



**d+i** developing  
ideas  
LLORENTE & CUENCA

## STUDY ON THE DIGITAL IDENTITY OF COLOMBIAN MANAGERS

September 2015

# Table of contents

Prologue	3
Main conclusions	4
Management and its integration into the new digital context	10
Implementing a digital identity strategy	11
Methodology	12
Team of experts	14





# Prologue

We live in an era in which people are the cornerstone of the digital conversation. The networks have empowered thousands of citizens and communities which make up the companies' stakeholder groups and are able to force changes in the behavior of corporations and governments. But, as all human beings do, it is easier for us to believe in what we can see and touch and certain leaders have understood this point: politicians, journalist, athletes, artists, businessmen and even consumers are taking advantage of this situation; they can easily connect through the social networks and influence specific communities.

The political leaders are the best example of a group that has fully exploited its digital identity to boost a political campaign or to get closer to their supporters. Obama and, lately, Pablo Iglesias, Secretary-General of Podemos in Spain, clearly illustrate this phenomenon; these politicians have been able to take advantage of the Network to establish online models that all politicians who want to make best use of this resource should copy.

In this context of digital evolution which goes beyond the technological sphere and has more to do with the democratization of the views voiced by individuals and groups through the social networks, the purpose is to know whether the managers of the companies operating in Colombia are also evolving towards a more social profile that takes these changes into account.

**This study analyzes the presence, positioning and participation of the main managers of Colombian companies in the digital domain.**

In order to obtain a representative sample for this survey, two specific segments have been analyzed: First, we identified the managers of the 100 main corporations in Colombia, in relation to their turnover. Second, focusing on the local level, we have studied the actions carried out by the managers of the 105 leading Colombian organizations in accordance with their importance in terms of revenue and positioning.

Having a manager who is present and actively participates in social networks can be considered as a very risky option for corporations. In fact, recent studies based on surveys carried out among managers showed that these leaders consider their entry into the digital environment as a dangerous step. However, research and experience have shown that their strategic participation and presence on the network can yield internal and external benefits for their organizations. We will cover these positive aspects in detail in chapter three.

In order to fully understand the nature of the analyzed sample, the variables of "business sector" and "gender" have been included. The large number of mining, utilities and food and beverages companies stands out in this ranking. As regards the Colombian corporations with the highest turnover and importance, those operating in the fields of consumption, food and beverages and utilities should be highlighted as well.

The following study seeks to establish a starting point to analyze the evolution of the Colombian managers in the digital sphere.



## Main conclusions

1. Colombian managers are not actively taking care of their presence in Google and YouTube.
2. The most influential manager on Twitter is Alfonso Prada Gil, Director of SENA.
3. Less than a third of the main managers in Colombia have an official identity on the network.
4. Jesus Guerrero –Servientrega– and José Douer –Manufacturas Eliot– are the only business leaders who have a personal website or blog.
5. In 2015, Colombian managers have sent an average of two tweets per day.
6. Less than half of the Colombian managers are present on the website of the corporation they head.
7. Wikipedia, uncharted territory for most managers.



## 1. COLOMBIAN MANAGERS ARE NOT ACTIVELY TAKING CARE OF THEIR PRESENCE IN GOOGLE AND YOUTUBE.

The study has shown that most managers in Colombia have a rather significant presence in Google and YouTube and that it is not being managed, since the results merely refer to the situation of the companies and a digital footprint that often leads to negative information due to past managements.

As regards Google results, 65 % of the managers of local companies have a strong presence, as the search engine shows over 11 results about them in its two first pages. In the case of the leaders of major companies in Colombia, 60 % have 11 results or more. However, Google results show that 27 % of the analyzed managers have at least a negative mention, which impacts their personal reputation and that of the corporation that they are heading.

