

The State of Community Management **2020**

Mature Communities Power the
Customer Experience



THE COMMUNITY
ROUNDTABLE

Sponsored by





Khoros® 

Top Enterprise Community Platform

Powering the world's best communities to deepen relationships, foster loyalty, and spark new ideas.

Visit khoros.com to learn more.

TABLE OF CONTENTS

- 1 About this eBook
- 5 Strategic Maturity Enables Efficiency
- 9 Thoughtful Governance Enhances Strategy
- 14 Engagement Generates Shared Value
- 19 About The Community Roundtable



ABOUT THIS eBOOK

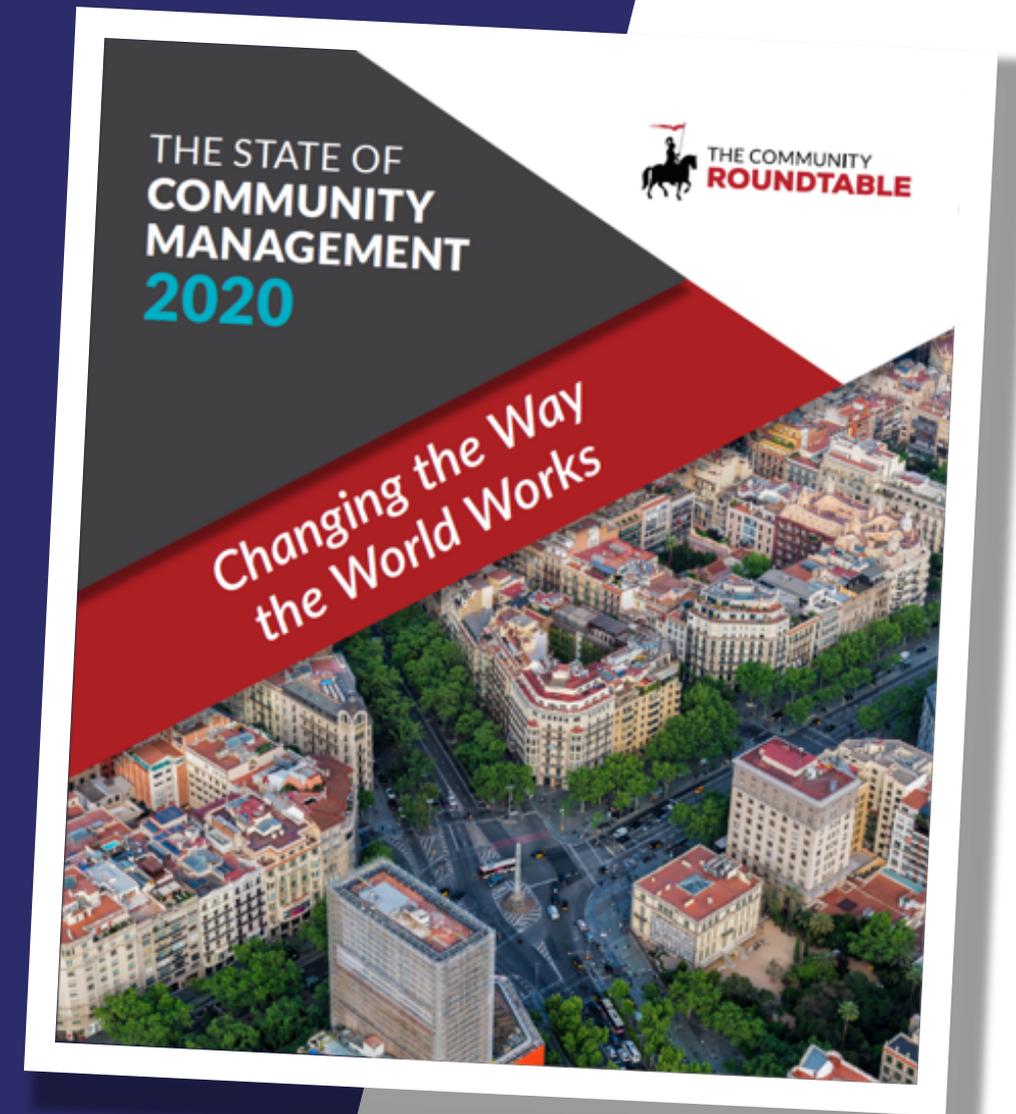
This eBook is based on the 2020 State of Community Management research, produced by The Community Roundtable. This eBook is sponsored by and made possible with support from Khoros. It compares the results of three data segments:

1. Average External Communities
2. Advanced External Communities
3. Average Khoros Communities

This eBook considers Khoros customer communities in three areas:

- Impact of strategic maturity
- Influence of operational investments
- Results of engagement

The complete report can be found at: <https://the.cr/socm2020>



Strategic Maturity

ENABLES

EFFICIENCY



STRATEGIC MATURITY ENABLES EFFICIENCY

BROAD AND DEEP ALIGNMENT

Communities with advanced strategies – those that are measurable – are better funded, better aligned across functions, and better performing. They deliver a streamlined, responsive, and efficient customer experience.

