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# THE LANDSCAPE

A man in a dark suit is seen from the back, addressing a large, dense crowd of people. The scene is dimly lit, with the speaker's back to the camera. The text is overlaid in the center of the image.

**LEADERS** are more visible than ever and their employees, customers, and investors expect them to be more engaged.



**ENGAGING** requires time and a new level of awareness around context, transparency, and relevancy in a remote world.

A hand is holding a camera lens, with the lens's aperture visible. The lens is held in a way that frames a scenic view of a lake and mountains in the background. The background is blurred, creating a bokeh effect. The overall color palette is cool, with blues and greens.

**TIME** is a leader's most precious resource  
and it is quickly shifting to digital.

A hand holding a smartphone is the central focus, set against a dark background with colorful bokeh light spots. The phone's screen is lit up, though the content is not clearly visible. The overall aesthetic is modern and tech-oriented.

**DIGITAL-FIRST** leaders increase visibility,  
audience engagement, and industry  
influence.

A person wearing a bright orange raincoat and hood is standing on a wooden pier, looking out over a large body of water. The background features misty mountains under a grey, overcast sky. The pier's wooden planks lead towards the person, creating a sense of depth. The overall mood is quiet and contemplative.

# LEADERSHIP COMMUNICATION

## THREE STAGES OF GROWTH

### WE FOCUSED ON STARTUPS AND HIGH-GROWTH COMPANIES



**STARTUPS**

Brand building, storytelling and platform development to reach audiences directly to raise awareness, establish credibility, and influence. They need a clear path for their content and storytelling.



**HIGH GROWTH**

These companies need to tell a broader story that includes the executives, subject matter experts, and employees. They need to build their internal capabilities, understand how to organize their teams and optimize their data, content, and engagement to scale.




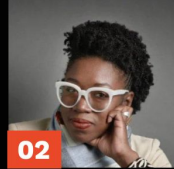








**LARGE ENTERPRISE**

Enterprise companies have been investing in their brand for years. They have organized their teams and scaled their platforms, but they need to move evolve from brand marketing content to editorial content based on audience preferences. They need the latest innovation to navigate their rocketship higher.

# LEADERSHIP VISIBILITY ENGAGEMENT



## CEO SCORECARD FOR REMOTE LEADERSHIP

 <p><b>01</b></p>	<p><b>HENRIQUE DUBUGRAS</b> SCORE: 4.74</p> <p>Brex</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a> <a href="#">📷</a></p>	 <p><b>02</b></p>	<p><b>JOY BUOLAMWINI</b> SCORE: 3.10</p> <p>Algorithmic Justice League</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a> <a href="#">📷</a> <a href="#">W</a> <a href="#">YT</a></p>
 <p><b>03</b></p>	<p><b>CARL PEI</b> SCORE: 2.71</p> <p>OnePlus</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a> <a href="#">📷</a> <a href="#">W</a></p>	 <p><b>04</b></p>	<p><b>KELLER RINAUDO</b> SCORE: 2.66</p> <p>Zipline</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a> <a href="#">📷</a> <a href="#">W</a></p>
 <p><b>05</b></p>	<p><b>BILL LIU</b> SCORE: 2.11</p> <p>Royole</p> <p><a href="#">📄</a> <a href="#">in</a> <a href="#">W</a></p>	 <p><b>06</b></p>	<p><b>MICHAEL MIGNANO</b> SCORE: 1.98</p> <p>Anchor</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a> <a href="#">📷</a></p>
 <p><b>07</b></p>	<p><b>ALYSON FRIEDENSOHN</b> SCORE: 1.48</p> <p>Modern Health</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a> <a href="#">📷</a></p>	 <p><b>08</b></p>	<p><b>JESSIE WISDOM</b> SCORE: 1.41</p> <p>Humu</p> <p><a href="#">📄</a> <a href="#">in</a></p>
 <p><b>09</b></p>	<p><b>TREVOR MARTIN</b> SCORE: 1.35</p> <p>Mammoth</p> <p><a href="#">📄</a> <a href="#">🐦</a> <a href="#">in</a></p>	 <p><b>10</b></p>	<p><b>PENG ZHAO</b> SCORE: 1.28</p> <p>Citadel Securities</p> <p><a href="#">📄</a> <a href="#">in</a> <a href="#">W</a></p>

# LEADERSHIP COMMUNICATION SCORECARD

- **Score Scale**
  - 1 is low and 5 is a high score
  - Leader scores based on peers.
- **Example**
  - 10 Leaders Company Valuation
    - \$1B and above scores 5
    - \$1B and below scores 4
    - \$800M and below scores 3
    - \$600M and below scores 2
    - \$200M and below scores 1

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CEO Scorecard for  
Remote Leadership

