

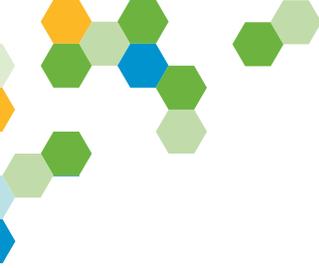


SPECIAL REPORT

# Advocacy on the Internet

Madrid, July 2015

**d+i** developing  
ideas  
LLORENTE & CUENCA

- 
1. RISKS AND OPPORTUNITIES OF PROFESSIONAL DIGITAL IDENTITY
  2. BENEFITS OF THE USE OF SOCIAL NETWORKS FOR LAWYERS
- AUTHORS

## I. RISKS AND OPPORTUNITIES OF PROFESSIONAL DIGITAL IDENTITY

*"The question isn't, 'What do we want to know about people?', It's, 'What do people want to tell about themselves?'"* The quote by Mark Zuckerberg, the famous founder of Facebook, represents a declaration of intent. It explores the real reason that explains the **unstoppable boom of the social networks**, either personal or with a strictly professional approach: the need to generate and control a virtual alter ego which reflects who we are (or who we want to be in the eyes of others). Today´s networks (Facebook, Twitter, LinkedIn, Instagram, Youtube, etc.) strongly contribute to shape what we call today "digital identity". Google, with its almighty search engine, provides those who enquire about us (after a job interview, for example) the fragments of our identity in list form. Does this list of search results reflect who we really are or does it just offer a biased vision? Let us not forget that, often –especially in the case of **managers or people under the spotlight**–, the information revealed on the Internet about us is beyond our control and has nothing to do with what we may have said or shared from our blogs and profiles in networks.

In the course of our professional career, we have identified a reaction that often occurs when a company considers entering the conversation in social networks. Initially, the company usually expresses more or less openly its **fear of participating in social networks**. However, after consulting the networks monitoring report (the so called "active monitoring"), managers usually understand that, **regardless of whether their companies –or they themselves– communicate from their own profile or not, the conversation around their activity happens**. Journalists, mass media, employees, citizens, activists and authorities share information, comments and value judgements when they think a corporate behavior is inappropriate (and also, but less common, when the behavior is praiseworthy). Users will mention us whether we have a network profile or not, let us not forget it. **Closing our eyes and shutting our ears is not the solution to silence the so called "digital conversation"**.

Unfortunately, there are many cases where **a crisis situation** (a collective dismissal, a factory accident or a legal proceeding, to give a few examples) **triggers the hasty decision of building the digital identity** of the company or the employee. It is important to point out that this process lacks immediate results. It demands perseverance, coherence and direction. In order to clarify doubts regarding this phenomenon which arouses a great deal of interest in management boards, we will analyze the main risks and opportunities focusing on the professional digital identity:

“This process lacks immediate results. It requires determination, coherence and a direction”

- **Placing our leaders as influential experts** (opportunity). In our companies we probably have excellent professionals who stand out in their areas of expertise (innovation, law, technology, etc.). It is interesting to think about how we can help, through quality contents developed by these experts, convey the market that we have the best talent and that if we are able to launch fantastic products it is thanks to the value of the professionals that make up our staff.
- **Generating a network of connections multiplying the scope of our corporate messages** (opportunity). On the Internet there are lots of methods to promote the corporate news: from campaigns in Google AdWords to targeted advertising actions on social networks. However, there are other ways of promotion, entirely free of charge that involve taking advantage of the enormous network of contacts of our employees. If we are able to let them be, through their profiles, the ones who share our contents, we will greatly increase our messages' visibility.
- **Counting on ambassadors on the networks who strengthen and provide our vision, mission and values with coherence** (opportunity). On the Internet, when professionals with name and lastname (not a corporate logo) offer their own vision of the strategy of the company they work for, explain in detail a service they know well or inform us enthusiastically about the last product launch in which they have participated, they contribute significantly to the collective sense of pride of belonging and to providing corporate messages with greater credibility.
- **Establishing systems of incidents and crisis reports in order to do a faster and more effective management of this kind of situations** (opportunity). Although there are already very efficient mention-monitoring systems via software, there is no doubt that, if employees know when and who to report an incident that they have identified while browsing a users' forum or social network, the company's team of crisis management will be able to greatly benefit from this early warning system.
- **Losing excellent candidates because we cannot make them “fall in love” to join our team** (risk). Many candidates opt for a company not only for its good reputation, but for the quality of the project or the prestigious

“There is nothing more damaging than reading how an employee lashes out against his or her own company’s published contents”

professionals they will work with in the future. Hence the importance of properly building the digital identity of the team leaders and even of the youngest employees. The identification of real success stories represents a key factor to attract excellent professionals.

