

**WageIndicator: evaluation
Decisions for Life web campaign
Report**

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Trendbox

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General remarks

- > Regarding the interpretation of the results, account should be taken of the extent of qualitative information that has been used:
 - > This evaluation is to a large extent an evaluation amongst stakeholders, so it is mostly about **perceptions** which provides possibly additional insights for the DfL partners (see section 'Background, objectives and methodology' for more information).
 - > The results are at the level of (strong) indications and should be interpreted likewise.
 - > Recommendations are based on the results, it is up to ITUC and WageIndicator whether the recommendations can and should be followed upon.
- > Abbreviations that are being used within this report:
 - > By 'WI websites' or 'the national WI website' is meant the website within that specific country that is related to the WageIndicator Foundation. See the section Background on more information regarding the specific countries and websites that were part of this evaluation.
 - > By 'TUs' or 'TU partner' is meant the trade union that is partner within this Decisions for Life project.
 - > By 'DfL project' is meant the Decisions for Life project is meant.
 - > By 'reference group' or 'reference countries' is meant Belarus, Kazakhstan & Ukraine.
 - > By 'the selected countries' is meant India, Indonesia, Mozambique, South Africa, Zimbabwe and Zambia.
- *"Quotes from participants are described like this."*



Background, objectives and methodology <

Background, objectives and research questions

This report forms the evaluation of the web campaign over the past years within a selection of countries, and also will draw lessons for the future.

Trendbox, a market research agency based in The Netherlands, is asked to conduct this evaluation.

In this section, the background, objectives and research questions will be discussed.

First, the background of the Decisions for Life project and the WageIndicator Foundation will be explained.

Then, the research objectives and research questions on which this evaluation and this report are based, will be explained.

Background: Goals, funding & participants of DfL project

The Decisions for Life (DfL) Project:

- Aims to raise awareness amongst young female workers about their employment opportunities and career possibilities, family building and the work-family balance.
- By means of Trade Union campaigns and WageIndicator websites.
- In 14 developing countries.
- Duration: October 2008 - December 2011

Funding of the DfL Project:

- From a grant from the Netherlands Ministry of Foreign Affairs.
- As part of its strategy to support the United Nations' Millennium Development Goals no 3 (MDG3): "Promote Gender Equality and Empower Women".

Participants in the DfL Project:

- Coordination: International Trade Union Confederation (ITUC), Brussels.
- Participants: trade unions and web-managers in developing countries.
- Participants: WageIndicator Foundation, University of Amsterdam.

Background: DfL project and WageIndicator

The project Decisions for Life (DfL) is related to the WageIndicator, and focuses on raising awareness amongst young female workers about their employment opportunities and career, possibilities, family building and the work-family balance.

The DfL project focuses specifically on both union and non-union female adolescents (defined as women aged 18-35 years old) working or looking for work in eight large occupational groups in the service sector. The project has been rolled out in multiple countries and the WageIndicator has set up WageIndicator-websites in all countries.

The WageIndicator-websites are not dedicated women's sites, but integrates the standard WageIndicator-set up together with women-specific sections. To focus websites - in pink - only on women would be far more costly. On top it seems to be more smart and more effective to reach women through generic Wage Indicator websites, in which there is on all levels a very strong female angle. (Read: Minimum wages, wages per hour in stead of only wages per month or year, femal VIP's, labour law and women). In the generic websites men and women are reached which is a important aim of decisions for life.

Background: WageIndicator in more detail

Wage Indicator Foundation is a non profit organisation with websites and offline operations in more than 60 countries. In the board of the foundation are University of Amsterdam/Aias, FNV- Dutch Confederation of Trade unions and Career site Monster. The head office is in Amsterdam, regional offices of WageIndicator are in Slovak Republic, India, Argentina, South Africa/Maputo, Minsk

A WageIndicator website is a website with 3 pillar information:

1. Salary section:

- wages by occupation.
- a salary survey on which the section wages by occupation is based.
- minimum wages.
- average wages.
- salaries of VIPs (presidents, actors soccer players etc).

2. Law section:

- Information in depths about Labour law; special focus on women
- Option to discuss and option to ask question to the legal help desk

Background: WageIndicator in more detail (2)

3. Career section:

- information about jobs, educations,
- how to apply for a job , how to negotiate

In each section there is extensive information with a special eye for women.

F.e. wages not only per month, but also per hour, since that is what women like to know

F.e. information on how to arrange work and family life

In many countries there is next to the website and offline service tailor made for campaigning together with trade unions.

