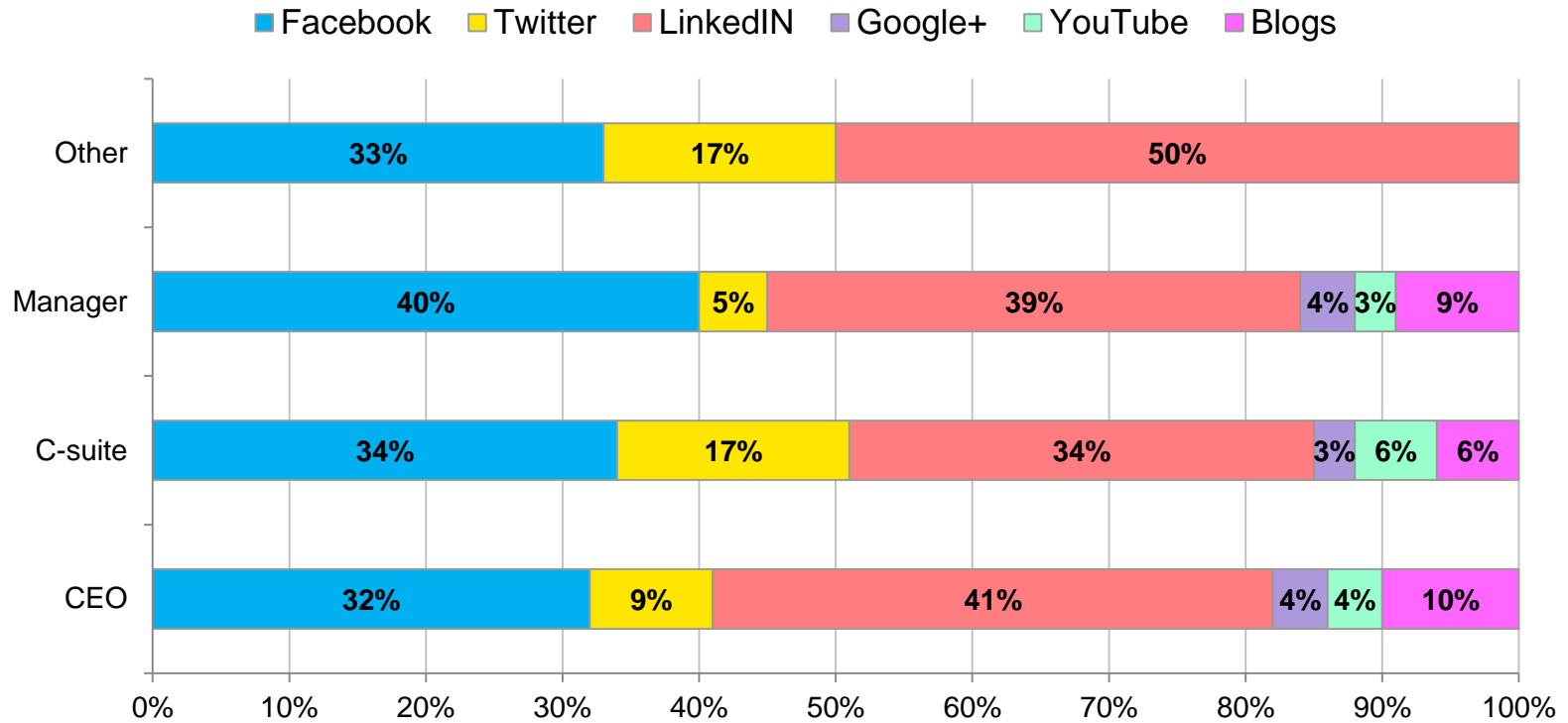


Most respondents say their CEO is present on LinkedIn (67%) and on Facebook (61%), while only 16% say their CEO is present on Twitter and 15% say their CEO contributes to or owns a blog.

On which social media networks does your CEO post?

(multiple answers)

Question 9.2 – By title of respondent



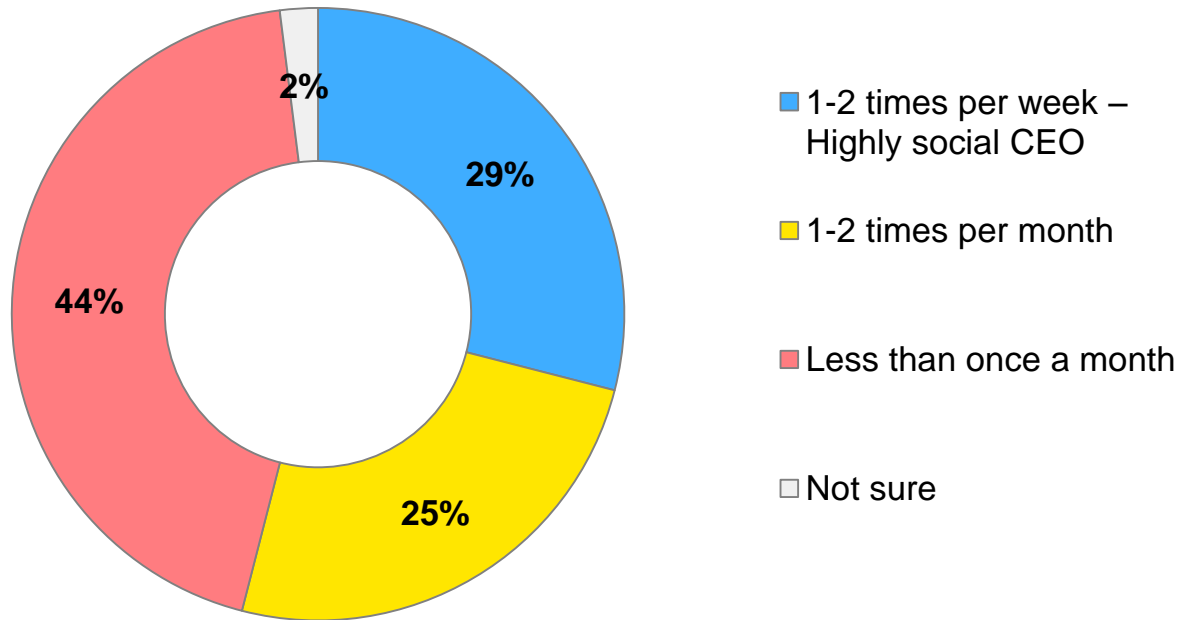
Total responses: 114
(Skipped this questions: 206)



10% of CEOs who responded to the survey say they contribute to or own a blog, although none of non-executive employees indicated this about their CEO. 34% of C-suite executives and 39% of managers say their CEO is present on LinkedIn, compared to 50% of non-executive employees who say that about their CEO.

How often does your CEO post on social media networks (Facebook, LinkedIn, Twitter etc)? (single answer)

