Deloitte.

Social Media Network Analysis

For the Dutch Ministry of Foreign Affairs

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Introduction

Introduction

Start: continue from last year's project

- The Dutch Ministry of Foreign Affairs (hereafter: MFA, or 'you') has over 450 official Social Media accounts. It aims to optimally deploy these accounts for its communication-purposes, networking, policy enrichment and assistance of people in need
- In 2016, we cooperated by researching the effectiveness of your Facebook- and Twitter-accounts
- For 2017, the MFA requested Deloitte Risk Advisory BV (hereafter: Deloitte, or 'we') an analysis into the network these social media account currently operate in

Collaboration: what is most relevant this year?

- In a workshop in July 2017, the MFA and Deloitte deepened and specified the research by making choices for the strategy of the project and the topics that should be covered
- The MFA provided the list of all current official Facebook- (128) and Twitter-accounts (218)

Deepening the research: investigate (im)possibilities

- Since network-related KPIs are much more complicated than last year's statistics, Deloitte investigated into the possibilities of KPIs on the long-list, as derived from the workshop
- In a couple of iterations, the exact setup and layout of the individual reports was agreed upon

Data gathering & reporting

- Deloitte gathered all needed data for the project, for all agreed measures, for all agreed accounts
- The MFA wrote the texts that Deloitte generated automatically for all individual reports
- We are reporting on around 350 individual accounts and offer this benchmark-report of findings to you. The MFA finetunes the individual reports and provides custom-made advice to the account-holders

More details regarding the exact setup of this project can be found on pages 5 (methodology) and 10 (reading manual).

Agenda

Methodology - general

1: Aim of the project

The aim of the project is

- to gain insight into the network of your official Social Media accounts
- To improve the quality and interaction of your network of accounts
- To further optimise and extend towards an even more relevant and strong network

2: Which accounts?

- The MFA provided us with the list of all these official accounts (as far as known by the MFA)
  - Twitter- and Facebook-accounts are in scope, other social media platforms of the MFA are not
  - Facebook: 128 accounts, Twitter: 218 accounts
  - You have divided them into different subgroups, for reasons of comparison
  - In the reading manual on page 10 we explain the definitions of the subgroups

3: Data used

- A quantitative research was conducted, only quantitatively measurable aspects were taken into account
- Data-period concerns January to (and including) June 2017 for most KPIs; Influencers were calculated based on June 2017 for Facebook, and 15 August until 15 September for Twitter
- Only publically available data was used, hence (for example) direct messages have not been taken into account
- The data was extracted using Twitter- and Facebook-APIs. Any limitations that apply to these APIs, have therefore been limitations to our data-gathering and hence to our reporting
- For Facebook: data used was derived from Fan-pages, no personal account-data can be gathered. Hence, only a part of all connections of your accounts have been analyzed

4: Workshops

- A workshop has been held with the MFA, to facilitate the process of funneling thoughts from
  - Success factors, raw ideas and areas of reporting

  towards
  - (finally) Key Performance Indicators (KPIs) and their exact definitions

Both in terms of MFA's online strategy (what is important, what does the MFA want to mean online), as well as to make choices for the exact content (KPIs) of the reports

5: Texts

- The texts in the individual reports have been partly automatically generated, depending on the level of certain KPIs
  - Deloitte setup the methodology for this, allowing the MFA to input these texts using a specified Excel-format
  - The MFA wrote the texts and provided signoff on the final version of this Excel-document
  - The MFA manually adjusted the texts in the individual reports, to take account-specific details into consideration, in some cases

6: Cooperation

- The workshops have been setup and led by Deloitte
- The MFA finally chose the KPIs to be reported and the connected texts
- Deloitte setup and generated the individual reports
- The MFA manually adjusted the texts in the individual reports, to take account-specific details into consideration
- This final report has been setup and written by Deloitte, cooperating with the MFA

Specific methodology: Influencers

7: Influencers

- For Facebook
  - It is not possible to directly see all accounts liking your accounts. We can only directly see which accounts you are liking yourself
  - To circumvent this, we took the list of accounts liked by at least one BZ-account, and monitored which BZ-accounts those are following
  - In other words: likes from other pages were derived from other MFA-followers only, due to technical limitations
  - As a consequence, no completeness of likes is guaranteed for Facebook

- For Twitter, all connections were evaluated

8: Influencer-index

- Data-period concerns January to (and including) June 2017 for most KPIs; Influencers were calculated based on June 2017 for Facebook, and 15 August until 15 September for Twitter
- As a first step
  - For Twitter: 25 accounts (following and/or followed by a BZ-account, separately) with the highest activity and highest number of followers were selected. This was done by multiplying the number of posts (on average in a month, since the account's creation-date) with their (current) number of followers/friends.
  - For Facebook: 25 accounts (following and/or followed by a BZ-account, separately) with the highest number of friends were selected
- The external accounts scoring highest on this metric were selected for the next step. This was done for every BZ-account separately
- For those selected external accounts, we used the t-index to measure influence. A t–index of 15 means that a person has tweeted at least 15 tweets that have been retweeted (incl. liked) 15 times each. The higher this number, the higher an account's influence is. For a more detailed explanation, please visit the t-index website

The MFA's strategical online-communication targets have been translated into KPIs and a selection of them for final reporting

A workshop was held, example-slides (in Dutch) are shown below

ACTIVITEIT 1A: EVALUATIE VAN DE ONDERWERPEN EN KPI'S 2017 (1/2)

Onderwerpen	Prio	Vragen	KPI's	Workshop comment
1. Kenmerken netwerk	Nee	1. Welke volgers en welke accounts zijn mijn peers (gelijken)?	1. Benchmark i.p.v. KPI	
	Nee	2. Is mijn netwerk vooral zakelijk of persoonlijk?	2. Verhouding aantal #volgers zakelijk vs. aantal #persoonlijk	Maar een klein aantal personen hebben zakelijk en een prive account
	Ja	3. Wie zijn mijn belangrijkste influencers?	3. Top 5 of 10 weergeven van accounts met de hoogste influence-index: per volgende account berekenen we het aantal retweets, vermenigvuldigd met het aantal volgers van dat volgend account.	Definitie influencer aanscherpen: Extra factoren gebruiken die bepalen wanneer
	Nee	4. Wie van mijn volgers kan potentieel de meeste invloed hebben, op basis van de meeste volgers?	4. Top 5 of 10 van volgers die de het hoogste aantal volgers hebben	
	Nee	6. Hoe verhoudt een netwerk van een persoonlijk account zich t.o.v. zakelijk (fanpagina) account?	6. Benchmark i.p.v. KPI	
	Nee	7. Welke (type) accounts (stakeholder groepen: politiek, ngo, geïnteresseerden) volgen de BZ-accounts?	7. Clustering op basis openbaar beschikbare informatie die google ter beschikking stelt, voor de accounts die een URL bij hun account hebben aangegeven (complex). OF op basis locatie (conform meting 2016)	
2. Bereik	Ja	8. Welke "belangrijke" (influencer of veel volgers) personen volgt mij maar volg ik nog niet?	8. Top 5 of 10 van influencers of persoon met hoog aantal volgers die jij nog **niet** volgt (op basis van namen --> actiegericht)	
	Nee	9. Welke "belangrijke"(influencer of veel volgers) personen volg ik maar volgen mij niet terug?	9. Top 5 of 10 van influencers of persoon met hoog aantal volgers die jou niet terug volgen maar jij hen wel (percentage of absoluut)	
	2016	10. Wat is mijn potentiële bereik (absoluut)?	10a. Twitter: #Mijn eerstegraads volgers en het #volgers van volgers (2016) 10b. Facebook: #niet-1e-graads accounts met een actieve 'like' op jouw pagina	
	2016	11. Wat is de groei in het aantal volgers in mijn netwerk t.o.v. 2016?	11. Groei #volgers t.o.v. 2016, procentueel en/of absoluut	

ACTIVITEIT 1A: EVALUATIE VAN DE ONDERWERPEN EN KPI'S 2017 (2/2)

