From Zero to Community: Practical Advice for Growing and Nurturing an Online Community

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Community Maturity Model ™

	Strong Hierarchy	Emergent Community	Community	Networked
Strategy	Familiarize & Listen	Participate	Build	Networked
Leadership	Command & Control	Consensus	Collaborative	Distributed
Culture	Reactive	Contributive	Emergent	Activist
Community Management	None	Informal	Explicit Roles & Processes	Integrated Roles & Processes
Content & Programming	Formal & Structured	Some user generated	Community created content & events	Integration of formal & UGC Content
Policies & Governance	No Guidelines for UGC	Restrictive guidelines for UGC	Discrete guidelines for UGC	Comprehensive guidelines for UGC
Tools	Consumer tools used by individuals	Mostly consumer & self-service tools	Mix of consumer & enterprise tools	'Social' functionality is integrated
Metrics & Measurement	Anecdotal	Basic Activities	Activities & Content	Integrated with core business metrics

Each Community's Growth Is Unique…

Return

Investment
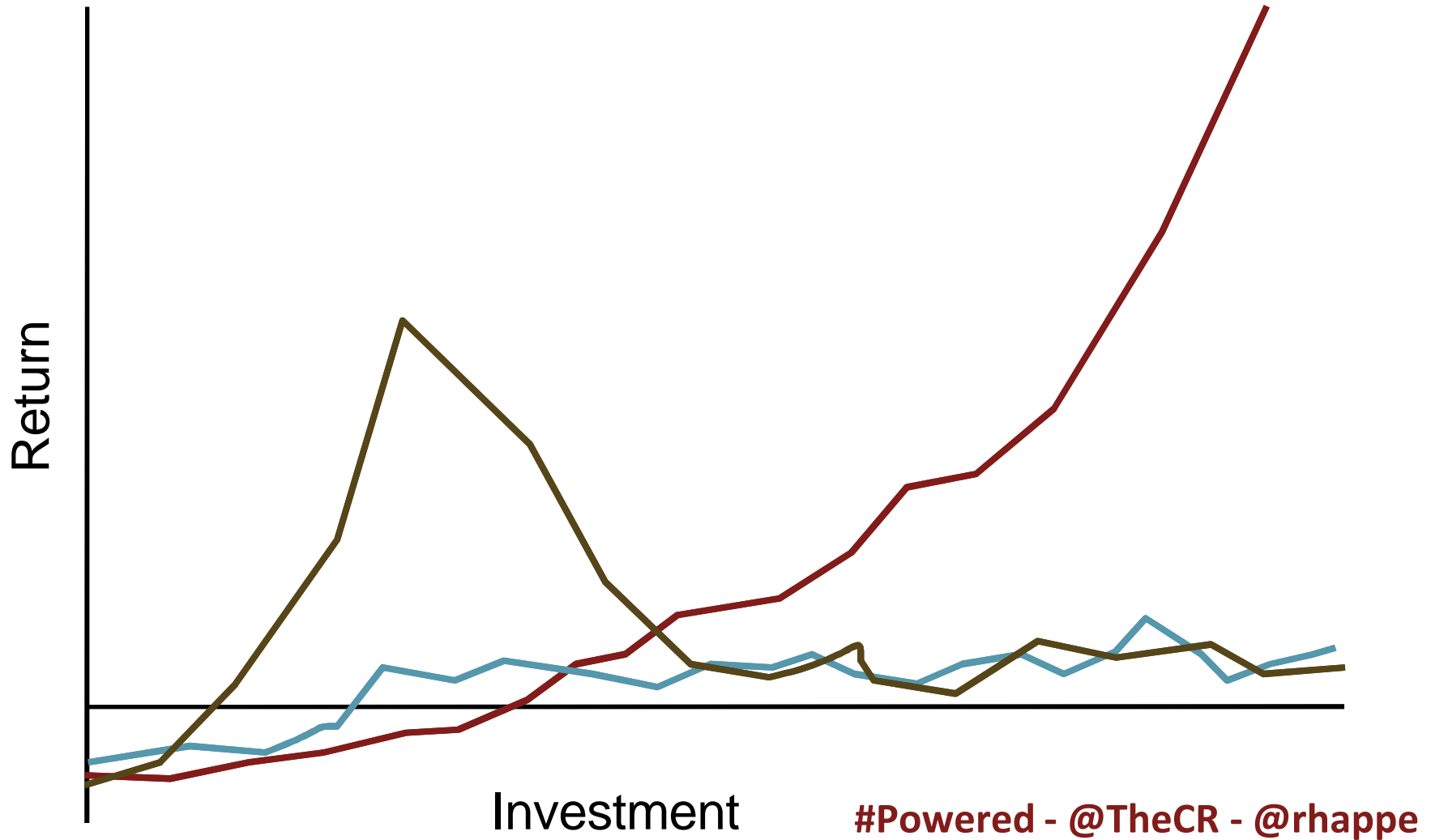
...But Community Management Changes As The Community Matures