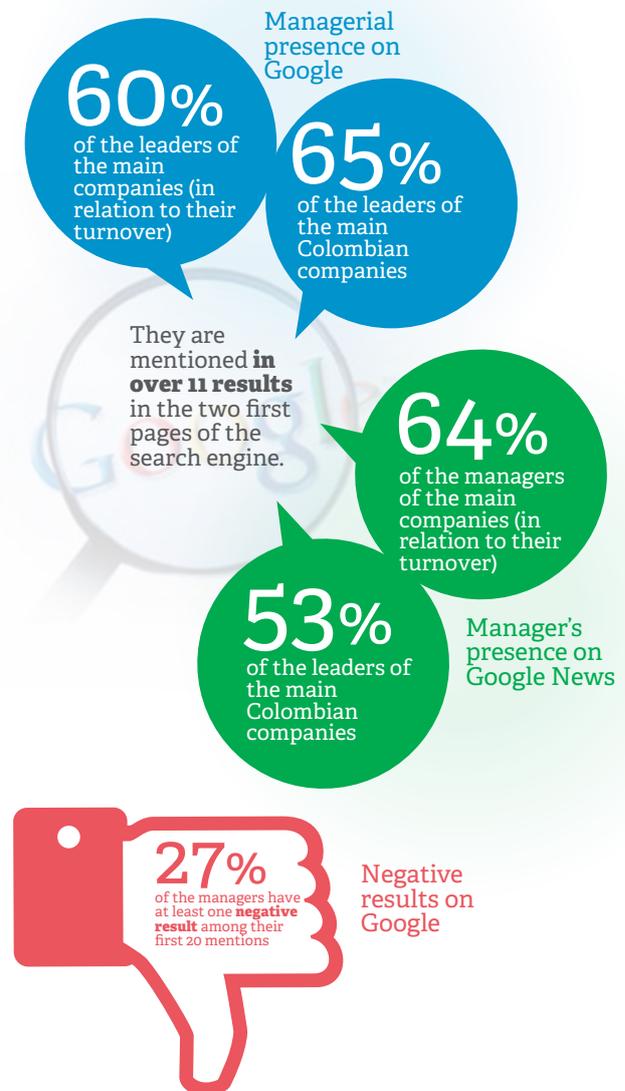
In relation to Google News, another means to search on Google, 64 % of the leaders of the main enterprises in Colombia have a very relevant presence, since at least 11 of the 20 first results are related to them. The results are similar, although not as significant, for the managers of local companies, as 53 % have a strong presence in Google.

Regarding YouTube, a network connecting over 17 million unique users in Colombia and the second largest search engine in the world, managers are present and, in most cases, lack a strategic management to promote their positioning. Searching for these leaders leads to videos that do not belong to the official corporate channels of the companies they lead nor to their own personal accounts.

33 % of the leaders of the largest companies in Colombia and 31 % of the managers of Colombian companies have over five YouTube results, both positive and negative, in regard to their identity.

On Twitter, over 50% of the analyzed managers are mentioned, mainly referring to their role as leaders of the companies in question.