Onderwerpen	Prio	Vragen	KPI's	Workshop comment
3. Netwerk activiteit	2016	12. Hoe actief is mijn netwerk / mijn volgers (2016)?	12. Engagement (IPM): meet totale interactie van alle volgers	
	Ja	13. Welke BZ accounts en welke volgers staan open voor dialoog?	13. Individuele accounts: Top 5 of 10 followers met het hoogste aantal comments	Anders omschrijven: b.v. welke BZ accounts en volgers gaan het dialoog aan met andere personen?
	Nee	14. Welke BZ accounts en welke volgers staan open voor dialoog op een specifiek onderwerp?	14. Doelgroepen: Op basis van onder onderwerp 4 gedefinieerde groepen (zakelijk vs persoonlijk), berekenen comment-ratio (#comments/#accounts) per groep	Niet meenemen: benoemen van categorieën is te complex
	Nee	15. Hoe actief is mijn netwerk / mijn volgers in het zenden van content op hun eigen account?	15. Benchmark i.p.v. KPI: Gem. activiteit (gem. #posts per maand) van volgers, gebenchmarkt tov alle BZ-accounts	Te kwalitatieve vraag om op te nemen als KPI
	Nee	16. Wat is het minimale / maximale aantal berichten per week om echt actief over te komen?	16. Benchmark i.p.v. KPI: BZ-account benchmarken tegen de accounts van haar volgers, in termen van #posts per week.	Te kwalitatieve vraag om op te nemen als KPI
4. Content	Ja	17. Waarover praten mijn volgers?	17a. Twitter: Wordcloud obv hashtags in berichten van jouw volgers 17b. Facebook: bij gebrek aan analogie van hashtag, ongefilterde wordcloud van berichten van volgers.	• Bepalen over welke periode we wordcloud willen meten • Bio informatie ook analyseren • Vergelijking maken met eigen account • Wordcloud filterlijst 2016 behouden + nieuwe filters toepassen zoals corporate account
	Ja	18. Wie tonen het meest interesse in mijn content?	18. Top 5 of 10 followers met de meeste reacties, incl. comments, likes, retweets, etc.	
		NIEUW: Waar in het netwerk zit traffic naar owned kanalen?		Interessant topic om verder over na te denken
5. Netwerk positie	Ja	**NIEUW:** Wat is mijn netwerk positie in het netwerk van influencers?	BV. Spiderweb weergave van influencers van influencers	Vraag + KPI SMART maken
Overig	Ja	**NIEUW:** wat is de kracht/zwakte van mijn netwerk?		Bepalen welke KPI's hier aan bijdrage. Als belangrijk aandachtspunt benoemd

AANLEIDING EN DOELSTELLING WORKSHOP

Situatie + Doelstelling = Resultaat

- In 2016 analyse naar de **kwaliteit van social media accounts**
- **Eind 2016 rapportages** met aanbevelingen
- **In 2017 vervolgonderzoek** naar het **netwerk** van Buitenlandse Zaken
  - Eerste workshop is afgerond door BZ waarbij een **long list met KPI's** is opgesteld
  - Deloitte heeft een eerste evaluatie uitgevoerd naar de meetbaarheid van de KPI's en een **shortlist** opgesteld

1) Evalueren van de nieuwe onderwerpen en de daarbij behorende KPI's

2) Evalueren van de belangrijkste KPI's uit 2016, voor hergebruik

3) KPI's prioriteren en opstellen van een definitieve set van KPI's

- Goed inzicht in de belangrijkste en meest voorkomende vragen die leven onder account eigenaren
- Definitieve set van KPI's voor analyses die inzichtelijk maken hoe BZ:
  - meer waarde kunnen halen uit bestaande netwerken en
  - nieuw potentieel netwerk kan bereiken

What the individual reports look like

Example Twitter: "@NLinMorroco" (1/2)

Analysis of the Twitter account NL Ambassade Maroc in the period January - June 2017

Number of followers	Your followers compared to 2016	Followers of followers	Number of accounts you follow	Ratio followers / you follow	Number of times on a list	Total number of tweets	Number of tweets (Jan - Jun)	Number of tweets per week (Jan - Jun)
929	+202%	16.366.665	216	4,3	15	166	5	0,2

The top 10 influencers in your network

username	#tweets	#followers	#following	influencer index	follows me	I follow
UNICEF	327	6.303.906	24834	277		✔
UN	295	9.318.977	1151	242		✔
UN_Women	288	1.220.498	3502	166		✔
hrw	304	3.453.474	16754	123		✔
UNEP	140	652.094	3056	121		✔
UNFCCC	202	408.349	1031	119		✔
WFP	127	1.489.131	1359	100		✔
amnestyusa	114	3.812.330	6495	94		✔
UNHumanRights	118	1.744.587	2	88	✔	✔
UNESCO	96	2.697.454	1409	81		✔

There are more ways of measuring influence than just reach. Accounts with lots of followers often have a strong position because they have the potential to ensure wide dissemination and recognition. An influential account is about more than just a large number of followers.

Does the account reach people and organisations working in a sector that is important to you? Does the account post high-quality content on a regular basis? Is the account seen as reliable? Do readers find the content useful and relevant? Are posts from the account retweeted or liked? This is an indication that they are high in quality. It all comes down to a combination of measurable indicators and user experience.

This report is based on those measurable indicators. In addition to potential reach and number of followers, an account's level of activity is also a useful indicator. But in the end, only you can determine the real value of an account, depending on what it could mean for your own account and communications.

The power of your network
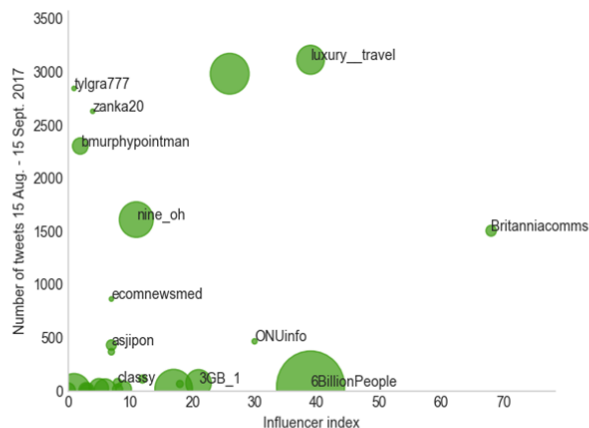
This diagram shows how the most influential accounts in your online network are positioned. It only relates to the accounts that follow your account. These accounts are the most interesting because they ensure that your tweets will be disseminated more widely. They are also the accounts that can reply to you or enter into a discussion with you.

According to our index, the higher an account is in the top right, the more influential it is. The size of the sphere represents the number of followers. As you can see, influential accounts do not necessarily need to have the greatest number of followers in order to be positioned in the top right.

The BZ influencer index is based on the T-index (see http://www.t-index.com/). What is crucial is the degree of interaction with the influencer's posts. Interaction = retweets and likes. The higher the level of interaction, the higher the account ranks. In order to be seen as an influencer, the way readers value and interact is crucial.

Example: an account has posted 100 tweets. Of those 100 tweets, 13 have had at least 13 interactions. All the other tweets have had less than 13 interactions. This account's index is therefore 13. In order to get an index of 14, the account would have needed to get at least 14 tweets retweeted or liked at least 14 times.

The index is based on tweets in 15 August and 15 September 2017.

Your followers' followers
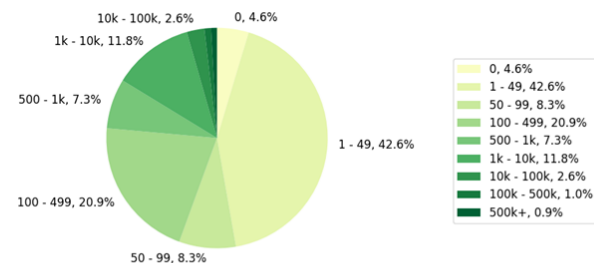
Your account is followed by other accounts. These accounts also have followers. This diagram shows how many accounts have large or small numbers of followers. This will give you better insight into the relevance of the accounts following yours. The green bar at the top shows you your account's potential reach. This number is based on the number of your followers' followers. It could be that the number is a result of several large accounts that are following yours. Conversely, the same number could be due to lots of smaller accounts.

Tools like www.followerwonk.com give you a quick idea of which accounts have the largest reach and the most followers. This information is useful because it can help you increase your own reach.

Top influencers' interactions

We have highlighted a few aspects of the most influential accounts that follow your account. This gives you an idea of the average level of activity on these accounts and the quantitative impact they have. The data is based on interactions in 15 August – 15 September 2017.

The tweets relate to the top accounts' own tweets. Retweets, likes and mentions were carried out by other accounts in response to these tweets.

890	tweets	517.734	followers
2.675	retweets	4.130	likes
266	mentions	0	reactions to you

What the individual reports look like

Example Twitter: "@NLinMorroco" (2/2)

Words in your followers' bios

This word cloud contains words your followers have used in their account bios. It relates to your followers' accounts, not the ones your account is following.

Bios often explain the idea behind the account or what its intentions are. In bios on personal accounts, users often mention in what capacity they are using the account or where they work. So this information can tell you whether these organisations or people belong to your intended target group.

It's important to have a good account bio. Your own account bio should also be well written.

Words from your influencers' posts

This word cloud shows the most frequently used keywords and terms in the tweets of top influencers that follow your account. (The data relates to 15/08/2017 – 15/09/2017). It gives you an idea of the most talked about issues on these influencers' accounts. It also shows whether there are similarities in terms of content. Are these accounts talking about issues that relate to your mission, themes or activities?

