CEO Video Communication Handbook 2012/13

10 Best Practices and Toolboxes for CEO Video Communication

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1 Management Summary

1.1 Video has arrived in the Corner Office

Gartner had it right: “By 2013, more than 25 percent of the content that workers see in a day will be dominated by pictures, video or audio.”

Mobile-centric interfaces like touch, voice and video are dominating and 70% of CEOs say they watch more video than they did a year ago. Only they don’t watch their own video clips.

Source: domo, CEO.com, 2013.

1.2 CEO Presence = CEO Video

Starting in 2006, CEO Positions has been tracking the use of online video for strategic messages on corporate websites from the top 100 companies in Europe.

In an age of transparency and openness, stakeholder engagement is important. We observe how Europe’s top companies disseminate strategic messages and communicate results to their stakeholders. How do they manage crises online? CEOs and video goes well together. Video helps to build trust; and trust, following financial capital, is the second most important capital that CEOs must build. Video has that trust-building capacity because it displays body language. Body language contributes (to some) to more than 50% of a strategic message.

Body language is more revealing and authentic than spoken language. A CEO’s text can be written by a speechwriter. A CEO video cannot be shot using a stunt-person.

1.3 Catching up with the Audience

Demographic change and user behavior are telling us that a younger generation of investors, employees and journalists has a radically different information behavior than any generation before has ever had.

Digital natives are no longer a prediction by Gartner, but reality. Facebook has been authorized by the SEC as a medium for investor communication. More is possible (see MoxyVote and Wikinvest).

1.4 The leading companies also lead in CEO Video

Our data set has been carefully set up. Key findings are the following:
Companies that dedicate themselves to CEO video communication are:

- The best performing companies
- Companies that need foreign investment
- Companies with aggressive national media
- Companies with a policy of transparency

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1 See: “Gartner identifies the Top Ten Strategic Technologies for 2011,” October 2010, Gartner Press Release, 11 October 2010
<http://www.gartner.com/it/page.jsp?id=1454221>
confirming in Press Release 18 October 2011
We would like to disclose the best-practice leaders for 2012/2013:

- Best country: The Netherlands
- Best actor: Hans Vestberg, AB L.M. Ericsson
- Best drama: TEPCO

1.5 Wake up and Hurry

For the rest of you, wake up and hurry. The viewing habits of your audience have changed. If you want to engage with your stakeholders online, it is much less about social media than about the right media types and concepts.

Consider a three-year learning period to transform corporate communications into a picture-, audio-, and video-centric organization. Consider that the technology does not stand still in this timeframe. Consider that your key audiences have been on this learning curve for quite some time.

“People watch the walk, they don’t listen to the talk.”

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2 Uttered by Carly Fiorina in 2006.
2 A Brief Introduction

2.1 On Transparency

A camera is always near a CEO today. Consider the case of Wolfgang Winterkorn, CEO of Volkswagen, the world’s leading automotive firm. At a recent visit to IAA in Frankfurt, Germany, Winterkorn was filmed by a person related to competitor Hyundai. As Winterkorn and a number of senior VW managers were making a tour at the automotive trade show, they visited Hyundai, among others. The brand new i33 car caught their interest. Using a mobile phone camera, the unknown person (YouTube name “Sidacia”) filmed how Winterkorn and his team went around the i33, touched it, proved the material, the connection between glass and steel, then took a seat inside, especially checked the connection between steering wheel and cabin, and commented favorably on what they saw. The 4:28 min video clip was uploaded to YouTube and quickly gained traction. Within just 15 days 1'355'150 people watched it. In comparison, an official Volkswagen video clip attracted just 533 visitors. 480 alone people commented on the Hyundai – and one can only imagine how good a PR scoop this cheapest of activities actually was.

Anybody who has a good CEO scoop that might be interesting to the general public can submit their clip to the French website “citizenside.com”. The site distributes the material for a share of the profits to media outlets worldwide. This has happened to John Galliano, the chief designer for fashion brand Christian Dior. His private remarks in a Parisian café were filmed and as it happened, he uttered anti-Semitic statements. The video went around the world in a matter of hours and Galliano was fired shortly after.

In a world of instant communications, whistleblowers, and inquisitive media, citizens and communities routinely put firms under the microscope. The most prominent advocate of this theory is Don Tapscott, leading thinker and best-selling business author on the Internet revolution.

According to Tapscott transparency is no longer an option. It is far more than the obligation to disclose basic financial information. People and institutions that interact with firms are gaining unprecedented access to all sorts of information about corporate behavior, operations, and performance. Armed with new tools to find information about matters that affect their interests, inform others and organize collective responses, all sorts of stakeholders now scrutinize the firm as never before.

Tapscott describes this process as the corporation becoming “naked.” He aptly summarizes his argument by pointing out that “if you’re going to be naked, you better be buff.”

A growing number of companies have experienced that

- Questionable product development methods are easily detected with the help of the web (Coca-Cola, Nestlé, Home Depot)
- Corporate management is under online scrutiny (BP, Apple, H-P)
- Employees use the web to complain about their employer (employees of a Hungarian subsidiary complained on the company blog about their low pay). Californian nurses created a YouTube channel where they publish their filmed protests against conditions in hospitals.

A recent survey conducted by Airmic, the US association for insurance and risk managers,
frames the conundrum well: “Of those who took part in the poll, 80% claimed that reputational risk is their top concern. However, only 43% believed that they have formal and well-managed plans in place to tackle it.”³ We believe that the execution of these plans will take place on the Internet. In sections 8 and 9 we will look at the relationships between transparency, video and reputational risk in depth.

Traditional broadcast media are one-way and centrally (and corporately) controlled. The multidirectional Internet is the opposite of all these. Anyone can use it to originate messages, from any location, any time. And no one controls its content – except for all its users.

Historically, customers cared about price and value (product utility, quality, innovativeness, services, and safety). Nearly eight in 10 US consumers now say they can help drive responsible corporate behavior. Three in four consumers also want to learn more about how companies seek to be more responsible.⁴ This combination of empowerment and desire to learn sets the stage for new kinds of consumer behavior. In short, customers care about a practical demonstration of corporate values.

A positive example is Deutsche Telekom’s plea to employ more female senior management. Image and video material demonstrates that “they walk the talk”.


2.2 Online Video in 2012/2013

Online video usage in the United States and Europe is constantly increasing. In September 2012, 162 million Americans watched online video and spent two hours more viewing content than last year. Video streams also saw significant growth, up to nearly 26 billion videos compared to 14.5 billion streams in 2011.⁵

In Europe the online video audience has only increased by 5% over the past year, but the number of mobile video users zoomed up to 162% since December 2011.⁶

“Over the past few years, there has been an undeniable shift in the way consumers access content and information as well as stay informed and entertained⁷, said Pam Horan, President of the OPA.

The OPA study shows that there is a trend of strong growth in global mobile video consumption, considering that the primary types of content smart phone users access

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⁵ Nielsen Wire in August 2012.
are weather information (47%) and video (31%). 68% of those who watch video on their smart phones regularly watch short-form news and entertainment videos. Remarkable is that 24% of smart phone users report that they have purchased content for viewing on their smart phones, with 22% of content buyers having purchased video.8

Smartphone users watch plenty of video and they are willing to pay for video content. These numbers are constantly increasing and indicate a potential market demand.

We have to be honest here: Web and mobile video content is rather unlikely to taking over TV anytime soon. Yet 50+% percent growth is not something one can easily ignore. With YouTube firmly entrenched, and Hulu’s premium content allowing anyone to watch their favorite TV shows at any time, it is safe to assume that online video content will continue to grow rapidly. Let us not forget to couple these facts with a young generation that is more tech-savvy than any other generation before.

The global mobile data traffic grew 70% in 2012. By the end of 2012 mobile video traffic exceeded 50% of total mobile data for the first time. The forecast says that two-thirds of the world’s mobile data traffic will be video by 2017.9 YouTube’s Vice President of Global Content Robert Kyncl goes one step further and predicts that video would soon be 90% of Internet traffic.10

Online Video (OV) technology has made tremendous progress in the last 5 years. High-definition equipment has shifted from being technically and prohibitively expensive to fitting into your teenage daughter’s back pocket. Thanks to the consumer driven movie editing tools from Apple, Cisco, Microsoft, and many others, the end-to-end video production process has never been easier, cheaper, and faster.

2.3 OV and Consumer Websites

The Consumer Website category for OV includes video aggregators like YouTube, Vimeo and Snapfish, and extends to blogs and social media sites. We can easily call it a revolution because in the 10 seconds that take you to read and contemplate this sentence, 12 hours of video content have already been uploaded to YouTube. That’s 72 hours of video content every minute!11 An outstanding fact, one has to admit.

The largest demographic that is predominantly driving the online video proliferation is being dubbed “Net Generation”, simply because they have been “bathed in bits.”12 They are scrutinizers, they are engaged, and they understand the value of high quality video.

Therefore it’s hardly surprising, that brands and companies are turning to sites like YouTube to get their brand message out to the target group. Unruly Media has compiled a list of the top 10 most shared social video brands of 2012.13 This Social Video Share Index shows the rank of the top 10 brands based upon the number of shares each brand’s social video campaigns attracted on Facebook, Twitter and blogosphere.

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10 Invodo Video Statistics: The impact of video, Invodo research, January 2012.
Top 10 Most Shared Social Video Brands of 2012:
1. Google
2. Nike
3. TNT Turner Benelux
4. DC Shoes
5. Red Bull
6. Coca Cola
7. Abercrombie & Fitch
8. Samsung
9. Proctor & Gamble
10. Volkswagen

The general shift in demographics is not to be underestimated. By the end of 2011, 'Generation Y' overtook the baby boomers in the world’s population, and a staggering 96% of that group will have joined social networks. The obvious implication of this trend is that word travels fast. If negative news about your company exists, no matter the format, it will traverse the Internet at exponential speed.

The ubiquity of video and the sheer volume is changing human behavior; people do not want to just read the news, they want to see the news. (“Know more, read less”) This begs the question; how is your company adapting to this change in behavior?

