

Say **goodbye** to
your traditional social media strategy

Say **hi** to

Social Reach Optimization



The future of your social media strategy

Marketers as we know them, obviously don't live under a rock. Neither do you. You probably also encounter the following problems in the field of social media marketing:

- ✘ **Social media algorithms change rapidly, making the reach of company pages very low;**
- ✘ **There is almost no interaction on your social media posts on company pages, despite the effort you put into it;**
- ✘ **Online advertisements are becoming increasingly more expensive [1].**

It's not just marketers who run into problems with reaching their target audience and connecting with them. Recruiters have the same problem with finding suitable candidates in the current war for talent. Salespeople often find it difficult to keep in touch with their (potential) customers. HR personnel is constantly looking for a way to improve the connection in the workplace. One mass medium that instantly comes to mind for these kinds of problems is, obviously, social media.

But HOW should you PRECISELY use social media to address these issues?

The solution lies closer to home than you might think. Make use of the resources you already have at your disposal, specifically: brand ambassadors. In other words, stakeholders who are already involved in your organization. Maybe the following rings a bell: employees as brand ambassadors sharing marketing content (employee advocacy). Employees are just one type of stakeholder, with Social Reach Optimization we go a few steps further.

Within this white paper, we will take you into the world of brand ambassadors and what they can do for your online engagement and reach. Who are the brand ambassadors within your organization? Why are brand ambassadors the key to success? How do you get your brand ambassadors to join your social media strategy?

In other words, how will you use and work with your brand ambassadors to optimize your social media reach?

Meet Social Reach Optimization, but first...



The key: Peer Communication

Company pages are getting less and less reach on social media these days. Social media platforms such as Facebook, LinkedIn, and Instagram want to get back to what social media channels were intended for: communication between peers. This also reflects in the changes to the algorithms of social media platforms. For example, Facebook's algorithm is now set up to give less priority to public content, which includes posts from company pages. Facebook gives priority to posts by real people, i.e. family and friends [2]. Furthermore, social media platforms remain commercial organizations with the desire to make money through paid advertisements by organizations. The decrease in reach of company pages will create a need to advertise, in order to remain visible. Both developments ensure that business pages have limited reach and interaction on social media and that peer-to-peer posts are more visible.

In addition, there is an increasing call for **authenticity** from consumers themselves. Not only in everyday life but also online. **People are attracted by authentic, personal stories on social media instead of slick marketing content.** When scrolling through social media people get bombarded with advertisements and corporations trying to sell products and services. In response, consumers are looking for honest and recognizable stories written by real people [3]. Organizations official representatives are no longer the only source for the formation of public perceptions of organizations. For example employees of an organization are seen as trustworthy and autonomous sources of information, and are crucial in the shaping of organizational reputations [4].

Employees who post or share something on their personal social media channels about an organization are a great example of earned media. Earned media is different from paid and owned media. To showcase the difference, we need to understand the other two terms as well.

Let's dive a little bit deeper into the different types of media on your socials:
Paid, Owned and Earned media.

Paid media

Paid media on social media refers to the use of sponsored posts, which are created and paid for by the company. Organizations get charged by the social media platform for displaying the sponsored content to consumers in their newsfeed.

Owned media

Organizations can also create their own social media posts and distribute them on company-controlled social media channels. These posts are free of charge and are called owned media.

