Building A Community Roadmap

THE COMMUNITY
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Sponsored by **Enterprise Hive**
social business software

About the Sponsor

Enterprise Hive
social business software

Enterprise Hive transforms higher education with an enterprise engagement platform that increases the quality of education while improving institutional effectiveness.

HiveSocial for Higher Education is a cloud-based, mobile ready, SaaS engagement platform that includes a dynamic suite of engagement tools including a gamification engine.

With the power of HiveSocial, institutions can address the challenges of student retention and graduation rates and improve student outcomes. Engaging and connecting students, faculty, staff and alumni with a familiar social experience that is private and secure will build stronger affinity among all constituents and strengthen the institutions' reputation.

HiveSocial for Higher Education delivers innovative technology designed specifically to manage the complex relationships and operations within an institution. HiveSocial provides engagement technology for a modern student portal, an online course market place or a campus intranet.

Combining Enterprise Hive's technically advanced platform with the company's extensive knowledge and experience within community management gives any organization a complete social business software solution that engages to deepen relationships and improve learning, as well as rewarding or credentialing accomplishments.

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Using the Community Maturity Model to Build a Roadmap for Your Community

Why are community roadmaps important?

First, we'll look at what a community roadmap is and its place in your community program.

We'll review how a community roadmap sets your community up for success.

What is the Community Maturity Model?

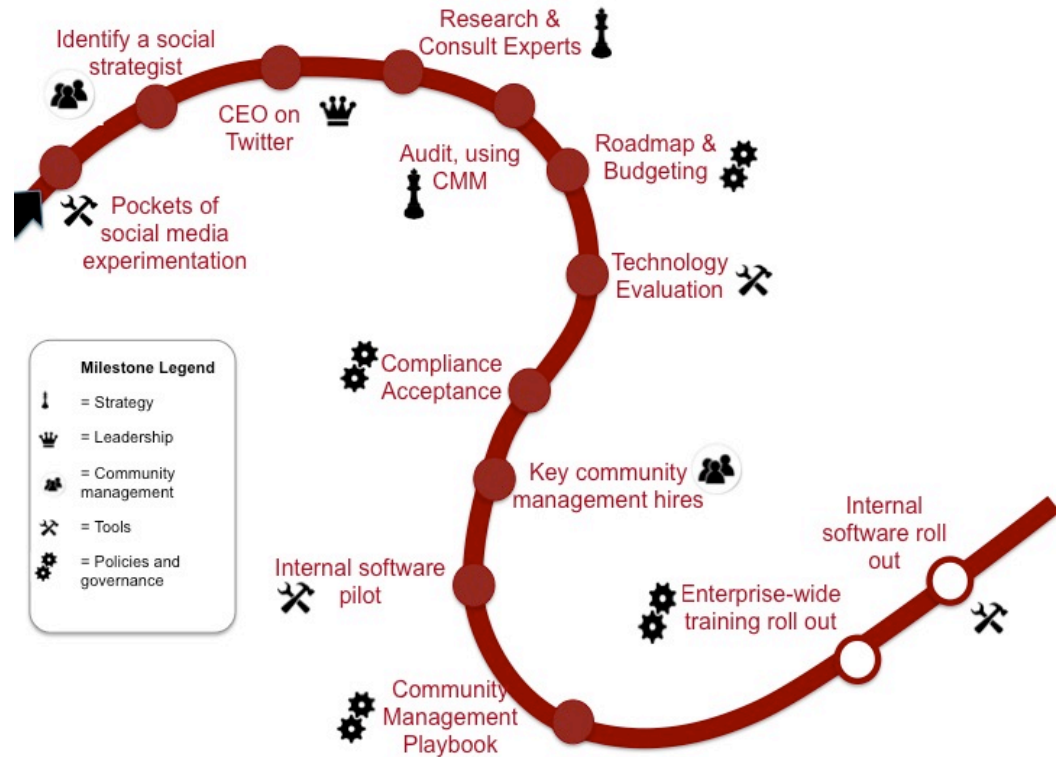Next, we'll review the Community Maturity Model as a framework for productive communities.

How do I build a roadmap using the Community Maturity Model?

Lastly, we'll give you some examples, templates and instructions for building a roadmap for your community.

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Why are community roadmaps important?

What is a Community Roadmap?

Milestone Legend

♟	= Strategy
♛	= Leadership
👥	= Community management
🛠	= Tools
⚙	= Policies and governance

Image, top right:
Building a community is not a linear path. A roadmap documents milestones to keep the community on the growth curve to success.

