



# Brand Advocate Data & Insights

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Brand Advocates are highly-satisfied customers and others who proactively recommend brands and products without being paid to do so.

Brand Advocates are a highly trusted, influential, and a surprisingly large consumer segment. Their recommendations are the #1 driver of purchases and brand perception in nearly every product category.

By systematically energizing Brand Advocates, marketers can cost-effectively increase sales, qualified leads, and positive Word of Mouth.

## An Army of Advocates

**There are more than 60 million Brand Advocates in the US and billions worldwide, a virtual Army of Advocates.**

- About 1 in 4 US consumers or 60 million people are Brand Advocates. (source: Zuberance estimate, based on third party research)
- 72 million US adults will “regularly give word-of-mouth advice about products and services in 2011.” (source: “Word-of-Mouth Marketing, Winning Friends and Influencing Customers,” eMarketer, June 2007)
- 76% of consumers recommended companies they trust to a friend or colleague. (source: Edelman)
- 62% of Word of Mouth is positive (source: Keller Fay Group, May 2006)
- 24.9% of US Internet users pro-actively recommend that someone make a purchase (source: PostRelease survey conducted by Synovate, Jan. 2010)
- 36% of consumers say they always recommend when they find a brand, product, idea or service they like. (source: “The Influencer: A Consumer Voice with Legs,” ICOM, a division of Epsilon Targeting, March 2010)
- 52% of US consumers are “Champions;” they have both the willingness and ability to recommend (source: “The New Champion Customers,” published in Colloquy Talk, Jan. 2009)
- 72% of adults who “had a memorable product purchase, use or service experience” said they took positive action with 57% communicating about their positive experience with others, and 41% recommending that someone make a purchase (source: Harris Interactive, March 2009)
- Positive Word of Mouth outpaces negative by a 6 to 1 ratio (source: Keller Fay TalkTrack®, 2009)
- 36.3% of “workplace consumers” regularly give advice to their peers in the workplace about products and services, and 59.4% say they occasionally do so (source: At Work Consumer Behavior and Shopping Survey, BIGresearch, Dec. 2007)
- 76% of Americans talk about brands in a typical day. An average of 10 brands are mentioned every day and 70% of brand mentions include a recommendation (source: MediaVest Keller Fay Group Study, 2008)
- 80% of consumers worldwide recommend at least one brand. On average, each Brand Advocate recommends four brands (source: GfK Roper, 2006) (Note: this research was completed before the rise of social media)
- The average number of brands consumers that “really like, use, and recommend” increased significantly from 2004 to 2006 in all regions of the world included in the study: North America, Western Europe, developed Asia and developing Asia, Latin America, and central Europe (source: GfK Roper, 2006)

- 87% of online reviews are generally positive in tone (source: Keller Fay Group, Nov. 2007)
- 36% of US adults 18+ give advice about purchases (Source: BIGresearch SIMM, Dec. 15, 2009)

**Brand Advocates are a surprisingly large segment of companies' customers.**

- 69% of customers of a consumer electronics company are Brand Advocates (source: company data)
- 54% of customers of a security software company are Brand Advocates (source: company data)
- 49% of customers of computer hardware manufacturers are Brand Advocates (source: Satmetrix)
- In the oft-maligned wireless industry, an average of 41% of customers of companies like AT&T, T-Mobile, and Verizon are "Promoters"; they're highly likely to recommend the companies they do business with. (source: "Answering the Ultimate Question, How Net Promoter Can Transform Your Business," R. Owen & L. Brooks, Ph. D.)

**Brand Advocates recommend brands and products because they want to help others, not because they get paid.**

- The #1 reason Brand Advocates recommend brands and products is that they want to help others (58%). Other reasons Advocates recommend brands and products are they would want to know before they buy (53%); help others make smarter purchase decisions (47%); and feel connected to other people (33%). Getting promotional discounts was not cited at all by Brand Advocates as a motivation for recommending brands and products. (Source: "Engaging Advocates Through Search and Social Media," Comscore, Yahoo!, Dec. 2006)
- 90% of consumers who post online reviews say they write reviews to help others make better buying decisions (source: Keller Fay Group, Nov. 2007)
- The number one reason (81%) consumers recommend products or services is because they "really like the product or service" followed by "I just love to share information" (53%) and "I like to feel that I am knowledgeable." (source: "The Influencer: A Consumer Voice with Legs," ICOM, a division of Epsilon Targeting, March 2010)
- Companies do not need to pay or provide incentives to get Brand Advocates to recommend them. No Zuberance customer has ever paid or provided a Brand Advocate an incentive in exchange for a recommendation. Yet more than one million consumers have recommended brands and products using Zuberance's advocacy apps. (source: Zuberance.)

**Brand Advocates are different than loyal customers.**

- Approximately 1 in 5 loyal customers are Detractors; they spread negative Word of Mouth about a company and its products and services. The classic example of loyal customers who are Detractors is the airline industry, where more than half of all loyal customers may be Detractors. (Zuberance analysis, Dec. 2010)

- A company's loyal customers (the ones whose lifetime value is the highest) are not its most valuable ones, according to a study published in the *Harvard Business Review*. A company's most valuable customers are customers who are both excellent buyers and marketers (they bring in a lot of referrals) (source: "How Valuable is Word of Mouth?"; V. Kumar, J. Peterson, R. Leone, *Harvard Business Review*, 2007)

#### **Brand Advocates are different than fans and followers.**

- The number one reason people like a brand on Facebook is "to receive discounts and promotions" (40%), followed by "to show my support for the company to others" (39%); "to get a freebie" (e.g. free samples, coupons); "to stay informed about the activities of a company" (34%); and "to get updates on future products" (33%). (source: ExactTarget, April 2010)

#### **Brand Advocates are category-specific.**

- Brand Advocates have influence within product categories, not across them all. "A young mother could speak passionately about diapers, but have no interest in tires. A newly retired factory worker may find himself recommending home-brewed coffees, but bows out of conversations regarding credit cards." (source: "The Influencer: A Consumer Voice with Legs," ICOM, a division of Epsilon Targeting, March 2010)

#### **Brand Advocates cut across traditional demographic segments.**

- Consumers who are active Word of Mouth recommenders are not limited to certain age, gender, or income. "Influencers may be grandfathers or twenty-somethings, working mothers or stay-at-home dads. No significant demographic difference appears between "Influencers" and the random population, indicating that the key factor in identifying this unique segments is indeed their "talkability" factor, not their age, gender, or income. (source: "The Influencer: A Consumer Voice with Legs," ICOM, a division of Epsilon Targeting, March 2010)