Khoros communities are *twice* as likely to have advanced strategies, and they connect their performance directly to more business objectives across the customer experience than any other segment in our research.

Business Outcomes Connected Directly to Communities



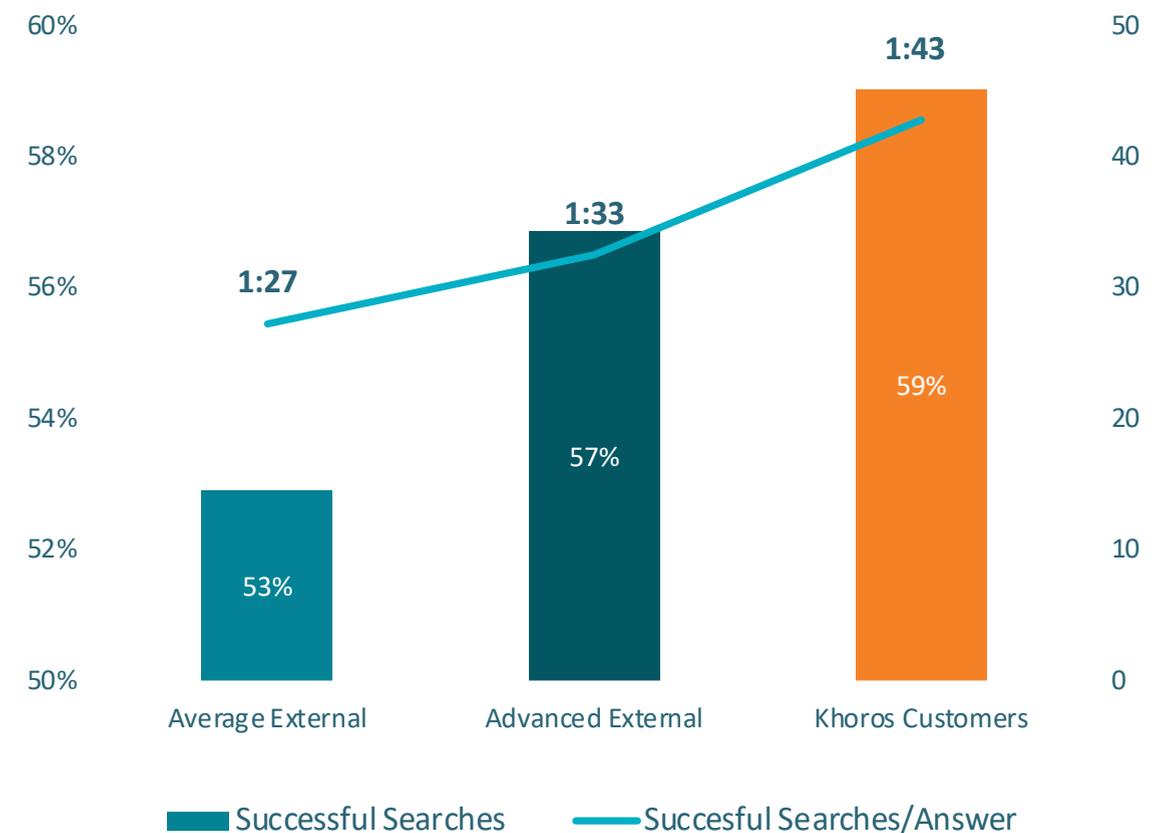
STRATEGIC ALIGNMENT DRIVES PERFORMANCE

Value Maximized

Communities generate value by making expertise transparent and accessible. This success can be observed by the ratio of expertise accessed to expertise contributed. Expertise accessed is represented here by the percent of searches that result in a click-through. Communities with a clear strategy aligned with their operations and management are efficient when providing a clear pathway for customers to find answers.

Khoros customers do exceptionally well exposing and surfacing existing content, which maximizes the value of that content. For each answer contributed, content is accessed 43 times. By connecting users to existing answers, these communities maximize member ROI.

