

Guide

Why Are We Not Seeing Results?

A guide to Employee Advocacy metrics once your program is live



Your Employee Advocacy program started with such hope, such promise. But now your license renewals are up for review and you do not see the traction you'd envisaged or enthusiasm levels are tailing off.

Don't panic! The secrets to turning your program around are there in your tool's data. You just need to look past, what are sometimes referred to as, 'vanity metrics'. The metrics you'll need to consider to truly measure and communicate your impact will depend on where you are in your journey: Post-Launch, Optimisation or Connecting the Dots (and proving tangible ROI).

We'll go through each stage, covering:

- the key areas you need to investigate
- the top-level questions you should ask
- the follow-up questions and tips that will enable you to spot trends and start improving your results.

Throughout this guide, you'll pick up on a common reference to the classic Pareto Principle, as we see it a lot – 80% of your results will likely come from around 20% of your members. So, with the 80/20 rule in mind and data at your disposal, you can quickly ascertain precisely where to focus your efforts and resources.

Post-Launch

It's time to start looking at general trends and where your resources are best spent. Post-launch, it's essential to take a step back. Up until now, you could only make educated guesses at how employees would respond to your Employee Advocacy program. You should now be able to identify barriers to engagement and whether you can overcome these – or if it's best to cut back on your licenses and allocate resources into other areas.

You should also be able to identify who has the best potential to become your strongest brand advocates and learn what they are doing differently to others.

Participation Metrics

Employee Advocacy tools generally provide monthly or quarterly updates of top-line metrics, such as how many users have adopted the tool. Yet they're usually limited to who has registered and is 'active' – the definition of which can vary. Which means you need to explore 'beyond the dashboard'.

Adoption

It's always best to have employees who want to be involved – advocacy should never be mandatory. It doesn't mean that you can't approach employees to join, but you should still let them choose whether to get involved. If you do, you'll see a vast improvement in the results.



% Invited Employees Registered

If employees haven't registered, then it suggests that there's a barrier to adoption. You can fix some issues with better communication or training.

Questions you should ask include:

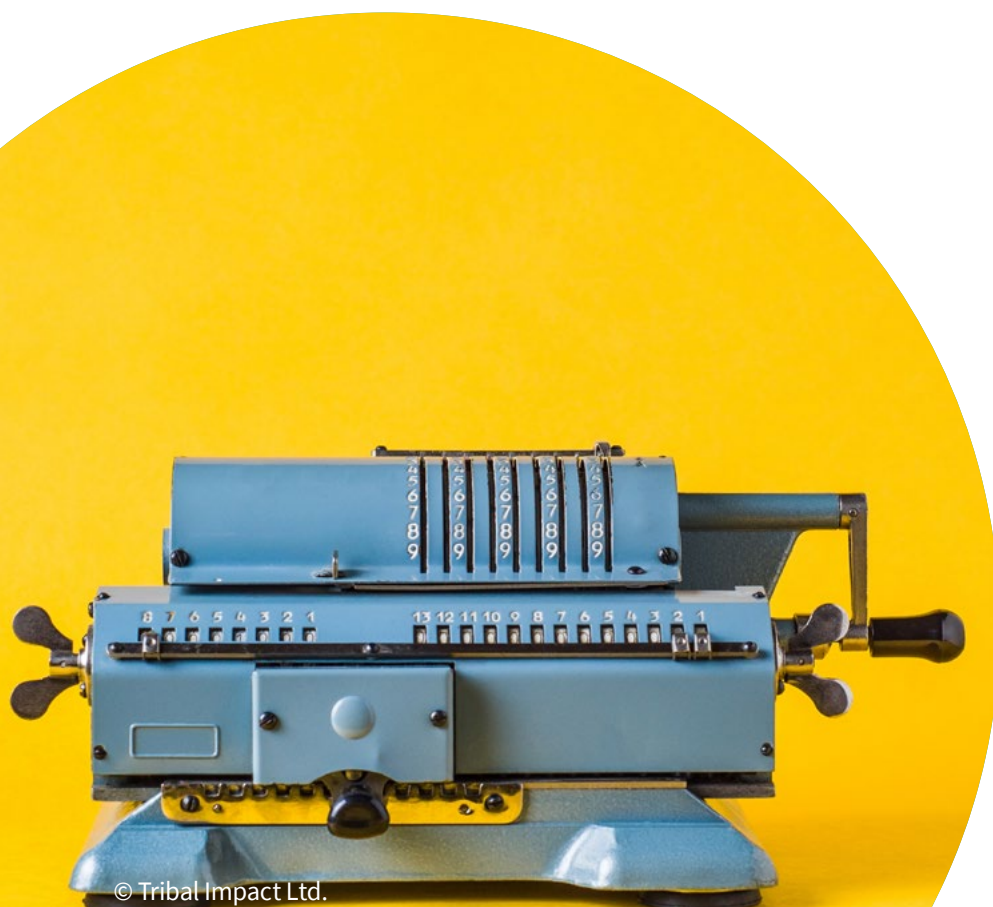
- What's in it for them?
- How can you make their life easier?
- Can you better communicate the benefits to what employees' value?
- What's stopping employees from signing up?
- Do they understand how to use the tool and best practices for posting?
- Have you 'selected' the right people for the initial roll-out?

