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What do CEOs talk about on social media? The content strategies of Latin American CEOs on LinkedIn and their impact on engagement

ABSTRACT

This study explores the content strategies Latin American CEOs deploy on LinkedIn, based on an analysis of content types and strategies and their influence on the level of engagement. A quantitative analysis of 7461 publications from 244 active accounts of the CEOs of companies in the América Economía top 500 ranking was carried out, considering both publication topics (institutional, sustainability, personal) and strategies (focused, hybrid, transversal). The results reveal that Latin American CEOs prioritize institutional and, to a lesser extent, sustainability content, while personal content is scarce. Activity levels are low, while engagement levels are high. Content strategies that expose the personal side of CEOs get the highest engagement rates, while those that include sustainability content register low rates. This research identifies seven profiles of CEO communicators on LinkedIn, based on content strategies: strategists, activists, personal,

KEYWORDS

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responsible, inspiring, citizens and integral. It also offers a methodological model to understand the heterogeneity of content strategies, analyse the effectiveness of CEOs' activity on LinkedIn, and to strengthen ties with their key audiences.

INTRODUCTION

The internet opened the opportunity for CEOs to become the main storytellers of their organizations (Gaines-Ross 2000), and the advent of social media revolutionized the social conversation of CEOs (Van Zyl 2009; Pérez-Serrano et al. 2020). Executives opted to become direct participants in content creation and have found the opportunity to engage in conversations with digital platform communities (Heavey et al. 2020; Miner 2024).

In recent years, CEOs have decided to actively participate in social media (Men et al. 2018). In particular, LinkedIn has established itself as the main platform used by CEOs for direct communication with key publics in the work and professional spheres (Molina-Cañabate and Suau-Gomila 2021; Anderson 2023). This trend has been especially noticeable in Latin America, where six of ten executives have a presence on LinkedIn (Saavedra and Capriotti 2024a). In addition to their involvement, CEOs and their organizations are committed to delivering valuable content to their followers (Romero 2024a). But despite LinkedIn's rise and effectiveness in institutional communication, little is known about how Latin American leaders structure their content strategies on this platform.

Academic studies on CEO communication in Latin America are scarce. Only two investigations about executive involvement focused on Twitter have been conducted between 1993 and 2022 (Capriotti and Ruesja 2018; Suárez-Rico et al. 2018). Over twenty years after the appearance of LinkedIn, the first investigations of the communicational role of Latin American executives on this social network have begun to emerge. Their presence and activity, publication and interaction strategies have been examined (Saavedra and Capriotti 2024a 2024b, 2024c). But a broader study on the content of the conversation between CEOs and their publics is still needed.

This study aims to analyse the content strategies of Latin American CEOs on LinkedIn and their influence on engagement. Types of content, content strategies and levels of engagement will be analysed. This research provides academics and executives with methodological guidelines and a strategic framework to improve organizational research and management of digital communication.

THEORETICAL FRAMEWORK

CEOs must have the ability to clearly and consistently communicate their vision and that of their organizations (Anderson 2023). The content they share on social networks becomes public, impacting corporate reputation and their personal image (Lee 2006; Porter et al. 2015; Tsai and Men 2017).

LinkedIn has enabled CEOs to engage in dialogue with diverse publics, including customers, community and employees, as well as journalists, investors and policy-makers. CEOs use this social network to exchange opinions on key business topics while also sharing their personal reflections (Treadway et al. 2009; Fleck et al. 2014; Zeitoun et al. 2020; Huaman-Ramirez and Merunka 2021; Kemp 2024). The current challenge executives face is to determine how much to participate in social networks (Saavedra

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and Capriotti 2024a, 2024c) to disseminate their content and generate interaction with audiences.

Social network activity of CEOs can be defined as the intensity or frequency of their publications to participate and interact with publics across digital platforms (Manika et al. 2015; Domínguez et al. 2023; Prado et al. 2024; Saavedra and Capriotti 2024a, 2024c). Activity generation and a combination of content on social networks are highly relevant aspects of executives' communication strategy because they determine the public profile CEOs adopt for digital communication.

Key content of CEO communication

Ever more publics are interested in the content CEOs disseminate and follow them on social platforms (Wang and Huang 2018; Dévai et al. 2024). In response, CEOs have adopted an active social media presence, not only to communicate their business leadership (Saavedra and Capriotti 2024b), but also to show their personal side (Wu et al. 2022). These networks allow them to get to know each other not only as leaders but also, in more intimate roles, as parents, spouses, friends or neighbours (Jameson 2014). Although these latter facets belong to the private sphere, some CEOs have decided to incorporate them into their digital public space.

Thus, CEO communication on social networks involves two clear communicative aspects. Several authors agree that executives' content falls into professional and personal categories. Professional communication refers to publications related to executives' institutional position, and personal communication relates to more private contexts, but when disseminated on social networks acquires public relevance (Jameson 2014; Men et al. 2018; Wu et al. 2022; Miner 2024).

In terms of professional content, CEOs share institutional information related to business activity, as well as information on business sustainability. The public nature of CEOs has transformed them into responsible business figures and activists (Rumstadt and Kanbach 2022).