2.4 OV and The Media

There is no doubt that the way we consume news today has fundamentally changed over the last 5 years. Today, consumers demand dialogue instead of passively receiving the news. They want the most up-to-date news anywhere anytime. They want rich media content instead of plain text. These changing demands represent a fundamental shift in the industry that most major news outlets are struggling to adapt to.

One area that is a bright spot in the industry’s ability to adapt is rich media content. Browse the NYT’s or Spiegel’s online pages and you will find a plethora of videos, slideshows, polls, and more. In the video arena we are witnessing video coverage coupled with breaking news at a staggering rate. A 2008 study by the University of Leipzig and News Aktuell came to the conclusion that 60% of journalists are using video for their coverage. Further, 90% of journalists agreed that including video content in their coverage would be paramount to staying relevant in the future.

Considering these trends it is surprising to find that the content creation side of this equation still remains under-trained and lacking investment. The Video Journalist, or VJ, profile combines editorial, visual, and technical skills; a low supply and high demand gap in the industry. Contributing to this statistic is the low pay for this type of work. For example, a major state-owned TV network in Germany only pays VJs 70 Euros per clip, a project that includes research, filming, and editing.

The implication for the corporate communication teams is simple: there are more videos used in news coverage than ever and the productions side of that equation is underdeveloped. It seems to us that corporate communication teams would do well to create and provide their own video content (or outsource the production). The major point is that we suggest corporations to author video production, to be the subject of reporting instead of the object.

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14 See: “Statistics show social media is bigger than you think.” 11 October 2011

15 Cf.: 11 October 2011
<http://www.bewegtbildstudie.de/>.
2.5 OV and Corporate Websites

As said, technology research firm Gartner lists video as one of its top ten strategic technologies for 2012, and is predicting that by 2013 video will be commonplace online, with 25% of content viewed on the web being pictures, video, or audio:

“Video is not a new media form, but its use as a standard media type used in non-media companies is expanding rapidly. Technology trends in digital photography, consumer electronics, the web, social software, unified communications, digital and Internet-based television and mobile computing are all reaching critical tipping points that bring video into the mainstream. Over the next three years Gartner believes that video will become a commonplace content type and interaction model for most users, and by 2013, more than 25 percent of the content that workers see in a day will be dominated by pictures, video or audio.”

As broadband and high-speed Wi-Fi becomes ubiquitous, the ability of consumers to view video on their home connections and in offices has increased. The launch of video-sharing website YouTube in 2005 marked the beginning of the move of video into the mainstream.

There’s now a host of similar websites to choose from out there, including Vimeo, Hulu, Dailymotion, and Megaupload.

For businesses these sites have offered cost-effective means of having video embedded on their sites and distributing it to a wider audience. It is hard to imagine that when companies started using video on their corporate websites, these experiments made headlines. Back in 2006 it was worth newspaper coverage when firms like Wal-Mart or Cisco ventured into online video use (see title page).

After years of painful transition and technical challenges, more companies produce video and consume video.

Just think back to the space jump of Felix Baumgartner in October 2012. After 4 minutes and 19 seconds Baumgartner set a new world record and Red Bull may have waged the most successful marketing campaign of all time. Besides the brilliant marketing strategy, Red Bull’s brand message would never have become such ubiquitous without the breathtaking video. More than 8 million people worldwide watched the jump on live stream and more than 40 TV stations and 130 digital outlets helped to increase Red Bull’s company value up to 5 billion pounds. The skydive video on YouTube reached nearly 35 million clicks and you can still find an extended video version on the Red Bull website.

“This is about owning something that will leave an impression” said Ben Sturner, founder and CEO of Leverage Agency (Media Marketing, New York).

Red Bull used the synergy between an extreme event and the company’s existing marketing message to create an unforgettable impression.

You don’t need to jump of 39 kilometers, other companies for example use the Super Bowl to broadcast their corporate message video and to present it on their websites,

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proudly of the high rated YouTube link. On top of the list **Chrysler**’s “It’s halftime in America” with over 11 million clicks or **Honda**’s “Matthew’s day off” with over 16 million clicks at the Super Bowl 2012.

To leave an impression is the aim of every company. **A picture says more than 100 words, but you cannot top a video.**

Until the late 1990s, technology skills were more at home in large corporations; mainly for they could afford to train their employees. Product access, personal computer equipment, and first-hand knowledge were a privilege of the corporate employee. Research notes were accessible only to them. Today the democratization of computational skills has led to the opposite: technology skills are on the outside of the corporation. The corporate employee is prohibited from experimenting with newest equipment and knowledge.

We find that parallel to the use in the use of Social Media, Blogs, Twitter, etc.: the use of video in corporations is limited to a few cases only, carefully hidden on intranets and websites (including some notable exceptions).

One example of the ‘new way’ to communicate happened in our own company: we were preparing for a workshop when one of our young colleagues asked: “Oh, we’re not going to film the meeting?”
3 Project Description and Methodology

3.1 Timeframe

Beginning in 2006, CEO Positions has been investigating website’s of Europe’s 100 most successful companies and their usage of online video content as means of communicating strategic messages. The underlying report is based on 6 years of extensive research, compiled annually in August.

In the course of our in-depth analysis of these corporate websites, we found many intriguing and impressive ideas, as well as developments. We realized that some companies invested a considerable amount of time and effort to eventually present their CEO and strategic messages in innovative, creative, and – most importantly – transparent ways.

Owing to our research, CEO Positions identified 10 best practices for companies that are involved in the discussion whether to portray their CEO on the forefront of their website or not; and if so, in what way this should be done in order to add to the reputation of the company.

3.2 Concentrating on the CEO

Our research focused on the CEO, who plays the ‘key messenger’ role for strategic messages to shareholders and stakeholders alike. In an era of ubiquitous video coverage, we wondered how CEOs were being portrayed by their respective company, or even by themselves. CEOs do, after all, heavily influence the public perception of their corporation.

Burson Marsteller, a subsidiary communications consultancy to WPP group, has repeatedly found in its research that the CEO is the face of the company. The perception of the CEO influences the overall perception of the company by 60 percent. Even more so, a positive perception of the CEO adds 43% to the positive perception of the company.

Researchers from the University of Washington found a difference between text and video CEO communication: when CEOs took responsibility for negative results, the format they chose for their apology influenced the reaction of investors. Those who were exposed to a video format appeared to recommend larger investments in the company and put their trust in the CEO more than investors who were exposed to the announcement via text formats. Vice versa, this pattern holds too. In essence, video content magnifies investors’ positive/negative reactions to the CEOs’ acceptance/denial of taking responsibility in their restatement.

We have found that companies fall on a wide spectrum of “preparedness” when it comes to strategic video communication. Among the FAZ top 10 companies, for instance, firms such as Daimler AG (Germany) have been using online video content to present strategic messages through their CEO since the beginning of our study. Companies such as Glencore International AG, on the contrary, have not initiated this practice whatsoever.

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19 Burson Marsteller, CEO Study.
20 Ibid.
Our study found that the use of Online Video for strategic messages has grown between 2007 and 2010 by 6% percent among the top 100 European companies.

3.3 Focus on 100 Companies in Europe

As basis of our research, we focused on the annual list of the Frankfurter Allgemeine Zeitung of Europe’s 100 top companies, akin to the Forbes top 100, published each summer. The list ranks companies by various standards. We used the list that ranks Europe’s top 100 companies by group revenues.

3.4 Methodology

Our research questions were centered on brand building, engagement, and execution:

- **C-suite exposure and contribution to brand building**: Is the CEO presented and if so, how? Is there text, image, and video content? We differentiated companies that only fulfilled the minimum legal requirements from companies that used their website and the CEO as a true medium, made to work in the sense mentioned above (increasing the reputation of the CEO to contribute to the positive perception of the company)

- **C-Suite involvement in social media and stakeholder engagement**: Is the CEO involvement up-to-date? Does it contain AGM coverage, quarterly results, a company presentation, do they directly address the visitor? Is there an elevator speech about the reason-for-being of this company? Is there information from the CEO about critical strategic steps like acquisitions or restructuring? Is there a talk-back function?

- **Video Execution – Placement, Content, Engagement, Quality, Creativity**: What is the quality of the visual and technical presentation? Is the use of video technology up-to-date and technically working? Is it easy to find historical CEO videos?

3.5 Assessment Criteria and Color Codes

Each company was assessed on general video use, quality and user experience, and media use (text, audio, video) for CEO communications, quarterly results, and the AGM (see appendix). Based on these findings, the companies were measured on a color-scale depending on their effective execution of all or some of these indicators.

**Green**: The overall presentation of the CEO is good to great, they are easy to find, the site is easy to navigate. The content is presented in a variety of media, such as video, image, audio, and text content. The technology used to present the material (PDF, video standards, audio standards) works well. The content of the presentation is linked to the current activities of the top management in the firm and reflects the thinking of the CEO.

**Yellow**: The overall presentation of the CEO is satisfying, they can be found, the website works properly. The content is presented in more than one media type, such as image, audio and, text, sometimes video. The technology used to present the material (PDF, video standards, audio standards) works most of the time. The content of the presentation is linked to the current activities of the top management in the firm.
**Red:** The overall presentation of the CEO is insufficient, they can hardly be found, the site cannot be navigated properly. The content is presented in text, sometimes image. The technology used to present the material (PDF, video standards, audio standards) does not work properly. The content of the CEO presentation is not related to recent developments.

**Black:** The CEO is invisible. The content is insufficient. The company and its management is a black hole. The website cannot be accessed at all due to its non-existence.