## Manager results on Google



## Manager results on YouTube





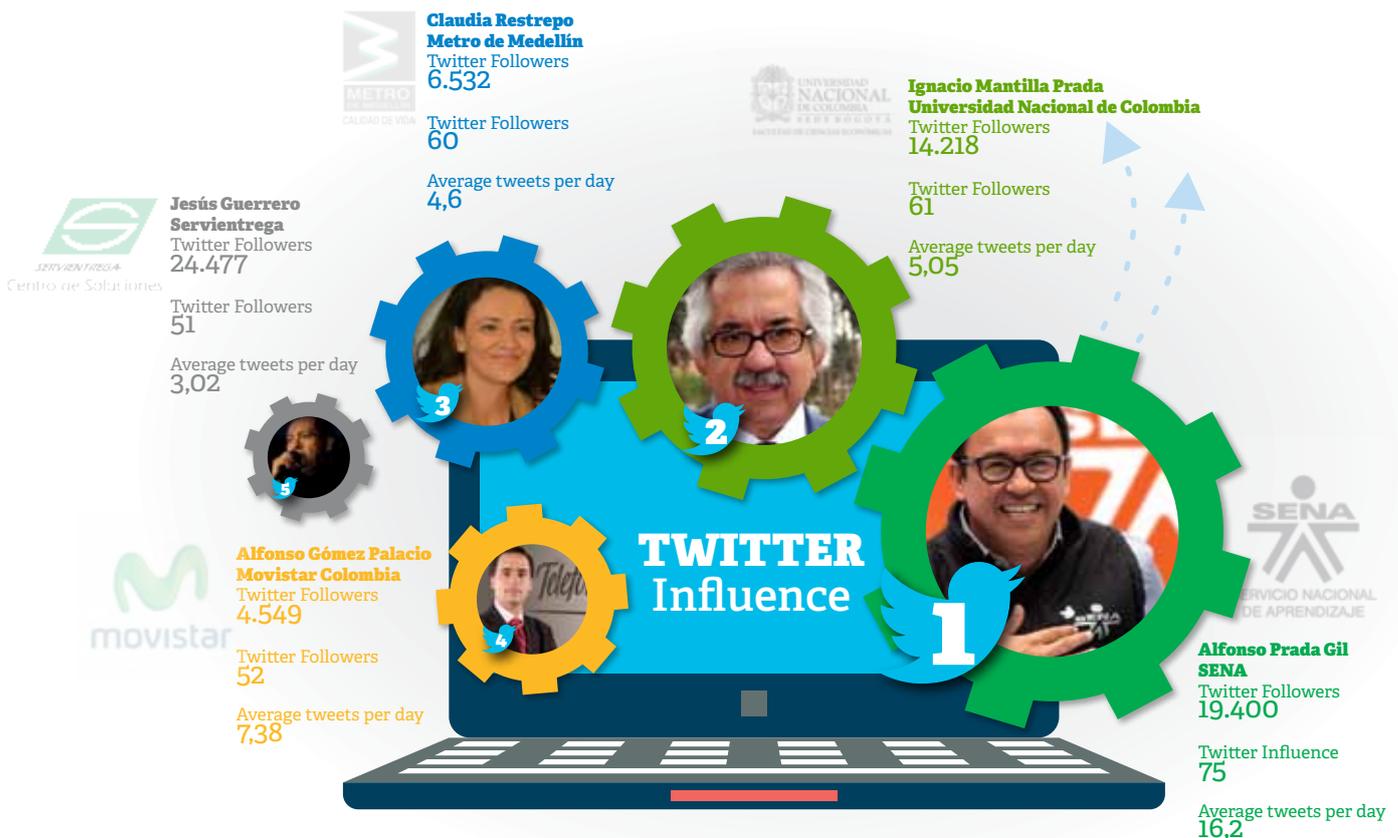
## 2. THE MOST INFLUENTIAL MANAGER ON TWITTER IS ALFONSO PRADA GIL, DIRECTOR OF SENA.

Although the manager with the most followers is Jesus Guerrero from Servientrega, the messages sent by other leaders are more influential. Twitter power is not measured by the number of followers, it is established by the scope and impact that their messages achieve on this network. In this sense, the study has drafted a ranking of the most influential managers on Twitter and Alfonso Prada, Director of SENA, heads the list. With an average of 16 tweets per day and an influence index of 75 out of 100, his messages have the greatest impact.

The second most influential manager is Ignacio Mantilla, Rector of the National University of Colombia. With an average of five tweets per day, updates on academic subjects and an influence index of 61 out of 100, the manager reaches a large segment of the digital population.

A woman comes in third position. Claudia Restrepo Montoya, Director-General of the Medellin Underground. Covering a wide range of issues such as innovation, city, transport, literature, wildlife and the management of the company that she heads, this leader is becoming an influential figure among the Twitter digital communities.

## Most influential managers on Twitter





## Influence ranking of the active managers on Twitter

	<b>Managers</b>	<b>Organizations/Corporations</b>	<b>Twitter Followers</b>	<b>Twitter Influence</b>	<b>Average tweets per day</b>
1	Alfonso Prada Gil	SENA	19.400	75	16,2
2	Ignacio Mantilla Prada	Universidad Nacional de Colombia	14.218	61	5,05
3	Claudia Restrepo	Metro de Medellín	6.532	60	4,6
4	Alfonso Gómez Palacio	Movistar Colombia	4.549	52	7,38
5	Jesús Guerrero	Servientrega	24.477	51	3,02
6	Christian Daes	Tecnoglass	2.962	46	3,84
7	María Inés Restrepo de Arango	Comfama	1.293	44	2,15
8	David Bojanini	Grupo Sura	2.380	24	0,14
9	Carlos Jacks	Cemex Colombia	814	23	0,27
10	Andrés Leal	Quala	17	20	0,99
11	Giovanny Mesa Escobar	Audifarma	79	13	0,31
12	José Miguel Linares	Drummond	178	1	0,22
13	Harold Eder	Manuelita	74	1	0,05
14	Grant Harries	SABMiller Bavaria	123	1	0,01
15	Víctor Cruz Vega	Grupo Odinsa	71	1	0
16	Juan Emilio Posada	Viva Colombia	604	0	1,52
17	Carlos Enrique Cavelier Lozano	Alquería	311	0	0,3
18	Antonio Char	Supertiendas Olímpica	245	0	0
19	Jorge Palacio	Altupal Bogotá	63	0	0
20	José Alberto Vélez Cadavid	Grupo Argos	39	0	0
21	Sylvia Escovar	Organización Terpel	22	0	0