With institutional information, CEOs strengthen their corporate profile and reinforce the reputation of their organizations. Executives share content on the strategic direction and results of the company (business content), on business functioning within the company, and content related to the development of various functional activities (functional content) and external issues that impact the company at a general or sectoral level (context content) (Malhotra and Malhotra 2016; Capriotti et al. 2023a, 2024) (Table 1).

With sustainability information, CEOs communicate responsible behaviour and their companies' actions to stakeholders. This way, they publish content on policies and actions that reduce environmental impact (environmental content), showcase responsible social commitment to employees, customers, communities and suppliers (social content), and transparency and ethics issues of organizations (governance content) (Ferns et al. 2008; Suárez-Rico et al. 2018; Filotto et al. 2023) (Table 1).

Personal content offers CEOs the opportunity to modulate and compensate for institutional-type communication (Jameson 2014; Malhotra and Malhotra 2016). Crossing the line between public and private on social networks includes risks, but offers potentially great gains, since the public perceives personal information as close and organic (Men 2014b; Malhotra and Malhotra 2016; Wu et al. 2022). CEOs publish details of their personal lives,

Table 1: Content CEOs disseminate on social networks.

Information type	Content	Type
Professional	Institutional	Business
		Functional
		Context
	Sustainability	Environment
		Social
Personal	Personal	Private matters

Source: Authors' own elaboration.

such as moments with family and friends, and express opinions or recommendations that include feelings of vulnerability (Men et al. 2018). Although personal posts are perceived as spontaneous and unplanned, Miner (2024) highlights that most companies develop strategies to ensure that each CEO interactions aligns with organizational values. This approach allows executives to effectively manage complex or sensitive issues and provide a balance between CEO authenticity and corporate alignment (Table 1).

Regarding the levels of activity of different content types, studies showed that CEOs and public figures in general post more on professional than personal matters (Wu et al. 2022; Roca Trenchs et al. 2023; Prado et al. 2024).

In this way, it is relevant to know the content types (RQ1) that CEOs in Latin America are disseminating on LinkedIn, as well as their level of activity (RQ1a).

CEO content strategies

CEOs need their own content strategies. On social media, strategies for corporate profiles might not be applicable to executive profiles (Huang and Yeo 2018; Wu et al. 2022). Without a roadmap, CEOs' messages can get lost, gain little 'social capital' and depreciate their reputation as a result (Vidgen et al. 2013; Nesho 2023).

Digital platforms have transformed the role of CEOs, positioning them as direct and accessible spokesperson for their audiences, a significant advantage over traditional media. Unlike corporate press releases, CEO posts on social media are often more personal and organic, in many cases written directly by the executives themselves. This leadership in institutional communication enables them to share information in real time and build trust with their audiences, a quality that press releases do not always achieve. In this context, journalists value this proximity and frequently turn to CEOs' social media accounts to obtain and authentic insights into the state of their companies (Schmidt 2015; Malhotra and Malhotra 2016; Miner 2024).

On social networks, publics give greater recognition to 'social CEOs' and qualify them as good communicators (Men et al. 2018; Saavedra and Capriotti 2024a). Content is highly valued on LinkedIn (Romero 2024a), so CEOs have chosen to plan their communication and speak to their audiences directly.

Although they mainly communicate professional or work topics, CEOs also post content about their personal lives (Wu et al. 2022), with three

Table 2: Types of social media strategies.

Strategy type	Content types
Focused	Institutional Sustainability Personal
Hybrid	Institutional + Sustainability Institutional + Personal Sustainability + Personal
Transversal	Institutional + Sustainability + Personal

Source: Authors' own elaboration.

types of content appearing most frequently: institutional, sustainability and personal. Institutional content includes business-related topics, operational functions, and general or sectoral context. Sustainability content addresses environmental, social and corporate governance issues and personal content covers private aspects or everyday matters.

Content strategies arise from the degree of combination of the three types of content on their social network accounts. CEOs develop three types of content strategies: (a) focused (a single type of specialized content); (b) hybrid (combination of two types: institutional, sustainability and/or personal) and (c) transversal (all three types of content) (Table 2).

CEOs' content strategies complement their organizations' information and provide a better understanding of their role as the primary ambassador. Consequently, CEO communication must be developed properly because there is a double reputational risk, as their personal reputation but also the corporate brand might be affected (Jameson 2014; Men 2014a, 2014b; Cottan-Nir and Lehman-Wilzig 2018, 2022; Erdoğan and Esen 2018; Md Saad and Yaacob 2021; Wu et al. 2022).

Thus, it is important to identify the content strategies (RQ2) developed by Latin American CEOs on LinkedIn and analyse their level of activity (RQ2a).

CEO content engagement on LinkedIn

LinkedIn is one of the most complete social networks for interaction between CEOs and users. CEOs can achieve levels of interaction that are twice as high as those of their own organizations (Williams et al. 2023). But this is a tricky task and to achieve engagement with followers, executives must publish good quality content (Brubaker and Wilson 2018) that sparks enough interest to increase exposure (Ballesteros Herencia 2019; Mudambi et al. 2019).

CEOs who maintain an active presence and high levels of interaction on social media not only improve their personal brand, but also reinforce the relevance of their companies in the digital environment. To attract a larger number of followers, CEOs tend to transmit positive messages and interact with various stakeholders, generating higher levels of engagement (Ala-Kortesmaa et al. 2021).

