ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

A Research on Ceo Branding*

Ceo Markalamaya Yönelik Bir Araştırma

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Abstract

"Personal branding" is a phenomenon that has attracted attention since it was first introduced by Tom Peters (1997). Starting from the assumption that every person is a "brand" with a value proposition, the concept of personal brand has expanded its scope over time and has created its own sub-types. The CEO brand is one of these subtypes. CEO branding means that the CEO can brand just like a product, service or institution. In this study, personal brand concepts and practices are analyzed on the axis of the CEO brand and on the basis of new media. The study was designed with a qualitative research method and was carried out using descriptive analysis. The sample of the research consists of CEO accounts that have accounts on LinkedIn. The sample of this study consists of 20 CEOs selected among "Turkey's 50 Most Admired CEOs" who were awarded the Golden Leader Awards in 2021 as a result of the research conducted by KREA. It is desired to explain the CEO brand through the analysis themes of the study. It is aimed to explain the CEO brand through the analysis themes of the study. These themes, adapted from İbicioğlu et al. (2014) are; image management, differentiation, positioning, and career interest become prominent as the main themes of the study. The sub-themes of the study were examined in detail as contextual richness, personal and professional development, personal qualities, distinctiveness, professional photographs, professional achievements and positive features,

professional abilities, professional titles and duties, professional competence, and future goals. The aim of this study is to examine personal brand practices, CEO brands' use of new media within the scope of the determined sample and research, and to explain the appearance of CEO brands in new media in the context of personal brand with a descriptive analysis. With this analysis, it is aimed to provide a conceptual framework to the literature on the use of LinkedIn by CEO brands. Thus, it was desired to create a scope and definition area for personal branding and CEO branding, which is a relatively new topic in the field of communication studies. The methodology of this research is descriptive content analysis, which belongs to the qualitative research design. The qualitative data analysis program MAXQDA was used to evaluate the research data. Within the scope of the study carried out over MAXQDA, it has been determined that CEOs use new media effectively and carry out branding activities through new media. It has been found that this situation makes a positive contribution to the personal brands of CEOs and the brands of the institutions they work for. In other words, the results of this study create a sustainable CEO brand concept by displaying personal qualities parallel to the personal images of CEO brands and the images of institutions. It has been observed that the definition and scope of the CEO brand concept, the CEO branding process, and the vital importance of new media in the CEO branding process are as discussed in the literature.

Keywords: Brand, Personal Brand, CEO Brand, New Media, LinkedIn

Öz

"Kişisel marka", Tom Peters (1997) tarafından ilk ortaya atıldığından itibaren ilgi çeken bir olgudur. Her insanın bir değer önermesine sahip bir "marka" olduğu varsayımından hareket eden kişisel marka kavramı, zamanla kapsamını genişletmiş ve kendi alt türlerini oluşturmuştur. CEO marka, bu alt türlerden biridir. CEO marka, bir şirketin en üst düzey yetkilisi olan CEO'nun; tıpkı bir ürün, hizmet ya da kurum gibi markalaşabileceği anlamına gelmektedir. Bu çalışmada kişisel marka kavram ve uygulamaları, CEO marka ekseninde ve yeni medya temelinde analiz edilmektedir. Çalışma kapsamında kişisel marka kavramından hareket edilerek CEO marka kavramına odaklanılmakta ve CEO markaların yeni medya kullanımları incelenmektedir. Çalışma ile alanyazında görece yeni bir nitelik arz eden kişisel marka kavramı üzerinden CEO marka ve CEO markalamaya ilişkin bir kapsam ve tanım alanı oluşturmak hedeflenmektedir. Çalışma, nitel araştırma yöntemiyle tasarlanmış olup betimsel analiz kullanılarak gerçekleştirilmiştir. Araştırmanın örneklemini, LinkedIn üzerinde hesabı bulunan ve doğrulanmış nitelik arz eden CEO hesapları oluşturmaktadır. Bu bağlamda KREA tarafından yapılan araştırma sonucunda Türkiye'nin en beğenilen 50 CEO'su arasından belirlenen ve 2021 yılında Altın Lider Ödülleri'ne layık görülen ve 20 CEO seçilmiştir. Araştırmanın temel sorunsalı, İbicioğlu vd. (2014)'ten uyarlanan analiz temaları üzerinden analiz edilmiştir. Çalışmanın ana temaları 'imaj yönetimi', 'farklılaşma', 'konumlandırma' ve 'kariyer ilgisi'; alt temaları ise 'bağlamsal zenginlik', 'kişisel ve mesleki gelişim', 'kişisel nitelikler', 'ayırt edicilik', 'profesyonel fotoğraflar', 'mesleki başarılar ve olumlu özellikler', 'mesleki yetenekler', 'mesleki unvan ve görevler', 'mesleki yeterlilik', 'gelecek hedefleri' olarak belirlenmiştir. Araştırma verilerinin değerlendirilmesinde, nitel veri analiz programı MAXQDA kullanılmıştır. Çalışma kapsamında CEO'ların yeni medyayı etkin bir şekilde kullandıkları ve yeni medya üzerinden markalama çalışmaları gerçekleştirdikleri tespit edilmiştir. Bu bağlamda CEO marka bileşenlerinin tümünün, CEO markalama sürecinde aktif olarak var olduğu ve CEO'lar tarafından yeni medyada kullanıldığı saptanmıştır. Çalışmada elde edilen bulguların uluslararası ve ulusal alanyazın ile paralellik gösterdiği görülmüştür. CEO marka kavramının tanım ve kapsamının, CEO markalama sürecinin, CEO markalama sürecinde yeni medyanın üstlendiği yaşamsal önemin alanyazında konu edildiği şekilde olduğu görülmüştür.

Anahtar Kelimeler: Marka, Kişisel Marka, CEO Marka, Yeni Medya, LinkedIn

Introduction

The concept of brand has taken on a quality that includes people with the expansion of meaning over time. This development, which corresponds to a "personal brand", means that people can become brands like products and services. Personal brand can be considered as an important opportunity for today's people, who struggle to exist in an intensely competitive business environment and who are constantly faced with the necessity of improving their competencies.

Brand and branding studies have a parallel operation with communication tools and techniques. In this context, new media brings a modern perspective to brand management. Contrary to traditional media, the new media, which has digital content and a more flexible nature, provides a new scope and application area to all known concepts and applications. This is because the unique dynamics of the new media are its benefits to the communication process.

This study aims to analyze CEO brand concepts and practices, which is a personal brand subtype, through new media. Within the scope of the study, first of all, a conceptual framework was put forward based on the literature. In the research part of the study, CEO brand concepts and practices were analyzed by content analysis method using the MAXQDA data analysis program on Linkedln, a professional business network and social sharing platform specific to new media.