Try to find an explanation for the terms that don't fit with your priorities or activities quite as well – or at all. Twitter users discuss a variety of topics so word clouds often contain a wide array of terms. If some terms bear a strong link to your themes, try to include them more often in your tweets. You could also use hashtags in combination with these terms.

The top five influencers you don't follow back

username	#tweets	#followers	#following	influencer index
Britanniacomms	1.506	101.622	98.550	68
6BillionPeople	39	4.372.532	1.965.845	39
luxury__travel	3.114	720.183	528.236	39
ONUinfo	466	24.828	5.108	30
djkingassassin	2.983	1.425.007	1.459.876	26

Building up a high-quality network requires a significant effort on your part. A network consists of the accounts that follow you and the accounts that you follow. You can't always influence who follows you, but your account needs to show people why you're worth following.

You can expand your network by following other accounts. There are various criteria for following or not following an account. It might help to know which influential accounts you're not yet following. The table above shows the top five. COM can help you see the top 25.

The top five influencers that don't follow your account

username	#tweets	#followers	#following	influencer index
UNICEF	327	6.303.906	24.834	277
UN	295	9.318.977	1.151	242
UN_Women	288	1.220.498	3.502	166
hrw	304	3.453.474	16.754	123
UNEP	140	652.094	3.056	121

There are also a number of accounts in your network that you follow, for whatever reason, but that don't follow you. Often, large accounts – such as those of news sources, political or government organisations/figures or well-known non-governmental organisations – are more general in nature. These accounts are mainly intended to keep followers up to date.

It is an interesting and worthwhile exercise to try to establish links between these accounts and yours. You can do this simply by retweeting their tweets, mentioning an account in your tweet or tagging the account in a tweeted photo. This will bring your own account to the attention of other accounts.

Interaction with your recipient

- IPM 2017
- IPM 2016
- Below average
- Above average

Number of interactions per tweet per 1,000 followers
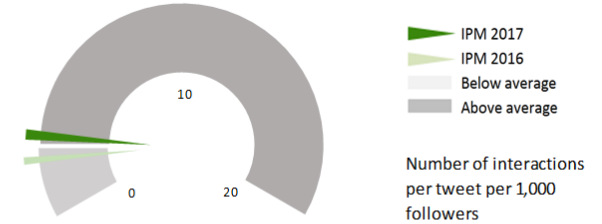
If you received a report on your account last year, this diagram might look familiar. The IPM (interactions per thousand users) metric is a way of objectively comparing Twitter accounts in terms of engagement. The higher the score, the more followers have interacted with your account.

Scores are calculated using the following formula: (retweets + tweets favourited by others) ÷ (your tweets x your followers) x 1,000. In your case, this gives: $(3 + 10) ÷ (5 \times 929) \times 1{,}000 = 2{,}8$.

Your IPM is higher than last year. You also had more interactions than other benchmark BZ accounts.

Information about this report

This report about your Twitter account is part of a study of all official BZ Facebook and Twitter accounts. By conducting this study, COM wants to help the administrators of these accounts get the most out of them.

The study has been carried out in partnership with Deloitte. All accounts have been analysed using the same set of factors. The primary focus was on the network and stakeholders of the various BZ accounts.

In the diagram above, your account's IPM is compared to that of the corporate Twitter accounts of the missions.

Due to the amount of data we needed to collect in order to generate this report, choices had to be made. It is virtually impossible to gather all the available information for all accounts in your and our networks. In some cases, a limited number of accounts were analysed. Where necessary, we limited the analysis to the top 50 influencers following your account, or that you follow. Accompanying each diagram are the names of the accounts and period the data relates to.

If you want to know more about this study, have any questions, want additional advice or would like to find out about training opportunities, contact COM's online team. They will be happy to provide practical tips and help you get the most out of your account.

You can reach the team at COM-online@minbuza.nl.

Reading manual for this report

- In this report, six subgroups are used for reasons of fair comparison

Platform	Subgroup	Definition	
Facebook (FB)	Netherlands	Facebook-accounts that are monitored and managed by several departments within the MFA in The Hague	
	International	Facebook-accounts that are monitored and managed by a Dutch embassy, consulate general or Permanent Representation, outside of The Netherlands	
Twitter (TW)	Agro	Twitter-accounts specific to agricultural subjects, monitored and managed by the Agriculture division within the Dutch diplomatic missions abroad	
	Corporate International	Official Twitter-accounts and thematic (excl. 'agro') accounts	monitored and managed by the Dutch diplomatic missions abroad
	Corporate Netherlands		monitored and managed by several departments within the MFA in The Hague
	Director	Personal Twitter-accounts of directors (or *SG*/*DG*/special ambassadors) of the MFA	
	CDP	Personal Twitter-accounts of current ambassadors, usually residing at their post abroad	
	CDP New	Personal Twitter-accounts of newly appointed ambassadors, mostly not residing at their new post at the time of data gathering	

- Percentages shown in this report are averages of account-specific percentages, and are hence not weighted towards account-size

- API stands for Application programming interface, the software used to extract the data from – in this case – Twitter and Facebook

- The sign 🗏 is used as a shortcut to the agenda-slide, when clicked on it

Results

Average number of followers

Number of followers

Facebook International — compare 2016: +25%
Facebook Netherlands — compare 2016: +34%

■ 2016 ■ 2017

Number of followers

Twitter Agro
Twitter CDP — compare 2016: +57%
Twitter CDP New — compare 2016: -34%
Twitter Corporate International — compare 2016: +42%
Twitter Corporate Netherlands — compare 2016: +36%
Twitter Director — compare 2016: +66%

■ 2016 ■ 2017

The number of followers should not be the most important metric to develop as such. But please do keep in mind that a message has a huge potential reach, since the average number of 2nd-degree followers lays in terms of millions (see next slide).

Note: Since Twitter-corporate was not split-up into International and Netherlands in 2016, 2016-results have been reconstructed as good as possible. Differences can, however, have occurred because of non-exact matching of accounts within these groups.

We see that Facebook-accounts have (on average) a larger number of followers (both fan-pages and personal accounts following your accounts) than Twitter-accounts, with one exception. Both of the Facebook-subgroups have grown in comparison to 2016: 25% and 34%.
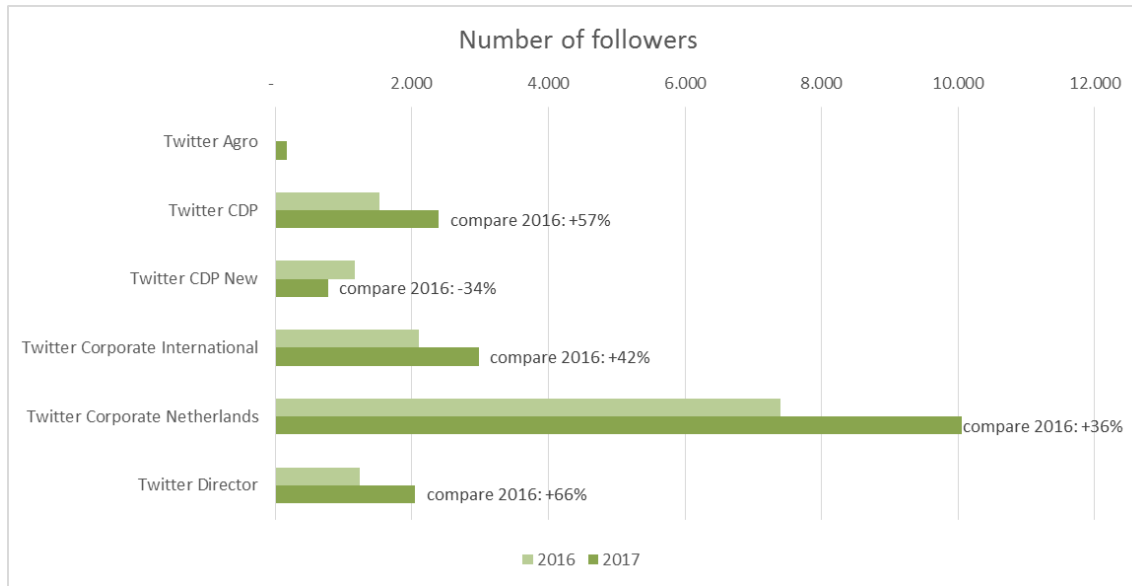
The Corporate Netherlands Twitter accounts are that one exception: they have the largest number of followers within Twitter, roughly 10 thousand on average. 2016-results were re-constructed for this subgroup (see note below-left), so we can conclude that both Corporate subgroups (International and Netherlands) have grown in terms of number of followers.