The level of engagement establishes the degree to which followers interact on social networks through reactions, comments and shares (Cho et al. 2014; Capriotti et al. 2023b; Saavedra and Capriotti 2024c).

LinkedIn has the greatest potential to increase engagement (Romero 2024b). Reactions represent an initial and immediate form of support from followers, but users may also provide recommendations, celebrate and support a post, express enthusiasm, interest and even fun. Through comments, social media audiences interact more directly and establish dialogue with leaders, while through shares, CEOs achieve visibility and amplification of their content (Abitbol and Lee 2017; Yue et al. 2023). Combining these three types of interaction gives the total engagement volume on social networks (Capriotti et al. 2023b).

By selecting certain types of content on LinkedIn and applying defined content strategies, executives decisively influence engagement.

Therefore, it is important to study the level of engagement (RQ3) of the various types of content (RQ3a) disseminated on LinkedIn and the content strategies (RQ3b) developed by executives.

METHODOLOGY

The objective of this research is to analyse the content types and strategies of Latin American CEOs on LinkedIn, as well as their engagement, with the help of three research questions:

- RQ1: What types of content do CEOs in Latin America disseminate on LinkedIn?
RQ1a: What is the level of activity the types of content generate?
- RQ2: What are the content strategies of Latin American CEOs on LinkedIn?
RQ2a: What level of activity do content strategies generate?
- RQ3: What is the level of engagement of the content disseminated by Latin American CEOs on LinkedIn?
RQ3a: What is the level of engagement of the types of content?
RQ3b: What is the level of engagement of the content strategies?

The study focused on the CEOs of the companies that are part of the América Economía (AE) Top 500 ranking. This ranking, published by a leading Latin American business publication, is widely recognized as one of the most comprehensive and reliable sources for studying the corporate landscape in the region (Capriotti and Ruesja 2018; Juliao-Rossi et al. 2023; Saavedra and Capriotti 2024c). It offers a robust dataset for analysing corporate strategies across diverse industries in Latin America (López-Morales and Ortega-Ridaura 2016). By selecting this ranking, our study captures a representative sample of influential CEOs. Of the 511 CEOs surveyed in 2023, 327 had a presence on LinkedIn. For the analysis, the 244 profiles with at least one post during the study period were considered.

In total, 7461 posts from LinkedIn accounts were compiled and analysed in the 52 weeks from January to December 2023. Data collection was done manually in January 2024.

To address the proposed objectives, three key categories of analysis were established: type of content, level of content activity and level of content engagement. These categories have been validated in previous studies on institutional communication and CEOs (Malhotra and Malhotra 2016; Wu et al. 2022). A new category of analysis was also established: content strategies.

Table 3: Topics and type of content disseminated by CEOs on social networks.

Topics	Content type
Institutional	Business Functional Context
Sustainability	Environment Social Governance
Personal	Private matters

Source: Authors' own elaboration.

Type of content (RQ1) allows recognizing the relevant topics disseminated by CEOs that generate dialogue with their publics. The main topics were institutional, sustainability and personal (Table 3).

Institutional issues refer to information about business activity. Three types can be identified:

- Business: information on corporate strategies, financial results, mergers and acquisitions, expansion into new markets or investment plans, etc. An example that illustrates business content is: 'Publicamos hoje os resultados do quarto trimestre de 2022 da [@usertag] [hashtag] [...]. O Ebitda ajustado foi de R\$ 6,9 bilhões e a margem Ebitda ajustada chegou a 58,3%' ('Today we published the results for the fourth quarter of 2022 of [@usertag] [hashtag] [...]. Adjusted EBITDA was R\$6.9 billion and the adjusted EBITDA margin reached 58.3%') (CEO 123).
- Functional: information related to the company's internal operations, such as operational efficiency, human resource management, marketing and sales plans. This is an example of a post on functional issues:

La semana pasada comenzamos a operar una ruta que yo considero muy especial. Les hablo de nuestro vuelo directo entre Lima y Londres [...] Es de esta forma que seguimos trabajando por ofrecer más y mejores opciones de viaje a la gente de nuestra región, conectándola con el mundo [emoticon] [hashtag] [@usertag]. ('Last week, we began operating a route that I consider very special. I'm telling you about our direct flight between Lima and London [...]. This is how we continue working to offer more and better travel options to the people of our region, connecting them with the world [emoticon] [hashtag] [@usertag].')

(CEO 77)

- Context: information about external issues that impact the business at a general level, such as political, economic or sociocultural issues; and others, at the sectoral level, such as new legislation or regulatory changes in the market. A post on context issues: 'Gracias a [@usertag] por el encuentro con el [@usertag] y poder compartir su experiencia en las negociaciones del TDL entre Chile y USA. [hashtag]' ('Thanks to [@usertag] for meeting with [@usertag] and sharing their experience in the TDL negotiations between Chile and the US. [hashtag]') (CEO 120).