% Active Employees

If users are inactive, that suggests they either don't see the value (and simply felt obliged to join), they lack confidence, or they face other pressures. If they still fail to use the tool after addressing these issues, then it's probably time to consider removing them.

Questions you should ask include:

- Do they want to be a part of the program? (Emphasise that it's okay not to want to be involved).
- Are they failing to make time due to other KPIs or metrics?
- Can your EA program help them overcome this?
- Is lack of time an issue?
- Do they have any training needs?



% Mobile vs Desktop

We find the most engaged employees access their tools via their mobiles on the go. It makes it a much easier habit to build into their day instead of carving out time at their desks to do so. Encourage mobile-first, if you've not already done so, as it will almost certainly boost adoption rates.

Questions you should ask include:

- Where do your users usually access the platform?
- When do they typically use it?
- Are they posting in short bursts or 'saving it up'?

Check out our [Coffee Cup Routine](#) if the metrics suggest you should focus your efforts here.

Active User Metrics

By looking deeper into your user metrics, you can identify the type of training that may be required for certain users and discover key trends that can be used to optimise your program further. There may be various factors, such as topics users sign up to, managers that have wholly embraced the program or departments that are more risk averse.

Best Social Sharers

Who are your superstars (your "Social Champions")? By identifying these early, you can offer advanced training to drive even better results and create best practice examples and case studies on how the program has helped them achieve their goals.

Questions you should ask include:

- Who is sharing frequently on the tool?
- Who has the best engagement rates?
- Who has the best click to share ratio?
- What are they sharing?
- Do they typically belong to particular teams or departments?





Least Active/Erratic/ Infrequent Sharers

These users are a grey area. As we've mentioned, they may not be interested or may not know how to use social media effectively. You should identify why and look for trends.

Questions you should ask include:

- Who hasn't posted in the last 3 months
- Do any users share in bursts and post nothing for a month or two?
- Can they be grouped by departments or teams? (This may suggest a management issue or conflicting pressures.)
- Do they want further training, and if so, in what areas?

Social Spammers

Some employees fail to realise that Employee Advocacy requires conversations, not promotions. If a lack of enthusiasm, rather than a box-ticking exercise, is the cause then this energy can be easily redirected.

Questions you should ask include:

- Who is spamming their network with sales-focused content?
- Which users share articles without adding any commentary?
- Do any fail to comment on or like others' posts outside of your organisation?

Average # Articles Shared p/Week

In our experience, your best employee advocates share approximately 3 to 4 pieces of content a week across their networks. Most should be at least active within the platform (even if just engaging internally with your content). However, if you notice some employees aren't sharing anything, it's worth investigating.

Questions you should ask include:

- How many articles are shared each week?
- How does this compare with best practice benchmarks in your industry?
- Do certain departments or teams share more than others?
- Why are they not sharing?

Marketing

Earned Media Value

This is a fundamental metric as it tells you how much you would have to spend on PPC to gain the same exposure, clicks and leads. (If you can, it's best to adjust the assumptions in the tool for how much you can spend.

Questions you should ask include:

- How much to you current pay for paid media clicks?
- How many clicks are your employees generating?
- How much does this equate to if you had to pay for these clicks?
- How much are you potentially saving the business via earned media savings?