1. salary survey on which information about wages per occupation is based.
2. minimum wages in print (up to date)
3. labour law section

Background: cooperation of trade union and web teams

The web and trade union teams are in regular contact. They invite each other for campaign meetings to share experiences, learn from each other and identify areas where they can mutually enhance their campaign work. Especially the websites of the CIS countries (Azerbaijan, Kazakhstan, Belarus, Ukraine) have legal advice sections where visitors can send their questions. Trade union lawyers then respond to visitor's questions. This cooperation is mutually beneficial as they realise they are all part of the same group working towards a common goal.

Objective and research questions

ITUC has asked Trendbox, as an independent market research agency, to conduct an evaluation on these websites within the Decisions for Life project. The evaluation did not cover all 14 countries, but a restricted number of countries, namely the ones stated below.

Trendbox is asked to let the Newly Independent States in Central Europe (NIS-region, consisting of Belarus, Kazakhstan, Ukraine) serve as a reference group, within this evaluation.

Country	Website
India	Paycheck.in
Indonesia	Gajimu.com
Mozambique	Meusalario.org/mocambique
South Africa	Mywage.co.za
Zambia	Mywage.org/zambia
Zimbabwe	Mywage.org/zimbabwe
Belarus	Mojazarplata.by
Kazakhstan	Mojazarplata.kz
Ukraine	Mojazarplata.com/ua/ua/ & mojarplata.com/ua/ru

Objective and research questions (2)

Central research objective:

- > To document and analyze the results and impact of the DfL Web campaign over the past years in the selected countries and to draw lessons for the future.

Research questions:

- > From the central objective, the following research questions have been derived by WageIndicator International:
 1. What can be said regarding the effects and impact of the national WageIndicator website within the selected countries?
 1. Product: how is the information and content provided on the website valued?
 2. Price: how is the efficiency of the websites in terms of traffic and intake generated in relation to the costs of personnel, development, maintenance of the website?
 3. Place: to what extent are sites easily found on the web and linked with the other websites of WageIndicator?
 4. Presentation: to what extent is there a perceived focus on target group and user-friendliness?

Objective and research questions (3)

5. Promotion: how are the marketing efforts with regards to the website valued?
 6. Personnel: how can the organizational structure behind the website and the capacity / skills of staff be described?
-
2. Which external and internal factors influence traffic and intake across the national websites, and the variations in appreciation of content by the target group visitors?
 3. To what extent are the web-initiatives (tools, checks) undertaken under the DfL project perceived as innovative and of added value in their contribution to existing work to promote formal employment and equal opportunities at the labour market, specifically addressing female adolescent women?

Methodology

- > The research was conducted from 31st of October until 28th of November, and consisted of:
 - > Qualitative research: telephone / skype interviews with in total 21 different stakeholders (23 persons in total), that have been indicated by WageIndicator International. All are from the 9 selected countries that are stated on slide 11.
 - > Desk research via Google analytics of each selected national WI website and Google documents received from WageIndicator International.
 - > Quantitative online survey (the so-called Trendbox online survey) amongst target group visitors of the 9 websites included in this research (see next slides).

- > Regarding the interpretation of the results, account should be taken of the extent of qualitative information that has been used. This evaluation is to a large extent an evaluation amongst stakeholders, so it is mostly about *perceptions*, based on different roles, backgrounds and attitudes.

Methodology: about the online survey in detail

- > In the framework of the whole evaluation, a small online survey was designed in order to determine experiences of visitors with WageIndicator websites in nine different countries:
 - > The 'selected countries': India, Indonesia, Mozambique, South Africa, Zambia and Zimbabwe.
 - > The reference countries in the NIS-region: Belarus, Kazakhstan, Ukraine.
- > Target group of the survey consists of woman 18-35 years of age, visitors of the site.
- > The master questionnaire in English was developed in close cooperation with client, and translated into each of the local languages by people from WageIndicator.
- > The questionnaire was then placed on 10 different WI websites, with free access for anyone.
 - > Trendbox thus had no possibility to check the eligibility of the respondents.
- > Scripting of the questionnaire, data processing and reporting was done by Trendbox.
- > Fieldwork was conducted in between November, 15th and November 27th, 2011.
- > In total, n=49 eligible respondents completed the survey. Furthermore, n=100 visitors did not pass the selection criteria.
- > The sample size is in between quali and quanti.
 - > It therefore does not allow us to draw straight forward quantitative conclusions, but the numbers reached are sufficient for semi-quantitative indications.