Sustainability issues refer to information about the sustainable action of organizations. Three types can be discerned:

- Environment: activities to reduce environmental impact. A post of this type of content: 'Hoy celebramos el Día Internacional contra el Cambio Climático. En esta columna platico de como vemos las cosas en [@usertag], nuestros compromisos y nuestras acciones [link]' ('Today we celebrate the International Day Against Climate Change. In this column, I talk about how we see things at [@usertag], our commitments, and our actions [link]') (CEO 80).
- Social: activities related to the commitment to workers, communities and suppliers. A social post:

Incentivar a cultura é um dos compromissos da [@usertag]! Como parte do programa cultural das Empresas [@usertag], em 2023, investiremos quatro milhões de reais em treze iniciativas nas áreas de artes cênicas, música e museus e memória. Acreditamos que a cultura é transformadora e nos ajuda a construir uma sociedade mais inclusiva, justa e solidária. Conheça os projetos incentivados por [@usertag]: [link]. ('Encouraging culture is one of [@usertag]'s commitments! As part of the [@usertag] Companies' cultural program, in 2023, we will invest four million reais in thirteen initiatives in the areas of performing arts, music, and museums and memory. We believe that culture is transformative and helps us build a more inclusive, fair, and supportive society. Learn about the projects encouraged by [@usertag]: [link].')

(CEO 145)

- Governance: transparency and ethics practices as part of corporate governance policies. A post of governance content:

[@usertag] aprimora sua estrutura de controles e de responsabilização disciplinar com fortalecimento da área de Governança e Conformidade. Diretoria ganha reforço em sua estrutura, com gerências especializadas em atividade de corregedoria, apuração de denúncias de assédios e discriminação e análise estratégica de dados [link] [image]. ('[@usertag] improves its control and disciplinary accountability structure by strengthening the Governance and Compliance area. The Board of Directors is reinforcing its structure, with specialized departments for internal affairs activities, investigation of harassment and discrimination complaints, and strategic data analysis [link] [image].')

(CEO 1)

Personal topics refer to information about aspects of personal life. Activities are concentrated on one type of content:

- Private matters: actions about interests, values, experiences outside of work, intimate reflections or family stories, opinions about reading, sports or hobbies, etc. An example: 'Les hago una invitación a leer este fascinante libro que contiene una exhaustiva investigación periodística sobre la ola de descontento que recorre el mundo. [...] Cuéntenme que les parece. [image]' ('I invite you to read this fascinating book, which contains an exhaustive journalistic investigation into the wave of discontent sweeping the world. [...] Tell me what you think. [image]') (CEO 64).

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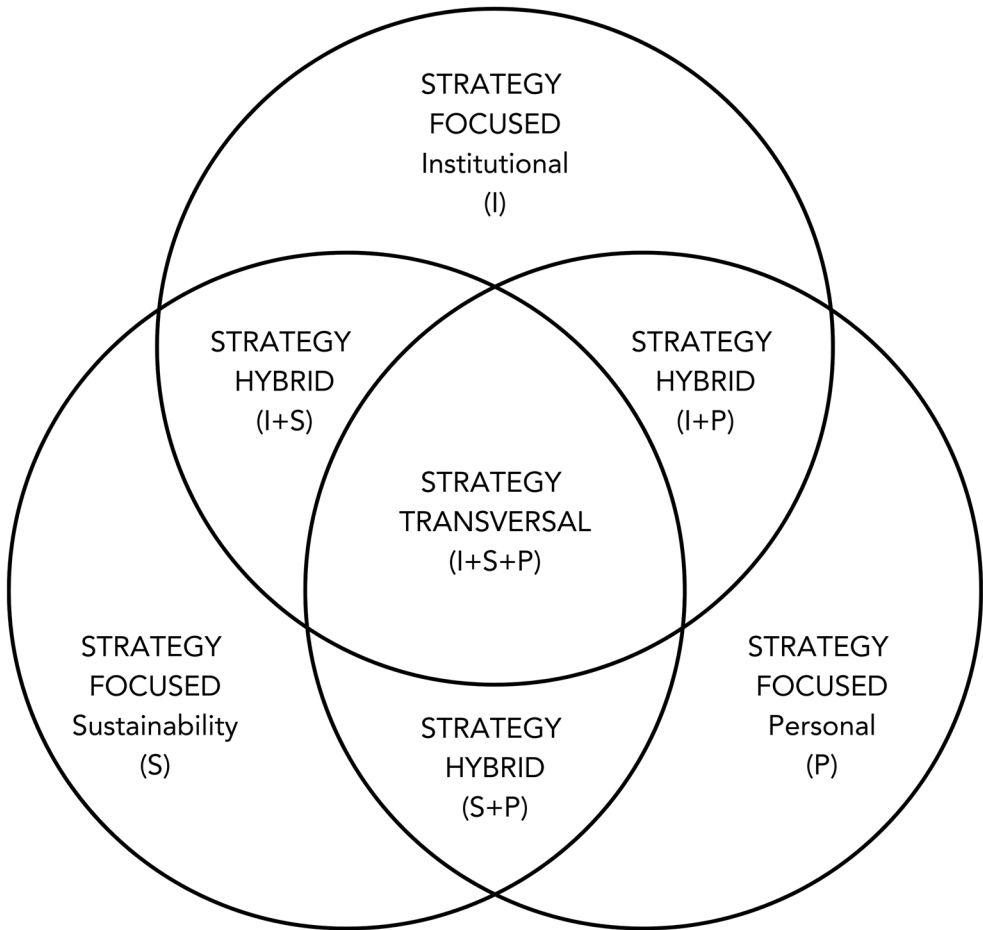


Figure 1: Latin American CEO content strategies on LinkedIn. Provided by the authors.