A community roadmap gives direction to your community program. Your community strategy describes your destination. The roadmap helps steer you there.

Roadmaps often look like project plans, detailing specific activities and the resources required. Roadmaps mark milestones in a community's journey, making tracking progress easier.

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What a Roadmap Can Do for Your Community

Align priorities.

A roadmap highlights your community's objectives and how you will achieve them.

When you have a roadmap, your conversations with stakeholders become more productive. Instead of talking about "why we should invest in community," you can discuss where to target your investments.

Communicate value.

A roadmap shows which activities are important to invest in to grow your community.

As a communication tool, it documents community decision making.

Organize planning.

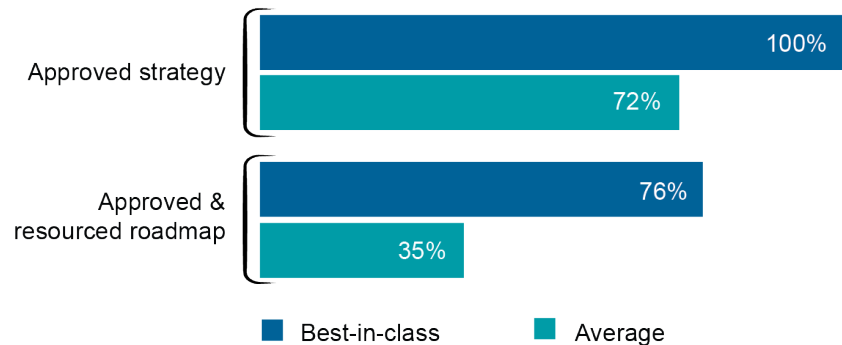Roadmaps translate strategy into action because they itemize the resources needed for effective outcomes.

Connecting resources to how they will advance the community strategy makes it easier to measure value.

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Carrying Out the Community Strategy

The foundation of a successful community is a well-defined strategy that integrates social tools and methods with business goals and processes and aligns an organization's goals with member needs.

A common shortcoming of community programs is that they lack a roadmap that outlines how to carry out the community strategy. This gap in understanding what is required to fully realize a community strategy is a barrier to community success.

Mature communities are more than twice as likely to have fully resourced roadmaps.

Approved strategy	Best-in-class: 100%
	Average: 72%
Approved & resourced roadmap	Best-in-class: 76%
	Average: 35%

■ Best-in-class   ■ Average

The State of Community Management 2014 research found that the best–in-class communities are more likely to be able to translate an approved strategy into realistic planning. As a result, 85 percent of them can measure their value.

Mature communities are almost twice as likely to be able to measure value.

Can measure value	Best-in-class: 85%
	Average: 48%

■ Best-in-class   ■ Average

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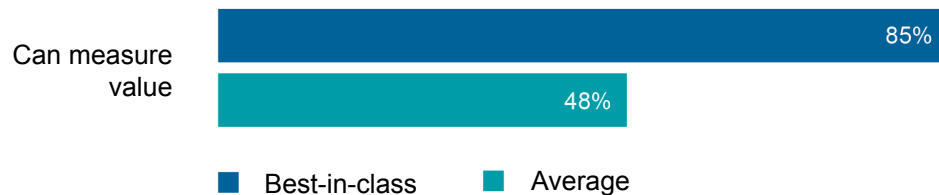
Aligning Priorities

Community Manager Challenge:

I work with a new community, and I'm already overwhelmed with what I need to do to make the community work. How can I best align my priorities?

Using a Community Roadmap:

A community roadmap translates your strategy into an action plan.

Map community activities and initiatives to the key objectives they will address. This exercise will help you uncover what is important and what is not:

- If you don't have any activities linked to an objective, spend time planning what you need to do to meet that objective and add to or edit your roadmap.

- If you are planning activities that don't meet any community objectives, consider whether these activities are worth the resources you spend on them.

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Communicating Value

Community Manager Challenge:

> **How do I use a roadmap to communicate the value of community activities?**

Using a Community Roadmap:

If you've articulated the value your community brings to your business in your community strategy, you can map specific activities and plans in your roadmap back to those objectives and their value to the business.

Your roadmap can serve as a communication tool in various scenarios:

- Planning discussions: When building your roadmap, highlight the objectives of each activity.

- Community performance discussions: Link activities to metrics in your community scorecard/dashboard.

