

THE SOCIAL CEO INDEX REPORT 2021

Social media analysis across Twitter & LinkedIn on a sample of 300 UK membership association CEOs. This report will answer 3 key questions: why is it important to be active online, what does it take and who is leading the way?



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INTRODUCTION



In the social media age there is now an expectation - from employees, customers and other stakeholders - for CEOs to be present and active on social media. Just look at the most recent Edelman Trust Barometer or the Brunswick Connected Leadership Report for evidence. The days of hiding in the proverbial 'corner office' are well and truly behind us. Leaders need to step out into the digital lobby and start engaging with their public. If not, they are doing a disservice to their organisation.

Damian Corbet, Founder, The Social C-Suite

Membership organisations have come under great scrutiny in the last year, more so than ever before. Members want to know that their organisation has real purpose, is making a real difference and delivering great value. Membership organisations want to be seen to be leading the conversations on the topics that matter most to their industry and their members. At the heart of these organisations sits the Chief Executive.

It is easier than ever to create content in an instant, meaning there is an abundance of content online and an increasing challenge to stand out and get the attention of our target audience. Add to this the declining trust in logos and increasing trust in people it is more important than ever for employees and CEOs to represent their brands.

The Pandemic has given trade associations and professional membership bodies an opportunity to connect with their members, engage more with Government and other stakeholders and represent their industries during a turbulent time. There were many examples of Chief Executives receiving mainstream broadcast coverage and then sharing these stories on social

media to follow the conversation online.

Our research highlighted successful interactions on LinkedIn and Twitter, it was also apparent that not all CEOs were maximising the platforms to show industry leadership.

Sometimes within trade associations and professional membership bodies, CEOs are unsure of the extent of what they can and can't say online and sometimes will revert to a corporate view. Whereas others have been bolder with what they say and what they share.

Whilst members want to be part of a professional community, they want to see their association lead the conversation and represent their interests. We wanted to explore what exactly makes a "Social CEO".



Social media is an easy way to communicate directly with our Members and with people who are interested in marketing, leadership and business. It feels like a way to talk as a 'human' rather than an organisation, and it's a superfast way to connect and share insights/ideas/events that might be interesting or useful for others.

Sophie Devonshire, CEO, The Marketing Society



The Social CEO has become critical to an organisations success. When 84% of employees believe that leaders who have a presence on social media create a competitive advantage (Marketo) and when 82% of buyers are likely to trust a company whose leaders engage in social media (INSEAD) it's clear that a CEO active on social media creates value for an organisation. Listening and participating in conversations with stakeholder communities on social media allows CEOs to stay close to their business and customers. This in turn builds trust, creates confidence but ultimately sets the tone for a digital first culture.

Sarah Goodall, CEO, Tribal Impact

METHODOLOGY

To conduct this research, we pulled a sample list of UK membership associations and trade bodies across a variety of industries. We then narrowed this sample list down further to just those with a CEO that had an active profile on LinkedIn & Twitter.

From this, approximately 300 CEOs were selected to have their Twitter & LinkedIn activity analysed from 1st January 2020 - 31st December 2020.

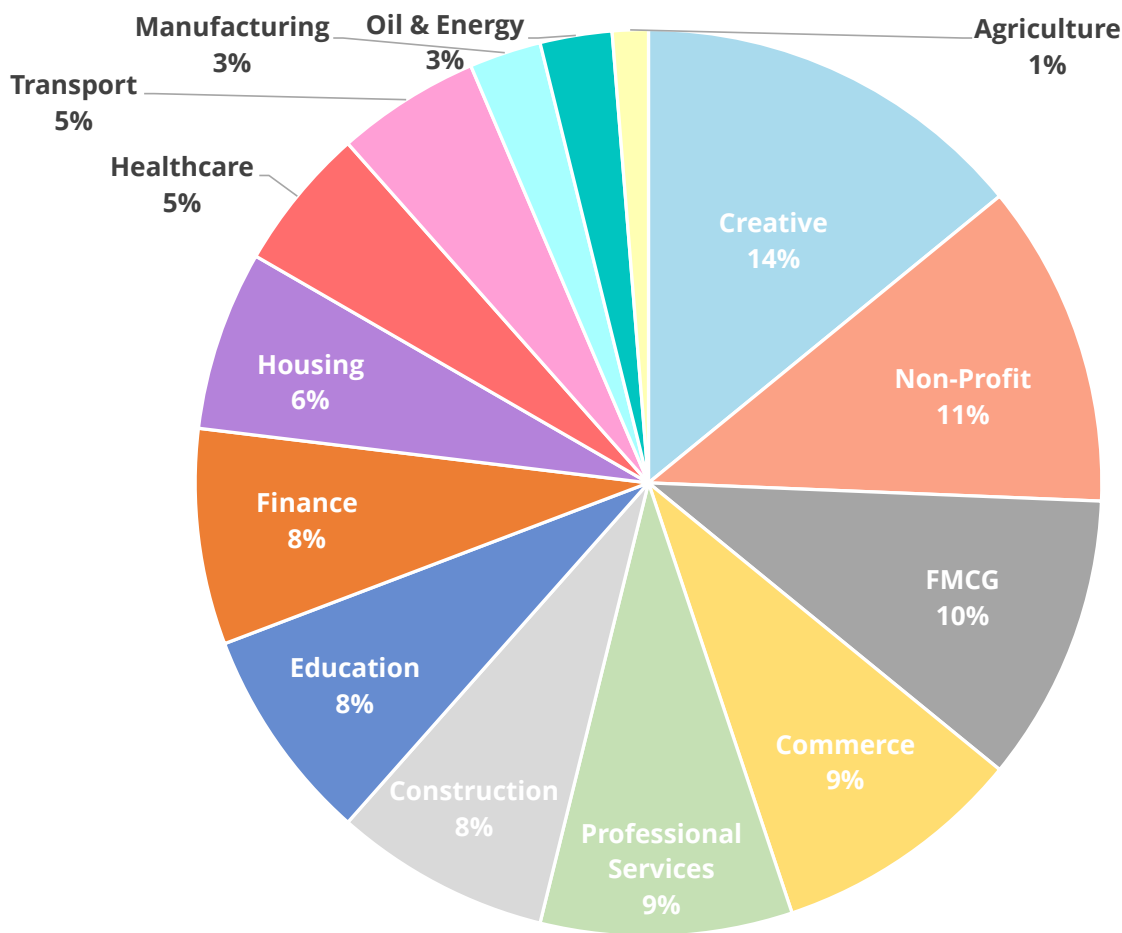
Using Onalytica's software, across both LinkedIn and Twitter, we analysed metrics such as:

- Total number of posts
- Total number of followers
- Average engagement per post
- Total engagements driven throughout the year
- Engagement rate as a percentage

Taking into account the behaviour and algorithm of each platform, we set a qualifying criteria of between **4 – 30 posts per month** on LinkedIn and **90-300 times per month** on Twitter, in order to make it into the top 50. This rules out inactive profiles and profiles that are likely using scheduling tools. We then looked at which CEOs within these ranges were driving the most amount of engagement on a whole.

Moreover, in order to gain a better insight into how different types of posts perform on LinkedIn, we analysed the performance of three types of posts – original, shared and posts shared from a brand's account. For this, we analysed a sample of 5 posts of each type from 20 CEOs in the top 50.

Industry Breakdown:



CEOs being more accessible, authentic and engaging is what we expect today. Combine that with the importance of bringing a sense of proximity and connection across their stakeholders, and social media rises to the top. It's critical that CEOs reach their stakeholders where they are, and where they are going. Get closer to employees, providing a living example of the company culture. Amplify the brand and lend credibility to the messaging, providing industry specific, trust-based personal interaction that their stakeholders seek. Garner attention from top talent, differentiating their organization and building a workforce competitive advantage. CEOs have the power to do this and more through meaningful two-way conversations on social media.

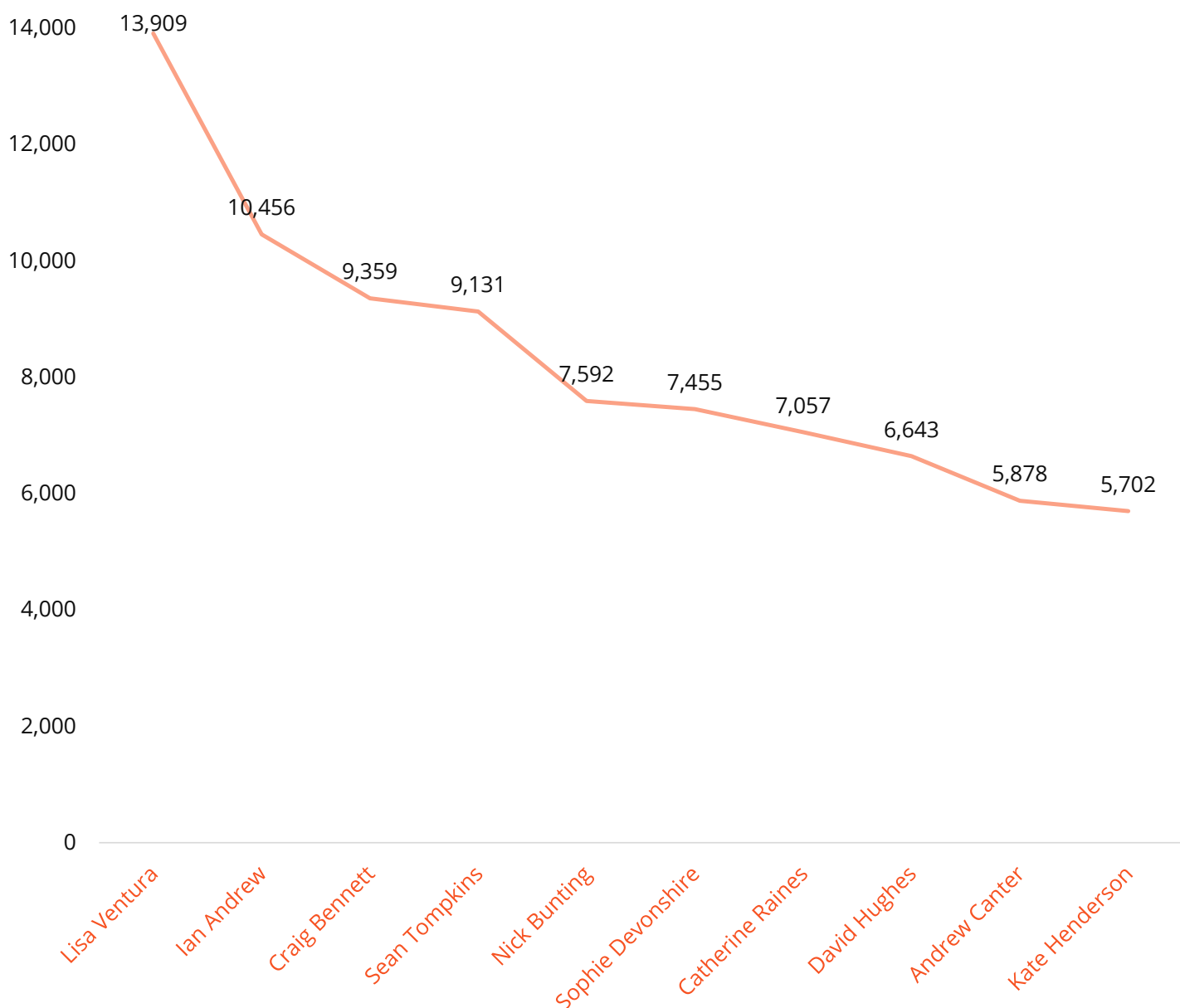
Danielle Guzman, Global Head of Social Media, Mercer