To identify the content strategies (RQ2) implemented by CEOs on LinkedIn, the three main types of information were used: institutional, sustainability and personal content. Figure 1 illustrates the three content strategies: focused (emphasizing one dominant content type), hybrid (balancing two types with limited variance) and transversal (integrating all three types equally). These terms clarify how CEOs prioritize or diversify content themes like institutional, sustainability and personal communication on LinkedIn.

Table 4: CEO activity level on LinkedIn.

Scale of activity	1	2	3	4	5
	Very low	Low	Correct	High	Very high
Average activity (weekly)	Below 0.76	0.76–1.50	1.51–2.25	2.26–3.00	Over 3.00

Source: Authors' own elaboration.

Table 5: CEO engagement level on LinkedIn.

Engagement scale	1	2	3	4	5
	Very bad	Bad	Adequate	Good	Very good
Engagement rate	Below 1.00	1.00–1.99	2.00–2.99	3.00–3.99	4.00 and more

Based on this classification, a matrix was designed that allowed the different types to be combined. The strategies identified were: (a) focused, characterized by concentrating on a single type of content ('institutional' [I], 'sustainability' [S], 'personal' [P]), with a difference of more than 20% between one aspect and the other two; (b) hybrid, which combines two types of content (I+S, I+P or S+P), with a difference of less than 20% between them and a difference of over 20% with the third type of content and (c) transversal, which covers the three content types (I+S+P), with a difference of up to 10% between them. These categories are suitable as they reflect multidimensional CEO communication dynamics on LinkedIn, enabling a nuanced analysis of their strategic approaches (Figure 1).

To establish the level of content activity, both for content types and content strategies (RQ1a and RQ2a), the weekly average of content published by CEOs during 52 weeks in 2023 was calculated.

According to academic studies and consultancy reports (Anderson 2023; da Silva Giordani et al. 2023; Dévai et al. 2023; Putt and Rocha 2023), executives publish 1.5 posts per week on LinkedIn, although expert recommendation is 2.7 posts. As a result, a single scale was established to measure activity from 'very low' to 'very high' (Table 4).

To establish the level of engagement (RQ3) for type of content and content strategies (RQ3a and RQ3b), standardized indicators were taken from various studies (Cho et al. 2014; Park et al. 2016; Zeler et al. 2022). To obtain an overall engagement rate, the sum of reactions, comments and shares was calculated and divided by the total number of publications. Then, it was divided by the number of followers and multiplied by 100.

- Reaction Rate (RR) = (total reactions/total posts/number of followers) × 100
- Conversation Rate (CR) = (total comments/total posts/number of followers) × 100
- Virality Rate (VR) = (total shares/total posts/number of followers) × 100
- Overall Engagement Rate (OER) = (RR + CR + VR)

Previous research (Williams and Unger 2023; Saavedra and Capriotti 2024c) found that CEOs are achieving engagement rates of 2.0–3.0. Based on this information, a CEO engagement scale was established, ranging from 'very bad' to 'very good' (Table 5).

RESULTS

Content types

Analysis of CEO publications on LinkedIn during 2023 showed that institutional content (62.89%) predominated. At far lower levels sustainability (28.21%) and personal (8.90%) content followed (Table 6).

Table 6: Types of content disseminated by Latin American CEOs on LinkedIn.

Content type	Publications	
	No.	%
AE 500	7461	100
Institutional content	4692	62.89
Business	462	6.19
Functional	3386	45.38
Context	844	11.32
Sustainability content	2105	28.21
Environment	942	12.63
Social	1115	14.94
Governance	48	0.64
Personal content	664	8.90
Personal and private matters	664	8.90

Source: Authors' own elaboration.

Table 7: Number of CEOs by content type.

Content type	CEO	
	No.	%
AE 500	244	100
Institutional content	233	95.49
Business	134	54.92
Functional	225	92.21
Context	159	65.16
Sustainability content	203	83.20
Environment	168	68.85
Social	176	72.13
Governance	36	14.75
Personal content	121	49.59
Personal and private matters	121	49.59

Source: Authors' own elaboration.

As part of institutional content, functional topics (45.38%) stood out, followed by context publications (11.32%) and posts about business (6.19%). Regarding sustainability content, CEOs disseminated mainly social (14.94%) and environmental (12.63%) content with almost equal frequency but practically no governance content (0.64%). Finally, personal content represented only a low percentage (8.90%) of posts on LinkedIn (Table 6).

CEOs mainly published on institutional and sustainability issues, with almost all Latin American CEOs (95.49%) focused on the former. Sustainability content was published by 83.20% of executives. The figure of CEOs interested in publishing personal content on LinkedIn was lower (49.59%) (Table 7).

Table 8: Level of activity of Latin American CEOs on LinkedIn according to the type of content.

Content type	CEO	Average activity (weekly)	Scale of activity
Institutional content	233	0.39	Very low
Business	134	0.07	Very low
Functional	225	0.29	Very low
Context	159	0.10	Very low
Sustainability content	203	0.20	Very low
Environment	168	0.11	Very low
Social	176	0.12	Very low
Governance	36	0.03	Very low
Personal content	121	0.11	Very low
Personal and private matters	121	0.11	Very low

Source: Authors' own elaboration.