Question 10.1 – Overall responses



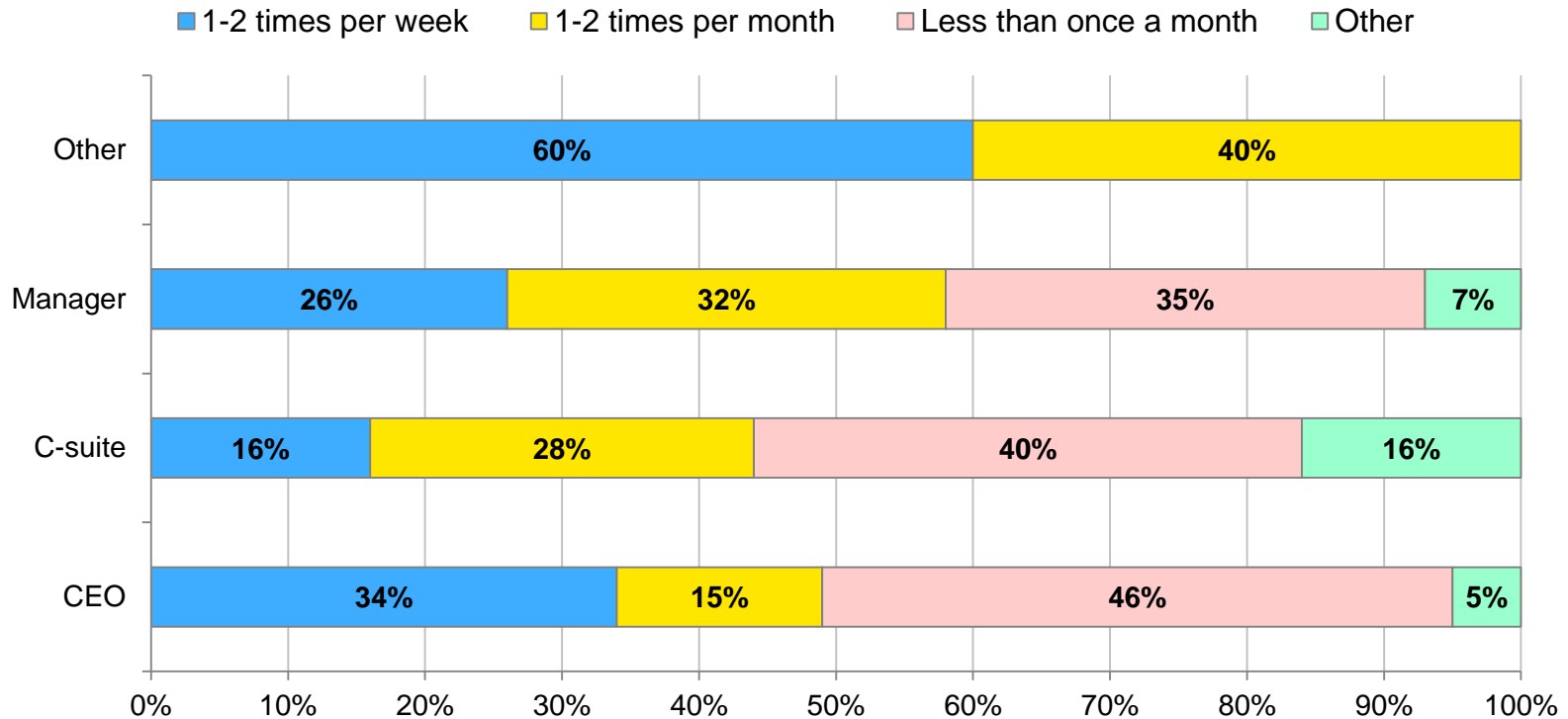
Total responses: 114
(Skipped this questions: 206)



44% of respondents say their CEO posts less than once a month on social media networks, 29% say their CEO posts 1-2 times per week and 25% 1-2 times per month.

How often does your CEO post on social media networks (Facebook, LinkedIn, Twitter etc)? (single answer)

Question 10.2 – By title of the respondent



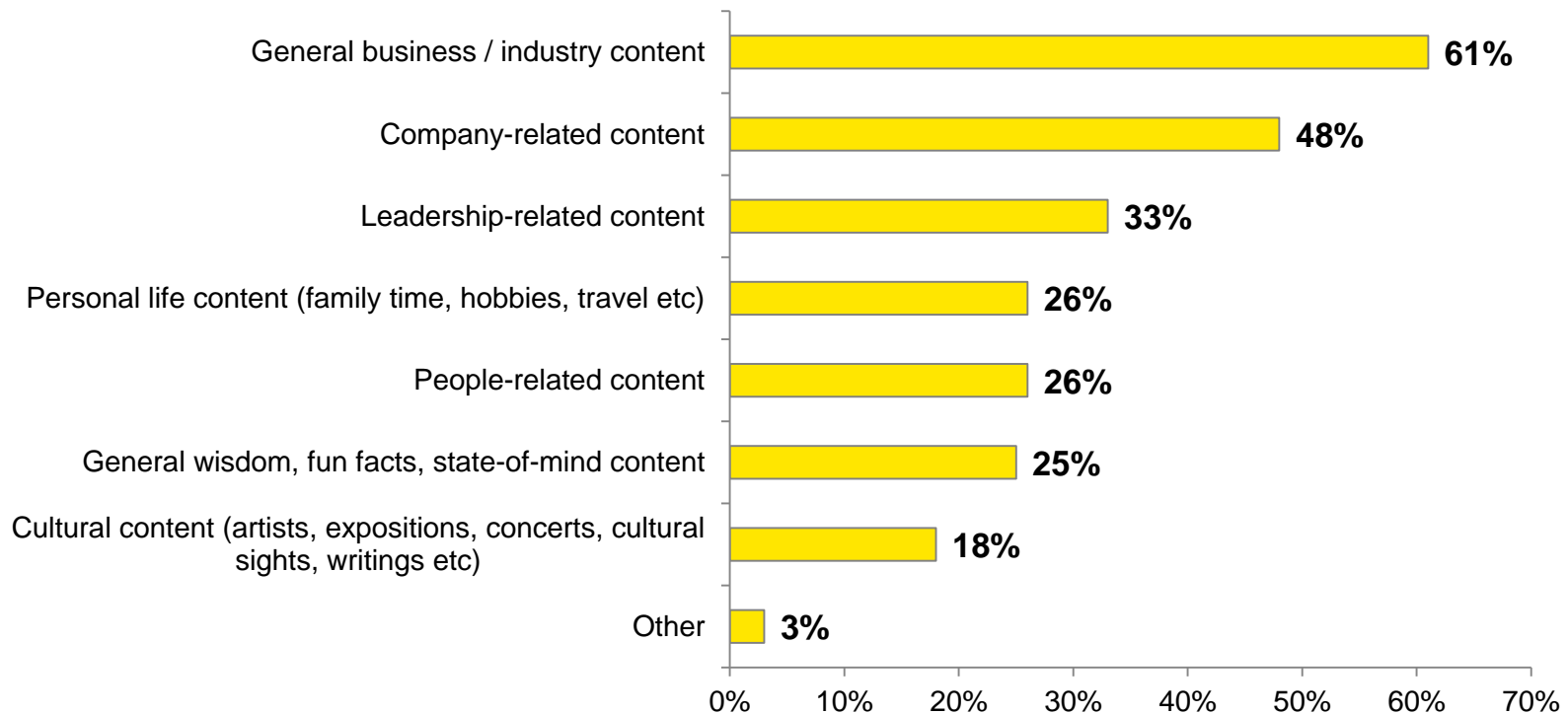
Total responses: 114
(Skipped this questions: 206)



While 60% of non-executive staff say their CEO posts 1-2 times per week on social media networks, only 16% of C-suite executives and 26% of managers indicate that their CEO posts with the same frequency. Also, 46% of CEOs and 40% of C-suite executives say their CEO posts less than once a month on social media networks, although none of non-executive staff indicate that about their CEO.

What kind of content does your CEO post on social media networks (Facebook, LinkedIn, Twitter, etc.)? (multiple answers)

