THECR NETWORK

(Roundtable) Community Assessment and Benchmarking with UNICEF

SNAPSHOT

SPEAKERS
Carrie Young (Talk Social To Me), Paola Storchi (UNICEF), Patti Anklam (Net Work), Kelly Schott (TheCR)

COMPETENCIES
Community Management, Strategy

MATURITY PHASES
CMM3, CMM4

HIGHLIGHTS

This UNICEF case study demonstrated assessment and benchmarking best practices.

➢ Want to see the TheCR's Maturity Model in action? UNICEF showed how they tweaked the Model to work for them.

➢ Despite being a very traditional, data-driven organization built on formality, learn how the community management team was able to successfully teach UNICEF the benefits of community in a way that emphasized their company mandate.

➢ Looking to help your community become more self-service? This case study gave practical insights into making that happen, a true testament to a small team that serves several global communities.

OVERVIEW

➢ **UNICEF:** Carrie, Paola and Patti shared UNICEF's journey:

• *Yammer Platform:* UNICEF has been on the Yammer platform for quite some time. This was very much a before and after story within the context of growth and maturity. In particular, the maturity model that was built to help their communities learn, grow and strengthen their collaboration efforts in order to fulfill UNICEF's mandate as a non-profit organization.

• *UNICEF's Mandate:* UNICEF stands for the United Nations International Children's Emergency Fund. It is active in 155 countries across 19 territories.

  o UNICEF is the first response in an emergency. Their mandate is to protect the rights of children everywhere, especially the most disadvantaged.

• Community is vital because it is the means to quickly mobilize people into action in order to provide relief and support.

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CASE STUDY

- ➢ **The UNICEF Community Journey:** UNICEF has had a community for almost 9 years now. It was one of the very first organizations to launch Yammer.
  - The community was launched before its breadth was fully understood. Community management was not even on the radar yet as a necessity.
  - Carrie, Paola and Patti began working together as a team in January of 2016. UNICEF embraced Yammer, but it was an untended garden. Therefore, the first step was a Yammer audit.
  - The audit showed that out of 9500 Yammer users, only 1000 were engaged. That was very low.
  - UNICEF, as part of the United Nations, was inherently formal and very slow-moving. In order to bring simplicity to their communities, there was a concerted effort to introduce community management to key communities in order to grow adoption.
  - The next step was to change the language and introduce what they termed their "BUILD" model, an acronym for how to launch a community.
    - o This consisted of helping communities with 90-day action plans.
    - o They cleaned up Yammer by deleting and merging hundreds of documents. The goal was to help people understand the purpose of the community and how it could benefit them.
    - o There was an intentional investment to bring the community managers together through 3 face-to-face workshops and over 70 one-on-one calls.
      - ▪ They had to teach people to share online. Those in the field were initially afraid to post pictures, status updates, etc. The whole concept of working out loud was foreign.
      - ▪ In order to foster a comfort level for sharing, they developed the term "living knowledge" to describe and help them feel comfortable with unstructured information, i.e. photos, videos and snippets from the field. As mentioned, the organization itself is very formal, but an aid worker in the field doesn't have the time to put together a 10-page deck to share best practices. They wanted them to be able to share what they saw quickly in order to get that knowledge moving. "Living knowledge" made impromptu, informal sharing acceptable. This was particularly helpful in the context of an emergency, which is 60% of their operations. Living knowledge could literally save lives.

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CASE STUDY, CONT.

➢ **BUILD Model:** The premise behind the model is to give people a simple way to run their communities. It is the communication strategy for the community managers, but also for others in the organization to understand what community building means. There are 4 pillars behind creating a community:

- *B:* The billboard. It is how to advertise a community at UNICEF. It could be a Yammer group with a SharePoint page, as an example.
- *U & I:* This is literally "you" and "I", i.e. the people inside the community who are contributing and connecting.
- *L:* The library. All the documents live here.
- *D:* The dialogue and conversation with each other.

➢ **Survey:** Since UNICEF is a very data-driven organization, they needed data to drive leadership support and buy-in. The answer to this was a company-wide survey to get feedback from a variety of different people within UNICEF.

