

WHITE PAPER · OCTOBER 2026

How to measure the **ROI** of your internal communication?

From ROI to ROO: a method to set your objectives, track the right indicators and prove the impact of internal communication on engagement and performance.

+23%

profitability for the most engaged teams

1.8 h

a day spent searching for information

5 steps

to manage your communication by objectives

"What is internal communication actually for?" It's time to answer with numbers.

Finance teams know how to measure the return on a marketing campaign or new equipment. Internal communication, meanwhile, is too often judged on a feeling: "people seem to like the newsletter."

This difficulty in proving value has a cost: tight budgets, postponed projects, and communication teams spending more time justifying their work than doing it. Yet effective internal communication directly affects metrics every leadership team watches closely: absenteeism, turnover, safety, project adoption.

The problem is not a lack of impact, but how it is measured. Classic financial ROI is a poor fit for internal communication. **ROO, return on objectives, is a great fit:** it starts from what the company wants to achieve and checks, step by step, that communication contributes to it.

This white paper gives you the method, the indicators and the survey templates to do it from your very next campaign.

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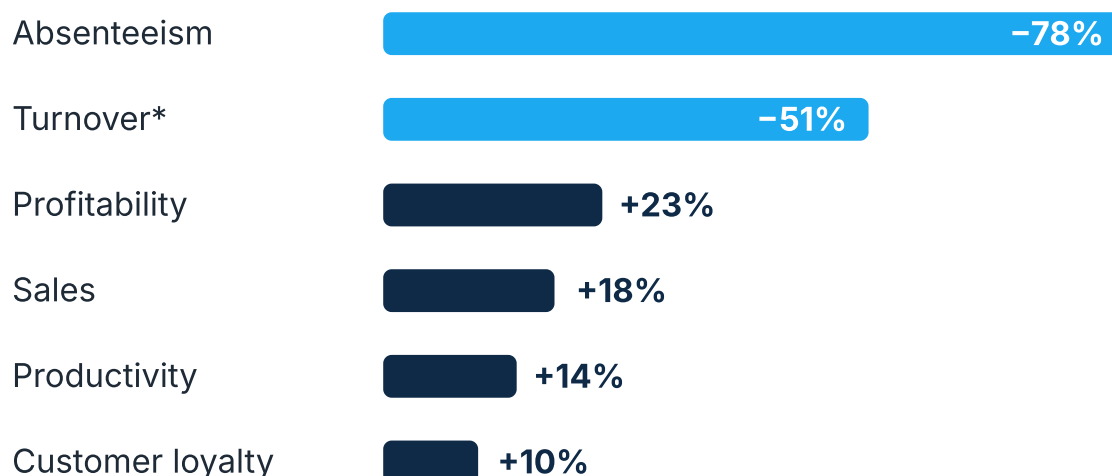
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Why prove the value of internal communication

Internal communication is not a nice-to-have expense. It drives engagement, which in turn drives performance. The link has been documented for years; what remains is to demonstrate it in your own organization.

What engagement changes, according to Gallup

Differences between teams in the top and bottom engagement quartiles (Gallup meta-analysis).



Source: Gallup, *Employee Engagement Meta-Analysis*. Blue: decreases; dark blue: increases. *In low-turnover industries (-21% in high-turnover industries).

The cost of poorly flowing information

McKinsey estimated that office workers spend **1.8 hours a day**, nearly a fifth of their time, searching for and gathering information. Better organized, better targeted and easier-to-find internal communication frees up part of that time.

Rising expectations from leadership

With tight budgets, every support function must show its contribution. Internal communication that can report on its results gains credibility, resources and a seat at the decision-making table.

The right reasoning: internal communication does not generate revenue directly. It creates the conditions for performance: informed, aligned and engaged teams. That value chain is what you need to make visible.

The limits of ROI, the strengths of ROO

Return on investment compares a financial gain to a cost. Applied as-is to internal communication, it runs into three obstacles.

$$\text{ROI} = (\text{financial gain} - \text{cost of action}) \div \text{cost of action}$$

OBSTACLE 1

Attribution

When absenteeism drops, the share due to communication, management or the economy cannot be isolated with certainty.

OBSTACLE 2

Time lag

Effects on engagement or retention show up over months, long after a campaign ends.