3.1 Top 20 by Total Number of Followers

	Name	Association	Followers *
1	Lisa Ventura	UK Cyber Security Association	13,909
2	Ian Andrew	British Pest Control Association	10,456
3	Craig Bennett	The Wildlife Trusts	9,359
4	Sean Tompkins	RICS - Royal Institution of Chartered Surveyors	9,131
5	Nick Bunting	Royal Airforces Association	7,592
6	Sophie Devonshire	The Marketing Society	7,455
7	Catherine Raines	Association of Foreign Banks	7,057
8	David Hughes	Association of Colleges	6,643
9	Andrew Canter	Branded Content Marketing Association	5,878
10	Kate Henderson	National Housing Federation	5,702
11	Tom Reynolds	Bathroom Manufacturers Association	5,294
12	Dr Jillian Ney	The Social Intelligence Lab	5,170
13	Steve Davies	Advertising Producers Association	4,463
14	Alex Till	National Enterprise Network	4,321
15	Craig De Souza	Creative Industry Association	4,258
16	Gavin Dunn	Chartered Association of Building Engineers	4,239
17	Suzannah Nichol	Build UK	4,153
18	Ann Swain	Association of Professional Staffing Companies	3,842
19	Michael Moore	British Venture Capital Association	3,646
20	Ann Francke	CMI - Chartered Management Institute	3,609

** Follower numbers as they stood at the time of analysis*



- Among the top 20, their total number of followers on LinkedIn range from **3.5k** total to **14k** total.
- Among the top 20, the average number of followers is **8,560**, compared with the average of all CEOs analysed being **2,127**.
- There is little to no correlation between the size of a membership association and the number of followers the CEO has.
- [Lisa Ventura](#), CEO UK Cyber Security Association, has the highest number of followers with **13,909** followers.
- There is an opportunity for larger membership associations' CEOs to significantly increase their following among their members, by creating meaningful, insightful content that their industry and members care about.

3.2 Top 20 by Total Number of Posts

	Name	Association	Number of Posts	Posts per Month	Original Posts	Shared Posts	Brand Shares
1	Lisa Ventura	UK Cyber Security Association	347	29	208	139	0
2	Sophie Devonshire	The Marketing Society	327	27	220	107	12
3	Caroline Gumble	CIOB - The Chartered Institute of Building	288	24	252	36	18
4	Tom Jones	Aluminium Federation Ltd	249	21	0	249	138
5	Tom Reynolds	Bathroom Manufacturers Association	247	21	114	133	38
6	Dids Macdonald	Anti Copying in Design	234	20	234	0	0
7	Gavin Dunn	Chartered Association of Building Engineers	214	18	149	65	34
8	Keith Warren	FEA - Foodservice Equipment Association	214	18	160	54	0
9	Alex Till	National Enterprise Network	176	15	116	60	13
10	Marco Forgione	Institute of Export and International Trade	175	15	0	175	29
11	Margaret Fitzsimons	Electrical Distributors Association	162	14	102	60	11
12	Dr Marcia Philbin	Faculty of Pharmaceutical Medicine Association	161	13	105	56	29
13	Craig De Souza	Creative Industry Association	148	12	117	31	0
14	Sarah Poulter	Chartered Institute of Waste Management	147	12	0	147	90
15	Suzannah Nichol	Build UK	146	12	1	145	120
16	David Llewellyn	Automatic Vending Association	146	12	79	67	41
17	Karin Goodburn	Chilled Food Associates	144	12	104	40	0
18	Ann Swain	Association of Professional Staffing Companies	137	11	105	32	16
19	Richard Harrow	British Frozen Foods Federation	130	11	27	103	35
20	Craig Bennett	The Wildlife Trusts	126	11	120	6	1

3.3 Original vs Shared vs Brand posts

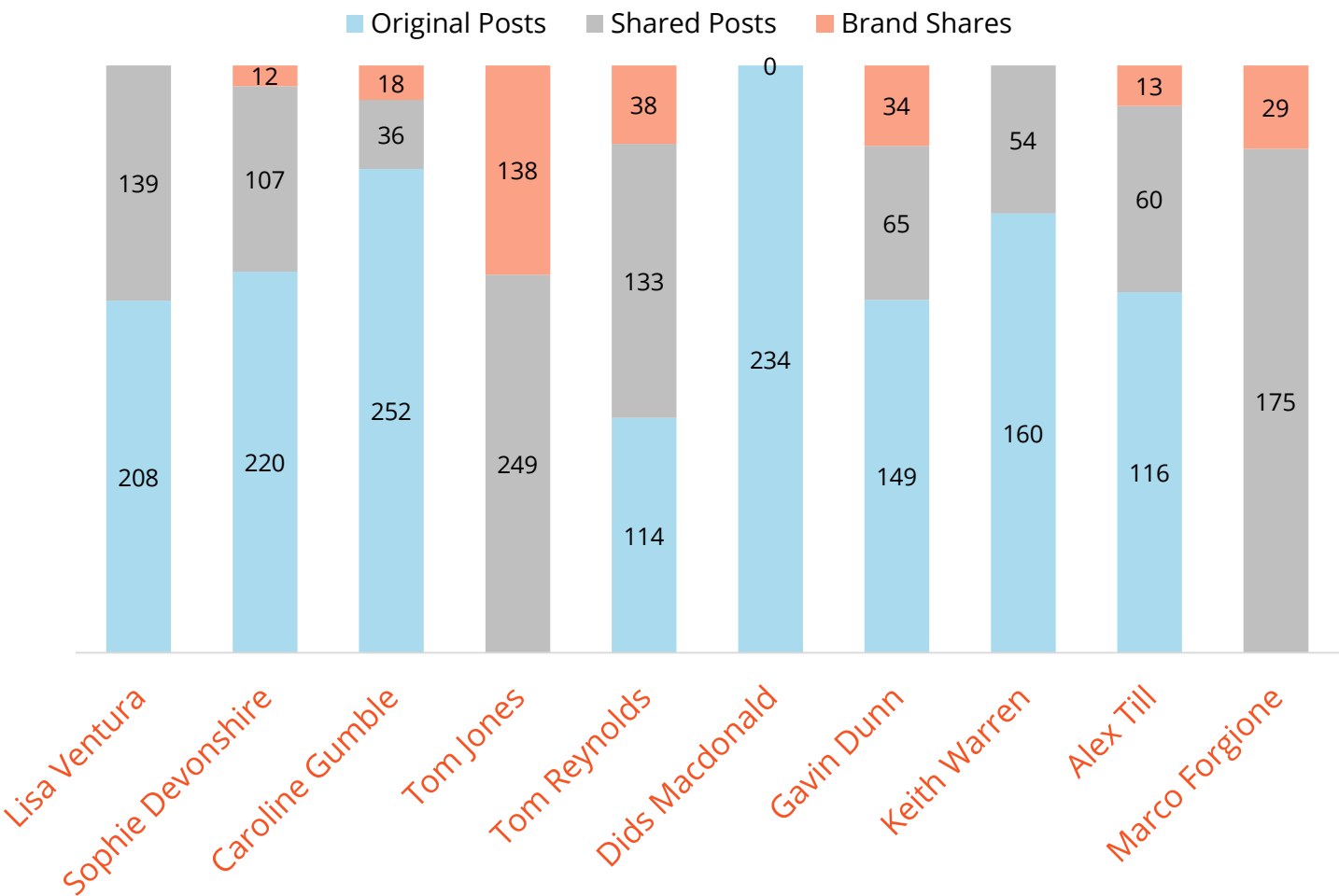
There are 3 types of post on LinkedIn:

Original - when the poster is sharing something new and original, such as an opinion piece or a re-share of a third-party article with their own thoughts.

Shared - when they're sharing someone else's LinkedIn post.

Brand - when they're sharing their company's posts.

Below, you can see what % of the top 10's posts are original, shared or branded.

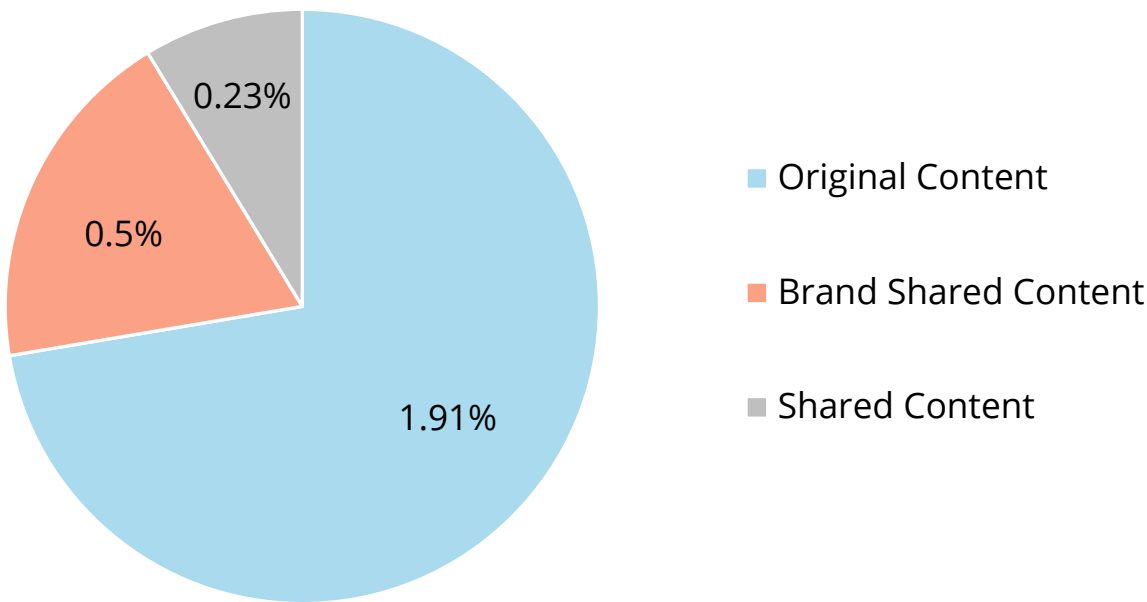


- [Lisa Ventura](#), CEO of UK Cyber Security Association shares **29** posts per month on average.
- [Dids Macdonald](#), CEO Anti Copying in Design, has the highest % of original posts, with **234** original posts throughout 2020. She does a great job at sharing ACID [member news](#) & victories, and when [new members join](#) the association.