Optimising

Consider the impact of advocacy driven traffic and engagement...

At this stage, you may not have proved any tangible ROI (as the B2B typically takes 3-6 months to convert), but you can start to build a more robust case for your Employee Advocacy program. By now, you should have had enough time to understand what is working, and what's not. Now's the time to start fine-tuning your strategy and considering your program's wider impact.



Website

Your website metrics will tell you a lot about the impact of your Employee Advocacy program. The volume of Employee Advocacy tool traffic to key web pages and job postings often fares worse than other sources, so don't be alarmed. However, you should find that the bounce rate and conversion rates are much better compared with other sources.

% Overall Volume Referred

Increasing traffic to your website provides more opportunities to educate and persuade prospects and capture leads. It's difficult to be specific on the volume employees should drive to your website because often it's not the volume but the quality that makes the difference. However, keep an eye on traffic by source to understand how much traffic your advocacy program is contributing versus other sources.

Questions you should ask include:

- What % of traffic does your program generate to key website pages compared with other sources?
- How long does employee driven traffic stay on your site?
- Where does employee driven traffic typically navigate to once on your website?
- Does Employee Advocacy drive users to more lead conversion pages?
- Is Employee Advocacy traffic rising at a higher or lower rate than other sources?

% Job Posting Views

Advertising vacancies on general job boards typically costs £120 to £150 for 30 days, but you will usually have to advertise for two months. LinkedIn now offers a pay-per-click model with an average CPC of \$2-\$4/5, according to Neil Patel. While Employee Advocacy traffic is likely to be smaller, you should see a higher click-through-rate to job postings and view-to-application rate.

Questions you should ask include:

- What % of job posting pages is driven by your program compared with other sources?
- How do the impressions to views compare to sponsored job adverts?
- What is the view to application rate from different sources?

LinkedIn offers a pay-per-click model with an average CPC of \$2-\$4/5, according to Neil Patel.

% Bounce Rate

A high bounce rate indicates that the page isn't relevant to your audience and this often happens when there is a mismatch between what led them there (i.e. a meta description on Google search, a social post or paid ad) and the content on the page.

Questions you should ask include:

- How do Employee Advocacy bounce rates compare with other sources of traffic?
- Does the content in social posts correlate with what you are directing them to?
- Have you produced Employee Advocacy specific landing pages for campaigns?
- Do some sources perform better?
Is there a theme?

% Conversion

Conversions to leads are the goal at this stage, as without them you can't nurture prospects or job applicants to achieve your goals.

Questions you should ask include:

- What is the bounce rate on the key website and landing pages versus other sources?
e.g. content offer landing pages/event registrations/sales pages/contact us page/careers pages/job board postings.
- Do landing pages match the tone of language in Employee Advocacy posts?
- Can you use any comments on your Employee Advocacy posts to improve the Voice of Customer?



Topics

Your topics can provide a broad overview of what interests your customers and your employees/ potential employees. These need to be balanced to meet your goals as there's usually a mismatch between the two. Are you looking to increase customers, talent attraction, employee engagement or all three?

Look At Engagement

Your employees or potential employees will often want to share or see company successes and personal stories, while your customers will engage with topics appropriate for their own business needs and careers. Do they match your goals?

Questions you should ask include:

- What topics generate the most external engagement from customers (clicks, likes and shares)?
- Do any topics see higher employee engagement than others?
- What topics are popular with top external talent?
- Do certain topics see more content submissions from employees?
- What goes into the topic (from your curators and employees) vs what goes out – do they generally match?

Address Other 'Hygiene' Issues

There can be a tendency to create too many topics in an attempt to cater to 'niches'. However, this often makes it harder to find content to shares and identify trends – and meanwhile, your curator team are spread too thin. Aim for between 6 to 10 topics as you need volume to see engagement snowball. Remember that 80/20 rule.

Questions you should ask include:

- How many topics do you have?
- Are all the existing topics necessary?
- Is there duplication?
- What level and quality of content is fed into and out of the topic?
- Is there enough quality content going in compared with others? If not, why?
- Are there enough subscribers to each topic?

Content

We can't stress enough that without the right quantity, and most importantly quality, content going into your tool, your program is not going to work. At the very least, your key topics should have regular fresh content – this could be daily or weekly depending on your number of employees.