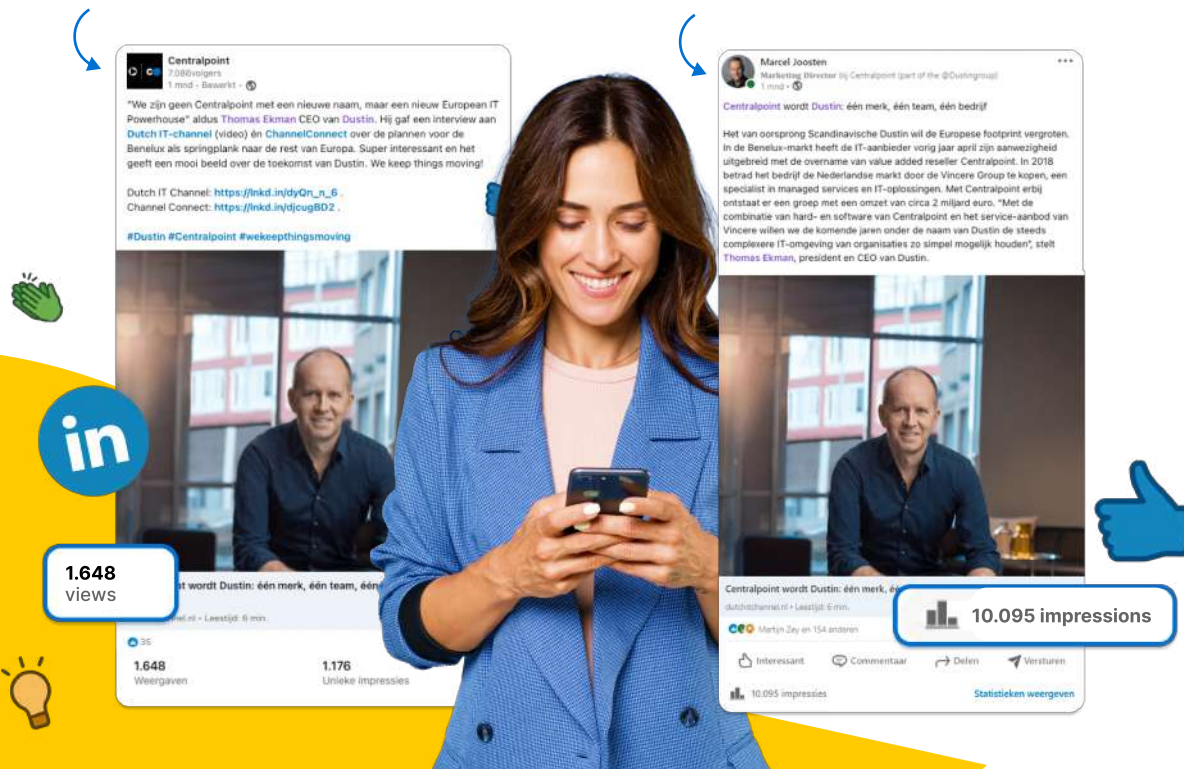
Earned media

Thirdly, there are also brand-related posts that are not generated by the company itself. Consumers, employees and other stakeholders share self-generated content related to the brand with their own social media accounts. The so-called earned media [5] [6].

Why earned media?

The big advantage of earned media is that you don't have to directly pay for it. The content is created and shared by people because they want to, not because they have to or because they're compensated to do so. Earned media is not only cheaper but can also outperform classical paid media. An international survey from 2017 found that consumers are 3 times more likely to trust information about a company when it comes from an employee versus the company's CEO [7]. Partial because earned media can be perceived as more credible and trustworthy than paid media. There is no commercial incentive and people are intrinsically motivated to share.

However, in daily practice we see that CEOs are doing just fine compared to company pages. So you can imagine how effective this is with employees ;)



Organic Reach

Besides paid, owned and earned media, there is also something called organic reach. Organic reach can be defined as the amount of unique people that have seen your social media post through unpaid distribution. The use of paid promotional tools are excluded because they would unnaturally boost the visibility of a post. Both owned and earned media can be characterized as organic reach because you don't directly pay for the people you reach.

Earned media meets Social Reach Optimization

Social Reach Optimization (SRO) is the optimization of your organic reach on social media by utilizing brand ambassadors. Your brand ambassadors share content because they want to instead of need to.

Social Reach Optimization

'Social Reach Optimization (SRO) is the optimization of your organic reach on social media by utilizing brand ambassadors. These brand ambassadors are stakeholders within your organization, such as employees, dealers, and franchisees. With SRO you put real people and significant stakeholders at the center of your social media strategy to organically increase the online visibility of your organization. They create and/or share (authentic) content of an organization on their own accord, because they want to and find it worthwhile to share.'

This optimization strategy sounds a bit familiar right? Indeed. It fits perfectly between the other marketing optimization strategies such as SEO, SEA and SMO.

How SRO relates to the already known SEO, SEA and SMO strategies?

Search Engine Optimization (SEO), Search Engine Advertising (SEA) and Social Media Optimization (SMO) are well established concepts within the marketing industry. To understand how Social Reach Optimization (SRO) fits within these concepts it's important to first address and briefly explain these concepts. If you are already familiar with these marketing terms, feel free to skip this part.

What's different about SRO?

Overall the main differences between SRO and the former concepts are the shift in focus to achieving organic online visibility, specifically by using brand ambassadors and authentic content. Real people within your organization become the center of your social media strategy by sharing their own personal stories.

SEO

Search Engine Optimization (SEO) is the practice to ensure your website ranks higher on search engine results pages, for the purpose of receiving more and better quality traffic. The aim is to rank as high as possible for search terms that your target audience uses the most. When you rank higher the right people are more likely to see and click on your links, which results in more and better website traffic [8][9][10].

SEA

Search Engine Advertising (SEA) is a type of Pay-Per-Click advertising (PPC) directly on search engines. Marketers bid and pay to have search engines show their company advertisements above the organic search results of specific search terms. When a consumer searches for those terms, the advertisers' website will appear above the organic results. The business pays the bid price every time people click on their sponsored links [11][12][13].

SMO

Social Media Optimization (SMO) is the process of managing and growing an organization's popularity and online presence with the use of social media networks. SMO offers a framework for connecting with people by encouraging social media engagement and content sharing. By creating online content like well-written text and appealing photos or videos you can encourage and entice people to engage with you. People can share this content with their family and friends [14][15][16].

Your return on investment with SRO; what's in it for you?

✓ 1. Increase your online reach and visibility, without the extra costs

The calculation is simple. You have one company page on LinkedIn, but you also have the channels of **ALL** your employees at your disposal. On average, employees have about **750 connections**, so just imagine the profit [17]. LinkedIn's algorithms also ensure that posts from employees reach more of your target groups' timelines compared to company posts.

Mathematical example:

Imagine that your employees would share 2 posts per person a month about your organization. An average employee has around 750 social media connections. Yet, each post will reach between 20% and 50% of your network, what would mean you will monthly gain around **600 extra views per employee per post** about your organization, besides the posts you share on your company pages. The reach on a company page is a lot less as only 4% of your followers will actually see your corporate posts. Getting 600 extra views is a great result. BUT, when a post also gets likes, comments, and shares, this number will only increase while your corporate reach will stay relatively the same. (This amount of views on LinkedIn will easily cost about €75,-, yet by utilizing your employees, there are no extra costs).

✓ 2. Strengthen the bond with your employees within the organization

By being active on social media together, your colleagues stay informed of what is happening in your organization. This creates a sense of social bonding not only between each other but also in their connection to the organization.