Question 11.1 – Overall responses



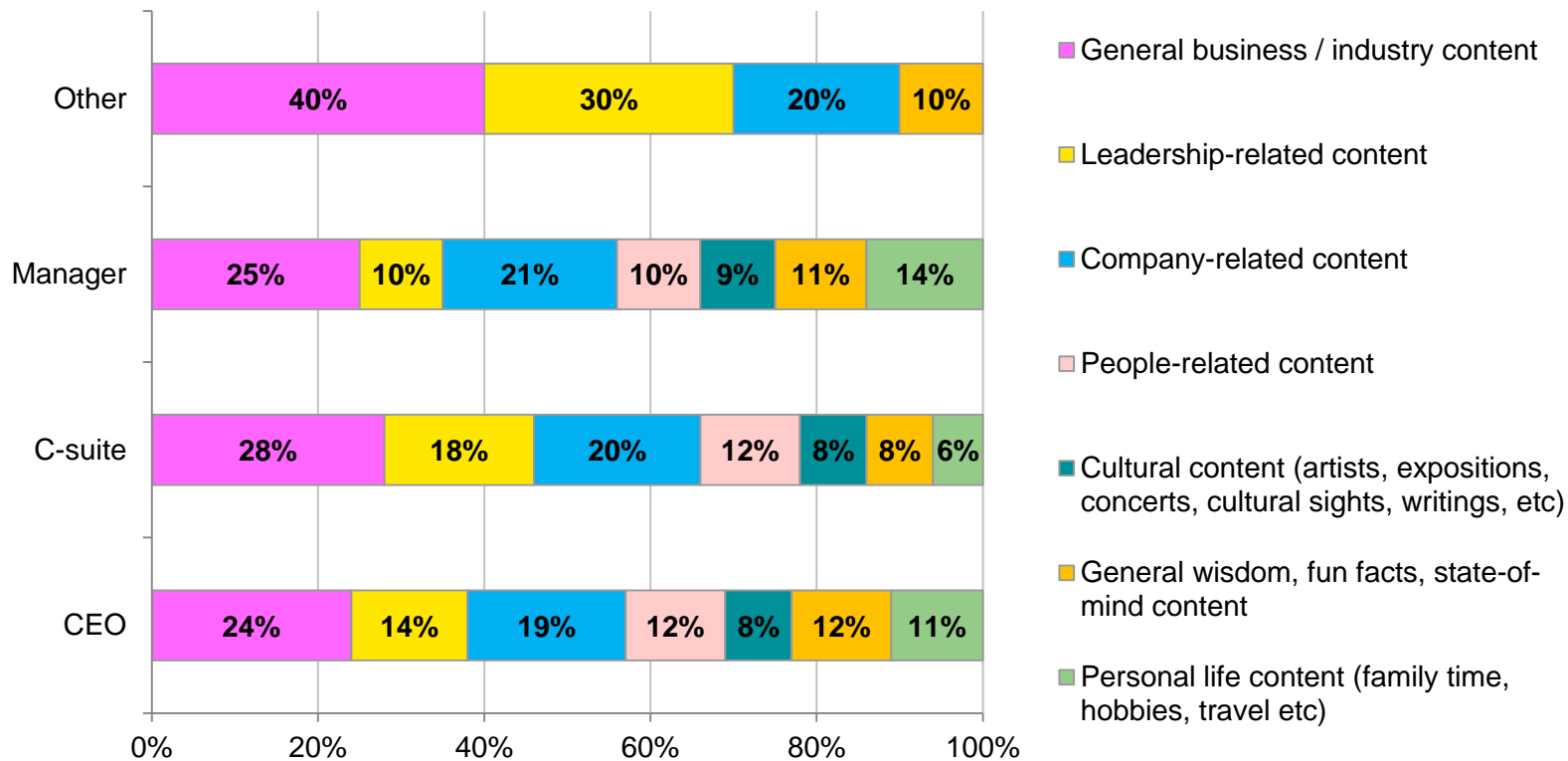
Total responses: 280
(Skipped this questions: 40)



61% of respondents say their CEO posts general business or industry content on social media networks, 48% say their CEO posts company-related content and 33% indicate that their CEO posts leadership-related content. Only 18% of respondents say the CEO of their company posts cultural content and 25% general wisdom or fun facts.

What kind of content does your CEO post on social media networks (Facebook, LinkedIn, Twitter, etc.)? (multiple answers)

Question 11.2 – By title of respondent



Total responses: 280
(Skipped this questions: 40)

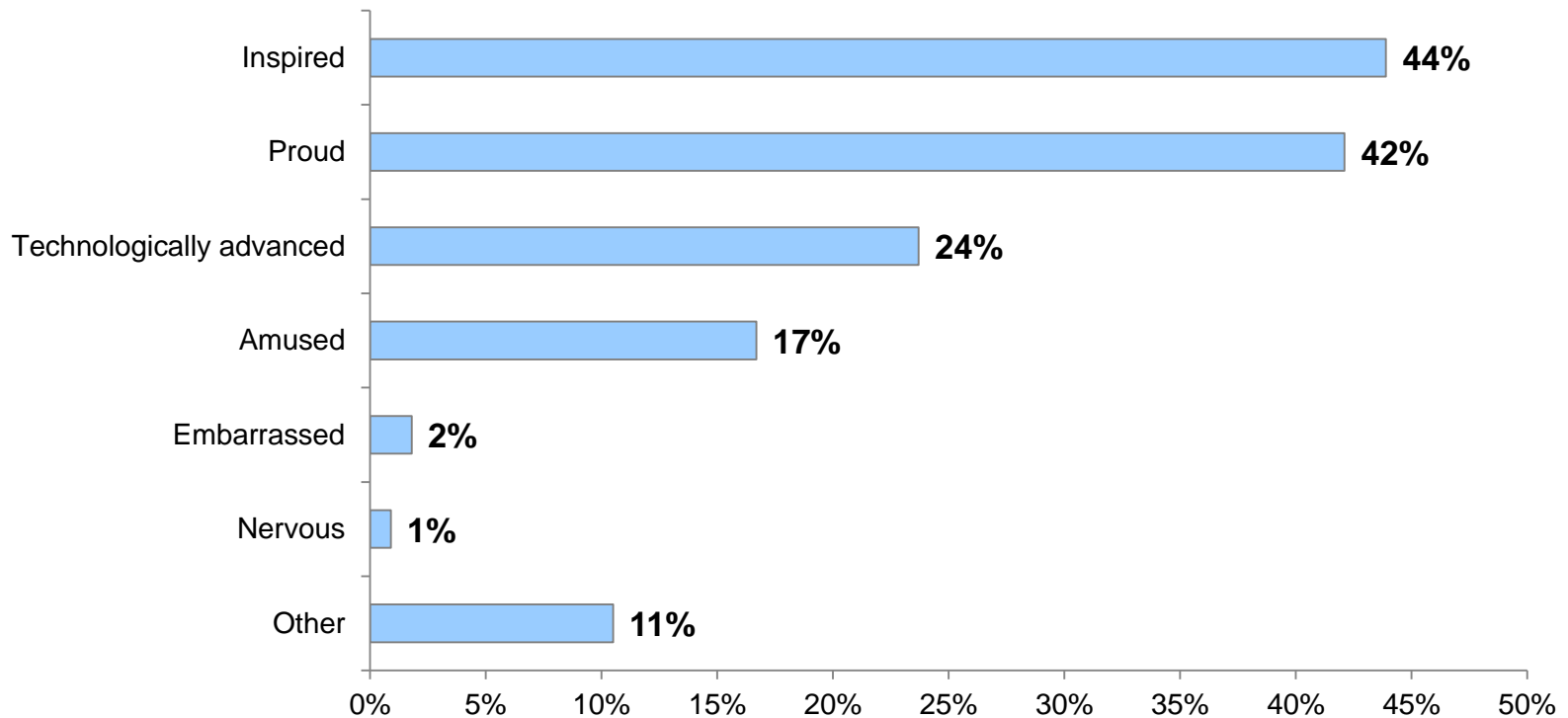


40% of non-executive employees say their CEO posts general business or industry content on social media, compared to 24% of CEOs who say they post this kind of content on social media networks. Also, 30% of non-executive staff say the CEO of their company posts leadership-related content, although 14% of CEOs say they post this on social media.

How does your CEO's social media presence make you feel?