Successful Searches Demonstrate Access and Transparency



POWERSCHOOL: STRATEGIC IMPACT



Name: Jbid Kissel

Position: Senior Manager

Use case: Customer Support

Industry: Education

“We are currently trending 30% higher in activity since last year.”

PowerSchool designed their community to empower and streamline customer experience, bringing a multitude of customer support channels under one roof. Using the Khoros platform, the community supplements a direct business-to-customer support system with a collaborative space that increased activity by **30%** over the past year.

As an organization providing support to a diverse set of educators across school systems, PowerSchool is uniquely positioned to benefit from collaboration. Since bringing their community online, PowerSchool has seen a **274%** increase in average monthly member entrances and a **390%** increase in average monthly posts. A solid community strategy and supportive platform increase engagement and value through dialog, answers, and innovation.

High engagement generates value and increases interest in other use cases. Recently PowerSchool has used their community to help schools find resources for online instruction during the COVID-19 crisis. This effort undertaken by support, product, and marketing teams demonstrates how well their community naturally addresses business objectives, creating generative community value. PowerSchool received over **50,000** views of this initiative, which prompted the creation of an “Ideas Portal” where members can suggest product enhancements.



Thoughtful Governance

ENHANCES

STRATEGY



THOUGHTFUL GOVERNANCE ENHANCES STRATEGY

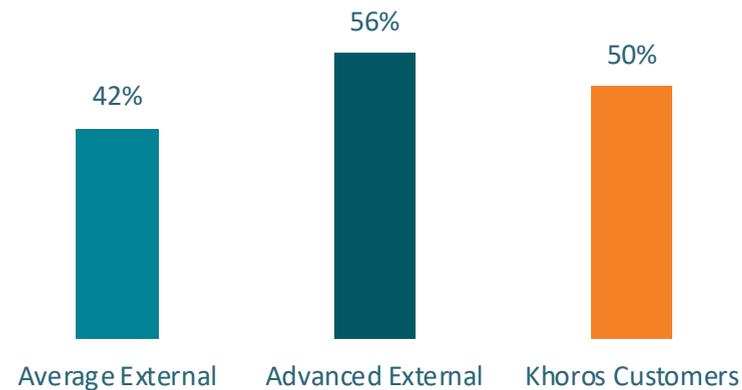
FUNDING EMPOWERS MATURITY

Dedicated budgets and funded roadmaps are two markers of a mature community program.

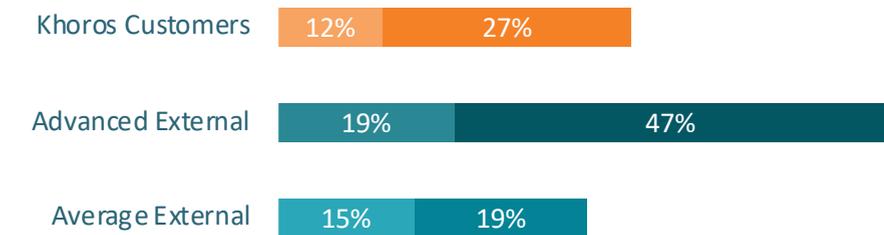
Organizations that understand the community process as an operating standard empower community teams to make long-term decisions, critical to sustainable performance.

Additional staff could help Khoros communities invest in leadership programs, which is a key contributor to engagement and value.