Employee Shares vs Engagement

The key here is to support and educate employees so that the right mix of content is shared to meet both needs.

Questions you should ask include:

- Is there a match between what employees like to share and audience engagement?
- Which content has the most significant overlap?
- Which content is a complete mismatch?

Most Clicked Content

Content clicks don't just show how compelling your topics and social posts are to your audience– when combined with engagement figures, they can help you identify content quality issues.

Questions you should ask include:

- What type of content generates the most clicks?
- What titles and/or opening lines perform best? Look for themes in length, “power words” used and sentiment.
- Do your titles and posts score 70+ on CoSchedule's Headline Analyzer and 80+ on their Social Message Optimizer tools?
- Does the number of clicks tally with the number of likes and shares?
- Are your headlines ‘clickbait’ or do they tell your audience what the content is truly about?



Content Format

People like to consume content in different ways, and this will change depending on where they are in the buying journey or, in the case of employees, what the topic is. However, there will still be trends unique to your audience, so it's important to optimise how you deliver your content.

Questions you should ask include:

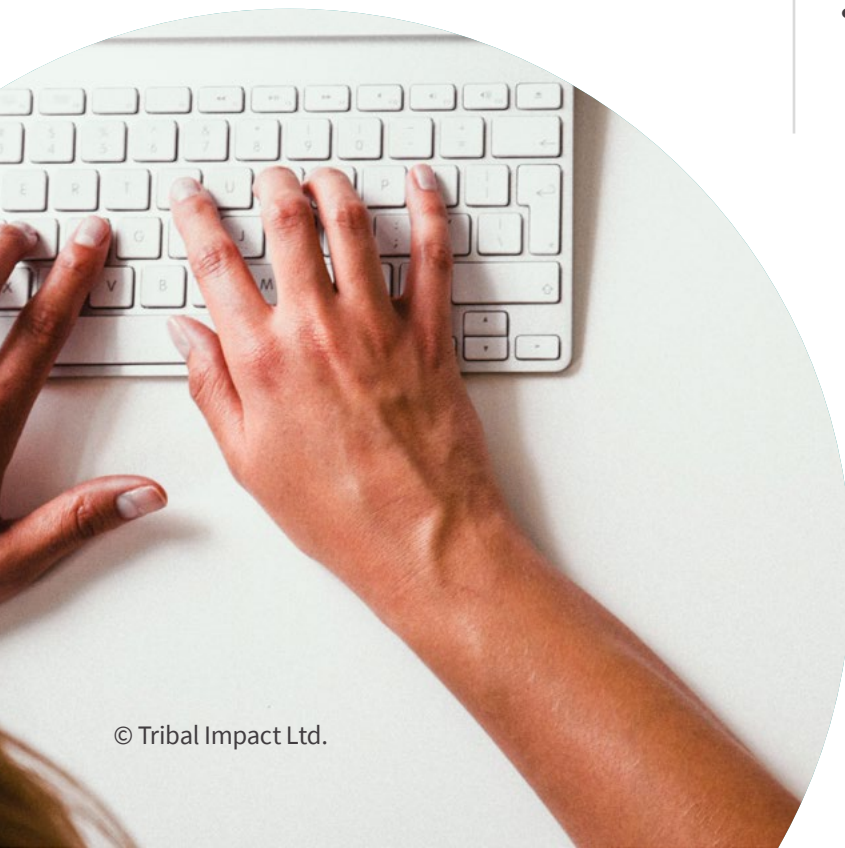
- What type of content format is most liked by employees?
- Does this format differ by topic?
- What content formats are most popular with your employee's networks?
- How does this change between your buyer personas?
- How does this change at different stages of the buying cycle?

Curator Performance

Your Employee Advocacy tool is only as useful as the content that is put in it and so, just like employees, it's essential to review your content curators' performance. We often see key individuals making a significant impact on the program, so dig into what they are doing differently and share these with the broader group.

Questions you should ask include:

- How many are putting in content that has is generating good shares/engagement?
- What suggested @mentions and hashtags perform the best? (And how do top curators select these?)
- Who are your top curators?
- What do your top performers do differently? e.g. content sources, time management, curation tools, hashtags and @mentions used.
- Do any curators potentially need further training and support?
- Are employee content submissions a great resource or a time drain at the approval stage? If so, what can you do to change this?