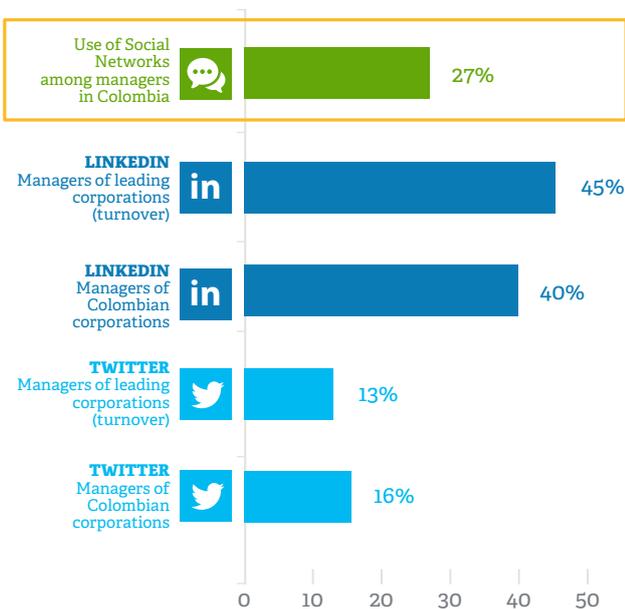


### 3. LESS THAN A THIRD OF THE MAIN MANAGERS IN COLOMBIA HAVE AN OFFICIAL IDENTITY ON THE NETWORK.

The online presence of managers in Colombia is minimal, since a mere 27 % have Twitter and/or LinkedIn accounts. The leaders of the major companies do not have official accounts on digital networks although the latter could help them protect their identity and generate added value for their personal digital communication strategy or the corporate strategy of the organizations they head.

On Twitter, only one in ten Colombian managers has an account. However, out of the 21 leaders that had an account, 14 had little or no influence (scoring less than 30 in the influence ranking developed in this study) mainly because their accounts were inactive or the messages they conveyed were irrelevant for their audiences.

#### Active managers on the network



In relation to LinkedIn, the leading professional network in the world, the situation is not as grim. With a use of 45 % among the managers of largest companies in turnover terms, LinkedIn is gaining relevance in this segment. Something similar is happening, although not as strongly, among the managers of Colombian corporations, since 40 % already has a public account on this network.

### 4. JESUS GUERRERO –SERVIENTREGA– AND JOSÉ DOUER –MANUFACTURAS ELIOT– ARE THE ONLY BUSINESS LEADERS WHO HAVE A PERSONAL WEBSITE OR BLOG.

Personal websites and blogs are almost unknown tools for business leaders in relation to the management of the digital conversation in Colombia. The exceptions are Jesus Guerrero –Servientrega– and Jose Douer –Manufacturas Eliot– who have created their own web assets.

#### Websites of the only managers with own online assets



Although the objective of both websites was to make known the professional career of these managers and enhance their business leadership, the current influence of these digital assets is almost non-existent, since the information is outdated, they are static spaces and have no inbound linking, that is, no further digital spaces link to these websites.



### 5. IN 2015, COLOMBIAN MANAGERS HAVE SENT AN AVERAGE OF TWO TWEETS PER DAY.

Although the average activity recorded among the analyzed business leaders who own a Twitter account is two tweets per day, the truth is that many have not tweeted a single time throughout 2015, at the date when the study was completed. This is the case of Antonio Char –Supertiendas Olímpica–, Sylvia Escovar –Terpel– and Grant Harries –Bavaria–.

