ROUNDTABLE SUMMARY

Adapting Goals and Measurement Strategies

SNAPSHOT

SPEAKERS
Kirsten Laaspere (Akamai Technologies), Hillary Boucher (TheCR)

COMPETENCIES
Strategy

MATURITY PHASES
CMM1, CMM2, CMM3, CMM4

TOP THREE TAKEAWAYS

Kirsten presented her adaptation of goals and measurement strategies for her more mature community so that others could benefit from her experiences.

1. **These two simple best practices** will help you present community to executives so that they will be more receptive.
2. **Looking for a scorecard template to input your own data?** Kirsten shared a blank template for participants to use.
3. **Worried about presenting your data?** This little trick gives you an out if things don't turn out as planned.

OVERVIEW

Background – Kirsten Laaspere: Kirsten currently works at Akamai. Their social intranet is on a Jive platform.

Kirsten previously worked at Fidelity, which had an on-premise Jive community with 45,000 employees.

Kirsten's position at Akamai has allowed her more freedom. It began as a very hands-off position that has evolved into a concerted effort to align with company goals. That has helped immensely with adoption.

THECR NETWORK

BEST PRACTICES

1. **Start with a Roadmap:** Kirsten walked participants through the roadmap used at Akamai:
2.
    a. ***Stage 1:*** This stage uses basic analytics. There was a gap in their analytics from December 2015 to Q3 2016 because Kirsten realized that no one cared about the metrics without a value statement.
        i. When she brought back the metrics, she made sure that they would show valuable data worth sharing. Therefore, they began measuring the activity of the different divisions.

    b. ***Next Steps:*** They began highlighting next steps for the divisions. In the Q4 scorecard they added examples of things that were successful with the other teams in order to learn from each other.
        i. Each stakeholder is sent this data separately at this point so that it is confidential. It is an individual plan that highlights what they are doing well with some added suggestions to help them improve even more.

    c. ***Provide Visuals:*** Kirsten provides a visual each quarter to show the subdivisions how they are doing quarter-over-quarter and year-over-year. It displays progress relative to the last scorecard period while also providing direct recommendations and next steps for further improvement.

2. **Provide Goals:** Kirsten explained that the company went through a reorganization and new executives came on board. Her community sits within marketing and marketing needed to create a new set of goals. That led to a prioritization exercise.

    a. They looked at the existing roadmap and compared it to the marketing priorities to assess what aligned and what didn't, where the goals fit in, what they needed to add and where they needed to compromise. This helped them to settle on 4 marketing priorities: transform marketing effectiveness, better enable sales to make the plan, redefine and elevate the Akamai brand and inspire our people.

    b. With the roadmap, Kirsten and her manager were able to figure out where they needed to focus. Some of the areas would be outside of the marketing priorities, but they would act on them anyway because they were important for the community. Always leave room for community priorities.

    c. At the end of the year they could look back at the list of accomplishments to see how they impacted the 4 over-arching goals. That gave them visibility with executives who could now see how community could help them with their goals.

BEST PRACTICES, CONT.

3. **Ensure your Roadmap has a Disclaimer:** Kirsten urged participants to ensure that their roadmaps have a disclaimer. If things don't turn out as planned, it's usually because of issues beyond the control of the community team. A disclaimer is your out.

4. **Do More Listening than Talking with Executives:** Kirsten had half an hour to explain to one of the new executives what her community was, where it came from and what she was doing with it.

    a. The executive looked at the scorecard first and asked several really good questions. Kirsten queued in that the best thing she could do is let her ask all the questions.

    b. Kirsten emphasized that her main goal was to ensure that the community became a trusted source of truth. She asked the executive to keep that in mind as she rolled out her initiatives and to use the community as a communication channel.

5. **Don't Overwhelm the Executive:** Kirsten made a conscious effort not to inundate the executive with too much information at once, i.e. asking her to post in the community, create a profile, etc.

6. **Offer Specific Deliverables and Ownership:** Kirsten stated that the executives asked for specific deliverables and ownership. They appreciate the goals and alignment, but want to see what's coming up and when it will be available.

LESSONS LEARNED

- Hillary asked Kirsten if she used templates to share the scorecard data with the executives of each subdivision. Kirsten replied that this was the first time she did it, so it was not that concise yet. She is compiling a list of core suggestions and will include the overall official intranet elements.

- Kirsten was asked how she produces the reports for the executive. She replied that she uses a combination of Google Analytics and the Jive Community Manager Report.

- One participant wanted to know the benefit that the competition created for the divisions. Kirsten replied that it helps with adoption. With executive engagement next year, that's when they'll do targeted divisional vertical comparisons. At that level, they'll be able to demonstrate the effectiveness of the competition and possibly get a budget for some swag. However, in the meantime, people do love earning points.

- The scorecards are not currently shared among the divisions because it could be construed as them not doing well. Therefore, the specific adoption and engagement suggestions only go to the stakeholders.

- Hillary wanted to know what triggered this to be a priority. Kirsten stated that it was a result of the reorganization and the addition of a new CMO and VP.

- Kirsten explained that the scorecards come out quarterly because they are very time consuming and because people don't really care more than a quarter at a time. If people want a check before the quarterly scorecard, more detailed data is available through Jive Service.

Kirsten graciously offered participants an opportunity to use templates that she pulled from her upcoming Jive World presentation deck. She has created an Appendix with empty templates.

- When Kirsten first started with the scorecards, she had a moment of panic with the data. It turned out that she was looking at the wrong numbers.

    - Kirsten's lesson learned is that if the data doesn't give you the answers you thought it would, don't immediately panic. There is probably a reason, such as vacations or other anomaly. If it happens 2 quarters in a row or 2 scorecards in a row, then make an effort to reassess.

    - Hillary added that something similar happened with one of TheCR's client communities. The growth had totally plateaued. After some digging, it turned out that searches were through the roof thereby lowering participation. People weren't asking as many questions because they were finding the answers they needed in the community.