User Metrics

The launch phase user metrics are still relevant as you should consistently reviewing performance to identify trends and further training needs. Still, there are a few more user metrics to consider at the optimisation stage.

By now, you should have several employees that are excelling on social media and even curating content themselves – making them a valuable resource for identifying how to take your program to the next level.

Top Sharers

It's time to dig even deeper into the habits of your most successful employee advocates to start building a blueprint of best practice.

Questions to ask include:

- What is the size of their network?
- Which categories to their subscribe to?
- What hashtags do they follow and use?
- Would they benefit from further training, e.g. 1:1 coaching?
- Are they good candidates for influencer marketing, blogging or vlogging?

Unique Content Sharers

Which employees have moved from advocates to sourcing and sharing content independently? Remember: just because someone has started to use your Employee Advocacy tool less, it doesn't mean that they've outgrown the program.

Questions to ask include:

- Where are they sourcing their own content?
- Are those sources relevant for the rest of your employees?
- What hashtags do they follow and use?
How are they identifying these?
- As with your top sharers, would they benefit from further training or make great candidates for blogging or influencer activation?

Connecting

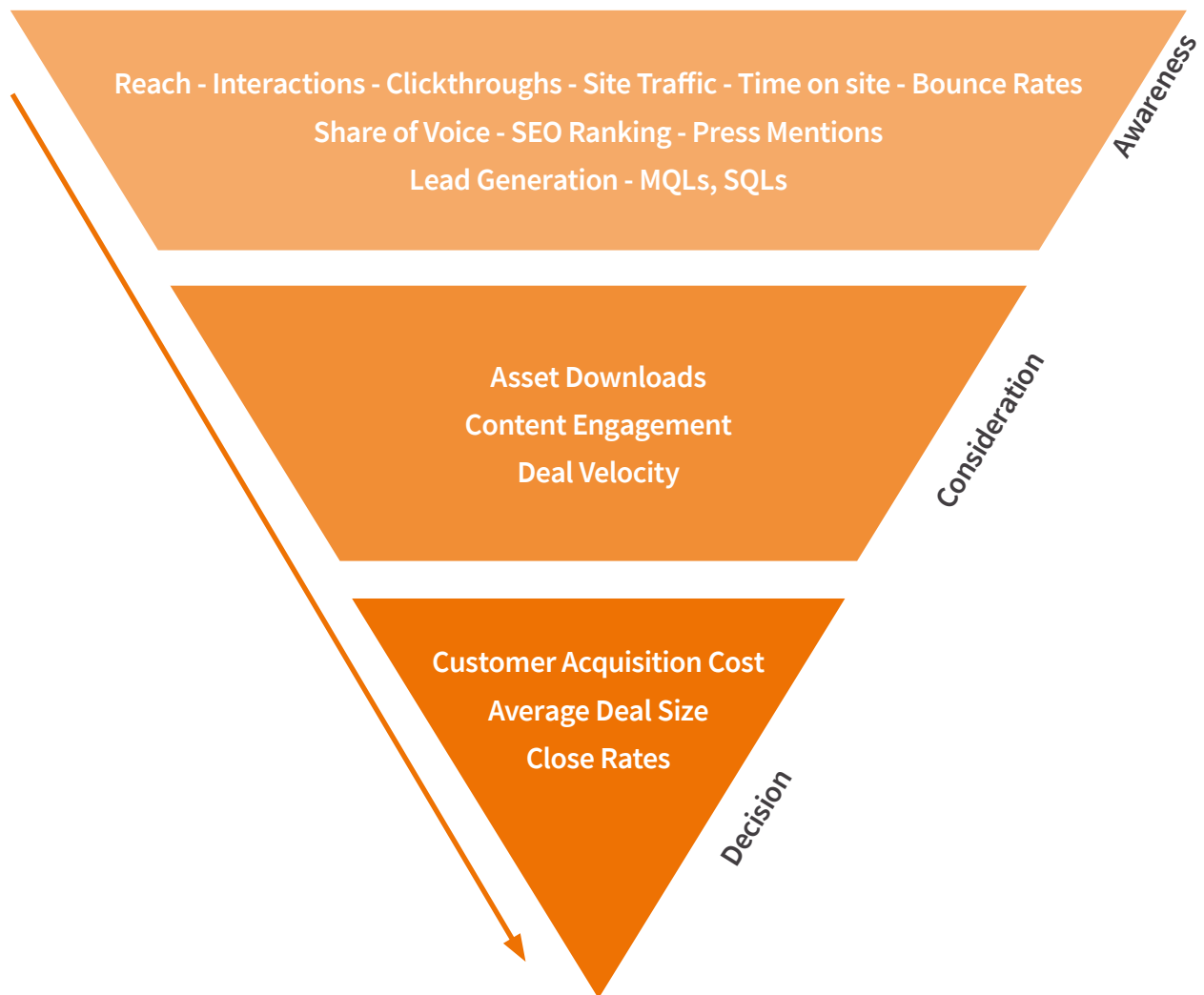
Consider The ROI of Advocacy-Driven Traffic.

