

# The Benefits of Community Benchmarking





**Rachel Happe**  
Principal & Co-Founder  
The Community Roundtable  
**@rhappe**

**Courtney Zentz**  
Social Collaboration Manager  
Ricoh  
**@courtneyrzentz**





# What is Benchmarking?

# Why Benchmark?

## 1. Strategic planning input

Having a clear understanding of where you are helps you understand how you can get to where you want to go.

## 2. Need to educate stakeholders

Stakeholders are likely unfamiliar with the dynamics of communities and what communities need to thrive.

## 3. You've hit a plateau

Better understand how you are doing and if there are gaps – and other opportunities you can address.



# The value of benchmarking

## 1. Focuses the conversation

Benchmarking provides concrete and actionable guidance that helps translate strategic ambition into reality.

## 2. Injects unbiased perspective

Data-driven analysis removes personal or political bias, providing an objective look at performance.

## 3. Enables confident community decision-making

Benchmarking tells you where you are and provides the data to make confident decisions about the future.

# What do you benchmark?

## Input: Management

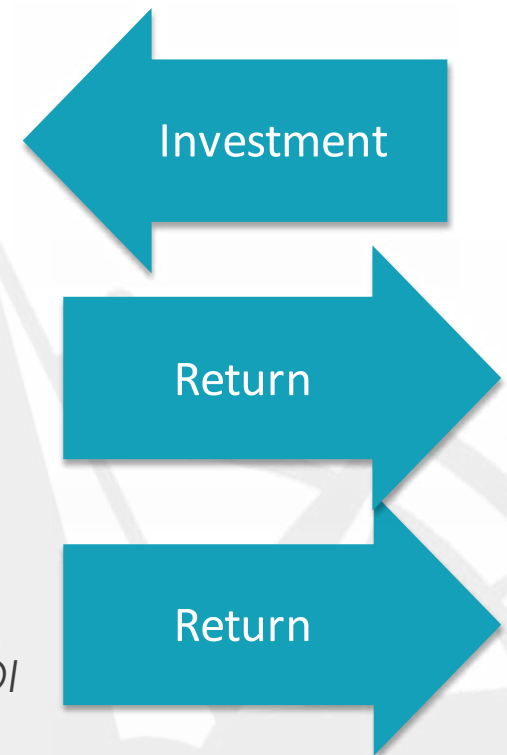
*The approach to building successful communities*

## Output: Behavior

*How individual communication behavior is changing*

## Output: Results

*The value produced by the community; benefits including ROI*



# Limits of benchmarking

## 1. Benchmarking is 'dumb' to your strategy

Benchmarking provides a objective and valuable comparison but it cannot indicate/evaluate where performance differences are intentional based on your unique context and strategy

## 2. Trends, not specifics

The best use of benchmarking is to see trends and use those to trigger deeper discussions about your approach – but it cannot define priorities unique to your organization. It is one of many great inputs to a strategic conversation.