This study aims to contribute to the literature in the field of CEO branding. In this context, the study is a continuation of the studies in this field and aims to add continuity to the literature (Bendisch et al., 2013; Fetcsherin, 2015; Taşkıran, 2017; Gürel & Arslan, 2020; Gürel & Arslan, 2021; Gürel et al. 2022; Gürel et al. 2023).

On the other hand, it is seen that the studies in the literature mainly focus on the marketing literature. This study, on the other hand, has an interdisciplinary nature and contributes to the fields of marketing, communication and social psychology. It is thought that the data obtained and the results obtained within the scope of the study will contribute to the literature in terms of "personal brand", "CEO brand" and "new media" studies, and will form a basis for subsequent studies. The project will also reveal usable information and data in terms of "business communication", "human resources" and "career management". Since the CEO brands to be examined within the scope of the research are specific to the Turkish business world, the project is also important in terms of creating a national profile on personal brand and CEO brand issues.

In addition, the study is in line with the United Nations – UN – Sustainable Development Goals (2022), 11th Development Plan (2019). In this context, the study is in line with the goals of supporting innovation and creativity in production and employment, which are included in Article 8 of the UN Sustainable Development Goals. In addition, the study is in harmony with the vision, main purpose and objectives of the 11th Development Plan.

Conceptual Background

CEO Brand

A brand, which forms the basis of production and marketing activities, is a name, term, word, symbol, design, sign, shape, color or combination of these, which is used to identify, promote and differentiate the

products and services of one or a group of vendors from those of their competitors (Kotler & Armstrong, 1989, p. 248). A brand that expresses more than a product and service is the sum of values that create demand in the consumer and have the potential to provide retention and recognition beyond its tangible outputs.

In general terms, a brand is a reflection and concretization of all the features of a product or service, institution, or person. In other words, the brand as a product or service is a set of features that an institution or person has, and it serves to distinguish it from similar ones. Branding and branding are a result of an intensely competitive business environment. So much so that in today's world, the brand appears as a necessity and it becomes more and more difficult to sell an unbranded product.

Corporate brand, is a brand which is based on corporation, in other words, an organization. Organisation; is a formation that was established by people for a common purpose and has a common working order. In other words, a corporation is a structure that carries out planned and organized activities to meet human needs. Organisation can be private, public or not-for-profit. It is one of the most basic features of the institution that its framework is drawn and its boundaries are determined.

Personal brand, on the other hand, is a brand based on the person in the simplest terms. This type of brand, whose subject is a person, has emerged more recently than other types of brands. Although the idea that a person can become a brand just like a product and service is considered ironic and evaluated with a critical view, the personal brand has continued to arouse interest and develop as an agenda item since it was first put forward.

Although the CEO brand is under the concept of personal brand, it is also closely related to the concept of corporate brand in terms of its field of activity. CEO brand is positioned at the intersection of personal brand and corporate brand concepts and interacts with both brands.

CEO branding, in the simplest terms, is the process of creating a CEO brand. Just as being a CEO is a time and effort-consuming formation process, so is being a CEO brand. CEO branding does not happen spontaneously and by chance, as is the case with other types of brands. The returns promised by the CEO brand are realized in parallel with the CEO branding process.

CEO branding; is the process of building, managing, and maintaining a brand. The meaning and importance that organizations and the business world attribute to the concept of CEO is considered as an understanding of CEO branding. In this context, CEO branding draws attention as a developing area of marketing and brand literature (Fetscherin, 2015). The branding efforts of CEOs, who represent institutions in their relations with their target audiences with different characteristics, and who act as an intermediary in conveying the vision, mission, and philosophies of the institutions to their target audiences and in realizing the communication in this direction, appear as a necessity for today's business world and they can use their brand strategies effectively (Ramperstad, 2010; Taşkıran, 2017).

The Internet and new media have changed not only the communication process, but also business and the way work is done. The dynamics of today's business world are driven by the internet and new media. Therefore, the existence of CEOs in this environment and their effective use of this

environment means a lot for themselves, their organizations, and the products and services they are responsible for.

To follow the agenda instantly and to be included in the agenda, to give sensitive messages to the target audience and society, to organize various events and to participate in various events; It is one of the factors that increase the brand values of CEOs. Research results on CEOs also confirm this discourse. According to a study by Brandfog (2013), more than 80% of CEOs believe that social media is an important platform to deepen ties with customers, employees and investors.

CEO branding studies can be carried out much more effectively through new media. The most important feature of the business world is its ability to adapt quickly to new developments. The CEO, who is the final decision maker of an organization, is the person who enables the organization to adapt to innovations and to exist in an intensely competitive environment. In this context, the CEO is able to realize and strategically manage the brand of the institution, the product and service brands within the institution, and the works related to his own personal brand through new media.
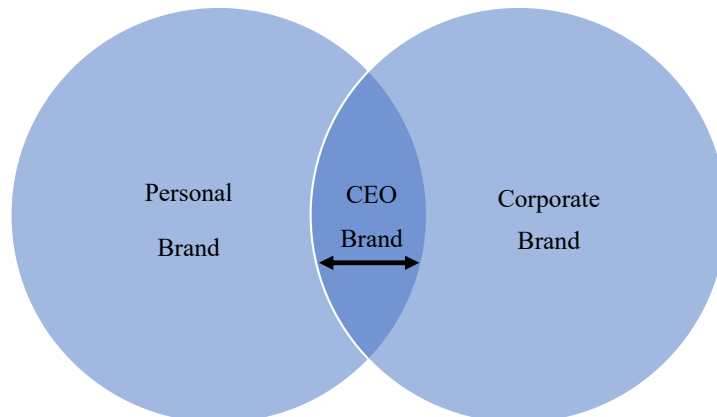
Figure 1. Scope of CEO Brand
Source: Developed by researchers using (Gürel et al., 2022, p. 732)

The CEO brand, which is essentially a personal brand, is fed by the corporate identity and supports the corporate identity. In this context, it is possible to state that the CEO brand is both influenced and influenced by the personal brand and the corporate brand. This scope is presented in Figure 1.

The CEO brand is a concept that promises great returns. It is possible to deal with the returns of the CEO brand within the CEO and the institution. The CEO brand distinguishes the CEO from his peers, enables him to perform his management and leadership duties more effectively, and enables the institution to receive the support of its employees and society more easily. From the point of view of the institution, the CEO brand differentiates the institution from its competitors, strengthens the product/service and corporate brand of the institution, contributes to the strategy of the institution, and increases the performance, profitability and brand value of the institution. In the context of all these benefits, the CEO brand promises an important competitive advantage for both the CEO and the institution.