Phase 1 . Strong Hierarchy

Phase 2 . Emergent Community

Phase 3 . Community

Phase 2 . Networked

Impact

Time

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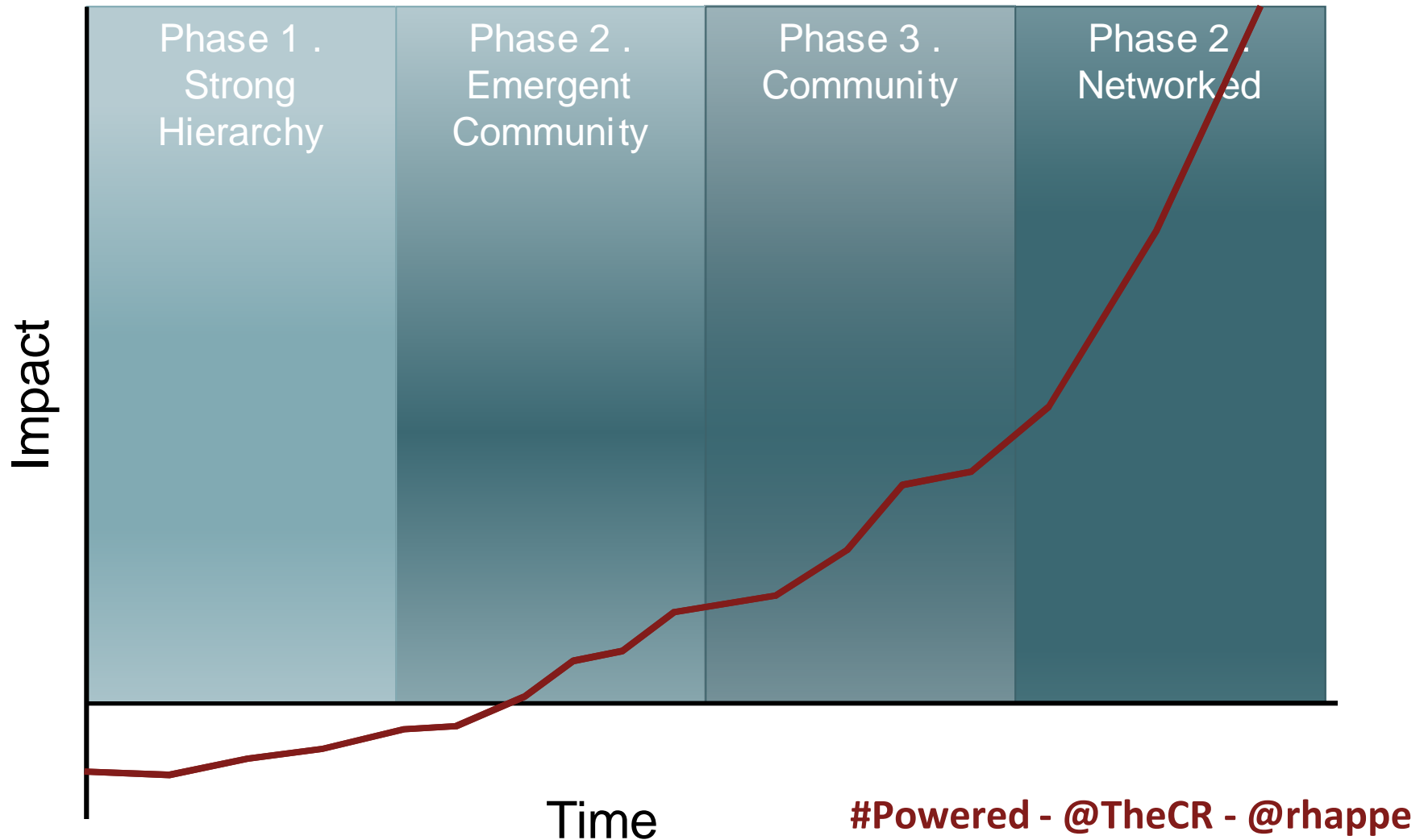
Phase 1 – Strong Hierarchy

Power

" Frustration with siloed information & decision making bottlenecks

" Focus on streamlining customer experience

" Motivation to change, both by individuals and management

Peril

" Cultural issues that inhibit change or experimentation

" Lack of understanding of what is realistic

" Likelihood that some experimentation will falter or fail

FOCUS: Strategy & Culture

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Phase 2 – Emergent Community

Power

" Early participants are excited by initial successes

" Some individuals can see the future state and become evangelists

" More people are aware of the new model and tools

Peril

" Impatience to see hard evidence and ROI at scale

" Inconsistent or unarticulated expectations of initiatives and resources assigned to them

" Policies are not clear, participants are confused

FOCUS: Policies, Tools & Content

Phase 3 – Community

Power

" Pay offs realized for the business process the community supports

" Company has a network of advocates that help with marketing, support, and communications

" Employees, functional leaders, & customer understand the role of the community

Peril

" Community management de-prioritized because community is =successfulq

" Community is still separate from core operations & measurement

" Management understanding concentrated with too few individuals

FOCUS: Community Management & Measurement

Phase 4 – Networked

Power

″ Networked business structure enables organization to be the market maker for their industry

″ Partners get a high percentage of their revenue through community activities

″ Company has early warning indicators for all market activity

Peril

″ Requires strategic, long - range vision of top executives

″ Organization can be controlled by its community without strong community management

″ Tone of engagement becomes critical as it has more perceived power

FOCUS: Leadership

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www.community-roundtable.com

Thank You!