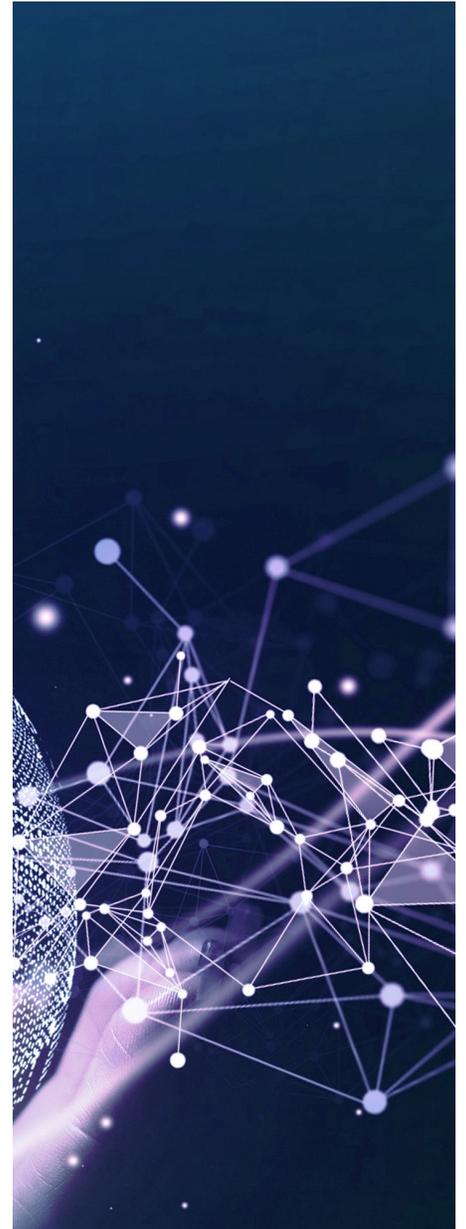




THE COMMUNITY
ROUNDTABLE



THE STATE OF
**COMMUNITY
MANAGEMENT
2022**

COMMUNITY: **THE NEW NORMAL**

With support from:

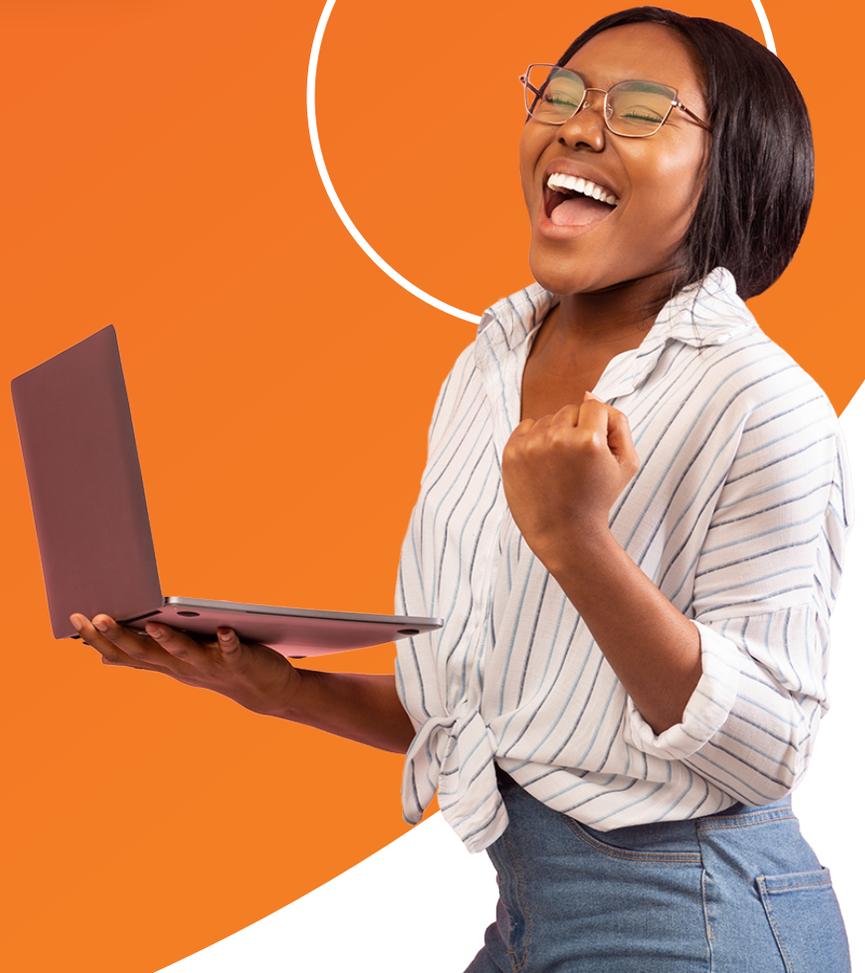




We know community.

Build better experiences for your customers and members.

LET'S GET STARTED



About Our Partners

FEATURED



Higher Logic exists to connect people, knowledge, and ideas to improve lives and organizations.

Through our community solutions we empower growth-stage businesses and associations to build a more engaged and meaningful relationship with their customers and members.

Higher Logic serves more than 3,000 customers, representing over 350,000 online communities with greater than 200 million users in more than 42 countries worldwide.

For more information, visit: www.higherlogic.com

VERINT

Verint Community empowers customers, partners and employees with a flexible, customizable community and self-service tools that drive real business value: better engagement, lower support costs and higher sales. The Verint Community platform is the world's most flexible and scalable platform for powering innovative online communities and forums for engagement, support, web self-service, agent-to-agent collaboration and insights (available Cloud or On Premises). With Verint Community, organizations have 100% control of their online brand experience. As part of the Verint Cloud platform, Verint Community can be deployed standalone, integrated with or embedded into other enterprise systems to make them more socially engaging, increase adoption and deliver high-impact experiences.

Learn more: www.verint.com

PREMIUM



Hivebrite is an all-in-one community management and engagement platform.