## **The Power of Brand Advocates**

### **Consumers trust Brand Advocates, not marketers.**

- 92% of consumers trust "recommendations from people I know." Only 37% trust search engine ads, and just 24% trust online banner ads (source: Nielsen Global Online Consumer Survey, July 2009)
- Business buyers trust Word of Mouth more than any other source of information. 84% of business buyers trust Word of Mouth; only 24% trust blogs (source: Forrester)
- 90% of consumers online trust recommendations from people they know, and 70% trust opinions of unknown users (Econsultancy, July 2009)
- Only 5% of people trust emails from someone they don't know and 26% trust emails from brands, but 74% have great trust in the information contained within emails from friends (source: North American Technographics® Interactive Marketing Online Survey, Q2 2009 (US), Forrester Research)
- US moms who are Internet users trust online Word of Mouth (specifically consumer reviews) nearly 12X more than product descriptions provided by manufacturers. 92% of moms trust consumer reviews while only 8% trust manufacturers (source: eMarketer, Jan. 2010)

### **Brand Advocates drive sales.**

- “Word of Mouth is the most powerful selling tool...consumers trust other consumers above all else!” (source: “Trust in Advertising,” Nielsen, Oct. 2007)
- More than 90% of all consumers report that a Word of Mouth recommendation is the leading influence on their purchase behavior (source: Zocalo Group)
- A Word of Mouth recommendation is the primary factor behind 20 to 50 percent of all purchasing decisions (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)
- One in three people come to a brand through a recommendation (source: Deloitte)
- 50% of consumers say Word of Mouth was a key influencer for car, technology, and electronic product purchases they made in the past year (source: S. Radoff Associates, Dec. 2010)
- Consumers are four times more likely to point to social media sources versus paid media for influencing their car purchases (21% to 5%), and for technology purchases (26% to 7%) in the last year (source: S. Radoff Associates, Dec. 2010)
- Each Advocate of a business software company can be expected to refer four prospects to a company. On average, the number of customers acquired per Advocate for the company is .54%. (source: “Answering the Ultimate Question, How Net Promoter Can Transform Your Business,” R. Owen & L. Brooks, Ph. D.)
- 83% of consumers say online customer reviews influence their purchase decisions (source: Opinion Research Corp., June 2008)
- A whopping 68% of Facebook users say a recommendation from a Facebook friend would make them more likely to buy a specific product or visit a certain retailer (source: “Is Facebook an effective marketing tool for retailers to influence consumer purchase decisions?,” Morpace Omnibus Report, Morpace, April 2010). (Morpace is a US-based market research firm.)
- A recommendation from a trusted friend conveying a relevant message is up to 50 times more likely to trigger a purchase compared to a low-impact recommendation (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)
- “McKinsey research shows that marketing-induced consumer-to-consumer word of mouth generates more than twice the sales of paid advertising in categories as diverse as skincare and mobile phones.” (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)
- Brand Advocates are two to three times more effective than non-Advocates in getting others to purchase recommended brands (source: “Engaging Advocates Through Search and Social Media,” Comscore, Yahoo!, Dec. 2006)
- Most companies get more than half of their business from Word of Mouth. Thirty-nine percent of companies surveyed said half of their business comes from Word of Mouth, while 25% said three-quarters of their business comes from Word of Mouth. Among smaller businesses, Word of Mouth’s impact was even more pronounced. Seventy-five percent of small businesses said they acquire a majority of their customers through Word of Mouth (source: BuzFactor, May 2010)
- 61% of US Internet users said positive Word of Mouth increased their likelihood to purchase, and 41% said it also increased their likelihood to seek out information (source: “Unleashing the Power of Word of Mouth,” Keller Fay Group, Nov. 2010)



- 45% of Club One Fitness’s members purchased memberships as a result of a referral from a Club One Advocate (source: Club One Fitness, July 2010)
- 81% of US moms who are Internet users said Word of Mouth influences their purchase decisions, second only to in-store promotions at 86% (i.e., the product was on a special sale.) Word of Mouth was more than 4X more influential than online banner ads (18%), and email advertising (26%). (Source: EXPO Purchaser Influencer Survey, Nov. 2009, published on eMarketer.)
- 50% of women with social network profiles purchased products because of information they got from friends or companies on social networking sites (source: 2nd Annual Social Media Study, Oct. 2009, SheSpeaks)
- A consumer electronics company is getting 5% conversions to sales and boosting ratings on shopping sites by energizing its Brand Advocates, 10X higher than conversion rates for traditional marketing programs (source: Zuberance customer data)
- In shopping, retail, and apparel, 69% of new moms and pregnant women are likely to purchase based on a Word of Mouth recommendation (source: BabyCenter and Keller Fay Group, April 2008)
- “Up to 90% of (marketing) spend goes to advertising and retail promotions. Yet the single most powerful impetus to buy is often someone else’s advocacy.” (source: “Branding in the Digital Age, You’re Spending Your Money in All the Wrong Places,” David C. Edelman, *Harvard Business Review*, Nov. 2010)
- “Marketers may spend millions of dollars on elaborately conceived advertising campaigns, yet often what really makes up a consumer’s mind is not only simple but also free: a word-of-mouth recommendation from a trusted source.” (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)
- “Word of mouth can prompt a consumer to consider a brand or product in a way that incremental advertising spending simply cannot. It’s also not a one-hit wonder. The right messages resonate and expand within interested networks, affecting brand perceptions, purchase rates, and market share.” (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)
- References from a company’s customers (i.e. Brand Advocates) are the most influential marketing activity in influencing an IT buyer’s preference to purchase from one type of IT provider over another (source: Gartner, August 2010)
- On average, companies that increase their Net Promoter Score® by a dozen points versus competitors can double their growth rates. (source: “The Ultimate Question, Driving Good Profits and True Growth,” Fred Reichheld, HBS Press)
- 25% of new customers said the primary reason they chose Dell was a referral. So 1 million of the 4 million new customers Dell acquired in 2003 came from positive Word of Mouth (source: “The Ultimate Question, Driving Good Profits and True Growth,” Fred Reichheld, HBS Press)

**Brand Advocates drive qualified referral leads and traffic.**

- On average, every ten sharing actions by a Zuberance-powered Brand Advocate generates seven in-bound leads or clicks for the brand. 100,000 Advocates sharing actions results in about 70,000 in-bound leads or clicks. (source: Zuberance analysis.)