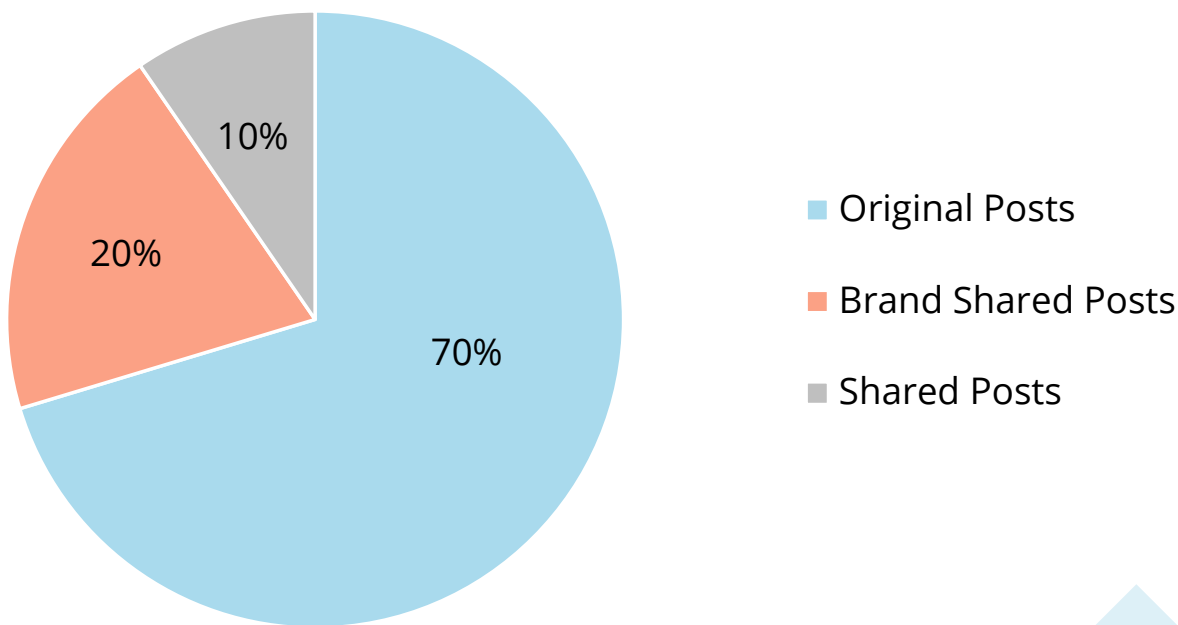
3.4 Engagement Rate Differences per Post type

We analysed 5 sample original, shared and brand posts of the Top 20 CEOs to see if there were any differences in engagement rate as a % and total engagements.

Average engagement rate % per post type



Average total engagements attribution



- Across the board, original content performs far better than branded and shared content, with **70%** of all engagement attributed to original content.
- **20%** of all engagement is attributed to brand shared content, indicating that this content is still relevant and relatively well received with their audiences.
- **10%** of all engagement is attributed to shared posts. This reflects the desire for original content and opinions on LinkedIn.
- Promisingly, out of the top 10 CEOs, the majority of their posts are original. Overall, just over half (**53%**) of the top 10's posts are original posts, which are yielding the majority (**70%**) of engagements.
- **37%** of the top 10's posts are shared posts, yielding **10%** of all engagement.
- **10%** of the top 10's posts are brand shares, yielding **20%** of all engagement.

37% of the top CEOs' posts are shared posts, that are only yielding 10% of all engagement.



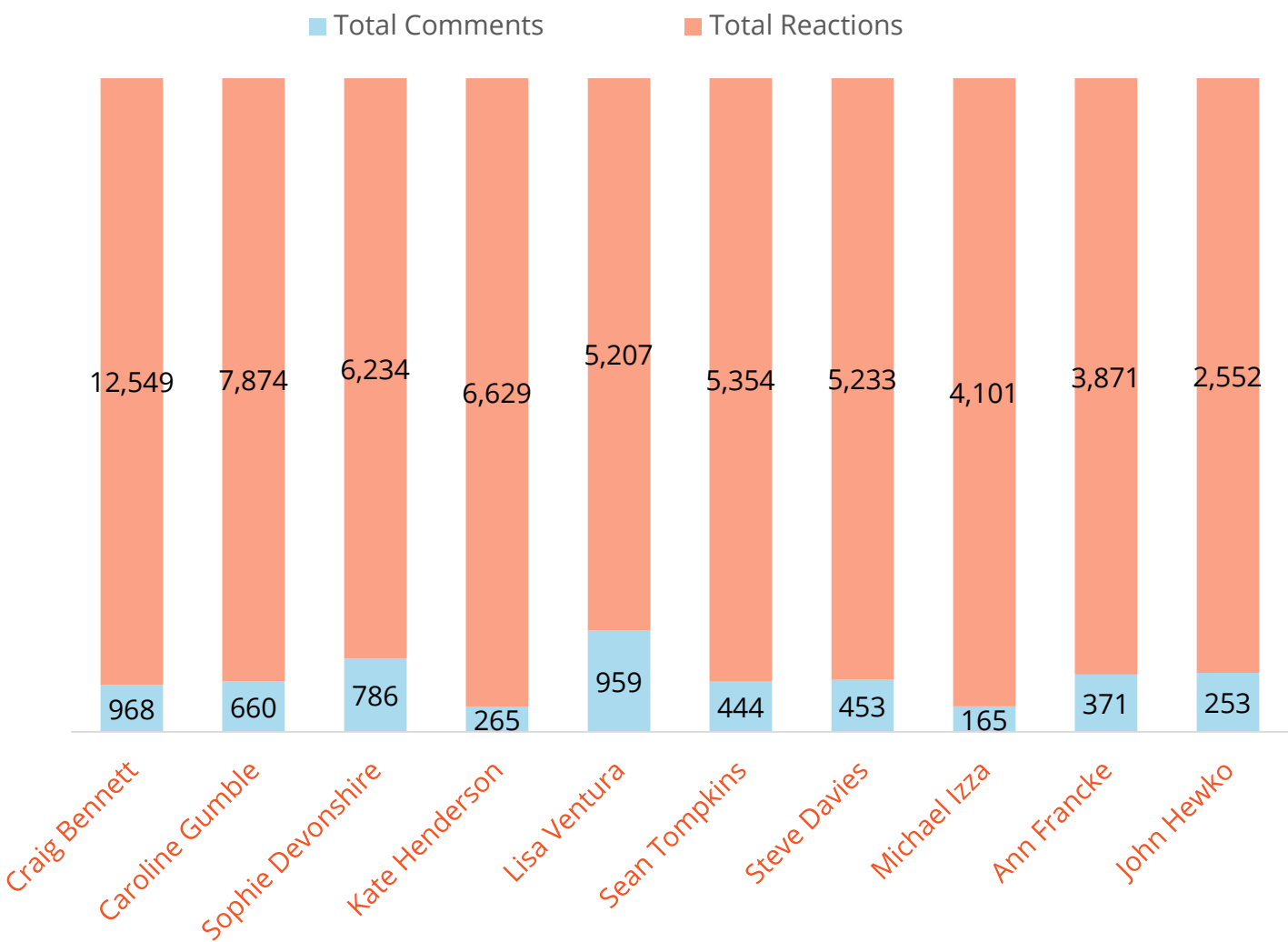
I've always been very active on social media, particularly Twitter and LinkedIn, and it was a natural progression for me to become a "social CEO" to help promote the UK Cyber Security Association. Being a "social CEO" has paid dividends for the UK Cyber Security Association and for my own personal brand in terms of generating members and creating brand awareness for the Association.

Lisa Ventura, CEO, Cybersecurity Association

3.5 Top 20 by Total Engagement

	Name	Association	Total Reactions	Total Comments	Total Engagement
1	Craig Bennett	The Wildlife Trusts	12,549	968	13,517
2	Caroline Gumble	CIOB - The Chartered Institute of Building	7,874	660	8,534
3	Sophie Devonshire	The Marketing Society	6,234	786	7,020
4	Kate Henderson	National Housing Federation	6,629	265	6,894
5	Lisa Ventura	UK Cyber Security Association	5,207	959	6,166
6	Sean Tompkins	RICS - Royal Institution of Chartered Surveyors	5,354	444	5,798
7	Steve Davies	Advertising Producers Association	5,233	453	5,686
8	Michael Izza	ICAEW - The Institute of Chartered Accountants in England and Wales	4,101	165	4,266
9	Ann Francke	CMI - Chartered Management Institute	3,871	371	4,242
10	John Hewko	Rotary International	2,552	253	2,805
11	David Hughes	Association of Colleges	2,624	156	2,780
12	Ann Swain	Association of Professional Staffing Companies	2,241	287	2,528
13	Helen Dickinson	British Retail Consortium	2,124	202	2,326
14	Dr Jillian Ney	The Social Intelligence Lab	1,919	262	2,181
15	Dan Newton	National Parkour Association	1,557	409	1,966
16	Karin Goodburn	Chilled Food Associates	1,620	157	1,777
17	Tom Reynolds	Bathroom Manufacturers Association	1,378	305	1,683
18	Suzannah Nichol	Build UK	1,599	57	1,656
19	Gavin Dunn	Chartered Association of Building Engineers	1,503	107	1,610
20	Keith Warren	FEA - Foodservice Equipment Association	1,465	128	1,593

Comments to reactions ratio

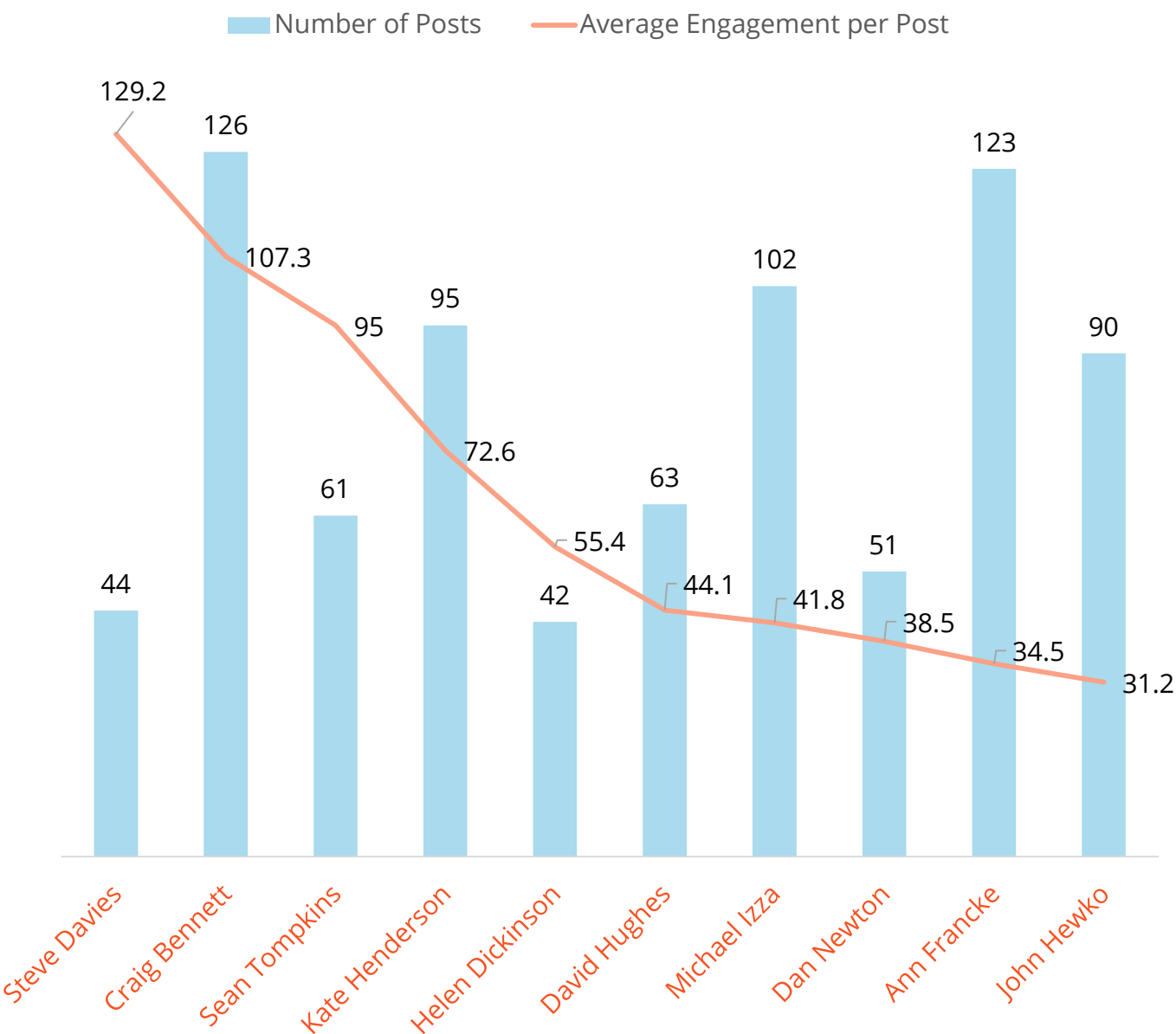


- **Craig Bennett**, CEO of The Wildlife Trusts generates the most engagement, with **13,517** total engagements in the year, **12,549** being reactions and **968** being comments. Craig shares articles from [mainstream news sources](#) that are relevant to his industry, always adding his own opinion and insights. His content is also rarely without a video or image. Craig effectively portrays the culture of The Wildlife Trusts in his posts, when it comes to attracting talent and recruitment.
- Out of the Top 20 CEOs, on average, **91%** of engagements consisted of reactions and **9%** consisted of comments.
- **Lisa Ventura**, CEO of UK Cyber Security Association has the highest comments to reactions ratio, with **16%** of her total engagements being comments - almost double the average of the top 20. This is due to Lisa sharing [news and updates](#), as well as often asking her audience questions in her content, prompting conversation with her audience.