Table 9: Content strategies of Latin American CEOs on LinkedIn.

Strategy type	No.	%
AE 500	244	100
Focused content strategies	176	72.13
Institutional	148	60.66
Sustainability	19	7.79
Personal	9	3.69
Hybrid content strategies	63	25.82
Institutional + Sustainability	58	23.77
Institutional + Personal	5	2.05
Sustainability + Personal	0	0
Transversal content strategies	5	2.05
Institutional + Sustainability + Personal	5	2.05

Source: Authors' own elaboration.

At the institutional level, CEOs overwhelmingly preferred functional-type content (92.21%) and to a lesser extent the types of business content (54.92%) and context content (65.16%). Regarding sustainability, CEOs were almost equally interested in social (72.13%) and environmental (68.85%) content. However, governance content received the least attention (14.75%) by CEOs (Table 7).

The level of activity of content types CEOs posted on LinkedIn was 'very low'. Most publications involved institutional content, averaging 0.39 posts per week, followed by sustainability (0.20) and personal (0.11) content (Table 8).

Among the topics CEOs addressed, functional issues (0.29) were the most recurrent within the institutional content category, mentioned almost three times more than the types of context (0.10) and business (0.07). In terms of sustainability, topics on governance registered the lowest frequency, with

Table 10: Level of activity of Latin American CEOs on LinkedIn regarding content strategies.

Strategy type	Average activity (weekly)	Scale of activity
AE 500	0.59	Very low
Focused content strategies	0.42	Very low
Institutional	0.46	Very low
Sustainability	0.26	Very low
Personal	0.03	Very low
Hybrid content strategies	0.63	Very low
Institutional + Sustainability	0.56	Very low
Institutional + Personal	1.43	Low
Sustainability + Personal	0	–
Transversal content strategies	0.10	Very low
Institutional + Sustainability + Personal	0.10	Very low

Source: Authors' own elaboration.

those related to the environment (0.11) and social issues (0.12) almost on an equal level of activity. Personal content registered an average weekly activity of 0.11 (Table 8).

Content strategies

The majority of Latin American CEOs on LinkedIn adopted focused content strategies (72.13%). Just over a quarter of executives implemented hybrid strategies (25.82%), while only very few CEOs used transversal content strategies (2.05%) (Table 9).

CEOs showed an overwhelming preference for focused strategies on institutional issues (60.66%), far ahead of sustainability (7.79%) and personal (3.69%) matters. Executives who applied hybrid strategies mostly combined institutional and sustainability content (23.77%), while institutional–personal content was insignificant at 2.05%. None of the CEOs integrated sustainability–personal content, and only five implemented transversal strategies (Table 9).

Analysis of the level of activity of CEO content strategies showed a 'very low' overall trend. Of the three types of strategies, the hybrid one was more used (0.63) than focused (0.42) and transversal (0.10) (Table 10).

The hybrid strategy was the one registering most activity, with a combination of institutional and personal content, averaging 1.43 posts per week and reaching the 'low' scale. But this result was the exception because the other strategies presented 'very low' levels of activity. Content strategies focused on institutional information (0.46) registered better averages than sustainability (0.26) and personal (0.03) strategies, with the frequency of activity of the latter being almost non-existent (Table 10).

Engagement rate and level

Engagement rates CEOs achieved differed widely. Personal posts registered the highest engagement rate by far (7.25), almost double those of institutional

Table 11: Levels of engagement of content disseminated by Latin American CEOs on LinkedIn.

Content type	Publications		Engagement	
	No.	%	Engagement rate	Engagement level
Institutional content	4692	62.89	4.39	5 Very good
Business	462	6.19	4.43	5 Very good
Functional	3386	45.38	4.40	5 Very good
Context	844	11.31	2.82	3 Adequate
Sustainability content	2105	28.21	3.02	4 Good
Environment	942	12.63	3.33	4 Good
Social	1115	14.94	2.61	3 Adequate
Governance	48	0.64	2.04	3 Adequate
Personal content	664	8.90	7.25	5 Very good
Personal and private matters	664	8.90	7.25	5 Very good

Source: Authors' own elaboration.

Table 12: Levels of engagement obtained by Latin American CEOs on LinkedIn regarding content strategies.

Strategy type	Engagement	
	Engagement rate	Engagement level
AE 500	5.00	5 Very good
Focused content strategies	9.92	5 Very good
Institutional	4.29	5 Very good
Sustainability	3.86	4 Good
Personal	21.62	5 Very good
Hybrid content strategies	7.06	5 Very good
Institutional + Sustainability	3.88	4 Good
Institutional + Personal	10.23	5 Very good
Sustainability + Personal	0	N/A
Transversal content strategies	5.34	5 Very good
Institutional + Sustainability + Personal	5.34	5 Very good

Source: Authors' own elaboration.

content (4.39) and sustainability content (3.02). When disaggregating engagement from executives' institutional content, business (4.43) and functional (4.40) issues registered higher interaction rates compared to context content (2.82). In terms of sustainability content, posts on the environment (3.33) sparked a higher engagement rate than social (2.61) and governance (2.04) issues (Table 11).