On the other hand, the managers who tweeted the most during 2015 are Alfonso Prada –Director of SENA–, Alfonso Gomez –President of Movistar Colombia–, Ignacio Mantilla –Rector of the National University of Colombia– and Claudia Restrepo –Head of the Medellín Underground–. These leaders are also the most influential online figures.

The tweets of the most active managers on this network show their work as digital ambassadors of the companies they represent, conveying several corporate actions, sponsorships and their activity in various events, among other corporate communications.



### 6. LESS THAN HALF OF THE COLOMBIAN MANAGERS ARE PRESENT ON THE WEBSITE OF THE CORPORATION THEY HEAD.

48 % of the managers are present on the corporate websites of the companies that they represent. This presence on the main corporate digital asset is a key issue from a transparent management and sound corporate governance point of view. Moreover, it provides an official information source for journalists, civil associations and other communities that require data or seek to establish a relationship with the company.

An optimal section for the manager on the corporate website also boosts the digital positioning strategy for search engines.

### Managers' presence on the corporate websites



### 7. WIKIPEDIA, UNCHARTED TERRITORY FOR MOST MANAGERS.

Only seven leaders of the main Colombian companies by turnover have a Wikipedia profile. Out of those seven, only four have updated information. In the case of the managers of local companies, 6 out of 105 have a public profile. None of these profiles seems to be managed or monitored.

Wikipedia is a key space for enterprises due to two main reasons: The Network has high positioning in search engines and its collaborative approach enables any citizen to share knowledge or even malicious rumors. This situation requires companies to be aware of what is being said about them in this space and to have a protocol to correct erroneous content whenever necessary.



WIKIPEDIA  
The Free Encyclopedia



**94%**  
of the managers in Colombia have **NO** presence on Wikipedia



## Management and its integration into the new digital context

Until recently, the presence and participation of managers in the online arena was a tricky issue for both the organizations and the very leaders. Privacy and personal security, the quest to achieve a low media profile (now digital profile) and the fear of generating a corporate crisis due to a reprehensible message sent from a personal account had become huge hurdles.

But times have changed. The strategic positioning of the manager on the Internet can generate a great reputational value for a company, since these company representatives have the greatest internal and external social power and, thus, the greatest influence among the stakeholders, which in turn have a large presence and are very active on the Internet.

Currently, a leader may have more or the same influence as the media or the very company that he leads. Internationally, this is the case of Richard Branson, founder of Virgin Group, who has more Twitter followers than his company. At the local level, although the scope greatly differs, Jesus Guerrero or Alfonso Prada both have greater influence levels than the companies that they lead.

Faced with this new scenario in which people rely more on an individual and a more social manager who actively participates on social networks and generates added value for his company, it is convenient for Colombian enterprises to take advantage of the concept of digital identity as a means to improve the corporate reputation.

The main benefits of having a well-defined and focused digital identity are:

- **Greater ease to establish relationships with stakeholders.** A digital manager can develop a closer relationship with stakeholders quicker and easier. Connecting with an influential journalist on Twitter or chatting with an opinion leader on Instagram will be faster than picking up the phone and calling them.
  - **Showing engagement and brand loyalty.** Internet enables leaders to publicly see whether followers agree with the messages conveyed by the manager and those of the company he represents. This recognition can be measured through the “Likes” on Facebook, “Favorites” and “RTs” on Twitter and other digital displays of affection that we already know.
- **Conveying the corporate mission from a humane point of view.** Companies and their leaders have a great opportunity to explain their corporate identity and activity from an approach that is closer to their stakeholders.
  - **Inspiring employees and customers.** Certain studies have shown that social managers are an inspiration and employees feel closer to them. Similarly, 77 % customers are more likely to buy a product or service from a company whose leader is active on the social networks and 82 % trust these organizations more.





# Methodology

## PERIOD OF STUDY

Data for this study were collected between May and July 2015. The analysis and diagnosis of the digital identity of each manager was carried out in July.