The CDP New subgroup has decreased in terms of the number of followers. This is the group fluctuating year-by-year most in terms of exact accounts concerned. You mentioned that this year there are relatively few new accounts within this group.
The other subgroups have grown in comparison to the 2016-analysis.

Followers of Followers – Twitter only

On this slide we zoom in on the number of followers of your account's followers. We calculate this to measure the potential reach of your posts: the higher this measure is, the higher your potential reach is when your followers start liking or retweeting (/sharing) your original message.
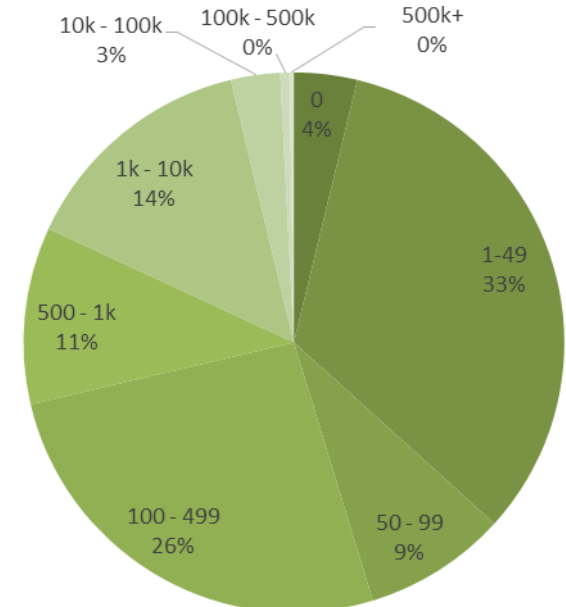
In the pie-chart below, we show the distribution of followers of followers, regardless of (Twitter) subgroup. We see the majority of your accounts has a potential reach below 500. There is a relatively small proportion of your accounts that has a potential reach of over 100.000. These accounts largely contribute to the average of their subgroup. These accounts are hence linked to other accounts with a very large number of followers, ad hence are more likely to have a large influencer-index. We will zoom in on those accounts on the next slides.

On the next slide, we'll split these followers of followers out into two components.

Avg. #followers of followers

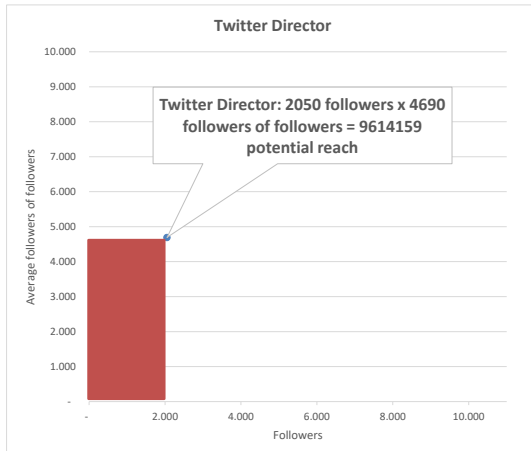The patterns this data shows, is similar to the pattern on the previous slide: Twitter Netherlands has the largest reach, Twitter Agro has the lowest. Most reaches lay in terms of millions, which is good to keep in mind when sending a message.

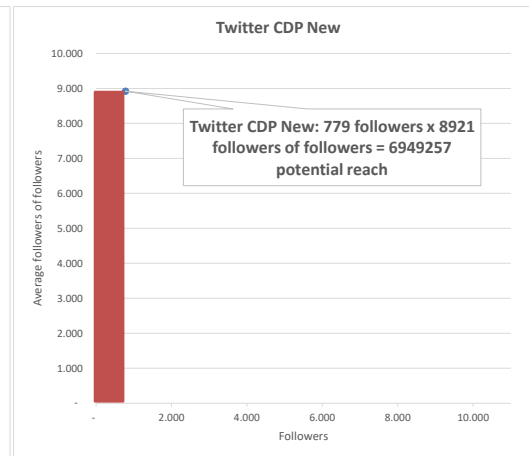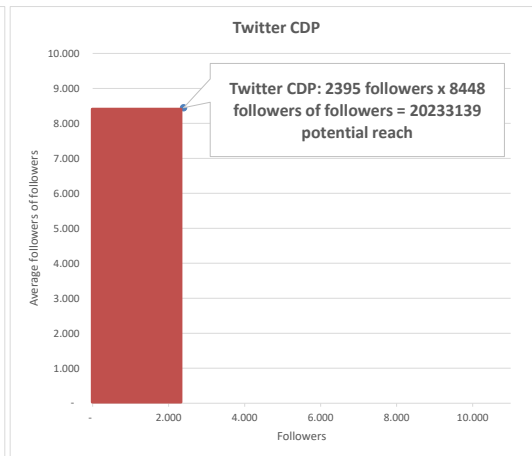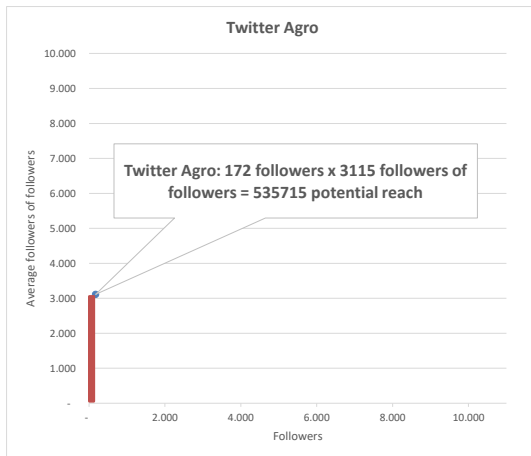### Twitter followers of followers distribution

Followers of Followers – Twitter only

Followers of followers can be sub-divided into two factors: a) your own followers, and b) your followers' followers. Your potential reach is the multiplication of these two factors. In the below graphs we split-out these two factors, for all subgroups separately.

We observe an interesting difference between Corporate Netherlands account, that are horizontally shaped, and all other subgroups, who are vertically shaped. This means that these Corporate Netherlands accounts do have a lot of followers, but these followers do not have many followers themselves. Accounts in the other subgroups are connected to fewer but bigger accounts.

Twitter Agro: 172 followers x 3115 followers of followers = 535715 potential reach

Twitter CDP: 2395 followers x 8448 followers of followers = 20233139 potential reach

Twitter CDP New: 779 followers x 8921 followers of followers = 6949257 potential reach

Twitter Director: 2050 followers x 4690 followers of followers = 9614159 potential reach

Twitter Corporate International: 2982 followers x 6822 followers of followers = 20344370 potential reach

Twitter Corporate Netherlands: 10054 followers x 2594 followers of followers = 26078258 potential reach

= Area of rectangle is potential reach of subgroup

14

Influencers – Facebook-accounts following an MFA-account

On the next four slides, we will dive into specific accounts that have the highest influencer-index. We present separate slides for Twitter and Facebook, and for accounts <u>followed by</u> and MFA-account, and accounts <u>following</u> an MFA-account.

	Account following an MFA-account	Bio	Influencer index	Number of MFA-accounts followed
	Bledi Çuçi	Faqja zyrtare e të deleguarit të Kryesisë së Partisë Socialiste në Qarkun Gjirokastër, Z. Bledi Çuçi	83	1
	usembassytirana	Welcome to the Facebook page of the United States Embassy in Tirana, Albania. For official information about the U.S. Embassy, please visit https://al.usembassy.gov/	81	1
	UN.Geneva	The official page of the United Nations Office at Geneva (UNOG).	69	1
	unitednations	**The official Facebook page of the United Nations** http://www.un.org	57	1
	Dutchreview	www.dutchreview.com DutchReview is a Dutch English magazine for expats, Dutchies with an international taste, Internationalists with a Dutch appetite, in short: anything involving Dutchness.	52	1
	yourownholland	Индивидуальные и групповые авторские экскурсии на русском языке по городам Нидерландов и Бельгии. Авторские экскурсии по Марокко	51	2
	theartsmuseum	Один из крупнейших художественных музеев мира. Коллекция ГМИИ им. А.С. Пушкина насчитывает более 600000 произведений искусства.	46	1
	MIDRussia	Welcome to Russian Foreign Ministry's official account! | Добро пожаловать на официальную страницу МИД России!	46	1
	mfa.afghanistan	Welcome to the Official Facebook Page of the Ministry of Foreign Affairs of the Islamic Republic of Afghanistan. Delivering Latest News of the Ministry of Foreign Affairs. http://mfa.gov.af	46	1
	USEmbassySofia	Welcome to the official U.S. Embassy Sofia Facebook page. We provide info on upcoming Embassy events as well as a discussion forum for U.S. related topics.	45	1
	istanbul.usconsulate	Welcome to the Facebook page of the U.S. Consulate General in Istanbul. If you're looking for the official source of information about the United States of America, please visit http://istanbul.usconsulate.gov/	41	1
	eu.delegation.albania	European Union Delegation to Albania, working for Albania in EU. https://twitter.com/EU_Albania	41	1
	gem.Rotterdam	Rotterdam! De stad die bruist en de stad die zich blijft ontwikkelen ... Volg de officiële pagina van de gemeente Rotterdam en dompel je onder in onze kleurrijke metropool. Rotterdam, waar anders!	40	2
	EmbassyofPolandWashington DC	The Embassy of the Republic of Poland to the United States of America	39	1
	FeriadelasCulturasAmigas	Página de Facebook Oficial de la Feria Internacional de las Culturas Amigas Twitter: @CulturasAmigas Instagram: @culturasamigas App: FCA 2016	38	1