# Benchmarking Community Management



# The Value of Community Management – A Process for Repeatable Results

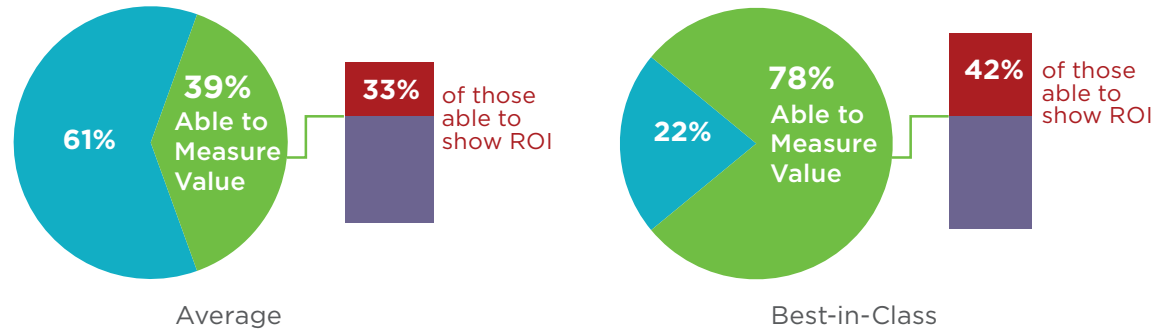
*“Goals are for Losers”*

*– Scott Adams*



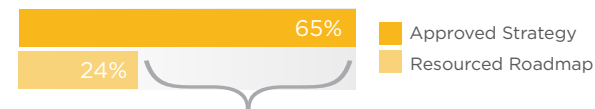
# The Value of Community Management

78% of best-in-class communities can measure their value...



... likely because they have defined success and the gap between vision and ability to execute is smaller