- Staff performance evaluations: Incorporate specific business outcomes in the performance evaluations of team members based on the activities they manage in the community roadmap.

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Organizing Planning

Community Manager Challenge:

How do I use a roadmap to assign resources ?

Using a Community Roadmap:

Your community roadmap translates your community strategy to action, outlining the activities required to help your community achieve value for the business.

Having an organized work plan helps you decide what resources you need and when. Areas to consider include:

- Internal staff time

- External consultant fees

- Budget for external resources like training

- Budget for community events and promotions

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What is the Community Maturity Model?

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Introducing the Community Maturity Model

The Community Roundtable developed the Community Maturity Model (CMM) to help organizations understand, plan for and assess the performance of community and social business initiatives.

The CMM organizes the issues, associated competencies and information relevant to community management as the discipline matures and extends across an enterprise. It aligns on two axes, maturity levels and competencies.

	Start	Build	Grow	
	Stage 1 **Hierarchy**	**Stage 2** **Emergent Community**	**Stage 3** **Community**	**Stage 4** **Networked**
Strategy	Familiarize & Listen	Participate	Build	Integrate
Leadership	Command & Control	Consensus	Collaborative	Distributed
Culture	Reactive	Contributive	Emergent	Activist
Community Management	None	Informal	Defined roles & processes	Integrated roles & processes
Content & Programming	Formal & Structured	Some user generated content	Community created content	Integrated formal & user generated
Policies & Governance	No Guidelines for UGC	Restrictive social media policies	Flexible social media policies	Inclusive
Tools	Consumer tools used by individuals	Consumer & self-service tools	Mix of consumer & enterprise tools	'Social' functionality is integrated
Metrics & Measurement	Anecdotal	Basic Activities	Activities & Content	Behaviors & Outcomes

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The Elements of a Productive Community

The Community Maturity Model identifies eight competencies essential to starting, building and growing a productive online community.

These competencies give direction to your community roadmap:

- **Strategy -** How community objectives are created, defined and translated into plans

- **Leadership -** How both emergent leaders (community advocates) and formal leaders (executives) influence community performance

- **Culture -** The norms of a community and their impact on participation and engagement

- **Community Management -** Resources dedicated to managing a productive community

- **Content & Programming -** A community's formal activities and content

- **Policies & Governance -** How organizations are structured to support community efforts

- **Tools** - The infrastructure and features that give members access to content, activity and each other

- **Metrics & Measurement** - The tracking and reporting of the community's performance

Applying the Community Maturity Model

The Community Maturity Model can be used to understand the discipline of community management and as a tool for decision-making.

This eBook uses the Community Maturity Model as a framework to build a roadmap for your community.

Whether you've already defined your community strategy or are just getting started drafting one, you'll need to prioritize the activities that will help you meet your community expectations and objectives - the purpose of a community roadmap.

The Community Maturity Model is a tool you can use to build your strategy and roadmap because it identifies the building blocks of a productive community as it grows.

To read further discussion of the specific competencies in the Community Maturity Model, check out The Community Roundtable's State of Community Management 2011.

	Start	Build	Grow	
	Stage 1 **Hierarchy**	**Stage 2** **Emergent Community**	**Stage 3** **Community**	**Stage 4** **Networked**
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Learn about the State of Community Management research.

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How do I build a roadmap using the Community Maturity Model?

Getting Started

Basics of Building a Roadmap

1. **Get out your community strategy.**

   If you don't have a community strategy, you need to draft one before building your roadmap. A community roadmap follows the objectives outlined in a community strategy.

   Use page 18 to write down milestones you want the community to reach.

2. **Prioritize what activities will help your community grow.**

   For each of your community's objectives, itemize the activities and initiatives will help you achieve your goals. Some activities will take only a few months, and you may need to plan several years out for others.

   Use the Community Maturity Model to identify activities that will contribute to community growth – find examples of these activities on page 19.

3. **Assign resources.**

   After deciding what needs to be done, identify the required resources to carry out these activities:

   • What individuals, teams, departments and external consultants and vendors will be involved?

   • What amount of the budget and staff time will you devote to each activity?

   • What other expenses should you plan for?

   Record these resources using the community roadmap template on page 20.

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Choose Your Adventure

Where are you going on your community journey? Where do you want your community to be at the end of the year? In three years? In five years?

Use the competencies of the Community Maturity Model to record the direction your community is going.