Methodology: about the online survey in detail (2)

- > Main points of interest in the questionnaire were the following:
 - > How did visitors search for the website.
 - > How easy could visitors find the website.
 - > Did the visitors already know of the existence of the website, and if so: how.
 - > Was it the first visit or not.
 - > Was it a visit with a specific purpose or more a visit of general interest.
 - > Opinion about:
 - > Information & content
 - > Amount of information
 - > Value of the information
 - > Value of specific tools & checks
 - > Easiness of understanding
 - > User friendliness
 - > Innovativeness compared to other sites
 - > Helpfulness to make proper decisions.
- > Suggestions (if any) to improve the site.



**Conclusions &
Recommendations <**

Overall results and impact of the DfL web campaign & lessons for the future

- > Overall, the impact of the web campaign is substantial:
 - > Amongst the different stakeholders:
 - > There's a tremendous enthusiasm with regards to the DfL project: it's goals, relevancy, the partners and the people involved are valued highly, and the results accomplished are perceived as (very) impressive. Before this DfL project, amongst the target group:
 - > Awareness with regards to these topics was relatively low.
 - > And/or the availability of this type of information was low/non existent, due to the lack of communication from government, the taboo feeling or the lack of (well organized) trade unions, for example.
 - > The web campaign is valued highly in contributing to the goals of DfL.
 - > The organization of the web campaign and the communication and coordination between the international team and each national team is perceived as smoothly: short communication lines and clear distribution of responsibilities.
 - > In most countries, there is a mutual understanding that the 2 parts of the DfL campaign (online and offline) aren't really separate entities, but need to be interconnected in order to optimize impact of the project. Good synergy has been created in most countries: good collaboration between the web campaign and the TU campaign.



Overall results and impact of the DfL web campaign & lessons for the future (2)

- > However, the following aspect has to be kept in mind (also with regards to future projects): some TUs have (slightly) different expectations of the web campaign within DfL. These different expectations can cause irritations between the web team and the TU team, which also can lead to a sub-optimal web campaign.
 - > Some TUs expect the national website to:
 - > Be solely focused on the target group of DfL, like the TU campaign.
 - > Inform about and promote the trade union and it's activities more (prominently).
 - > Some TUs and web teams would like to increase the cooperation and sharing of knowledge and experience both within the different TU campaign teams (on an international level) and with the web team (national and international).

Overall results and impact of the DfL web campaign & lessons for the future (3)

- > We recommend to try to optimize the cooperation between the web campaign and the TU campaign even further, by:
 - > Minimizing the risk of 'wrong' expectations of the national TU partners: communicating very clear to the TU partners what the goals of WI and its websites are, plus its role within the project overall.
 - > Draw more attention to the international (optionally internal) project website, where (inter)national web teams and TU campaign members have the opportunity to share knowledge and discuss amongst themselves, if one wants.

Effects and impact of the national WageIndicator website within the selected countries

- > The conclusion on the effects and impact of the national WageIndicator website within the selected countries, is based on analysis of the following aspects:
 - > Perceived value of provided content.
 - > Perceived focus on target group.
 - > Perceived user friendliness.
 - > Valuation of marketing efforts.
 - > Efficiency: the generated web traffic & conversion (completed salary surveys) during the project in relation to costs of the website and internet penetration.
 - > Extent of visibility: key words & links amongst all WI websites.
 - > Perceived organizational structure and skills of staff.
- > These perceptions are based on the interviews with the 23 participants in the evaluation study, complemented whenever possible with the results of the Trendbox online survey amongst the 49 target group visitors of the 9 selected websites.
- > The overall results and recommendations per aspect are displayed within the section Results (see slide 26).
- > Overall, the conclusion is that the impact of the national WageIndicator website within each selected country is (very) significant.



Only within Zambia and Zimbabwe, it has been and still seems to be very difficult to carry out a web campaign.

Effects and impact of the national WageIndicator website within the selected countries (2)

- > Crucial overall recommendations regarding optimization of the impact & empowerment of the target group by means of the national WageIndicator websites, are:
 - > Optimize the use of SEO (with regards to optimizing all aspects: marketing, content, focus on target group, optimizing & measuring effectiveness, etc.)
 - > Improve the **perceived** level of interactivity within the website: a community feeling.
 - > Optimize awareness with regards to the fact that the website and its functionalities (like Salary Survey and Salary Checker) are available via cell phone.
 - > Place (more) human interest articles on the website (relevant case stories for the target group) the target group can relate to & can learn from.
 - > Stay / improve focus: a focused homepage combined with a clear categorization into sections and subsections.