### 3.6 A Word of Caution

Since websites are in a constant state of flux, one might find that some of the web pages that we have been focusing will no longer fit our description, due to changes subject to content and/or appearance of the website as a whole. Throughout our analysis, however, we tried to behave as neutral, objective, and descriptive as possible.
4 Statistical Highlights

4.1 Five-year trend

The number of European companies that portray their CEO using video communication decreased between 2007 and 2010 from 36 to 29 companies and has remained below 30 since 2011. In 2012 a low growth to 34 companies promises an upward trend. The peak of 57 companies that was reached back in 2008 still remains the all-time high (green line). Companies that used a sufficient amount of multimedia elements, such as images and video coverage of the AGM (yellow line), had increased from 7 to 32 between 2009 and 2010, but then decreased between 2010 and 2011. The nearly imperceptible rise in 2012 shows the need for action. The most noteworthy aspect in this respect is that the number of companies that produced merely a minimum of media coverage still remains (red line). The number of companies that do not have any media dropped from 7% in 2011 to 1%.

As one can see, a decrease in rich multimedia communication efforts began after 2008 – a period affected by a severe economic crisis. One reason might be that the high CEO turnover during this period had contributed to the decline.

Usually, a new CEO does not fully expose himself from the beginning. We normally recommend CEOs to initially give a short video introduction and then remain still for a period of approximately 90 days. It remains to be seen if the rate of CEO video adaptations will go up again as soon as greater economic success becomes visible again, and as soon as the very tenures of CEOs become longer again.

In 2011 and 2012 approximately one third of the top 100 companies in Europe displayed their CEO prominently, using all types of media coverage, including videos, images, and the like.

If we were to count all companies that we labeled “best” and “sufficient”, we would be able to say that around 50% of all companies are doing ‘okay’. This result is not alarming, but one should keep a close eye’s view on this development in the not too distant future.

4.2 Development in the Top Ten companies

An entirely different picture emerges, however, when it comes to the top ten
European companies in terms of revenues. As the data set suggests, we have were capable of working on a small sample only that one might dismiss as having limited statistical weight. And nonetheless, in the top segment a trend towards extensive CEO video communication for external purposes is visible. During 2008 and 2010 the number of companies that did best in terms of their CEO video coverage increased from 3 to 5, but then fell from 5 to 4 in 2011. The all-time high between 2009 and 2010 now was replaced with 6 in 2012 (green line).

The number of companies that would rely on a minimum of video coverage decreased between 2008 and 2010 (from 5 to 2), but increased in 2011 from 2 to 4 (red line).

The financial crisis in 2008 marks a significant period. It is interesting to witness that the number of companies that did only a minimum of video coverage had actually decreased after the crisis in 2008, while companies that did best in their video coverage had increased and remained relatively stable throughout the years. The number of companies that we labeled ‘sufficient’ has been remaining at 2 since 2010.

It seems as though the top 10 developments between 2010 and 2012 is the opposite of what can be observed in the top 100 developments (see above). Why is that? Giving the data, it is fair to argue that the top ten companies exposed their CEO undeterred by the economic crisis, while the general picture (top 100) provides data to reason that the economic crisis had a significant impact on CEO video coverage during the last couple of years.

4.3 Demographic Differences

We also focused on demographic differences and found that Dutch and German companies appear to be much more multi-media oriented with respect to their CEO exposure than companies located in other countries. This trend confirms our initial assumption that these countries are traditionally more open and transparent in terms of their communication – contrary to some rather opaque countries. The reason is that the media in these countries are more demanding, so companies are generally used to openness.

And as we have already argued, we find that the use of video content is roughly equivalent to the level of openness in communications. Body language is far more revealing and communicative than plain text or mere images, say. So consequently, those who take the risk of exposing themselves prominently will benefit from it sooner or later.

Three country results surprised us:
- The positive ranking of Swiss companies as the number two in multi-media use for their CEOs for two consecutive years.
The bronze medal went to Germany with a notable rise of five places compared to the previous year.

Russia switched place with Spain and falls from the fourth place in 2011 to the last place in 2012.

Why is that? We assume that the Spanish Housing Crisis forced a number of Spanish companies to act quickly. They understood how important it is to have an open and trusting relationship to their shareholders and a transparent public appearance. Spanish, Swiss and German companies among the Top 100 European companies also need foreign shareholders to finance their companies. As the key finding of the University of Washington shows, investors rely in their judgment heavily on the visible perception of the CEOs direct talk (see page 8).

This is the reason why we can imagine that the use of video content with respect to investor communication will increase in the not too distant future. Video conferencing will replace traditional analyst calls in the mid-term.

In order to make results available to all shareholders, video material is most likely to become an ordinary element among various forms and methods of communication.

4.4 Industry ranking

![Figure 5: Best industry average in 2012](image)

A look at the different industries led us to a number of observations. In 2011 it has felt that the food and beverage industry operated behind closed doors (place behind European average). We were convinced that food scandals as well as public scrutiny will change that sooner or later. Now it seems that a change to more transparency is imminent. In 2012 we witnessed a positive development, food and beverage ranking on third place.

Secondly, the oil/gas/mining companies have a tendency to hide their CEOs. This, too, does not come as a surprise. The energy sector has done a less-than-average job in transparent CEO communications, with some noteworthy exceptions one must add (BP, for once, has done an excellent job in taking a transparent and public stand after the Gulf of Mexico oil scandal).

Thirdly, the below-average result of the technology and telecommunications industry is incomprehensible in our opinion. This is the
industry that should encourage all others to use their communication products. It is quite alarming that especially the last three categories provide for the worse examples among all industry branches in the ranking. The three categories that make up the very end of the spectrum are a pathetic display of their respective industry branch.

4.5 Technical flaws

Here is a funny side-effect. Back in 2007 we found quite a number of videos that could not be played due to technical errors.

That has somewhat improved over time. But still 5% of all videos were technically flawed.

For approximately 5-10% of all videos registration was required. Should people be prevented from watching the CEO video by building a barrier? Some videos were somewhat hidden from public access.
Here we share our findings that we combined into ten best practices. As we have already mentioned, please imagine that you look at your computer as if it were a theater stage. As a stakeholder, you first select a ‘corporate play’. The curtain is drawn aside and you watch the website of a corporation. And while you watch the play, several important questions will come to your mind, such as:

- Who are the players?
- What is the play about?
- Is the story compelling?
- Do you like the characters?
- Where is the ‘protagonist’?
- How long do you stay?
- What is your criticism?

So, using the analogy of a theater, we grouped our ten best practices into various categories. As a result, if you look at a corporate website as if it were a theater, you would expect actors, roles, a plot, the stage, an interaction with the audience, and so on. And subsequently, you would make a judgment about the play (the corporation) based on superior performance of the main actor, the plot, or else.

A word of caution: While we have tried to focus on the best-in-class examples throughout our research, it is important to bear in mind that among 100 top European companies, there are many good ways to present one’s CEO on the theater stage. In some cases, it was relatively easy to find only one best-in-class example, for the corporation was entirely unparalleled in their respective category. In other categories, however, it was harder to focus on one single company only. Therefore, sometimes several companies that did a great job will be mentioned in one category.  

Here are the ten CEO video best practices.

### 5.1 Best Practice #1 - The Protagonist (CEO) – AB L.M. Ericsson

Presenting our best practice #1, the protagonist, is quite a difficult issue to fulfill adequately, for different CEOs are presented differently on their corporate homepages, and different CEOs also act and react differently in terms of their corporate, as well as personal communication.

Nonetheless, as we have worked out a toolbox of methods that make for a good CEO video exposure, there are some companies that are considerably noteworthy with respect to best practice #1. GlaxoSmithKline, Aviva, Deutsche Post AG, Roche, Zurich Financial Services and others are all highlights in this respect.

Unfortunately, as there are indeed quite a lot companies that can be seen as a leading example of presenting their CEO prominently, we cannot present all of them as detailed as we would like to, for this would - by far - exceed the scope of this handbook.

Therefore, we would like to draw the readers’ attention to two companies that we found extremely noteworthy; it seems as though they went through our toolbox, and applied all of the methods we suggested.

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*22 A good way to get an overview of all the companies that did very well is to refer to the appendix. Every company marked green has done an overall good job in presenting their CEO, and is worth taking into consideration.*
To begin with, we would like to focus on the website of one of Sweden’s largest companies for telecommunications equipment, **AB L.M. Ericsson**.

As one can see in the appendix, the newcomer in the top 100 European companies, Ericsson is one of the companies that managed to present their CEO very well.

Beginning on Ericsson’s homepage, CEO Hans Vestberg is presented prominently. On the upper left-hand side, a news center button shows the current company news. We appreciate this kind of ‘news ticker’ and always opt for linking current events on the front page to be visible for everybody at first glance.

Right below the news ticker CEO Hans Vestberg comments on current topics. Even more so, there are several quick-links and navigation tabs on Ericsson’s homepage, linking the front page to results and the company’s corporate strategy.

Unfortunately, there is no CEO navigation tab providing immediate access to CEO Hans Vestberg, but the search engine (prominently displayed on the right-hand side frame of the homepage) makes him easily accessible. He is presented with a brief written biography and a video biography. Moreover Ericsson is the only company in our study that provides video biographies of the entire management.

The press section contains many videos of the company’s activities throughout the years. They show CEO Hans Vestberg in strong presence without being obtrusive. He is far away from an unapproachable manager, talks openly about his thoughts and visions and looks extremely friendly and very down to earth.

He acts in a very professional and confident way but at the same time gives the whole performance a very relaxed atmosphere.

Overall Ericsson’s corporate website is well-structured and displays a modern use of media embedding.

**Aviva** also places special emphasis on its CEO John McFarlane. He is consistently represented throughout the page with images, speeches, interviews and videos. On the well-organized and neatly arranged homepage, Aviva presents a direct link to an
Interview with John McFarlane, as well as quick-links to videos like financial reports or Aviva’s social engagement.

Figure 9: Aviva’s front page with CEO John McFarlane
Source: http://www.aviva.com/

These links are accessible for the user in the lower middle section of Aviva’s homepage. The user’s attention is automatically drawn to this area, so that John McFarlane’s visual presence is being focused on. Furthermore, a news-ticker provides the latest pieces of information on the company, such as annual and financial reports or new company projects.