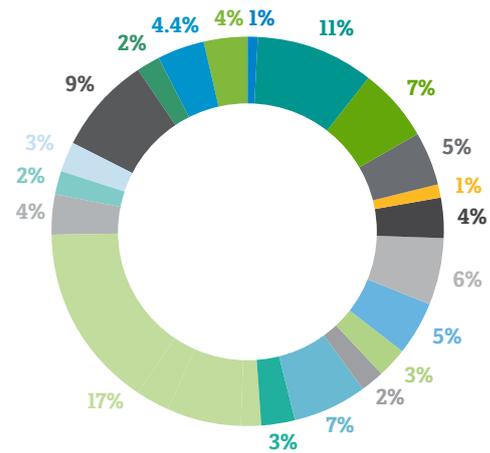
## SAMPLE SELECTED

Two specific segments were analyzed:

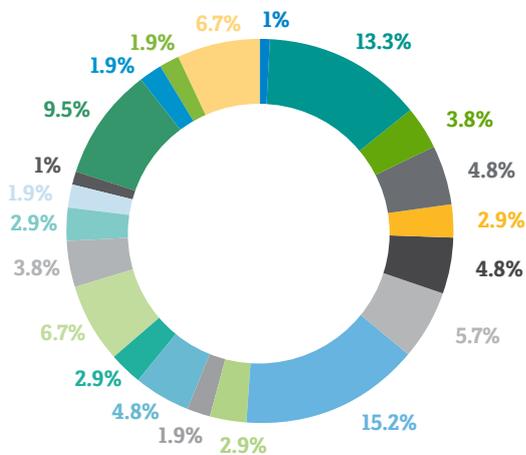
First, the managers of the 100 largest companies in Colombia.

Second, the managers of the 105 most relevant Colombian companies, based on their importance in terms of revenue and positioning.

## Sectors of the analyzed Colombian companies:



## Sectors of the analyzed companies in Colombia

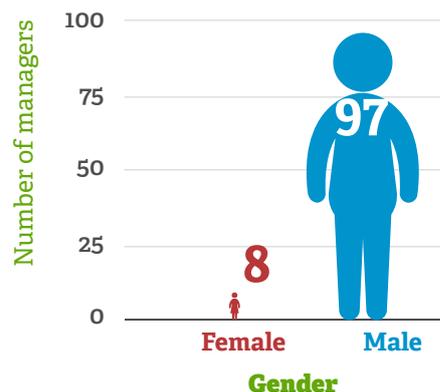


- Animal food
- Food and beverages
- Chain stores
- Automotive
- Banking and insurance
- Compensation fund
- Construction
- Consumption
- Cooperative
- Education
- Energy
- Health
- Mining
- Holding
- Industrial
- Pharmaceutical laboratories
- Public Services
- Technology
- Telecommunications
- Transport

- Animal food
- Food and beverages
- Chain stores
- Automotive
- Banking and insurance
- Compensation fund
- Construction
- Consumption
- Cooperative
- Education
- Energy
- Health
- Mining
- Holding
- Pharmaceutical laboratories
- Media
- Catering
- Public Services
- Metalworking
- Telecommunications
- Transport

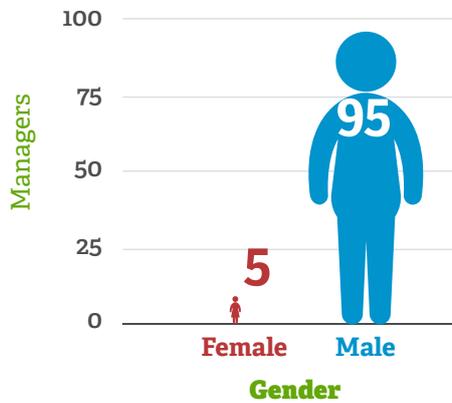
There are only five female managers in the top 100 companies in Colombia (turnover). In the case of Colombian companies, the figure rises to eight within the 105 largest companies.

## Gender of the managers of Colombian enterprises





## Gender of the managers of the major companies in Colombia



### FIELD RESEARCH

The collection of information, analysis, diagnosis and design of the study was developed by the consultants of LLORENTE & CUENCA.

### INDICATORS

Twelve indicators were designed to measure the online presence, participation and influence of the messages conveyed by CEOs, Presidents and Directors, both in relation to digital media and own online assets.