- 25% to 40% of all traffic and lead generation is coming from earned media. (source: “Why Earned Media Optimization Belongs in your Digital Marketing Toolbox along with SEO and Ad Optimization,” Nils Mork-Ulnes, Beyond Digital, April 2, 2010)
- Page view increases were driven by an increase in users sharing and consuming content via social media tools like Twitter and Yahoo! Buzz (source: *USA Today* press release, May 14, 2009)
- Social media is the top emerging channel for lead gen among technology marketers surveyed in May 2010 (source: Unisfair “The Future of Tech Marketing”, 2010)

### **Brand Advocates’ reach rivals advertising.**

- There are 500 billion Word of Mouth impressions on the social web each year in the US. Each time a consumer posts content on the social web it reaches 150 people (source: Forrester, Peer Influence Analysis, April 2010)
- People get roughly one-fourth as many impressions from each other as they do from online advertising (source: Forrester, Peer Influence Analysis, April 2010)
- A company with 100,000 energized Brand Advocates can reach 60 million people (100,000 Advocates x 150 people x 4 recommendations per year = 60 million) (source: Zuberance analysis using Forrester Peer Influence Analysis.)
- The average Facebook user has 130 friends on Facebook (source: Facebook)
- The average Twitter user has 126 followers on Twitter (source: Twitter)
- “...marketing campaigns that trigger positive word of mouth have comparatively higher reach and influence than advertising because of the direct and pass-on effects of word of mouth.” (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)

### **Value of Brand Advocates**

- Brand Advocates are at least 5X more valuable than average customers because they spend and recommend more than average customers (source: Zuberance analysis)
- Brand Advocates spend 2X more than average customers and recommend or share 2X to 4X more than average customers (source: “A new breed of brand advocates, Social Networking redefines consumer engagement,” Deloitte, March 2010.)
- One Advocate for a business software company is worth \$565,000 (source: “Answering the Ultimate Question,” R. Owen & L. Brooks, Ph.D.)
- A single Brand Advocate is worth \$2,634 to a computer hardware company. This figure is derived from the additional spend of \$203 above the industry average (\$1,615) as well as the impact of their positive referrals, which yield roughly half an additional customer year. (source: “Answering the Ultimate Question, How Net Promoter Can Transform Your Business,” R. Owen & L. Brooks, Ph. D.)
- A Brand Advocate for a hotel is worth \$3,000 (Source: Zuberance analysis, Oct. 2010)
- Word of Mouth merits a \$300 CPM because Word of Mouth is significantly more

trusted, targeted, relevant, and influential than paid media (Source: “Valuing Advertising’s Original Medium: The Conversation,” BzzAgent, March 2008)

## Active Brand Advocates

### Brand Advocates are active recommenders.

- Advocates tell twice as many people about their purchases as non-Advocates (Source: “Engaging Advocates Through Search and Social Media,” Comscore, Yahoo!, Dec. 2006)
- There are 3.5 billion brand-related conversations each day in the US; 62% of these conversations are positive (source: “Research Brief: 3.5 Billion Conversations a Day,” Keller Fay Group, Nov. 2007)
- The average consumer mentions specific brands over 90 times per week in conversations with friends, family, and co-workers. (Keller Fay Group, Word of WOMMA, 2010)
- 40% of Brand Advocates said they “answer, comment, or give an opinion online” several times a week (Source: “Engaging Advocates Through Search and Social Media,” Comscore, Yahoo!, Dec. 2006)
- On average, about 50% of a company’s Advocates become “Energized Advocates” within 12 months: they pro-actively recommend the brand or product by creating, sharing, and/or publishing reviews, testimonials, answers, offers, or more using advocacy tools provided by Zuberance (source: Zuberance analysis)
- The top 12 categories for positive Word of Mouth conversations among US Internet users, by product category, are: food and dining (73%), personal care and beauty (72%), beverages (72%), household products (71%), media and entertainment (71%), shopping, retail, and apparel (70%), travel services (67%), technology (63%), automotive (61%), health and healthcare (53%), financial services (51%), and telecom (51%). (source: Keller Fay Group, “Unleashing the Power of Word of Mouth,” Aug. 2010)
- The average consumer in the US makes 17 recommendations per week (source: “Global Message Multipliers,” *The New York Times*, Thomson Reuters, and MediaVest, 2009)
- 36% of consumers say they always recommend when they find a brand, product, idea or service they like (source: “The Influencer: A Consumer Voice with Legs,” ICOM, a division of Epsilon Targeting, Nov. 2009)

### Brand Advocates are prolific content creators.

- On average, 35% of Brand Advocates will write reviews when prompted using Zuberance’s Advocate Reviews app. (source: Zuberance customer data, Dec. 2010)
- Brand Advocates for a software company created 700 reviews in less than 30 hours (source: Zuberance customer data, Dec. 2010)
- 68% of opted-in Brand Advocates for HomeAway, a leading vacation rental site, have answered prospects’ questions using Zuberance’s Advocate Answers app (source: Zuberance customer data, Dec. 2010)
- Brand Advocates for a mobile phone manufacturer generated 764 reviews in less



than 48 hours. The average star rating for these reviews was 4.6 out of 5 stars. (source: Zuberance customer data)

- Brand Advocates for a boutique hotel created 652 reviews in less than three months. The average star rating of these reviews was 4.5 out of 5 stars (source: Zuberance customer data)
- 33% of Brand Advocates for a mobile phone company created reviews within the first three months of an advocacy program. The average star ratings for these reviews was 4.6 out of 5 stars. For one of the mobile phone company's products, 49% of Advocates wrote reviews. (source: Zuberance customer data.)
- Chili's Grill & Bar has energized over 150,000 Brand Advocates who have generated over 75,000 positive reviews with an average star rating of 4.5 out of 5 stars (source: Zuberance case study)

#### **Brand Advocates are active publishers and sharers of content and offers.**

- Among Zuberance customers, 21% have shared offers with their social networks. Forty-five percent of Brand Advocates for a health and fitness company have shared offers with their social networks (source: Zuberance customer data, Dec. 2010)
- 96% of Brand Advocates for a leading budget motel using Zuberance's Advocate Reviews and Ratings clicked to publish reviews on a leading travel site (source: Zuberance customer data.)
- 24% of Club One Fitness Advocates shared offers with their social networks. (source: Zuberance customer data.)
- 44% of Brand Advocates for a leading software company published reviews to a shopping site using Zuberance's Advocate Ratings & Reviews app (source: Zuberance customer data)