- The survey was initiated through Yammer, meaning it didn't necessarily reach everyone in the organization. They were pleased with the 7% response rate. Responses came from several regions, which was vital to understanding how communities work in the various countries.
  - o *Insights:* They learned that almost half of the respondents visit Yammer at least once a week. Conversely, there are some people who rarely visit. Most respondents did not receive any training on Yammer. This offered a huge area of opportunity.
  - o *Barriers to Success:*
    - The biggest barrier for use was lack of time.
    - Respondents felt that not enough people within UNICEF used Yammer, so there was not enough incentive to engage.
    - The content was not updated frequently enough.
  - o *Benefits:*
    - The highest rated answer was that they found solutions, suggestions, ideas and resources to help them to do their jobs better. That is Yammer's specialty within UNICEF. Lives depend on how well these aid workers can perform their jobs, so Yammer is centered on work and the company mission vs. any kind of recreational focus. That is the key to driving value.

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CASE STUDY, CONT.

- There is tremendous value in learning from each other across the different countries. Community offers an opportunity for people to connect.
- Community can help to save people time. A big part of what UNICEF does is write reports to influence a government to change a policy. In this case, it's incredibly helpful to see an example of what has worked well for others. This point had to be better communicated to those who weren't using Yammer.

➢ **Living Knowledge:** They knew that they had to role-model the behavior of "living knowledge" described earlier so that people would feel comfortable sharing. They shared pictures of people building a sanitation facility in a remote village of Nepal, which was incredibly impactful.

- As part of content creation, they posted examples of interactions and posts that demonstrated the desired engagement and sharing of job-related information. They showed staff how to use hashtags to organize content. This is helping them to shift the culture of sharing on Yammer and move away from the more traditional mode of communication in email to a more conversational, informal, spontaneous and insightful way of sharing.

➢ **Swoop Analytics:** They have been working to get the license for SWOOP Analytics, which sits on top of Yammer. This program provides behavioral analytics that helps them to understand who their connectors are and which regions or teams are working to connect with each other. Until they can get this program, they have built their own program to help model strong behavior.

- This should help them to be more strategic in the way that they measure and take action on their collaboration efforts.
- For example with SWOOP, they are hoping to measure sentiment analysis. This will help them to understand the types of conversations occurring within the community.

➢ **Community Scorecard**: The community scorecard is an important part of the strategy because as a small team of 3 with a global community, self-service is vital. Now that they have some traction in Yammer, people have understood that communities are a strong and valid way of sharing information. They can produce as much content as they want, but people needed to learn to self-service in order for the community to grow. Patti used TheCR's Community Maturity Model as the base.

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CASE STUDY, CONT.

- The idea was to help people see their current state and then give them practical, concrete next steps.
- The community manager survey indicated that most community managers only have 2-3 hours a week to dedicate to community management. The scorecard was a way to help them learn what they could do in a very short time.
    - The first page asks people to enter the name of their community and what section they're in so that over time as people fill this out, the information is collected for data analysis. So, the first page says this is what you need to do and here's how it works.
    - The second tab is TheCR Maturity Model. Patti massaged the model to reflect the dimensions and the capabilities inside UNICEF, but the idea was to show that this model was steeped in experience and success with other organizations.
    - Rather than Policies and Governances, what works better for UNICEF is "Scope". Once she thought through this a little more from a matrix perspective for next steps, Patti started using an Excel spreadsheet for each of the areas. This way the community manager could identify where they were currently and follow the suggested next steps.
    - Once someone has progressed through each of the steps, they can then look at their benchmarks. It shows the person's current level and a default desired next level once complete.
    - Excel is not the best tool to do much more than prototype and demo this type of data collection. The plan is to web-enable this so that the scores will automatically be captured and put in a database allowing them to, over time, take snapshots of community progression.
- The magic happens with the print summary. UNICEF did some customization. They changed the top level categories in TheCR's Maturity Model to Emergent, Reactive, Engaged and Activist to be more in-keeping with the UNICEF culture. They gave each community manager a definition of their overall scores and then for each of their levels within the categories of strategy and levels. For example, this is what it means to be a Level 2 for strategy and this is something that you can do immediately to move forward using the BUILD plan and very specific actions. Each area has 3 or 4 action steps.

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CASE STUDY, CONT.