External and internal factors that influence traffic and intake & variations in appreciation of content by the target group visitors

- > Several external and internal factors influence the impact of the web campaign:
 - > External:
 - > The status of the TU partner (resources, ICT skills, attitude).
 - > The level of access to the internet with regards to the target group.
 - > Other country specific issues, for example: literacy, political situation, culture.
 - > External & internal: the level of cooperation between web team and TU campaign team.
 - > Internal: the SEO activities and the skills of the web coordinator & team.

- > We recommend to improve the following external and internal factors:
 - > Optimize the SEO focus of each web team: investigate how every web team uses SEO and then provide help in order to optimize usage of SEO.
 - > Optimize the cooperation with the national TU partner, by (keep) planning frequent meetings with the TU campaign teams, visiting TU events regularly, providing information and marketing material for the TU campaign team (both in downloadable and in hard copy format).

Extent of perceived innovativeness and added value of the web-initiatives within the DfL-project

- > Overall, the web initiatives are perceived as innovative and perceived as providing a significant added value within the DfL project:
 - > Amongst the different stakeholders, the web initiatives:
 - > Are innovative and of added value, because this information isn't provided by other organizations and is accurate (in almost all countries, except in Zimbabwe and Ukraine).
 - > They contribute significantly to existing work to promote formal employment and equal opportunities in the labour market.
 - > They provide help for young women who work within the selected service sectors in making informed decisions on this matter.
 - > Amongst the target group visitors of the survey, around 70% evaluate the web initiatives as innovative and new compared to other sites. Some 20% lack the knowledge to make this comparison.

Extent of perceived innovativeness and added value of the web-initiatives within the DfL-project (2)

- > Especially information regarding minimum wages, Salary Check, the labour section and the Minimum Wage Check are mentioned explicitly by most as providing added value.
- > The section on VIP salaries is perceived as a nice to have or neutral: it is not perceived as a dissatisfier.
- > Country specific preferences with regards to topics and web-initiatives depend on the national situation and the issues amongst the target group.
- > We recommend to optimize the awareness with regards to the fact that the different web initiatives are also well suitable for cell phone.
- > If possible, we suggest to shorten the length of the Salary Survey in order to lower the barrier for filling in the survey.



Results <

Overall

- > Between the countries that are included in this research, similarities were indicated.
- > The similarities regarding the following topics (the research questions) will be reported:
 - > Effects and impact of the national WI website within the selected countries, based on the following aspects:
 - > Perceived* value of provided content.
 - > Perceived* focus on target group.
 - > Perceived* user friendliness.
 - > Valuation of marketing efforts.
 - > Efficiency: traffic & conversion in relation to costs of the website and internet penetration.
 - > Extent of visibility: key words & links amongst all WI websites.
 - > Perceived* organizational structure and skills of staff.
 - > External and internal factors that influence traffic and intake across the national websites and the variations in appreciation of content by the target group visitors.
 - > Perceived* added value of the web initiatives.

**These perceptions are based on the interviews with the 23 participants in the evaluation study, complemented whenever possible with the results of the Trendbox online survey amongst the 49 target group visitors of the 9 selected websites.*



Perceived value of provided content

- > Overall, the provided content is perceived as valuable by the different stakeholders, because of different reasons. It provides:
 - > A wide perspective to women, women can relate to it and feel empowered.
 - > Unique & (relatively) accurate content. Within each country, this is the only website:
 - > That provide all this information (on one website).
 - > That provides the only/ by far most accurate information on these subjects.
 - > Relevant content. This content is gathered by the web teams in several ways:
 - > Own input, based on the survey data, own research.
 - > Input from target group, gained via multiple / all channels below:
 - > Online, by:
 - > E-mails that were sent to the webteam.
 - > Opinion polls on the WI website.
 - > Discussions on social media / other media.
 - > Offline: questions that were raised by the target group at TU events that the webcoordinator visited.
 - > Input from TU: most TU campaign members also provide input, for example based on the results of a specific TU event they organized and the web coordinator didn't attend, or about interesting related news articles.



