

‘Show Me Your People Skills’ - Employing CEO Branding for Corporate Reputation Management in Social Media

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Abstract. Digitization has led to increased social media utilization among companies to connect with their customers. We know that particularly CEOs, as the representing face of a company, can exert great influence to build corporate reputation. While reputation management in general has been researched extensively, we know little about the dimensions of CEO reputation management in social media. This paper deals with the distinction of organizational and personal branding in Twitter, and moreover, aims to determine eligible dimensions for CEO reputation management, based on the widely accepted Reputation Quotient. Therefore, we collected 3,604 social media postings of companies and their respective CEOs from Twitter. Through statistical and content analyses, we determined two supplementary dimensions for CEO reputation. *Shared Interests* and *Personal Logging* add private aspects to the spectrum of CEO reputation management, which have the capacity to foster consumer engagement.

Keywords: Social Media, Communication Strategy, Reputation Management, Organizational Branding, Personal Branding

1 Introduction

In recent years, social media has become an indispensable tool for brand communication. Compared to traditional marketing channels, social media provides a cost-effective platform for companies to promote products and interact with consumers [1], [2]. Since the digitization has progressed, a company is no longer judged solely on the basis of its products and quality of services, but also in terms of its communication and interaction with consumers. Customers want to speak up, provide feedback, ask questions and receive supplementary product information [3]. In addition to organizational brand presentation, top managers such as chief executive officers (CEOs) use social media pages to provide a platform for interaction and exchange [4]. CEOs, as the public face of a company, may involve private aspects in their posting

routine, and thus be perceived as more accessible and authentic [5]. As a result, not only boundaries between personal and professional social media use blur, but companies may also capitalize on the influence that personal brands exert on consumers [6]. While research acknowledges the impact of CEO personal branding on the reputation of the organization [7–9], little is known about how to conceptualize CEO reputation management in social media. Despite the consensus on the potential impact of a strong CEO brand page, few companies pursue it as part of their communication strategy.

Our study aims to address this issue by investigating the role of a CEOs Twitter presence alongside the corporate branding and motivate practitioners to intensify their efforts to employ a strong CEO branding in order to complement their reputation management in social media. The dimensions that matter, on this account, are the ones that occur when organizational communication is carried out through the individual channel of a CEO. On this basis, our paper centers around following research questions:

RQ1: *How do communication strategies of CEO and corporate branding differ in Twitter communication?*

RQ2: *What dimensions does CEO branding in social media add to corporate reputation management?*

Findings based on the above research questions would significantly enhance our understanding of CEO reputation management in social media. The contribution of this paper is primarily of practical nature, i.e. an improved utilization of CEO personal branding to build up a reputation that is detached from the organizational brand and is, for exactly this reason, valuable to the organization. At the same time, however, our study attempts to conceptualize CEO reputation management with consideration of Twitter-specific capacities such as retweet and follower mechanics. To address both research questions, we tracked social media data from Twitter over a timespan of eight weeks, resulting in a collection of 3,604 tweets that were expressed by leading firms within the IT industry and their respective CEOs. Our research methodology encompasses statistical analyses to determine how well tweets were perceived and content analyses to advance toward a better understanding of CEO reputation management on Twitter from a qualitative perspective. In order to develop a predictive model for CEO reputation, which can be tested, this study first targets to establish a conceptual basis by means of an explorative approach. This offers promising opportunities for supplementary quantitative research on this matter. From a practical point of view, communication and IT strategists, and CEOs of large and medium-sized enterprises benefit from this study. Aligning the textual dimensions of CEO communication with capacities of social media is crucial for effective reputation management.

The paper is structured as follows. In a primary step, we review previous literature and form a theoretical background to this study. Subsequently, we outline our research design including methods and data analysis measure. We then present our findings and theorize relevant outcomes toward a concept of CEO reputation management in social media. Finally, we conclude our study with a summary, implications, limitations, and suggest further research prospects.

2 Related Work

With the prevalence of social media for brand communication, online reputation management as a relevant factor of influence for firm value and performance came into scholarly focus [10–12]. In comparison to traditional computer-mediated communication, social media use impacts organizational communication processes as they “afford behaviors that were difficult or impossible to achieve in combination before these new technologies entered the workplace” [13, p. 143].