It empowers organizations to launch, manage, and grow fully branded private communities. Hivebrite is completely customizable and provides all the tools needed to strengthen community engagement.

Over 800 organizations worldwide, including American Heart Association, JA Worldwide, Cartier Women's Institute, WWF, the University of Notre Dame, and NYSE, use Hivebrite to create and engage vibrant communities.

Visit: www.hivebrite.com



SWOOP Analytics empowers employees and leaders around the world with personal and enterprise data to be successful in the digital workplace. We analyse the content and relationships in Microsoft Teams, Yammer, Workplace from Meta and M365 to provide organisations with deep collaboration and behavioural insights. We help organisations adapt behaviours to reach better business outcomes and make informed decisions about collaboration effectiveness.

Visit: www.swoopanalytics.com

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Welcome to The State of Community Management 2022

Is this the new normal? Well, there's no such thing as "normal," but there is a new way of thinking.

Over the last few years we've learned that "normal" might be what people were used to, but it only truly benefited a privileged few.

As companies navigate what the future of work looks like, they're forced to look beyond the bottom line. Are employees happy? Do they feel connected to their work and the organization's culture? Are customers being heard? More so, are companies listening?

Our world has been divided in three: BC (before COVID-19), pandemic, and now (the "new normal") — and BC feels a lot longer than two years ago. Our research provides a data-driven look at organizations' approach to the shifting landscape of the last few years.

In 2020, our research period closed before COVID-19 was widespread. Community programs were growing and changing in predictable ways, and the 2020 data was unsurprising. While there will always be new communities at the top of the funnel, mature communities were behaving as expected.

2021's research reflected the first year of COVID-19's impact on organizations. Globally, companies battened down their proverbial hatches, preparing for the storm COVID-19 brought. Budgets and hiring froze; understanding and urgency were up.

Few community programs had the financial resources to go beyond the status quo — even with increasing demand.

Online communities are experiencing a resurgence in 2022. After two uncertain years, where the target was in constant motion, community initiatives have proven their impact in both qualitative and quantitative ways, and are starting to reap the rewards and resources they deserve.

This year's research wouldn't be possible without TheCR Network's members — our peer network for community leaders. Together they regularly share what they're working on, collaborate on approaches, and celebrate wins. The State of Community Management Working Group doubled down by refining the survey, identifying interesting trends in the data, and providing feedback on early drafts of the report. Their commitment — to their peers and the industry in general — should be applauded. Be sure to review the Working Group on pg. 7, and thank them via your favorite social channel.

PS: Throughout the 2022 State of Community Management, we reference the Community Maturity Model™ (CMM), the Community Skills Framework™, and the Community Engagement Framework™. More about these foundational models and frameworks can be found starting on page 63.

Methodology

The data in this report were collected from 268 community programs in February and March 2022. This research wouldn't be possible without the members of State of Community Management Working Group who defined the scope, refined the methodology, and identified meaningful data.

State of Community Management 2022 Working Group



Allison Brotman
UKG



Anne Larsen
Grundfos



Melissa Westervelt
Cambridge Associates



Dianne Kibbey
Premier Farnell



Catherine Hackney
Confident Communities
Consulting



Kelly Munro
Xero



Chris Catania
ESRI



Sean Marlin
The Community
Roundtable

Research is solicited from The Community Roundtable's contact list, members, and clients; as such, the data may not reflect encompassing industry trends. Instead, the research examines a portion of the community management space's experiences — one that tends to represent more mature community programs.

After collection, The Community Roundtable's research team cleans, segments, and analyzes the data.

This year's research also includes trend analysis based on previous years' results. [Learn more](#) about past State of Community Management reports.

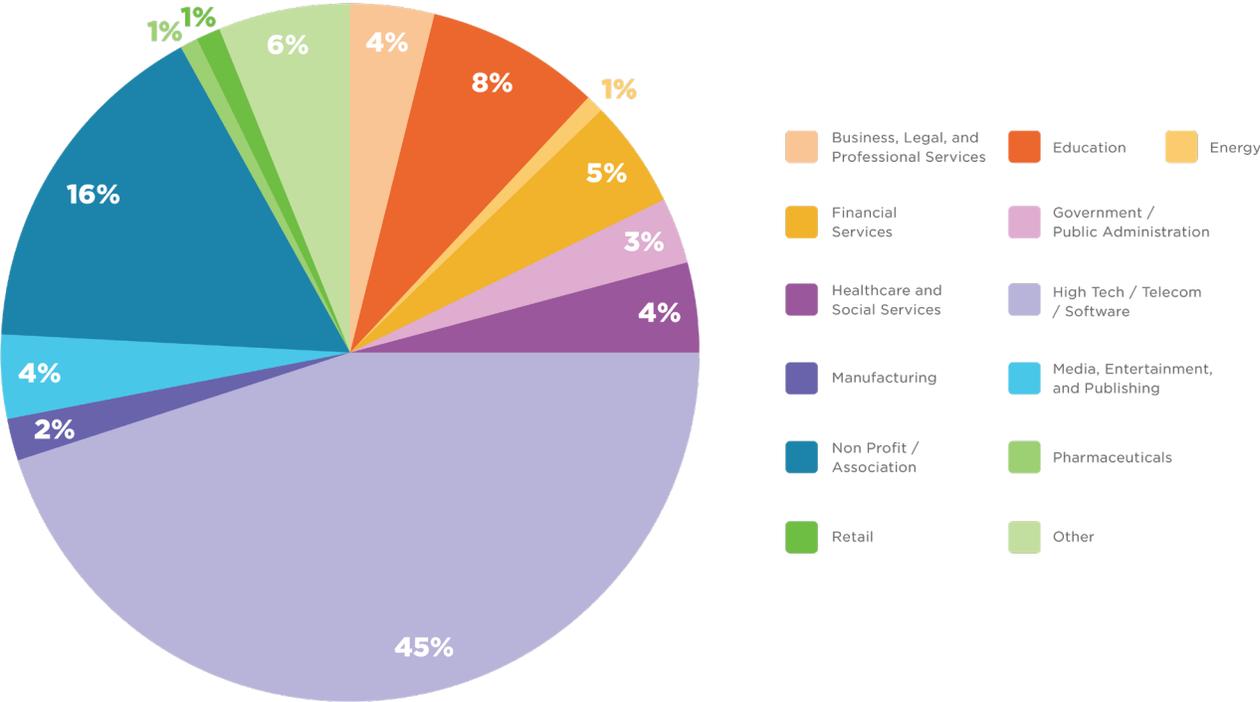
Demographics

The State of Community Management 2022 research participants represent a wide range of global community programs, including both internal, employee-facing programs and external, customer-facing programs. Myriad community sizes, ages, industries, and use cases were represented. To effectively analyze and identify meaningful insights from this diverse group, data was segmented based on demographic differences.