## Average



63% of communities with approved strategies lack a resourced roadmap

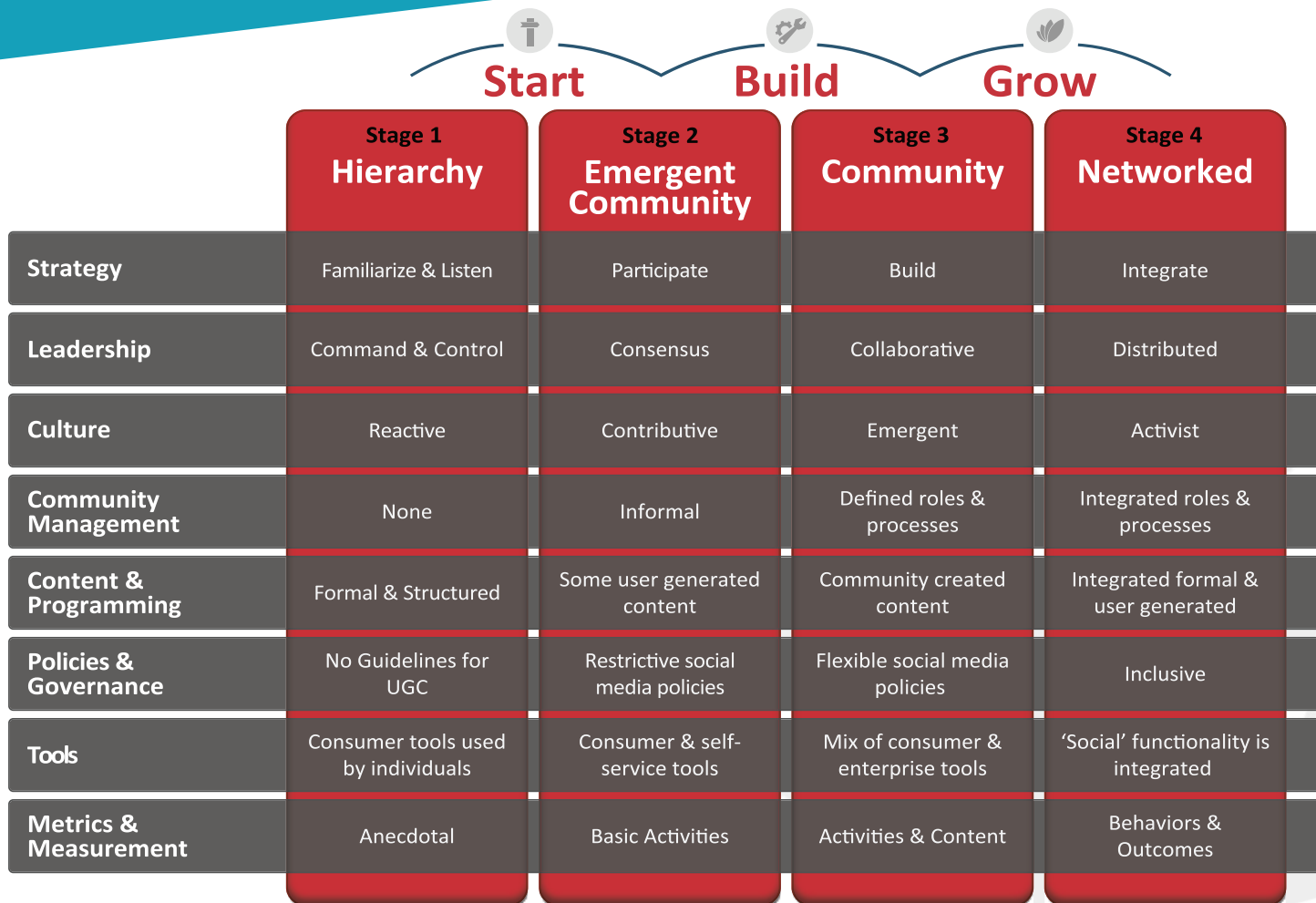
## Best-in-Class



42% of BIC communities with approved strategies lack a resourced roadmap

**BIC communities are more likely to have an approved strategy - and resources to execute on it.**

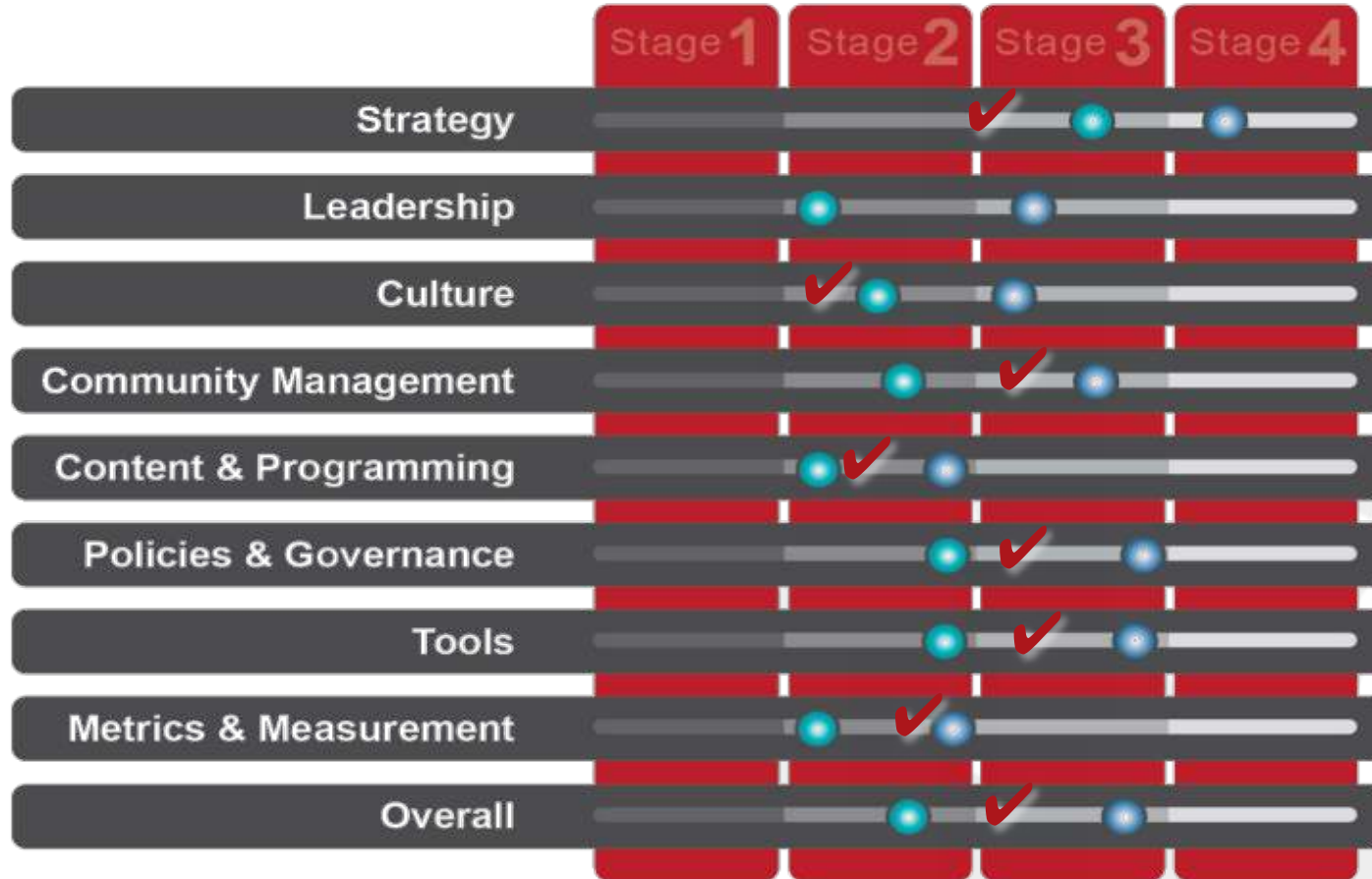
# Define: The Community Maturity Model



# Baseline: Document the current state



# Compare: Benchmark



● Average ● Best-in-class

# Use: Define Success

## Gaps / Opportunities that must be addressed

Operational Dimensions	No Capabilities	Hierarchy	Emergent Community	Community	Network
Strategy	●	●		●	
Leadership		● ●	● ●		
Culture		●	●	●	
Community Management	●		●	●	
Content and Programming		●	●	●	
Policies and Governance		●	●	●	
Tools	●	●		●	
Metrics and Measurement	●		●	●	

**Legend** ● Current State ● 1 Year Target State ● 3 Year Target State  
 Highlight Represents Areas of Focus for One Year Action Plan

# Use: Build a roadmap

	Timeline				Resources				
	2014	2015	2016	2017	Project Owner	Stakeholders	Budget and/or Time	Staff	External consultants
<b>Strategy</b>									
1. Example: Building a community roadmap	X				Head of Community	Director of Marketing, Community Manager	4 weeks	X	NA
2. Activity/Initiative									
3. Activity/Initiative									
<b>Leadership</b>									
1. Example: Reverse mentoring program		x	x		Training Manager	VP of Marketing, Community Manager	\$15K - coaching resources and templates	.5 FTE	NA
2. Activity/Initiative									
3. Activity/Initiative									
<b>Culture</b>									