John McFarlane welcomes the page visitors in the management section with a friendly smile and a determined quote. A special CEO video message allows anyone to meet the chairman. Right below the video, you have the possibility to download the transcript and to rate the video message.

Figure 10: Meet Aviva’s CEO John McFarlane
Source: http://www.aviva.com/

In video interviews (CNBC, for example) CEO John McFarlane discusses not only the annual reports - he also critically comments on other topics like losing shareholder value, Aviva’s need of getting smaller and future strategies.

Executive interviews

Investor and analyst update
08 July 2012

John McFarlane and Pat Regan talk about Aviva’s investor and analyst update, including Aviva’s new strategic plan.

Figure 11: CEO John McFarlane’s critical statements

Talking about our best practice #1, it is important to us that companies identify themselves with their CEO, they are the most important character with respect to communicating with customers, stakeholders, and shareholders. Aviva is by all means a leading example in identifying with a company’s CEO and presents John McFarlane prominently throughout their website.

GlaxoSmithKline also manages to present CEO Sir Andrew Witty prominently. Directly on top of their media section, they provide a selection of videos “From our CEO”. There are various videos of TV interviews (on BBC News and CNBC US), where Andrew Witty speaks openly about the business strategy of GSK, among other things. Moreover, the transcript of the speech is also available for download.
In addition, there is the possibility to watch CEO Sir Andrew Witty hosting a seminar focusing on GSK’s late stage pipeline project. The special feature of this webcast is that you can select the speaker and thus enabling it to see the answers and opinions of the CEO.

As we have argued at the beginning of this section, there are many more companies that did a great job in presenting their CEO prominently, too. Even more important, many companies identify themselves with their person in charge. Ericsson and Aviva are worth mentioning but it is important to take into account other companies that did a great job. Our detailed table in the appendix – with the research of 6 years of CEO video exposure – will provide the reader with the broader picture. We can only encourage the reader to take a close look at the table and see for themselves which companies provide us with a leading example in not only presenting their CEO prominently, but also in accordance with the companies’ trust and corporate strategies.

### 5.2 Best Practice #2 - The Supporting Cast (Management Team) - BASF

*My model for business is The Beatles. They were four guys who kept each other’s kind of negative tendencies in check. They balanced each other and the total was greater than the sum of the parts. That’s how I see business: great things in business are never done by one person, they’re done by a team of people.*

– Steve Jobs

In contrast to all other companies we have focused on, **BASF** puts his management team professionally in the limelight. All members have gathered for a team photo in a professional surrounding and smile all over their faces. With its high-professional photo shooting, one can see that BASF has made every effort to leave a good impression on the page visitors.

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In the company profile section, you will not only find one picture, but eight pictures of every member. Every single picture shows different facial expressions and gestures, which creates an individual image of each character. Even more pictures can be viewed in BASF’s press photo database, up to 20 pictures of every management member. The CVs are not just listed. To get more information about a member, one can click each person on the team photo. By just moving the mouse over that picture, a quick-info shows the major points of every member’s responsibilities with a direct link to the complete CV.

By showing interests, business relations or dedications, the viewer gets an individual impression of every executive. The viewing experience becomes personal and inviting.

In our opinion, BASF creates a powerful and united force for displaying its corporate management.

Some companies claim that the CEO is the only essential character in an organization. Management theory, however, postulates otherwise: the public opinion in favor of either side can shift between the single decision maker and the CEO as part of a strong team. We are convinced that CEOs are favored if they present themselves surrounded by strong leaders. Therefore it is no surprise that family-run enterprises still possess a positive reputation.

As the saying goes, “There is no ‘I’ in ‘team’.”

For the first time since 2009, AB L.M. Ericsson is once again among the top 100 European companies and now the Swedish group actually appears more than once in our study.
Three years ago, they provided us with the best-in-class online profile in terms of the supporting cast. Sitting casually on a stool, each management member spoke openly about their work at Ericsson, their motivations, and their everyday life without being prompted by questions. The general themes for all videos, from CEO to CFO, were:

- What motivates your work?
- What is your focus at Ericsson?
- What is your background—within and outside of Ericsson?
- What do you do in your everyday life—activities and family?

Figure 16: Ericsson’s executives’ profiles written and filmed


In an extraordinarily kind moment in CEO Hans Vestberg’s video, he went as far as to tell a joke about his son’s impression of his work. It was a moment rarely seen in our contemporary entrepreneurial world. By sharing his character in this very way, Vestberg introduced himself to his audience in a moment as rare as impactful.

In honor of other companies that follow a new path in presenting their members, Ericsson is not again the winner of our best cast category but still a role-model of a successful integration of one’s supporting cast.

Despite the fact that the CEO is an important character and the embodiment of a company, there is always an interdependence on one’s supporting cast.

### Toolbox – The Cast Supporting Cast (Management Team) – Best Practice #2:

- Portray your entire management team.
- Have fun with the video—relate to your audience.
- Have each team member describe their background, creating elements people can relate to.

### 5.3 Best Practice #3 - The Costumes (Dress Code & Body Language)

This year no CEO particularly stood out with his style. Although it is often assumed that conservative business attire (suit and tie) is the most appropriate dress for a CEO to appear on stage, it can likewise be argued that as long as the CEO feels most comfortable with his clothes, there should be no objection to any particular dress. Even more so, it is important to understand that any kind of dress has an underlying communicative concept (“semiotics of clothes”).

We noticed a new trend towards casual clothing that differs the CEO from an ordinary worker, but looks appropriately dressed at the same time. Jacket and shirt is becoming increasingly popular among the CEOs as one can see in our examples below.

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24 The term “semiotics of clothes” is borrowed from Gioannone, A., Mosbach, D., and Calefato, P. 2005. “Semiotik der Kleidung”, Zeitschrift für Semiotik. Vol. 27, 3, as well as from the German scholar Reyhan Şahin.
Roche’s CEO Severin Schwan goes without a tie, acts casually in front of the camera and appears profoundly convinced of Roche’s future visions.

![Roche’s CEO Severin Schwan](http://www.roche.com)

Telling example of a *casual* body language can be found in almost all videos starring best practice winner # 1 Hans Vestberg, CEO of Ericsson. He is always dressed casually without tie, but with jacket and shirt, acts naturally with great smiles and thus creates a relaxed and laidback atmosphere. He knows how to address his audience without making it look as though he would play a mere role. And this is quite important, because an audience is very perceptive about one’s authenticity.

![Ericsson’s CEO Hans Vestberg](http://www.ericsson.com)

Franck Riboud, Danone’s CEO, goes one step further and shows off in a pullover for the annual report photo shooting. He conveys a likeable and caring impression like one’s already familiar to this person, who is the CEO of a multinational corporation. He follows the tieless jacket-shirt-trend.

![Danone’s CEO Franck Riboud](http://www.danone.com)

One person impressed us in a special way. She does not belong to European’s CEOs, but regularly meets them. As long as naturalness is concerned, we almost created a new subcategory for the journalist and interviewer of Zurich Insurance Group’s CEO Martin Senn – Fiona. She captivates the audience with her naturalness and sympathetic nature. She convinces with her reporting on full line and it is a pleasure to watch her interviewing.

![Journalist Fiona interviewing Martin Senn](http://www.zurich.com/investors/resultsandreports/resultsday/zurich-ceo-focus.htm)
CEOs who do a great job in front of the camera, i.e. acting very naturally, and who feel at ease being interviewed will certainly convey their message more successfully than those who feel intimidated by the camera.

There exists a common misconception about using online videos for CEO exposure. It is assumed that online videos are reserved for more casual or laidback CEOs. But this is certainly not the case. Video is a neutral medium and thus equally effective for conservative, formal CEOs. The most important aspect, however, is how one’s message is conveyed. And keeping in mind that different styles will convey different messages, CEOs will have to find their own specific way of portraying themselves. A CEO will, by all means, make use of different dress codes and styles. So, judging a CEO by means of her outer appearance is almost impossible without understanding a fundamental aspect of the very message they want to convey to their audience. After all, personal style and credibility is more important than a predefined, metaphysical dress code.

5.4 Best Practice # 4 - The Script – Zurich Financial Services

Many CEOs are of the opinion that content is the most important aspect in terms of their video exposure. Of course, a screenplay lives from a good plot. Nonetheless, one has to take into consideration that video content is not the be-all and end-all. For us, content is just one of ten elements that make for a good CEO video. To see how well a video script can be designed, we recommend watching Zurich’s questions and answers on the annual results for 2012 with CEO Martin Senn.

Figure 21: Interview with Zurich CEO Martin Senn

Source: http://www.zurich.com/investors/resultsandreports/resultsday/zurich-ceo-focus.htm

In the video about Zurich’s annual results of 2012, CEO Martin Senn is positioned on the left-hand side in a room with a warm and not overloaded interior design. Martin Senn begins by summarizing how well Zurich executed throughout 2012 and emphasizes that his company was able to deliver strong results despite a very challenging economic environment. He does not exaggerate with his praise and uses just a limited choice of words that he is “overall pleased” with the results. According to him, Zurich managed to deliver “sustainable and attractive returns to shareholders.” At the same time, he honestly

Toolbox – The Costumes (Dress Code and Body Language) – Best Practice # 3:

- Dress according to the company culture.
- If you act stiff in front of a camera then select a situation where you can forget the presence of the camera, i.e. a presentation with a real audience.
- Talking heads are boring by definition. People want to see the whole body of the person they are listening to.
- You will feel much more at ease when you are being interviewed. Use it as a tool.
points out that the results also were affected by weather-related events such as Storm Sandy, for example. As conclusion of this first question, he thanks all employees of the Zurich Financial Group for their hard work in 2012.

The second question deals directly with the progress Zurich has made since 2010. Senn responds with facts and figures that confirm growth and target achievement until 2013. Subsequently, he explains why Zurich simplifies its strategy compared to last year. He underlines that the strategy has not changed at all but the realisation now should be “based on three simple concepts: ‘who we are, what we do and how we do it.’”