(multiple answers)

Question 12.1 – Overall responses



Total responses: 114
(Skipped this questions: 206)

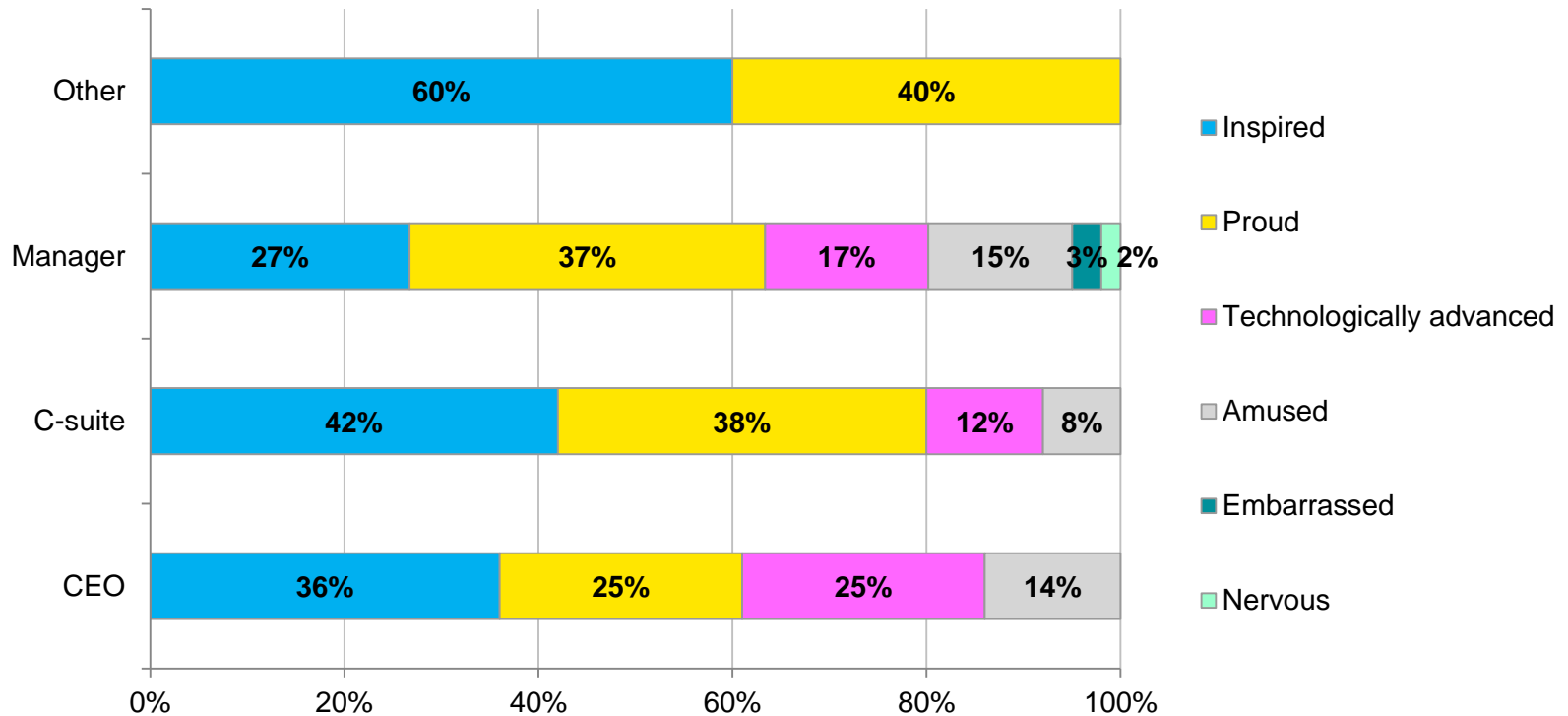


44% of respondents say they feel inspired by their CEO's presence on social media, 42% say they feel proud, and 17% stated that they feel amused.

How does your CEO's social media presence make you feel?

(multiple answers)

Question 12.2 – By title of respondent



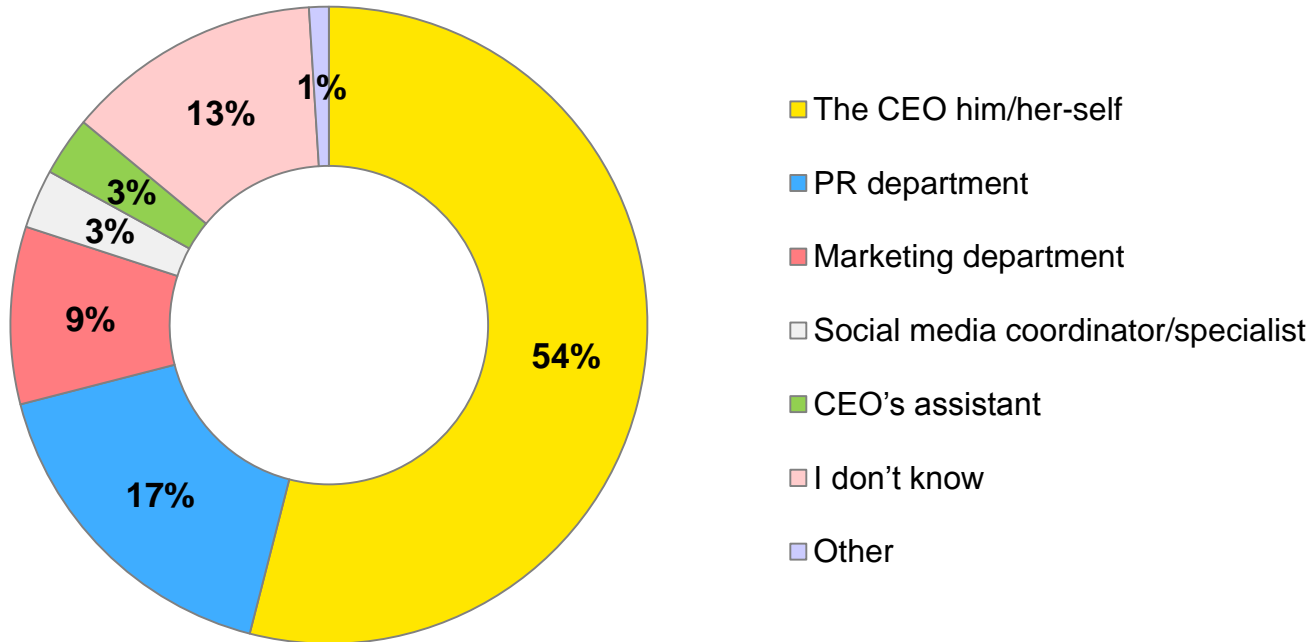
Total responses: 114
(Skipped this questions: 206)



While 60% of non-executive employees say they feel inspired by their CEO's presence on social media, only 27% of managers and 42% of C-suite executives said they felt the same. On the other hand, while 25% of CEOs say their presence on social media makes them feel technologically advanced, only 12% of C-suite executives and none of the non-executive employees indicated feeling this regarding their CEO's presence on social media.

Who manages your CEO's activity on social media? (single answer)

Question 13.1 – Overall responses



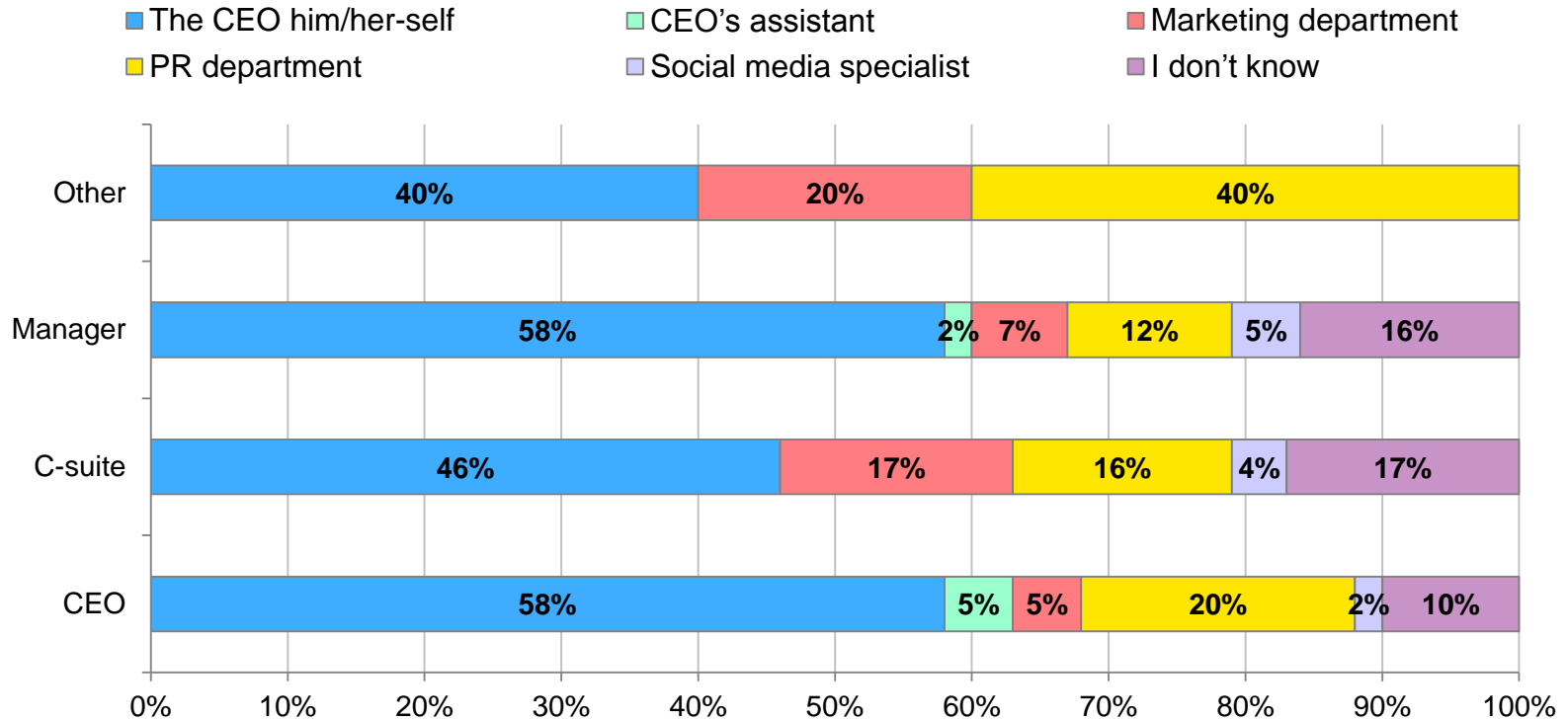
Total responses: 114
(Skipped this questions: 206)