Communities Programs with Dedicated Budgets



Programs with Approved and Funded Roadmaps



Community Staffing



CUSTOMER EXPERIENCE IMPROVES WITH INTEGRATION

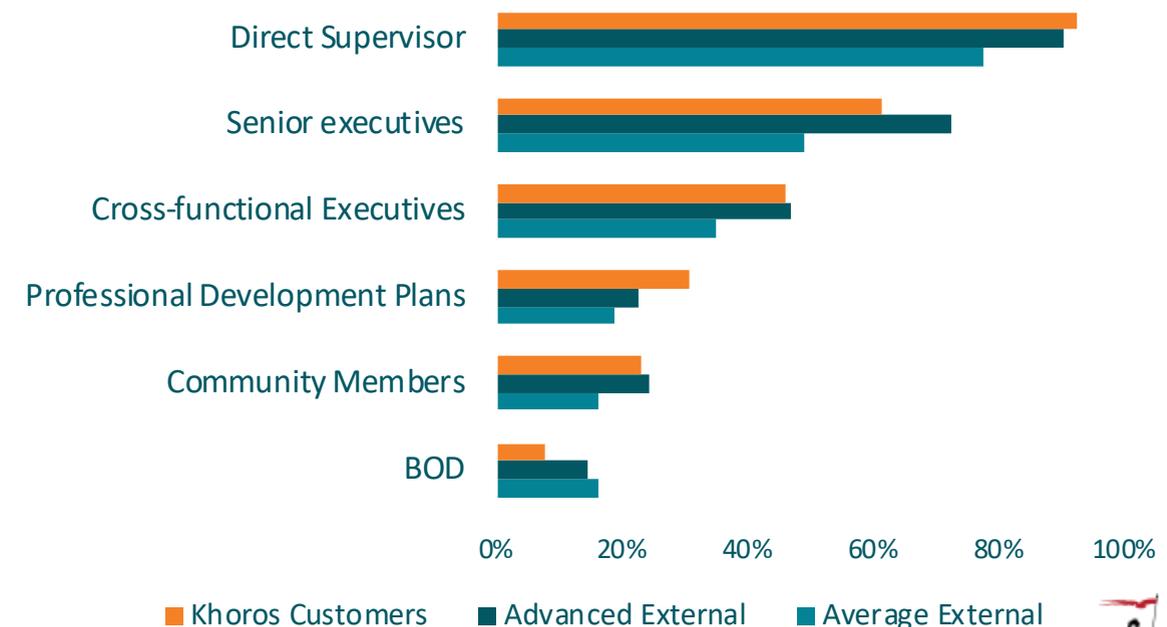
Customer communities improve the customer experience, product use, and operational efficiency by unlocking access to cross-functional expertise. This value can be used to increase brand resonance and customer loyalty.

Including multiple stakeholders in reporting and decision-making improves the impact communities can have on the entire customer lifecycle.

Decision-Making Stakeholders



Reporting Channels



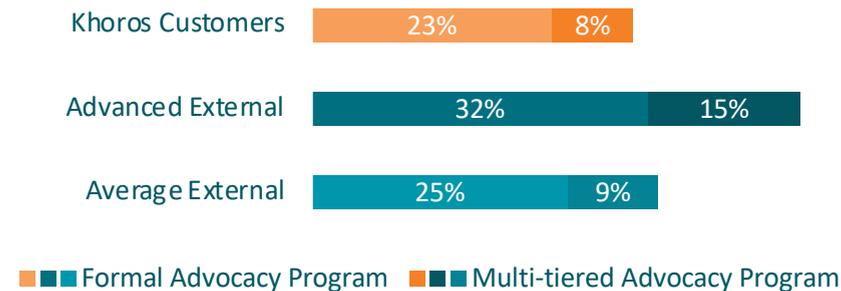
ADVOCACY PROGRAMS FUEL ENGAGEMENT

MEMBER LEADERSHIP MAXIMIZES VALUE

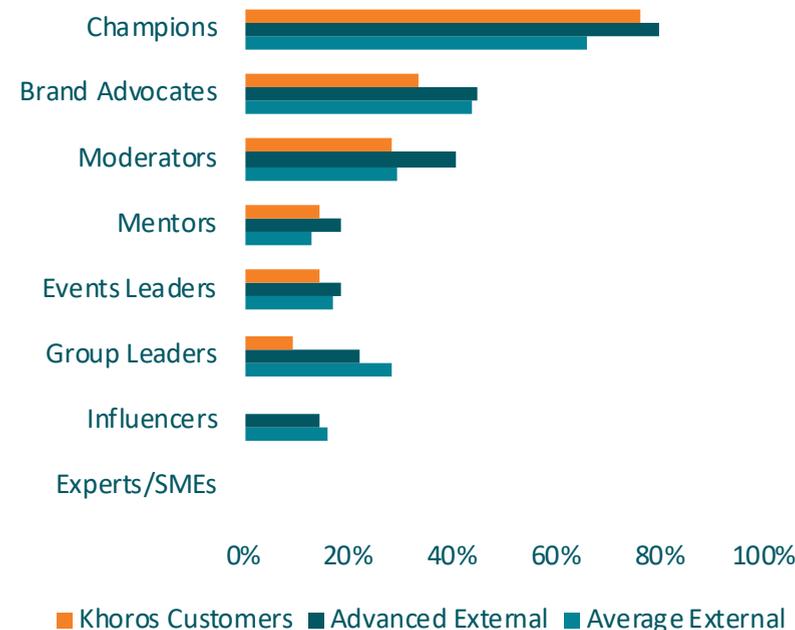
Advocacy programs develop member leadership, deepen relationships, and reward more regular and higher value engagement. They also often contribute powerful insights back to the organization.

The best programs address multiple audiences, based on their unique needs. Targeting a variety of advocacy tiers increases engagement, prompts more sharing of expertise, and captures more perspectives.