✓ 3. Higher conversion

Leads through personal accounts are **7x more likely to convert**, as well as potential candidates referred by current employees [18].

✓ 4. Trust

Research shows that **76% of social media users** indicate that they have more trust in social media posts from employees compared to corporate posts [19].

✓ 5. Authentic content

Authentic content created by ambassadors contributes to a higher online reach and engagement.

Align your brand ambassadors

It's important to align your brand ambassadors and work together to achieve the best results with SRO. You can't do SRO alone. But how do you make sure your brand ambassadors share content about your organization willingly?

Social media can be used for personal and work-related purposes. When stakeholders use their personal social media profiles to represent and promote the organization, they are called brand ambassadors. Employees are identified as a primary stakeholder group within the organization [20]. Beyond the role as described in their job description, employees can also represent the organizational brand to friends and family, (potential) customers, the general public and potential new employees [21][22]. All the activities an employee does related to promoting the organization they work in, is called employee advocacy. This includes sharing company-related information, promoting the brand, leaving positive comments on corporate social media posts and recommendations/endorsements [23]. The employees become advocates of the organization.

An important consideration is that employee advocacy is voluntary and cannot be forced upon the employees. The reach that employee advocacy brings, can therefore be seen as a form of organic reach. Employee advocacy is a large part of SRO. With SRO you aim to optimize your (employee) advocacy program(s) to increase online reach. The online reach of posts on personal social media accounts is on average 561% higher than on owned company pages due to the algorithms of the various social media platforms [24].



The difference between SRO and employee advocacy

With SRO we don't just solely focus on employees as advocates of an organization, but also on stakeholders like dealers and franchisees who are connected to your brand or organization. Furthermore, SRO is about sharing and gathering authentic content from the workforce (bottom-up), instead of pushing top-down content to your advocates to share. Finally, SRO not only includes social marketing efforts but also benefits social sales and social recruitment. In the next few sections, you will read more about these advantages compared to employee advocacy.

1. SRO: Gathering authentic content

To implement employee advocacy a lot of organizations use employee advocacy tools to plan their corporate social media posts and suggest social media posts to share for their employees. These tools are based on a top-down approach: the marketing department creates personalized social media posts for their colleagues to share on their personal social media channels. SRO however, focuses on gathering authentic content from the workforce as well.



Make sure you stand out from the competition and let your employees take the floor to put a face to your company. Your employees, in particular, can tell unique stories about your company. The biggest advantage of this approach is that the **online reach of individuals is a whopping 561% more than that of businesses**. Employees might be in touch with former colleagues in the same industry or have friends with shared interests, for example.

Besides that, a personal post looks more reliable: **76% of consumers have more confidence in personal posts from their network than corporate posts**.

[19] What real people say is much more credible than what a company shares. Plus, it's much easier to respond to communications from someone you know than a company post. That is why a personal message from an employee is more valuable than a corporate post.

! Real stories from real people, that's what sparks interest!

2. SRO: More than just employee advocacy

SRO is not only limited to organizations with employees: dealers and franchisees can also take on the role of brand ambassador and share organizational/brand-related content.

Difficulties brands and organizations might encounter when creating local awareness for their dealers and franchisees are:

- ✗ Content that is readily available on internal platforms is not being shared by the dealers/franchisees on their local corporate pages;
- ✗ Your dealers/franchiser lack the knowledge and time to use their social media pages' full potential to achieve corporate goals;
- ✗ Every dealer/franchisee promotes the brand or franchise in a different way.

Let us introduce you to dealer advocacy

Many brands make use of dealers to sell their products and services to customers. These dealers can be regional, national or international stores that sell the brand, but also representatives who bring it to the attention of potential sellers. The dealers are responsible for promoting the products and it's precisely in this area that there is much to be gained. This is where the concept of "dealer advocacy" comes into play.

! Nearly 70% of the buyer's journey takes place online

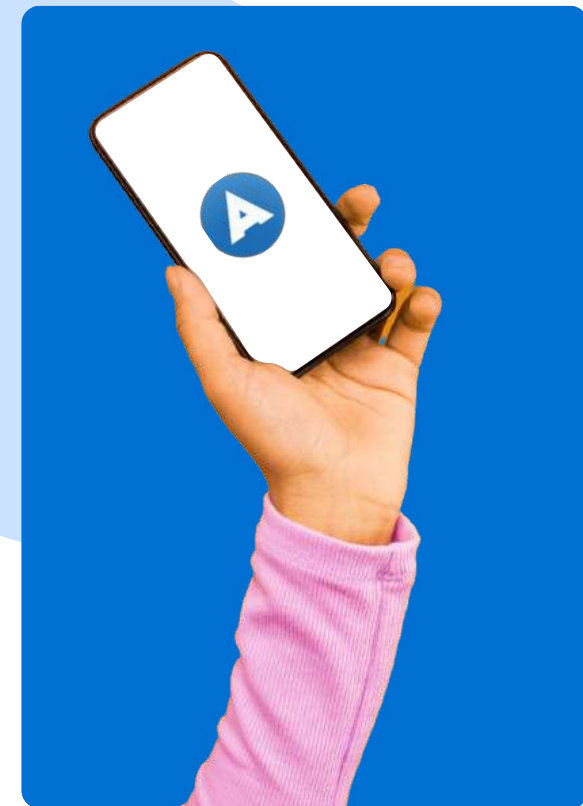


Dealer advocacy is a lot like employee advocacy but the brand ambassador is not an employee but a dealer that sells the brand(s) of an organization. Instead of using the personal social media pages of the employees to share organizational-related content, the social media pages of individual dealers are used. By sharing posts through the company pages of your dealer network, you reach a lot more people on a hyperlocal level instead of just sharing content on the main company pages of your brand. On top of that, employees of those dealers could also easily share the content in their own network, it's employee advocacy again ;).