#### **Brand Advocates use multiple channels to recommend brands and products.**

- When asked "how are you most likely to share your opinion of a company or brand?" 51% of US online adults said the most popular way was in-person (one on one), followed by email (32%), in-person in a group (30%), phone (27%), online forum (10%), social networking site (8%), text message (5%), IM (5%), and blog (4%). (source: "Activating Word of Mouth Through Social Technologies," Forrester, January 2010).
- 76% of Word of Mouth conversations take place in person (source: Keller Fay, Yahoo)

#### **Brand Advocates recommend brands and products on social networks.**

- 32% of Twitter users make recommendations about companies or products at least once a week. Twitter has 190 million users tweeting 65 million times a day (source: ROI Research and Performics, April 2010; source for Twitter data: Twitter)
- 53% of Twitter users who connect with a brand on Twitter recommend that company or product (source: ROI Research and Performics, April 2010)
- 46% of social media users say they would talk about or recommend a product on Facebook, and 44% of Twitter users already have recommended a product (source: Performics)

- 20% of Tweets mention a brand name (source: Penn State, published in the *Journal of the American Society for Information Sciences and Technology*, Sept. 2009)
- 36% of YouTube users said learning about a brand on a social network site prompted them to visit an eCommerce site (source: Performics)
- 1 in 5 Tweets (20%) are brand-related; they contain some type of inquiry or information about a specific product or service that is brand-related and “a lot of the brand comments were positive” (source: Penn State University, published in *Journal of the American Society for Information Sciences and Technology*, Sept 2009)
- Over 90% of Facebook users say being a fan has a positive impact on recommending the brand to friends. Forty-nine percent of fans of Facebook users would “certainly” recommend the brand since they became a fan of it on Facebook, while 43% said they “probably” would recommend it. (source: OpinionWay)

## Key Benefits of Energizing Brand Advocates

### **Energizing Brand Advocates enables companies to increase sales.**

- Norton, the consumer brand of security software leader Symantec, increased sales on Amazon.com by \$26 million after it started energizing Norton Advocates powered by Zuberance (source: “Activating Word of Mouth Through Social Technologies,” Forrester, Jan. 2010)
- 15% of Advocate-shared offers have resulted in sales for 24-Hour Fitness (source: Zuberance)
- 14% of Advocate-shared offers have resulted in sales for Club One Fitness (source: Zuberance)
- A 12% increase in Brand Advocacy, on average, generates a 2x increase in revenue growth rate plus boosts market share (source: “The Ultimate Question, Driving Good Profits and True Growth,” Fred Reichheld, HBS Press)
- According to a study in the *Harvard Business Review*, customers who participate in a referral program will typically refer four customers. The study pointed out that these numbers under-estimate true referral value. Referred customers make their own referrals in turn, and credit for these should be traced back to the original referring customer. (source: “How Valuable is Word of Mouth?,” V. Kumar, J. Peterson, R. Leone, *Harvard Business Review*, 2007)
- A consumer electronics company generated a 5% sales conversion rate, about 10X higher than its typical conversion rates, by enabling its Brand Advocates to share a video about a major new product with their social networks, (source: Zuberance customer data, 2010)
- UK companies in retail banking, automotive manufacturing, mobile phone networks, and supermarkets with higher levels of Word of Mouth advocacy grew revenues four times faster than those with lower advocacy levels (source: “Advocacy Drives Growth,” London School of Economics, Dec. 2005)
- By increasing its percentage of Brand Advocates, 50% of companies in three vertical categories (household cleaning solutions, salty snacks, and beer) could increase their market share 3%, 4%, and 9%, respectively. A 1% increase in US market share results in tremendous gains: \$50 million in household cleaners, \$180 million in salty

snacks, and \$990 million in beer (source: “A new breed of brand advocates, Social Networking redefines consumer engagement,” Deloitte, March 2010.)

- Adding ratings and reviews to a website can increase the conversion rate by 20%, and the transaction size by average of 10% with many companies exceeding these numbers. For example, a company could increase its conversion rate from 2.5% to 3% and its transaction size from \$100 to \$110 by adding ratings and reviews. (source: “Groundswell, winning in a world transformed by social technologies,” C. Li and J. Bernoff, Harvard Business Press, 2008.)

#### **Energizing Brand Advocates enables companies to shorten sales cycles.**

- IT buyers purchase products and services 25% faster when a relevant reference is provided (source: Gartner, Aug. 2010)

#### **Energizing Brand Advocates enables companies to cut customer and subscriber acquisition costs.**

- It costs a consumer electronics company \$160 to acquire a subscriber via traditional marketing methods. It costs the company \$24 to acquire a customer via Word of Mouth marketing. (Source: Zuberance analysis)
- Energizing Brand Advocates can enable companies to cut customer acquisition costs in half, according to an analysis published by Seph Skerritt. “Suppose you have a viral coefficient of 1, meaning each site visitor recruits just one additional visitor. The result is that you cut your customer acquisition costs in half... This is even before we take into account the second order effects of referred people referring even more people. A viral coefficient greater than 1 would theoretically result in naturally exponential growth – so-called “viral growth.” Depending on the time delay between referrals, and your target growth rate, this could potentially drive your customer acquisition cost to zero.” (source: “Viral Sharing and Customer Acquisition Cost,” Seph Skerritt, January 12, 2010.)

#### **Energizing Brand Advocates enables companies to generate referral leads, which convert at 5X higher rates than other leads.**

- The most successful mortgage salesperson typically generates at least 80% of their revenues from referrals (source: “The Ultimate Question, Driving Good Profits and True Growth,” Fred Reichheld, HBS Press)
- HomeBanc Mortgage Corporation, an Atlanta-based firm, does little advertising, yet growth in mortgage originations has exceeded 25% a year for the past decade, more than double the market average, by relying mostly on referrals and repeat business (source: “The Ultimate Question, Driving Good Profits and True Growth,” Fred Reichheld, HBS Press)
- “Some might be surprised to hear this from a partner in a search marketing agency, but I don’t recommend search engines as either your first or second source of online leads. The best source for leads online is Word of Mouth marketing.” (source: “What’s next for online lead generation?,” Brian Combs, Founder, SVP, and Chief Futurist, Apogee Search, in Direct Marketing News, Feb. 23, 2009)
- USAA, the leading insurance and financial services company for US military and their families, generated an estimated \$172 million in revenue through product, service, and advice content (source: USAA)

- In the wireless industry, 75% of Promoters (customers who are highly likely to recommend) made referrals with an average of 3.24 referrals and a 23% success rate. This translated into about one-half customer for every Promoter, an average of \$639 incremental revenue generated per Promoter via referrals. (source: “Answering the Ultimate Question, How Net Promoter Can Transform Your Business,” R. Owen & L. Brooks, Ph. D.)