3.6 Top 20 by Average Engagement Per Post

	Name	Association	Average Engagement per Post
1	Steve Davies	Advertising Producers Association	129.2
2	Craig Bennett	The Wildlife Trusts	107.3
3	Sean Tompkins	RICS - Royal Institution of Chartered Surveyors	95
4	Kate Henderson	National Housing Federation	72.6
5	Helen Dickinson	British Retail Consortium	55.4
6	David Hughes	Association of Colleges	44.1
7	Michael Izza	ICAEW - The Institute of Chartered Accountants in England and Wales	41.8
8	Dan Newton	National Parkour Association	38.5
9	Ann Francke	CMI - Chartered Management Institute	34.5
10	John Hewko	Rotary International	31.2
11	Caroline Gumble	CIOB - The Chartered Institute of Building	29.6
12	Ben Beadle	British Residential Landlords Association	28
13	Pip Wilkins	British Franchise Association	26.8
14	Catherine Raines	Association of Foreign Banks	25.8
15	Sophie Devonshire	The Marketing Society	21.5
16	Alan Wheeler	Textile Retail Association	21.1
17	Amy Hutchinson	British Office Supplies and Services Association	19
18	Michael Moore	British Venture Capital Association	18.6
19	Ann Swain	Association of Professional Staffing Companies	18.5
20	Lisa Ventura	UK Cyber Security Association	17.8

Average engagement per post vs Number of posts

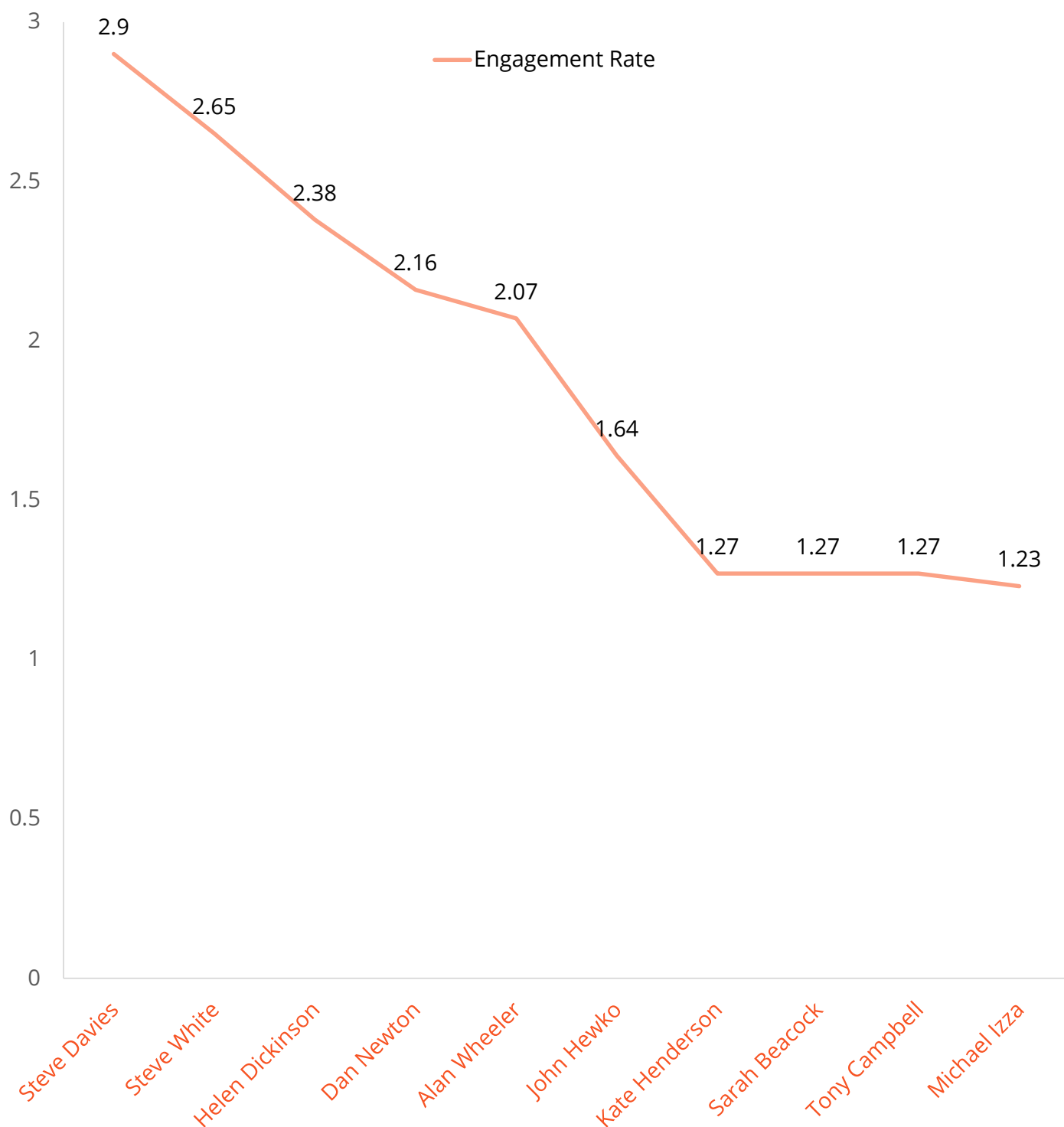


- **Steve Davies**, CEO of Advertising Producers Association has the highest engagements per post, with **129.2** average engagements per post across **44** posts, among his **4,463** followers. Steve’s content is always **relevant** to his members and very visual. He also shares resources that his members will find useful.
- **Craig Bennett**, CEO of The Wildlife Trusts is second, with an average of **107.3** engagements across **126** posts across his **9,359** followers.
- Among the top 20, the average engagements per post is **40** engagements and **15** for the rest of the CEOs analysed.

3.7 Top 20 by Engagement Rate as a Percentage

	Name	Association	Engagement Rate *
1	Steve Davies	Advertising Producers Association	2.9
2	Steve White	British Insurance Brokers Association	2.65
3	Helen Dickinson	British Retail Consortium	2.38
4	Dan Newton	National Parkour Association	2.16
5	Alan Wheeler	Textile Retail Association	2.07
6	John Hewko	Rotary International	1.64
7	Kate Henderson	National Housing Federation	1.27
8	Sarah Beacock	Nuclear Institute	1.27
9	Tony Campbell	Motorcycle Industry Association	1.27
10	Michael Izza	ICAEW - The Institute of Chartered Accountants in England and Wales	1.23
11	Richard Lambert	National Hair & Beauty Federation	1.23
12	Craig Bennett	The Wildlife Trusts	1.15
13	Sean Tompkins	RICS - Royal Institution of Chartered Surveyors	1.04
14	Diana Tickell	The Advertising and Media Support Association	1.03
15	Caroline Gumble	CIOB - The Chartered Institute of Building	1.01
16	Ann Francke	CMI - Chartered Management Institute	0.96
17	Pip Wilkins	British Franchise Association	0.87
18	Ben Beadle	British Residential Landlords Association	0.8
19	Dr Marcia Philbin	Faculty of Pharmaceutical Medicine Association	0.74
20	Alistair McCapra	Chatered Institute of Public Relations	0.72

** Engagement rate % is the percentage of their audience that engages with their posts on*



- **Steve Davies**, CEO of Advertising Producers Association has the highest engagement rate of **2.9%**.
- **Steve White**, CEO of British Insurance Brokers Association ranks number 2 (**2.65%**), followed by **Helen Dickinson**, CEO British Retail Consortium (**2.38%**). Helen's posts are always **relevant** and topical to her membership association.
- The average engagement rate among the top 20 is **1%**.

3.8 Overall Top 50 Rankings

Below is the overall rankings for the Top 50 CEOs taking into account all metrics analysed.

	Name	Association	Followers	Posts per Month	Engagement per Month	Avg. Engagement per Post
1	Craig Bennett	The Wildlife Trusts	9,359	11	1126	107.3
2	Caroline Gumble	CIOB - The Chartered Institute of Building	2,937	24	711	29.6
3	Sophie Devonshire	The Marketing Society	7,455	27	585	21.5
4	Kate Henderson	National Housing Federation	5,702	8	575	72.6
5	Lisa Ventura	UK Cyber Security Association	13,909	29	514	17.8
6	Sean Tompkins	RICS - Royal Institution of Chartered Surveyors	9,131	5	483	95
7	Steve Davies	Advertising Producers Association	4,463	4	474	129.2
8	Michael Izza	ICAEW - The Institute of Chartered Accountants in England and Wales	3,390	9	356	41.8
9	Ann Francke	CMI - Chartered Management Institute	3,609	10	354	34.5
10	John Hewko	Rotary International	1,896	8	234	31.2
11	David Hughes	Association of Colleges	6,643	5	232	44.1
12	Ann Swain	Association of Professional Staffing Companies	3,842	11	211	18.5
13	Helen Dickinson	British Retail Consortium	2,329	4	194	55.4
14	Dr Jillian Ney	The Social Intelligence Lab	5,170	10	182	17.6
15	Dan Newton	National Parkour Association	1,786	4	164	38.5
16	Karin Goodburn	Chilled Food Associates	2,148	12	148	12.3
17	Tom Reynolds	Bathroom Manufacturers Association	5,294	21	140	6.8
18	Suzannah Nichol	Build UK	4,153	12	138	11.3
19	Gavin Dunn	Chartered Association of Building Engineers	4,239	18	134	7.5
20	Keith Warren	FEA - Foodservice Equipment Association	1,986	18	133	7.4
21	Alan Wheeler	Textile Retail Association	1,020	5	112	21.1
22	Pip Wilkins	British Franchise Association	3,066	4	109	26.8
23	Ben Beadle	British Residential Landlords Association	3,504	4	107	28
24	Richard Harrow	British Frozen Foods Federation	1,515	11	107	9.8
25	Catherine Raines	Association of Foreign Banks	7,057	4	103	25.8