Following this, Senn speaks about Zurich’s goal to create sustainable value for its people. He shows how important it is for him and his company to satisfy the customers and the shareholders. He then talks about the necessity to support people who are permanently threatened by natural disasters like flood and stresses Zurich’s commitment “to help them understand and manage their corporate responsibility risks”.

Related to the question in which way insurances can make a contribution to economy and society, he shows the important interrelations between insurances and economy i.e. the long-term investments which sustain growing businesses, infrastructure projects, healthcare and education.

Finally, Senn is looking ahead, making clear that there will be no change in Zurich’s said strategy, because it has proven to be quite successful, also throughout the economic crisis.

Martin Senn’s structure is a good example. He first gives his audience an overview over the results of 2012, then discusses performance and strategy and finally provides an outlook for the years ahead.

The talk is clearly structured and well-executed; the script makes for a good play. Moreover, there are graphics about statistics and developments in between. This video contains almost all our recommendations of how a video interview should be structured.

When we talk about the plot of a CEO video, we usually recommend using the ICT triangle (section 7). If the triangle is understood and applied adequately, it helps to craft each message in a form that will gain a maximum of attention and credibility. The structure keeps issues simple and thus easy to follow.

What we recommend, however, is using a graphic chart if CEOs deal with complex numbers (or, for that matter, with many different numbers and complex items). Even more so, the language used should be kept as simple as possible. There is nothing that can destroy credibility more than complex language read from a teleprompter.

We recommend an interview-style format. This has two major advantages: First, the filming becomes easier for the CEO, because they are used to being interviewed. Second, the user experience is more engaging. Watching two people talk to each other is simply more entertaining and perceptive than one ‘talking head’.

On his first day as new CEO of Anglo American, Mark Cutifani gave an interview outlining his new tasks and opportunities he sees for the British mining company. He discussed the scarcity of commodities and how the economy, commodities and society form a circle in mutual dependency. In his opinion, each of them has the responsibility to balance this interaction – especially companies like Anglo American that has to find new ways to use raw materials and energy sources sparingly. He also expressed
his joy at realizing values and new projects in corporation with the Anglo American team. On the question what he is focusing on over the first few months, Cutifani replied with a smile that he was not an engineer though, but, however, a logical thinking person who understands the needs of shareholders, stakeholders and employees. Such an honest attitude is very refreshing and creates trust and sympathy. Later on he talks about his experiences at home and abroad and what it means to be a leader and to bring out a leader’s message in the right way.

“The one thing I have learned that is most important in a leader being able to deliver a leadership message is clarity and simplicity.”

Mark Cutifani, CEO of Anglo American.

Figure 22: Mark Cutifani interview on front page
Source: http://angloamerican.com/.

Mark Cutifani is absolutely right that a CEO message has to be clear and simple - see our tool box # 4.

The only thing we recommend Anglo American is to shorten the video interview. Seven minutes are almost too long to have people tolerate it as perceptive. The average number of messages provided by CEOs in their videos needs to be mentioned, too. A maximum length of 2 messages translates into three minutes and is highly recommended. We recommend to keep the video as concise as possible.

Toolbox – The Script – Best Practice # 4:

- Follow a simple structure of 2 key messages per video.
- When reporting financial results, a chart makes life easier for the audience.
- Use spoken and easy-to-understand language, no acronyms or abbreviations.
- Balance your segments as in the Novartis example, each portion has a good length.
- Try to keep it as short as possible (4 min. is a maximum), we recommend 2 minutes.
- Use stock photography or b-roll to explain what the CEO is talking about (see the three strategic pillars of Novartis). Limit the use of photos to not distract from the actual message.

5.5 Best Practice # 5 - Move Your Audience - EADS

During the last couple of years, a discussion was committed to make the experience of a corporation more emotional.

Although it is a rather difficult task to ‘emotionalize’ a company – especially when it works with rather abstract goods (oil or electricity, for instance) –, we nonetheless found a very good example of how one’s audience is moved: EADS.

The Dutch company European Aeronautic Defence and Space Company N.V. (EADS) is a global aerospace and defence corporation and a leading defence and military contractor.

worldwide, a business segment that is foreign to the most people.

One might also think that such a company only cares about its business partners because an aeronautic company usually does not include the ordinary citizen as customer.

We found countless videos in EADS’s media section and on its YouTube channel about different activities which are addressed to everyone. Tons of footage can be found that shows how the products work in reality, i.e. how an unique four-engine aircraft turned the future of aviation propulsion with an all-electric propulsion upside down.

On its homepage as well as on the YouTube channel, EADS consistently tries to impress with innovations – and succeeds.

The ambition to encourage and support women in aviation is particularly striking. EADS sponsors the International Aviation Women Association (IAWA).

Furthermore EADS is one of Femtec’s corporate partners. The organisation nurtures female students in engineering and scientific fields. Students visit EADS and test Eurocopter simulators. They looked at the Innovation Works and had a session with 6 EADS female employees.

In 2004 the EADS group launched the EADS Corporate Foundation that supports “scientific research and the people who make it happen”.

“This Foundation has embraced the same values as EADS: we believe in anticipating, in nurturing talent and in harnessing synergies, and value the diversity that stakeholders in research endeavors can pool.” Marie-Claire Certiat, EADS Corporate Foundation Managing Director

Beside the research, page visitors can admire the sheer joy of flying – with or without a plane.

The EADS skydiving team shows moves and human formations and how much fun it can be to make a free fall out of a plane.

The “Ideenflug Awards 2012” is a contest organized by EADS with the aim to enthuse pupils with technique, natural sciences and aeronautics. The winners got the chance to view live skydiving and to fly in a helicopter, among other things.

Figure 23: Female students in the Eurocopter simulator
Source: http://www.youtube.com/watch?v=ScyMuDPPEDo.

Figure 24: EADS Foundation for people in science
Source: http://www.fondation.eads.com/content/en/The-Foundation/Missions/.

Hans Vestberg, Ericsson
EADS’s whole media section, in particular the video footage, skillfully conveys the joy of flying. The aspirations to raise enthusiasm for science and technology among children and youngsters are incredibly noteworthy. Everyone can see that EADS literally lives and loves its business – and this is a great accomplishment for a company in a rather abstract business.

5.6 Best Practice # 6 – The Drama - TEPCO

“We will continue to make our efforts to maintain stable operation and maintenance of the power facilities.”

The Fukushima Daiichi nuclear disaster is undoubtedly the largest and most serious crisis the Tokyo Electric Power Company (TEPCO) has ever had to deal with in its history. Even more so, the crisis was a significant disaster for TEPCO’s reputation and a PR nightmare of the worst kind.

“The Drama”


The largest nuclear disaster since the Chernobyl disaster of 1986 brought fear of death and incredible desperation to the people in the affected region around Fukushima. After the first shock, the victims are still feeling a great sense of anger and rage towards those responsible. As everyone can see, there is nothing worse than disaster victims. Within minutes they lost their homes, their property and their health. How can anyone give someone’s life back?

TEPCO took vows to make compensation to the victims, but the Japanese company moved closer towards the abyss of its own reputation. Many people complained that the compensation payments were too low and over a too long period of time. Nonetheless, it can be learned from how TEPCO responded to this crisis.

"I am very aware after hearing today that the relationship and trust we have built up with locals has totally collapsed. So it is very important that we now find ways to rebuild this trust, even if it takes a long time to do so." Masataka Shimizu, TEPCO President

After the crisis, the need for TEPCO for an open debate and frequent communication had become the company’s number one priority. This fact was made visible on the corporate website and they did quite well to leverage video content in order to keep all page visitors informed.

27 Quote taken from President Shimizu’s visit of an evacuation center, April 2011 http://www.youtube.com/watch?v=4BmwUbjXLTA.

To this day, TEPCO published more than 500 items referring to the Fukushima disaster on its website. Among them are an infinite number of videos documenting each operation in the nuclear power plant. From decontamination to mock-up tests and governmental observations, with this content it is possible to reconstruct an exhaustive chronology of events back to the tragic beginning in March 2011.

Hans Vestberg, Ericsson
By means of an open debate, a transparent information policy, and, most importantly, an authentic CEO and the way he deals with the crisis, TEPCO has managed to cover the drama (considering the circumstances) and eventually deal with it professionally and honestly. The TEPCO website provides tons of information, written and filmed, regarded to status, progress, results and statements and gives great significance to this continuing tragedy throughout the website.

Other companies that faced scandals and dramas did not react at all. Let’s take the Swiss bank UBS and its fraud case. The securities dealer Kweku Adoboli has gambled not only $2.3 billion of UBS, but made also prohibited financial transactions. On UBS’s website we could not find any information or statement on this scandal which attracted high media attention since end of 2011.

The same applies to mining company Xstrata. The protests against Xstrata are still particularly strong. The Group operates the copper mine of Tinaya. Residents complain among others that the mining contaminates their regional water resources and sickens animals. Two people were killed during protests against Xstrata. No information, status or statements can be found on the company’s website.

Let there be no misunderstanding – we do not evaluate whether the aid for the victims were good or bad. We are simply saying that from the communicative aspect, and considering the colossal tragedy, TEPCO acted in a very good way – open, transparent, informative and what’s more, ongoing.

Keeping scandals and mishaps away from companies is always one of the most sensitive endeavors companies have to deal with. But it is likewise a chance to successfully relate to one’s communicative strategies.

Of course, we all know that sometimes tragedies and serious errors are not necessarily preventable – especially not by CEOs and their management teams. But it always holds true that it is most significant to deal with incidents thoroughly and not shy away from taking a stand and communicate with the public.

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In an article in the Wall Street Journal, contributor Elisabeth Lux said, “To protect its reputation a company must first find out what those stakeholders expect of it and then ensure that performance goals are set to ensure those expectations are met. That, of course, is easier said than done. Such a strategy can only be led from the top not least because it may require the careful management of conflicting expectations. It’s essential that someone on the board of directors or within the executive committee is responsible for reputation management.”