### **Energizing Brand Advocates enables companies to increase ratings on shopping and review sites.**

- A leading consumer electronics manufacturer quadrupled its star rating on a major shopping site in less than one month after energizing its Brand Advocates (source: Zuberance customer data)
- A popular software company increased star ratings on a shopping site from 3.25 stars to 4 stars in two weeks, in time for Black Friday (source: Zuberance customer data)
- In about three months, a boutique hotel saw its ratings on TripAdvisor jump from 3 stars to 4.25 stars after energizing its Brand Advocates (source: Zuberance customer data)

### **Energizing Brand Advocates improves advertising results.**

- Brand advocacy included in ads on Facebook increased ad recall from 10% to 16%; doubled awareness from 4% to 8%; and quadrupled purchase intent from 2% to 8% (source: “Advertising Effectiveness, Understanding the Value of a Social Media Impression,” Nielsen & Facebook, April 2010)
- 41% of conversations about brands involve a reference to something heard in the media or in marketing materials. Fifteen percent of such conversations reference an ad; 8% references some form of editorial or entertainment content, 5% reference information at point of purchase, and 4% reference a coupon or other promotion (source: Keller Fay, TalkTrack, 2009)

### **Energizing Brand Advocates improves page rankings on Google and other search engines.**

- User-generated content (like Advocate-generated reviews, testimonials, answers, videos, and photos) boosts search engine rankings. Product pages with reviews were crawled as much as 200% more frequently, with as much as 250% broader keyword reach, and as much as 200% more organic traffic. (source: Covario)
- “UGC and search engines play well together. The consistent addition of new content – like product reviews – improves site relevancy within search engine indices. All other factors being equal, search engines will prioritize a user review of a hotel last week over a standard Web page about that hotel or a review of the same hotel 10 years ago.” (source: “Boost Organic Rankings with User-Generated Content,” Forrester, Jan. 2009)
- 26% of all search results on major search engines link to UGC (source: Nielsen BuzzMetrics.)

### **Energizing Brand Advocates enables companies to improve email marketing effectiveness.**

- In about eight months, over 50,000 friends of Chili's Brand Advocates have signed up for Chili's email newsletter (source: Zuberance customer data)
- Including social media links in promotional emails improves their click-through rate by 30%. Promotional emails sent by SMBs that include links to at least one social network have a 9.4% CTR compared to a 7.2% CTR for promotional emails. (source: GetResponse)
- Adding social sharing to emails extends reach of emails by as much as 24.3% (source: Silverpop)
- Adding social sharing to emails increases audience exposure by a factor of three to five times over forward to a friend (source: Delivera, a provider of email marketing software and services, in *B2B magazine*, Jan. 6, 2011)
- 54% of marketers said combining social media marketing with email marketing generated "significantly better" or "somewhat better" results for email marketing campaigns (source: "The Lyris Annual Email Optimizer Report" Lyris Inc., Oct. 2010)

### **Energizing Brand Advocates increases loyalty among customers and among Brand Advocates themselves.**

- Customers referred by other customers have a 37% higher retention rate (source: Deloitte)
- Brand Advocates are more likely to repurchase after recommending brands and products. Seventy-six percent of Brand Advocates said they were more likely to repurchase themselves after recommending a brand or product, and 79% said they would be more likely to repurchase in the future. (source: the Harris Poll, June 2009)
- Two in five (40%) consumers with a memorable purchase experience say they would definitely be more likely to purchase again based on their own experiences. Of those who communicated about their positive product or service experience to others, more than three-fourths (76%) say they were more likely to repurchase, with only 5% saying they would be less likely to purchase. Among those who had made a positive recommendation, 79% would be more likely to repurchase in the future, compared with only 6% who would be less likely, the survey found. (source: Harris Interactive, March 2009)

### **Energizing Brand Advocates delivers a minimum of 10X ROI**

- On average, Zuberance customers are getting a 10X Return on Advocacy (ROA) as measured by media and sales value (source: Zuberance, Dec. 2010)
- Club One, a leading fitness chain in Northern California, is getting a 9X Return on Advocacy by energizing its Brand Advocates (source: Zuberance customer data, September 2010)
- A telecommunications company and a financial services firm got a 12X ROI from Word of Mouth marketing – more than double the normal marketing ROI for their industries (source: "How Valuable is Word of Mouth?", V. Kumar, J. Peterson, R. Leone, *Harvard Business Review*, 2007)



## Brand Advocates in Key Verticals

### Brand Advocates in Automotive

- 52% of prospective car buyers said they relied on recommendations from friends and family in their car purchasing decisions (source: Harris Interactive.)
- “Word of Mouth sells cars.” Seventy-one percent of online consumers trust their friends and family when making a car purchase decision. (source: “Does Online Word of Mouth Sell Cars?” Forrester, April 2007)
- At 61%, automotive is one of the top 12 categories for positive Word of Mouth conversations among US Internet users (source: Keller Fay Group, “Unleashing the Power of Word of Mouth,” Aug. 2010)
- 50% of consumers say Word of Mouth was a key influencer for car purchases they made in the past year (source: S. Radoff Associates, Dec. 2010)
- There are 42 billion brand-related conversations about cars. Thirty-five percent of Americans have at least one brand-related conversation about cars every day. Almost 50% of all conversations American have about the automotive category involve four specific brands: Ford, Chevrolet, Toyota, and Honda. BMW, Mercedes Benz, and Lexus are the car brands that Conversation Catalysts, people who disproportionately share advice within their large social circles, are most likely to talk about (source: Keller Fay Group)

### Brand Advocates in Consumer Electronics

- Word of Mouth is the biggest influence (43.7%) in consumers’ purchase decisions for consumer electronics products (source: Retail Advertising and Marketing Association survey conducted by BIGresearch, Dec. 2009)
- A consumer electronics company is getting 5% conversions to sales by energizing Brand Advocates, 10X higher than conversion rates for traditional marketing programs (source: Zuberance customer data)
- Nearly 61% of US consumers who recently bought a mobile or wireless phone were influenced by online product reviews and user comments (source: Media Influence on Consumer Choice survey, Ad-ology, Aug. 2008)
- “In the mobile phone market, we have observed that the pass-on rates for key positive and negative messages can increase a company’s market share by as much as 10% or reduce by 20% over a two-year period, all other things being equal.” (source: “A new way to measure word-of-mouth marketing,” McKinsey Quarterly, April 2010)
- Consumer electronics is the second most popular category of products and services that people share opinions about using the web. Restaurants and books are tied for first (source: North American Technographics Empowerment Online Survey, Q4 2009, US, Forrester Research)
- In about four months, Brand Advocates for Ooma, a provider of a VOIP device, wrote over 2,000 reviews and shared more than 2,300 offers with their social networks, resulting in more than 1,800 in-bound clicks
- A consumer electronics company generated a 5% sales conversion rate, about 10X higher than its typical conversion rates, by enabling its Brand Advocates to share a video about a major new product with their social networks (source: Zuberance customer data, 2010)