Figure 2. Components of the CEO Brand

Source: (Gürel et al., 2022, p. 733)

A CEO's personal brand includes individual personality traits, values, competence and leadership characteristics. These features also have an important effect on decision making, which is the main task of the CEO (Chen & Chung, 2017, p. 23). In parallel with this, CEO brand is a concept that has an interdisciplinary nature and consists of many components, as it is based on the concepts of both people and management and institution. It is possible to state that the CEO brand consists of the components of "human capital and self-presentation", "managerial competence and career", "leadership charisma' and "communication strategy" as seen in Figure 2.

The first of the four components of the CEO brand is expressed as "human capital and self-presentation". Human capital refers to the tangible and intangible competence and potential of the CEO. Self-presentation describes the CEO's effort to control the impressions of those they interact with.

Self-presentation and impression management are very important in terms of the corporate value created by the CEO. According to Godfrey et al. (2003), managerial impression management makes a great contribution to the CEO and the institution. In this context, managerial impression management is a branch of financial literature that includes managerial – institutional initiatives.

The second component of the CEO brand corresponds to "managerial competence and career". Managerial competence corresponds to the managerial competence and skills that the CEO possesses. Career describes the CEO's individual career management. In CEO brand formation, it is necessary to carry out and maintain the managerial competence and career of the CEO in a planned and programmed manner.

The third component of the CEO brand relates to the "leadership charisma". Leadership is one of the most fundamental duties of a CEO. In this sense, leadership charisma means that the CEO leads their subordinates, adds value to them as a human and employee, and directs them to a specific mission and vision.

The fourth and final component of the CEO brand corresponds to the "communication strategy". A CEO is in communication and interaction with the internal and external environment of the institution. The communication skills of the CEO, the effective use of communication tools and techniques, the ability to develop and maintain a communication strategy are very important in terms of CEO brand formation (Gürel et al., 2022).

When the conceptual background for the CEO is examined in the literature, it is seen that it is used with a marketing focus. With this study, the concept of CEO can converge to the field of social psychology. This is highlighted by the concept of CEO branding.

CEO Branding Concept

CEO branding is the process of creating, managing and maintaining a CEO brand. The meaning and importance that institutions and the business world attribute to the concept of CEO is considered as an understanding for CEO branding. In this context, CEO branding draws attention as a developing area of marketing and brand literature (Fetscherin, 2015). The branding efforts of CEO's, who represent institutions in their relations with their target audiences with different characteristics, and who act as an intermediary in conveying the vision, mission and philosophies of the institutions to their target audiences and in realizing the communication in this direction, appear as a necessity for today's business world and they can use their brand strategies effectively. use it in a way that is necessary (Ramperstad, 2010; Taşkıran, 2017).

In another study, each of the successful CEO brands: has a clear brand identity built on the harmony of human identity and executive identity; a strong CEO brand reputation built on human reputation and harmonious management reputation A clear fit between CEO brand identity and reputation produces a distinctive, differentiated CEO brand positioning that leads to CEO brand equity. These findings, together with the internalization of the CEO brand reputation values, enable the stakeholders to produce positive perceptions about the institution (Cottan-Nir & Lehman-Wilzig, 2018).

CEO branding means the management of corporate performance, corporate image and corporate reputation based on CEO brand components. Components that make up the CEO brand; It can affect corporate performance, corporate image and corporate reputation in a positive or negative way. For this reason, CEO brand components must be effectively managed and associated with corporate concepts and processes. The CEO branding process is presented in Figure 3.

Figure 3. CEO Branding Process

Source: (Gürel et al., 2022, p. 734)

CEO branding is a set of planned efforts to influence people's and society's perceptions of the CEO. CEO branding is the process of taking corporate steps by moving from the CEO brand

components. The corporate dimension of the CEO brand; corporate performance consists of the interaction and holistic synergy of corporate image and corporate reputation.

Institutional performance is a multidimensional concept that includes the success of an institution, in other words, the level of achievement of the institutions' goals. Performance, which is one of the most important parameters of an institution, consists of the results of all the activities carried out by the CEO for the institution.

Corporate image is the image that an institution creates in the minds of the target audience it wants to reach. The corporate image, which consists of the impressions, feelings, thoughts and perceptions of the internal and external customers of the institution, is formed as a result of the associations created by the CEO and attributed to the institution.

Corporate reputation defines the value an institution has in the eyes of the people and institution it is dealing with. Corporate reputation, which is the perception of an institution before its employees, customers and the public, consists of the material and moral capital of the CEO. As (Fombrun, 1996) stated, reputation is closely related to business results and financial values. So much so that it is not possible to survive and compete without 'reputation capital'.

Use of New Media in CEO Branding

Personal branding works, like other branding works, use communication tools and techniques intensively. In addition to this, new media has brought a new perspective to personal branding as well as the entire communication process. In today's world shaped by the effectiveness of the new media, visibility has begun to be accepted as the basic impulse of life and society. So much so that today, on the internet and search engines, it means "to exist".

Visibility is very important for personal branding and personal branding. New media is more suitable for personal branding than traditional media because it facilitates and increases visibility. It is possible to state that the relative importance of personal brand has increased in the digital age in parallel with the prevalence of new media. In line with this development, personal branding and personal branding are more closely associated with new communication technologies and the internet in today's world (Gürel & Arslan, 2021).

CEO branding studies can be carried out much more effectively through new media. The most important feature of the business world is its ability to adapt quickly to new developments. The CEO, who is the final decision maker of an institution, is the person who enables the institution to adapt to innovations and to exist in an intensely competitive environment. In this context, the CEO is able to carry out and strategically manage both the brand of the institution, the product and service brands within the institution, and the works related to their own personal brand through new media.

Participants who are in communication with their followers can apply the concept of personal brand to their lives and improve their skills in this field day by day (Hepekiz & Gökaliler, 2019).

Those who are in communication with their followers can apply personal brand concepts to their lives and develop them every day (Taşkıran, 2017).

To follow the agenda instantly and to be included in the agenda, to give sensitive messages to the target audience and society, to organize various events and participate in various events; it is one of the factors that increase the brand values of CEO's. Research results on CEO's also confirm this discourse.

When considered within the framework of leadership approaches, the use of new media in CEO branding studies ensures the realization of the 'open leadership' approach. Open leadership is a new media-based type of leadership. By using the new media, open leaders transform their institution and make them more effective, more determined and profitable.