Industry

The industries represented in this year’s research held steady from previous years, with a slight increase (5%) in the high tech/telecom/software area. While this sector has been popular for some time, it’s possible the increase in community focus could be due to the workforce adapting to a more digital environment over the past two years due to the COVID-19 pandemic.

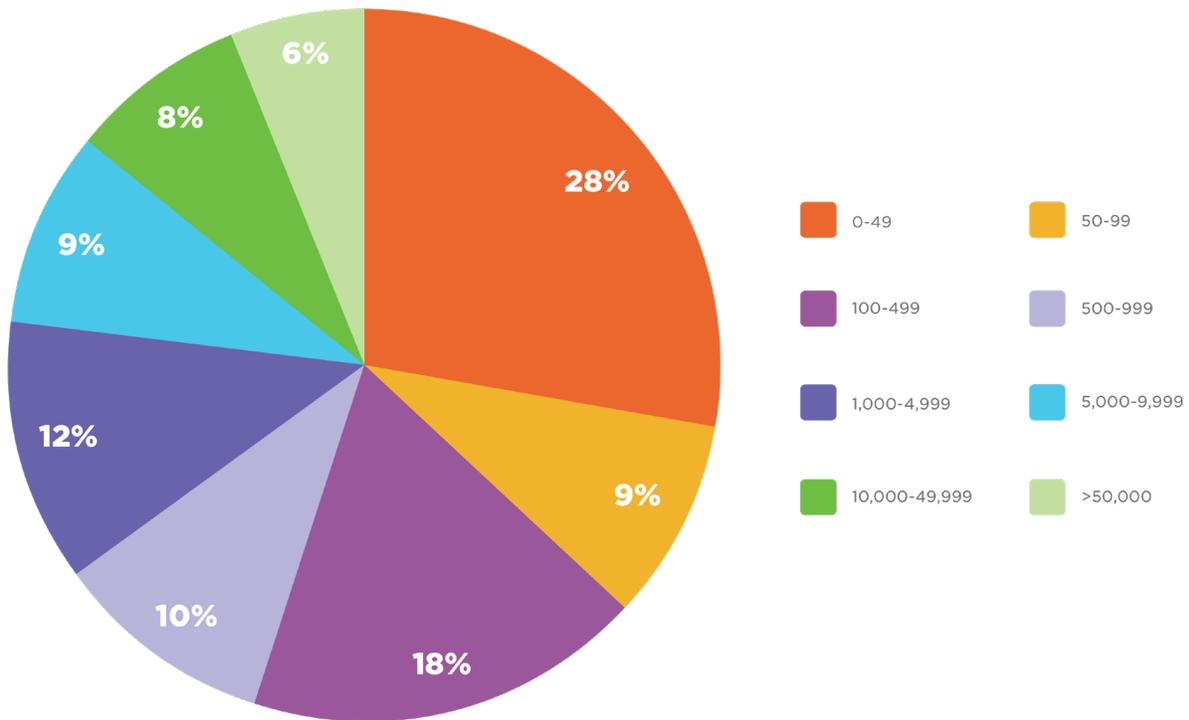
Industries (2022)



Organization Size

In 2022, most participating organization sizes were similar to previous years'. Interestingly, small organizations (0-49 employees) doubled, jumping from 14% to 28%. Are these individuals going solo as part of the Great Resignation? Are the increasingly affordable and user-friendly out of the box community solutions making a difference? Did these small groups use community to stay connected during the pandemic?

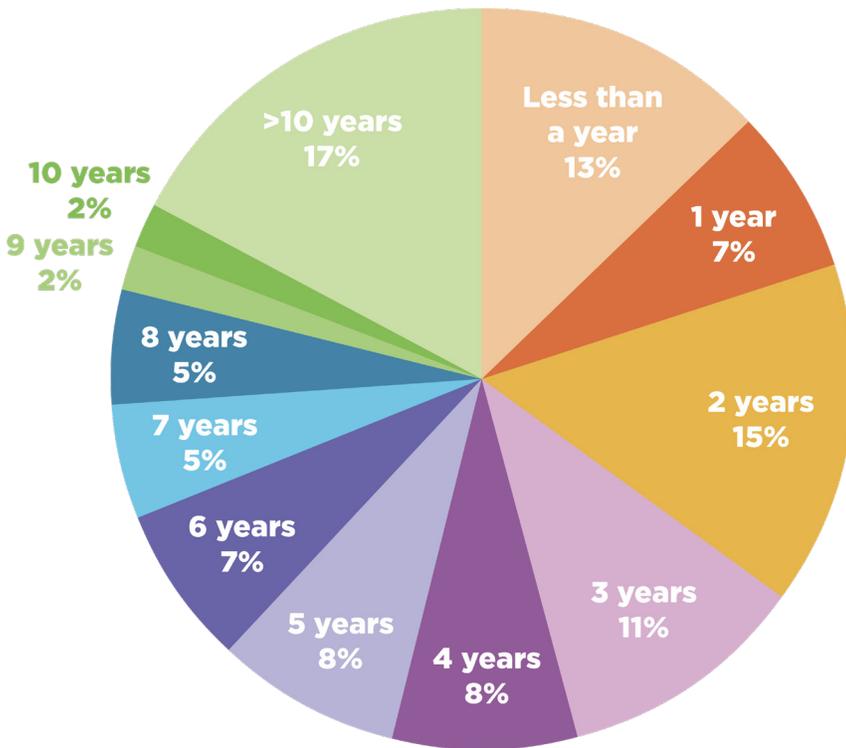
Organization Size (2022)



Community Age

The age of communities has stayed consistent over the past several years. The largest jump seen is in those under two years old. There's been a 4% increase in communities less than a year old, and a 5% increase in communities one-two years old.