Before a customer purchases a product from a (local) dealer, they largely orientate online. **Nearly 70% of the buyer's journey takes place online** [25]. As a brand, you want to capitalize on that. It's important that online advertising and communication are of good quality, but also uniform. Marketing, however, is a skill that not every dealer automatically masters. This is where dealer advocacy comes in: by centrally managing your online marketing as a brand, you have more influence on the way dealers promote your products online. This guarantees uniform promotion and allows you to correctly reach the target audience through the dealers. As a brand, you create and schedule social media posts for your dealers, allowing salespeople to keep customers streamlined on developments and promotions regarding products/services. By providing the dealers with content to share, a brand can ensure the quality of the content. They can also prevent potential harm to their image from inferior and incorrect content provided by different dealers who lack the marketing knowledge. Actively providing content can also act as a reminder and guideline as to what content to post. Ultimately, dealer advocacy can result in more reach and sales for retailers. In addition, people can feel more connected to your brand because of the unified image and promotion via the regional dealer they follow on social media.

But wait, don't forget franchise advocacy

The concept of dealer advocacy can also apply to a franchise formula with different franchisees. Instead of providing unified and qualitative content to the dealers, a franchise can provide content to the franchisees. This way a franchise can ensure the customer journey on social media is the same on all the corporate social media platforms of their franchisees.



3. SRO: Not only benefits your marketing team

SRO doesn't just provide you with a way to activate your employees, it also provides solutions for different departments and their challenges and goals. SRO is easily accessible for achieving your sales and recruitment goals in collaboration with your marketing department.

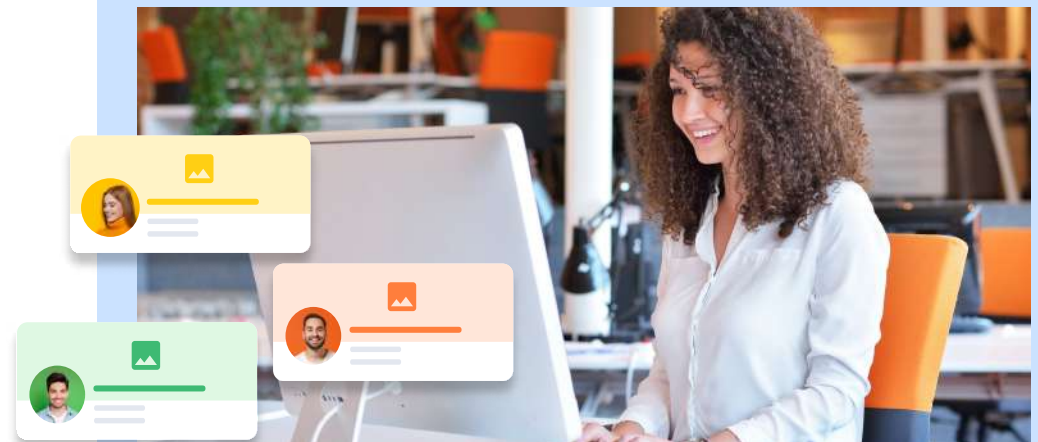
Social Reach Optimization (SRO) meets social sales(selling)

SRO is not only a great marketing method but can also be very beneficial for social sales. Social selling is the strategy of including social media for researching, prospecting, networking, and building relationships with potential customers by sharing content and answering questions [26]. With SRO you can strengthen the bond with (potential) customers by optimizing the way you share content with them. SRO is all about making this process as easy and efficient as possible. This reduces the need for cold calling for example, which is great because cold acquisition is already dwindling due to people working mostly from home for the past two years. It's harder to reach prospects when they're working from home rather than from the office. As they're less likely to pick up calls from an unknown number [27].

The conventional bond with (potential) customers is also under pressure because of the lack of in-person contact and meetings. Just as people are no longer interested in slick corporate content, prospects are also no longer interested in cold acquisition [28].

People in B2B for example would much rather make a purchase based on the relationship with the sales representative. Social media is a great tool to create and nurture this relationship. More specifically, optimizing your organic reach can help your sales representatives reach more potential leads. By sharing relevant content and information, the sales rep can also warm up the prospects. Let them display their expertise in the form of short, triggering social media posts or interesting blog posts on LinkedIn. This is a great way to attract the attention of potential customers, but also to keep the connection with current customers. It's important to increase the knowledge level of social and virtual selling within the sales teams, so they can really present themselves as experts on social media.

An additional benefit of using social media platforms is that salespeople can also directly and hyper-personally connect with the people who show interest in their posted messages.



SRO meets social recruitment: strengthen your employer brand and attract new employees!

Today's war for talent is currently one of the biggest challenges for HR & Recruitment departments. The global pandemic has made attracting and retaining employees a main focus [29]. There is a shortage of employees and a lot of open vacancies. In the Netherlands alone there were **387,000 vacancies** at the end of december 2021 [30]. This number has most likely increased even more.

Recent research shows that in the Netherlands only 12% of the population is actively searching for a job. But in contrast, **45,4% are latent job seekers** [31]. These people are currently employed but indicate they would be willing to switch jobs if the terms of employment are better and it can further their career.