The problem nowadays is that anything that is left opaque is subject to public speculation – arguably, the worst form of a company’s reputation. We are well aware that being honest in times of crises is a daunting task. But corporations must understand that during crises transparent and honest communication must be a top priority. Moreover, firms have to do everything they can to provide their stockholders with a sufficient amount of information on possible causes, action plans, status reports, and so on.

It is true, however, that legal and political issues, as well as various consents, complicate matters in terms of communication – obstacles, so it oftentimes appears, are everywhere. Even more so, the public interest and the corporate interest are oftentimes hard to reconcile with one another. What is more, internal structures might also be contradictory with respect to communicating various messages (while PR teams expect to open up, legal departments demand to shut down communication).


5.7 Best Practice # 7 - Interact With Your Audience - Shell

Interacting with one’s audience means to take a stand for one’s company, its values and viewpoints, its progress and overall perception and communicate these issues to the public. On the homepage of the Dutch multinational oil and gas company Royal Dutch Shell plc., commonly known as Shell, social media has been given a prominent emphasis. Visiting shell.com, it becomes apparent that social media communication is a notable aspect of their web exposure.

The homepage has a clearly visible social media section, highlighting Shell’s Facebook, LinkedIn, and Flickr platforms and RSS streams.

Toolbox – The Drama – Best Practice # 6:

- Create a crisis page – link from homepage.
- As much information as possible.
- Proactively manage all channels of communication. Merely creating a Facebook account after the crisis is not an option.
- Always display a personal message from the CEO, commenting on the proceedings.

Figure 31: Shell’s “follow us” section

Even on Shell’s own YouTube channel, all social network icons are positioned right next to the Shell logo, so that they hardly can be ignored.

![Figure 32: Social network icons on Shell’s YouTube channel](http://www.youtube.com/shell)

Looking at the “Shell Let’s go” section, among the European top 100, Shell is unique in interacting with its page visitors. In an interactive composition of various sounds produced by gas burners, vacuum cleaners, solar panels and light switches, everyone can create his own and incomparable sound of energy.

![Figure 33: Shell Let’s go - create your own mix](http://www.shell.com/global/aboutshell/lets-go-tpkg/sound-of-energy.html)

The President Director of Shell in the Netherlands, Dick Benschop, invites in a video message to take part in live webchats, i.e. to discuss and share the views of how the energy-food-water challenge could be mastered. The webchat allows posting questions to Dick Benshop and his expert panel in real time. The transcripts of the sessions are available for download.

![Figure 34: Shell’s webchats on current topics](http://www.shelldialogues.com/webchats)

Following all of these links leads to a current and content-rich online experience. There is no doubt that Shell has understood what a transparent information policy can look like.

However, there is a prevalent misconception about the usage of social media platforms and their implementation that is visible on many of the corporate websites we had examined throughout the years. Merely adding a link to a Facebook or Twitter account, for instance, does not equate to a successful and thought-out social media strategy. After all, a link remains a mere link if one does not deal with it actively.

Oftentimes, however, public relation offices fall prey to this misconception. Too often, they do not allow technology to drive their corporate strategy. Instead they follow other companies and copy their social media exposure without an underlying concept. But to merely add various social media platforms to a corporate website does not make for a successful communication strategy. Therefore it is essential to first and foremost conceptualize one’s identity and message that is to be conveyed via social media. What is the company about? What message does a company want to convey? How is this message to be accessed? Who is the
company trying to reach with its message? How does the company want to be perceived? All of these questions have to be evaluated prior to launching a social network appearance. If companies do this, they will be capable of making reasonable judgments as to which certain platforms suit their needs best. Eventually, once one’s message is evaluated and thought-out, it needs to be visibly integrated onto the website.

Interactive media will serve to keep one’s stakeholders and customers engaged and involved with what is currently happening in a company.

It is important to integrate a ‘reply’ button to a corporate Facebook or Twitter page, so that customers are capable of interacting with the respective firm (whence the name social network). It should not be used as a mere broadcast channel. It should become a norm to put flesh on a corporate concept. Social Media are not a one-way street, but an intersection between the company, its stakeholders, and customers. We encourage firms to listen closely to their customers and provide meaningful responses to questions.

Even more so, also CEOs might very well play an active role in the social media communications strategy. Brief twitter dialogues, for instance, may appear as a CEO Q&A. Additionally, Twitter can even be used like an interview format. Social Media provide myriad possibilities of interacting with each other, so why not make use of the back-channel?!

When BusinessWeek did a profile of the top 50 CEOs on Twitter in the summer of 2009, Richard Branson, CEO of Virgin Group, said the following:

*With more than 200 Virgin companies worldwide, my days and nights are filled with exciting service launches, product announcements, parties, events, and consumer opportunities. I’m regularly asked what a day in the life of Richard Branson looks like, and Twitter helps me answer that.*\(^{31}\)

Branson specifically uses Twitter to interact with his followers. He is not just broadcasting, but actively communicating with his followers.

We are not recommending that every CEO should use Twitter; by no means. It is important that each CEO find their own medium with which they communicate. As BusinessWeek points out, however, more and more CEOs are turning to Twitter to allow them to stay engaged with their followers, share their experiences, and connect with their stakeholders. In the case of Shell CEO Peter Voser, his web team (clearly identified as such) posts tweets on his behalf.

![Figure 35: Peter Voser’s appearance on Twitter](http://www.twitter.com/#!/shell/)

Further, with respect to interacting with one’s audience, we would like to mention one of the largest financial services providers in Central/Eastern Europe, Erste Group. The Austrian company offers an annual live event named *Erste Group Live*. Among other things, the live event aims to give back to the audience and establish a dialogue with the audience. Since 2007, Erste Group has invited guests from various companies to their live fan meeting in order to share their stories.

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HANS VESTBERG, ERICSSON
chat with CEO Andreas Treichel on the upper right side of its website.
The CEO replies briefly but accurately to all questions and does not avoid critical issues. Some fresh and quick-witted answers are sure to put a smile on the reader’s face. Well done!

5.8 Best Practice # 8 - Bring Your Audience on Stage - Novartis

“They [the patients] are the reason for what we do” – Novartis

Although it might pose a problem for many firms to bring their audience on stage and thus make them the center of attention, we found one company that outstrips all the others: Novartis. The pharmaceutical company puts a focus on patients.

The news feed on the Novartis homepage informs about current corporate activities and also about personal destinies of patients all over the world. The news are linked to Novartis’s YouTube channel where video statements from patients can be viewed. These stories are also stored on Novartis’s website. They are not hidden in the media section among corporate footage but rather placed in “About Novartis”. In this way, the company identifies with the patients and shows concern for the individual fates.

Toolbox – Interact with your audience – Best Practice # 7:

- Perform an internal social media strategy assessment. Who are you trying to reach? What are you trying to achieve?
- Prominently display your social media links on the front page.
- Keep the content up-to-date.
- Use social media to give answers, to listen, and to ask questions.
- Gather feedback and create CEO led discourse on the issues your stakeholders are interested in.

Figure 37: Video stories of patients


Novartis developed an interactive social network to create a Chronic Myeloid Leukemia community worldwide. Patients, advocacy groups and healthcare professionals exchange information, share sorrows and find help for managing their disease.

One website asks the page visitors directly to tell Zurich what matters in their lifes. One can enter any question related to insurances and the box gives a proper answer. Although the answers are generated through keywords, it is a laudable intention to offer such a helping tool right on top of the homepage. Publishing questions and answers shows interest and understanding of the customers’ needs.

Posting questions and finding answers should be easy on corporate sites. A young generation of stakeholders, including potential employees, is seeking information about corporations. These people have little understanding of ‘closed-up environments’ on the web, and they expect a true exchange, as well as questions and answers from the management team. This ‘net generation’ in particular expects corporate communication to fit its norm (Facebook, Twitter, forums, etc.). If corporations do not recognize this format, this particular stakeholder group will remain unengaged and ignorant.

Toolbox – Bring Your Audience on Stage – Best Practice # 8:

- Provide Q&A sections.
- Allow for critical questions; do not throw out too many negative comments.
- Try and keep the dialogue as honest as possible, i.e. involve the CEO and do not fake his answers.
- Be transparent if the communications team is responding on behalf of executive staff.
- Do something different! Post a video response to the top 10 FAQ’s on your site hosted by the CEO.

5.9 Best Practice # 9 – Technology

The best video player is one that does not identify itself as such at first glance. We could not find any company that would use the technique of an almost invisible web player. We are sad to say that there is no best-in-class technology winner among Europe’s top 100 companies in 2012.

Royal Ahold NV ranges not any longer among the top 100, but is still a role-model of a successful player integration. Although the static image of Ahold’s CEO Dick Boer does
not come alive anymore like it did back in 2010 (the CEO actually started talking by pressing play symbol) - nevertheless nowhere else in our research the video players have been more integrated. We were deeply impressed by the almost invisible appearance and we can only recommend doing likewise.

Figure 40: Ahold’s almost invisible player
Source: https://www.ahold.com/

Video player technology has advanced significantly from the day where format choice could mean losing a large portion of one’s audience. Surprisingly, however, we found that 5 percent of the companies studied used media that could not be accessed due to technical flaws and other difficulties. Furthermore, we found that on many sites video content would open in a new browser window, diluting the curation of page content.

The predominant player choices for online videos are Flash, QuickTime, and Windows Media Player. In many instances corporate video links allowed for player selection. While each have their merits, we found that providing visitors of media-rich websites with options about which player to use will increase the likelihood that the respective videos will be watched.

GlaxoSmithKline provides even a feedback form for its webcasts. The feedback form asks about the used player, the overall quality of the audio, the overall quality of the video and the slides. GKS wants to improve its footage and includes the user in this process.

Figure 41: GlaxoSmithKline’s player feedback form
Source: http://events.ctn.co.uk/Webcasting15/Events/GSK/PipelineReview/Feedback.

We suggest adding ‘cues’ to a CEO video if a film is longer than three minutes. Users can jump to the section they are interested in.

Danone shows quite well how to add cues to a long-lasting (approximately 15 minutes) CEO interview. Users can choose one of ten headlines below the video window and filter the content of personal interest.