Community Age (2022)



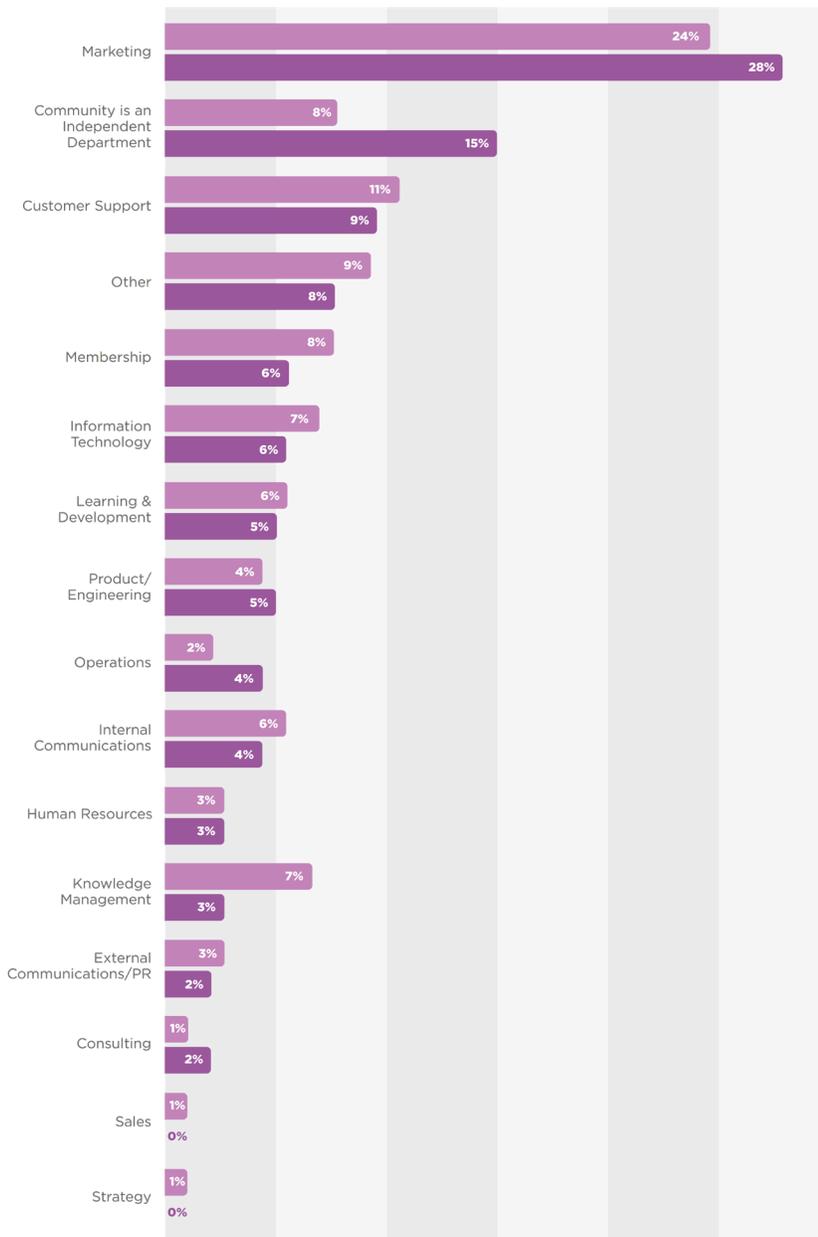
Number of Community Members

While the metrics around community sizes haven't shifted much from previous reports, we did see a larger percentage of communities with <1,000 members. Previously, only 20% of communities had smaller populations; this year, 37% of our respondents have <1,000 (24% at <500, 13% at 500-1,000).

Reporting Department for Community Program

In 2022, we've seen a shift in departmental reporting. In addition to a lot of independent community departments (15% vs. 8% in 2021), there's been an increase in community programs that report up through marketing (28% vs. 24% in 2021).

What Department is Primarily Responsible for Community Program Management?



Report Overview

When we started the State of Community Management research initiative in 2010 there were a lot of unknowns. We sought to document the “what” and “how” of effective community management. In the first edition of the research, we cited a study that revealed a stunning finding - a staggering 60% of online communities showed no sign of active community management. Clearly, we had a lot of work to do.

Fast forward to 2015 when we documented the concept of “community-led” companies like Etsy, Lyft, and TaskRabbit, who understood that if they wove stakeholder success in with their own they would realize outsized gains.

It wasn't just start-ups that realized a focus on shared value was a secret to success - 162-year-old Aetna moved to establish a new, higher minimum wage for all employees, moving from a transactional culture to one focused on relationships and shared value.

In 2017, our research highlighted that the c-suite was waking up to the opportunity presented by community approaches, noting that 56% of senior executives were supportive of community programs in their organizations. They still had questions about ROI and how communities could impact the business, but they were intrigued. Contrast that with this year, where 88% of senior executives have a positive perception of community programs at their organizations. This is likely due to the fact that communities increasingly show positive ROI, and contribute to organizational success from top-line sales and overall profitability, to increased employee loyalty and customer satisfaction and retention.

As we analyzed the survey data this year and reviewed the results with The State of Community Management Working Group three key findings emerged:

Community approaches are the new normal.

Grounded in the work done by community practitioners over the last 15-20 years and bolstered by the momentum gained since the pandemic emerged in 2020, community programs have shown the world that they are the most effective way to connect and collaborate globally.