- **Crisis situations caused by employees who, with the best of intentions, set themselves up as improvised spokespeople on the networks** (risk). Driven by the best of intentions, an employee who sees how the company is being strongly criticized may answer accusations that he or she considers false and even get involved

in a war of insults with other users. If these employees have previously received training and understand well the risks that may arise on the social networks, they are very likely to act responsibly and properly report the incident.

- **Loss of credibility as a result of a divergence of messages between what employees communicate and what the company conveys** (risk). There is nothing more damaging than reading how an employee lashes out against his or her own company’s published contents. If professionals do not have faith in the company they work for, who will? The line between internal and external communication tends to vanish. We must be aware that any communication that we do internally is likely to appear at any moment on social networks. We must provide the means (We insist again on the importance of awareness and training) so that confidential or strategic contents are not shared. Let us think in terms of situations and assess what image would we convey if the video in which the CEO addresses his employees to explain them the turnover results leaked by mistake. How could our audiences react? Would employees’ relatives give their opinion? Would this be newsworthy for the media?



**PERSONAL BRANDING**

“Those companies that understand the new rules of the game, will be the ones reacting most efficiently to reputation’s risks”

- **Negative impact on the personal reputation of a manager of certain critical or offensive contents** (risk). It is necessary to remember that social networks, in addition to being a fantastic framework for dialogue and personal enrichment, offer a platform to users that –often hidden under the anonymity their “alias” provide them– spend time and effort to insult other people. In some cases, the insults and slanders stated in certain spaces may cause a great damage to the image and honor of the individual concerned. In these cases, legal actions try to restore, as far as possible, the damage caused and to punish those responsible. The reality it is that, in many cases, is not easy to take action against this kind of users and, while justice follows the stipulated procedures and time runs, the mass dissemination of slanderous contents results in even greater damage.

It seems reasonable to assume that there is no turning back. The companies and professionals’ levels of public exposure require **increasing levels of transparency**. Furthermore, it is likely that, within two generations, the concept of privacy as we know it today will have changed significantly. Certain aspects that are considered to belong to the private sphere will no longer be in the eyes of those born in the second decade of the 21<sup>st</sup> century. Case law will have to accelerate

its pace of adjustment in light of realities such as cyberstalking, sharing economy or identity theft. Those companies that understand the new rules of the game, will be the ones reacting most efficiently to reputation’s risks and taking advantage of the huge strength of **personal communication on the networks in order to contribute to their business goals**.

## 2. BENEFITS OF THE USE OF SOCIAL NETWORKS FOR LAWYERS

The need for law firms to be present on the Internet is becoming increasingly evident. Nowadays, **potential customers of a law firm will look on the Internet for information about the firm**, their activities and the people that make it up before making the decision of taking the step to get in touch in a more personal way in order to hire the services it offers.

But, what about the lawyers? Are they also required to be present on social networks? Not only the presence on social networks of the firm but also the lawyers’ involved should be carried out creating a personalized strategy in which the company’s values, principles and position are clear to target the messages and ensure that the published contents are coherent. This strategy must establish specific objectives of what we want to achieve with our actions on the Internet as well as **an analysis of the means we have in order to reach these objectives** and build our personal branding. The main advantages of

“If quality content is produced, there is the opportunity to consolidate as a reference in an area or market segment”

a **proactive management of the digital identity by lawyers** are listed below:

- **It boosts and improves the personal branding as a legal professional.** Lawyers are, in themselves, their own branding, and what becomes known from them helps in the construct of their reputation; social networks are tools with great potential to transfer knowledge and experience to audiences. If quality content is produced, there is the opportunity to consolidate as a reference in an area or market segment.
- It provides **greater credibility to the law firm and personalizes it**, turning it into a closer and more accessible figure for its audiences. Moreover, being on the networks allows us to share both at an individual and organizational level the knowledge or areas of expertise through the publication of specialized and relevant content, which will result in a greater salience and will provide the firm with a leadership position.
- It allows a **qualitative and quantitative improvement of the presence on traditional media.** On social networks, the content can be disseminated through its own platform in many directions, which can be collected by traditional media if the content is original or topical for them. Moreover, a carefully published and well managed content enables professionals to be positioned as a reference in their fields and as experts to be consulted by the media when they write information related to their issues.
- Furthermore, networks enable the **segmentation of the public and communities** we want to address with the possibility of reaching specialized audiences. This can be particularly relevant for lawyers since it creates a great capacity of **networking** with stakeholders. In addition, in comparison with traditional media, social networks allow for interaction and **bidirectional** communication that enable to know the community's interests and a better targeting of the activity and the contents.
- Another of the main advantages of an active presence on social networks is that it can be used to attract and as a vehicle for **new business.** Through social networks we can contact people or entities which provide us a route of entry to new projects thus expanding our **customer** base. Either because they look for specialized services by means of these formula and they find our profiles or because we are able to **identify** business **opportunities** through the publications we receive.