Research conducted by LinkedIn shows that employee referrals is the number one source for quality hires along with social networks. Furthermore, referrals are the best way for people to discover a new job. Organizations can grow their talent pool by 10 times through employees' networks [32].



How SRO can help fill in vacancies and build an employer brand

Hiring a recruitment agency to fill in vacancies can be very expensive and without guarantees of actually finding the right candidate. So why not utilize your employees in the search for new employees. By sharing job openings in their own relevant network, employees can help to find and suggest potential candidates. Employees often reach a very relevant target group when involving their own social network. That one former colleague, ex-student or acquaintance could just be the next new potential employee. Utilizing the network of your employees is not only effective as you can reach a new relevant target group and it's without any of the extra costs!

To accommodate employees, organizations can distribute content directly to them. By providing content, organizations keep it accessible and easy for employees to share company-related content and vacancies on their social media. When you use real stories and photos from the workforce, you can give a realistic picture of the organization. You can show how nice it is to work for your organization and strengthen your employer brand.

Organizations can provide employees with content in two different ways: top-down and bottom-up. The most used and easiest to incorporate is the top-down method. Employees get provided with ready-made content created by the marketing department without consultation or input from the employees.

A second way is to include employees in the content creation process and let their input be the main guide for the topics and information to be shared. Organizations can ask their employees to provide their own content and post it straight to their socials or to submit it to the marketing department. The marketing department can use this input to create a professional social media post for the corporate page and for employees. It's definitely valuable to ask if multiple people can and want to share the post.

 **More shares = more reach.**

Okay nice, I get why I need to implement an SRO strategy for my social media strategy, but how do I align my brand ambassadors?



Activate brand ambassadors and let them become proud advocates of your organization

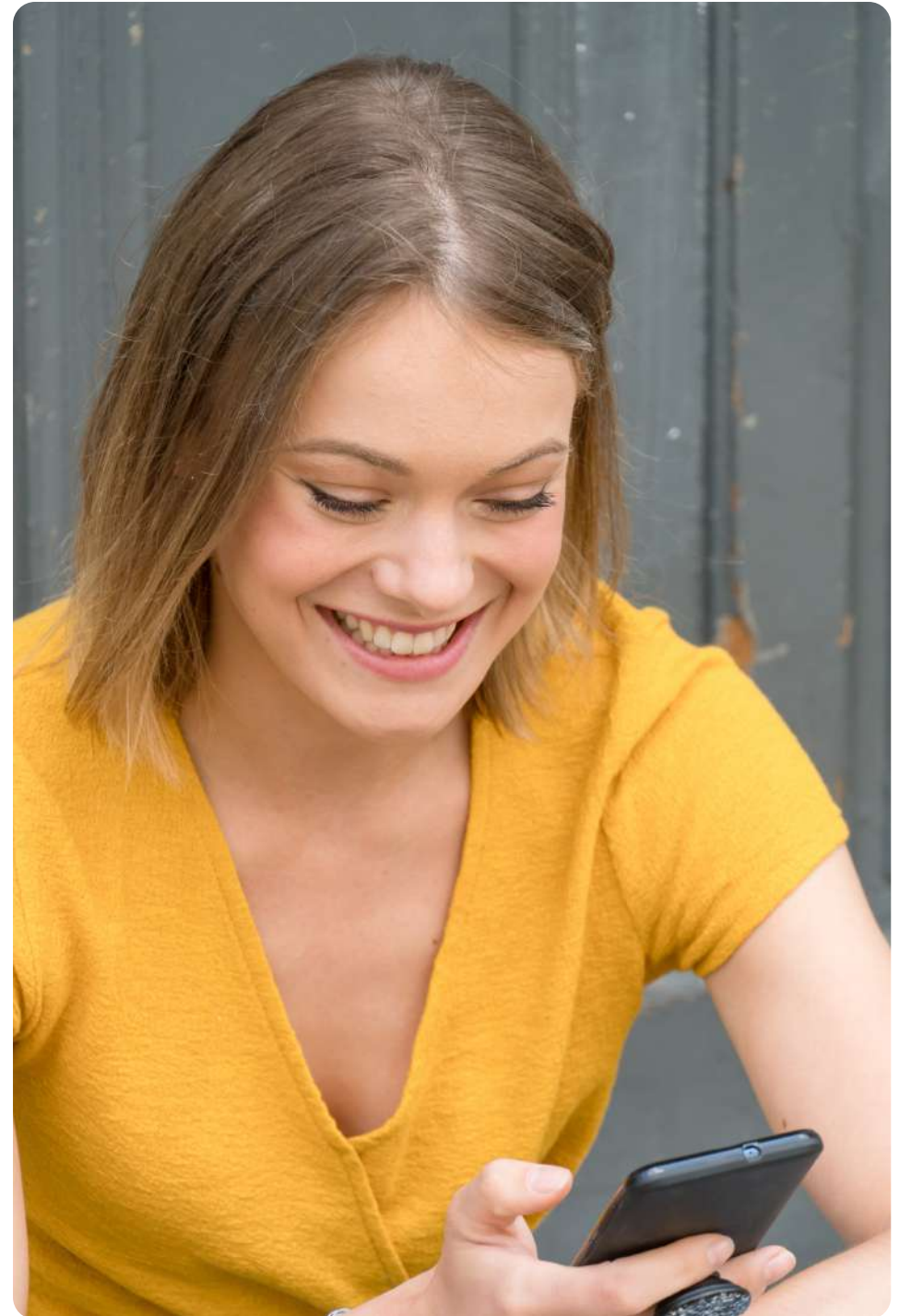
First, it's important to get your brand ambassadors involved in the process. Explain to them not only why it's good for your organization if they post and/or share work-related content, but also what benefits it brings to them: pride, personal branding, commitment and fewer vacancies, therefore less workload. Colleagues do not always realize the benefits that posting on social media can have for them. The brand ambassadors should see the value and recognize the importance of sharing themselves, and do so willingly instead of it being mandatory.