Perceived value of provided content (2)

- > Also the majority of the target group that participated in the Trendbox online survey, thinks the information is relevant:
 - > More than 80% is positive about the information and content provided on the WI website. Respondents from the reference countries seem to be a little more positive than those of the selected countries.
 - > 80% is satisfied with the value of the information on the site for them personally, around 15% has some doubts. Respondents from the selected countries seem to be a bit more positive.
- > However, from the survey it appears that there is room for optimization: around 40% of the target group visitors do not find the site helpful in making the right decisions (yet).
- > Suggestions for improvement, in addition to the information provided:
 - > Optimizing the effect of empowerment and perceived relevancy:
 - > More content the target group can relate to: articles about real life, like blogs and interviews with successful women.
 - *“Not only information on labour law is needed, but also cases of young women that experienced certain problems and how they used something within labour law to solve it.”*

Perceived value of provided content (3)

- > More content that is a direct input from the target group, by making the website more interactive, but also raising awareness on the possibilities with regards to interaction the website (already) offers.
 - > Stakeholders state that they would like to have a community (section, Facebook embedded on the homepage) where the visitors can post questions, opinions and answers and can have direct contact with each other.
 - *“All these young women are on Facebook, and I believe a community on the WI website would help increasing the relevancy of the website and its content for sure!”*
- > Industry-specific articles.

Perceived focus on target group

- > Overall, there is a perceived focus on the target group: provided functionalities and tools are relevant for the target group.
- > However, there are also aspects that are perceived as negative to a certain extent:
 - > Some TUs believe that the focus on the target group isn't strong enough, because it's not that explicit on the WI websites.
 - > This seems to be due to insufficient knowledge on WI and its goals and strategy in general (the DfL project isn't its sole reason of existence).
 - > Perceived risk of not reaching and/or boring target group:
 - > Amount of information presented on the homepage of most websites can be (too) overwhelming and form a barrier for starting to read / look for information. One out of every seven target group visitors that participated in the online survey find the amount of information too much (more in the selected than in the reference countries).
 - > Length of the articles on some of the websites can be perceived as boring and will take (too) much time to read.
 - > The button of the women's section is perceived as insufficiently clear.

Perceived focus on target group (2)

- > Amongst the target group that participated in the online survey, 20% of the visitors of the websites of the selecties countries have problems with understanding the information on the WI website. In the reference countries, this problem seems to be non-existing.
- > Also, the online survey shows that three out of every four visitors feel that the website is typically designed and made for people like themselves. One quarter does not feel that way, especially in the selected countries.
- > Suggestions for improvement with regards to the WI webcampaign itself:
 - > Relatively short(er) articles and more juicy for the target group.
 - *“Make it short & sweet!”*
 - > Higher visibility of the women’s section by presenting it in the same style as the main menu.

Perceived user friendliness

- > Overall, the website is perceived as user friendly:
 - > Easily navigable because of the clear menu buttons and automatic dropdown menus.
 - > Clear categorization.
 - > Not having to click often when one wants to read an article.
 - > Search possibility.
- > There are also some aspects that are perceived as negative:
 - > The complete website and its tools are **perceived** as not (really) easily accessible via cell phone. This is perceived as relevant, because it will be beneficial in being able to reach out to a bigger part of the target group.
 - > It's the only / the cheapest access to internet and enables people to look things up in a quick manner (exception is NIS region).
 - > The Salary Survey is perceived as too long by many: it forms a barrier.
 - > In the selected countries, one out of every five visitors (that participated in the online survey) have some problems with regards to user friendliness. Visitors in the reference countries have no problems regarding user friendliness.

Perceived user friendliness (2)

- > Suggestions for improvement:
 - > Raising awareness with regards to the accessibility of the website via cell phone, including the Salary Survey and Salary check.
 - > A shorter / (even) more user friendly Salary Survey, if possible.

Valuation of marketing efforts

- > Different elements play a role with regards to marketing:
 - > Focus of the webteam on SEO: most teams analyze the traffic, conversion and what key words work well within their country.
 - > Status and collaboration with the TU-partner:
 - > For both parties, setting up their own part of the DfL campaign took time (for most TUs, also awareness of TUs amongst the target group was relatively low), before collaboration between the two parties could be started.
 - > In general, there's a good collaboration between web- and TU-coordinator: the two parties communicate to a more or lesser extent on both parts of the DfL campaign and try to support each other as much as possible. Most web coordinators attend regularly a TU event.
 - > In general, there's a positive attitude towards website: perceived as in accordance with DfL goals and complementary with TU campaign.
 - > Presence on Facebook and Twitter and having that embedded on the website as well, is explicitly mentioned by stakeholders in each single country. Providing people a platform to express themselves with regards to the topics of DfL.
 - *"The women should feel that they can't live without when entering/being on the labour market. It has much needed information, but needs to become as popular as Facebook."*

Valuation of marketing efforts (2)

- > From the Trendbox online survey, it appears that internet (job vacancy sites, other sites, internet mailings, social networks) is leading for the awareness of the WI websites; but other more traditional media are valuable additions. Respondents from the selected countries mention more sources of information than those of the reference group.