Executives overwhelmingly support community-led initiatives.

As community teams become operational business units they track and report back to their organizations in ways that executives understand and care about. These efforts result in recognition and resources, creating a flywheel for continued success.

Communities contribute to organizational success.

No longer limited to pet projects or line-of-business efforts, community teams are building Centers of Excellence to share and spread community approaches throughout their organization's ecosystem.

Strategy

The Community Maturity Model's Strategy competency tracks how business and community goals align to achieve results for both the community program, and the organization as a whole.

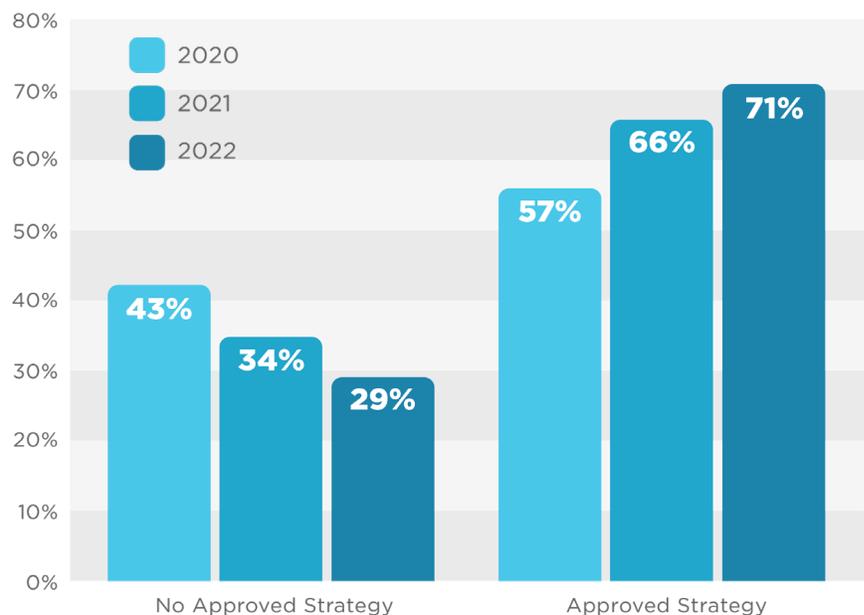
Community Strategy Balances Business and Member Needs

Community strategy balances the business' need to drive revenue or cost savings with the needs of community members: Seeing short-term wins due to deep and lasting community engagement, as well as balancing the community's purpose with the natural direction the members take it.

Community programs with an approved strategy continue to grow. 72% of this year's total have an approved strategy compared to just 58% pre-pandemic (2020) and 66% last year.

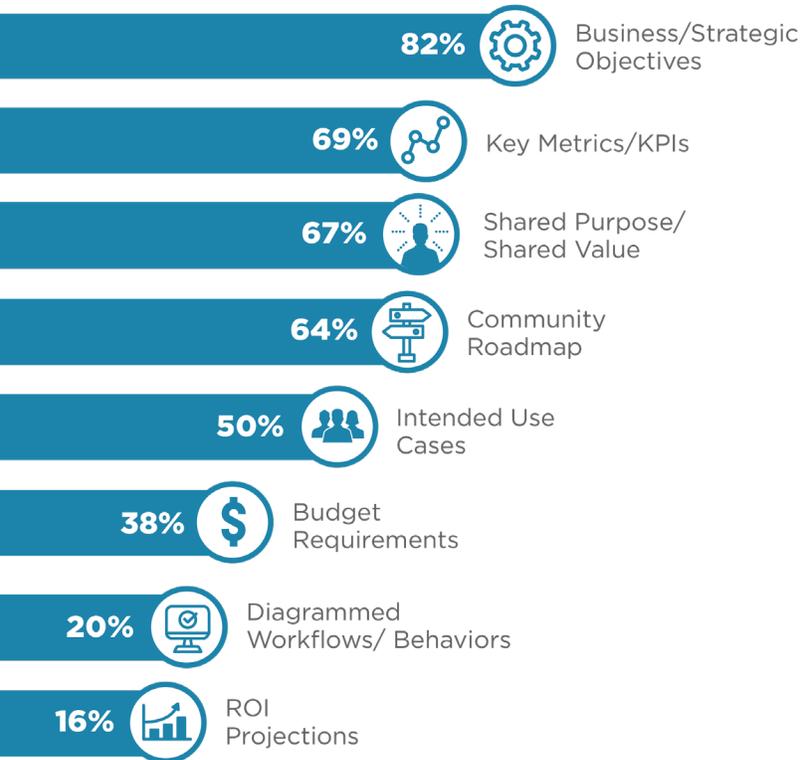
An approved community strategy is a critical step to develop a fully integrated community program. *Note: Approved and operational community strategies were relatively flat when compared with the prior year (54% in 2022 vs. 56% in 2021), but well ahead of pre-pandemic response (44% in 2020).*

Community Programs With an Approved Strategy





What Elements are Included in Your Community or Network Strategy?



Despite this positive trend, there were still respondents who reported “no approved strategy.” While this has dropped (43% total in 2020 to 29% in 2022), it’s still troubling. A community program with no approved strategy can’t correlate positive outcomes back to business goals. Everything from ROI to long-term member engagement stems from having an approved community strategy.

Community Best Practice: Understand How Business and Strategic Goals Tie to Your Strategy

When comparing the data on elements typically included in a community strategy with previous surveys, it was consistent year over year. What was fascinating: The respondents who don’t have these elements in their strategy – especially when tying back to business goals. Launching a community without understanding the business or strategic objectives isn’t recommended. If anything, their inclusion is foundational. Also foundational: Key metrics tied to those objectives; understanding the shared purpose/value for the community; and a draft roadmap of the most basic community strategy. Without these elements, securing a dedicated budget for your community program is unlikely.

Build your strategy with our Community Strategy Worksheet.

[CLICK TO DOWNLOAD](#)

Budgets — ‘Show Me the Money!’