Maturity of Advocacy Program



Advocacy Program Tiers



Top Benefits of Advocacy and Member Leadership Programs



TEALIUM: ACTIVE ADVOCACY



Name: Kristen Meren

Position: Community Manager

Use case: Advocacy Programs

Industry: Software

“We are replicating many community features in our Employee Portal, because of the growth we have seen.”

Tealium Education recently revamped their community and added two community managers. The update aligned advocacy initiatives with the pillars of their community, identifying three core advocacy tasks: create killer content, drive engagement, and build internal advocacy. The Tealium team focused on welcoming new members and engaging previously passive members.

To accomplish this, the Tealium team created a series of new member onboarding emails and badges to prompt profile completion. Recognizing the power of active members requires thoughtful advocacy, so they also revamped an advocacy program that gives perks and unlocks groups for champions and superusers. Kristen Meren, one of the community managers, explained that these initiatives “helped us foster connections with our marketing, customer success, education, and engineering teams.”

2019-2020 Community Results

- 45% increase in answers marked as solutions
- 42% increase in average click-through rate for search terms
- 55% increase in unique knowledge base visitors
- 38% increase in unique community visitors

Engagement GENERATES SHARED VALUE



DEFINING COMMUNITY ENGAGEMENT

At The Community Roundtable we categorize engagement behaviors based on the commitment and motivation they represent. Different engagement behaviors generate different value because of this and need to be assessed differently.