- > Suggestions for improvement:
 - > Although most web teams have a Facebook account for their WI website, Facebook should be integrated more within the website itself and should be used more for stimulating people to join: it can lower the barrier for visiting the website for the first time even further.
 - ☛ *“All these young women are on Facebook all the time, so it is good for stimulating word of mouth and trying to get loyal visitors when you are there as well as a web coordinator.”*

Valuation of marketing efforts (3)

- > Raising awareness with regards to the fact that the website **is** accessible via cell phone. It is perceived as beneficial in really promoting the website within TU activities.
 - *“A lot of these young women in the urban areas have a cell phone. So at a meeting, I can ask them to get out their cell phone so that we can look up some information and fill in the survey on the spot. So after a meeting, it will be more likely that they will visit the website, because they’re already more familiar with it.”*
- > More links and banners on relevant related sites (like job sites).
- > Most TU coordinators would like the web coordinators to put (more) information about a TU, upcoming TU events on the WI website.

Efficiency: traffic & conversion in relation to costs of the website and internet penetration

- > The countries have been compared to each other based on the following aspects (see next slides):
 - > Traffic to the website during this project, as percentage of the internet penetration within that country.
 - > Conversion (completed Salary Surveys), as percentage of traffic to the website.
 - > Costs per visit.
 - > Costs per conversion.
- > It must be taken into account that the level of efficiency can't be determined by these figures on its own: external, country specific factors like the relative price level (see also slide 53 and 54) have a significant influence on received budgets and level of efficiency.
- > Therefore, with regards to the scope of this research, it can't be determined whether a web campaign within a specific country has been efficient or not.
- > However, it is believed that these figures will provide added value when the countries are being compared and combined with the knowledge the several DfL partners have themselves.

Efficiency: traffic & conversion in relation to costs of the website and internet penetration (2)

- > Countries were compared both to the average of all 9 countries, and to the average of the NIS countries (as being the reference for the other 6 selected countries).
- > On the next slides, the results per country will be discussed.

- > Overall, there aren't any similarities between either all countries or selected countries versus the average of the NIS countries.

Efficiency website India: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% below / above average of all countries	% below / above average of reference countries
Traffic as percentage of the internet penetration	80% below	87% below
Conversion as percentage of traffic to the website	6% below	Equal (0% difference)
Costs per visit	80% below	61% below
Costs per conversion	89% below	62% below

- > Conversion as percentage of traffic is quite average.
- > Costs per visit and per conversion are relatively low.
- > There seems to be a lot of potential for increasing traffic, since the traffic as percentage of the internet penetration is very low, compared to the percentages within the other countries.

Efficiency website Indonesia: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% below / above average of all countries	% below / above average of reference countries
Traffic as percentage of the internet penetration	86% below	91% below
Conversion as percentage of traffic to the website	90% above	104% above
Costs per visit	33% below	29% above
Costs per conversion	89% below	38% below

- > Conversion as percentage of traffic is relatively very high, especially when compared to the average of the reference countries.
- > Costs per visit are low on overall average. However, they are high when compared to the average of the reference countries.
- > Costs per conversion are below average.
- > There seems to be a lot of potential for increasing traffic.

Efficiency website South Africa: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% below / above average of all countries	% below / above average of reference countries
Traffic as percentage of the internet penetration	5% above	34% below
Conversion as percentage of traffic to the website	71% above	83% above
Costs per visit	77% below	56% below
Costs per conversion	93% below	76% below

- > Conversion as percentage of traffic is relatively very high, especially when compared to the average of the reference countries.
- > Costs per visit & costs per conversion are relatively low.
- > Traffic is below the average of the reference countries: maybe this can be improved.

Efficiency website Mozambique: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% below / above average of all countries	% below / above average of reference countries
Traffic as percentage of the internet penetration	45% above	9% below
Conversion as percentage of traffic to the website	1% below	6% above
Costs per visit	86% above	256% above
Costs per conversion	7% below	230% above

- > Costs per conversion and especially costs per visit are relatively very high, compared to the reference countries.
- > Conversion as percentage of traffic just above average.
- > Traffic is significantly above the overall average. However, it is just below average of the reference countries

Efficiency website Zimbabwe: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% below / above average of all countries	% below / above average of reference countries
Traffic as percentage of the internet penetration	40% below	62% below
Conversion as percentage of traffic to the website	73% below	71% above
Costs per visit	95% above	273% above
Costs per conversion	260% above	1176% above

- > Costs per conversion are relatively extremely high, especially compared to the reference countries.
- > Costs per visit are also relatively very high.
- > Traffic is relatively very low, especially compared to the reference countries.
- > Conversion as percentage of traffic is low, compared to the overall average. However, it is significantly above average of the reference countries.