Since corporate reputation is based on various pillars regarding the perceptions of stakeholders, companies unanimously try to govern associations with their organization toward establishing a favorable image [12], [14–17].

One of the main drivers for organizations to invest in online activities and engaging with consumers is the positive impact on corporate reputation [10]. Since consumers prefer companies with a positive reputation, the efficient use of social media platforms can promote customer loyalty and retention [12]. Furthermore, it may sustain a company's performance to consequently translate into higher market value [17–19]. Even in times of a crisis, a beneficial reputation can protect a company from negative consequences [21].

Through social media, however, corporate reputation has become increasingly determined by outside forces. Social media coverage is less manageable through public relations due to the empowerment of the consumer to publicly evaluate a company's reputation and influence others [22]. Some scholars have observed the challenge for companies to appear as trusted actors on social media that have the capability to actively manage their reputation [10]. One way to tackle this issue is to split the inflows of corporate reputation on separate shoulders and complement a firm's communication strategy with individual branding of high-ranking executives. CEOs, in particular, have the ability to personalize the organization, and at best, be a trusted actor. Not to mention that a strong CEO brand helps to establish positive relations with a variety of stakeholders [23], [24].

The association with a positively perceived public face may reflect upon the organization as a whole [25]. Literature, in this context, picked up the notion of ‘social CEOs’, which characterizes executives as socially acclaimed mediators who bring their organization closer to their customers [26]. CEOs, too, face affordances of social media platforms and applications that respond to their psychological needs [27]. As a matter of fact, they are perceived as the incarnation of corporate identity by an different groups of stakeholders [25]. Therefore, it is imperative for organizations to systematically incorporate CEO reputation in communication processes.

Existing literature provides evidence for examining reputation management on the basis of Twitter data. For instance, a study by Capriotti and Ruesja [4] analyzed the presence, activity, and interaction of CEOs on Twitter and found that the reputation of a company's CEO affects and may even define the image of a company. In addition, CEOs may also positively affect their own career [7]. However, common practices of CEOs on Twitter oftentimes do not align with the character of the medium, e.g. engaging in one-sided conversations on a two-way platform [28]. Thus, considerable potential remains untapped when it comes to develop effective social media strategies

for a CEOs reputation management. Moreover, Weng and Chen [29] conducted a study on the impact of CEO and corporate reputation on financial performance to compare the two. Both corporate and CEO reputation entail separate effects on the financial performance, but CEO reputation is considered as more relevant. Even if corporate reputation is observed as poor, the reputation of the respective CEO may still exert a positive impact on the financial performance.

Literature in this context does not comprise a sufficient framework that is applicable to CEO reputation management in social media. Therefore, in this study, we turn to fundamental work on corporate reputation management to be able to conceptualize our findings on CEO reputation management.

3 The Reputation Quotient

As a measurement concept to determine reputation and to differentiate between single dimensions of it, Fombrun et al. [30] introduced the Reputation Quotient (RQ). It has been acknowledged as a well-accepted basis for quantitative measurements regarding organizational reputation [31], [32]. Numerous studies have been conducted to apply and improve the RQ in practice, even in cross-cultural settings [31], [33]. Thus, we endorse this stream of research and employ the RQ as an eligible classification scheme to identify social media users' perceptions about the reputation of a company. To support this study, the suggested dimensions of corporate reputation serve as a template to be synchronized with CEO reputation. This allows to determine whether CEO reputation management can be assessed through existing reputational dimensions, or if additional dimensions are required for a conceptualization of CEO reputation management. As shown in figure 1, the RQ subdivides corporate reputation into six dimensions: *Emotional Appeal*, *Products and Services*, *Vision and Leadership*, *Workplace Environment*, *Social and Environmental Responsibility*, and *Financial Performance*.