1. Example: Community Management Training		x	x		Training Manager	Community Manager, Communications Director	\$25K - training materials, 8 weeks rollout plan	X	NA
2. Activity/Initiative									
3. Activity/Initiative									



# Case Study: Ricoh





# Ricoh Overview



- Global and US presence
- Global technology company
- Global MFP market share leader
- Leader in document management
- Commitment to ethical and sustainable behavior

Digital Cameras



Production Printers



MFPs



Unified Communication System



Awards



THE COMMUNITY  
**ROUNDTABLE**

[www.communityroundtable.com](http://www.communityroundtable.com)

# Why We Wanted to Benchmark

## Strategy



With the rapid change in workplace technology and tools, Ricoh wanted to ensure a strategic plan that allowed for continued growth & success of this powerful social platform within the organization.

## Leadership



The leadership team was leveraging traditional tools like blogging to speak to employees, but we wanted to move to the next level, allowing for bi-directional feedback from employees and additional daily engagement.

## Metrics



The leadership team was leveraging traditional tools like blogging to speak to employees, but we wanted to move to the next level, allowing for bi-directional feedback from employees and additional daily engagement.



# The Results of the Benchmark

## Strategy



Acknowledge and celebrate success!

Define key behavior change and shared value of the system

Finalize and fund the Roadmap

## Leadership



Offer executive coaching

Train all middle-management how to evolve.

Give advocates more responsibility

## Metrics



Build on current metrics offered by Jive.