Efficiency website Zambia: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% below / above average of all countries	% below / above average of reference countries
Traffic as percentage of the internet penetration	20% below	50% below
Conversion as percentage of traffic to the website	62% below	59% below
Costs per visit	153% above	385% above
Costs per conversion	227% above	1060% above

- > Traffic is relatively very low, especially compared to the reference countries.
- > Conversion as percentage of traffic is low.
- > Costs per conversion are relatively extremely high, especially compared to the reference countries.
- > Costs per visit are also relatively very high.

Efficiency average of websites NIS countries: traffic & conversion in relation to costs of the website and internet penetration

Aspect	% average of NIS countries below / above average of all countries
Traffic as percentage of the internet penetration	50% above
Conversion as percentage of traffic to the website	6,5% below
Costs per visit	48% below
Costs per conversion	78% below

- > Traffic is relatively high, especially in Belarus (112% higher than the average of the NIS countries and 237% higher than overall average).
- > Conversion as percentage of traffic is relatively slightly lower: this is due to the figures within Ukraine. The figures in Belarus and Kazakhstan are higher than average.
- > Costs per conversion are relatively very low, this is due to the relatively very low costs within Belarus (58% lower than the average of the NIS countries).
- > Costs per visit are also relatively low. However, in Kazakhstan, costs per visit are relatively much higher than the average of the NIS countries (64% higher).
- > Additional comment: Ukraine is bilingual, so it takes more time and costs to develop and maintain the website. This has a negative impact on the average costs per country within the NIS region.



Extent of visibility: key words

- > WageIndicator has indicated to evaluate the extent of visibility, the extent to which the WI websites can be found easily, based on the following key words: salary, wage, labour law, maternity, minimum wage.
- > Overall, it turns out that these key words don't seem to lead to a (very) high ranking in a search engine (Google or country / language specific search engines). It seems to be that these key words are too general and therefore have to compete with a relatively large amount of other websites.
- > Also, these general keywords don't seem to be the (only) way to go:
 - > Essential is knowing what *specific* key words people exactly *do* use often in search engines.
 - > And then use these popular, specific key words in the content and Meta Tags of that WI website.
 - > Result is that the website will have a high ranking on relevant keywords due to:
 - > The fact that it uses these specific keywords that are very popular and relevant for the target group.
 - > For example, top rating words in Belarus are: 'minimum wage in Belarus in 2011', 'benefits for children', 'average salary in Belarus'.
 - > The fact that it will have less competition of other websites, by being more specific with regards to key words.

Extent of visibility: key words (2)

- > We recommend to optimize further (if possible) the match between:
 - > Popular key words amongst the target group that fit with the goals of DfL and the website.
 - > The content on the website.
 - > The Meta Tags.

- > We recommend to try to get more links on popular relevant websites.

Extent of visibility: links amongst all selected WI-websites

- > The selected WI-websites are linked well amongst each other: a reference structure that seems to be working.
 - > From Google analytics, it shows that from each national website, it is easy to enter another national website (by analyzing per national website via which websites visitors entered the specific national WI website).
- > Possibly, further optimization is possible by analyzing each landing page: to find out what exact subjects / articles / web pages make people decide to visit one of the other national WI websites.

Extent of visibility: additional information from the survey

- > Next to the information based on Google analytics and the Google docs of WageIndicator International, the online survey provided with some remarkable results as well:
 - > A large majority of over 80% of the participants of the Trendbox online survey state it was easy to find the WI website. Respondents from the selected countries seem to have had little more problems than those from the reference countries.
 - > Around half of the visitors entered certain keywords in search of WI sites; around one quarter used a link found on another website. In the selected countries, keywords seem to be used less often than in the reference countries. *Maternity leave*, *minimum wage* and *salary* are the most often selected response categories with regards to what keywords are being used while searching for a WI site.
 - > A large majority of the visitors did not know (exactly) of the existence of the WI site on forehand, but found it more or less by accident. This especially applies to the respondents from the reference countries.
 - > Almost half of the visitors came to the website with a specific purpose, the other half consider their visit more of general interest.