Lee and Chen (2011) points out that being open to leaders requires more effort and determination than controlling. Being open is not a mantra or a philosophy, but a thoughtful, solid approach to strategy and leadership that brings real results. In this context, the effective use of new media by CEO's will create a competitive advantage in the digital and global economy by positively affecting their management styles.

Purpose of the Research

The aim of the research is to examine and explain personal brand concepts and practices through CEO brands' use of new media. Thus, it is aimed to create a scope and definition area for personal branding and CEO brand issues, which is a relatively new topic in the field of communication studies.

The starting point of the research is the lack of sufficient resources in the international and national literature on the concept and application of personal brand and CEO brand.

People can now carry out their personal branding work individually and instantly over these networks. With the start of personal branding studies on new media, it has become a prerequisite for politicians, leaders, celebrities, CEO's and digital influencers to receive professional support or training to create the desired effect (Chen, 2013; Karaduman, 2013; Khedher, 2014; Pawar, 2016).

In the light of these effects, the starting point of the research is to examine the new media use of CEO brands through their personal brands and practices. In accordance with this purpose, the research questions were determined as follows:

Research Question 1: What content and themes do CEO brands' LinkedIn profiles consist of?

Research Question 2: What are the personal branding components that CEO brands include in their LinkedIn profiles?

Research Question 3: What is the most emphasized concept of personal branding?

The research primarily aims to contribute to the literature in the field of communication studies and personal branding and to guide further studies.

Within the scope of the literature review carried out, no study examining CEO brand concepts and practices on LinkedIn could be found. With this study, it is aimed to obtain theoretical and applied information on the concepts of personal brand and CEO brand, and to bring a communication-oriented view to personal branding studies.

Methodology

This Scientific Research Project, developed under the title "Personal Brand Concept and Application: A Research on New Media Use of CEO Brands", was carried out within Ege University. This project, which was accepted as a Rapid Support Project by the Ege University Scientific Research Commission with the project number 23802, was unanimously accepted by the Ege University Rectorate Commission on August 19, 2022. The interim report of the project was accepted on December 9, 2022. As the interim report output of the project, the authors produced two full-text proceedings. The final report of the project was accepted unanimously on June 1, 2023, and the commission decided to close the project.

The research was designed according to the qualitative research approach. Qualitative research is a research method that allows for in-depth examination and analysis of events, phenomena and situations in real environments (Golafshani, 2003). The purpose of choosing the research method as qualitative research is to examine, explain and exemplify the components that CEO's include for their personal brands and practices.

Descriptive analysis, one of the qualitative research methods, was used in the research. Descriptive analysis, in other words, systematic review is defined as descriptive expression of studies on a certain subject on the basis of determined criteria and contextual features (Greenhalgh, 1997).

The design of the research was determined as situation analysis. In the situation analysis process, all the factors related to the situation studied are investigated in detail, and how they affect and affect the situation is revealed. A person, an institution, a group, an environment can be shown as examples of situations to be studied (Yıldırım & Şimşek, 2016, p. 73).

The sampling method of the research was determined as 'criterion sampling' in accordance with the purpose of the study. Criterion sampling, which is one of the purposive sampling methods; It is expressed as the study of situations that meet one or more criteria predetermined by researchers by including them in the sample (Baltacı, 2018, p. 256).

The sample of the research consists of the first 20 CEO's among the "50 Most Admired CEO's of Turkey", who were awarded the Golden Leader Awards in 2021 as a result of the research conducted by KREA M.I.C.E. In this context, being in the top 20 in the "50 Most Admired CEO's" list and having a verified LinkedIn account were determined as criteria.

Information on CEOs and their use of new media, which constitutes the sample of the research, Table. It has been presented in 1.

Table 1. CEOs Who Formed the Sample of the Research

CEO	Number of Connections / Followers
CEO 1	500 +
CEO 2	500 +
CEO 3	500 +
CEO 4	500 +
CEO 5	4
CEO 6	500 +
CEO 7	500 +
CEO 8	500 +
CEO 9	90
CEO 10	500 +
CEO 11	500 +
CEO 12	500 +
CEO 13	500 +
CEO 14	500 +
CEO 15	500 +

The technological transformation has created a revolution in the field of communication, and the quality of being a public sphere attributed to the traditional media has been transferred to the new media (Çalışkan, 2014). Based on the general acceptance that social media is seen as a public space today, this research has been carried out by examining the contents of the posts that are open to all users. Regarding the ethical dimension of the study, the concept of personal data comes to the fore. Personal data is defined as "any information relating to an identified or identifiable person" in the Draft Law on the Protection of Personal Data dated 15/03/2013 (Oğuz, 2014). Accordingly, no data that will directly or indirectly point to any person or institution is shared within the scope of the research. This research, which does not contain the name of an institution or person, does not contain an ethical violation.

The most important criteria in the qualitative research process is to ensure the validity and reliability of the obtained data, data analysis and results (Baltacı, 2019) . For this reason, in order to ensure validity and reliability, a qualitative data analysis program was used in the research coding and analysis process, the research data were evaluated by more than one researcher and opinions were received from experts in the field.

The data collection process of the research was carried out in October 2022 within 14 days. Participants The data they shared publicly in this period in their LinkedIn profiles were encoded. Data, İbicioğlu et al. (2014), the personal branding scale was coded according to the themes and sub-themes created based on the categories. MAXQDA is a program that supports the analysis of qualitative and mixed data using a variety of approaches, including embedded theory, thematic analysis, discourse analysis, phenomenology, ethnography, content analysis, and more (Güven & Tekindal, 2022, p. 1).

Research scale used in the collection of research data consists of four themes: "image management", "differentiation", "positioning", and "career interest". The research scale was prepared based on the Personal Branding Scale prepared by İbicioğlu et al (2014). The researchers carried out the coding process of the first two CEOs together in accordance with the research calendar, and then continued independently, providing mutual control in the first and second weeks. In the coding process, no inconsistency was found by the researchers.

The "qualitative data analysis program" increases reliability in the coding and analysis process of data in studies designed according to the qualitative approach (Arastaman et al., 2018, p. 59). Qualitative data programs offer a variety of uses ranging from associating codes and themes, taking notes, quantifying qualitative data, and visualizing code distributions in order to transfer them to statistical software (Creswell & Clark, 2018, p. 258).

In order to ensure validity and reliability within the scope of the research, the qualitative data analysis program MAXQDA was used in the data coding and analysis process. In this context, the data coding and analysis process of the research was carried out by two different researchers.