If you're at this stage, then you should be proud. Most Employee Advocacy programs we work with haven't matured to this level yet. It's where you start looking past the impact on your basic-level marketing metrics and start aligning the real impact of Employee Advocacy on sales, hiring and employee engagement.

(Note: This requires end-to-end software, that takes you from social post to contacts through to the end results.)

How Employee Advocacy Impacts The Funnel

Source: PostBeyond



Sales

An Employee Advocacy program can drive 16% better win rates, 2x more pipeline, and deliver 48% larger deals (source: EveryoneSocial). Can your advocacy program say the same as the C-Suite will now want to see evidence that it can?

SSI Correlations

Your LinkedIn Social Selling Index (SSI) measures how effective you are at establishing your professional brand, finding the right people, engaging with insights, and building relationships. It is a useful benchmark to help you make a case for embracing employees advocacy. (And remember the power of gamification here!)

(Once logged in, you can check out your LinkedIn SSI score here: <https://www.linkedin.com/sales/ssi>)

Questions to ask include:

- What is the average increase in LinkedIn SSI scores?
- Are any employees now in the 'top performer' category for their role and sector?
- How do these metrics compare with those driving the most conversions and pipeline?

Sales Pipeline Closure Rate, Quota Attainment And Deal Size

You should also look for links between your top sales performers and top employee advocates as there's often a strong correlation. According to Aberdeen Group, 73% of salespeople using social selling as part of their sales process outperformed their sales peers and exceeded quota 23 per cent more often.

Questions to ask include:

- How long does it take to close Employee Advocacy generated leads versus other sources?
- How much time is spent closing leads versus from other sources?
- What is the real ROI – the % lead to won/booked?
- What is the average deal-size for Employee Advocacy leads vs other sources?
- Are Employee Advocacy generated customers more likely to refer or offer repeat business?
- Do Employee Advocacy leads result in more loyalty, i.e. returning custom?
- Do Employee Advocacy leads/customers refer more potential customers than other sources?

Talent Management And Employee Engagement

Most organisations' Employee Advocacy goals also include attracting and retaining top talent in the current market, where skills shortages are getting wider. This is an area where you can usually connect your Employee Advocacy efforts with outcomes much quicker.

Employee referrals typically have the highest applicant to hire conversion rate, accounting 40% of all new hire hires from a pool of just 7% of applicants. 47% of referral hires also greater job satisfaction and stay longer at companies (Source: JobVite). They are often less expensive to hire too.

Questions to ask include:

- How much do Employee Advocacy generated hires cost to recruit versus other sources?
- How does the quality of new hires compare with other sources? Can HR provide a summary of performance reviews and appraisals?
- Are Employee Advocacy hires a better cultural fit?
- Do they match the skills required better due to an increase in passive job seekers?

47% of referral hires also greater job satisfaction and stay longer at companies.

(Source: JobVite).



Employee Engagement

According to the Altimeter Group, socially engaged employees are more optimistic, inspired, connected, and tenured. At this stage, consider using confidential tools such as OfficeVibe or check-out social platforms like Glassdoor.com or Blind to discover how engaged your employees really are.