Competency	What direction are you heading? What milestones will mark your progress?
Strategy	
Leadership	
Culture	
Community Management	
Content & Programming	
Policies & Governance	
Tools	
Metrics & Measurement	

TheCR's Choice

Not sure where to begin? Overwhelmed? The State of Community Management 2014 suggests the following recommendations to grow a community.

| Competency	SOCM2014 Recommendations
Strategy	• Assess your community strategy to ensure it is actionable and measurable. • Develop a community roadmap that addresses key gaps and opportunities. • Ensure appropriate levels of community management staffing.
Leadership	• Invest in your community advocacy program early. • Develop an executive coaching plan.
Culture	• Assign ownership and responsibility for managing culture. • Extend community management responsibilities to members. • Incorporate cultural standards into your community planning
Community Management	• Evaluate the amount of community management resources your community needs. • Distribute community management responsibilities to members.
Content & Programming	• Create consistency in your content and programs. • Plan content and programming around a strategic editorial calendar. • Highlight member contributions in content and programs.
Policies & Governance	• Develop community policies that promote ideal behaviors as well as restrict harmful ones. • Publish a community playbook. • Ensure you have a crisis plan.
Tools	• Choose software that is responsive to the changing needs of your community. • Align community program needs with the community feature set. • Pair your community features with different audience needs.
Metrics & Measurement	• Prepare monthly reports to track activity and share results with stakeholders. • Align your reporting with your community's objectives.

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Roadmap Template

After you've sketched out your milestones, use this template to detail what resources you will dedicate each year to reach the targeted state of your community's maturity.

	Timeline						Resources		
	2014	2015	2016	2017	Project Owner	Stakeholders	Budget and/or Time	Staff	External consultants
Strategy									
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									
Leadership									
1. Example: Reverse mentoring program		x	x		Training Manager	VP of Markeing, Community Manager	$15K - coaching resources and templates	.5 FTE	NA
2. Activity/Initiative									
3. Activity/Initiative									
Culture									
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									

Map Your Journey

Where are you going on your community journey? Where do you want your community to be at the end of the year? In three years? In five years?

Use the competencies of the Community Maturity Model to map the key milestones in your community roadmap and record the direction your community is going.
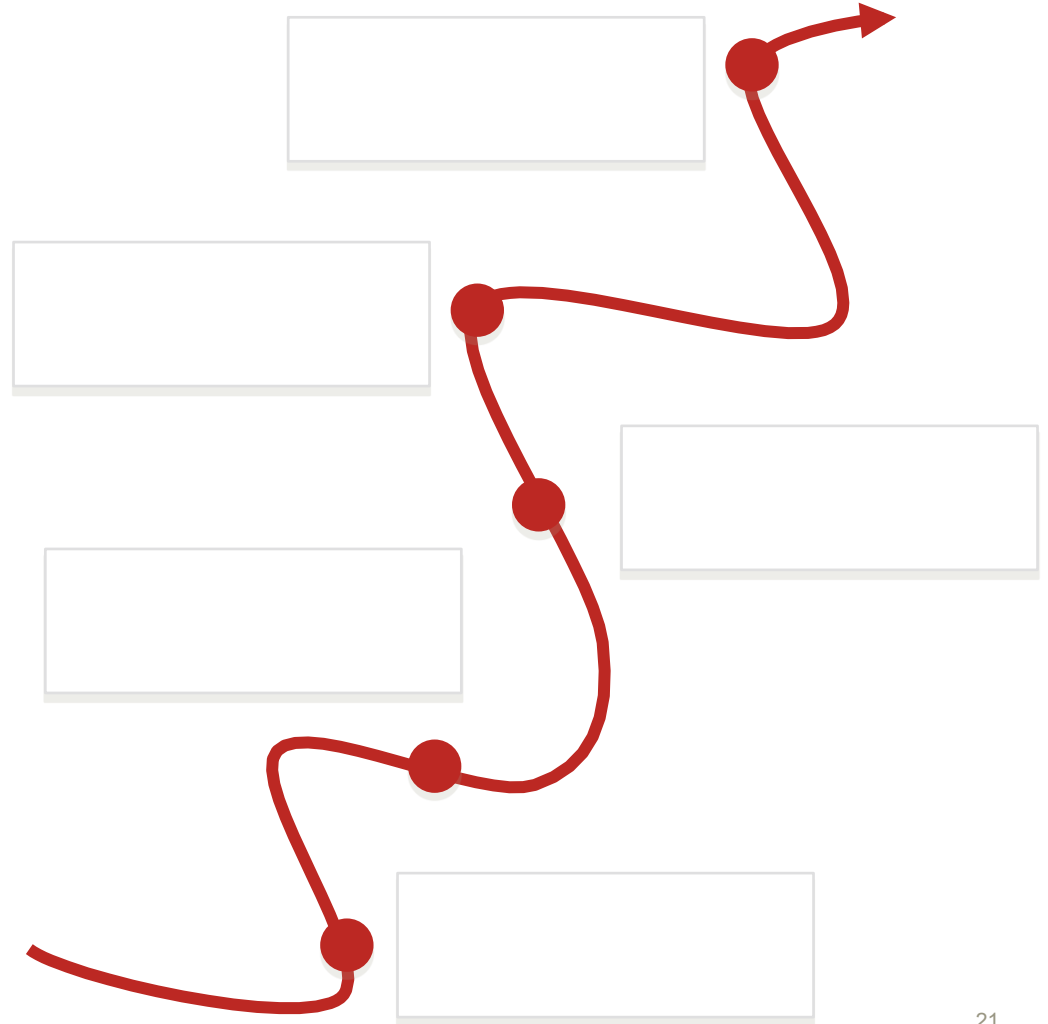
Summary: Using the Community Maturity Model to Build a Roadmap for Your Community