- A leading consumer electronics company energized its Brand Advocates to spread positive Word of Mouth after early reviews for a new flagship product were negative. After energizing its Advocates, ratings for the product on a leading shopping site increased from 3 to 4.25 stars. (source: Zuberance)

### **Brand Advocates in Fashion & Apparel**

- Word of Mouth is the biggest influence (33.6%) in consumers' apparel purchase decisions (source: Retail Advertising and Marketing Association survey conducted by BIGresearch, Dec. 2009)
- At 70%, apparel is one of the top 12 categories for positive Word of Mouth conversations among US Internet users (source: Keller Fay Group, "Unleashing the Power of Word of Mouth," Aug. 2010)
- Fashion and apparel retailers have found that user reviews (and user-contributed photos and videos) increase sales. Saks Fifth Avenue, Yves Saint Laurent, Christian Dior and others show which items are most popular among shoppers, which can push a popular item to selling out (*Women's Wear Daily*)
- Conversion rates double for Wet Seal when a shopper visits the Wet Seal online community, and 25% of buyers visit the community (source: WetSeal)
- 61% of influencers turn to Word of Mouth for making shopping and retail purchase decisions (source: Keller Fay Group)
- Six out of 10 consumers do not purchase a new item of clothing without first getting the opinion of their peers (source: eMarketer)
- In shopping, retail, and apparel, 69% of new moms and pregnant women are likely to purchase based on a Word of Mouth recommendation (source: BabyCenter and Keller Fay Group, April 2008)

### **Brand Advocates in Food, Beverage, & Dining**

- Consumers mention 7.6 food and dining brands, and 7.2 beverage brands to friends per week (source: Keller Fay Group)
- 71% of influencers and 48% of the overall public turn to Word of Mouth for making food and dining purchase decisions (source: Keller Fay Group)
- 80% of consumers read other consumers' reviews and feedback about food and beverage brands online (source: Starcom MediaVest Group)
- At 73%, food and dining is the number one category of the top 12 categories for positive Word of Mouth conversations among US Internet users (source: Keller Fay Group, "Unleashing the Power of Word of Mouth," Aug. 2010)
- Chili's Grill & Bar has energized over 100,000 Brand Advocates who have generated over 75,000 positive reviews with an average star rating of 4.5 out of 5 stars, and shared over 100,000 promotional offers with their social networks on Facebook and Twitter (source: Zuberance case study)
- Restaurants (along with books) are the top category of products and services that people share opinions about using the web (source: North American Technographics Empowerment Online Survey, Q4 2009, US, Forrester Research)

### Brand Advocates in Health & Fitness

- Club One, a leading fitness chain in Northern California, is getting a 9X Return on Advocacy (source: Zuberance customer data, September 2010)
- 24-Hour Fitness, the world's largest fitness center chain with 425 clubs and over 3 million members, is turning its Brand Advocates into a powerful sales and marketing force. Thirty-two percent of 24-Hour Fitness Advocates shared a 10-day free trial promotional offer with their social networks; 64% of Advocates' friends clicked through to the offer; 15% of them redeemed the offer, driving trials and membership sales. (This is a 15% conversion rate, which is about 5X higher than standard conversion rates.) 24-Hour Fitness is now starting to encourage its Advocates to create and publish rating and reviews on Yelp via Zuberance's Advocate Reviews app. So far, about 30% of Advocates have published reviews to Yelp. The average star rating for these reviews is 4.7 out of 5 stars. Zuberance estimates that 24 Hour Fitness will get a 10X ROA (Return on Advocacy) as measured by the value of earned media and sales. (source: Zuberance customer data, Jan. 2011)

### Brand Advocates in Media & Entertainment

- According to social media specialists, Universal Studios says 73% of movie goers were turned away by negative Word of Mouth on Twitter about Bruno. This movie is the first to be defeated by the so-called "Twitter Effect" (source: Variety)
- When it comes to selling books, Heather Fain, marketing director the publisher Little, Brown and Co. says... "the greatest marketing tool we have in publishing – and probably will never change – is Word of Mouth."
- *Billboard magazine* reports that The Beatles sold more than two million individual songs worldwide and more than 450,000 albums in its first week on Apple's iTunes Music Store. According to Experian Hitwise, it was social media — not search — that drove a lot of the online interest and, more importantly, the online traffic surrounding The Beatles addition to iTunes. Consider this stat: On November 16, the first day Beatles songs were available on iTunes, 26% of UK traffic to Apple.com came from social media, about double the amount that came from search. And Hitwise says Apple received a "huge spike" in UK traffic specifically from Facebook. The week prior to The Beatles launch on iTunes, Apple was the 86th most popular outbound destination from Facebook; after the launch, it jumped up to the 20th most popular. Hitwise says that one in every 200 web site visits that left Facebook went straight to Apple's web site
- Social media is revolutionizing the way people discover music. The new social network Ping, which is based on iTunes, has already attracted more than 1 million users, according to Apple. Ping, which focuses purely on music, lets users follow their friends and favorite artists to discover what music they're talking about, listening to, and downloading.
- David Emery of Beggars Group, a collection of independent record labels, says: "Word of mouth has always been incredibly important to us and now it's easier than ever to get the word out there," he said.
- Paramount's "Paranormal Activity", which was made for less than \$15,000, went on to gross more than \$150 million at the box office. Paramount extensively used Facebook to promote the film, partnering with Eventful to get would-be fans to request a screening of the film in their area. The goal was to get 1 million fan requests for the film to enter wide release. That goal was met pretty quickly, but the real proof came via the box office receipts.