Engagement levels were 'very good' for institutional and personal content, while sustainability was 'good', even reaching 'adequate' levels for social and governance matters (Table 11).

Although in general the engagement levels obtained by Latin American CEOs were 'very good', engagement rates show important differences according to the content strategies implemented. Of the three main types of strategies, targeted content strategies led to the best engagement rates (9.92) (Table 12).

Of the focused strategies, those on information on personal matters obtained an engagement rate of 21.62, far ahead of institutional information (4.29) and sustainability (3.86) strategies, although the latter achieved 'very good' and 'good' levels, respectively.

Only hybrid content strategies combining institutional-personal information ('very good' engagement rate of 10.23) and institutional-sustainability issues ('good' rate of 3.88) were deployed. Transversal strategies registered a 'very good' rate of 5.34 (Table 12).

DISCUSSION AND CONCLUSIONS

This research analysed the types of content, content strategies, and engagement levels of Latin American CEOs' posts on LinkedIn. The results show the trends in the content strategies implemented by CEOs and the responses obtained from their followers. In addition, the data allows us to propose profiles of CEO communicators on LinkedIn, according to the content disseminated.

The predominant types of content on LinkedIn were institutional, followed by sustainability and personal matters. Of every ten publications, six focused on institutional aspects, three on sustainability and one on personal matters. All content reached 'very low' levels of general activity. In terms of interest in content types, nine and a half of ten CEOs shared institutional content, while eight of ten addressed sustainability and only half published personal information. This preference for corporate content reflected a focus on promoting the corporate image and contributing to the consolidation of business goals. The volume of institutional communication and limited attention to sustainability and personal issues suggest more conservatism is at play. CEOs can personalize information (Malhotra and Malhotra 2016). Some CEOs even created their own content to make it more organic and personalized (Miner 2024; Saavedra and Capriotti 2024c). However, the results of this study also reveal that low publication frequency suggests executives do not have clear communication strategies to influence their publics.

Most CEOs implemented focused content strategies, while hybrid and transversal strategies were less common. Focused institutional strategies and hybrid strategies that combined institutional and sustainability content predominated. The activity levels of the strategies followed a clear 'very low' trend, except for institutional-personal hybrid strategies, with 'low' levels. Opting for focused strategies, especially institutional ones, reinforced the

interest of CEOs in controlling messages and ensuring a positioning of traditional corporate content (Prado et al. 2024; Saavedra and Capriotti 2024c). Although hybrid and transversal strategies were less frequent, they enabled integration of multiple themes that impact the diversity of audiences on LinkedIn (Men et al. 2018).

The engagement levels of content types and strategies performed ‘very well’ overall. Clear differences were observed regarding engagement rates, though. Focused content achieved the best rates, but personal content alone or combined provided the best interaction rates. At the focused (personal) and hybrid (institutional–personal) levels, they achieved the highest rates.

Favourable engagement rates and levels for both content types and strategies showed followers’ interest in the posts of CEOs. Providing information of