Top 50 continued

	Name	Association	Followers	Posts per Month	Engagement per Month	Avg. Engagement per Post
26	Steve White	British Insurance Brokers Association	549	7	103	14.5
27	Craig De Souza	Creative Industry Association	4,258	12	101	8.2
28	Sarah Poulter	Chartered Institute of Waste Management	2,096	12	94	7.6
29	Ian Andrew	British Pest Control Association	10,456	6	87	14.5
30	Amy Hutchinson	British Office Supplies and Services Association	3,105	4	82	19
31	Michael Moore	British Venture Capital Association	3,646	4	67	18.6
32	Dr Marcia Philbin	Faculty of Pharmaceutical Medicine Association	632	13	63	4.7
33	Diana Tickell	The Advertising and .Media Support Association	844	7	62	8.7
34	David Llewellyn	Automatic Vending Association	1,761	12	56	4.6
35	Nick Bunting	Royal Airforces Association	7,592	4	55	14.4
36	Alex Till	National Enterprise Network	4,321	15	50	3.4
37	Alistair McCapra	Chartered Institute of Public Relations	1,227	6	50	8.9
38	Richard Lambert	National Hair & Beauty Federation	1,008	4	50	12.4
39	Sarah Beacock	Nuclear Institute	820	4	44	10.4
40	Margaret Fitzsimons	Electrical Distributors Association	1,603	14	44	3.2
41	Tony Campbell	Motorcycle Industry Association	794	4	43	10.1
42	Steve Nash	The Institute of the Motor Industry	3,055	5	42	9
43	Tom Bewick	Federation of Awarding Bodies	3,062	8	39	5.1
44	Dids Macdonald	Anti Copying in Design	1,664	20	37	1.9
45	Andy Westlake	European Sponsorship Association	3,255	5	27	5.5
46	Marco Forgione	Institute of Export and International Trade	1,558	15	26	1.8
47	Tom Jones	Aluminium Federation Ltd	1,155	21	23	1.1
48	Richard Catt	Contract Flooring Association	1,496	5	22	4.5
49	Andrew Canter	Branded Content Marketing Association	5,878	6	21	3.3
50	Jessica Alexander	National Bed Federation	1,344	6	19	3.5

3.9 Top chapter takeaways



MEMBERSHIP SIZE DOES NOT = LARGE AUDIENCES

There is little to no correlation between the size of a membership association and the number of followers their CEO has. This highlights an opportunity for all CEOs to increase their following among their members.



RELEVANT, ENGAGING CONTENT IS KEY

CEOs that post relevant, topical & helpful content that their industry care about, have higher followings and engagement rates. Post about the industry challenges and news to show that you care about your members and are up-to-date.



ORIGINAL POSTS ARE HIGH IN DEMAND

Original content performs far better than shared or branded content, highlighting the demand for original, relevant and insightful opinion pieces. Original content accounts for **53%** of all content shared but yields **70%** of all engagement. Don't be afraid to be honest with your audience and express personality.



RE-SHARING POSTS ISN'T ALWAYS EFFECTIVE

Sharing other people's LinkedIn posts is often a default for CEOs, despite this type of content yielding the least amount of engagement. **37%** of all posts are shared posts, yielding only **10%** of all engagement. When re-sharing, always add your own opinion, insights and commentary.



COMMUNICATE WITH YOUR AUDIENCE, NOT AT THEM

CEOs that tag their network and pose questions at the end of their posts get more engagement overall, but most importantly, drive comments and real conversation. Engage with your network's content & share member news too.



POST VISUAL CONTENT

CEOs that post visual content in the form of video and images have a much better performance overall.



BE CONSISTENT

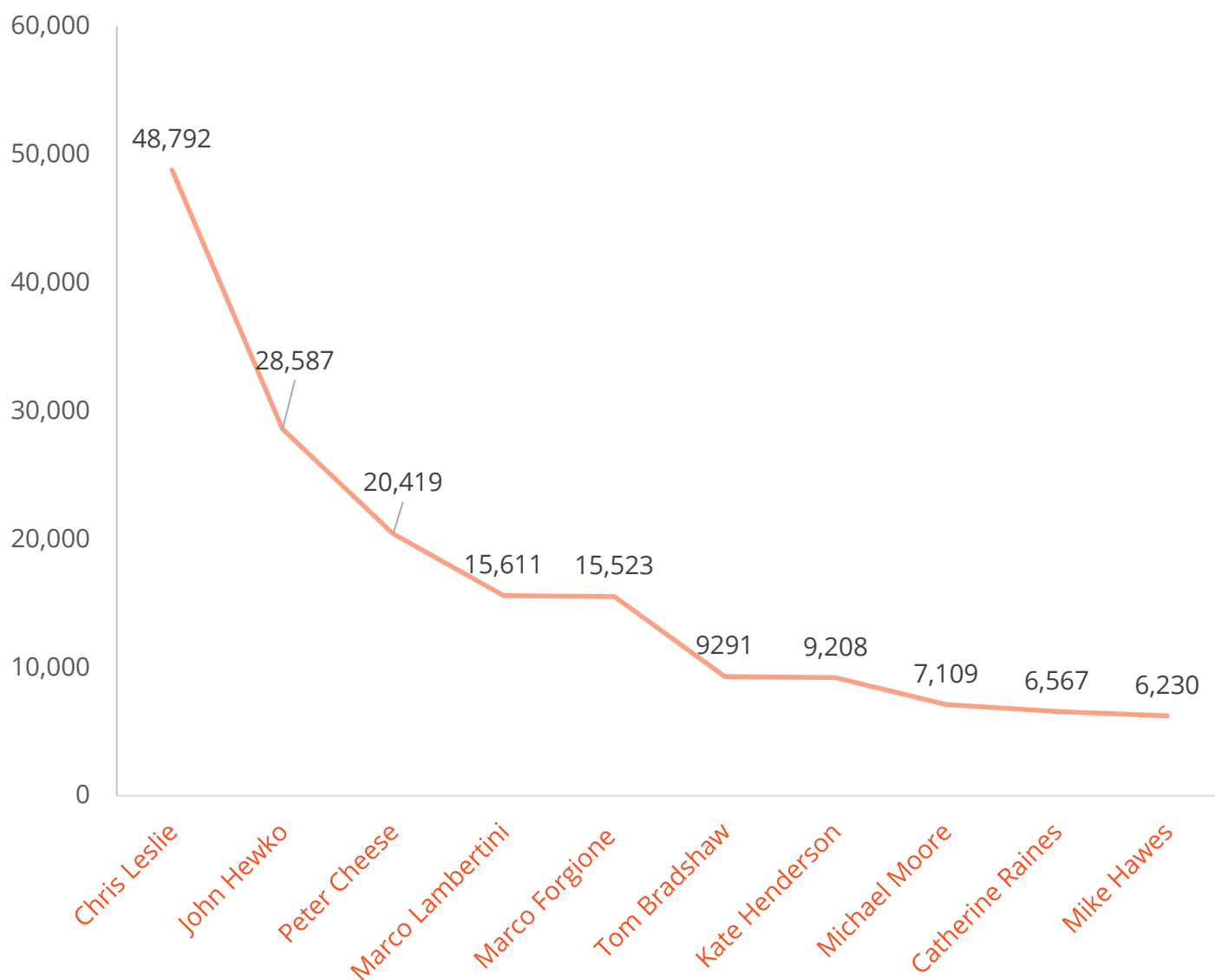
CEOs that post regularly & consistently see better results. Make your audience look forward to your content! Kick-start a content series if you can.

TWITTER ACTIVITY

4.1 Top 20 by Total Number of Followers

	Name	Company	Audience Size
1	Chris Leslie	Credit Services Association	48,792
2	John Hewko	Rotary International	28,587
3	Peter Cheese	Chartered Institute of Personnel & Development	20,419
4	Marco Lambertini	Worldwide Wildlife Fund (WWF)	15,611
5	Marco Forgione	Institute of Export and International Trade	15,523
6	Tom Bradshaw	The National Farmers Union (NFU)	9291
7	Kate Henderson	National Housing Federation	9,208
8	Michael Moore	British Venture Capital Association	7,109
9	Catherine Raines	Association of Foreign Banks	6,567
10	Mike Hawes	The Society of Motor Manufacturers and Traders	6,230
11	Ann Swain	Association of Professional Staffing Companies	5,455
12	Larissa Kennedy	National Union of Students (NUS)	5345
13	Alastair McCapra	Chartered Institute of Public Relations	5,162
14	Hilary McGrady	National Trust	5,108
15	Rebecca Speight	Royal Society for the Protection of Birds	4,330
16	Martin Houghton-Brown	St John Ambulance	3,858
17	Ann Frankce	Chartered Institute of Management	3,711
18	Suzannah Nichol	Build UK	3,676
19	Steve Bustin	Professional Speaking Association UK & Ireland	3,630
20	Barbara Eifler	Making Music	3,351

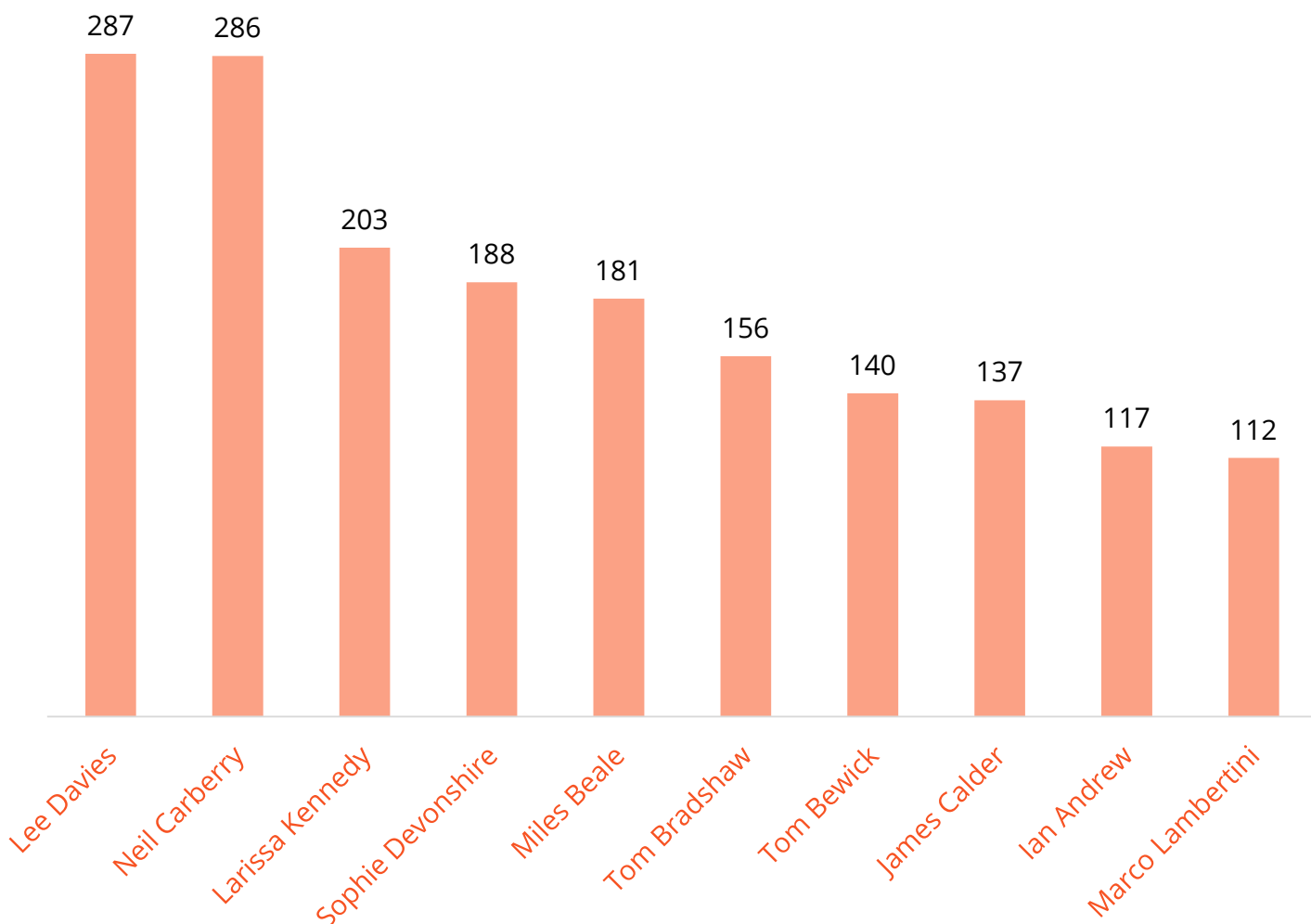
** Follower numbers as they stood at the time of analysis*



- Among the top 20, their total number of followers on Twitter range from **3.3k** to **49k** total.
- Among the top 20, the average number of followers is **6,087**, compared with the average of all CEOs analysed being **3,091**.
- Larger membership associations with individual members rather than businesses, appear to have a bigger presence on Twitter rather than LinkedIn, as Twitter is a great tool to connect 1-1.
- **Chris Leslie**, CEO Credit Services Associations, has the highest number of followers with **48,792** followers.
- 3 CEOs in the top 20 have more than 1 million members in their respective associations, highlighting an opportunity to gain more followers among their members.