- Platforms on which we analyzed accounts or own spaces:
  - Twitter
  - LinkedIn
  - Blog or personal website

- Platforms on which we measured the digital presence
  - Google
  - Google News
  - YouTube
  - Twitter
  - Corporate website
  - Wikipedia
- Platforms on which we measured the activity and influence of managers:
  - Twitter:
    - Number of followers
    - Average tweets
    - Mentions on management
  - Website:
    - Inlinks: Links on other websites linking to the own digital assets and personal positioning in search engines.

# LLORENTE & CUENCA

## The leading communication consultancy in Spain, Portugal and Latin America

LLORENTE & CUENCA is the **leading Reputation, Communication and Public Affairs** management consultancy in Spain, Portugal and Latin America. Our team comprises 19 partners of which 17 are professional and 2 are financial partners, and 370 professionals who provide strategic consultancy services to companies in all business sectors with operations targeted at the Spanish- and Portuguese-speaking markets.

LLORENTE & CUENCA currently operates through its own offices in **Argentina, Brazil, Colombia, Chile, Ecuador, Spain, Mexico, Panama, Peru, Portugal, the Dominican Republic and the United States (Miami)**. It also offers services through affiliated companies in **Bolivia, Paraguay, Uruguay and Venezuela**.

Its international development earned it the 56th position on the **Global Ranking of the most important communication companies in the world** in 2015, drawn up by *The Holmes Report*.

It is the most awarded communication firm in the markets where it operates. So far this year, it has been recognized with 41 awards for campaigns developed for clients like Embratur, Coca-Cola Iberia, Avon, Antamina, Gas Natural Fenosa, Gonvarri Steel Industries, CaixaBank, SABMiller or L'Oréal, among others, and for corporate projects like the launch of the new corporate site, the annual report 2014 and the animation interactive document "Entertainment Territory". Furthermore it was eligible for an award at LinkedIn #PremiosIN2015, for being the company which better communicates in LinkedIn Spain

## Team of experts

### **María Esteve**

Managing Director  
mesteve@llorenteycuenca.com  
@mesteveh

### **Juan Carlos Llanos**

Account Manager  
jcllanos@llorenteycuenca.com  
@JuancarlosLL

### **Mónica María Cabrera**

Consultant  
mcabrera@llorenteycuenca.com  
@Monkabrera

### **Natalia González**

Consultant  
ngonzalez@llorenteycuenca.com  
@NatsGonzalezR

### **Juan Pablo Gordillo**

Consultant  
jpgordillo@llorenteycuenca.com  
@Juanpablo9017

**[www.llorenteycuenca.com](http://www.llorenteycuenca.com)**

## CORPORATE MANAGEMENT

José Antonio Llorente  
Founding Partner & Chairman  
jallornte@llorenteycuenca.com

Enrique González  
Partner & CFO  
egonzalez@llorenteycuenca.com

Jorge Cachinero  
Corporate Director for Innovation  
jcachinero@llorenteycuenca.com

## MANAGEMENT SPAIN AND PORTUGAL

Arturo Pinedo  
Partner & Managing Director  
apinedo@llorenteycuenca.com

Adolfo Corujo  
Partner & Managing Director  
acorujo@llorenteycuenca.com

## MANAGEMENT LATIN AMERICA

Alejandro Romero  
Partner & CEO Latin America  
aromero@llorenteycuenca.com

Luisa García  
Partner & CEO Andean Region  
lgarcia@llorenteycuenca.com

José Luis Di Girolamo  
Partner & CFO Latin America  
jldgirolamo@llorenteycuenca.com

## HR MANAGEMENT

Daniel Moreno  
HR Manager for Spain and Portugal  
dmoreno@llorenteycuenca.com

## SPAIN AND PORTUGAL

### Barcelona

María Cura  
Partner & Managing Director  
mcura@llorenteycuenca.com

Muntaner, 240-242, 1<sup>o</sup>-1<sup>a</sup>  
08021 Barcelona (Spain)  
Tel. +34 93 217 22 17

### Madrid

Juan Navarro  
Partner & Vice President  
Public Affairs  
jnavarro@llorenteycuenca.com