### **Brand Advocates in Software**

- Software is the third most popular category of products and services that people share opinions about using the web (source: North American Technographics Empowerment Online Survey, Q4 2009, US, Forrester Research)
- 30% of Brand Advocates for a leading software company wrote reviews of the company's products and 70% shared promotional offers with their social networks
- Brand Advocates for a software company created 700 reviews in less than 30 hours (source: Zuberance customer data, Dec. 2010)

### **Brand Advocates in Travel**

- More than 6 in 10 US online leisure travelers regularly participate in travel-focused social media activities like rating a hotel (source: "Why Travelers Contribute Ratings, Reviews, and More Online," Forrester, September 2009)
- Travelers are more likely to share positive rather than negative comments. Forty-eight percent of travelers who contributed reviews, ratings, photos, or videos to any web site in the past 12 months did so because they wanted to share a good experience with travelers (the number one reason). Only 27% said they wanted to warn travelers of bad experiences. (source: "Why Travelers Contribute Ratings, Reviews, and More Online," Forrester, September 2009)
- Travelers are nearly 4X more likely to book a guest room from a hotel with a five-star rating than a hotel with a three-star rating (Source: Chadwick Martin Bailey, 2009)
- 77% of travelers say online reviews influence their purchase decisions (source: Deloitte)
- At 67%, travel is one of the top 12 categories for positive Word of Mouth conversations among US Internet users (source: Keller Fay Group, "Unleashing the Power of Word of Mouth," Aug. 2010)
- Word of Mouth recommendations are the top three most trusted and influential sources of information for business travelers. Sixty-seven percent of business travelers said the most trusted and influential sources are "colleagues who have been to the destination before;" 60% said "business contacts at the destination;" and 47% said online reviews. (source: Bridge Global Strategies, July 2010)
- 57% of a budget motel's customers are Brand Advocates (source: Zuberance)

### **Brand Advocates in Telecommunications & Networking**

- At 51%, telecommunications is one of the top 12 categories for positive Word of Mouth conversations among US Internet users (source: Keller Fay Group, "Unleashing the Power of Word of Mouth," Aug. 2010)
- Among telecom and networking buyers, peer and colleague recommendations (Word of Mouth) is the most important (36%) source of information (source: "Making Social Media Work in B2B Marketing," Forrester, Oct. 2008)
- Among buyers of security products and services, peer and colleague recommendations (Word of Mouth) is the most important (34%) source of information (source: "Making Social Media Work in B2B Marketing," Forrester, Oct. 2008)

## Brand Advocates in B2B

- Business buyers trust Word of Mouth more than any other source of information. Eighty-four percent of business buyers trust Word of Mouth; only 24% trust blogs. (source: Forrester)
- Word of Mouth is the number one influence on business buying decisions. Fifty percent of business executives report they are highly likely to buy a product or service based on Word of Mouth; 49% pass on what they've heard to others. Executives report that Word of Mouth has more than twice the influence of advertising, direct mail or press coverage on purchase decisions. (source: "Driving Word of Mouth advocacy among Business Executives," Keller Fay Group for Jack Morton Worldwide, May 2007)
- Business executives talk more about brands/vendors than the general public. Business executives have 110 Word of Mouth conversations weekly vs. 100 for the general public; cite 112 brands weekly vs. 77 for the general public; and 61% of these Word of Mouth conversations include recommendations vs. 39% for the general public. (source: "Driving Word of Mouth advocacy among Business Executives," Keller Fay Group for Jack Morton Worldwide, May 2007)
- Personal experience with a product or service is the #1 catalyst for recommendation, with 86% of executives saying they recommend a brand or service based on first-hand experience. Sixty-percent of word of mouth conversations include advice to buy, try or consider a brand. Fewer than one in 10 conversations advise avoiding a brand. (source: "Driving Word of Mouth advocacy among Business Executives," Keller Fay Group for Jack Morton Worldwide, May 2007)
- Colleagues/friends Word of Mouth recommendations are the #1 influencer of work-related purchases by US business decision-makers. Fifty-three percent of US business decision-makers said Word of Mouth influenced their purchases, about twice as much as advertising (source: "Driving Word of Mouth advocacy among Business Executives," Keller Fay Group for Jack Morton Worldwide, May 2007)
- 58% of a HR software company's customers are Brand Advocates (source: Zuberance)
- 54% of customers of a leading security software company are Advocates (source: company data)

## Brand Advocates in Key Demographic Segments

### Women are active Brand Advocates

- Moms have 109 Word of Mouth discussions per week, compared with 82 for the general public. Brand recommendations and product reviews feature regularly in their conversations. The 109 discussions a week are about a variety of products, services, and brands, most of which are positive and considered highly credible by other moms. Eight of the top ten most talked about brands listed in the report are retailer, consumer electronic or soft drink brands. (source: BabyCenter and Keller Fay Group, April 2008)
- Almost two thirds of Word of Mouth among pregnant and new moms include brand recommendations. Positive Word of Mouth outweighs negative among pregnant and new moms by a 10:1 margin. (source: BabyCenter and Keller Fay Group, April 2008)



### **Youth and Millennials are active Brand Advocates**

- 70% of youth tell friends about products that interest them, nearly twice the percentage of older consumers (source: “Talk to Youth the Way They Talk to Each Other,” Forrester, April 2009)
- Compared to other age groups, Millennials (people with birth dates between the mid-1970s to the early 2000s) are especially active Brand Advocates. People between 25 and 34 (33.7%), and between 18 and 24 (32.6%) most often proactively recommend that someone make a particular purchase (source: PostRelease survey conducted by Synovate, Jan. 2010)

### **Hispanics are very active Brand Advocates.**

- “The first source of influence Hispanics mention when asked how they decide to purchase a particular brand is often an interpersonal channel. This is usually a relative of friend, or someone perceived to be an expert...The recommendations of others who are trustworthy are greatly valued and accepted.” (source: Felipe Korzenny, Ph.D., Principal & Co-Founder of Cheskin)
- Hispanic consumers are more active users of social media than non-Hispanics. Compared with non-Hispanics, Hispanics have cultural values that are much more centered on family, friends, and social connections, which makes social media a natural fit for this segment. Hispanics are more than twice as likely as non-Hispanics to be content Creators (47%) or Critics (41%), consumers who rate and review products, post comments on others’ blogs, participate in discussion forums and collaborate on Wikis. (source: “Social Media is Mainstream for Online Hispanics,” Forrester, March 2010)
- 77% of Hispanic-Americans engage in some kind of online socializing (source: “10 Things You Should Know About U.S. Hispanics,” Dieste.)