Perceived organizational structure and skills of staff

- > The organizational structure of the web campaign and WI International within, is perceived as good:
 - > Quick communication, short lines (both within WI as with the national TU partners).
 - > Having a layer with regional managers is perceived to be handy.

- > The organization of the web campaign can be optimized slightly further:
 - > Some TU campaign coordinators would like to have an internal log in, for all participating countries and partners (both webteams and TU campaign members) to talk more easily amongst themselves and learn from each other.

Perceived organizational structure and skills of staff (2)

- > Skills of a web coordinator, that are **perceived** as most relevant:
 - > Write top content, with also a focus on SEO:
 - > Have knowledge on internet and Google analytics.
 - *“So before writing an article, I analyze what keyword(s) is/are working, and then I’ll make sure I’ll include that in my article.”*
 - > Be able to write about subjects that are perceived as relevant by target group.
 - > Write in a style that is perceived as attractive by the target group.
 - > (Strive to) be an expert on the area’s of focus of DfL and WI International.
 - > Get the target group involved in an interactive way: use social media (twitter and Facebook) and respond to e-mails.
 - > Promote and attend TU meetings.
 - > Make it as easy as possible for the TU campaign team to promote the website by making flyers, booklets, brochures and downloadable information.
 - > Be a networker and try to collaborate with strong media partners.
 - > Be up to date, use the national news & hypes in your content whenever possible.
 - > Most stakeholders are (quite) pleased with the skills of the web coordinator within their country. Exceptions will be mentioned in the country specific sections.

External and internal factors that influence traffic and intake across the national websites and the variations in appreciation of content by the target group visitors

- > Several external and internal factors that have an influence on the impact of the web campaign can be indicated:
 - > The level of access to the internet amongst the target group: internet penetration, costs of internet, and for example accessibility only at work or also at home.
 - > The focus on SEO & skills of the web coordinator: organization, content, focus on target group, marketing.
 - > The level of cooperation between the web team and the TU campaign team.
 - > The status of the TU partner:
 - > The level of organization within the TU partner / TUs within a country: this has an impact on the effectiveness of the TU campaign and therefore indirectly on the impact of the web campaign.
 - > The level of resources (financial, computers) and knowledge of the internet, ICT and how to navigate on the website and download material from it is (relatively) low with regards to a few TU partners. That makes it more difficult to create an impact with the website offline (at the TU events etc).

External and internal factors that influence traffic and intake across the national websites and the variations in appreciation of content by the target group visitors (2)

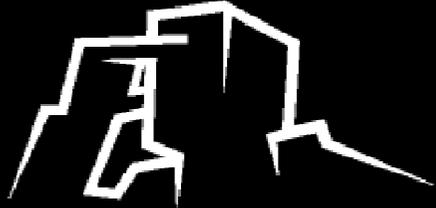
- > Other country specific issues, like:
 - > Literacy.
 - > Political situation. To what extent:
 - > The need for information and improvement of one's situation is manifest.
 - > There are perceived (safe) alternatives for gathering information and for expressing one's needs and opinion.
- > Culture: the relative importance of and average time spent on the computer.

Perceived added value of the web initiatives

- > The several web initiatives undertaken under the DfL project (so with a focus on young women who work within the selected service sectors), are perceived as innovative and of added value in their contribution to existing work to promote formal employment and equal opportunities in the labour market.
 - > Almost all tools and sections of the WI websites are by all stakeholders perceived as innovative and of added value, because this information isn't provided by other organizations. Especially not this detailed and extensive.
 - > Information on minimum wages, Salary Check, the labour section and the Decent Work Check are mentioned explicitly by most.
 - > Most consider the information on VIP salaries to be a nice to have or neutral. However, it doesn't form a dissatisfier to anyone.

Perceived added value of the web initiatives (2)

- > Amongst the target group visitors of the survey, around 70% evaluate the web initiatives as innovative and new compared to other sites. Some 20% lack the knowledge to make this comparison. This applies especially to respondents from the selected countries.
 - > Information on the Salary Survey, the Salary Check and the Minimum Wage Check are mentioned as valuable by 80% (around 15% has some doubts).
 - > The Decent Work Check is perceived as relatively less valuable. Respondents in the reference countries seem to be a bit more positive about this content than those in the selected countries.
- > Each country seems to have its own preferences in web initiatives that are most relevant and provide the most added value, depending on the situation and the issues within the country and amongst the target group.



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