4.2 Top 20 by Number of Posts

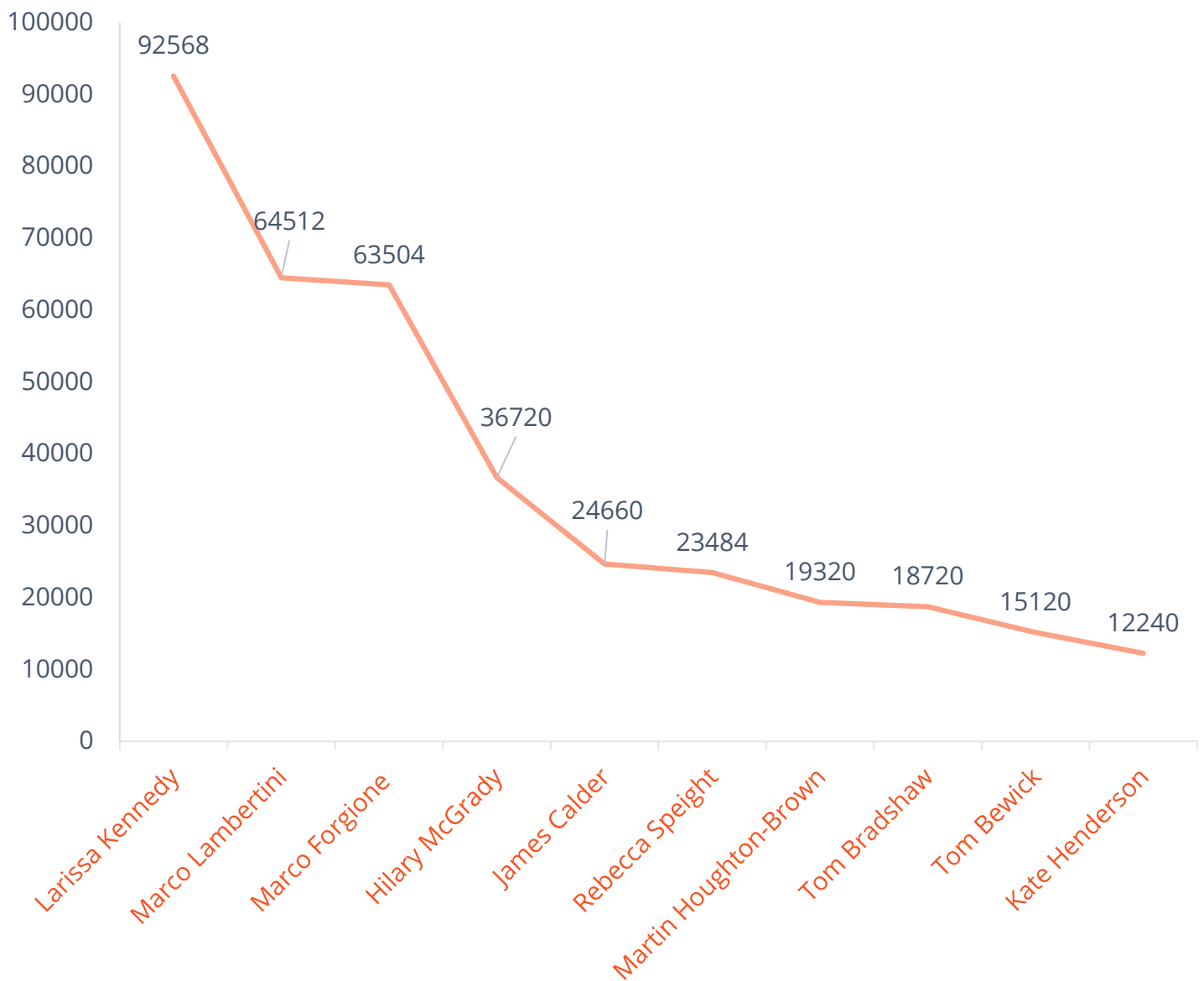
	Name	Company	Posts per Month
1	Lee Davies	Chartered Institute of Patent Attorneys	287
2	Neil Carberry	The Recruitment Federation	286
3	Larissa Kennedy	National Union of Students (NUS)	203
4	Sophie Devonshire	The Marketing Society	188
5	Miles Beale	The Wine & Spirit Association	181
6	Tom Bradshaw	The National Farmers Union (NFU)	156
7	Tom Bewick	Federation of Awarding Bodies	140
8	James Calder	Association of Convenience Stores	137
9	Ian Andrew	British Pest Control Association	117
10	Marco Lambertini	Worldwide Wildlife Fund (WWF)	112
11	Marco Forgione	Institute of Export and International Trade	108
12	Rebecca Speight	Royal Society for the Protection of Birds	103
13	James Lowman	Society of Independent Brewers	91
14	Kate Henderson	National Housing Federation	85
15	Richard Torbett	Association of British Pharmaceutical Industry	81
16	Caroline Gumble	Chartered Institute of Building	78
17	Barbara Eifler	Making Music	73
18	Dids Macdonald	ACID - Anti Copying in Design	73
19	Martin Houghton-Brown	St John Ambulance	70
20	Jenny Waldman	The Art Fund	66



- [Lee Davies](#), CEO of Chartered Institute of Patent Attorneys has the most active profile, with **287** tweets per month, followed closely by [Neil Carberry](#), CEO of The Recruitment Federation with **286** tweets per month.
- Both Lee and Neil do a great job at not over thinking what they post. The majority of their posts are relevant to their industry, but they also share their personal interests and let their [personality](#) shine through.
- Among the top 20 CEOs the average number of tweets is **112** per month, compared with **50** among the rest of the CEOs analysed.

4.3 Top 20 by Total Engagements

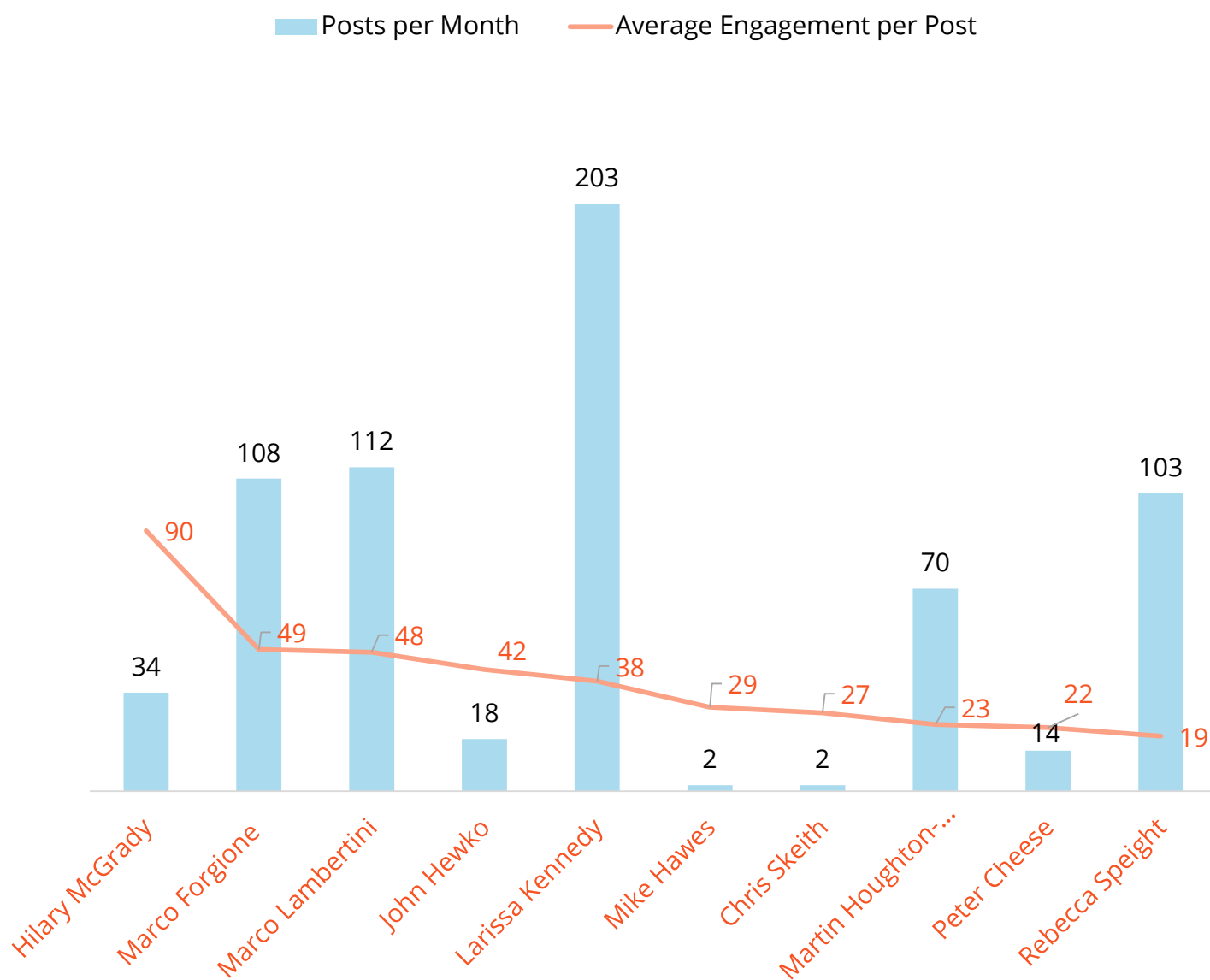
	Name	Company	Total Engagements
1	Larissa Kennedy	National Union of Students (NUS)	92,568
2	Marco Lambertini	Worldwide Wildlife Fund (WWF)	64,512
3	Marco Forgione	Institute of Export and International Trade	63,504
4	Hilary McGrady	National Trust	36,720
5	James Calder	Association of Convenience Stores	24,660
6	Rebecca Speight	Royal Society for the Protection of Birds	23,484
7	Martin Houghton-Brown	St John Ambulance	19,320
8	Tom Bradshaw	The National Farmers Union (NFU)	18,720
9	Tom Bewick	Federation of Awarding Bodies	15,120
10	Kate Henderson	National Housing Federation	12,240
11	John Hewko	Rotary International	9,072
12	Jenny Waldman	The Art Fund	7,920
13	Lee Davies	Chartered Institute of Patent Attorneys	6,888
14	Neil Carberry	The Recruitment Federation	6,864
15	Karen Betts	Scotch Whisky Association	5,184
16	Richard Torbett	Association of British Pharmaceutical Industry	4,860
17	Sophie Devonshire	The Marketing Society	4,512
18	Andy Burman	The Association of Dieticians	4,224
19	Suzannah Nichol	Build UK	3,780
20	Caroline Gumble	Chartered Institute of Building	3,744



- [Larissa Kennedy](#), President of National Union of Students (NUS) generates the most engagement, with **92,568** total engagements across **203** tweets per month. Given that Larissa's members are students, Larissa isn't afraid to [comment](#) on global and political issues that her members will be concerned about.
- [Marco Lambertini](#), CEO of Worldwide Wildlife Fund (WWF) is second, with **65,512** total engagements across **112** tweets per month. Marco's Twitter feed is jam packed full of engaging images and [videos](#) related to wildlife in general and the great work that WWF are doing.