'Expert review', is one of the measures to be taken by requesting feedback from people who have general knowledge about the researched subject and who are experts in qualitative research to examine the research process as a whole (Başkale, 2016, p. 24). Within the scope of the research, opinions about the research process were obtained from two experts who have field-specific studies.

In the coding made for the reliability calculation of the analysis results of the data coded by the researchers, the consistency between the coders was provided according to the Miles and Huberman approach. For this purpose, the total number of variables with consensus was divided by the total number of variables with consensus and disagreement and multiplied by 100 (Miles & Huberman, 1994), and inter-coder reliability data were obtained. As a result of the calculation, the reliability of the research data was determined as 99%.

The limitations of the research are that the data collection process covers only 14 days of October 2022 and only the LinkedIn profiles of CEOs are analyzed. For more general and interpretable findings, other social media applications and websites can be analyzed over a longer period of time.

Findings of Analysis

The data collection process of the research was carried out in October 2022 within a 14-day period. The personal branding scale was coded according to the themes and sub-themes created on the basis of the categories.

Table 2. Theme Chart of the Research

Theme	Sub-theme
Image Management	• Contextual richness • Personal and professional development
Differentiation	• Personal qualities • Distinctiveness
Positioning	• Professional photos • Professional achievements and positive traits • Professional abilities • Professional title and duties • Professional competence
Career Interest	• Future goals • Education and career plans

Source: Developed by the researchers using (İbicioğlu et al., 2014).

The theme chart used in the collection of research data consists of four themes: "image management", "differentiation", "positioning" and "career interest". The themes and sub-themes used in the research are presented in Table 2.

Descriptive analysis was used in the analysis of the research data. Descriptive analysis is the interpretation of data by coding within the scope of predetermined themes and categories. The descriptive analysis process consists of four stages. In this context, in the first stage of the analysis, it is determined under which category and sub-categories the research data will be processed. In the second stage, data is read, organized and coded in line with the thematic framework prepared. In the third stage, the findings coded in line with the thematic framework are defined and supported with quotations. At the last stage, the whole thematic framework is interpreted as a whole (Yıldırım & Şimşek, 2016).

Demographic findings related to the research were handled on the axis of "gender", "education" and "the sector in which they operate". When the CEO's who are the subject of the research are examined on the basis of gender, it is seen that men are more than women. In this context, five female CEO's were identified among the fifteen CEO's. This finding coincides with the fact that management is seen as a male profession. The literature and researches reveal that it is difficult for women to rise to senior management positions. So much so that this situation is expressed by the glass ceiling syndrome in the literature. The glass ceiling is a metaphor that describes the invisible and insurmountable obstacles that prevent female employees and employees belonging to minority groups from being promoted to senior management positions regardless of their success and merit (Gürel & Muter Şengül, 2012, p. 60).

When the CEO's who are the subject of the research are examined on the basis of education, it is seen that the CEO's with graduate education are relatively dense. In this context, six CEO's are undergraduates and eight CEO's are graduates. A CEO, on the other hand, did not include educational information in their LinkedIn profile.

When the undergraduate degrees of CEO's are examined, it is determined that ten CEO's are from economics and administrative sciences, three CEO's are from engineering and one CEO is from medicine. When the graduate degrees of the CEO's are examined, it has been determined that six CEO's specialize in business, one CEO specializes in finance, and two CEO's specialize in engineering. In parallel, it was seen that one CEO in the sample had a double master's degree in engineering and business administration, and four CEO's had their master's degrees abroad.

Within the scope of the research, it was also determined that the CEO's included the training programs they attended abroad under the title of education in their LinkedIn profiles. In this context, five CEO's received training on management and leadership abroad. These CEO's and the trainings they attended CEO 2, Stanford Universty Graduate School of Business (Executive Program in Leadership), CEO 3, INSEAD (Executive Management), CEO 4, Harvard Business School (Personal Leadership Program), CEO 10 (University of Chicago Booth School of Business Executive Education) can be summarized as CEO 15 (Singularity University, Executive Program).

According to the education category, the fact that CEO's include their educational backgrounds and details about their education in their profiles coincides with the CEO brand components. It is known that the training of CEO's directly affects many structures within the management function of the institution (Scheidt et al., 2018, p. 207). In this context, the fact that fourteen CEO's in the sample included educational information in their profiles is in line with the literature data.

When the research findings are analyzed on the basis of the sector in which they operate, it has been determined that the CEO's that are the subject of the research mainly work in the food/beverage sector. Five of the fifteen CEO's in the sample work in the food/beverage industry. The food/beverage sector is followed by the technology/informatics sector with two CEO's. Automotive, finance, textile and pharmaceutical sectors are among the other identified sectors. In this parallel, four of the CEO's that are the subject of the research are the CEO's of the holding, and eight CEO's work in global companies.

In the thematic analysis of the research findings, it was seen that all themes were used by CEO's. The general findings regarding the evaluation of the research are presented in Table 3 in the context of 'Theme 1', 'Theme 2', 'Theme 3' and 'Theme 4'. In this context, it was determined that CEO 1 and CEO 2 included information and shares on four themes in their LinkedIn profiles: image management, differentiation, positioning and career interest. The image management of CEO 3, CEO 7, CEO 14 and CEO 15 is explained by differentiation and positioning. It is about positioning and image management of CEO 4, CEO 6, CEO 8 and CEO 12 and differentiation and positioning of CEO 5. It has been determined that CEO 10 includes information and shares on image management, positioning, career interest, and CEO 9 and CEO 13 refer to the positioning themes. The findings of the relevant themes are explained in detail in the tables of the sub-themes.

Table 3. Evaluation of CEO Brands' Use of New Media According to Themes

	Theme 1 Image Management	Theme 2 Differentiation	Theme 3 Positioning	Theme 4 Career Interest
CEO 1	✓	✓	✓	✓
CEO 2	✓	✓	✓	✓
CEO 3	✓	✓	✓	-
CEO 4	✓	-	✓	-
CEO 5	-	✓	✓	-
CEO 6	✓	-	✓	✓
CEO 7	✓	✓	✓	-
CEO 8	✓	-	✓	-
CEO 9	-	-	✓	-
CEO 10	✓	-	✓	✓
CEO 11	-	✓	✓	-
CEO 12	✓	-	✓	-
CEO 13	-	-	✓	-
CEO 14	✓	✓	✓	-
CEO 15	✓	✓	✓	-

Within the scope of the research, "Theme 1" corresponds to image management. Theme 1 has two sub-themes: "personal and professional development" and "content richness". When the research findings are considered in the context of "Theme 1", the education programs abroad, foreign language knowledge

and the professional institution that are a member are the "personal and professional development" sub-theme, the current topic in the LinkedIn profile and the shares about the represented brand are the "content richness" sub-category associated with. In the evaluation of the research findings, findings related to these sub-themes were determined. These findings are presented collectively in Table 4.