Figure 42: Danone adds cues to long-lasting video

New data formats for players arrive

The advent of HTML5 as a new standard data format for all types of data (text, image, video) will ease the pain of customized
players. Simply spoken, no player will be necessary at all to display video on a website.

This development should be favorable for inhouse development. It also provides easier and more fluent display of video on company computers.

**CEO Video for the iPad**

Despite the absence of embedded video players, yet there are companies that have recognized the rise of apps and acted accordingly with integrating on their websites. The advance of software applications (apps) technology is pushing aside the classical information procurement more and more. We are convinced these new technologies will replace the PDF format, i.e. for annual reports, on websites sooner or later.

A notable and quotable approach to financial information and CEO video has been made on Apple’s iPad. Companies like [Danone](#), [Zurich](#) and [Shell](#) offer iPad Apps in Apple’s iTunes store.

They may also have no embedded player on their website but at least Shell is outstanding in providing applications for mobile devices like tablets and smart phones. Users can get innovative stories, latest news, features, company information, financial results, a service station finder or maps.

Shell’s “INSIDE ENERGY innovation app” explores the role innovation plays in producing energy. One can virtually meet the people making advances in energy technology possible and learn about new ways of finding energy. Current stories and interactive features are added regularly.

The “Investors and Media app” provides share prices and upcoming events, gets access to recent quarterly results, annual publications and investor fact sheet, videos and also photographs of Shell’s activities worldwide. The app is available for both Apple mobile devices and Androids.

Furthermore there are more useful Shell topics in the app store. Just to give an example, the new “Shell Motorist app” is especially developed for the motorists’ needs to make driving easier. There is a reminder service that helps to maintenance the vehicle with alerts when tax, servicing or check-ups are due. A Shell locator helps to find the nearest service station on the journey.

These helpful tools effectively improve the access to a company and Shell shows that future-oriented technologies and products are being included instead of being ignored otherwise.

![Figure 43: Shell apps and mobile sites](http://www.shell.com/global/aboutshell/mobile-apps.html)

In Zurich’s application the user can browse financial information, the latest share prices, corporate news and events, view annual reports and investor presentations and is invited to listen to corporate webcasts and videos. It is also possible to browse financial information in good detail.

**Hans Vestberg, Ericsson**
5.10 Best Practice # 10 - The Library – ThyssenKrupp

The intelligence and simplicity of ThyssenKrupp’s media library makes the German multinational conglomerate the unchallenged number one in its class. Not only is the media player visible on every page (embedded in a frame-like structure), but also its column separation makes it comfortable to use. After selecting a topic, one can easily browse through all video content accompanied by language and length.

Moreover, there is the possibility to receive high-professional video footage and to call a direct phone number for all questions concerning audio or video material.

Toolbox: Technology – Best Practice # 9:

- The player – needs to be high quality, no pop-out to an extra site (embedded)
- White is currently a popular backdrop; the “playerless” video experience is best-in-class.
- Videos of approximately 1.5 to 3 min length are known as “resource friendly.” This minimum will allow for flexibility in video implementation.
- For multi-themed strategic messages that span more than 3 min, integrate video cues into the player.
- Provide your annual report for Apples’s iPad

Figure 45: Video library of ThyssenKrupp

Surfing the broadcast section of the **European Aeronautic Defence and Space Company (EADS)** is an intriguing experience, and almost unparalleled with respect to other media libraries we have focused on during our research. EADS’s library contains so much content that it must be mentioned as one of the best-in-class multimedia libraries among Europe’s top 100 companies. The search function makes it easy to use and overall the library is intuitive plus, in our opinion, entertaining too.

We stress the weight of a multimedia library in terms of a successful information policy. The underlying library is the key to creating a rich and satisfactory user experience.

Not only does a library provide users with a single and easy-to-find access point into rich online video content. It can also be an opportunity to expose users to content they would not have gotten to on their own. But we also believe that a video library is not the end of the road.

We can imagine implementing video recommendation tools that work on the basis of data mining and information retrieval (IR). For companies this would mean that once a visitor has selected certain CEO videos, they are recommended other videos with similar content.

As a matter of fact, **Roche** has created a section called ‘related content’, prominently displayed on the right-handed frame of the homepage.
When a user watches Roche’s video stories or reading the latest results, for instance, they are provided with additional content that might be of interest. We find this way of cross-referencing noteworthy, and are looking forward to future appearances of this kind.

And if we take into account that YouTube is world’s second largest search engine, it becomes apparent how indispensable well-structured video libraries have become.

Toolbox: The Library – Best Practice #10:

- A well-executed video library allows you to maximize the number of viewers.
- If you display your videos in an interesting way people will stay longer to watch.
- Searchable by key topics and search box included.
- Link to library on every page.
- Make it as easy as possible for users to find content.

6 Doing your homework

“With the recognition of blogs as a viable form of disclosure, under certain circumstances of course, the SEC is officially recognizing Social Media and in a sense, socializing the rules associated with Reg FD. Perhaps, the most significant change stemming from the new SEC guidance is that Web-based disclosure does not have to appear in a format comparable to paper-based information, unless the Commission’s rules explicitly require it.”

In spring 2013 the SEC extend the official recognition to Facebook and Twitter, a ruling in the case of Netflix.

And it’s not just the SEC – it’s almost everyone: “Read less, know more” is not only the slogan for news site NEWSER.COM, it is the slogan that depicts a profound change in needs of news consumers.

Although we were very pleased to have found CEO video coverage, we are nonetheless

convincing that a rich and transparent media communication is severely underdeveloped. Therefore we suggest that improvements should be made with respect to the following issues:

- Updated video players and easy-to-use media programs (about 5 percent of all videos were subject to technical difficulties and could thus not be accessed)
- Improved visual quality and video size
- Increase in the quantity of video material with a special focus on CEO video

We have to face the fact that we live in a world 2.0; a world that calls for a well thought-out online video strategy. But as users demand riche content, disclosure media continues to increase. Even governing bodies are adapting their standards.

We wonder though if communication experts in large corporations are capable of finding sufficient resources, time, and skills to properly deploy their CEO web-based material.

However, a number of reasons might prevent communication experts from making their CEO exposure online best-in-class, as there are:

- The CEO does not invest a reasonable amount of time, or does not want to be portrayed in a more transparent way (in some cases due to company policy restrictions)
- They doubt the value of transparency and mistake it for celebrity
- Public relation teams believe that it is unnecessary or risky to expose the top management team

In some cases the predecessor had been overly exposed and the successor shifts into the opposite direction

- The PR team lacks resources and/or time
- The PR team cannot convince the CEO to offer more information about himself
- The communications team is pushed back by other departments (e.g. legal departments and the likes)
- The budget does not allow for extensive CEO video coverage
- External suppliers are incapable of delivering sufficient quality
- External suppliers do not know how to handle a CEO properly

The analysis of our statistics demonstrates that many companies simply do not apply transparent CEO communication within their firm. And if Russian companies offer more transparent pieces of information about their C-Suite management than some German or French companies, we suspect that some people in these firms have not recognized the present trend in communication yet.

It is indispensible, however, to realize that ‘corporate storytelling’ is on the rise. CEOs who shy away from being exposed will not survive in a media-centered world.

The solution though can be quite simple: if CEOs lack training, training can (and indeed should) be organized. If media departments lack resources, resources can be added on a project basis.

It is important, however, to start thinking about these processes in the first place.
7 The Camera-Ready CEO

Although there are some people who appear to be quite gifted when it comes to acting and reacting in front of a camera, many have their problems as soon as the device starts recording. But this is nothing one has to feel guilty about. Appearing on camera is not a natural act. It is a behavior that needs a lot of attention, evaluation, and even more preparation. It is important to consider that giving video statements is becoming more relevant each day, and research suggests that video statements have a significant effect on investor opinions. Therefore, we would like to share our experience and expertise in terms preparing for video recordings. The following guideline will bring you closer to being ‘camera-ready’. But be advised that only practice and repetition, as well as evaluation and re-evaluation will drive perfection.

7.1 Prepared statements taken by camera (CEO only)

- All appearances are about conveying a message.
- What is your message? Formulate your opinion prior to your recording/appearance.
- Edit the script so that it fits your style.
- Avoid written language; instead give it a spoken language style – this makes it more authentic.
- A one-page statement is already too long in front of a camera.
- Show your sense of humor and quick wit – depending on the content, of course.
- Talk powerfully and loudly.
- Your recording will be adjusted to a comfortable volume for the audience.
- Consider wearing blue shirts or a trademark article of clothing – at least in front of the camera.
- Show yourself at your best (left or right side of your face) and concentrate on your body before you are being filmed.
- Breathe steadily and calmly.
- Do some warm up, as you would do in sports, before giving speeches or being recorded.
- Drink fluids, move around, and stretch yourself.

7.2 One-on-ones in front of the camera (CEO and interviewer)

- Some questions you should always ask before a recording are:
  - What is the first question?
  - Who is the interviewer?
  - Ask the cameraman where to direct your focus.
- Focus your attention on the interviewer.
- Look directly into the camera if you want to directly address the audience.
- Your answers should be clear and understandable, addressing both laypeople and expert listeners.
- You can experiment with keeping responses to 30 seconds – the result will likely be a fascinating dialogue.
- If you raise your volume intermittently you will keep your audience more engaged. (Practice by altering your volume level throughout your speech.)
- Get in the habit of filling your anecdote basket. If well-rehearsed you can effortlessly insert these ideas or opinions during the interview process.
- It is useful to repeat questions in your own words, elucidating what it means to you. This practice will get listeners and the interviewer on the same page.
- If you do not want to answer a question, just smile and wait. The interviewer will probably break the interview or you can ask to stop recording for a moment. You can request to have the question phrased differently and the interview will continue.
- You are entitled to have the cameraman to erase passages (while you are present) from the recording and rerecord them anew.