The dimensions were established as a result of interviewing focus groups by means of a reputation survey. Hence, the dimensions reflect how a company is perceived from various angles. Benchmarking studies can provide important contributions here by analyzing which companies were able to achieve which reputation values with the help of which measures. This may include extended variants of the RQ detached from the measurement procedure of the initial RQ study [34]. To serve as a benchmark for our study, we employ the existing RQ dimensions to determine how corporate reputation management can proactively be addressed, i.e. tailoring social media content to match relevant dimensions.

Including *Emotional Appeal* in a communication strategy may result in positive feelings and respect for the company and eventually increase trust. Covering *Products and Services* is rather oriented toward marketing and holds the capacity to lead consumers to perceiving an organization as innovative, expecting high product quality, or to express identification with those products and services. *Vision and Leadership* conveys the corporate mission as well as a goal-oriented execution of a company's activities. Moreover, proficient management and the impression of an organization to

be a popular workplace is part of the *Workplace Environment* dimension. *Social/Environmental Responsibility* aims to reflect a firm's commitment to good causes and responsibility towards environment and society. Finally, *Financial Performance* indicates an organization to be profitable, and to be capable to outperform competitors. Therefore, it is expected to continue to grow in the future and please shareholders [32].

The dimensions suggested by the RQ have been applied successfully for research in social media settings based on messages regarding corporate reputation [12], [35]. The RQ might serve as a useful baseline as CEO reputation, to a large extent, aligns with corporate reputation [24], [36]. However, as the taxonomy of the RQ was developed in a distinct context, it remains unclear if it seamlessly applies to CEO reputation management. We evaluate the RQ's usefulness in this matter by assessing its efficacy in classifying a random sample of CEO communication. According to the guidelines of [37] for taxonomy development, we define the professional leitmotif to be the meta-characteristic of each tweet. To evaluate the usefulness of the RQ dimensions, we square the data provided by our content analysis with the characteristics of each RQ dimension, and if necessary, expand the RQ typology to get closer to a general taxonomy for CEO reputation.

4 Research Design

4.1 Data Collection and Preprocessing

To obtain relevant data, we collected publicly accessible social media postings from Twitter. Due to its velocity and publicness [38], [39], Twitter serves as an eligible data source for this research endeavor. We arrayed a preliminary sample of firms from a pool of the "*Top 50 Global Technology Companies*" published by Fortune Magazine [40], which is based on overall market share. Moreover, we limited our selection of firms to the US market due to a high affinity for professional Twitter usage in the United States. We further established the criteria that each company and its respective CEO had to be active (≥ 5 original tweets per month) on Twitter prior to the tracking. Gathering data of both the company and the CEO allows a direct comparison of prevailing dimensions of reputation management. In order to evaluate CEO reputation management, we need the social media presence of the corporate brand to serve as a benchmark. Our tracking encompassed the activity of following accounts: @twitter, @amazon, @google, @apple, @microsoft, @intel, @tesla, @xbox, @jack, @JeffBezos, @satyanadella, @sundarpichai, @tim_cook, @bkrunner, @elonmusk, @XboxP3.

By means of a self-developed Java crawler and the open source library Twitter4J, we captured a total of sixty-one days of Twitter communication from April 25th, 2018 (0:00 UTC) to June 24th, 2018 (23:59 UTC). The crawler was set to only gather data provided with English language settings. We identified the official Twitter accounts of our company and CEO pairs and tracked all their Twitter activities. Extracted data was

stored in a MySQL database for further preprocessing. We finally exported tables of the complete sample and used Tableau and Microsoft Excel to perform our analyses.

4.2 Statistical Analysis

In order to get a deeper sense of our dataset, we provide basic statistical metrics, which are primarily Twitter-specific. This includes the retrieval of metrics such as the follower count of the authors, but also key figures of single postings such as the retweet and favorite count of each posting [41–43]. Moreover, we calculate different ratios to ensure the comparability of the research subjects. To evaluate each dimension with regard to its impact on reputation management, we need to consider the preconditions of each account. Literature suggests that the follower count of Twitter users indicates its popularity, and therefore its potential reach [44]. Furthermore, we know that the number of retweets are suggestive of a messages' influence [43]. Hence, we consider a relational index of retweets per thousand followers ($R = \frac{r}{f_w \times 0,001}$) or favorites per follower ($F = \frac{f}{f_w \times 0,001}$). These values point to an assertion how tweets addressing certain RQ dimensions are perceived within the Twitter community.