Track behavior patterns

Create a narrative or data and behavior changes for reporting out business success

# Stakeholder and Organizational Impact

- You are sometimes your harshest critic!
- Ask employees – if they find it's valuable, they will use it.
- Adoption increasing as new value is shared and shown to employees
- Aiding in the change of corporate culture, information sharing and resource navigation

Customer	# of Register Users	% Active	% Participating	% Contributing
<b>RWorld</b>	<b>26,712</b>	<b>94%</b>	<b>27% (7,103)</b>	<b>11% (2,963)</b>
<b>Ricoh Sales</b>	<b>4,906</b>	<b>100%</b>	<b>34% (1,672)</b>	<b>17% (856)</b>
Customer A	64,874	89%	19.20%	12.20%
Customer B	19,000	85%	18.35%	12.75%
Customer C	38,800	86%	22.70%	10.20%
Customer D	34,500	23%	9.29%	7.81%

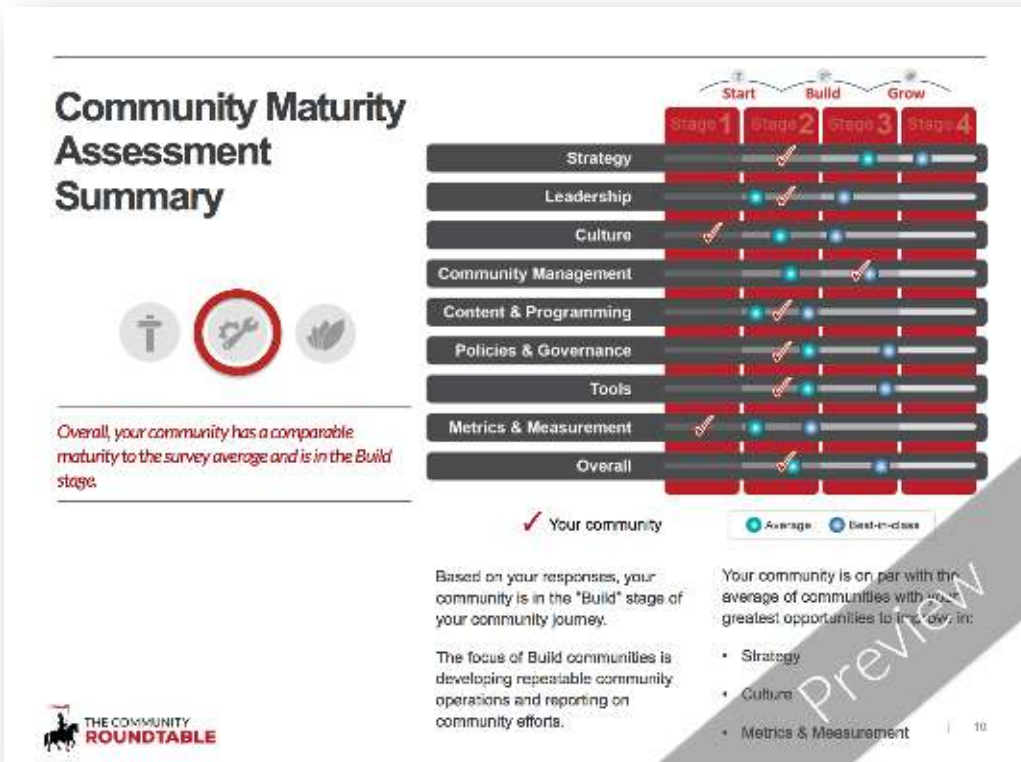


# TheCR's Community Performance Benchmark

# The CR's Community Performance Benchmark

## The CPB Includes:

- Community management survey
- Report
  - Overall maturity score, compared to survey average and best-in-class
  - Maturity score by competency, compared to survey average and best-in-class
  - High level findings and recommendations
  - Recommendations by competency
- Draft review
- Presentation



# Key Observations

## Key Observations

This Community Performance Benchmark will cover your community's performance in the eight competencies of the Community Maturity Model. We observed three key areas of opportunity for your community from your survey response:



### *Leadership*

As your community matures, one area that you can spend time growing is your advocate program. Community leadership and advocacy programs are one way you can boost member participation in your community.

Your response did not indicate many executives are participating in the community. Spending time helping them understand the value of the community and how to participate will help the community mature.



### *Community Management*

Your community has one full-time community manager – fewer resources than the survey average, but not uncommon. The number of responsibilities assigned to your community manager is closer to the responsibility profile of the most mature communities surveyed, which have more than five full-time resources to execute on those responsibilities.