Questions to ask include:

- How are your employees talking about your organisation externally?
- What areas are your employees most satisfied with, e.g. leadership, management, a sense of purpose, feeling rewarded for their efforts?
- Has there been an increase in overall satisfaction levels?
- Have specific areas seen a higher increase? If so, is this linked to topics within the Employee Advocacy program?



Marketing

The impact of Employee Advocacy doesn't stop at proving the ROI between marketing-generated leads and sales and HR outcomes. They can also drastically reduce marketing budgets, increase brand awareness and improve customer satisfaction. For example, Employee Advocacy programs generally cost 10% of paid advertising budgets according to EveryoneSocial.

Earned Media Value vs Paid And Owned Channels

The C-Suite will be looking for a return on their investment. Reviewing Earned Media Value is a good way to communicate this return. For example, according to Kredible, you can expect to generate \$1.9M in annual advertising value from 1,000 active employee participants. The board will want to see that your program can deliver on its promises.

Questions to ask include:

- How much would you have had to spend on paid social ads and Google ads to generate the same amount of traffic to your blogs and resource offers?
- What is the conversion rate for paid ads and organic traffic versus Employee Advocacy for traffic>leads and leads>conversions?

Reach

Your Employee Advocacy program should deliver measurable ROI but social media reach is the new currency for building brand awareness.

Questions to ask include:

- What is your current social reach of the employees signed up to your Employee Advocacy program?
- How does this compare with other brand awareness channels such as PR or sponsored blogs/case studies/guides?
- How do your company social channels perform?

NPS Score Trends

Your Net Promoter Score (NPS) is a relationship survey that helps you understand how satisfied your customers are with your product and/or service and how likely they are to recommend you to others. It can cost 5x more to attract new customers than retain existing ones, according to an Invesp survey, and Employee Advocacy helps existing customers feel connected to your brand and provides them with further value.

Questions to ask include:

- Have your customer satisfaction surveys improved?
- Are there particular areas which score higher than others?
Can they be linked to Employee Advocacy campaign topics?



Your At-A-Glance Crib-Sheet

Here's a useful summary of all the metrics you need to consider at each stage, all on one page.

The Launch Phase: Consider Participation Metrics

Adoption

% of invited employees registered
% of active employees
% of mobile vs desktop

User Metrics

Best social sharers
Least active/erratic/infrequent sharers
Social spammers
Average # articles shared p/week

Marketing

Earned media value

Optimising: Consider The Impact Of Advocacy-Driven Traffic

Website

% of overall volume referred
% job posting views
% bounce rates
% conversion rates

Topics

Look at engagement
Address hygiene issues

Content

Employee shares v engagement
Most clicked content
Content format
Curator performance

User Metrics

Launch phase user metrics
Top sharers
Unique content sharers

Connecting: Consider The ROI Of Advocacy-Driven Traffic

Sales

SSI correlations
Pipeline closure rate
Quota attainment
Deal size

Talent Management & Communications

Cost of EA recruitment cost vs other sources
Quality of new EA hires vs other sources
Are EA hires a better cultural fit?

Employee Engagement

Employee survey satisfaction scores
How are employees talking about you externally?

Marketing

Earned media value vs paid and owned channels
Reach
NPS score trends

Final Thoughts

As our guide shows, dwindling or plateauing traction and enthusiasm shouldn't panic you. In fact, it's relatively common. Now that you're armed with the data, you should be able to turn around your program's success over the coming months.

However, the stakes will now be higher and there is a learning curve. Quite often, the best way to overcome these challenges is to learn from others.

So why not join our Social Business Exchange community on LinkedIn, where you can learn from industry experts and peers (with no sales pitches involved!) or sign up to our Tribal Chatter newsletter where we share the latest research and articles relevant to social activation of your employees.

Contact Us For More Information

We specialise in B2B social media advocacy driving higher lead conversion and faster revenue growth by mobilising your most credible and trusted brand voice on social media. Employees.

We provide a range of services and training around social selling, Employee Advocacy, expert influencer blogging and executive social coaching.

Learn more at www.tribalimpact.com

BY PHONE:

+44 (0) 208 123 1662

BY EMAIL:

hello@tribalimpact.com

OUR ADDRESS

Tribal Impact Ltd,
Ground Floor Building 1000,
Lakeside North Harbour,
Western Road,
Portsmouth,
PO6 3EZ

Creating Impact With



Panasonic



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