Influencers – Facebook-accounts followed by an MFA-account

	Account followed by an MFA-account	Bio	Influencer index	Number of MFA-accounts following
	AllBlacks	The official Facebook page of the All Blacks.	194	1
	theguardian	The world's leading liberal voice, since 1821	158	2
	washingtonpost	Our award-winning journalists have covered Washington and the world since 1877.	145	2
	mashable	Mashable is for superfans. We're not for the casually curious. Obsess with us.	136	1
	Reuters	Welcome to Reuters news on Facebook. We share news from around the world. Thanks for joining our community - we encourage comments!	134	1
	TheEconomist	Official Facebook page for The Economist newspaper.	131	5
	elespectadorcom	Noticias de Colombia y el mundo. El Espectador, el valor de la Información.	126	1
	nytimes	Welcome to The New York Times on Facebook - a hub for conversation about news and ideas. Like our page and connect with Times journalists and readers.	120	1
	sdpnoticias	El diario digital más leído de México	119	1
	worldeconomicforum	We are the international organization for public-private cooperation. Follow us for research, insight and analysis on global issues.	111	11
	Huffpost	Know what's real.	109	1
	ArchDaily	The latest architecture news, events, publications, and a continually growing collection of the best in architectural works around the world.	108	1
	NPR	NPR - NPR is an internationally acclaimed producer and distributor of noncommercial news, talk, and entertainment programming.	107	2
	vividsydney	Vivid Sydney is Sydney's annual festival of Light, Music and Ideas. Stay tuned for 2018 dates.	105	1
	wsj	Breaking news, investigative reporting, business coverage and features from The Wall Street Journal.	102	2

Influencers – Twitter-accounts following an MFA-account

Account following an MFA-account	Bio	Influencer index	Number of MFA-accounts followed
EdKrassen	Entrepreneur, Journalist, Editor, Writer, Investor, & Consultant. Politically Independent, Fitness, 3D Printing, Bitcoin, Philly Phan #ImpeachTrump	509	1
yashar	New York Magazine/HuffPost Contributor. Email: currentyashar (at) http://gmail.com Direct Messages Open.	404	1
iHeartRadio	All your favorite music. All your favorite stations. All free.	309	1
Ecogranjero	Difundiendo mensajes sobre #ECOLOGIA y #MEDIOAMBIENTE.Alentamos #ENERGIAS limpias, #AGRICULTURA sostenible y la defensa de la #BIODIVERSIDAD y la #NATURALEZA	286	1
Variety	The business of entertainment.	261	35
UN	Official account of #UnitedNations. Get latest information on the UN. Follow us on Instagram: unitednations. #GlobalGoals #StandUp4HumanRights	242	4
dpradhanbjp	Minister of Petroleum & Natural Gas and Skill Development & Entrepreneurship, Government of India. Views personal. RTs not endorsement	242	1
RadioFreeTom	Author, "The Death of Expertise." Prof at @NavalWarCollege and @HarvardEXT. Former US Senate aide. One of @POLITICOMag's "POLITICO 50" for 2017. Views my own.	238	1
soledadobrien	CEO StarfishMedia. Host: @MatterofFacttv this weekend! http://matteroffact.tv/on-tv/ Producer of many things including 4 kids. I wine and horses.	237	37
jcpastrana	-	237	1
Culturizando	Cultura General, Sabías Que, Curiosidades, Salud, Sexo, Ciencia, Tecnología, Ortografía, Cine, Música, Historia, Arte y más	edicion@culturizando.com	234	1
EricHolthaus	Meteorologist	Contributing writer @grist	Kansas native	#ActuallyAutistic	Host of @ourwarmregards	Say hi: eholthaus at grist dot org	229	1
Havenlust	I am a professional traveler & community manager. -- Business: Any content shared can be taken down by request Havenlust@gmail.com	224	13
Im_TheAntiTrump	Psychologist bedbound w ME/CFS. No political/religious affiliation. Pansexual & poly. #TheResistance #AntiRacism #AntiFascism #Resistance #Resist #ImpeachTrump	223	1
brasil247	Primeiro jornal para tablets e smartphones do Brasil. 24 horas por dia, 7 dias por semana, 100% digital, com participação ativa dos leitores.	223	1

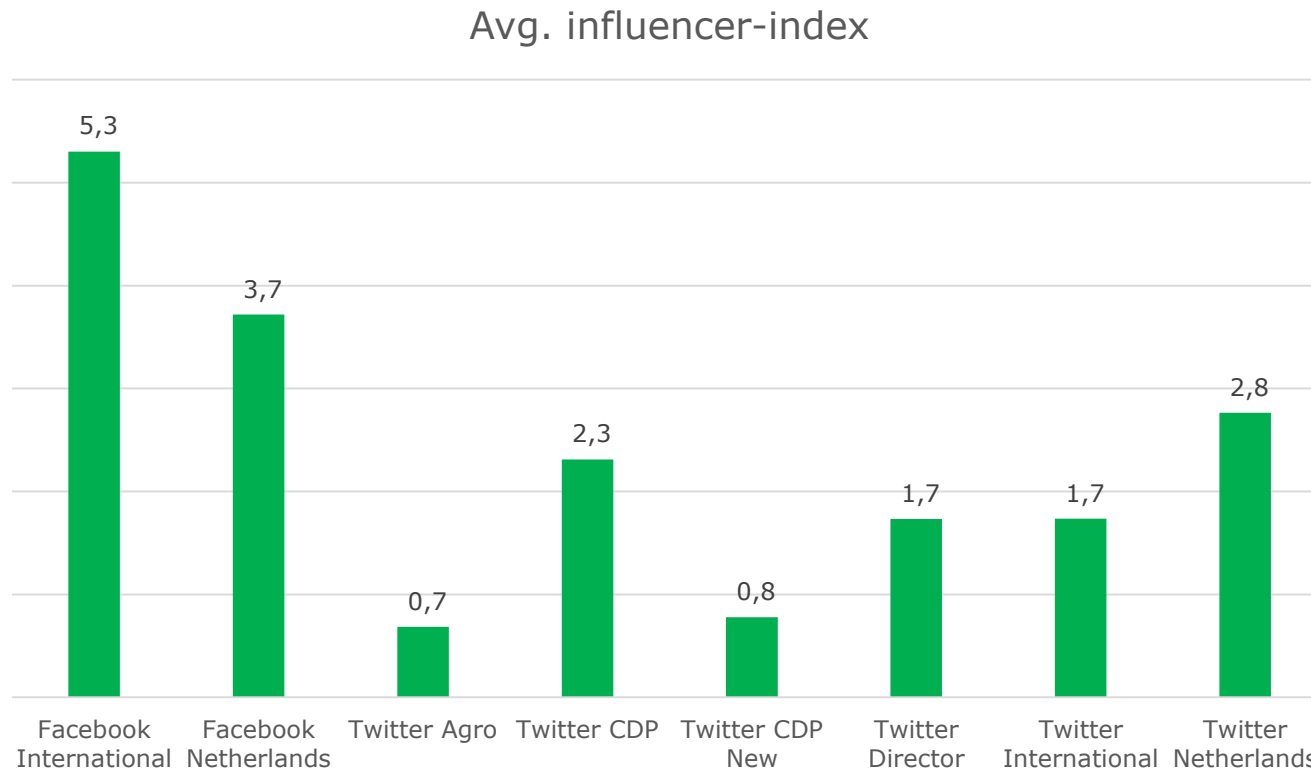# Influencers – Twitter-accounts followed by an MFA-account