Pride

The best motivation for brand ambassadors to share content about your organization is to convey a sense of pride. Proud of their work and proud of their own contribution to the accomplishments. Social media is the perfect tool to show what great things you are doing at work. Some brand ambassadors might consider this to be a little self-absorbed, but if you use it in the right way and tell real stories, it will be welcomed in your network.

Less workload

If your colleagues share vacancies in their own (super relevant) network, there is a good chance that a new colleague will be recruited through them. As a matter of fact, potential candidates who apply by referral are 7 times more likely to become new employees. This allows them to contribute to reducing the workload themselves.



Personal branding

Personal branding is all about defining and promoting your strengths and uniqueness to a target audience [33][34][35]. On social media, personal branding tactics involve creating and maintaining social media networking profiles [36]. Brand ambassadors can profile themselves as an expert on social media about the field they are working in by posting about it regularly. Showing off your expertise in your field of work can also have positive effects for you and your organization. By showcasing their competency, they simultaneously show the quality of the workforce within the organization.

Commitment




Being active on social media will also make sure colleagues stay informed about what is happening in other departments and in the organization as a whole. In large organizations, there can be a lot of divisions and departments that work in an island-like culture. By posting regularly, employees can showcase what they are working on and can thereby decrease the distance between different departments. SRO can also increase the bond between employees and the organization itself. Moreover, the retention of employees is 18% to 43% higher at organizations with engaged employees [37].

How to implement SRO in my organization?

Step 1: Content strategy, structure and growth plan

The first phase is all about the development of a high-quality content strategy. It's important to define clear objectives, target groups, content pillars, and a company identity. This strategy is the foundation for all online communication. The structure and activities are safeguarded by assigning various roles with different tasks. On top of that one should also launch a relevant content stream with pilot groups and determine how many ambassadors you would like to include.

Strategy

Theme	Groups	Post per month
Our DNA	 +25	5
Innovation	 +13	2
Recruitment	 +22	3

Step 2. Pilot phase

The second phase is about rolling out the SRO brand ambassador program. To facilitate this program, brand advocacy software can be used. The software should first be tested with a small group of ambassadors who have an affinity for social media, and who can contribute relevant content.

In an extensive pilot, you can determine what skills the brand ambassadors have on social media, and further teach them if necessary. A great teaching method is using e-learning with short instructional videos and facts to show how to increase their impact. Using various tools can stimulate the group to actively use social media and accompanying software.

It's important for the ambassadors to learn how to create authentic content from the workplace. Authentic content is an excellent way to personalize your communications on social media, but also to reinforce the bonding and involvement of the ambassadors with the organization.

Using user-friendly tools in this phase can really help people become brand ambassadors and increase the adoption rate of the software, even with busy schedules.

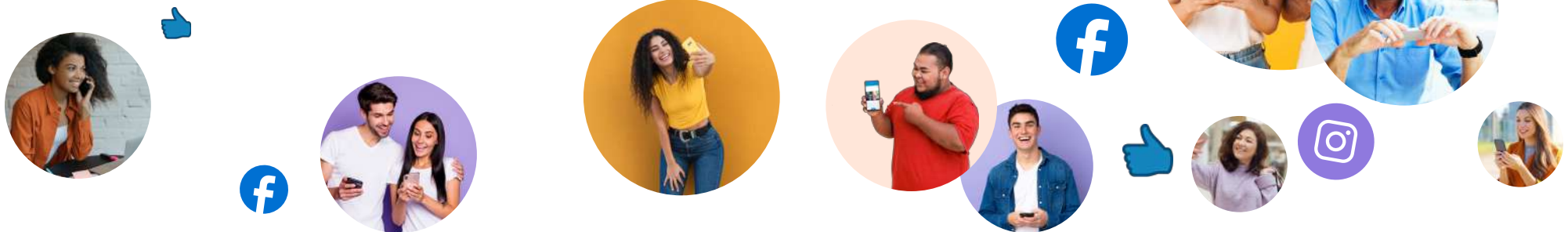
Step 3. Evaluation

At this stage, organizations should analyze the results of the pilot. Look at the components that have proven to be the most effective. Make sure you have a clear overview of the pilot results to give the opportunity for an in-depth analysis. Knowledge is power.