## Authors



**Iván Pino** is Online communication director in LLORENTE & CUENCA in Madrid. Graduated in Journalism. 15 years experience. Specialised in online communication and social corporate responsibility. He started his career as product manager of the CHF association. Press officer at the Port Authority in Ferrol-San Cibrao, and consultant director at Octo Europa. In Llorente & Cuenca, he has worked with

Repsol, La Caixa, Gas Natural Fenosa, L'Oréal, Gestamp, DKV, USP Hospitals, Madrid Tourism Department, and Xacobeo 2010, amongst others.

[ipino@llorenteycuenca.com](mailto:ipino@llorenteycuenca.com)



**Jesús Álava** is Senior Consultant of Online Communication in LLORENTE & CUENCA in Spain. He studied Journalism in the Universidad Complutense de Madrid and spent the last year as Exchange Student in the Katholische Universität Eichstätt-Ingolstadt in Germany. He studied a Master on Political and Corporate Communication in the Universidad de Navarra and George Washington University (USA). He worked during five years for the online marketing

agency TMP Worldwide which is specialized on branding, business schools, recruitment of talent and internal communication. Jesus has also worked for communication agencies such as Abril Comunicación and Weber Shandwick and for companies such as L'Oréal.

[jalava@llorenteycuenca.com](mailto:jalava@llorenteycuenca.com)



**Alba García** is Senior Consultant in LLORENTE & CUENCA Madrid. Degree in Advertising and Public Relations and master's degree in Corporate and Advertising Communication. She coordinated the Masters' Degrees of the Complutense University of Madrid "Corporate and Advertising Communication" and "Public and Political Institutions Communication". In LLORENTE & CUENCA, she worked for the last years in several litigation communication

projects and for clients such as Coca-Cola, Burger King Worldwide, Atento, Faurecia or Mercadona in the corporate communications field.

[agarcial@llorenteycuenca.com](mailto:agarcial@llorenteycuenca.com)

## CORPORATE MANAGEMENT

**José Antonio Llorente**  
Founding Partner & Chairman  
jallornte@llorenteycuenca.com

**Enrique González**  
Partner & CFO  
egonzalez@llorenteycuenca.com

**Jorge Cachinero**  
Corporate Manager Innovation  
jcachinero@llorenteycuenca.com

## MANAGEMENT SPAIN AND PORTUGAL

**Arturo Pinedo**  
Partner & Managing Director  
apinedo@llorenteycuenca.com

**Adolfo Corujo**  
Partner & Managing Director  
acorujo@llorenteycuenca.com

## MANAGEMENT LATIN AMERICA

**Alejandro Romero**  
Partner & CEO Latin America  
aromero@llorenteycuenca.com

**Luisa García**  
Partner & CEO Andean Region  
lgarcia@llorenteycuenca.com

**José Luis Di Girolamo**  
Partner & CFO Latin America  
jldgirolamo@llorenteycuenca.com

## HR MANAGEMENT

**Antonio Lois**  
HR Manager for Latin America  
alois@llorenteycuenca.com

**Daniel Moreno**  
HR Manager for Spain and Portugal  
dmoreno@llorenteycuenca.com

## SPAIN AND PORTUGAL

### Barcelona

**María Cura**  
Partner & Managing Director  
mcura@llorenteycuenca.com

**Muntaner, 240-242, 1º-1ª**  
08021 Barcelona (Spain)  
Tel. +34 93 217 22 17

### Madrid

**Joan Navarro**  
Partner & Vice President  
Public Affairs  
jnavarro@llorenteycuenca.com

**Amalio Moratalla**  
Partner & Senior Manager  
amoratalla@llorenteycuenca.com

**Lagasca, 88 - planta 3**  
28001 Madrid (Spain)  
Tel. +34 91 563 77 22

### Lisbon

**Madalena Martins**  
Partner  
mmartins@llorenteycuenca.com

**Tiago Vidal**  
Managing Director  
tvidal@llorenteycuenca.com

**Carlos Ruiz**  
Director  
cruiz@llorenteycuenca.com

**Avenida da Liberdade nº225, 5º Esq.**  
1250-142 Lisbon  
Tel: + 351 21 923 97 00

## MEXICO, CENTRAL AMERICA & THE CARIBBEAN

### Mexico City

**Juan Rivera**  
Partner & Managing Director  
jrivera@llorenteycuenca.com

**Av. Paseo de la Reforma 412, Piso 14,**  
Col. Juárez, Del. Cuauhtémoc  
CP 06600, Mexico, D.F.  
(Mexico)  
Tel: +52 55 5257 1084