4.4 Top 20 by Average Engagement per Post

	Name	Company	Average Engagement per Post
1	Hilary McGrady	National Trust	90
2	Marco Forgione	Institute of Export and International Trade	49
3	Marco Lambertini	Worldwide Wildlife Fund (WWF)	48
4	John Hewko	Rotary International	42
5	Larissa Kennedy	National Union of Students (NUS)	38
6	Mike Hawes	The Society of Motor Manufacturers and Traders	29
7	Chris Skeith	Association of Event Organisers	27
8	Martin Houghton-Brown	St John Ambulance	23
9	Peter Cheese	Chartered Institute of Personnel & Development	22
10	Rebecca Speight	Royal Society for the Protection of Birds	19
11	Karen Betts	Scotch Whisky Association	16
12	James Calder	Association of Convenience Stores	15
13	Chris Leslie	Credit Services Association	15
14	Tom Grinyer	British Medical Association	14
15	Kate Henderson	National Housing Federation	12
16	Helen Brand	CCA - Association of Chartered Certified Accountants	12
17	John Worne	Chartered Institute of Linguistics	12
18	Andy Burman	The Association of Dieticians	11
19	Tom Bradshaw	The National Farmers Union (NFU)	10
20	Jenny Waldman	The Art Fund	10

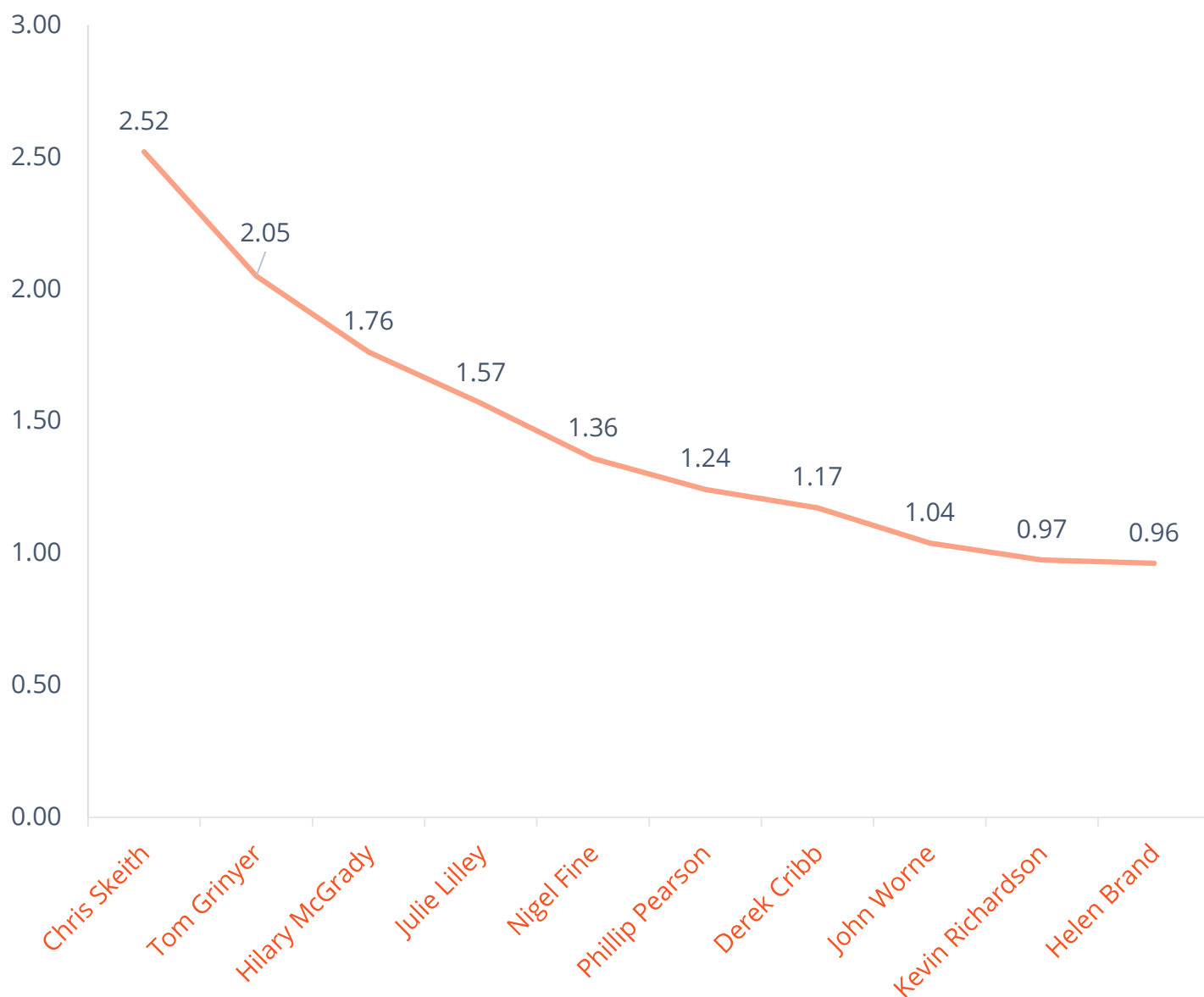


- **Hilary McGrady**, CEO of National Trust generates the most engagements per post, with an average of **90** engagements per tweet across **34** tweets per month. Hilary's [tweets](#) are always relevant, with her sharing her trips to National Trust sites, with lots of striking images and videos.
- **Marco Forgione**, CEO of Institute of Export is in second place, with an average of **49** engagements per tweet, across **108** tweets per month. Marco shares lots of relevant news and [resources](#) that will be of interest and affect his members.
- Among the top 20 CEOs, the average engagements per tweet were **21**, compared to **8** engagements among the rest of the CEOs analysed.

4.5 Top 20 by Engagement Rate as a Percentage

	Name	Company	Engagement Rate *
1	Chris Skeith	Association of Event Organisers	2.52
2	Tom Grinyer	British Medical Association	2.05
3	Hilary McGrady	National Trust	1.76
4	Julie Lilley	Federation of Small Businesses	1.57
5	Nigel Fine	Institute of Engineering & Technology	1.36
6	Phillip Pearson	Institute of Risk Management	1.24
7	Derek Cribb	Association of Independent Professionals and the Self-Employed	1.17
8	John Worne	Chartered Institute of Linguistics	1.04
9	Kevin Richardson	Chartered Institute of Logistics & Transport	0.97
10	Helen Brand	ACCA - Association of Chartered Certified Accountants	0.96
11	Sarah Beacock	Nuclear Institute	0.94
12	Karen Betts	Scotch Whisky Association	0.83
13	Josephine Burt	National Womens Register	0.82
14	Alasdair Reisner	Civil Engineering Contractors Association	0.77
15	Andrew Goodacre	British Independent Retailers Association	0.74
16	Larissa Kennedy	National Union of Students (NUS)	0.71
17	Brian Berry	Federation of Master Builders	0.67
18	Martin Houghton-Brown	St John Ambulance	0.60
19	Alan Wheeler	Textile Recycling Association	0.56
20	Andy Burman	The Association of Dieticians	0.54

** Engagement rate % is the percentage of their audience that engages with their posts on*



- **Chris Skeith**, CEO of Association of Event Organisers has the highest engagement rate of **2.5%**. Chris Skeith, being in an industry that was hit hard by COVID, was very vocal on this **topic**. He also does a great job at sharing what he does offline, online.
- **Tom Grinyer**, CEO of British Medical Association takes second place (**2.05%**), followed by **Hilary McGrady**, CEO National Trust (**1.76%**).
- Throughout 2020, Tom shared lots of content on what the BMA is doing to **protect medical staff** throughout the pandemic .

4.6 Overall Top 50 Rankings

Below is the overall rankings for the Top 50 CEOs taking into account all metrics analysed.

	Name	Association	Followers	Posts per Month	Engagement per Month	Avg. Engagement per Post
1	Larissa Kennedy	National Union of Students (NUS)	5,345	203	224	4
2	Marco Lambertini	Worldwide Wildlife Fund (WWF)	15,611	112	224	8
3	Marco Forgione	Institute of Export and International Trade	15,523	108	181	1
4	Hilary McGrady	National Trust	5,108	34	162	6
5	James Calder	Association of Convenience Stores	2,881	137	154	7
6	Rebecca Speight	Royal Society for the Protection of Birds	4,330	103	150	5
7	Martin Houghton-Brown	St John Ambulance	3,858	70	136	8
8	Tom Bradshaw	The National Farmers Union (NFU)	9,291	156	128	8
9	Tom Bewick	Federation of Awarding Bodies	2,397	140	117	1
10	Kate Henderson	National Housing Federation	9,208	85	96	2
11	John Hewko	Rotary International	28,587	18	73	1
12	Jenny Waldman	The Art Fund	2,120	66	73	1
13	Lee Davies	Chartered Institute of Patent Attorneys	1,708	287	72	12
14	Neil Carberry	The Recruitment Federation	3,200	286	64	4
15	Karen Betts	Scotch Whisky Association	1,929	27	60	3
16	Richard Torbett	Association of British Pharmaceutical Industry	1,316	81	58	2
17	Sophie Devonshire	The Marketing Society	2,704	188	58	29
18	Andy Burman	The Association of Dieticians	2,019	32	54	27
19	Suzannah Nichol	Build UK	3,676	35	48	12
20	Caroline Gumble	Chartered Institute of Building	927	78	42	3
21	Peter Cheese	Chartered Institute of Personnel & Development	20,419	14	35	7
22	Angela McConville	National Childbirth Trust	2,667	48	34	2
23	James Lowman	Society of Independent Brewers	1,829	91	32	1
24	Alan Vallance	RIBA - Royal Institute of British Architects	1,614	41	32	4
25	Chris Leslie	Credit Services Association	48,792	16	30	2

Top 50 continued

	Name	Association	Followers	Posts per Month	Engagement per Month	Avg. Engagement per Post
26	Ben Beadle	National Landlords Association	1,478	56	7714	38
27	Ann Frankce	Chartered Institute of Management	3,711	28	5376	48
28	Miles Beale	The Wine & Spirit Association	2703	181	5292	49
29	Alastair McCapra	Chartered Institute of Public Relations	5,162	27	3060	90
30	Alasdair Reisner	Civil Engineering Contractors Association	913	22	2055	15
31	Andrew Goodacre	British Independent Retailers Association	673	30	1957	19
32	Michael Izza	Institute of Chartered Accountants (ICAEW)	1,503	17	1610	23
33	Brian Berry	Federation of Master Builders	1,191	16	1560	10
34	Ian Andrew	British Pest Control Association	399	117	1260	9
35	Dan Newton	National Parkour Association	1,939	48	1020	12
36	Barbara Eifler	Making Music	3,351	73	756	42
37	Dids Macdonald	ACID - Anti Copying in Design	2,149	73	660	10
38	Helen Brand	CCA - Association of Chartered Certified Accountants	1,247	6	574	2
39	Gavin Dunn	Chartered Institute of Building Engineers	845	16	572	2
40	Stephen Woodford	Advertising Association	1,912	20	432	16
41	Steve White	British Insurance Brokers Association	2,593	29	405	5
42	Mike Hawes	The Society of Motor Manufacturers and Traders	6,230	2	376	2
43	Chris Skeith	Association of Event Organisers	1,071	2	352	11
44	John Worne	Chartered Institute of Linguistics	1,155	4	315	9
45	Derek Cribb	Association of Independent Professionals and the Self-Employed	256	14	312	4
46	Kevin Richardson	Chartered Institute of Logistics & Transport	718	5	308	22
47	Andy Westlake	European Sponsorship Association	1,988	17	288	6
48	Steve Nash	Institute of the Motor Industry (IMI)	1,064	32	273	3
49	Sean Tompkins	RICS- Royal Institution of Chartered Surveyors	3,177	8	246	6
50	David Llewellyn	Automatic Vending Association	396	15	240	15