4.3 Content Analysis

To develop a typology of CEO communication in social media we utilize inductive category formation based on the method of qualitative content analysis by Mayring [45]. Here, we reduce Twitter messages to their main point and sort them into categories. The coding process is illustrated in figure 1.

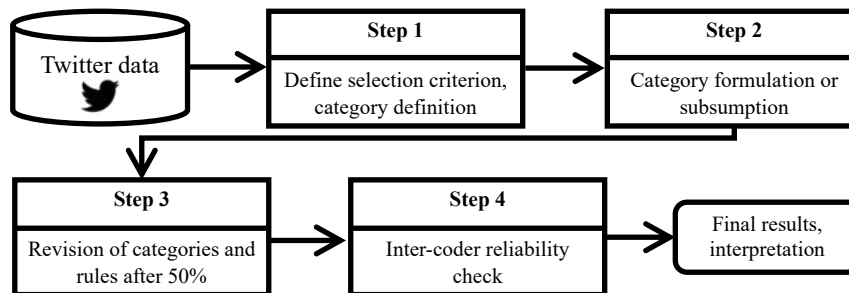


Figure 1 Category development and sample coding procedure, based on [38].

We define both text-based content as well as supplementary audiovisual content of tweets and retweets as the selection criteria. Our initial set of categories consists of the reputational dimensions provided by the RQ (step 1). In case conveyed messages are not covered by the RQ dimensions, e.g. “Wow the sky in Boston right now is crazy. Orange!”, we create an additional category. In this case, the message and added photograph qualify the message to be allocated to the new category ‘personal logging’ (step 2). After coding 50% of the data line by line, we revise the set of categories to make sure it covers the whole spectrum of message types (step 3). The entire sample is

set to be manually coded by each author to ensure inter-coder reliability (step 4). Using Krippendorff's alpha, a score of .827 was calculated. Our coding can be rated as reliable as $\alpha \geq .800$ [46]. We examine the sample in its entirety to discover commonalities and topical patterns. This will serve as a basis to answer our second research question and to theorize our findings with regard to CEO reputation management.

5 Results

Our final sample consists of eight companies and their corresponding CEO: *Twitter/Jack Dorsey*, *Amazon.com/Jeff Bezos*, *Intel/Brian Krzanich*, *Google/Sundar Pichai*, *Microsoft/Satya Nadella*, *Tesla/Elon Musk*, *Apple/Tim Cook*, and *Xbox/Phil Spencer*. Within the 8-week period of our data tracking, those accounts authored a total of 8,628 tweets. Figure 2 illustrates how those tweets spread among tracked accounts and how often they retweeted others.

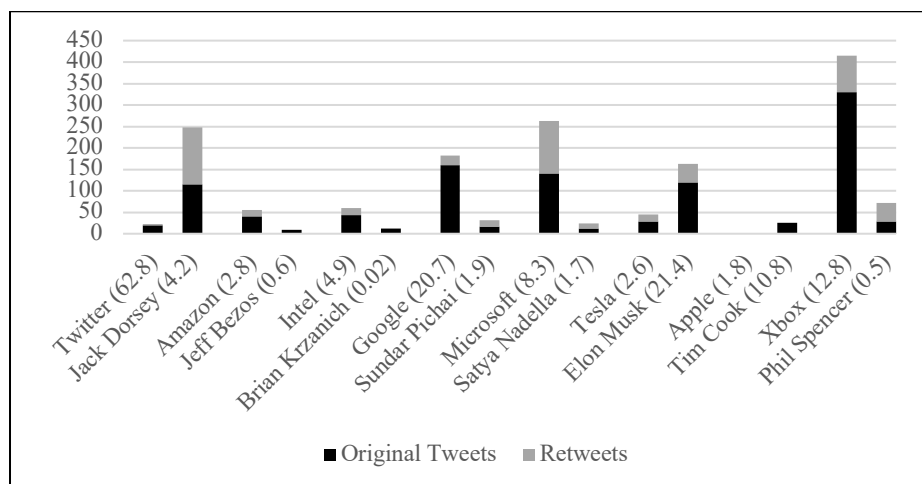


Figure 2 Tweet activity and follower count (in parentheses), April 25th 2018 - June 24th 2018