OBSTACLE 3

Intangibles

Trust, sense of belonging, understanding of the strategy: real benefits, but hard to convert into euros.

ROO: measuring whether pre-set objectives are met

Return on Objectives does not try to turn everything into euros. It sets precise, measurable objectives before the action, then checks whether they were met. The question is no longer “how much did it bring in?” but “did we achieve what we aimed for?”

	ROI	ROO
Question asked	How much did the action bring in?	Did the action meet its objectives?
Unit	Euros only	Indicators suited to each objective
Timing	Calculated after the fact	Defined before, tracked during, analyzed after
Intangible benefits	Ignored or approximated	Measured by dedicated indicators
Use	Justify a budget	Steer, adjust and justify

ROI and ROO are not opposites. ROO structures the measurement; when some results can be quantified (hours saved, departures avoided), you can add an ROI calculation for those. We come back to this in chapter 7.

The ROO method in five steps

A simple approach to apply to every major campaign.

- 1 **Start from a business objective.** Reduce accidents, succeed with a rollout, retain new hires: communication serves a business goal.
- 2 **Turn it into a SMART communication objective.** Specific, measurable, achievable, realistic, time-bound. Example: "By the end of March, 90% of operators at all three sites know the new lockout rules."
- 3 **Choose indicators at each level** of the value chain: reach, understanding, behavior, impact (see below).
- 4 **Measure the baseline.** Without a starting point, you cannot prove progress. A survey or quiz before the campaign is often enough.
- 5 **Track, analyze, adjust** during the campaign, then report.

The four levels of measurement



The lower the level, the more the indicator speaks to leadership, but the more it depends on other factors. Hence the value of tracking all four: the first levels prove communication did its part, the last ones show the objective is progressing.

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Levels 1 and 2 are measured natively in the platform: **reads, clicks and responses** by channel, site and job, and **quiz and survey results** question by question. The baseline takes just minutes with a targeted survey or quiz.

The indicators to track

Five indicators tracked over time beat thirty dashboards checked once. Here is a selection to adapt to your objectives.

LEVEL	INDICATOR	WHAT IT MEASURES, HOW TO CALCULATE IT
Reach	Coverage rate	Share of employees actually reached on at least one channel. The first indicator to track, especially with frontline teams.
Reach	Read rate by channel	Reads ÷ recipients, by channel, site and job. Reveals the groups you are not reaching.
Reach	Click rate	Clicks ÷ reads. Shows whether the content makes people want to learn more.
Understanding	Average quiz score	Share of correct answers. Measures real understanding, not just reading.
Understanding	Participation rate	Responses ÷ survey and quiz recipients. A good indicator of engagement with communication.
Understanding	Satisfaction index	Average score on the internal communication survey (see template, chapter 6).
Behavior	Adoption rate	Share of employees using a new tool or applying a new procedure.
Behavior	Actions triggered	Sign-ups, internal applications, incident reports, ideas submitted after a communication.
Impact	HR and business metrics	Absenteeism, 6- and 12-month turnover, accidents, eNPS. To be compared with the campaigns run.

Compare groups, not averages. An overall read rate of 60% can hide one site at 85% and another at 20%. The gap is what calls for action.

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Statistics and AI reports: all reach and understanding indicators by site, job and channel. AI reports show what worked, who you are not reaching and what to do next.

Three practical examples

Three common situations, broken down using the ROO method. Targets are indicative: set your own based on your baseline.

EXAMPLE 1 · MANUFACTURING

Safety: a new lockout rule across three sites

Business objective	Reduce maintenance-related incidents
Comms objective	90% of operators know the rule within three months
Indicators	Coverage via mobile app and SMS (text message) · quiz score before / after · number of near-miss reports · maintenance-related incidents

EXAMPLE 2 · HUMAN RESOURCES

Onboarding: retaining new hires

Business objective	Reduce departures in the first year
Comms objective	100% of new hires complete a full onboarding journey
Indicators	Journey completion rate · discovery quiz score · day-30 onboarding survey score · 6- and 12-month attrition, compared with the previous year

EXAMPLE 3 · TRANSFORMATION

Rolling out a new business tool

Business objective	Achieve tool adoption on schedule
Comms objective	80% of target users log in at least once within six weeks
Indicators	Campaign reads by group · training sign-ups · tool login rate · support ticket volume

WITH WE ADVOCACY Onboarding and campaigns with journeys to schedule messages, newsletters and quizzes and track each step; **multichannel reminders** (mobile, Windows pop-up, SMS) for those who have not read or responded, to hit your coverage target.