### Panama

**Javier Rosado**  
Partner & Managing Director  
jrosado@llorenteycuenca.com

**Av. Samuel Lewis.**  
Edificio Omega - piso 6  
Panama  
Tel. +507 206 5200

### Santo Domingo

**Alejandra Pellerano**  
Managing Director  
apellerano@llorenteycuenca.com

**Av. Abraham Lincoln 1069**  
Torre Ejecutiva Sonora, planta 7  
Santo Domingo  
(Dominican Republic)  
Tel. +1 809 6161975

## ANDEAN REGION

### Bogota

**María Esteve**  
Managing Director  
mesteve@llorenteycuenca.com

**Carrera 14, # 94-44. Torre B – of. 501**  
Bogota (Colombia)  
Tel: +57 1 7438000

### Lima

**Cayetana Aljovín**  
General Manager  
caljovin@llorenteycuenca.com

**Av. Andrés Reyes 420, piso 7**  
San Isidro. Lima (Peru)  
Tel: +51 1 2229491

### Quito

**María Isabel Cevallos**  
Director  
micevallos@llorenteycuenca.com

**Avda. 12 de Octubre N24-528 y**  
Cordero – Edificio World Trade  
Center – Torre B - piso 11  
Quito (Ecuador)  
Tel. +593 2 2565820

## SOUTH AMERICA

### Buenos Aires

**Pablo Abiad**  
Partner & Managing Director  
pabiad@llorenteycuenca.com

**Enrique Morad**  
President-Director  
for Southern Cone  
emorad@llorenteycuenca.com

**Av. Corrientes 222, piso 8. C1043AAP**  
Ciudad de Buenos Aires  
(Argentina)  
Tel: +54 11 5556 0700

### Rio de Janeiro

**Yeray Carretero**  
Director  
ycarretero@llorenteycuenca.com

**Rua da Assembleia, 10 - Sala 1801**  
Rio de Janeiro - RJ - 20011-000  
(Brazil)  
Tel. +55 21 3797 6400

### São Paulo

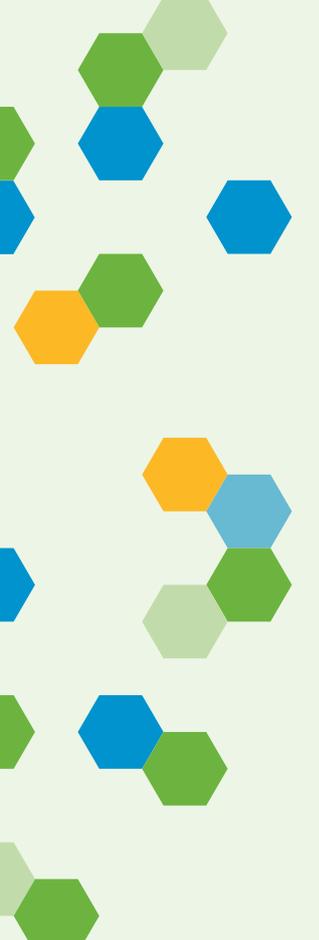
**Juan Carlos Gozzer**  
Managing Director  
jcgozzer@llorenteycuenca.com

**Rua Oscar Freire, 379, Cj 111,**  
Cerqueira César  
São Paulo - SP - 01426-001  
(Brazil)  
Tel. +55 11 3060 3390

### Santiago de Chile

**Claudio Ramírez**  
Partner & General Manager  
cramirez@llorenteycuenca.com

**Magdalena 140, Oficina 1801.**  
Las Condes.  
Santiago de Chile (Chile)  
Tel. +56 22 207 32 00



## **d+i** developing ideas

LLORENTE & CUENCA

**Developing Ideas** is the Thought Leadership Unit of LLORENTE & CUENCA.

Because we live in a new macroeconomic and social context and communication moves forward.

**Developing Ideas** is a global combination of partnership and knowledge exchange, identifying, focusing and communicating new information paradigms, from an independent perspective.

Because reality is neither black nor white, **Developing Ideas** exists.

[www.desarrollando-ideas.com](http://www.desarrollando-ideas.com)

[www.revista-uno.com](http://www.revista-uno.com)



AMO is the leading global network of strategic and financial communications consultancies, with over 940 professional consultants and offices in more than 20 countries.

The network brings together local market leaders with unrivalled knowledge of financial markets and cross-border transactions in the key financial centers of Europe, Asia and the Americas.

Providing sophisticated communications counsel for M&A and capital market transactions, media relations, investor relations and corporate crises, our member firms have established relationships with many S&P 500, FTSE 100, DAX 30, SMI, CAC 40 and IBEX 35 companies.

[www.amo-global.com](http://www.amo-global.com)