### *Content & Programming*

Your community offers a variety of programs, including those for new members. You have an editorial calendar, and one way to increase the effectiveness of that calendar is to offer recurring programming, like a weekly Ask Me Anything chat, for example. Regular programming has a positive impact on member engagement.

# Analysis by Competency

Maturity score

## Strategy

How community objectives are defined and linked to the organization's business strategy.

Stage 3

Maturity Stage: 1-4  
[Better the survey average]

Your strategy has the clear support of executives and a plan to achieve it, which puts you ahead of most community programs. However, you still lack a documented shared value which is incredibly helpful in setting expectations.

### Recommendations:

- ✓ Clear goal will support efficient community development
- ✓ Ensure the shared purpose and potential shared value are well defined and compelling
- ✓ Establish an initial budget and roadmap



THE COMMUNITY  
ROUNDTABLE



Comparison

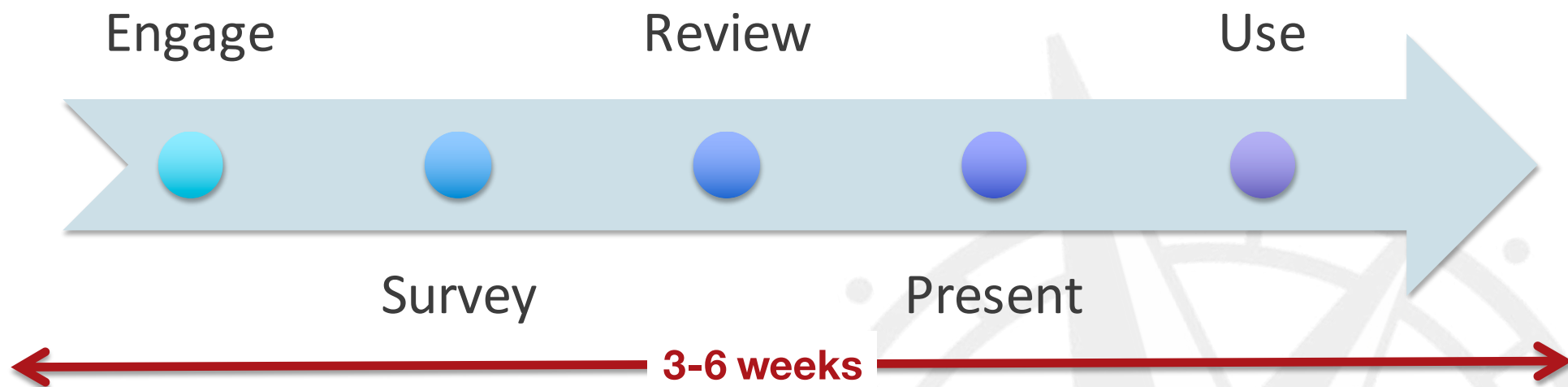
Recommendations



THE COMMUNITY  
ROUNDTABLE



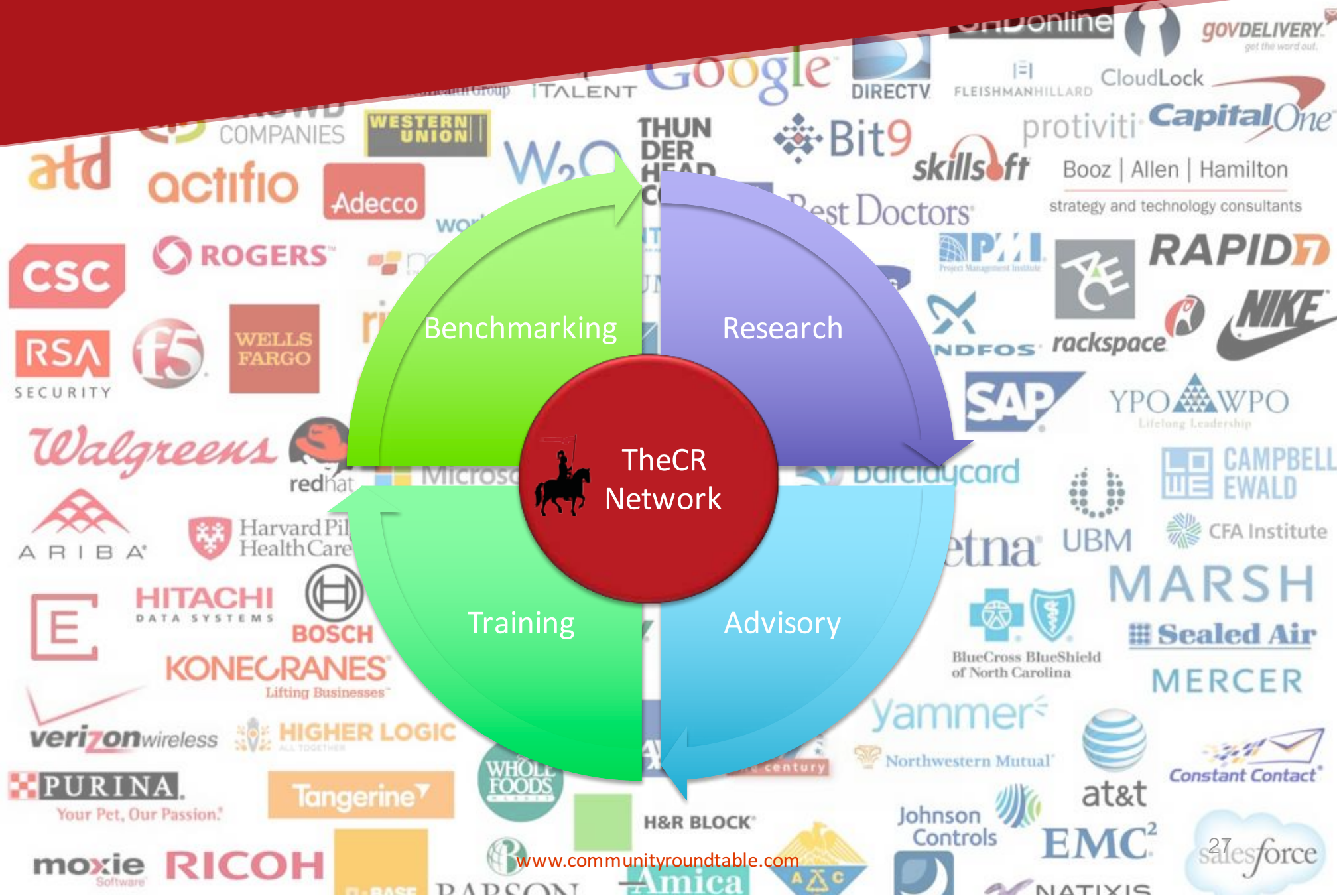
# TheCR's CPB Process





# About The Community Roundtable

# The Community Roundtable



# About The Community Roundtable

## *Advancing the Business of Community*

At TheCR, we collaborate with clients to develop proven, practical strategies for better communities.

Clients rely on our models, research and networks to take their communities to the next level.

## Services

TheCR Network | TheCR Advisory | TheCR Research | TheCR Training

## Leadership



Rachel Happe  
Principal & Co-Founder  
@rhappe



Jim Storer  
Principal & Co-Founder  
@jimstorer

# The Community Roundtable Advantage

## 1. **Research.**

Our services are built on our research platforms - State of Community Management study, Social Executive, Community Careers & Compensation – and our library of 200+ best practice reports.

## 2. **Experience.**

Our work with 125+ organizations gives us unique insight into community best practices and standards.

## 3. **Access to Practitioners.**

TheCR Network's expertise and our collaboration with members provides unparalleled access to emerging practices and standards.

# Thank you!

Rachel Happe  
Principal & Co-Founder  
The Community Roundtable

[rachel@communityroundtable.com](mailto:rachel@communityroundtable.com)

617-271-4574

@rhappe