Table 4. Evaluation of CEO Brands' Use of New Media in the Context of Theme 1

	Sub-Theme 1 Personal and Professional Development	Sub-Theme 2 Contextual Richness
CEO 1	-	✓
CEO 2	✓	✓
CEO 3	✓	✓
CEO 4	✓	-
CEO 5	-	-
CEO 6	✓	-
CEO 7	✓	-
CEO 8	✓	✓
CEO 9	-	-
CEO 10	✓	✓
CEO 11	-	-
CEO 12	✓	-
CEO 13	-	-
CEO 14	-	✓
CEO 15	✓	✓

In the evaluation of the research findings, it was seen that the information included in the LinkedIn profile of the eight CEO's in the sample matched Sub-theme 1, which is expressed as 'personal and professional development'. In this context, the information in the profiles of CEO 2, CEO 3, CEO 4, CEO 6, CEO 7, CEO 8, CEO 10, CEO 12 and CEO 15 is compatible with Sub-theme 1. Within the scope of the aforementioned theme, it was determined that six CEO's included education programs abroad, foreign language skills of three CEO's, and professional institutions of which three CEO's are members in their profiles. Detailed findings of Sub-theme 1 are presented collectively in Table 4.1.

Table 4.1. CEO Evaluation of Brands' Use of New Media in the Context of Sub-Theme 1

CEO 2	– Participated Overseas Education Program
CEO 3	– Participated Overseas Education Program – Foreign (English-French) Grammar
CEO 4	– Participated Overseas Education Program
CEO 6	– Participated Overseas Education Program – Foreign (English) Grammar
CEO 7	– Foreign (English-German) Grammar
CEO 8	– Professional Organization Membership (Private Sector Volunteer Association Board Membership, TÜSİAD Membership, TAİK Turkey-USA Business Council Membership)
CEO 10	– Participated Overseas Education Program – Professional Organization Membership (TÜSİAD Membership, WBCSD Membership, International Corporate Governance Network Membership, World Economic Forum Membership)
CEO 12	– Participated Overseas Education Program
CEO 15	– Participated Overseas Education Program – Professional Organization Membership (YASED Board Member, Endeavor Board Member, M-Tod Board Member)

In the evaluation of the research findings, it was observed that the information included in the LinkedIn profile of the seven CEO's in the sample matched Sub-theme 2, which is expressed as "content richness". In this context, the information in the profile of CEO 1, CEO 2, CEO 3, CEO 8, CEO 10, CEO 14 and CEO 15 is compatible with Sub-theme 2. Within the scope of the aforementioned theme, it was determined that two CEO's shared on current issues and trends in their profiles, and seven CEO's shared about the brands they represented. Detailed findings of Sub-theme 2 are presented collectively in Table 4.2.

Table 4. 2. Evaluation of CEO Brands' Use of New Media in the Context of Sub-Theme 2

CEO 1	– Current Topic and Trend Sharing
CEO 2	– Current Topic and Trend Sharing – Sharing About the Represented Brand
CEO 3	– Sharing About the Represented Brand
CEO 8	– Sharing About the Represented Brand
CEO 10	– Sharing About the Represented Brand
CEO 14	– Sharing About the Represented Brand
CEO 15	– Sharing About the Represented Brand

Within the scope of the research, "Theme 2" corresponds to differentiation. Theme 2 has two sub-themes: "distinguishability" and "personal qualities". Considering the research findings in the context of "Theme 2", both sub-themes were coded based on the descriptive statements in the "About" section of the CEO's LinkedIn profiles. The area in question is the area where CEO's express themselves individually. In the evaluation of the research findings, findings related to these sub-themes were determined. These findings are presented collectively in Table 5.

Table 5. Evaluation of CEO Brands' Use of New Media in the Context of Theme 2

	Sub-Theme 1 Distinctiveness	Sub-Theme 2 Personal Qualities
CEO 1	-	-
CEO 2	✓	✓
CEO 3	✓	✓
CEO 4	-	-
CEO 5	✓	-
CEO 6	-	✓
CEO 7	-	✓
CEO 8	-	-
CEO 9	-	-
CEO 10	-	-
CEO 11	-	✓
CEO 12	-	-
CEO 13	-	-
CEO 14	-	✓
CEO 15	-	✓

Sub-theme 1, which is expressed as 'differentiability' within the scope of Theme 2, was identified in the profiles of three CEO's, namely CEO 2, CEO 3 and CEO 5. Sub-theme 2, which corresponds to "personal qualities", was identified in the profiles of seven CEO's: CEO 2, CEO 3, CEO 6, CEO 7, CEO 11, CEO 14 and CEO 15. In the light of the findings, it is seen that the seven CEO's in the sample attach importance to differentiation and share in this direction.

Within the scope of the research, "Theme 3" corresponds to positioning. Theme 3 consists of five sub-themes: "professional competence", "professional title and duty", "professional talent", "professional success and characteristics", and "professional photography". In the evaluation of the research findings, findings related to these sub-themes were determined. These findings are presented in Table 6.

Table 6. Evaluation of CEO Brands' Use of New Media in the Context of Theme 3

	Sub-Theme 1 Professional Competence	Sub-Theme 2 Professional Title and Position	Sub-Theme 3 Professional Ability	Sub-Theme 4 Professional Success and Characteristics	Sub-Theme 5 Professional Photography
CEO 1	✓	✓	✓	✓	✓
CEO 2	✓	✓	✓	✓	✓
CEO 3	✓	✓	✓	✓	✓
CEO 4	✓	✓	✓	✓	✓
CEO 5	✓	✓	✓	✓	✓
CEO 6	✓	✓	✓	✓	✓
CEO 7	✓	✓	✓	✓	✓
CEO 8	✓	✓	✓	✓	✓
CEO 9	✓	✓	✓	✓	✓
CEO 10	✓	✓	✓	✓	✓
CEO 11	✓	✓	✓	✓	✓
CEO 12	✓	✓	✓	✓	✓
CEO 13	✓	✓	✓	✓	✓
CEO 14	✓	✓	✓	✓	✓
CEO 15	✓	✓	✓	✓	✓

In line with the research findings, the theme that CEO's refer to the most in their LinkedIn profiles has been identified as the "positioning" theme. Among the sub-themes of positioning, the sub-theme referred to by all CEO's was found to be "professional title". 15 CEO's in the sample included their professional backgrounds in their profiles.