Amalio Moratalla  
Socio y director senior  
amoratalla@llorenteycuenca.com

Lagasca, 88 - planta 3  
28001 Madrid (Spain)  
Tel. +34 91 563 77 22

### Lisbon

Madalena Martins  
Partner  
mmartins@llorenteycuenca.com

Tiago Vidal  
Managing Director  
tvidal@llorenteycuenca.com

Carlos Ruiz  
Director  
cruiz@llorenteycuenca.com

Avenida da Liberdade nº225, 5<sup>o</sup> Esq.  
1250-142 Lisbon  
Tel: + 351 21 923 97 00

## UNITED STATES

### Miami

Alejandro Romero  
Partner & CEO Latin America  
aromero@llorenteycuenca.com

600 Brickell Avenue. 20th floor,  
Suite 2020  
Miami, Florida 33131

## MEXICO, CENTRAL AMERICA & THE CARIBBEAN

### Mexico City

Juan Rivera  
Partner & Managing Director  
jrivera@llorenteycuenca.com

Av. Paseo de la Reforma 412, Piso 14,  
Col. Juárez, Del. Cuauhtémoc  
CP 06600, Mexico D.F.  
(Mexico)  
Tel: +52 55 5257 1084

### Panama

Javier Rosado  
Partner & Managing Director  
jrosado@llorenteycuenca.com

Av. Samuel Lewis.  
Edificio Omega - piso 6  
Panama  
Tel. +507 206 5200

### Santo Domingo

Iban Campo  
Managing Director  
icampo@llorenteycuenca.com

Av. Abraham Lincoln 1069  
Torre Ejecutiva Sonora, planta 7  
Tel. +1 809 6161975

## ANDEAN REGION

### Bogotá

María Esteve  
Managing Director  
mesteve@llorenteycuenca.com

Carrera 14, # 94-44. Torre B – of. 501  
Bogota (Colombia)  
Tel: +57 1 7438000

### Lima

Luisa García  
Partner & CEO Andean Region  
lgarcia@llorenteycuenca.com

Av. Andrés Reyes 420, piso 7  
San Isidro. Lima (Peru)  
Tel: +51 1 2292491

### Quito

María Isabel Cevallos  
Director  
micevallos@llorenteycuenca.com

Avda. 12 de Octubre N24-528 y  
Cordero – Edificio World Trade  
Center – Torre B - piso 11  
Quito (Ecuador)  
Tel. +593 2 2565820

## Santiago de Chile

Claudio Ramírez  
Partner & General Manager  
cramirez@llorenteycuenca.com

Magdalena 140, Oficina 1801,  
Las Condes  
Santiago de Chile (Chile)  
Tel. +56 22 207 32 00

## SOUTH AMERICA

### Buenos Aires

Pablo Abiad  
Partner & Managing Director  
pabiad@llorenteycuenca.com

Enrique Morad  
President-Director  
for Southern Cone  
emorad@llorenteycuenca.com

David Valli  
Senior Director for Business  
Development in the Southern  
Cone  
Conedvalli@llorenteycuenca.com

Av. Corrientes 222, piso 8. C1043AAP  
Ciudad de Buenos Aires  
(Argentina)  
Tel: +54 11 5556 0700

### Rio de Janeiro

Yeray Carretero  
Director  
ycarretero@llorenteycuenca.com

Rua da Assembleia, 10 - Sala 1801  
RJ - 20011-000  
(Brazil)  
Tel. +55 21 3797 6400

### São Paulo

Juan Carlos Gozzer  
Managing Director  
jcozzer@llorenteycuenca.com

Rua Oscar Freire, 379, Cj III,  
Cerqueira César SP - 01426-001  
(Brazil)  
Tel. +55 11 3060 3390



**d+i** developing  
ideas

LLORENTE & CUENCA

**Developing Ideas** is the Thought Leadership Unit of LLORENTE & CUENCA.

Because we live in a new macroeconomic and social context and communication moves forward.

**Developing Ideas** is a global combination of partnership and knowledge exchange, identifying, focusing and communicating new information paradigms, from an independent perspective.

Because reality is neither black nor white, **Developing Ideas** exists.

[www.desarrollando-ideas.com](http://www.desarrollando-ideas.com)

[www.revista-uno.com](http://www.revista-uno.com)