Example Behaviors

Validate: view, react, bookmark, tag, and repost

Share: original perspectives, examples, pictures, and files

Ask: information exchange, and questions

Explore: dialog, brainstorming, and discussions

Value

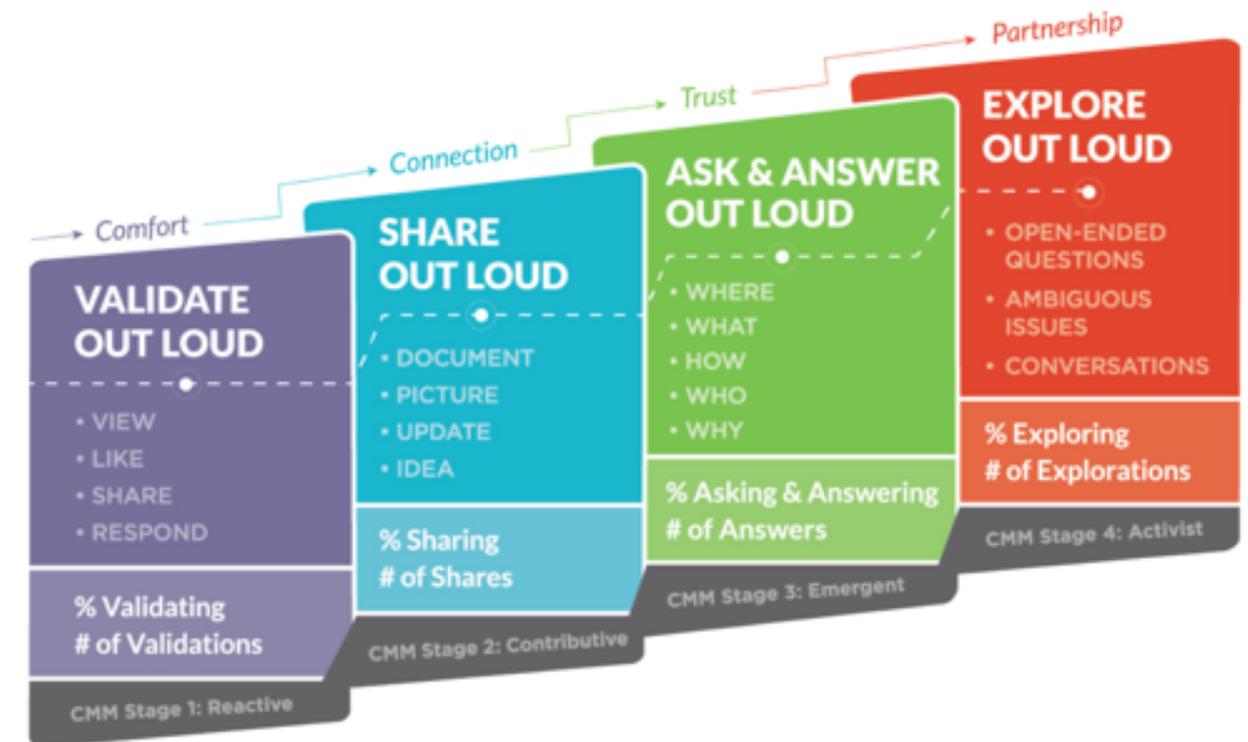
Members feel seen, heard, and valued

Connect members and builds relationships

Captures and makes expertise transparent & accessible

Generates ideas, creativity, and innovation

The Community Engagement Framework™: Measuring Engagement and Value



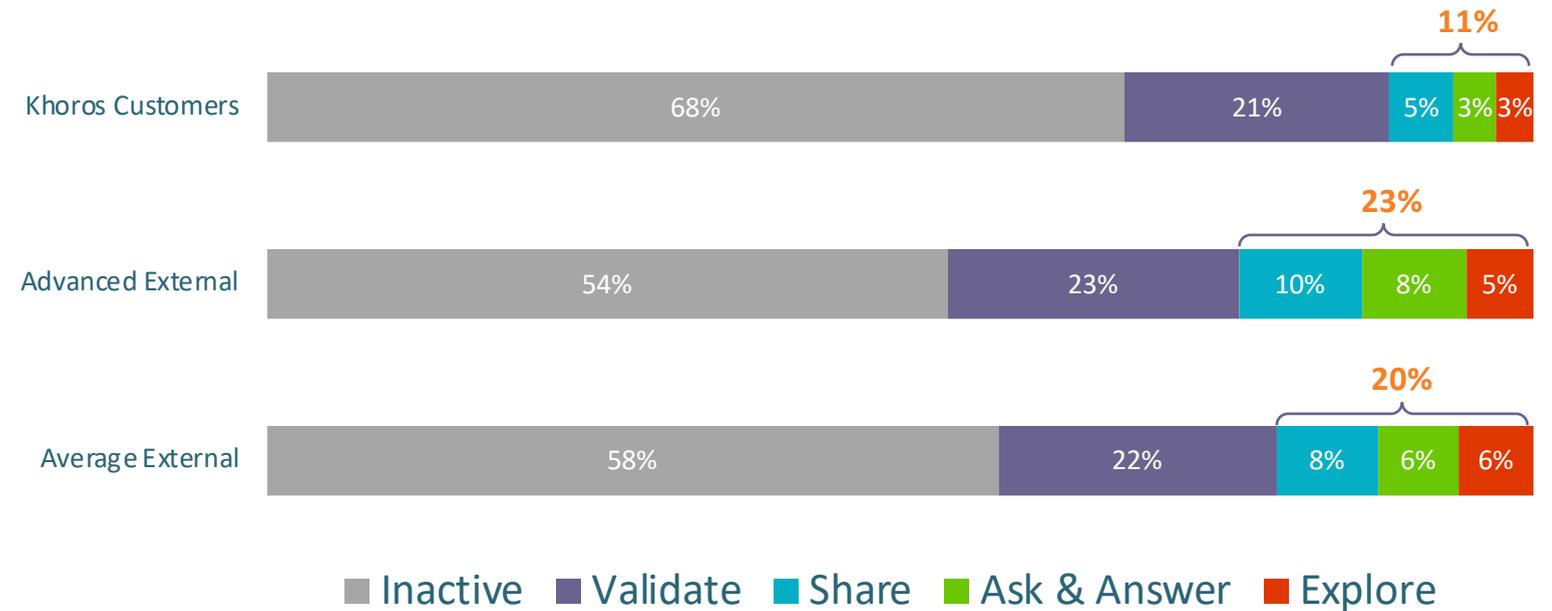
Together a healthy community has this entire range of behaviors, although percentages differ depending on community purpose.

ENGAGEMENT GENERATES SHARED VALUE

The contributing members of Advanced Communities, on average, share, ask, and explore 15x more than average members. In Khoros communities this is about 12x, suggesting an opportunity to increase the percent of members who contribute – as well as access value.

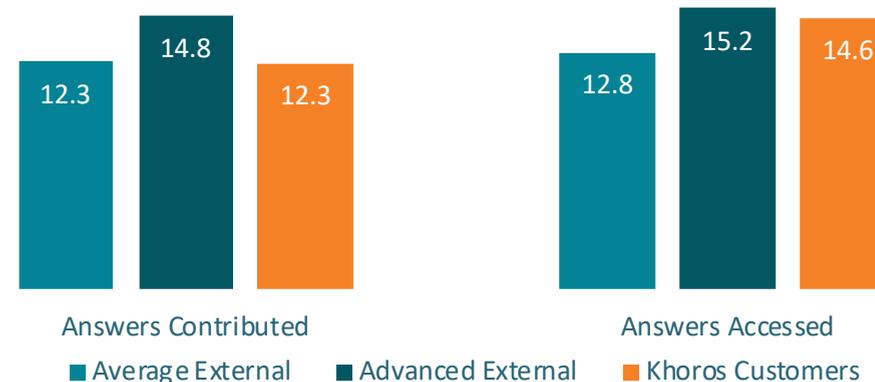
11% of Khoros community members fall in the contributing category, compared to 23% of those in Advanced Communities'. This suggests an opportunity to increase and broaden engagement rates by investing in advocacy programs.