- o Working with the community managers using this model, Patti has noticed that it is causing a sense of self-introspection. This signals value.
- o Carrie has been editing and refining the scorecards and will continue to do so. The goal is to take this and tie it to an actual playbook to help plan out actions within each of the levels so that particular action within one of the levels not only has a link to a section in the playbook, but could also have a one-year or 30-day strategic plan that the community manager could click on for an example template. Then the tools are readily accessible and tied to the scorecard in a way that people can do something easily and quickly without feeling overwhelmed. It helps the community manager to take control.
- o Capturing the data over time gives Carrie's team the data needed to show how the communities are maturing overall.

➢ **Results:** In January, 2017 they had more than 5000 hits on their UNICEF website. Although this was the brand, the materials were also made available to the community managers and their audience in community.
  - They had more than 3000 unique visitors, which is something unprecedented at UNICEF, especially since it wasn't actively publicized.
  - Since then, 90% of UNICEF staff have activated their account on Yammer.
    - o More than 40% are actually participating monthly, a significant increase (1000 to 4000 active users a month within 18 months). This has attracted senior leader attention.

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LESSONS LEARNED

➢ Participants wondered what the UNICEF group felt increased engagement the most:
- Patti thought that it was a combination of several interventions: face-to-face meetings, digital meetings, communication, support of individual, high-functioning groups and the clean-up of Yammer.
- Carrie added that they worked to take the fear out of using Yammer by recognizing that culturally, something so unstructured and unsupported from senior levels needed to come with permission. That's what allowed them to go in at both angles; organic and then the formal.
- They helped people to feel more comfortable by role-modeling how people could use Yammer better. That was accomplished both online and through the creation of guidance materials.

➢ They learned from the survey that two thirds of respondents were on their mobile devices. It caused a little bit of a panic because they don't have anything set-up for mobile. UNICEF is very security conscious and, consequently, content was not readily available on mobile devices.
- Keep in mind that many staff across the globe do not have reliable access to the Internet or to electricity. They may actually need to be on their mobile phone all day. Moving forward, mobile access will be a critical part of the strategy.

➢ Carrie was asked if they are creating maturity scores on all the groups. Right now, they are focusing on the first 8 for which they've done case studies as they are still testing it. Again, the goal is to create self-service so that interested community managers can do this for themselves.
- Pattie add that another goal with a tool like this is visibility. The surveys have revealed a significant lack of visibility at the leadership level for the importance of communities in UNICEF. Again, as a data-driven organization, the more that they can provide data to support value, the greater the chance of gaining community manager resources.

➢ The plan is to enable the assessment tool through the web and make it available to community managers in a way that they can use it directly through the platform. The BUILD site houses all the guidance materials created to support community managers. The tool will be used internally once it's web-enabled and tied directly to BUILD.

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LESSONS LEARNED, CONT.

- They have created the brand for this program and will remain consistent to the brand because it conveys simplicity and community to the staff and partners.
- Now that there is support of Yammer, a monthly newsletter will be published on Yammer. It will go to influencers at UNICEF and partners to encourage them to use it, as well.

➢ Direct leadership participation has been the most challenging piece of this rollout. The UNICEF culture is a big part of that difficulty. Without leadership support, it's difficult to get that trickledown effect. UNICEF doesn't have anyone who is the equivalent to a CEO or VP as a champion. They are working with the middle layers to get this off the ground.

➢ The global community management program sits within the knowledge and learning exchange. They work together with the learning team to support each other, while also working with the communications team. One of their best community's is led by them, which is called "Digital Ops". They are fantastic partners because they created an internal community of social media experts working in the field. They are trying to help Carrie's team capitalize on the use of social media internally by bringing them the expertise and the knowledge for how social media can be impactful outside of UNICEF.

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ADDITIONAL INSIGHTS

- ➢ Participants were asked to share their interest in this call:
  - Interested in learning how others address business goals with community.
  - Two were on the call to understanding how to assess community success, particularly with Yammer.
  - Three were on the call to learn more about assessment and benchmarking. Additionally, one participant was interested in this from a non-profit approach.
  - To learn how to build out community health indexes and measure success.

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RESOURCES

- ➢ As mentioned in the discussion: http://www.swoopanalytics.com/
- ➢ As mentioned in the chat: http://bit.ly/2gMtlgy
- ➢ As mentioned in the chat: http://bit.ly/2yRLdR9