54% of respondents say that the CEO him/her-self manages their own activity on social media, 17% indicate that the PR department manages the CEO's social media activity, while only 3% say there is a dedicated social media coordinator who does that and 3% indicate that the CEO's assistant is responsible for managing this activity.

Who manages your CEO's activity on social media? (single answer)

Question 13.2 – By title of the respondent



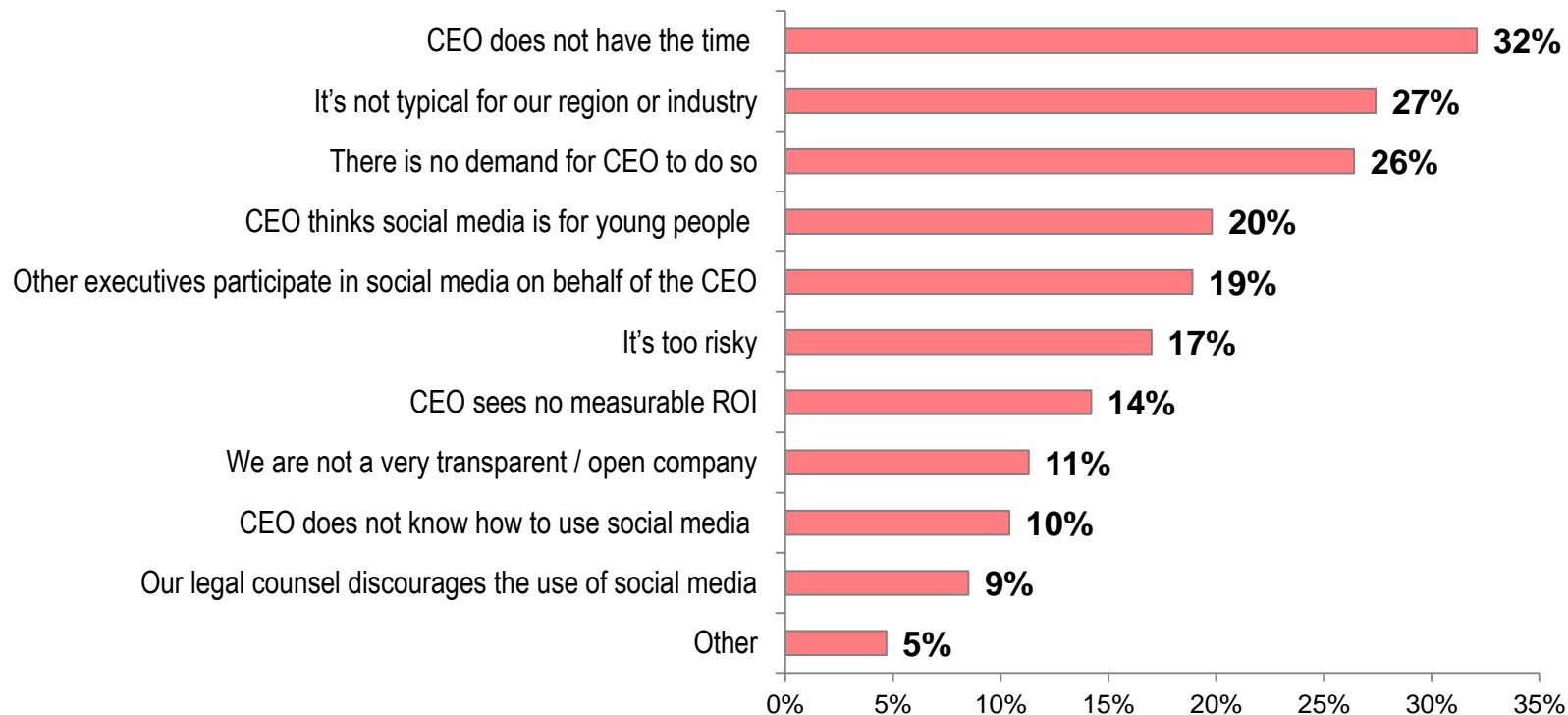
Total responses: 114
(Skipped this questions: 206)



While 58% of CEOs say they manage their own social media activity, only 40% of non-executive staff say the same about their CEO. Also, while 60% of non-executive staff say the PR or Marketing department manages the social media activity of their company's CEO, only 25% of CEOs indicate the same thing.

Why do you think your CEO is not present on social media networks? (multiple answers)

Question 14.1 – Overall responses



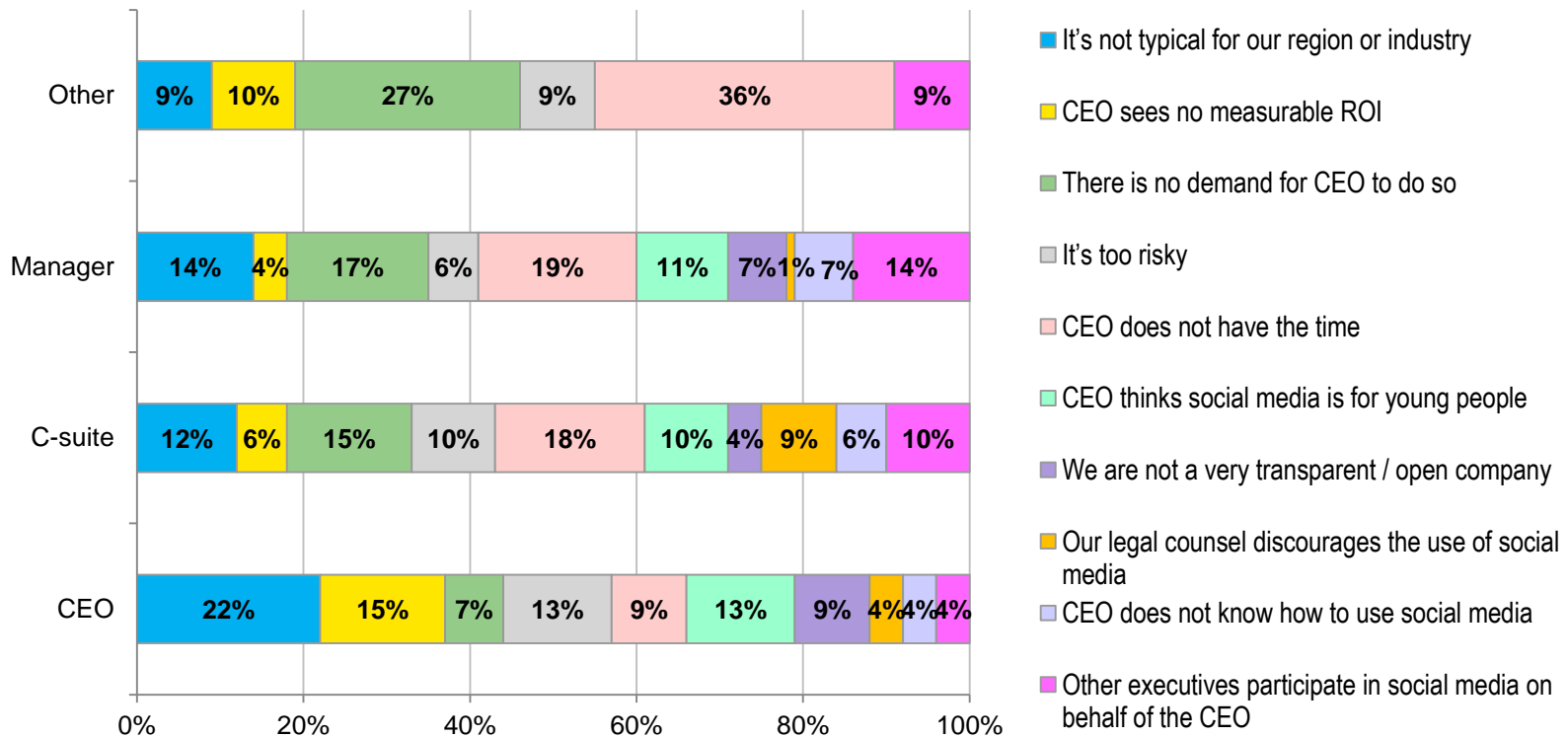
Total responses: 106
(Skipped this questions: 214)