The data includes 1,101 original postings, 526 retweets, and 7,001 @mentions. The latter directly address a specific user but do not show up in the timeline of both communicator's followers. The large number of mentions primarily stem from @Xbox (4,137) and @Google (1,981). We were not able to capture tweets from the @apple account as it is solely use for nonrecurring advertising. Except for Twitter, CEOs author significantly less tweets compared to their corporate brand account. Those relations align with follower counts, as all investigated corporate brands have larger fan bases than their respective CEO.

Coding all original tweets and retweets resulted in a diverse distribution of addressed RQ dimensions. Figure 3 shows the spectrum of each account in relative proportions.

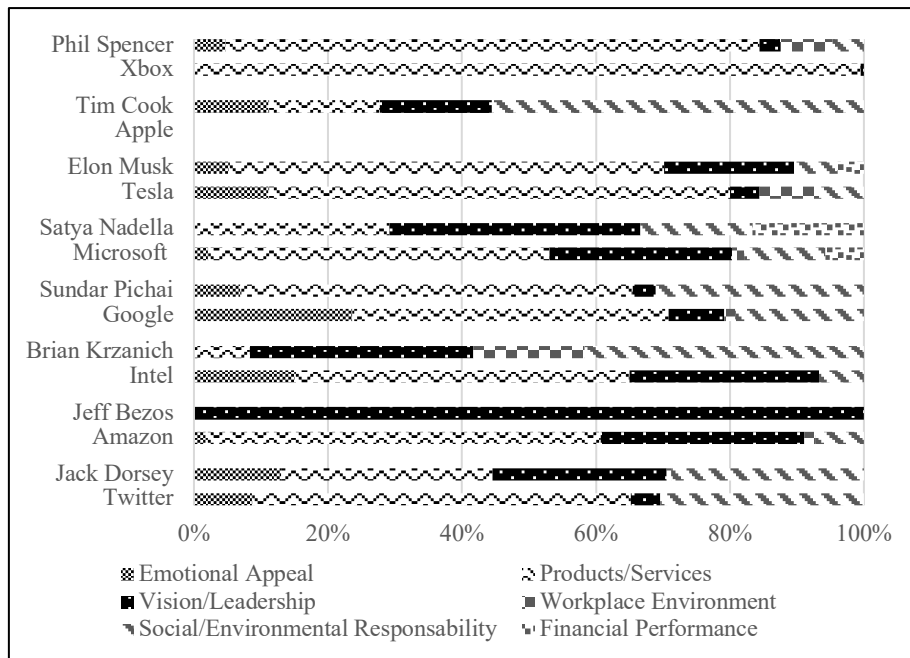


Figure 3 Spectrum of addressed RQ dimensions per company/CEO pair

Among the corporate brands, advertising products and services tends to be the predominant dimension. For CEOs, however, this dimension seems less relevant. While CEOs, too, advertise products and services to some extent, they rather focus on authoring tweets addressing vision and leadership and Social/Environmental Responsibility. Each tweet was exclusively allocated to one category. We ended up with 208 CEO authored tweets that did not fit the description of the initial six categories provided by the RQ dimensions. Consequently, we formulated additional categories to subsume those messages. Table 1 lists the total figures of tweets and retweets being categorized.

Table 1 Coding results (absolute figures) per dimension

	<i>EA</i>	<i>PS</i>	<i>VL</i>	<i>WE</i>	<i>SE</i>	<i>FP</i>	<i>SI</i>	<i>PL</i>
Companies	66	748	130	13	87	0		
CEOs	30	175	77	8	78	7	107	101

In a second pass of coding this subsample, we observed that those tweets were exclusively linked to the personality of the CEO. The first subgroup of messages (107) contained *Shared Interests* of the CEO that were of private nature. For example, Jeff Bezos authored a tweet containing a pop culture reference to remember an author who recently passed away. In a second example, Sundar Pichai expressed his expectations

for the upcoming FIFA World Cup, naming a few teams he favored. The according tweets are represented in figure 4.



