

Table of Contents

Acknowledgments	IX
Introduction, by <i>Fabrizio Testa</i>	1
1 CEO and Brand: Embodying Competitive Advantage	3
1.1 For the sustainability of the CEO as a possible leader	3
1.2 CEO branding as a strategic tool: reasons for this book	5
1.3 CEO and brand: understanding osmosis	6
1.4 The branding activity: a no-limits evolution	9
1.5 The concept of CEO branding between theory and practice	11
1.5.1 The Bendisch Model	15
1.5.2 CEO branding mix: the Fetscherin model	17
1.6 CEO branding before anything else: the possible risks of an excellent reputation	20
1.7 Guidelines for setting strategy and management of the CEO brand	22
1.7.1 Objective	22
1.7.2 Guidelines	22
Appendix. The CEO Branding Management and Company Reputation in the Digital Age, by <i>Giorgio del Mare</i>	23
A.1 From corporate branding to CEO management	24
A.2 Evolution of influencing channels from radio to YouTube	26
A.3 Characteristics of the leading influencer	28
References	30

2	From Seducer to Pioneer: The Four Steps Toward the Post-pandemic	33
2.1	The “Golden Age”: the seductive CEO. From the 1950s to the 1980s	33
2.2	Unity cracks: the active-aggressive CEO. The 1990s	37
2.3	Complexity management: the superstar CEO. The new millennium	41
2.4	Post-pandemic leadership: the pioneer CEO. The 2020s	49
	2.4.1 The transformative relationship with the post-pandemic stakeholder	53
	2.4.2 The keywords of the “human factor”: authenticity, simplicity, and sharing	56
	References	59
3	Lectures from CEOs. From Theory to Practice	61
3.1	The Italian approach to CEO branding	62
	3.1.1 Credibility in the management of Environmental, Social and Corporate Governance (ESG)	62
	3.1.2 Social responsibility of proximity	74
	3.1.3 The credibility of expertise for a clear vision	78
	3.1.4 I’m not ashamed (even in crisis situations)	82
	3.1.5 The storytelling of strong choices	90
	3.1.6 CEO or hero? Humanizing the CEO figure	93
	3.1.7 Walk the talk: honesty and transparency in business	96
	3.1.8 ‘The Tinkerbelle Effect’	101
	3.1.9 Speeding up when in curve	102
	3.1.10 The strength of surnames	103
	3.1.11 The player captain	105
	3.1.12 From work–life balance to well-being	110
3.2	The International approach to CEO branding	112
	3.2.1 “Reinvent mobility, reinvent yourself”	112
	3.2.2 “If you trust me, I will deliver”	117
	3.2.3 “Trust and confidence for a reliable performance”	120
	3.2.4 “Strongest customer oriented position”	124
	3.2.5 “The ‘building with consciousness’ idea”	127
	3.2.6 “The unexpected verge of sustainability”	131
	3.2.7 “One brand for two markets”	137
	3.2.8 “The brand around the person is becoming stronger”	141

3.2.9	“The long term investment: reputation is everything”	146
3.2.10	“170 years of reputational heritage to feel young”	149
3.2.11	“Emotional builders”	153
3.2.12	“Building a family owned trust”	158
3.2.13	“The passion for sustainability value chain”	162
3.2.14	“The racing side of reputation”	166
4	CEO Branding as an Asset to Attract and Retain Top Managers and Talent	177
4.1	On the threshold of a new “war of talent”	177
4.2	From employer branding to employer reputation	179
4.3	Company leadership in attracting talent and motivating employees: the Federmanager survey	181
4.4	Headhunter, corporate reputation, and talent attraction	191
4.5	The best practices for attracting talent	193
5	CEO Branding Strategies in Small and Mid-caps	195
5.1	Small is not beautiful anymore. Italian small and mid-caps that want to grow on the stock market	195
5.2	The importance of reputation for small and mid-caps and their leaders	197
5.3	Reputational management toward stakeholders of small and mid-caps	200
5.4	The role of the CEO in small and mid-caps with a strong vocation for development and growth	202
5.5	The degree of satisfaction in the management of corporate reputation	203
5.6	The CEO’s reputation for attracting talent	204
5.7	CEO activism	205
5.8	The reputational differences between large companies and small and mid-caps	209
	Appendix. CEO Reputation in Small Mid Cap by <i>Cristiana Brocchetti</i>	211
	Conclusions: A Leader and Ambassador CEO	217