Respondents who indicated that their CEO is not present on social media said the main reasons for that are: “CEO does not have enough time” (32%), “It’s not typical for our region or industry” (27%) and “There is no demand for CEO to do so” (26%). Only 9% indicate that the “legal counsel discourages the use of social media” and 10% say the “CEO does not know how to use social media”.

Why do you think your CEO is not present on social media networks? (multiple answers)

Question 14.2 – By title of respondent



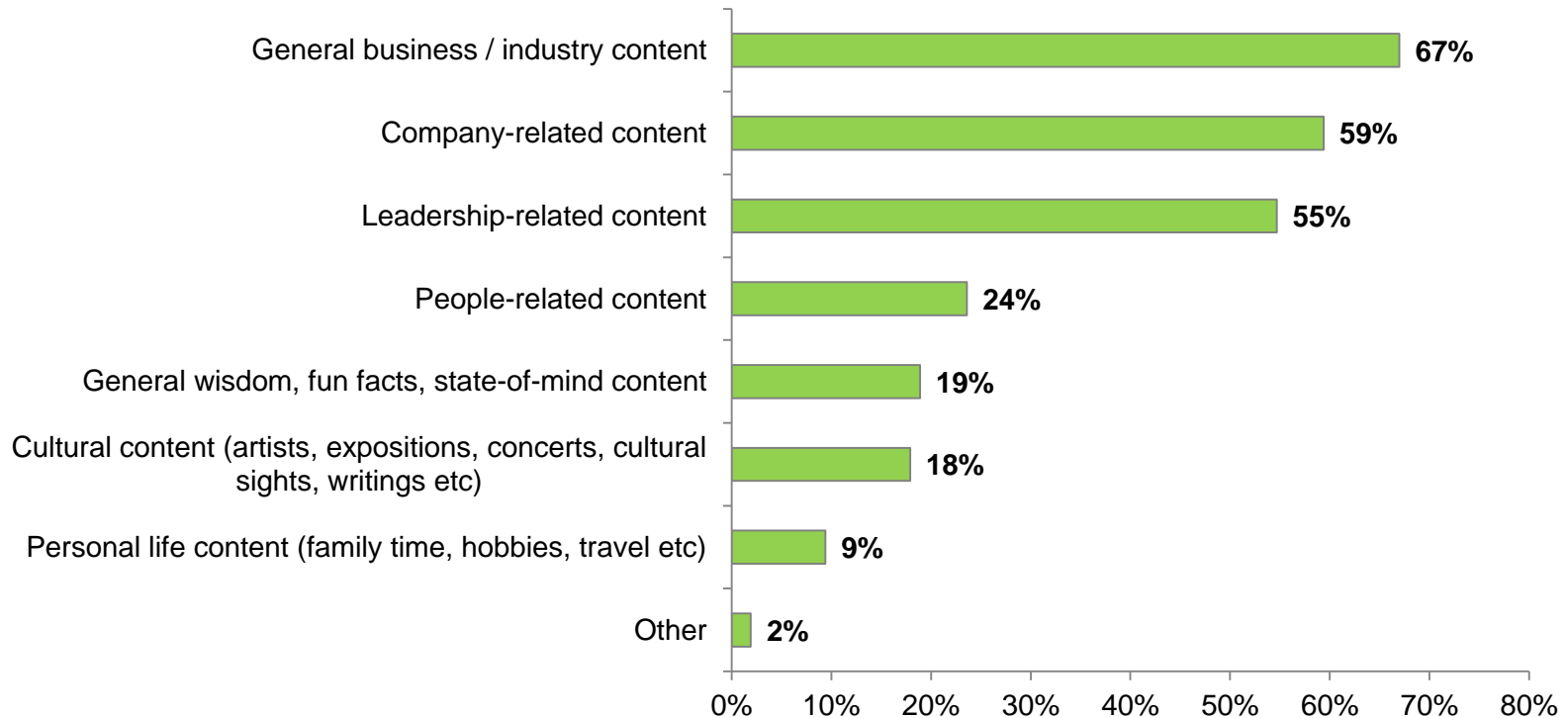
Total responses: 106
(Skipped this questions: 214)



While 36% of non-executive staff say the reason their CEO is not present on social media networks is lack of time, only 9% of CEOs state the same reason. On the other hand, 13% of CEOs say they are not present on social media because these are media for young people, although none of the non-executive staff indicate that. A clear difference is also visible when respondents say “there is no demand for CEO to do so” – 27% of non-executive employees indicates this, compared to only 7% of CEOs

What kind of content would you find suitable for your CEO to post on social media networks? (multiple answers)