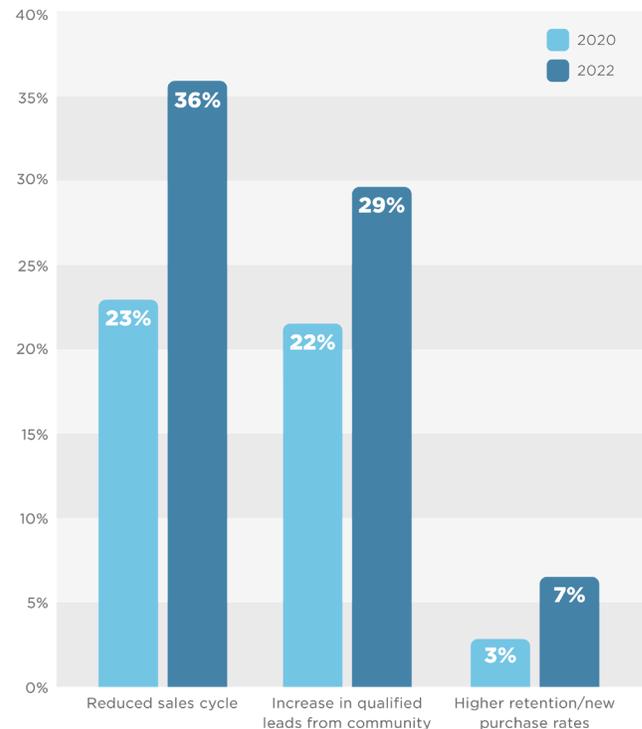
2022 saw a modest increase in community programs with a dedicated budget. Unfortunately, it still feels like we’re behind where we should be given the enthusiasm and returns seen in the data. With that being said, 92% of respondents indicated their community budget has stayed the same or increased this year, and those that increased jumped from 39% in 2021 to 57%.

Community teams are increasingly able to connect community participation to business outcomes, up to 61% vs. 49% in 2020. The most common business outcomes in 2022 are:

- Customer loyalty/retention
- Awareness/branding
- Product usage
- Revenue growth

Common standbys of community-related business outcomes like faster support response time and increased product usage saw modest dips as compared to previous years.

Business Outcomes Related to Community Participation



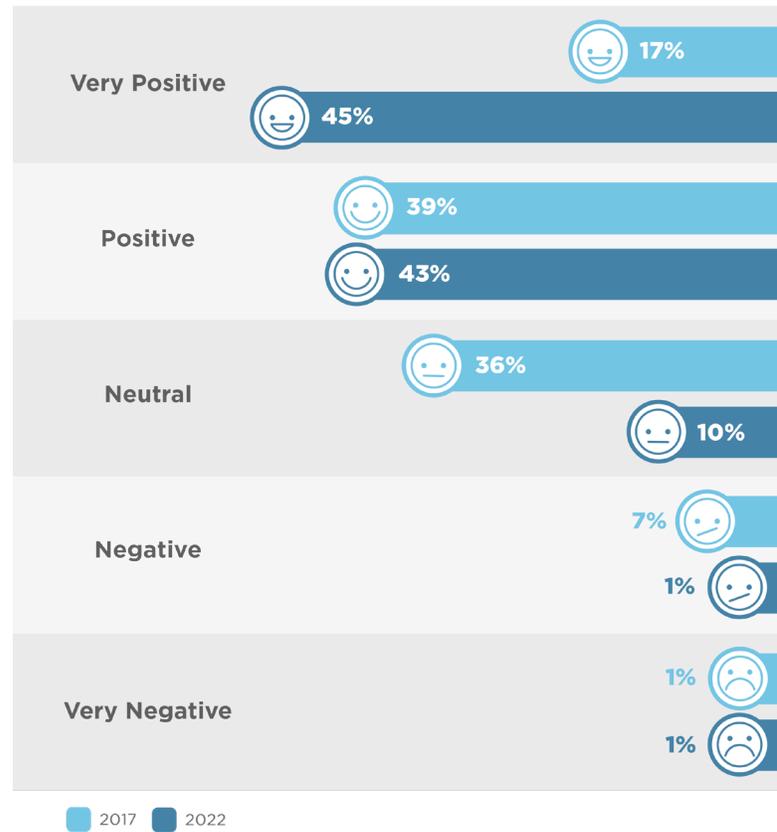


Continuing a trend from last year, senior executives' general perceptions of community are overwhelmingly positive, with 88% of respondents reporting positive, 45% of that group reporting executives' perceptions as very positive.

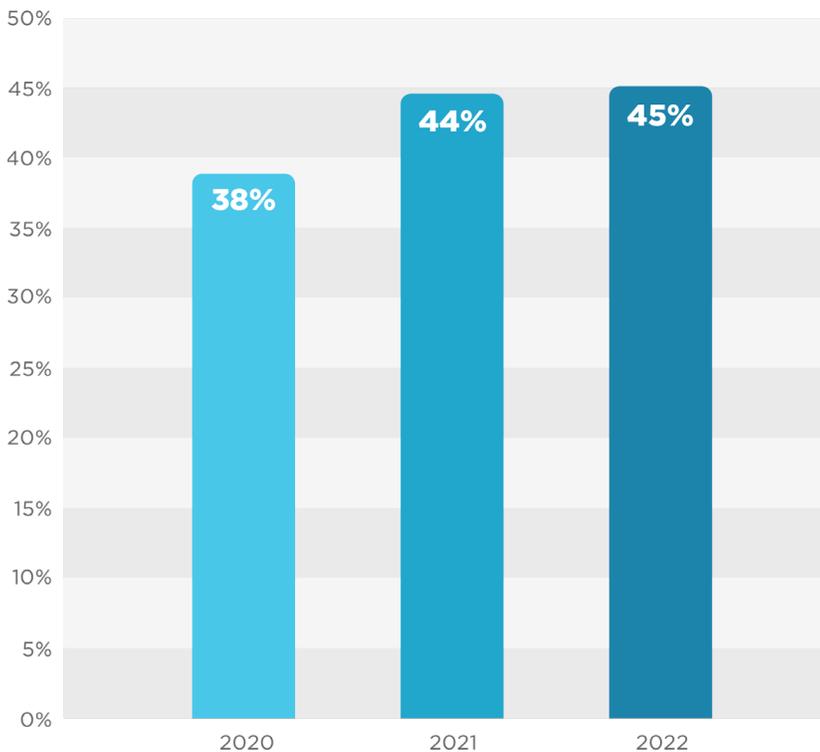
This increase is likely based on the positive business outcomes they're seeing from community approaches which results in the increased spending found in this year's data.