Within the scope of Theme 3, the sub-theme of "professional competence" refers to the competencies, qualifications and competencies of CEO's. In this direction, it was found that 14 CEO's included expressions reflecting their professional competencies in their LinkedIn profiles. Within the scope of the aforementioned sub-theme, it was determined that only one CEO – CEO5 – did not include any information about his professional competence in their profile.

In the 'professional talent' sub-theme, expressions referring to managerial and leadership characteristics were coded. According to the research findings, it has been determined that there are

expressions referring to the "professional abilities" sub-theme in the profiles of nine CEO's, namely CEO 2, CEO3, CEO 4, CEO6, CEO 8, CEO 10, CEO 11, CEO 14, CEO 15.

In the sub-theme of 'professional success and positive traits', the expressions in the approved talent, competence, recommendation section of the profiles of the CEOs and the posts covering their achievements for the brands they represent were coded. In this direction, findings were found in the profiles of a total of six CEO's in the sample: CEO 1, CEO2, CEO 3, CEO 4, CEO 8, CEO 10.

In the 'professional photography' sub-theme, the logo, emblem, etc. of the brand represented by the CEOs. Coding was carried out specifically for the photos with corporate identity works. Within the scope of the research, it was observed that nine CEOs included professional photographs in their profiles. These CEOs were identified as CEO 1, CEO 2, CEO 3, CEO4, CEO 7, CEO 8, CEO 9, CEO 10 and CEO 13, respectively.

Within the scope of the research, 'Theme 4' finds expression as career interest. Theme 4 has two sub-themes: 'education and career plans' and 'future goals'. When the research findings are considered in the context of 'Theme 4', activities such as training, congresses, interviews, conferences, career days, which are planned to be attended, are sub-theme of 'education and career plans', near and long-term goals and expectations related to their fields of expertise, and 'future goals' sub-theme. In the evaluation of the research findings, findings related to these sub-themes were determined. These findings are presented in Table 7.

Table 7. Evaluation of CEO Brands' Use of New Media in the Context of Theme 4

	Sub-Theme 1 Education and Career Plans	Sub-Theme 2 Future Goals
CEO 1	-	✓
CEO 2	✓	-
CEO 3	-	-
CEO 4	-	-
CEO 5	-	-
CEO 6	✓	-
CEO 7	-	-
CEO 8	-	-
CEO 9	-	-
CEO 10	✓	-
CEO 11	-	-
CEO 12	-	-
CEO 13	-	-
CEO 14	-	-
CEO 15	-	-

When the research findings were examined in the context of 'Theme 4', it was determined that there were findings related to both sub-themes. In this context, it has been determined that CEO 2, CEO 6 and CEO 10 include information on Sub-theme 1 in their LinkedIn profile and CEO 1 on Sub-theme 2 in their profile. In addition, it has been observed that there is no information about

Theme 4 in the LinkedIn profile of CEO 3, CEO 4, CEO 5, CEO 7, CEO 8, CEO 9, CEO 11, CEO 12, CEO 13, CEO 14 and CEO 15.

Research Findings

It has been seen that the data obtained on the branding processes of CEO's and the use of new media are in parallel with the literature. The most striking finding within the scope of the research is the match with the findings of international and national literature. The basic assumption of the study, that the new media is an effective tool for personal branding and CEO branding, is frequently discussed in international and national literature.

CEO brands use new media intensively. According to the research findings, it was seen that fourteen CEO's included in the sample group of the research actively use the LinkedIn application. Only one CEO in the sample is in the passive user group.

The CEO's included in the sample included information about their education and career backgrounds, professional abilities and competencies, managerial and leadership skills in their LinkedIn profiles. In this context, as Edgett (1972) and Hambrick and Mason (1984) pointed out, it is possible to state that the observable managerial characteristics and personal/professional potentials of CEO's are linear with their institutions positions.

Another finding within the scope of the research is about the preferences of CEOs for profile photos and cover photos. In this context, it was determined that the LinkedIn profile photos of ten CEO's in the sample group were professionally shot, and three CEOs included the logos and emblems of the brands they were affiliated with in their profile photos. Examining the cover photos, it was seen that six CEO's used visuals reflecting the corporate identity of the brand they represent. This situation has been interpreted as the CEO's integrating the identity of the brand they are affiliated with with their personal brand and CEO brand identities, and it coincides with the literature. As stated by researchers such as Bendisch (2011) and Nolan (2015), CEO's function as brand ambassadors of the brands they are associated with. It was determined that all three research questions were confirmed.

Based on research question 1, it has been seen that LinkedIn profiles of CEO brands consist of various contents and themes. In line with the findings, the most emphasized theme was 'positioning', the sub-theme was 'professional competence', the least emphasized theme was 'career interest', and the least emphasized sub-theme was 'future goals'. In parallel with this, it is possible to state that CEO's need positioning strategies and in this direction, they tend to differentiate based on reflecting and 'positioning' all their professional and personal competence/skills/developments.

Another area where CEO's have progressed based on differentiation has been the 'About' and 'Talk about' sections. In these two sections, which they include in their profiles, CEO's have the opportunity to present their selves on the subject, concept and content without any restrictions. According to CEO branding, it is recommended that these two areas be established on the basis of a specific strategy.

Based on research question 2, it has been determined that the majority of CEO brands include personal branding components in their LinkedIn profiles. In this context, Gürel et al. (2022) reached results compatible with the CEO branding components, which can be explained as "human capital & self presentation", "managerial competence & career", "leadership charisma" and 'communication strategy". However, it has been determined that there are differences in the practices of CEO's to reflect CEO brand components.

Based on research question 3, it has been determined that there are concepts related to personal brand in LinkedIn profiles of CEO brands. In this context, it has been determined that the concept of 'management' is heavily emphasized in relation to the fields of expertise of CEO's. Personal branding is a strategic work that is designed as "person-based" and covers the stages of planning, implementation and evaluation. The most important characteristics of the CEO's in the sample are that they have management knowledge and management skills. In this context, it has been seen that the most strategically emphasized concepts and sub-concepts are management-based, which is consistent with the competencies and abilities of the people.

Within the scope of the general evaluation of the research findings, when the frequency distributions of the themes related to the new media usage of CEO brands were examined, it was determined that there were 379 coding matches and expressions referring to the "positioning" theme the most in the LinkedIn profiles of the CEO's. In this context, 32 codings were applied to the theme of "image management", 13 codings to the theme of "differentiation", and 6 codings to the theme of "career interest".