Community roadmaps are a strategic tool to realize the value of your community.

Understanding and realizing the value of community requires careful planning of to execute on your community strategy.

The Community Maturity Model is a framework for productive communities.

The Community Maturity Model details the competencies and information relevant to community management as communities grow and mature.

Use the Community Maturity Model to evaluate and resource initiatives that will help your community grow.

A roadmap that aligns your community's objectives with the activities that will help your community grow creates and resources an action plan for a successful community.

Sponsor Case Study

Building a Roadmap

State of Community Management 2014 sponsor Enterprise Hive shared how one of their customers is building a roadmap in this short case study.

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Featured Customer

ORU | ORAL ROBERTS UNIVERSITY

Approach to Community

Oral Roberts University is an interdenominational Christian liberal arts university located in Tulsa, Oklahoma. ORU wanted to build a community to attract and retain online learners. They focused on a general, capstone course to pilot their first community efforts.

Getting Started

The community team identified stakeholders – IT executives, teaching assistants and other faculty - to be partners in the development of the community.

Then, they outlined a series of phases, or sprints, to achieve their goals over the longer term. The rollout plan also targeted the audience for the community – first they invited the teaching assistants to participate, then the students in the course and finally the entire school.

The community team listed all the tasks related to each sprint on the roadmap, indicated a timeline for each task and tracked its progress to completion. The team met daily to review work and plan for the next steps.