	#01	#02	#03	#04	#05	#06	#07	#08	#09	#10
<b>1. BUSINESS</b>										
Valuation	4	1	1	4	5	2	1	1	1	1
Funding	4	1	1	3	5	2	2	2	2	1
Glassdoor Reviews for CEO	5	0	4	4	0	5	0	0	0	5
Brand Story	5	5	5	5	5	5	5	5	5	5
<b>AVERAGE SCORE</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>2. MEDIA MENTIONS</b>										
Broadcast	5	1	0	1	2	0	0	0	1	0
Total Media Mentions 2019	3	3	3	1	2	1	1	1	1	1
Total Media Mentions 2020	4	2	2	2	1	1	2	5	1	1
<b>AVERAGE SCORE</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>3. THOUGHT LEADERSHIP</b>										
Speaking	5	4	2	3	2	1	1	0	1	0
Awards	5	4	2	3	2	1	1	1	1	1
Podcasts	5	1	1	1	0	1	0	0	1	0
<b>AVERAGE SCORE</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>4. SOCIAL MEDIA</b>										
Blog	0	4	5	2	0	4	1	0	0	0
Twitter Following	2	5	5	2	0	3	1	0	1	0
Twitter Ratio	4	3	5	1	0	1	4	0	1	0
LinkedIn Following	5	3	0	0	0	0	1	0	0	0
LinkedIn Publishing	1	5	0	0	0	0	2	0	0	1
LinkedIn Endorsements	5	5	5	3	0	3	2	2	2	0
Instagram Following	3	3	5	1	0	3	2	0	0	0
Wikipedia Page Views	0	5	3	1	1	0	0	0	0	1
Medium Following	0	0	0	0	0	0	0	0	0	0
Medium Page	0	0	0	0	0	0	0	0	0	0
YouTube	0	5	3	0	0	0	0	0	0	0
Facebook	0	0	0	0	0	0	0	0	0	0
<b>AVERAGE SCORE</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CRITERIA SCORES</b>										
Business	1.25	5.83	2.19	2.41	5.00	4.08	4.38	2.00	2.50	3.33
Media Mentions	1.25	5.00	2.50	2.08	1.67	2.08	0.83	1.25	2.50	1.25
Thought Leadership	1.25	6.25	3.75	2.08	2.92	1.67	1.25	0.83	0.42	1.25
Social Media	1.25	2.08	3.96	3.23	1.04	0.00	1.46	1.35	0.21	0.42
<b>TOTAL SCORE</b>	<b>5.00</b>	<b>4.74</b>	<b>3.10</b>	<b>2.71</b>	<b>2.66</b>	<b>2.11</b>	<b>1.98</b>	<b>1.48</b>	<b>1.41</b>	<b>1.35</b>

## LEADERSHIP COMMUNICATIONS SUMMARY

- Engaging in virtual environments requires a new level of awareness around context, brevity, transparency, and relevancy.
- Leaders in the future will be digital-first and committed to keeping up with the half-second newscycle and sharing real-time POVs on shifting market trends.
- Executives who consistently communicate the state of their business openly and transparently—with internal and external audiences—increase their brand visibility, audience engagement, and industry influence while leading remotely.

## THOUGHT LEADERSHIP

### Purpose

- Create novel & challenging ideas
- Define your expertise
- Build an audience
- Be a trusted source
- Influence a narrative

### Thinking

- Byline articles, books
- Speaking engagements
- Media interviews
- Reports, Studies, Whitepapers

## LEADERSHIP COMMUNICATION

### Purpose

- Lead toward a new direction
- Inspire audiences to take action
- Collaborate across ecosystems
- Embrace social responsibility
- Shift perspectives

### Behavior

- Leading conversations
- Sharing a POV as news happens
- Convening an audience
- Audience engagement

## EXECUTIVE ENGAGEMENT

### LEADING BY EXAMPLE



#### RECRUIT & RETAIN EMPLOYEES

*80% of employees believe a CEO engaging online can better adapt to the digital world*

- Set a goal to maintain 100% approval rating on Glassdoor
- Visibility on corporate website that adds context to the CEO and his role
- Consistency over frequency



#### DEFINE & BUILD THE BRAND

*90% of consumers trust brands with active CEOs on social media*

- Committed to visible and transparent leadership
- Frequently shares behind the scenes, opinions, and breaks news
- Heightened visibility on corporate website and digital assets (video)
- Act on the insights, trends and feedback sourced from internal and external social networks
- Respond to posts that gain significant traction
- Adoption of social media and sharing at least 1x a week



#### ENGAGE CUSTOMERS & INVESTORS

*9 in 10 CEOs on Fortune's Most Admired companies are engaging on social media*

- Original ideas, unique points of view, and new insights published 2x a week
- Connect and interact with customers and investors on social media
- Openness and empathy by sharing personal struggles
- Active on both internal and external platforms – demonstrating to employees that social media is embraced at a corporate level

Confidential | 12

# AUTONOMOUS DRIVING ENTREPRENEUR

## KNOW YOUR AUDIENCE



**Age:** 30s  
**Work:** AI, Data, CyberSecurity  
**Family:** Married, with two children  
**Location:** San Francisco  
**Character:** Curious learner, tolerant, risk taker who likes to create  
**Wants:** Bring new products to market, access to innovation  
**Needs:** Networks with access to domain expertise, partners, and customers

## ENGAGE INFLUENCERS



## TRACK TRENDS

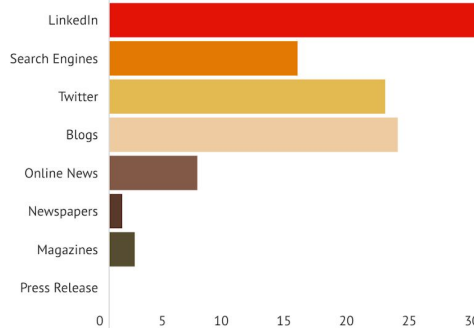
**What's Hot**  
**New Tech:** ML, AI, CyberSecurity, AR/VR  
**Mantras:** Global, diverse, collaborative  
**Investing:** Crowdfunding, incubators, accelerators

**What's Not**  
**Old Tech:** E-commerce, Marketplaces  
**Mantras:** 'Move fast and break things'  
**Investing:** Big VCs

## UNDERSTAND AUDIENCE BEHAVIORS

- Staying up-to-date**  
Newsletters on business news, and technology trends
- Networking**  
Partnerships, recruiting talent, connecting with customers
- Operations**  
Solutions for managing product/service development
- Making business decisions**  
Quality studies, reports, whitepapers, reviews, referrals
- Marketing**  
Newsletters, email, vertical communities, events

## GO WHERE YOUR AUDIENCES GO



## LISTEN TO THEIR NEEDS