4.7 Twitter versus LinkedIn

The rankings on Twitter and LinkedIn on a whole look very different, but there are some CEOs doing an excellent job on both platforms that have earned themselves a place in the top 50 on both platforms:

- **John Hewko** - 11th on Twitter & 10th on LinkedIn
- **Sophie Devonshire** - 17th on Twitter & 3rd on LinkedIn
- **Caroline Gumble** - 20th on Twitter & 2nd on LinkedIn
- **Marco Forgione** - 3rd on Twitter & 46th on LinkedIn
- **Tom Bewick** - 9th on Twitter & 43rd on LinkedIn
- **Ian Andrew** - 34th on Twitter & 29th on LinkedIn
- **Dids Macdonald** - 37th on Twitter & 44th on LinkedIn
- **Steve White** - 41st on Twitter & 26th on LinkedIn
- **Andy Westlake** - 47th on Twitter & 45th on LinkedIn
- **Ben Beadle** - 26th on Twitter & 23rd on LinkedIn
- **Ann Francke** - 27th on Twitter & 9th on LinkedIn
- **Steve Nash** - 48th on Twitter & 42nd on LinkedIn
- **David Llewellyn** - 50th on Twitter & 34th on LinkedIn
- **Sean Tompkins** - 49th on Twitter & 6th on LinkedIn
- **Dan Newton** - 35th on Twitter & 15th on LinkedIn
- **Gavin Dunn** - 39th on Twitter & 19th on LinkedIn
- **Kate Henderson** - 10th on Twitter & 4th on LinkedIn
- **Michael Izza** - 32nd on Twitter & 8th on LinkedIn
- **Suzannah Nichol** - 19th on Twitter & 18th on LinkedIn

4.8 Top chapter takeaways



LARGER ORGANISATIONS ARE ON TWITTER

The larger membership organisations with individual members tend to have a bigger presence on Twitter, when compared with LinkedIn.



TWITTER IS GREAT FOR CONVERSATION

CEOs that perform better on Twitter engage in more conversation with their audience and members. Don't just tweet, but engage with your audience's content to build relationships and connections with your members. You can also listen out for your members' news.



QUANTITY & QUALITY

Higher posting volumes is recommended on Twitter, but not at the cost of quality. Don't be afraid to post more frequently, but make sure it's relevant and avoid scheduling tools.



LEVERAGE HASHTAGS TO REACH COMMUNITIES

Social CEOs aren't afraid of hashtags. Know which audiences and communities you want to tap into and share relevant content with associated hashtags to reach them.



DON'T BE AFRAID TO SHOW PERSONALITY

Social CEOs aren't afraid to let their personality shine through a bit more on Twitter and share content and life updates that aren't work related.



VISUAL CONTENT WINS

Similarly to LinkedIn, visual content in the form of video or images performs well. Strive to stand out while your audience are scrolling.

5. Example CEO content

Craig Bennett , CEO, The Wildlife Trusts - sharing video content



Craig Bennett • 2nd
Chief Executive Officer at The Wildlife Trusts
1w • 

Really enjoyed interviewing Professor Partha Dasgupta earlier tonight

You can watch it here...



Wild LIVE: In Conversation with Professor Dasgupta
youtube.com

  38 • 2 comments

Sophie Devonshire, CEO, The Marketing Society - writing topical articles

Sophie Devonshire posted this



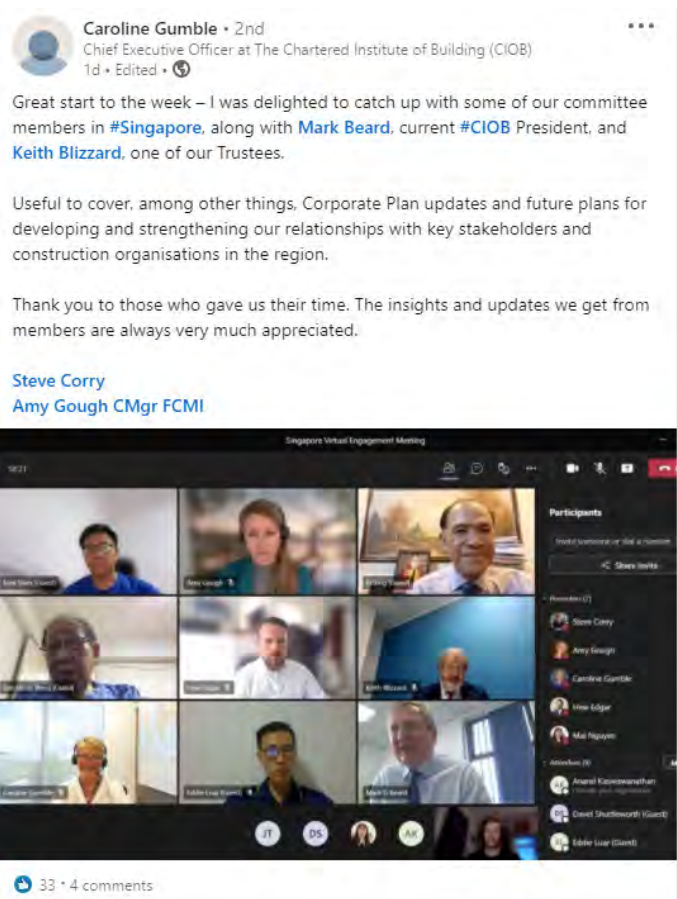
What the future CMO role will be like
Sophie Devonshire on LinkedIn
February 8, 2021

   64 • 13 comments

Lisa Ventura, CEO, Cyber Security Association - a human approach



Caroline Gumble, CEO, The Chartered Institute of Building - a day in the life



Larissa Kennedy, CEO, NUS - relatable, human content



Marco Lambertini, CEO, WWF - engaging, topical video content



Hilary McGrady, CEO, National Trust - sharing snippets “on the job”



Hilary McGrady

@HMcG_DGNT

Back to our roots. Delighted to have worked with the GLA and many other partners to create and officially open our first Blossom Circle at Queen Elizabeth Olympic Park [@nationaltrust](#) [#naturebeautyhistory](#) for everyone [#Blossom](#)



3:51 pm · 24 May 2021 · Twitter for iPhone

5 Retweets

72 Likes

Kate Henderson, CEO, National Housing Federation - initiative awareness



Kate Henderson

@KateNHF

Today, in partnership with 60 organisations, we have written to [@RishiSunak](#) urging government to put social homes at the heart of recovery – as a driver of economic and social prosperity, and an anchor for strong communities.

[#HomesAtTheHeart](#) [@thetimes](#)
[housing.org.uk/globalassets/f...](#)



National Housing Federation and 6 others

9:24 am · 25 Jun 2020 · Twitter for iPhone

88 Retweets

21 Quote Tweets

256 Likes

ABOUT ONALYTICA



www.onalytica.com

Onalytica Provides consultancy-led Influencer Marketing software for industry & B2B marketing and communications professionals looking to identify and engage with social media influencers.

Their software enables brands to implement and run structured Influencer Relationship Management programs with large Influencer Communities to improve brand awareness, perception and demand generation.

Founded in 2009, and backed by Bebo founders Michael and Paul Birch, Onalytica have created over 1000 B2B and B2C Influencer programmes for global clients which include Microsoft, Google, IBM, Coca-Cola, Amazon, Centrica and British Airways.



Alicia Russell
VP, Global Marketing



Neringa Mikutyte
Marketing Analyst

ABOUT MEMBERSHIP WORLD



www.membershipworld.co.uk

Membership World is a community of membership professionals from trade associations, professional membership bodies and community owners.

Membership World was founded in 2020 by membership professional Gordon Glenister who has started, run and supported many associations. Membership World has a successful podcast and community intranet which hosts a series of CEO round table events.

A number of partners collaborate to help support the community. Gordon is a former Director General of the British Promotional Merchandise Association, founded the Influence division of the Branded Content Marketing Association and now runs strategy workshops and masterclasses. Gordon is also the co-founder of the top 100 most influential people index for associations.



Gordon Glenister

Chief Executive Officer

ABOUT SYNERGY



www.synergy-print.co.uk

Synergy specialise in supporting Membership Organisations with their on and off-line membership campaigns.

They know from experience that using the print and digital channels in partnership increases member engagement and response rates. This experience is backed up by industry research which shows that **92%** of recipients have gone online as a result of receiving a direct mail campaign, and that acquisition campaigns are **40%** more effective when direct mail and email are used together.

Synergy offer the full campaign service including:

- Creative design for the digital and print channels
- Build and distribution of digital campaigns (e.g. as digital membership packs using personalised URLs)
- Print and posting of direct mail campaigns
- Branded merchandise
- Online store-fronts
- Warehousing, pick, pack and despatch



Andrew Pearce

Membership & Charity Director

The time for distancing is done

Burst the bubble to get up close and personal

Now, more than ever, people crave closeness. Physical contact. Something to touch. Something to hold. After spending an entire pandemic connecting through pixelated screens and down fibreoptic wires, it's time to get tangible and embrace analogue!

Like all of us recently, print has embraced change and embraced the opportunities offered by the power of digital communications. It's no longer a case of print and digital working separately from one another because the two combined are incredibly powerful and drive big results rather than competing with one another, print and digital complement each other.

Today, digital communications are seen as the norm, rather than the exception. 'Digital Transformation' is not a new thing: the landscape changed for good a long time ago. But this has given print an opportunity to take on a more edgy, sought-after and niche role in information and marketing in the post-GDPR age.

Print can be the starting point, the attention grabber, the disruptor that leads to an online connection further down the line. Print can be the gentle reminder, the eye-catching call-to-action pinned to the wall or stuck to the fridge door. Print can bide its time, patiently waiting its turn on the coffee table while more pushy online ads elicit avoidance and turn viewers off in their droves.

The stats speak for themselves. The average item of mail is now interacted with **4.51** times and reach is up **41%**: those two metrics alone are at their highest level ever. And for digital marketers, printed mail is demonstrating real value in driving online traffic, with a **70% YOY increase***.

Print is trusted, universal, and it works. Never has this been more evident than in the COVID era. When the government wanted to highlight the importance of lockdown, they chose to send a letter. It was a meaningful and impactful media choice, with **66%** of people** who recall receiving mail from the Government saying it had an impact on their behaviour during the pandemic.

So as the world gets ready to cosy up and get close again, it's worth acknowledging that print is alive and flourishing, and is the smart and exciting marketing choice to compliment and increase the potential of your digital output.

*Source: JICMAIL, Q2 2018 – Q2 2020 & **Source: Royal Mail MarketReach, Coronavirus Research, Trinity McQueen 2020