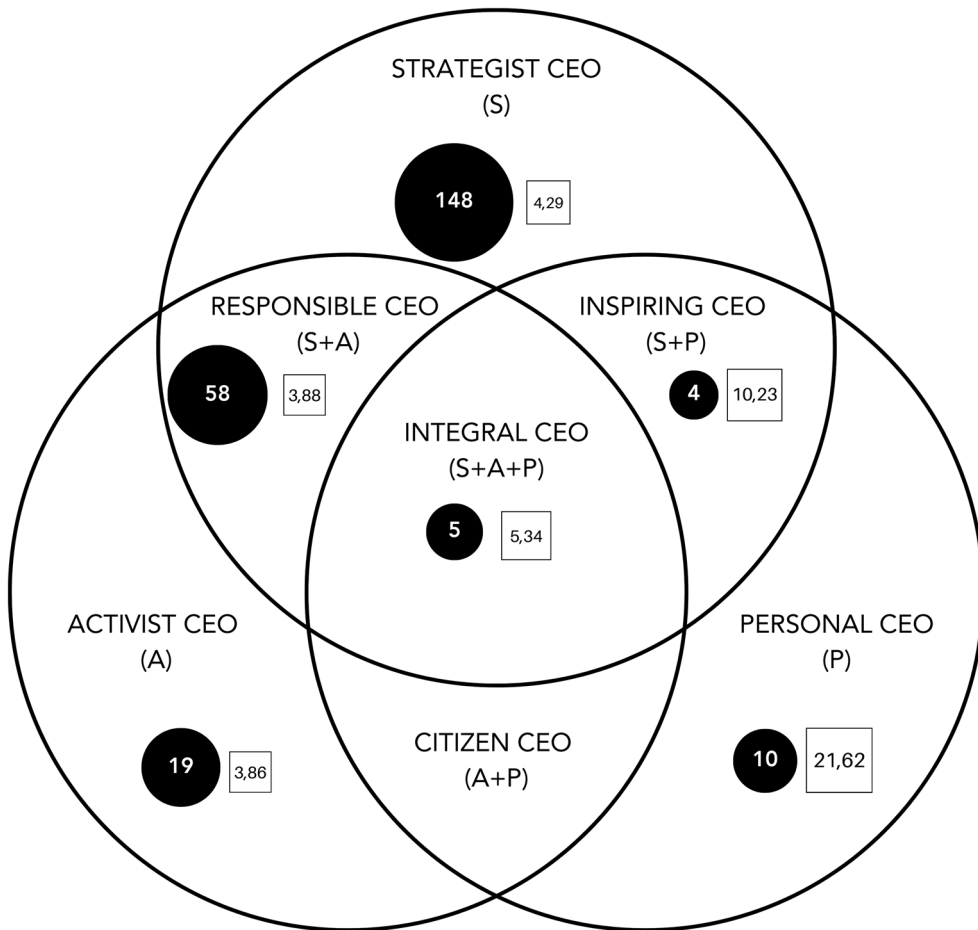


Figure legend: ● number of CEOs □ engagement rate

Figure 2: Latin American CEO profiles according to content strategies on LinkedIn. Provided by the authors.

interest to audiences on LinkedIn achieved positive interaction effects (Men et al. 2018; Suárez-Rico et al. 2018; Saavedra and Capriotti 2024c). Highlights were interactions with content that included information on personal matters, as content that showed the human and personal side of executives registered the highest rates. On the other hand, audiences did not react as favourably to content related to sustainability, which could indicate a need to re-evaluate the approach and presentation of sensitive information that sometimes falls into situations of 'Whitewashing' of an environmental or social cause (Torelli et al. 2020; Jin et al. 2022). According to Pérez et al. (2024), the use of narratives significantly enhances the reception of messages related to corporate social responsibility. In this regard, CEOs who share stories aligned with their company's values not only humanize the brand but also succeed in building stronger emotional connections with their key audiences (Miner 2024).

Based on the results, seven profiles of CEO communicators on LinkedIn are proposed (Figure 2).

Focused strategies enabled recognizing three types of executives who concentrated their publications on a single type of content: strategists, activists and personal. Strategist CEOs focus on sharing institutional information, such as corporate and sector news, earnings reports, and activities about operations within the company. With 148 executives, this is the most representative profile, also achieving good engagement rates (4.29) that captured the attention of followers. Activist CEOs direct their efforts on disseminating sustainability content related to environment, social and governance issues. This profile fit nineteen executives, but involved the lowest engagement rate at 3.86. Personal CEOs share mostly content like personal stories, reflections and experiences involving their family and private environment. Despite being the least frequent profile among the focused strategies (10), it achieved the best engagement rate (21.62).

Hybrid strategies combine two types of content to broaden the narrative. This category includes the profiles of responsible CEOs, inspirers and citizens. Responsible CEOs incorporate institutional and sustainability issues into their strategies and add to their managerial activity concerns for the environment, responsibility to stakeholders, and governance. It is the second most representative group of executives (58) and has engagement rates (3.88) similar to other professional content strategies. Inspiring CEOs combine institutional and personal content, showcasing a leadership side that highlights professionalism and authenticity. Only five executives fell into this category, which, however, achieved the second most favourable engagement rate (10.23). It can be effective to humanize leadership through the combination of corporate information and personal aspects. Citizen CEOs combine sustainability issues with personal content, creating an image of a business leader committed to sustainable causes and who appears relatable at the same time. None of the CEOs in this study implemented this type of strategy.

Finally, there is the transversal strategy, represented by the integral CEO profile. These executives adopt a more comprehensive and complex approach by combining institutional, sustainability and personal content simultaneously. This type of strategy could allow them to show a more complete and versatile image. However, the engagement rate (5.34) obtained by the five executives in this category did not exceed those that included less variety of topics. On preliminary reflection, the breadth and diversity of topics covered might not allow their followers to acquire a clear narrative of what they want

to convey, generating lower impact than that achieved by more specialized and hybrid strategies.

This profile proposal shows that CEOs with focused strategies, especially regarding institutional content, are the most numerous, and that these strategies tend to generate high engagement levels and rates. Executives with hybrid strategies, although less used, demonstrate effectiveness in terms of interaction by including personal issues that reach a wider audience. Finally, CEOs with more transversal strategies, despite presenting a comprehensive approach, face challenges in terms of message clarity, which could explain their lower level of engagement on LinkedIn.

This study presents a first overview of the content strategies of Latin American CEOs on LinkedIn. Future research should delve into the boundaries between the public and the private of content shared by CEOs. The results of this study provide a first approximation: the low levels of activity of personal posts indicate that CEOs prefer to avoid risks associated with overexposure of their public persona. Too much personal content could lead to misunderstandings or unnecessary exposure, affecting the perception of their professionalism and weakening their authority. Therefore, research is required on how to balance personal content strategies with professional ones to maximize the effectiveness of digital presence without compromising the corporate and personal images. Research could also incorporate comparative analyses with countries such as the United States, or regions like Europe and Asia, in order to compare and obtain results that allow to observe differences and similarities in relation to cultures and leadership styles. Finally, this type of study could be expanded to other social networks such as Instagram and TikTok, platforms recognized for their potential to humanize and build the personal image of executives and their organizations.

ETHICAL STATEMENT

This article was researched and written to the standards of Intellect's Ethical Guidelines: <https://www.intellectbooks.com/ethical-guidelines>. No approvals or subject consent were required.

CONFLICT OF INTEREST STATEMENT

The authors have no conflicts of interest to declare.

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