Khoros Communities Have Opportunity to Increase Engagement...



...by Increasing Contributing Members

Ratio of Contributing to Validating Behaviors



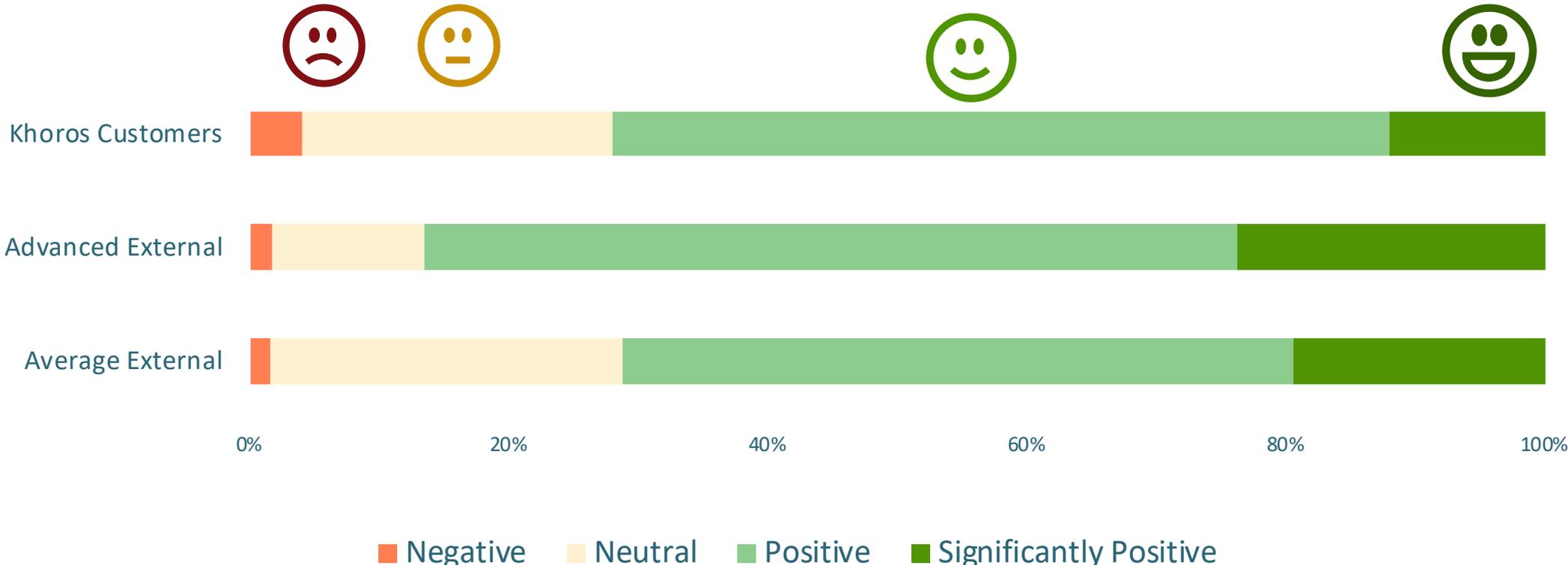
Recommendations

1. Invest in advocacy programs
2. Focus on validating and connecting members
3. Prompt sharing of expertise and experiences

COMMUNITIES CONTRIBUTE TO BRAND PERFORMANCE

Counter to prevailing assumptions, communities generate very little negative sentiment and are overwhelmingly positive contributors to brand resonance and value. Accessing expertise provides the bulk of community value, but communities are also engines of brand advocacy.