Figure 4 Tweet examples of the Shared Interest dimension

As a second group of messages (107), we identified postings that contained information about personal experiences and/or statements of the CEO. Following the popular term of blogging (and vlogging), we grouped those tweets under the notion of *Personal Logging*. It is important to notice that those tweets are authored from an ego-perspective. This excludes media or PR reports about the CEO. Jack Dorsey, for instance, shared his view from a rooftop in Boston. On Mother’s Day, Jeff Bezos shared rather intimate thoughts about his mother, accompanied with a picture of her. The respective tweets are represented in figure 5.



Figure 5 Tweet examples of the Personal Logging dimension

In order to assess above dimensions with regard to their impact on CEO reputation management, we calculated relational indices. Follower counts were retrieved at the beginning of the tracking, and therefore, treated as an invariable value. Figure 6 depicts an overview of such measurements for better clarity.

For the R index (retweets per thousand followers), we calculated the mean value of retweets received for the sum of all original tweets and retweets posted or forwarded by each user. The F index (favorites per thousand followers), the retweets were excluded, as only original tweets collect favorites. We used abbreviations for better readability (*EA=Emotional Appeal*, *PS=Products/Services*, *VL=Vision/Leadership*, *WE=Workplace Environment*, *SE=Social/Environmental Responsibility*, *FP=Financial Performance*, *SI=Shared Interest*, *PL=Personal Logging*), and listed our results in table 2.

Table 2 RQ dimension engagement (R=retweets per thousand followers; F=favorites per thousand followers)

CEO	Follower		EA	PS	VL	WE	SE	FP	SI	PL
	Count									
Jack Dorsey	4,212,972	R	1.95	0.03	0.38	0.01	1.2	0	1.6	0.02
		F	0.07	0.13	0.2	0	0.26	0	0.1	0.23
Jeff Bezos	590,217	R	0	0	5.24	0	0	0	0.59	2.25
		F	0	0	18.11	0	0	0	4.39	20.92
Brian Krzanich	20,778	R	0	1.88	2.11	1.17	0.92	0	0	0
		F	0	4.14	5.04	4.93	4	0	0	0
Sundar Pichai	1,899,332	R	0.1	0.16	1.86	0	0.51	0	0.1	0
		F	0.74	1.39	5.41	0	3.64	0	2.39	0
Satya Nadella	1,717,000	R	0	0.18	0.13	0	0.34	0.8	0	0
		F	0	1.2	0.67	0	1.77	3.63	0	0
Elon Musk	21,422,347	R	0.15	0.16	0.47	0	0.15	0.49	0.05	0.35
		F	3.37	2.60	3.10	0	1.49	2.42	0.64	2.74
Tim Cook	10,821,989	R	0.05	0.20	0.74	0	0.14	0	0.03	0.06
		F	0.45	0.89	2.33	0	0.75	0	0.36	0.45
Phil Spencer	588,243	R	0.98	1.08	4.29	0.10	0	0.19	0.40	1.26
		F	0	2.27	2.18	1.04	0.84	0	3.23	8.64

The above findings suggest that the *Vision/Leadership* is prominently being addressed by the CEOs considered in our sample. At the same time, those postings provoked more engagement compared to the other dimensions. *Products/Services* and *Social/Environmental Responsibility* are part of the CEOs communication strategy in 4 out of 5 cases. We can further derive from this examination that Twitter users are more likely to add a tweet to their favorites rather than retweeting it. It further varies how much engagement CEOs receive from their following. For instance, Jeff Bezos received 5.24 retweets per thousand followers when addressing VL, whereas Jack Dorsey received only 0.38 retweets from his visionary statements.

We further observe that the supplementary dimensions of CEO reputation management are more often addressed than primary dimensions, e.g. the financial performance of their company. Considering SI and PL, Jack Dorsey received mediocre to little feedback when addressing personal issues. Jeff Bezos, however, received 20.92 favorites per thousand followers when taking his followers along his personal life. This was the highest score among all values.