Ready-to-use survey templates

Three templates to use as-is or adapt. Keep the same questions from one edition to the next: comparison over time is what gives the answers their value.

TEMPLATE 1 · ANNUAL OR SEMI-ANNUAL

Internal communication survey

Scale from 1 (strongly disagree) to 5 (strongly agree)

I receive the information I need to do my job. 1 → 5

I understand the company's strategy and priorities. 1 → 5

I am informed of changes that affect me before they happen. 1 → 5

I know where to find information when I need it. 1 → 5

My manager passes on important information to me. 1 → 5

I can give my opinion and be heard. 1 → 5

My team's successes are recognized. 1 → 5

I would recommend my company as an employer. 0 → 10

Which channel do you prefer for receiving information? choice

TEMPLATE 2 · MONTHLY

Three-question pulse survey

This month, did you receive the information you needed for your work? 1 → 5

What topic would you like covered next? choice

Any comments or ideas? open

TEMPLATE 3 · AFTER A CAMPAIGN

Comprehension quiz

3 to 5 questions tied directly to the communication objective, sent before the campaign (baseline) and after.

Example: "Before any maintenance work, what must you do first?" MCQ

Indicator: change in average score between the two sends.

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These templates take minutes to create in the **Surveys, quizzes and forms** module, with the option to **generate a quiz with AI** from your content. They are sent on all channels, including mobile for employees without a work email, and results can be viewed as a summary, by question and by respondent.

Quantifying gains and reporting to leadership

Some results translate into euros. Calculating them, even conservatively, adds considerable weight to your report.

Example: time saved finding information

Office employees concerned	300
Time saved per day thanks to better centralized, targeted information (conservative assumption)	10 min
Working days per year	210
Hours saved per year	10,500 h
Average fully loaded hourly cost (assumption)	€35

Value of time freed up

€367,500 / year

Other gains you can quantify the same way: departures avoided (replacement cost of 50 to 200% of annual salary, according to Gallup), absence days avoided, redundant tools eliminated. Always state your assumptions: a conservative, transparent estimate is more credible than a spectacular figure.

The one-page report

- **The objectives** set at the start of the period and how far they were met
- **Three to five key indicators**, with their change since the baseline
- **The gaps** between sites or groups, and why
- **One or two quotes** from surveys
- **Quantified gains**, with their assumptions
- **Planned actions** for the next period

WITH WE ADVOCACY

Ready-to-share reports, generated by AI.

The platform brings statistics from all your channels into one place and produces reports summarizing what worked, the audiences you are not reaching and the next actions to take. Everything you need for your reporting, without spending hours compiling exports.

To get started: pick one upcoming campaign, apply the five-step method to it, and present the results. One successful first demonstration beats an exhaustive dashboard that never gets finished.

The multichannel internal communication platform. Designed in France, hosted in Europe.

200+

client companies since 2018

100,000

users every day

5 channels

from a single send

- **Integrated with your environment:** Google Workspace, Microsoft 365, SSO, directory sync from Entra ID, Okta, Google Workspace or SAP SuccessFactors.
- **Modular:** start with the modules you need today, add others with no migration.
- **Secure and GDPR-compliant:** Hosted in Europe on Google Cloud, data encrypted in transit and at rest.
- **Supported:** guided rollout, France-based support, unlimited number of communicators.

"We Advocacy has helped us unify our communications for several years. We particularly appreciate their responsiveness and efficiency."

Mary Pifer, VP Marketing, 3SI

See what the platform can do for you.

In 30 minutes, we start from your audiences and tools to show you the modules that matter, and only those.

Book a demo →

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Sources

Gallup, *Employee Engagement Meta-Analysis* (gaps between engagement quartiles) · Gallup, cost of replacing an employee · McKinsey Global Institute, *The social economy* (2012), time spent searching for information. The examples, targets and calculations are based on explicit assumptions and are indicative.