### **Brand Advocacy in Asia**

- Word of Mouth generates considerable levels of trust across much of Asia Pacific. Six of the top ten markets that rely most on “recommendations from consumers” are from Asia, including Hong Kong (93%), Taiwan (91%), Indonesia (89%), India (87%), Korea (87%), and Philippines (86%.) (source: “Trust in Advertising,” Nielsen, Oct. 2007)

### **Brand Advocacy in Europe**

- In the UK, average consumers recommend brands and products to people in their social circles 13 times per week. “Global Multipliers” — people who are more vocal than their peers — recommend brands and products to people in their social circles 19 times per week, the highest number for consumers for any region included in the study. Other regions included the US, Japan, China, and Latin America. (source: Global Message Multipliers, *The New York Times*, Thomson Reuters and MediaVest, 2009)

### **Influential Consumers**

Several studies have identified a segment of consumers who have more influence over purchase decisions and brand perceptions than average consumers. Strictly speaking,

not all of these influential consumers are Brand Advocates (they may not necessarily recommend brands and products) but since most Word of Mouth is positive many do.

- **“Mass Influencers”** – Forrester has identified a segment of consumers it calls “Mass Influencers” who are especially vocal in communicating their opinions and advice regarding a brand or product. Forrester says Mass Influencers are 16% of the US online population (about 29 million online adults), but are responsible for 80% of the 500 billion “influence impressions” in the US in 2009. (An influence impression is a consumer’s exposure to another consumer’s reaction to a brand or product (positive or negative.) Forrester says that companies can find and energize Brand Advocate candidates within the Mass Influencer segment. Forrester further segments Mass Influencers into two sub-segments: “Mass Mavens” and “Mass Connectors”. Mass Mavens create the influential content, and Mass Connectors share their own and others’ opinions with millions of people. (source: “Tapping the Entire Online Peer Influence Pyramid,” Forrester Research, Feb. 2010)
- **“Potential Influencers”** – Forrester also has identified another segment of consumers that can play an important role in Word of Mouth advocacy programs: “Potential Influencers.” These consumers have smaller social networks than Mass Influencers, but their friends and peers trust their opinions greatly. According to Forrester, “anyone with a pulse, an Internet connection, and at least one friend is an online peer influencer, albeit a small one.” However, Forrester says Potential Influencers represent “latent Word of Mouth awaiting a spark.” Companies that energize Potential Influencers can enable them to gain mass reach. (source: “Tapping the Entire Online Peer Influence Pyramid,” Forrester Research, Feb. 2010)
- **“Global Multipliers”** – A study commissioned by the research groups of *The New York Times*, *Thomson Reuters* and MediaVest, a leading communications and media company, has identified “Global Multipliers” as an important segment of consumers for domestic and global marketers seeking to optimize returns on investment. Global Multipliers – who represent approximately 20 million adult consumers worldwide in such diverse countries as Argentina, the UK, China, India and the United States – exert significant influence in categories such as travel, luxury, finance, electronics and Green products. “Multipliers influence and spend in amounts that are hugely disproportionate to their population size,” says Jim Kite, president of insights, research and analytics, MediaVest. “In fact, when you take into account what they spend and how much they influence, Multipliers account for \$172 billion in global travel spending, influence 16 percent of the world’s electronics purchases, and spend \$51 billion in green products in the United States.” Global Multipliers have large and vibrant social networks, which is a key component of their ability to influence the purchasing behavior of others. In a typical week, Multipliers communicate with about 50 percent more people than average consumers, both in person and online. Since they make nearly two and a half times as many recommendations per week as the average consumer, reaching Multipliers can extend the potential impact of marketing campaigns, which makes them even more valuable during an economic downturn. (source: Global Message Multipliers, *The New York Times*, *Thomson Reuters* and MediaVest, 2009)
- **“Conversation Catalysts”** – The Keller Fay Group and PR firm Manning, Selvage & Lee have identified a segment of Word of Mouth leaders whom it calls “Conversation Catalysts.” According to their study, these 15% of consumers (32 million) account for 1.5 billion brand impressions per day. They are involved in 184 Word of Mouth conversations per week, more than 1.5 times the average consumer. This 15% of consumers are responsible for 1/3 of all Word of Mouth. The study also found that Conversation Catalysts talk about a broad range of industries, products and services. Not surprisingly, entertainment and media brands are most talked

about, with 16 brand mentions per week. But brands in seven other categories – including beverages, public affairs, food and dining, shopping and retail, travel, automotive and technology – are also talked about with high frequency (10 or more brand mentions per week). (source: Keller Fay/MS&L Conversation Catalysts study, 2006)

- **“Influencers”** – Epsilon has identified a segment of consumers it called “Influencers.” Influencers are prone to chatting more than the average person, and in a higher propensity with friends and family. Forty-five percent of Influencers “always” recommend brands, products, and ideas they like to others compared to 36% of average consumers. (source: “The Influencer: A Consumer Voice with Legs,” ICOM, a division of Epsilon Targeting, Nov. 2009)
- **“The Law of a Few”** – A key concept in *The Tipping Point* (Gladwell, 2002) is the “The Law of the Few”, or, as Gladwell states, “The success of any kind of social epidemic is heavily dependent on the involvement of people with a particular and rare set of social gifts.” According to Gladwell, economists call this the “80/20 Principle, which is the idea that in any situation roughly 80 percent of the ‘work’ will be done by 20 percent of the participants.” These people are described in the following ways: “Connectors” are the people who “link us up with the world ... people with a special gift for bringing the world together. They are “a handful of people with a truly extraordinary knack [... for] making friends and acquaintances”. He characterizes these individuals as having social networks of over one hundred people. “Mavens” are “information specialists”, or “people we rely upon to connect us with new information. They accumulate knowledge, especially about the marketplace, and know how to share it with others. According to Gladwell, Mavens start “word-of-mouth epidemics” due to their knowledge, social skills, and ability to communicate. As Gladwell states, “Mavens are really information brokers, sharing and trading what they know. “Salesmen” are “persuaders”, charismatic people with powerful negotiation skills. They tend to have an indefinable trait that goes beyond what they say, which makes others want to agree with them. (source: *The Tipping Point*, Gladwell, Little Brown, 2000.)

## About Zuberance

Zuberance is the leading Brand Advocacy company. The award-winning Zuberance Advocate Platform makes it easy for marketers to systematically identify and energize Brand Advocates at scale, plus track advocacy results in real-time. Zuberance customers include leading consumer and business brands worldwide. Zuberance's investors include Canaan Partners, Emergence Capital Partners, and Correlation Ventures. Headquartered in San Carlos, CA., Zuberance is a member of the Word of Mouth Marketing Association (WOMMA.) For more information, visit <http://www.zuberance.com> or call 866.967.9746. Follow Zuberance on Twitter at <http://www.twitter.com/zuberance>, or visit us on Facebook.



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