Account followed by an MFA-account	Bio	Influencer index	Number of MFA-accounts following
FoxNews	America's Strongest Primetime Lineup Anywhere! Follow America's #1 cable news network, delivering you breaking news, insightful analysis, and must-see videos.	986	3
CNN	It's our job to #GoThere & tell the most difficult stories. Join us! For more breaking news updates follow @CNNBRK & Download our app http://cnn.it/apps	852	34
VoceNaoSabiaQ	Curiosidades, fotos e fatos interessantes sobre o mundo e as pessoas que provavelmente você não sabia. Contato: vocenaosabiaq@outlook.com	827	1
ABC	See the whole picture with @ABC News. Facebook: https://www.facebook.com/abcnews Instagram: https://www.instagram.com/abcnews	741	6
HistoryInPix	Sharing the most powerful and entertaining historical photographs ever taken.	714	2
ManUtd	Official account. More news and features at http://ManUtd.com .	709	1
nytimes	Where the conversation begins. Follow for breaking news, special reports, RTs of our journalists and more. Visit http://nyti.ms/2io2WFI to share news tips.	687	52
planetepics	Amazing pictures of animals, places, people and nature. http://facebook.com/planetepics/	634	1
ajplus	AJ+ is news for the connected generation, sharing human struggles, and challenging the status quo. Download the app to be a part of a global community.	630	1
FCBarcelona	More official accounts @fcbarcelona_cat @fcbarcelona_es @fcbarcelona_br @fcbarcelona_jp @fcbarcelona_id, @fcbarcelona_ara @fcbarcelona_fra @fcbarcelona_tr	628	1
TrueFactsStated	Veteran of 3 presidential campaigns, served on White House staff (Clinton). Country over Party. We will get through this. Together. I'm Shaggy. Chaos Agent.	588	1
BuzzFeed	Download the BuzzFeed App: http://bzfd.it/2deBbk3	564	1
washingtonpost	Tweet-length breaking news, analysis from around the world. Founded in 1877. Follow our journalists on Twitter: https://twitter.com/washingtonpost/lists/washington-post-people …	557	33
AP	News from The Associated Press, and a taste of the great journalism produced by AP members and customers. Managed 24/7 by these editors: http://apne.ws/APSocial	541	26
MeetAnimals	Parody Account. All images are copyrighted by their respective authors. https://www.facebook.com/meetanimals	489	1

Influencer-index of MFA-accounts themselves

We also calculated the influencer-index of all MFA-accounts themselves. Below a graph of their average per subgroup is shown. Again, Facebook-accounts score highest. Within Twitter, the Netherlands-accounts have the highest average influencer-index.

Comparing to the top-scoring accounts on the previous slides, is no fair game. Your accounts have whole other goals and ambitions than the ones from (e.g.) international news agencies or embassies from larger countries.

Avg. influencer-index

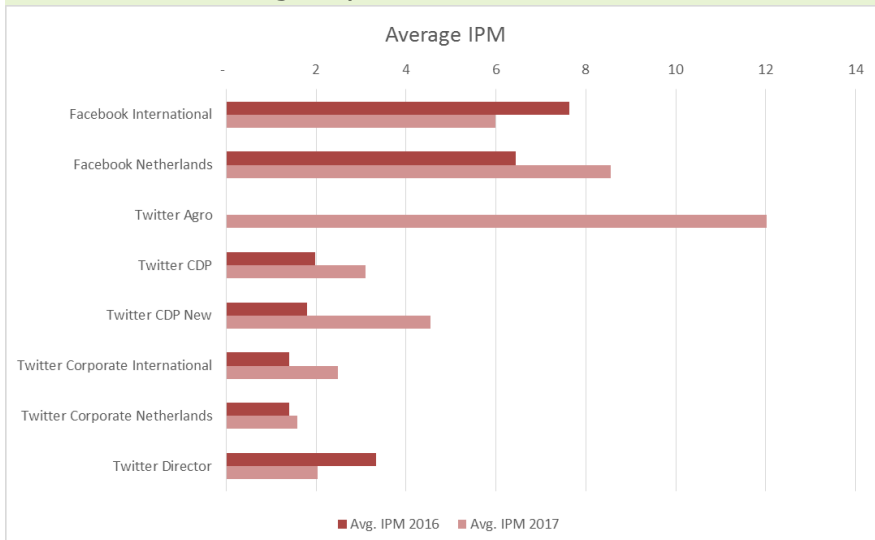| Facebook International	Facebook Netherlands	Twitter Agro	Twitter CDP	Twitter CDP New	Twitter Director	Twitter International	Twitter Netherlands
5,3	3,7	0,7	2,3	0,8	1,7	1,7	2,8

IPM: Interactions per mille

An IPM-score indicates the engagement and interaction a Facebook page has. It measures the interaction with and the involvement of friends with an account, by calculating an IPM-score. Although it does not tell the full story, it makes it possible to compare dissimilar accounts to each other.
A score of 4 is average, a score of 2 is seen as significantly below average and a call to action.
Source: https://www.pixelfarm.nl/Facebook-ipm-calculator/

Facebook and Twitter are not designed in the same way. A main difference is that Facebook networks people, Twitter networks ideas. For this reason, an IPM-score for Twitter is not computed in exactly the same way as Twitter, but we developed it analogously.

Because of the difference in calculation, the IPM-score is not compared between Facebook and Twitter, but only between the subgroups of each medium.

Platform	IPM-formula	
Facebook	$\frac{(\text{comments} + \text{likes} + \text{shares})}{(\text{postings} \times \text{fans})}$	x 1.000
Twitter	$\frac{(\text{retweets} + \text{favorites})}{(\text{tweets} \times \text{followers})}$	x 1.000

Facebook
FB Netherlands has a better IPM-score than FB International. In 2016, their scores were almost the other way around. Facebook Netherlands hence managed to improve on this metric, while the International accounts decreased. Both subgroups still score well above 4, which is seen as (the) average (see textbox on the left).

Twitter
Last year, members of the subgroup TW Director had the highest average IPM-score (3.4). This group now decreased their average, while all other subgroups score higher. Subgroups of CdP's, both new and residing ones, score high and have improved since last year.

Twitter Agro is a small subgroup, but it has the highest IPM of all of them.

Comparison to 2016

Last year we concluded that 'in general (your) accounts with more followers have a better IPM-score'. In 2017, this trend is not present.

Average IPM
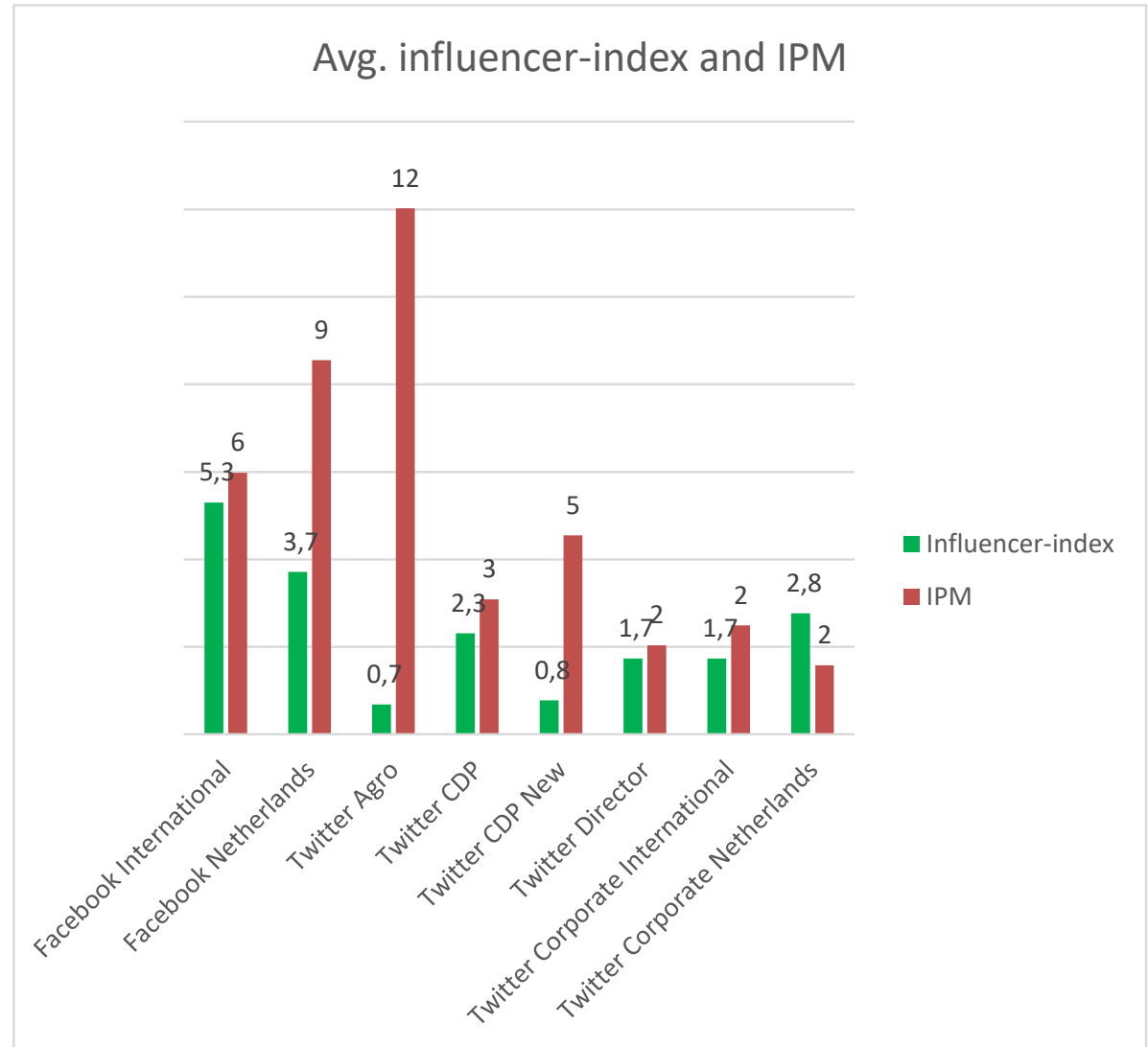
- Avg. IPM 2016   - Avg. IPM 2017

Comparing Influencer-index and IPM per subgroup

When comparing IPM and influencer-index per subgroup, we immediately observe the negative correlation between the two. It's difficult to score high on both metrics at the same time.