7.3 Picking the right camera team for a CEO filming

Camera teams have a variety of specializations. Not every camera person is the right pick for a CEO filming. Here is some advice:

Pre-production
- Prepare a call-sheet which includes all necessary details including date, time, location, content, background, and technical requirements.
- Select a mid-day or night-time filming slot to avoid changes in light (especially when filming takes place outside a studio).
- Pick a camera person that you trust. Ensure the person takes the right C-level tone and is dressed to fit the occasion.
- A maximum of one cameraman plus an assistant is perfect for a good filming. The assistant can check the sound, the lights, spoken content vs. script, and the teleprompter, if necessary.
- Ensure that the camera team brings neither too much nor too little equipment. The equipment should be small and modern (semi-retired TV camera people love large amounts of old-fashioned stuff)
- Relatively simple HD cameras for professionals with Mini DV cassettes are the most flexible recording devices. In any case, ask for the storage medium that you can use indoor, too.
- Our current preference for portrait shots is a 16:9 aspect ratio shot in HD. One piece of advice: if you opt for 16:9, the screen design needs a lot more attention.
- The camera team should bring additional lights, ideally LCD/LED lamps that do not produce too much heat.
- Arrange for backup sound equipment (clip micro, hand mikes, or else) in case of malfunction.
- If you think a teleprompter is necessary, order one – we prefer a flipchart.
- The camera team needs to be at location 2-3 hours before the filming to check the location and install the equipment.
- Bring your own film camera as backup and standby – recommended for control and documentation purposes.
- Ask for a control monitor.
- If you film in front of a green screen ensure proper set-up (light, shade, equipment) and plan for additional time and budget to produce the film.
- Be efficient and plan for no more than 45 minutes of the CEO’s time for the filming, and inform the camera person about the tight schedule (i.e. 4 min CEO video = 45 min of filming).
- Get the company sound logo and logo for the cutter, also get the CI regarding fonts, colors, etc. ahead filming to be ready for postproduction immediately.
- In case they exist, inform the camera person of company policies and requirements for video recordings.
Production

- Prepare still water and sandwiches. A hungry CEO is less patient.
- We recommend a few body- and voice-warm-up exercises for the CEO in an atmosphere of trust.
- Make sure the room (if you film inside) is full of fresh air.
- Install a flipchart.
- Bring the script (bullet points preferred) in multiple copies. One page of text equals 2 minutes of film, so the script should be one page long.
- Create a calm, easygoing atmosphere and send spectators away.
- Someone will have to watch the control monitor and document the filming at the same time. Time codes for each take are essential for an efficient post-production.
- Make annotations immediately so that you can decide at location together with the CEO and their expert which takes will be used for the rough cut.
- Shoot an interview about the subject with the CEO as backup. In case of error in the process you will have additional sound-bites.
- The old rule that the CEO may not look into the camera is obsolete. Times have changed. The CEO should address their audience as naturally as possible.
- Make sure that your CEO’s full body becomes visible. He is much more than just a talking head.
- Tell the camera person to change perspectives frequently, ideally after each take. That helps the cutter tremendously and makes the clip more lively.
- If possible use an ENG (electronic news gathering) camera person. They are used to shoot great VIP pictures under varying conditions.
- Ask the cameraman if they film without a tripod. Tripod free filming creates a free-flowing effect that gives the final cut a more natural feel.
- If possible film each take only twice. Too many versions make the CEO nervous and it creates more material, making final cutting more complicated and time consuming.
- If the shooting is in English, you should all speak English during the filming. This is valid for all languages, i.e. as a director use the language of the filming for your instructions.
- Pay attention to the clothing of the CEO, avoid glitter and small imprints.
- Keep a box of transparent stage powder at hand to matify their complexion. We prefer MAC, they have a product line for men, too.
Post-production

- Start cutting immediately after the filming when your mind is still fresh on the best images and segments.
- Post-production is most efficient with a detailed protocol of the filming and a pre-selection of takes.
- Generate a rough cut shortly after filming to get approval on wording and sequence by all parties.
- Then start with subtitles to introduce key issues, B-roll, transitions, alternative shoots, keying of green screen material, etc.
- Prepare B-roll material for the cutter/editor in advance if necessary, it is valuable to have it at hand.
- Avoid effects that have no logical connection to the message of the CEO. With today’s technical possibilities it can be difficult to keep the CEO video ‘clean’ and clear. Less is more.
- If you need the video for a conference, try to get the specifications of the projector in advance to avoid surprises. Render the film according to these specifications.
- If you need the video embedded in a website get the exact specifications from the web team, including maximum size, bit rates, resolutions, window size, and player type.
- If you include music (we don’t really suggest that) or third party images ensure you have permission.

7.4 Background information on ICT-triangle

Although interviews are generally more interesting for an audience than a descriptive text, interviews can still fall short for an audience. One reason is due to interviewers being either too aggressive or too friendly. In addition, the information given is often neither deep nor detailed enough to create credibility. Due to the limited time and the multitude of questions, information comes without context. The personality of the interviewee does not become clear, distinctive, and understandable.

Authors Matthias Varga von Kibéd and Insa Sparrer developed a communications triangle called „Glaubenspolaritätenaufstellung” which we transformed and adapted for our interviews in order to portray the CEO in the most authentic way possible. If a piece of information is given in return to a question of the interviewer, both parties jointly develop a dialogue to embed the information into a context and to subsequently generate trust. Only then is the result satisfying for the audience and will be remembered. This method is neither aggressive nor does it apply false make-up to any statement.

Before each interview (or presentation), frame the most important messages in the ICT triangle:

I = Information (attracts attention)
C = Context (provides understanding)
T = Trust

Figure 51: The “ICT triangle”

Attention + Understanding + Trust = Action

If we divide a message into the three ICT elements (see above), we arrive at a precise and personal statement that is understood by the recipients.

When filming a video message, we recommend recording each statement (I or C or T) individually and then stop the recording, switch to a new camera perspective and record the next statement.

This recording technique makes the content easy to understand (and it eases editing in the post-production of the video clip) since each statement follows a logical order and is quite short.
8  2012 Media Analysis – Company Summary

To provide you with a general overview of the top 100 European companies that we focused on during our research, without going too much into detail, please find the following table that provides you with the most important facts about the companies: their standing in terms of our media analysis (internal ranking).

The color codes (green, yellow, red, black) refer to those mentioned in chapter 3.

The table compares the companies’ standing in 2012, 2011 and 2010, with the companies are ordered alphabetically.
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9 Acknowledgements

9.1 Our Team

Annika Müller (German) has studied Law at the University of Regensburg, she has specialized in medicine law and one of her final papers was about patent and copyright law. During her time at Regensburg University, she worked as a tutor for law freshmen and gained experience in law and marketing departments of several companies. Thereby she found her passion for working in Public Relations and Communications. Subsequently she graduated as Marketing Assistant at Swiss Marketing Academy in Zurich. Currently she pursues a bachelor’s degree in Business, Advertising and Communication at DHBW Ravensburg.

Susanne Mueller-Zantop (German) is the founder and chairwoman of Zurich-based, CEO Positions AG. Between 1984 and 2004, after a career in IBM sales, Susanne worked as a member of the global management teams for the CEOs at Gartner Inc., Siemens AG and Adecco S.A. Susanne has a M.A. in economics, computer science and linguistics from the University of Regensburg/GER; an Executive MBA from the University of St.Gallen/CH and work experience in the UK, the U.S., Switzerland and Germany. Her background as journalist, analyst and head of investor-relations was the origin for this research project.
Moritz Kettler (German/Canadian) is a marketing and strategy specialist. He has 3 years of experience in telecommunications consumer marketing at Canada’s largest Telco, Bell Canada. He has worked with renowned best-selling business author and strategist Don Tapscott at Toronto based strategy think tank New Paradigm. Most recently he worked with Mr. Tapscott as a research associate and contributor to his follow up book to *Wikinomics*. He graduated from the Richard Ivey School of Business with an Honors in Business Administration (HBA).

### 9.2 Our Business

About CEO Positions:
- Contacting people for strategic messages
- CEOP is a first-class address for planning and executing strategic GL-performances of branded companies in central Europe
- Our motto is “Watch the walk, don’t listen to the talk”
- CEOP supports CEOs in giving their audience a new and accurate understanding of their personality, their company, and the markets they are operating in
- We believe in action-based communication, live and online, and specifically promote CEO video
- YOUR position matters

Special thanks to Marlen Thoma and Paul Strobel for their contributions.

Disclosure: CEO Positions is currently not working for any of the firms mentioned in this report.

Zurich/Switzerland, November 2012
Susanne Mueller Zantop
Annika Müller
smz@ceo-positions.net
+41 43 499 7823

### 9.3 Sources and References

If not otherwise mentioned, all images, charts, facts and figures are taken from the respective corporate websites. If any other sources were used, they are specifically referred to in the footnotes. We do not own any of the images used, nor do we claim to possess any copyrights whatsoever. The pictures are not used for commercial purposes.
9.4 Multiple Orders

The handbook is available and can be purchased for EUR 180.00. It includes an Appendix-CD that contains the research data from 2007, 2008, 2009, 2010, 2011 and 2012. If you have any question, please do not hesitate to contact us at office@ceo-positions.net, or give us a call at +41 434 997 823. We are looking forward to hearing from you.

If you are interested in the handbook, you can order it online at http://www.ceo-positions.org/shop/.

For 2007/2008/2009/2010/2011/2012 you will find a table of 100 companies (Europe’s Top 100). For each company the following details have been documented:

- Rank 2012
- Rank 2011
- Rank 2010
- Rank 2009
- Rank 2008
- Company Name
- Country
- Website
- Address
- Industry
- Revenue 2009 in Mill. Euro
- Employees 2009 in 1000
- CEO Name
- Person (or institution) in charge of CEO communication (Head of PR, Investor Relations, Head of Marketing)
- Contact + e-mail
- Any Use of Video on their website? (advertisement, corporate message, product information…)
- Comments on the video(s)
- Formats
- CEO comments
- Annual General Meeting (AGM)

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