Communities Generate Overwhelmingly Positive Brand Sentiment



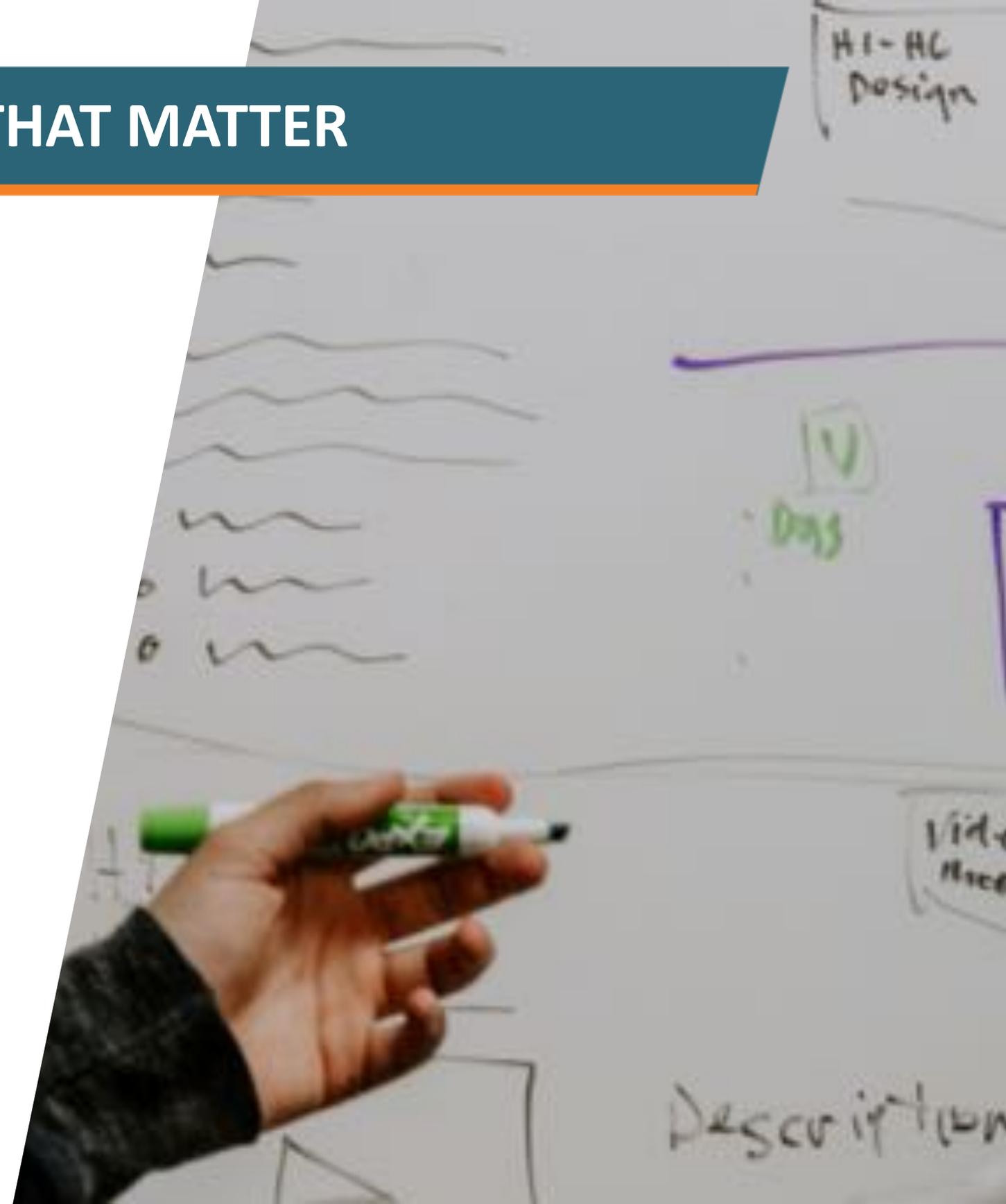
RECOMMENDATIONS: INVESTMENTS THAT MATTER

Strategic

- Measurable strategies
- Funded roadmaps
- Dedicated budgets

Operational

- Formal, multi-tiered advocacy programs
- Increase in community staffing
- Strategic, operational, and tactical reporting
- More inclusive community governance
- Programming focused on connecting and sharing



About The Community Roundtable



At the Community Roundtable, we collaborate with clients to implement proven, practical strategies for better communities.

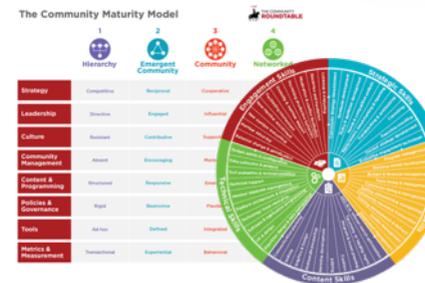
Clients rely on our models, research, and peer networks to take their communities to the next level.



Research



Frameworks, Benchmark and Community ROI Models



Community of Practice



Resource Subscription



Speaking & Research Services