In this perspective, it's good to realize this situation exists almost by default: The influencer-index is an absolute value; the more followers, the higher the chance of a high influencer-index. The IPM, on the contarary, is a relative measure; the more followers, the higher your denominator in the IPM-calculation is, so the lower your IPM will be.
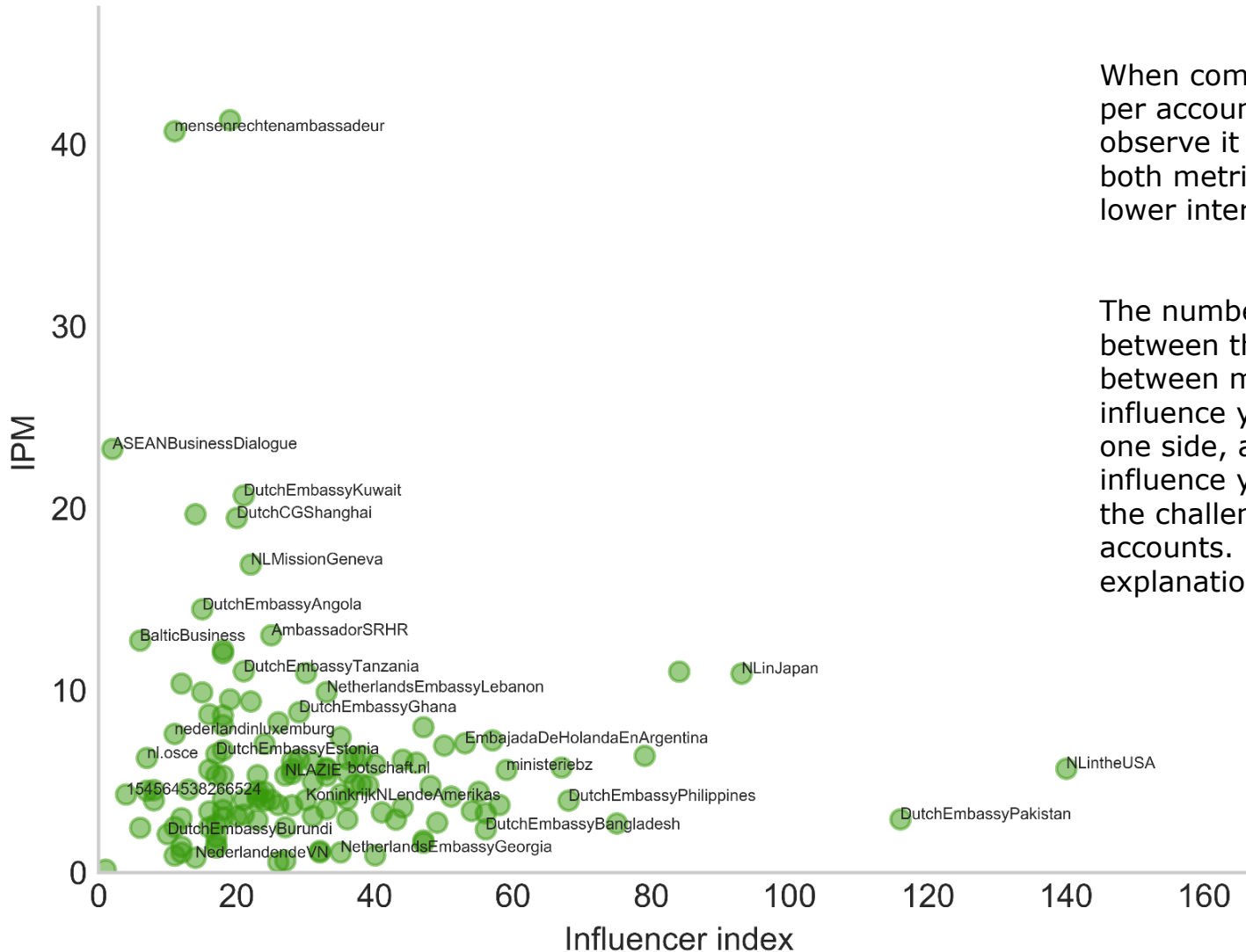
As we have seen before, the Twitter-agro subgroup has the highest IPM, even higher than we would expect based on it's influencer-index and comparing to other subgroups having (roughly) the same IPM.

Avg. influencer-index and IPM

Legend:
- ■ Influencer-index
- ■ IPM

Data labels shown on chart:

Subgroup	Influencer-index	IPM
Facebook International	5,3	6
Facebook Netherlands	3,7	9
Twitter Agro	0,7	12
Twitter CDP	2,3	3
Twitter CDP New	0,8	5
Twitter Director	1,7	2
Twitter Corporate International	1,7	2
Twitter Corporate Netherlands	2,8	2

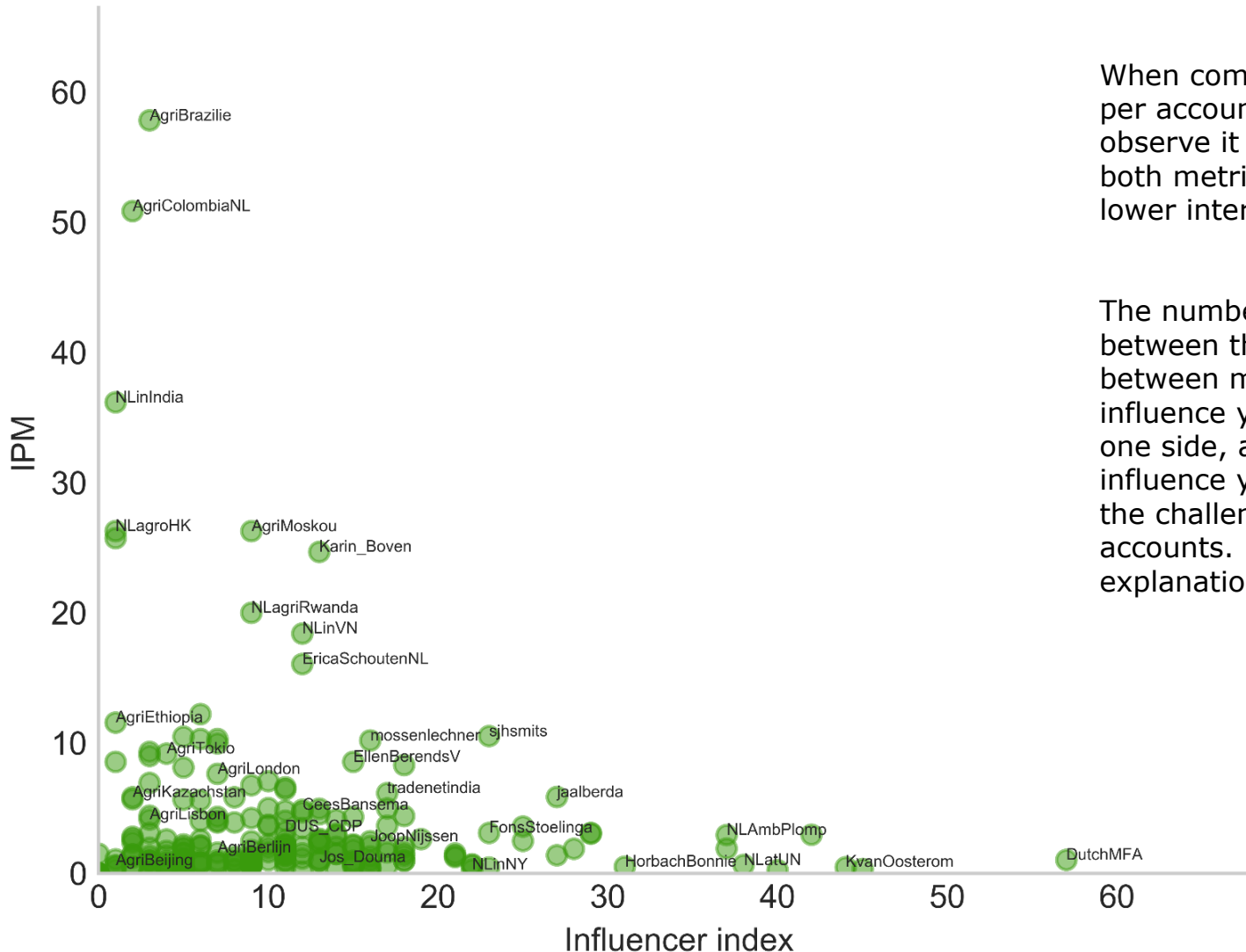# Comparing IPM and influencer-index per account

Facebook

When comparing IPM and influencer-index per account, we again, as expected, observe it seems difficult to score high on both metrics. The more influence, the lower interaction seems possible.