6 Discussion

6.1 Distinguishing CEO and Corporate Branding (Research Question 1)

Our initial approach was to find similarities and contrasts of a corporation's communication strategy and the social media presence of its highest representative. In

our sample, we found corporate brand pages to fall back on larger followings than their CEO-pendants. Moreover, the publishing activity of corporate brand pages is significantly higher than the one of CEO brand pages. Corporate brand pages may be used to supplement a firm's customer-service (Google, Amazon), which is apparent through intensive use of @mentions. This adds a much more conversational tone to the customer-brand relationship and, in this case, adapts to the character of Twitter.

Nevertheless, the corporate brandings are furnished with much more diligence in terms of content creation and publishing schedule. CEOs, in contrast, publish in a more sporadic and ad-hoc manner. In our study, we observed different strategies how CEOs may complement their corporate brand pages. In most cases, the CEOs followed similar agendas, e.g. tweeting and retweeting about *Products/Services* or the *Social/Environmental Responsibility* of their firm (e.g. Sundar Pichai, Satya Nadella). In other cases, the CEOs communication strategy supplemented their firm's efforts by focusing on different dimensions such as Vision/Leadership (Jeff Bezos, Brian Krzanich) or the Workplace Environment (Brian Krzanich). Measured against their follower base, the latter strategy provoked comparatively high engagement.

Our study displays that reputation management in social media is primarily employed to reach the customer base [12], [14]. Other stakeholder groups are rather neglected, as only Microsoft published tweets concerning the financial performance of their corporation. This situates social media in a unique position as they have the tendency to be channels for immediate action upon the customer's perception of the firm. This means increased empowerment to affect corporate reputation, but also higher volatility in how a company's reputation can change over time [14]. Hence, studies on reputation management in social media may find different dimensions of reputation management to be emphasized than, for instance, the financial performance of a company [32].

From a theoretical perspective, found the RQ dimensions to be eligible tools of classification when it comes to corporate reputation management [30]. However, in order to cover the entire spectrum of a CEOs reputation management, additional dimensions were required to mirror the capacities social media has to offer for CEO branding.

6.2 Supplementary Dimensions for CEO Reputation Management (Research Question 2)

Content analysis measures of social media postings attached to a corporate brand revealed that Fombrun's work including the RQ dimensions are doubtlessly applicable to the shape and form of contemporary online reputation management [16], [17], [30]. At the same time, this predicates that companies tend to not break new ground on a regular basis, but rather transfer established strategies onto new channels. CEOs, however, face the opportunity to meet with customers on a fundamentally different level of communication. five out of eight sampled CEOs portrayed themselves as fathers, husbands, and sports fanatics in front of their audience [5], [26]. Taking personal branding to such levels is a controversial choice to make. It blurs boundaries

between private and professional life and leaves a person no choice but to be unhidden on a constant basis.

Despite these concerns, personal branding has become a commercial model of significant magnitude. Our study reveals that CEOs with exemplary roles in the IT industry cautiously discover personal branding elements as part of their image building in social media. Due to the inseparability of CEO and corporate reputation, theories dealing with reputation management require to widen their scope to incorporate the social mutation of CEOs. We argue that CEOs better meet the capacities of social media, as well as psychological needs of customers and themselves when communicating individually on social media [27]. This particularly holds for communication that addresses personal dimensions. Parasocial relationships between customers and CEOs may strengthen not only the CEO’s reputation [25],[26], but at the same time, be carried over to the organizational brand.

Our results emphasize blurring boundaries between private and professional competences for CEOs, evoked through the ubiquity of social media and an amended brand-customer relationship. Nevertheless, personal branding may add significant value to the communication strategy of a CEO and result in a competitive advantage due to enhanced reputation. A supplementary individual communication strategy through the CEO brand holds the potential to increase overall engagement in Twitter. However, incorporating personal dimensions in professional brand communication should meet psychological needs of a CEO, who might set individual boundaries of self-disclosure.

Accordingly, we propose to append personal dimensions to our understanding of CEO reputation management. This first explorative investigation spawned *Shared Interests* and *Personal Logging* as relevant dimensions of CEO reputation management in social media, as shown in figure 6.