This level of excitement and commitment from executives should encourage community teams to continue their community strategy evolution, tying it to specific business outcomes and integrating it with existing business systems.

What is Your Executive's Perspective of Your Community Program?



Community Programs with a Dedicated Budget



Recommendations

□ Start with strategy.

If you don't have a community strategy in place, now is the time to start. As an organization we tend to err towards a simple strategy that can adapt and be responsive as the community matures. Use the [Community Maturity Model™](#) as an assessment tool to create a detailed roadmap.

The Community Maturity Model

1 Hierarchy 2 Emergent Community 3 Community 4 Networked

	1	2	3	4
Strategy	Competitive	Reciprocal	Cooperative	Interdependent
Leadership	Directive	Engaged	Influential	Inspiring
Culture	Resistant	Contributive	Supportive	Collaborative
Community Management	Absent	Encouraging	Mentoring	Empowering
Content & Programming	Structured	Responsive	Emergent	Co-created
Policies & Governance	Rigid	Restrictive	Flexible	Inclusive
Tools	Ad hoc	Defined	Integrated	Adaptive
Metrics & Measurement	Transactional	Experiential	Behavioral	Strategic

□ Check your strategy for gaps.

This year's research showed that while many communities have some form of a strategy there are still big opportunities for growth. By ensuring your community strategy includes budget requirements, ROI projections, and diagrammed workflows and behaviors, you're more likely to get the attention of executives to secure additional resources, headcount, and funding.

□ Fine tune your alignment.

Once you have a well-resourced operational community strategy, it's time to more closely align your community program with larger organizational goals and strategic initiatives. You've proven that community is a powerful force for change in your organization, now closely align your community strategy with that of the business to ensure that the community remains a relevant contributor to the overall ecosystem.



Allison Brotman ON STRATEGY

Vice President, Learning & Community at UKG and member of TheCR Network



“ We’re trying to think about how to connect what’s happening in the community to higher level business goals. [Then] we can show the impact the community has at the highest level. ”

Allison’s perspective on the state of community strategy

I was really surprised to see that 15% of communities still don’t have a documented strategy.

I would encourage everyone to set aside some time to start working on it. It will pay dividends. [Documenting your strategy] helps you define the value your community program is bringing to your business. It helps you make the best

use of your [community] resources - even if the resources are just your own time. And, it tells you what success [for your community program] looks like.

If you are the type that wants to reflect on how you are making an impact, you’ll have a measuring stick to rule against.



Leadership

The **Leadership** competency includes executive sponsorship, participation in a community program, emergent community leadership, and ties into broader organizational ecosystems.

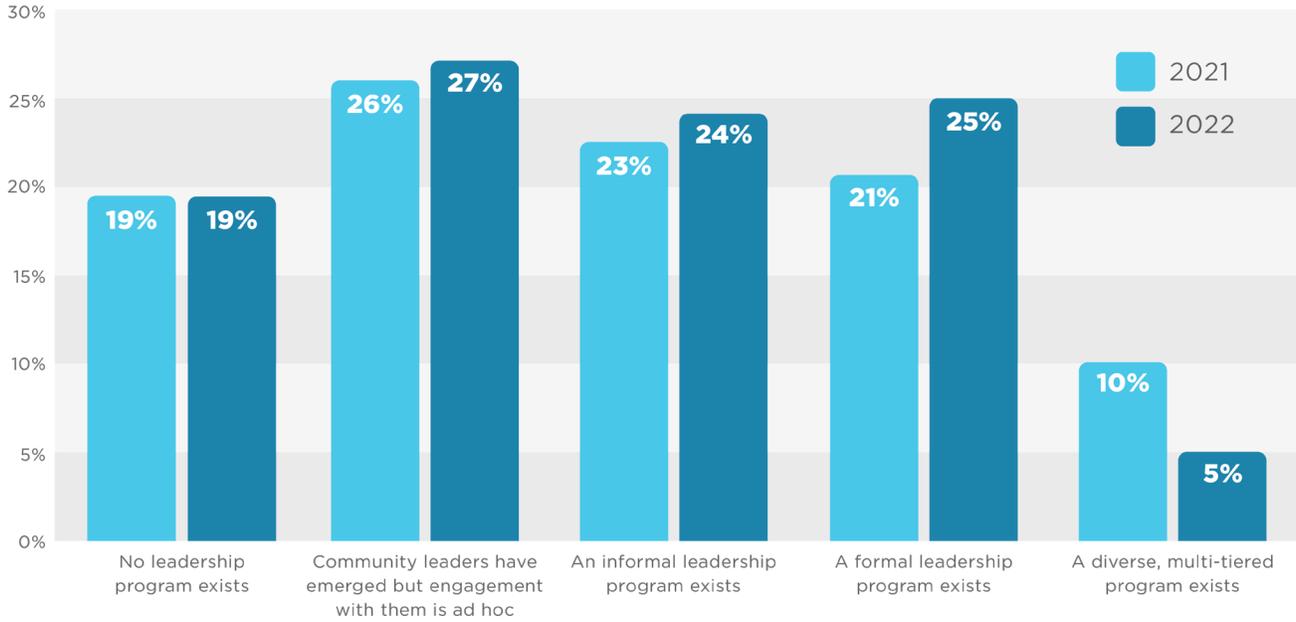
Leadership programs (a.k.a., advocacy, MVP, and superuser programs) are key to successful communities — they directly correlate with higher engagement, greater ability to measure value, and robust executive participation.