Table 8. Frequency Distribution of Themes Regarding CEO Brands' Use of New Media

Theme 1 Image Management	Theme 2 Differentiation	Theme 3 Positioning	Theme 4 Career Interest
32	13	379	6

The frequency distributions of the sub-themes of the themes related to the new media use of CEO brands indicate that the 'professional competence' sub-theme is dense with 294 codes, as presented in Table 8. In this context, it was determined that there were 39 codings for the "professional title and duty" sub-theme, 19 coding for the "professional talent" sub-theme, 18 coding for the "professional success and characteristics" sub-theme, and 9 coding for the "professional photography" sub-theme.

Table 9. Frequency Distribution of Sub-Themes of the Most Codified Theme Regarding CEO Brands' Use of New Media

Sub-Theme 1 Professional Competence	Sub-Theme 2 Professional Title and Duty	Sub-Theme 3 Professional Ability	Sub-Theme 4 Professional Success and Characteristics	Sub-Theme 5 Professional Photography
294	39	19	18	9

This study points to findings in parallel with the literature review, and it is possible for CEOs, who are corporate managers, to use effective new media and CEO branding. In this way, it is among the findings that they can increase the brand values of the organizations they are affiliated with and contribute to a sustainable corporate image.

Conclusion

A brand is expressed as differentiating, separating and embodying a product and service from its competitors. Personal branding, on the other hand, is defined as branding activities that take 'human' at the center and include individual talents/competencies. CEO brand, which is a sub-type of personal brand, simply means the branding of a company's top manager.

The CEO is the ultimate responsible for a company. All processes, managers and employees of the company depend on the CEO. CEOs in today's business world; just as products and services are branded. CEO brand; It not only makes a positive impact on the personal brands of CEOs, but also makes a great contribution to the product and service brands and corporate brands of the organizations they work for. CEO brand; CEOs have a significant impact on the brand value, corporate reputation, productivity and effectiveness levels of the organizations they are affiliated with. For this reason, it is necessary to pay attention to the CEO branding efforts and to ensure that they are strategically managed.

The CEO brand not only has a positive effect on the personal brands of CEO's, but also makes a great contribution to the product and service brands and corporate brands of the institutions they work for. CEO's have a significant impact on the brand value, corporate reputation, productivity and effectiveness levels of the institutions they are affiliated with. For this reason, it is necessary to pay attention to the CEO branding efforts and to ensure that they are strategically managed.

The aim of this brand and personal brand-oriented study is to investigate the CEO brand concept and practice through the use of new media by CEO brands. With this orientation, LinkedIn, a professional business network and social sharing platform, was chosen as the research universe. Officially established on May 5, 2003, Linkedln (2023) is a website that gives its members the opportunity to establish a professional network. With 850 million members in 200 countries and regions around the world, LinkedIn is considered the world's largest professional social network.

The aim of this brand and personal brand-oriented study is to investigate the CEO brand concept and practice through the use of new media by CEO brands. With this orientation, LinkedIn, a professional business network and social sharing platform, was chosen as the research universe.

As a result of the research carried out by KREA M.I.C.E using the criterion sampling method within the scope of the research, the first 20 CEO's among the "50 Most Admired CEO's of Turkiye", who were awarded the Golden Leader Awards in 2021, were examined. The constraints of the research are the new media channels that are not included in the research universe and CEO brands that are not included in the sample of the research.

In the general interpretation of the research findings, it has been determined that the information and data about CEO brand concepts and practices are in parallel with the literature. In this context, within the scope of the research, it has been seen that the definition and scope of the CEO brand concept, the CEO branding process, and the vital importance of the new media in the CEO branding process have been discussed in the literature.

Within the scope of the research, it was determined that the three research questions, which were the starting point of the study, were confirmed. This situation coincides with the fact that the research findings are parallel to the literature. It has been determined that fourteen of the fifteen CEO's included in the sample of the research actively use the LinkedIn site. Profile photos and cover photos used by CEO's on LinkedIn profiles are professional and professional. Therefore, it can be stated that CEO's integrate their personal brands with the brands they represent, and they tend to present their selves through new media.

According to the research findings, it has been observed that all of the CEO brand components are actively present in the CEO branding process and are used by CEO's. The component with the most intense frequency among the CEO brand components was determined as 'positioning'. In the context of positioning, it has been determined that elements such as professional competence, professional ability, professional title and duties, professional success and positive features, and professional photographs are used. In this direction, it is possible to state that CEO's are in an effort to differentiate by using these elements.

Based on the research findings, it has been seen that the concept that CEO's emphasize the most in their LinkedIn profiles is "management". This situation coincides with the duties and areas of expertise of CEO's. The CEO's in the sample shared their management expertise and the training they attended with their followers. The aforementioned finding is important in terms of showing CEO's dominance in the concept of management and in the field.

This studies' results is compatible with the literature. For instance Taşkıran (2017) mentions that due importance should be given to the effective use of both the new communication environments under the control of the institution and the personal website and personal social media accounts, which can be considered within the scope of the personal communication management of the CEOs, in terms of personal branding.

The study is also consistent with the results obtained through different channels. For example, the results of Chen (2013)'s study on YouTube reveal potential areas of improvement for personal branding and consumer-personal brand relationships as a result of consumer empowerment on YouTube. The key managerial implication is that the dynamics of business-to-brand and consumer-brand relationships are evolving from a corporate and one-dimensional event on YouTube to a personal perspective and a two-way social bond.

Besides, Bendisch et. al. (2013) clarifies that CEO brands are influenced by their personalities and executive roles, and organizations need to constantly monitor CEO brand reputation and communicate its position. A successful CEO brand increases perceived brand equity and creates value for organizations.

This study also provides cross-cultural validity. The study by Cottan-Nir & Lehman-Wilzig (2018) on Israeli CEOs confirms that. The study clearly shows that each of Israili successful CEO brands has: a clear brand identity, built on the alignment of its human identity and its managerial identity; a strong CEO brand reputation, built on its human reputation and aligned managerial

reputation; clear congruence between the CEO brand identity and reputation, producing a distinct, differentiating CEO brand positioning leading to CEO brand equity.

In line with the findings of the study and the conclusions reached, it is possible to make suggestions for future research. In this context, some suggestions for future research can be summarized as follows:

- Personal brand and CEO brand; can be examined by using different disciplines such as business, economics, social science and management science, supported by quantitative, qualitative and mixed research methods.

- The CEO brand concept can be researched on a sector-based basis at international and national level by going to the universe and sample diversity.

- CEO brands' new media usage practices can be examined depending on factors such as gender and age.

- The new media accounts of national and international CEO's can be analyzed on the basis of personal brand and CEO brand, and comparative analyzes can be made.

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