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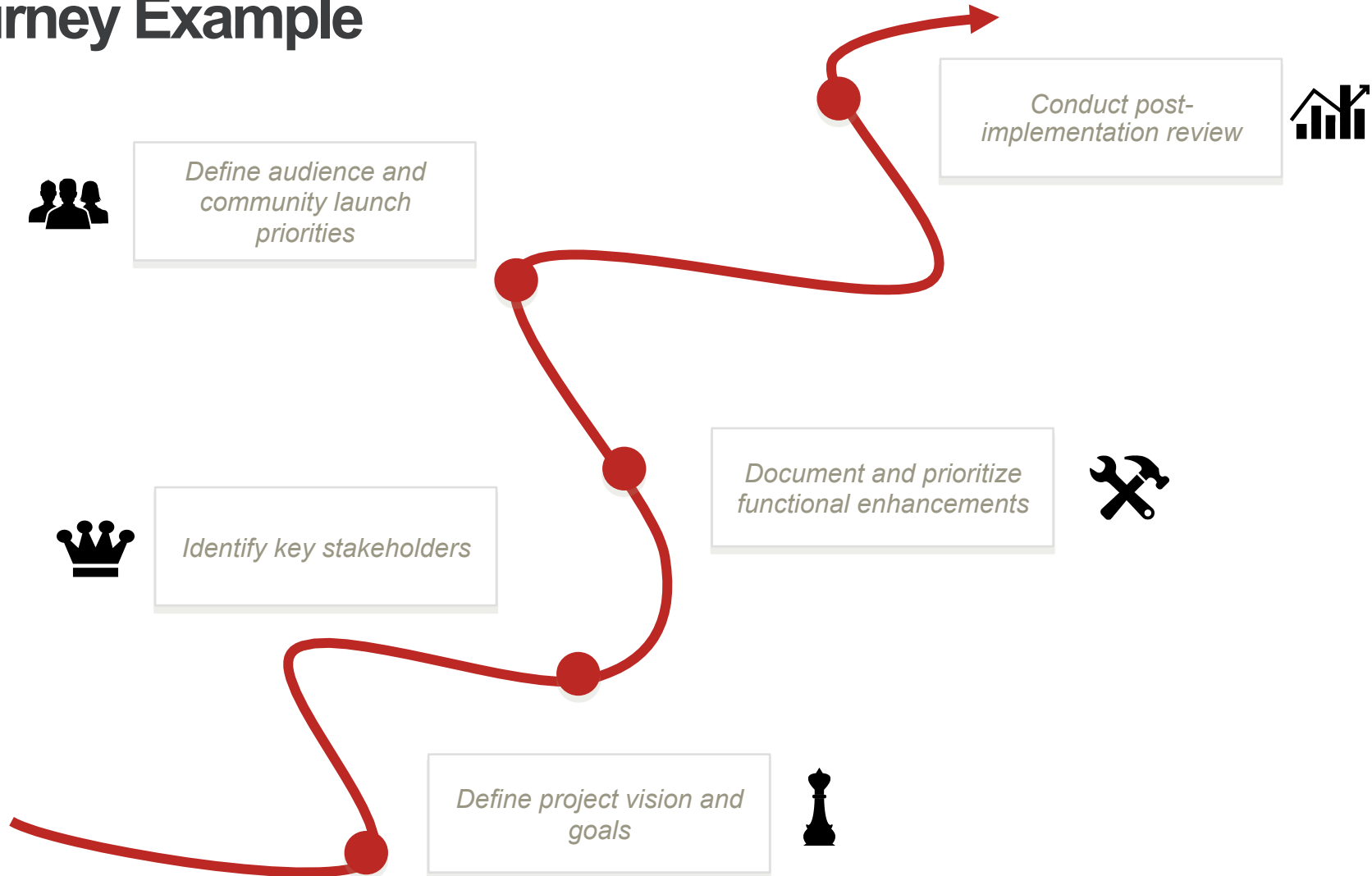**ROUNDTABLE**

Applying the Community Maturity Model

To illustrate how you can apply an existing roadmap to the Community Maturity Model structure, we've taken the roadmap of Oral Roberts University and matched key initiatives with competencies in the Community Maturity Model, using the table on page 18.

Competency	Maturity markers and milestones
Strategy	*Define project vision and goals*
Leadership	*Identify key stakeholders*
Culture	*Create change management plan*
Community Management	*Define audience and community launch priorities*
Content & Programming	*Create communications plan*
Policies & Governance	
Tools	*Document and prioritize functional enhancements*
Metrics & Measurement	*Define goals and success metrics to use for a post-implementation review*

The next step: Detail the phases of the project timeline for these activities using the template on page 20.

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Community Journey Example

Here, we plot the key milestones on ORU's roadmap to illustrate their community's journey.

Define audience and community launch priorities

Conduct post-implementation review

Identify key stakeholders

Document and prioritize functional enhancements

Define project vision and goals

Recommendations

ORU is working through the early stages of their community journey outline in their roadmap and identified a few recommendations to share with others looking to build a roadmap, too.

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Advice from the ORU Community Team

- **Choose the right partners.** Look for people who have experience in the field who can guide you through this process. The ORU team credited their software vendor Enterprise Hive for providing these resources.

- **Schedule regular check-ins to stay on track.** A regular meeting schedule helps ORU accelerate the work program. Their community roadmap details the project's sprint cycle, and the ORU team hosts daily scrum meetings to share updates and plans to move forward.

- **Prioritize communication with executive stakeholders.** Investing in this communication early on helps the process launching and maintaining the community strategy run smoothly.

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About the State of Community Management 2014

The State of Community Management is The Community Roundtable's annual assessment on the performance of communities and community management.

This year's research assessed the maturity of online business communities based on the competencies in the Community Maturity Model.

Research themes

✓ **How are communities performing?**

✓ **What are the standards and strengths of communities?**

✓ **What opportunities should community managers focus on to grow their programs?**

Read the State of Community Management 2014.

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About The Community Roundtable

Mission: Advance the Business of Community

Champion Advocate for the needs of community business owners and teams

Educate Provide training solutions to community and social business leaders

Curate Aggregate, document and share community management best practices

Services

TheCR Network | Research | Community Management Training | Advisory

Member and client organizations

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