The number of followers is the missing link between these two metrics. Balancing between more followers, with more influence yet a lower interation-rate on the one side, and less followers, with less influence yet a higher interaction-rate is the challenge and food for thought for your accounts. Please also refer to the explanation on page 21.

Comparing IPM and influencer-index per account

Twitter

When comparing IPM and influencer-index per account, we again, as expected, observe it seems difficult to score high on both metrics. The more influence, the lower interaction seems possible.

The number of followers is the missing link between these two metrics. Balancing between more followers, with more influence yet a lower interation-rate on the one side, and less followers, with less influence yet a higher interaction-rate is the challenge and food for thought for your accounts. Please also refer to the explanation on page 21.

Wordclouds: Facebook

These *wordclouds* present the most used keywords and terms in Bios of all of your followers (upper one) and postings of influencers (hence a selection, lower one) for all of your Facebook-accounts. This gives insight into what themes are most common for your followers.

We observe keywords relevant to Dutch topics in the *wordcloud*, such as 'kingdom', 'Amsterdam' and 'dutch', but also more general words such as 'international' or 'project'.

Individual account-holders have received these *wordclouds* specific to their own followers.

Bios of all followers

Posts of influencers

Wordclouds: Twitter

Bios of all followers

These *wordclouds* present the most used keywords and terms in Bios of all of your followers (upper one) and postings of influencers (hence a selection, lower one) for all of your Twitter-accounts. This gives insight into what themes are most common for your followers.

Posts of influencers

We observe most keywords with Twitter are kind of general words such as 'international' or 'business' or 'people'.

Individual account-holders have received these *wordclouds* specific to their own followers.

Overall findings & recommendations

Overall findings & recommendations (1/2)

	Finding	Recommendation
Which platform suits you best?	• You have more Twitter- than Facebook-accounts. • Your Facebook-accounts have a higher average IPM[1] • Your Facebook-accounts have a higher influencer-index[1].	When setting-up new accounts, think carefully about the best suitable platform, keeping this observation in mind. Always act with a plan in mind, conform the online strategy of your communications department.
Influential accounts in your network	There are a couple of accounts in your network having a much higher influencer-index than average.	Try investigating into suitable subjects those accounts could re-tweet/post your content. One post could that way have an enormous reach.
Interaction	• FB Netherlands has a better IPM-score than FB International. In 2016, their scores were almost the other way around. • Most subgroups increased their average IPM.	Research into specifc reasons for this change, both for the better and for the worse. Keep on improving interaction with your followers. Challenge them, send them visually attractive content and be part of discussion where appropriate.

[1] Comparing these metrics between platforms is difficult and has all kinds of methodological challenges attached. We do thinks however our recommendation is not too much influenced by these challenges.

Overall findings & recommendations (2/2)

Finding	Recommendation

Balancing interaction and influence

Balancing between more followers, with more influence yet a lower interation-rate on the one side, and less followers, with less influence yet a higher interaction-rate is the challenge and food for thought for your accounts.

Make this balance and attached choice a more explicit one by discussing this openly, to start with. When choosing to strive for many followers, balance your content more towards popular subjects and (as said on the previous slide) visually attractive content. When focussing on interaction, it's better to challenge your followers more and actively seek debate.

Wordclouds

Individual wordclouds about bios and posts of followers are included in the individual reports.

Invest time thoroughly analyzing these wordclouds, and hence better understand the network your account operates in.

As said in 2016: every message has a huge potential reach

Do keep in mind that a message has a huge potential reach, since

- the average number of 2nd-degree followers lays in terms of millions.
- Both strong and weak ties are your target-audience

How about networking, being eager, helping and listening to others? Point out that monitoring networks is necessary to know target groups and influential accounts, which helps to indicate possibly interesting content for target groups.

Into action

All account-holders should take action based upon their individual report. MFA's COM-online-team naturally offers it's knowledge and expertise to help you.

Disclaimer & About Deloitte

Disclaimer

Deloitte simply provides a report of the factual findings in this document, as agreed in our proposal. This means that the procedures performed do not constitute either an audit or a review. As a consequence, Deloitte's report provides no assurance.
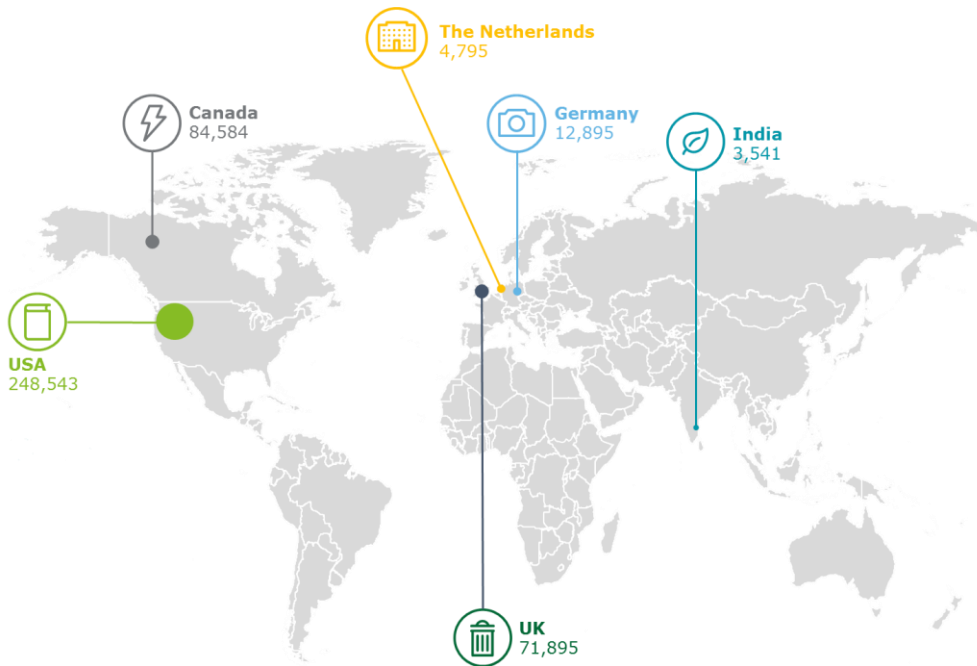
The Netherlands
4,795

Canada
84,584

Germany
12,895

India
3,541

USA
248,543

UK
71,895

About Deloitte

This report was written by Deloitte, a worldwide network of collaborating member firms. We offer services in Audit, Consulting, Financial Advisory, Legal Risk Advisory and Tax. All the facts and figures that talk to our size (*see map on the left in terms of number of employees*) and diversity and years of history, as notable and important as they may be, are secondary to the truest measure of Deloitte: the impact we make in the world.

So, when people ask, "what's different about Deloitte?" the answer resides in the many specific examples of where we have helped Deloitte member firm clients, our people, and sections of society to achieve remarkable goals, solve complex problems or make meaningful progress. Deeper still, it's in the beliefs, behaviors and fundamental sense of purpose that underpin all that we do.

With over 150 years of hard work and commitment to making a real difference, our organization has grown in scale and diversity—approximately 245,000 people in 150 countries and territories, providing audit, tax, legal, financial advisory, risk advisory, and consulting services—yet our shared culture remains the same.

This project was executed from our Dutch Risk Advisory B.V., as a cooperation between analytics-specialists, digital reformers and social-media experts. We have executed many projects for the Dutch (central) government, certainly within the field of communication. We are proud to have performed this project in close cooperation with you as MFA; we believe that is the best and only way to make 'an impact that matters', as our worldwide slogan reads.

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