Question 15.1 – Overall responses



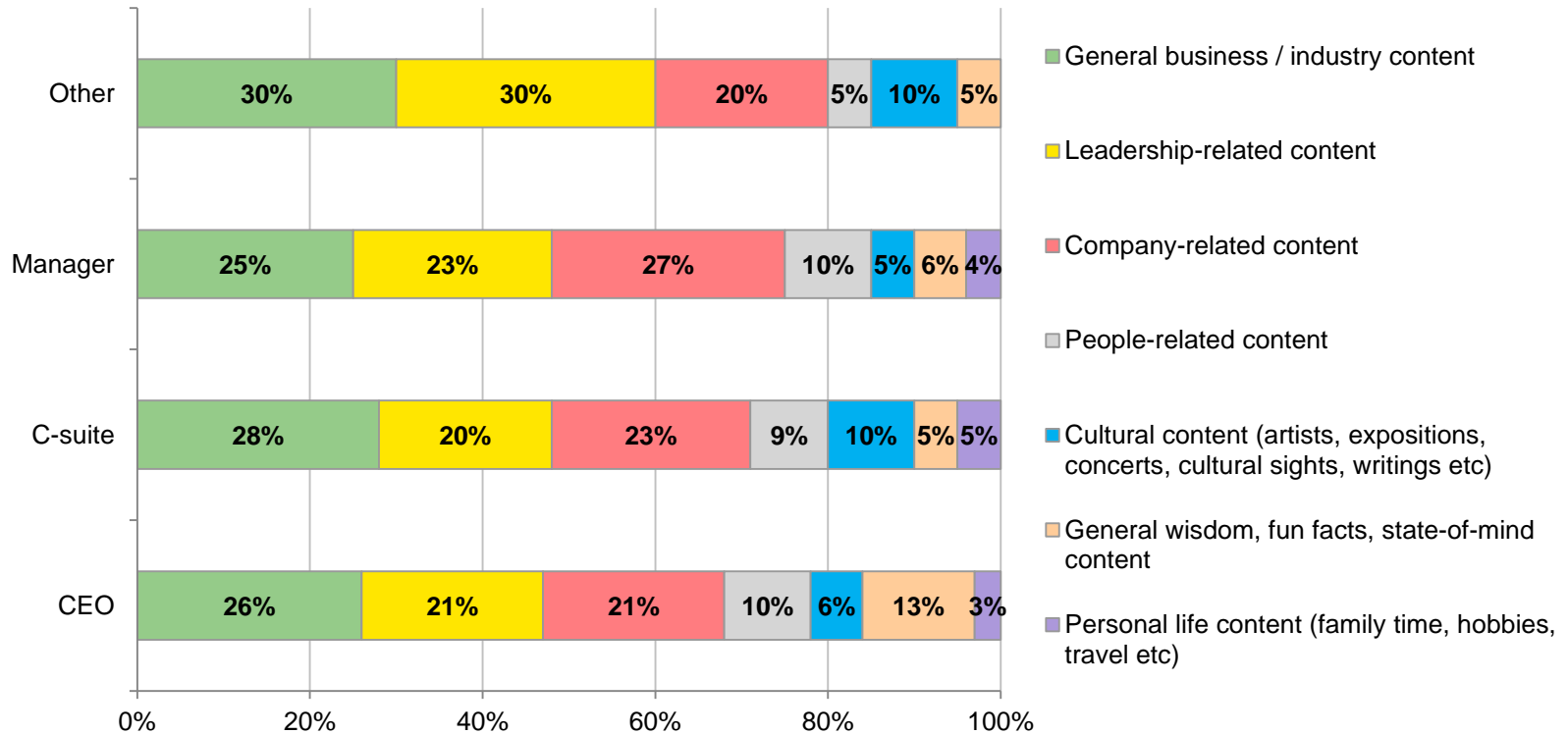
Total responses: 280
(Skipped this questions: 40)



Respondents who say their CEO is not present on social media indicated that they would find suitable for their CEO to post the following types of content on social media: general business or industry content (67%), company-related content (59%), or leadership-related content (55%).

What kind of content would you find suitable for your CEO to post on social media networks? (multiple answers)

Question 15.2 – By title of respondent



Total responses: 280
(Skipped this questions: 40)



CEOs and C-suite executives in companies where CEOs are not present on social media are more open to informal content to be posted by their CEO on social media – such as general wisdom, fun facts or personal life content. In comparison, the non-executive staff is more reluctant to this type of content. On the other hand, 30% of non-executive staff think it would be suitable for their CEO to post leadership-related content, compared to 21% of CEOs who say that.

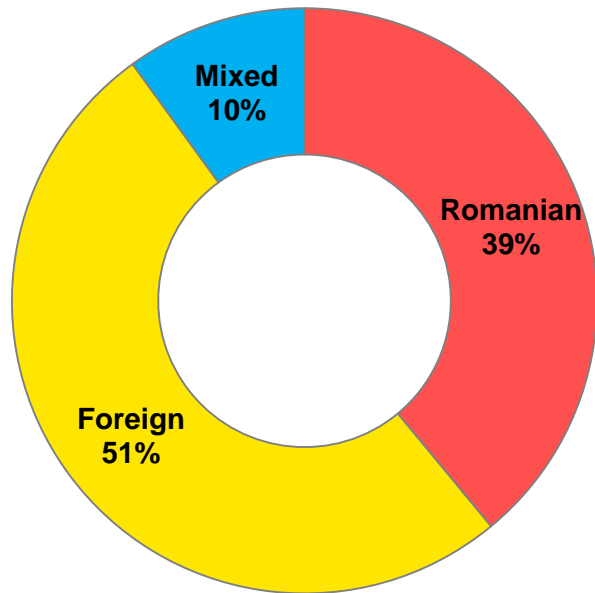


Demographics

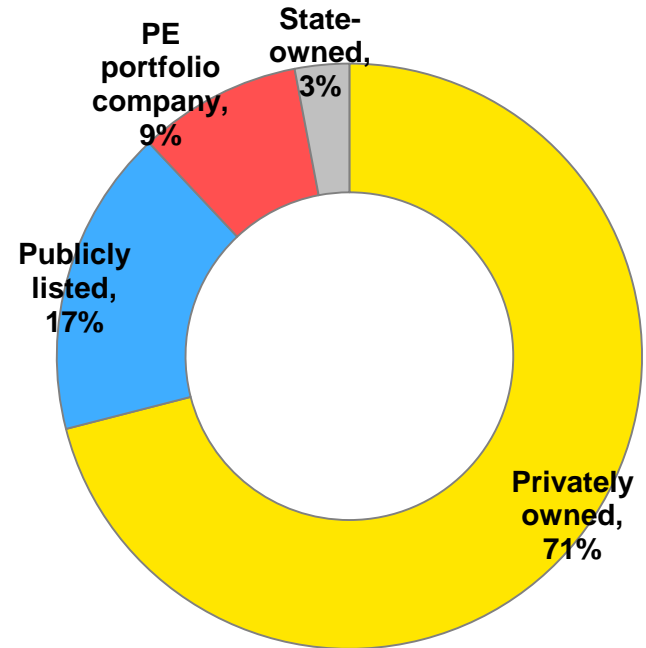
The results of this survey reflect the responses received to our questionnaire in the period between 8 October and 2 November 2015, from 320 executives of major companies operating in Romania.