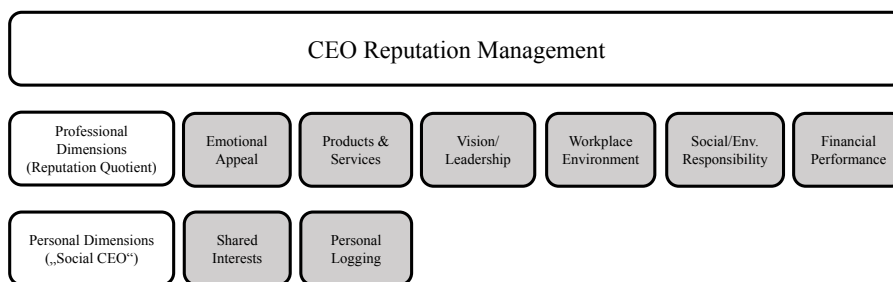


Figure 6 Dimensions of CEO Reputation in social media

The humanization of a corporate brand only works to a certain extend. Even though IT-firms push those boundaries through recent technological advancements such as social bots or conversational agents, an ever-present CEO has significant impact on the public image of a company. While fundamental work of [30] decently covers what we know as corporate reputation, extending the RQ dimensions to consider contemporary challenges and opportunities of CEO reputation management seems to be the next logical step. Hence, we need to allow for the individual characters of high executives

to systemize their efforts in order to contribute to their personal and corporate brand, and consequently, to better serve their customer base.

7 Conclusion and Further Research

The study aims to impart new impetus to the landscape of research on reputation management. With regards to the ubiquitous role of social media, we award a new role to CEOs in terms of representing the fortunes of a company in a more accessible manner. By turning to [30] and their Reputation Quotient, we undertook efforts to adopt this set of dimensions to the specifications of CEO reputation management in social media. Through data collection by means of a self-developed java crawler and the official Twitter API, we were able to perform statistical and content analysis measures on a dataset of 8,628 tweets. The analysis of our sample, containing of corporate brands and their corresponding CEOs from the IT sector, revealed different RQ dimensions to be part of each communication strategy. Whereas corporate brands focus on promoting *Products/Services* and expressing their *Social/Environmental Responsibility*, CEOs authored *Vision/Leadership* statements more frequently. Moreover, we identified two additional dimensions, *Shared Interests* and *Personal Logging*, to complement the RQ and make it applicable to CEO reputation management.

Present findings add to existing knowledge by suggesting two personal dimensions of brand communication derived from the use case of CEO communication via Twitter. Furthermore, the study on hand is capable of contributing to science as personal dimensions prepare the ground to make the research quotient accessible for CEO reputation. We have identified novel dimensions that clearly distinguish personal brands from organizational brands. While our findings allow sufficient conceptualization, our study makes a first move toward theorizing the social capital of managers as an ether for reputation. Addressing the interaction with social media as exogenous information and communication tools is a research area of serious concern. Identified dimensions might not only help steering social media affordances more towards organizational needs. Platforms begin to integrate dashboard and analytics applications to meet the requirements of professional use. However, there is no such thing as an IT-based solution addressing reputational dimensions.

Our study comes with limitations as our findings rest upon a small sample of CEO and corporate brand pairs. Moreover, a snapshot of 8 weeks might not cover all facets of CEO reputation management performed on Twitter, especially for CEOs who author less frequently. We are aware that manual coding as part of qualitative research methods underlie the subjective assessment of all authors involved.

To strengthen our findings, more empirical research is required. We intent to extent the examination of this matter to a wider spectrum of social media platforms (e.g. LinkedIn, Facebook, Instagram) and industries to create a more heterogeneous data sample. Moreover, scholars researching this issue may consider falling back on a long-term data foundation and include critical phases of reputation management with increased volatility such as corporate crises. This includes cross-cultural examinations outside of the US-market. In order to build upon social media capacities that incorporate

reputational dimensions, we suggest developing software prototypes that translate social media metrics to reputational scores, e.g. through automated sentiment analyses. This would allow organizations and CEOs to keep track of distinct levels of reputation and adjust communication strategies accordingly.

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