Step 4. Scaling up

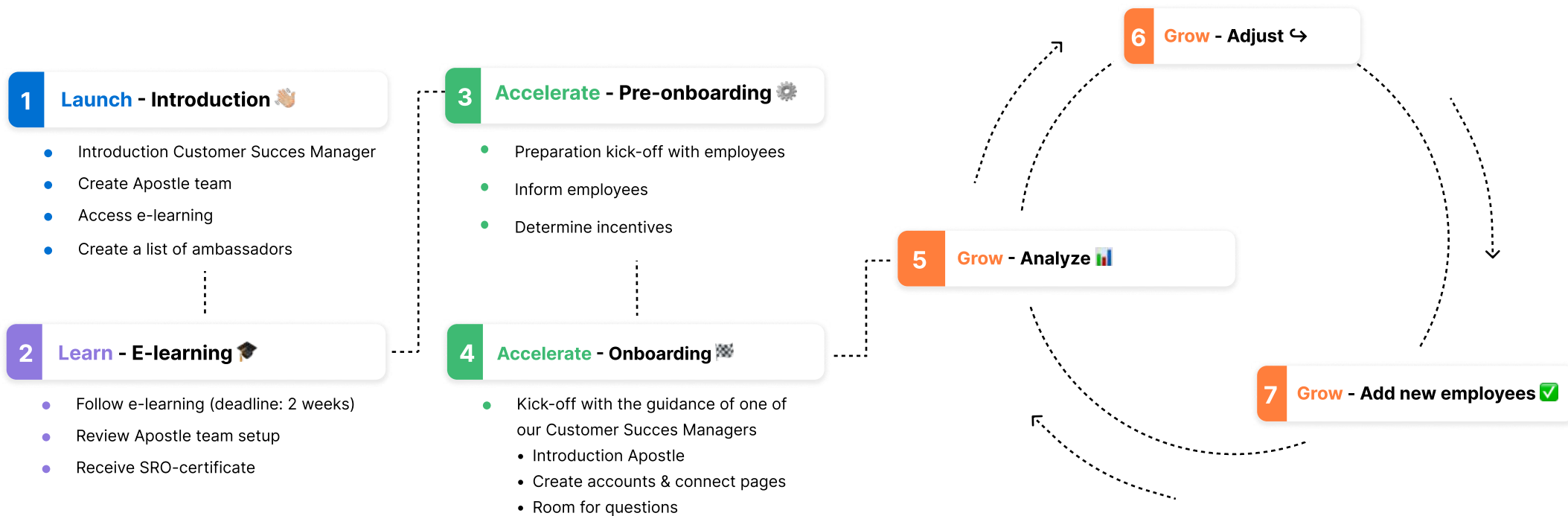
After analyzing the results of the pilot, the organization should decide how and when to scale up and include more ambassadors. The evaluation and scaling-up process are reciprocal and keep repeating until the amount of ambassadors, determined in the growth plan, are reached.

An important note: the more ambassadors, the more results AND the more Social Reach you optimize ;).



Like an Employee Advocacy program, unlike any Employee Advocacy program

Apostle offers brand advocacy software to activate your employees, dealers and franchisees as brand ambassadors and a complete implementation program for a successful outcome.



Apostle.

Align people to rock social. 🚀

- ✓ **Optimize your organic reach on social media**
- ✓ **Boost your online presence**
- ✓ **Easily gather authentic content**
- ✓ **Time and cost-saving**
- ✓ **Successful in for social marketing, -sales and - recruitment**



Contact

Get in touch with one of our brand advocacy experts and find out how SRO could benefit your organization



Koen Jordaans

CEO / Founder

✉ koen@apostle.nl

☎ +31 (0) 6 24111692



Juultje Peels

Sales consultant

✉ juultje.peels@apostle.nl

☎ +31 (0) 6 23474470

References

- [1] Muhammad, Z. (2022). Are Facebook Ads Are Getting More Expensive? Retrieved from <https://www.digitalinformationworld.com/2022/01/are-facebook-ads-are-getting-more.html>
- [2] Passies, L. (2018). Nieuwe Facebook-update benadeelt pagina's. Wat nu? Retrieved from <https://www.frankwatching.com/archive/2018/01/12/nieuwe-facebook-update-benadeelt-paginas-wat-nu/>
- [3] Van Unen, T. (2021). PR & communicatie in 2021: focus op authenticiteit, persoonlijkheid & traditie. Retrieved from <https://www.frankwatching.com/archive/2021/01/05/pr-communicatie-trends/>
- [4] Van Zoonen, W., Van der Meer, T. G., & Verhoeven, J. W. (2014). Employees work-related social-media use: His master's voice. *Public Relations Review*, 40(5), 850-852.
- [5] Mattke, J., Müller, L., & Maier, C. (2019). Paid, Owned and Earned Media: A Qualitative Comparative Analysis Revealing Attributes Influencing Consumer's Brand Attitude in Social Media. In *Proceedings of the 52nd Hawaii International Conference on System Sciences* DOI (10)
- [6] Facebook (n.d.). Wat is het verschil tussen organisch bereik, betaald bereik en bereik van bericht? Retrieved from <https://www.facebook.com/help/285625061456389>
- [7] Fleishmanhillard (2017). The Authenticity Gap Report 2017. Retrieved from <https://fleishmanhillard.co.uk/2017/07/authenticity-gap-report-2017/>
- [8] Vossen, S. (2016). SEO voor beginners: zo leg je de basis voor jouw strategie. Retrieved from <https://www.frankwatching.com/archive/2016/07/12/seo-voor-beginners-zo-leg-je-de-basis-voor-jouw-strategie/>
- [9] Hathaway, P. (n.d.). Search Engine Optimization (SEO). Retrieved from <https://mailchimp.com/marketing-glossary/seo>
- [10] Patil Swati, P., Pawar, B. V., & Patil Ajay, S. (2013). Search engine optimization: A study. *Research Journal of Computer and Information Technology Sciences*, 1(1), 10-13.
- [11] Raddinteractive. (n.d.). SEA Marketing, What is It? Retrieved from <https://raddinteractive.com/sea-marketing-what-is-it/>
- [12] Poorthuis, C. (2019). SEO and SEA: What is the difference and what are the advantages of the two? Retrieved from <https://www.griddigitalmarketing.com/seo-and-sea-what-is-the-difference-and-what-are-the-advantages-of-the-two/>
- [13] Ghose, A., & Yang, S. (2009). An empirical analysis of search engine advertising: Sponsored search in electronic markets. *Management science*, 55(10), 1605-1622.
- [14] Rossmann, D., & Young, S. W. (2016). Social media optimization: principles for building and engaging community. *Library Technology Reports*, 52(8), 1-52.
- [15] Bradley, S. V. (2015). Win the game of Googleopoly: unlocking the secret strategy of search engines. John Wiley & Sons.
- [16] Kenton, W. (2021). Social Media Optimization (SMO). Retrieved from [https://www.investopedia.com/terms/s/social-media-optimization-smo.asp#:~:text=Social%20media%20optimization%20\(SMO\)%20is,and%20mitigate%20potential%20damaging%20news.](https://www.investopedia.com/terms/s/social-media-optimization-smo.asp#:~:text=Social%20media%20optimization%20(SMO)%20is,and%20mitigate%20potential%20damaging%20news.)
- [17] Kapteijns, S. (2021). Organic growth, authentic content, advantage of personal channel. Retrieved from <https://www.apostlesocial.com/blogs/organic-growth-authentic-content-advantage-of-personal-channel>
- [18] Sociabble. (n.d.) 10 Stats that Prove the Impact of Employee Advocacy. Retrieved from <https://www.sociabble.com/blog/10-stats-impact-employee-advocacy/>
- [19] Brazilian, E. (2017). Infographic: How Millennials and Baby Boomers Consume User-Generated Content. Retrieved from <https://www.adweek.com/brand-marketing/infographic-how-millennials-and-baby-boomers-consume-user-generated-content-175307/>
- [20] Greenwood, M., & Freeman, R. E. (2011). Ethics and HRM: The contribution of stakeholder theory. *Business and Professional Ethics Journal*, 30(3), 269-292.