Demographics

Capital structure

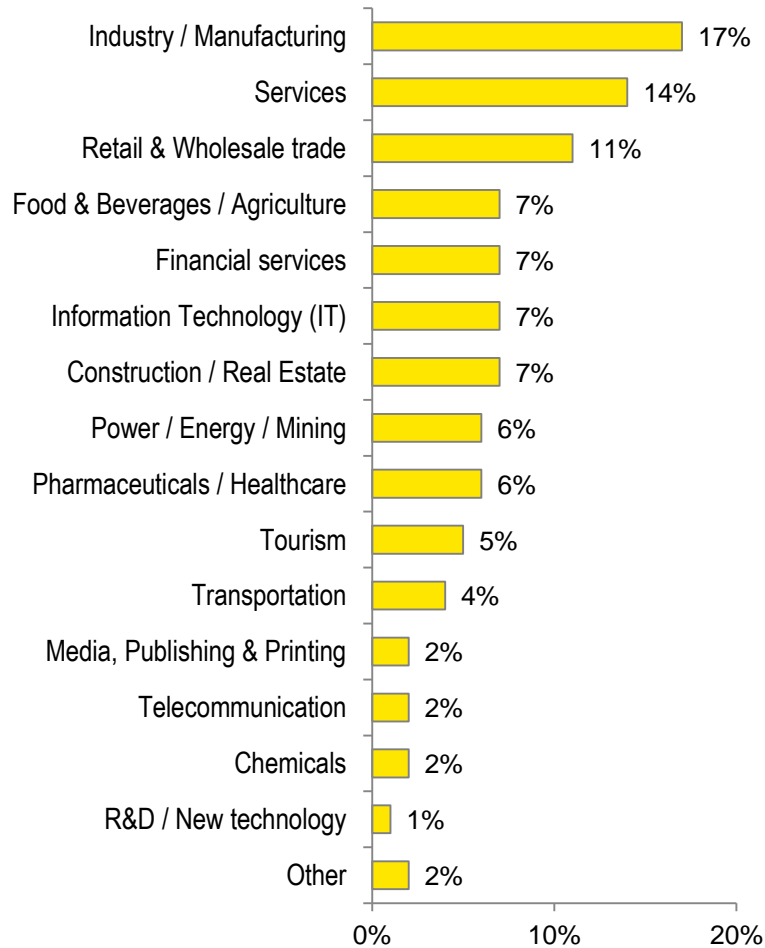


Ownership type

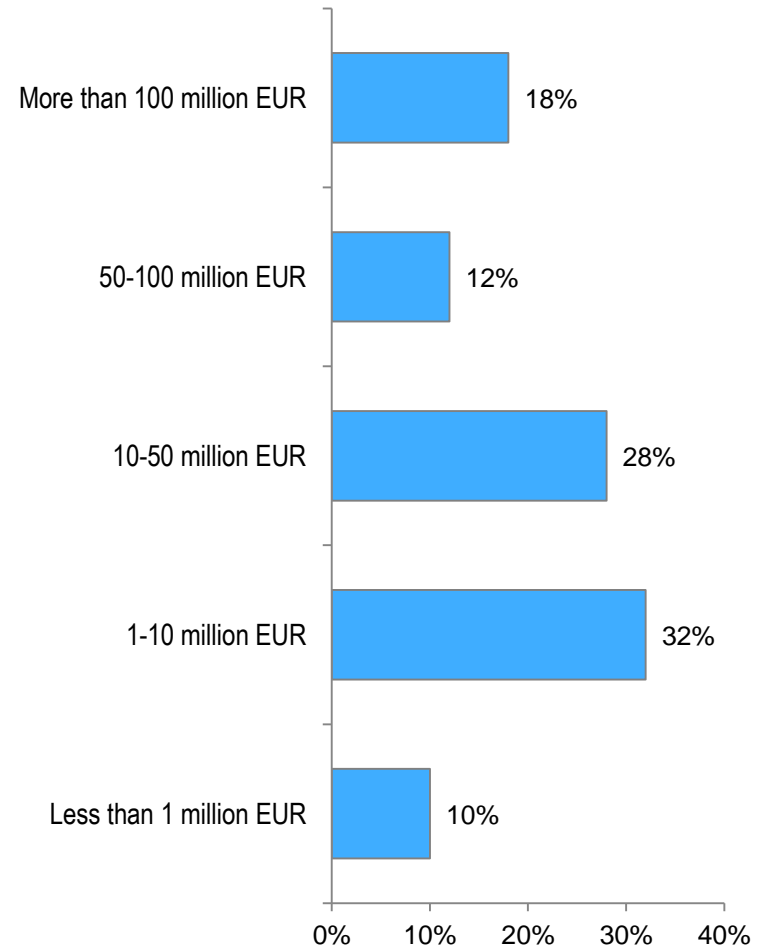


Demographics

Industry sector

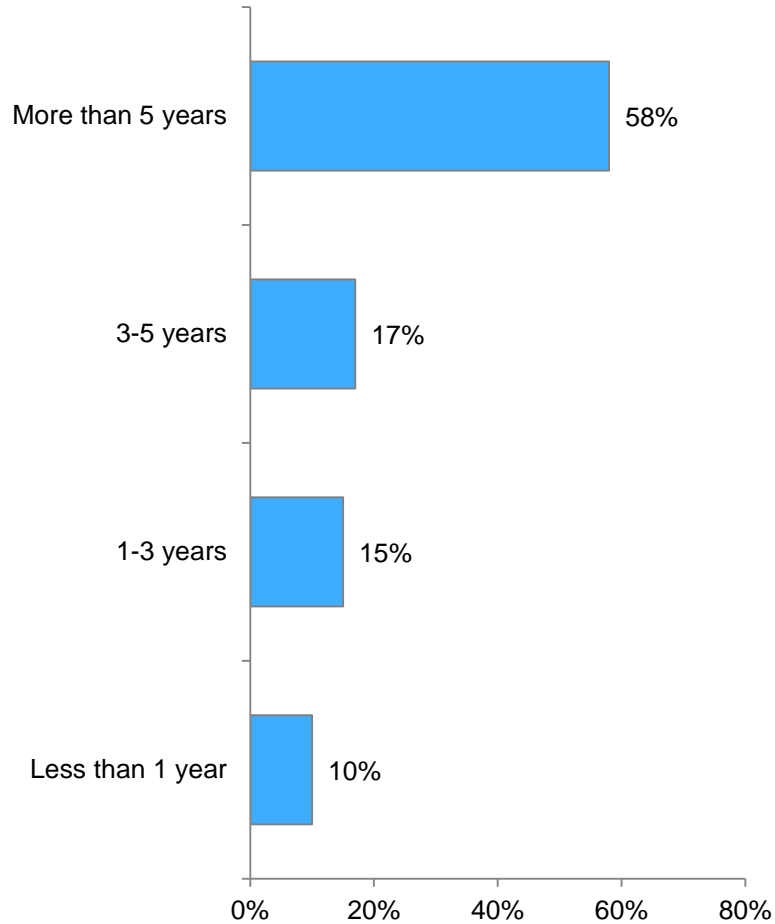


Revenues for 2015

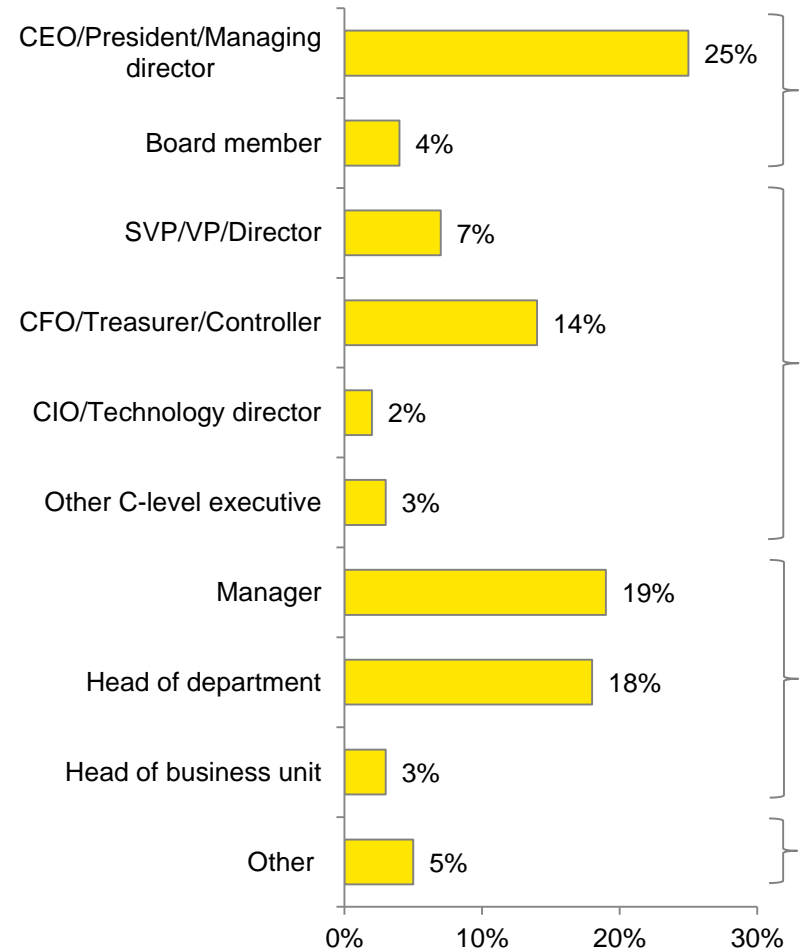


Demographics

CEO's number of years in current position



Respondent's job title



The project team



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The interaction between people has irreversibly changed along with the evolution of digital channels. This is why, interactions between business leaders and the company's stakeholders cannot bypass this logic of transparent real-time communication. „The ivory tower” has finally collapsed with the social media. We are living today in a time of H2H business – human to human.

Dismissing the type of transparency and openness implied by digitalization and social media is more visible among company leaders who have spent their first professional training years in the centralized economy. However, strong pressure coming from younger generations, together with the global trends to which we are inevitably connected will generate an accelerated change in the following years, even among the most conservative leaders in Romania. We are already seeing the first steps, we have pioneers who offer success models, but there is yet a long way ahead of learning, accepting and changing.

This is a quantitative survey/analysis which aims at showcasing the trends of the surveyed topic and advance working hypotheses which might be subsequently validated by extensive market research conducted on representative samples. This written material is accurate to the best of our knowledge at the time of issue. It is, however, meant as a general guide and comes with the recommendation that professional advice be sought before any action is taken.



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