References

- [21] Martin, G., Gollan, P. J., & Grigg, K. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM. *The International Journal of Human Resource Management*, 22(17), 3618-3637.
- [22] Gelb, B. D., & Rangarajan, D. (2014). Employee contributions to brand equity. *California Management Review*, 56(2), 95-112.
- [23] Cervellon, M.C., & Lirio, P. (2017). When employees' don't like their employers on Social Media. *MIT Sloan Management Review*, 58(2), 62-71.
- [24] The Marketing Advisory Network. (2017). 2017 Employee advocacy impact study. Retrieved from <https://static1.squarespace.com/static/61d5b04870d87553016c78a3t/6205e04dc6de0d481c0c2347/1644552271204/FINAL-Advocacy-Research-Report.pdf>
- [25] InsideSales. (2017, July 31). The Future of Cold Calling. Retrieved from <https://www.insidesales.com/the-future-of-cold-calling/>
- [26] Minsky, L., & Quesenberry, K. A. (2016). How B2B Sales can Benefit from Social Selling. *Harvard Business Review Digital Articles*, 2-5.
- [27] Chorus. (n.d.). How many Cold Calls Does it Take to Make a Sale? Retrieved from <https://www.chorus.ai/state-of-conversation-intelligence/how-many-cold-calls>
- [28] Kenneth Smit. (2021). Nationale benchmark 2021. Sales van de toekomst: Skills en technologieën voor een modern salesteam. Retrieved from <https://www.kennethsmit.com/benchmarkrapport/>
- [29] Keller, K. (2021). Top Risks dor 2022: Challenges of Retaining and Attracting Top Talent Will Persist. Retrieved from <https://poole.ncsu.edu/thought-leadership/article/top-risks-for-2022-challenges-of-retaining-and-attracting-top-talent-will-persist/>
- [30] CBS. (n.d.). Vacatures. Retrieved from: <https://www.cbs.nl/nl-nl/visualisaties/dashboard-arbeidsmarkt/vacatures>
- [31] Intelligence Group. (n.d.). Arbeidsmarkt in cijfers. Retrieved from <https://intelligence-group.nl/nl/arbeidsmarkt-in-cijfers/>
- [32] LinkedIn (n.d.). The Ultimate List of Hiring Statistics. Retrieved from https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/Ultimate-List-of-Hiring-Stats-v02.04.pdf
- [33] Kaputa, C. (2005). *UR a Brand! How Smart People Brand Themselves for Business Success*. Mountain View. CA: Davies-Black Publishing
- [34] Shepherd, I.D.H. (2005). "From Cattle and Coke to Charlie: Meeting the Challenge of Self Marketing and Personal Branding". *Journal of Marketing Management*, 21, 589-606.
- [35] Schwabel, D. (2009). *Me 2.0: A Powerful Way to Achieve Brand Success*. NewYork: Kaplan Publishers.
- [36] Labrecque, L. I., Markos, E., & Milne, G.R. (2011). Online personal branding: Processes, challenges, and implications. *Journal of interactive marketing*, 25(1), 37-50.
- [37] Gallup. (n.d.). Gallup's Employee Engagement Survey: Ask the Right Questions With the Q12 Survey. Retrieved from <https://www.gallup.com/workplace/356063/gallup-q12-employee-engagement-survey.aspx>