Leadership Programs Lead the Way

Community leadership programs are still an important sign of community program maturity. In 2021 and 2022, 54% of respondents reported having at least an informal leadership program. In 2022 the most sophisticated leadership programs dropped significantly in this year's sample. This is likely due to a shift in the survey's demographics (more young community respondents) vs. an overall industry trend.

*Rather than viewing **community leadership programs** as one more box to check, our research shows they are critical to becoming a best-in-class community program.*

What Best Describes Your Community Leadership Program?



Get Experts Involved in Your Community Leadership Program

While most community leadership programs include customers (73% in 2022), not enough use internal subject matter experts (SMEs): Only 45%. This is a missed opportunity; you have SMEs in your organization, you should leverage their expertise and talents.

Involving SMEs in the community allows them to meaningfully contribute, showcase their knowledge, and create connections. Creating connections was the top goal of community leadership programs per this year’s survey, with 77% of participants citing this as a goal. SMEs also contribute to the other community leadership program goals, including advocacy (71%) and moderation support and capacity (54%).

Nurture Your Superusers

You know who your community’s most active users are already, now help them to take your group to the next level.

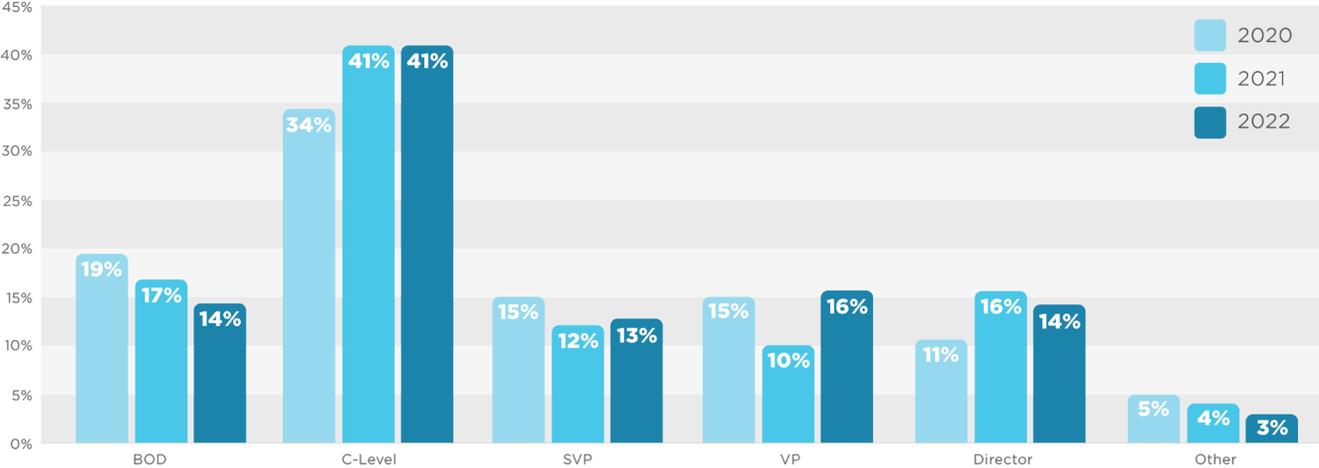
[VIEW THE CASE STUDY](#)



Community Budgets: From Pet Project to Organizational Operations

The community budget approver can indicate organizational leadership’s perception of community. As communities mature, budget approval tends to move down the organizational hierarchy, from the board of directors to more operational roles (SVP/VP). This is an indication of that community programs are gaining acceptance and becoming operationalized. As we learned in the [Strategy](#) competency, community budgets are rapidly increasing. We are past the “pet project” phase of community building, and it’s being embraced as an operating unit.

What Executive Level Approves the Community’s Budget?



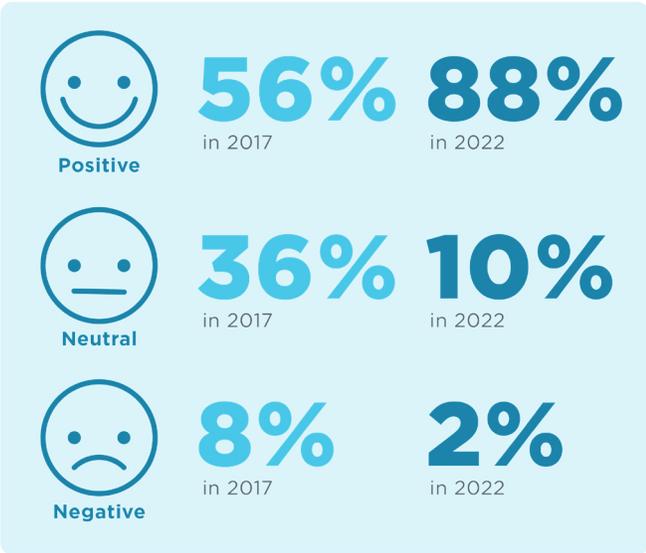
Back to the Future: Executive Perceptions Shift Dramatically

When we jump into the Wayback Machine and look at survey data from 2017, it's clear that executive perceptions of community have dramatically shifted. In the 2022 survey, 88% of respondents reported executives' perception of community as positive or very positive, up from just 56% five years ago. This is due to several factors, including:

- Leaders realizing the tangible benefits of community within their organization
- Organization-wide community evangelization by executives
- The emergence of COVID-19 forcing organizations to re-think interactions with their customers and employees

It's clear that executives are on board and expect communities to deliver positive returns.

Executives' Perception of Community Programs



Recommendations

□ Start a community leadership program!

If you don't have a superuser program in place, get started. [Our research](#) shows when a member of a community shifts from a passive recipient of information to an active participant, their activity increases by more than 10x. Their ROI — the return they get for the time invested — increases by over 200%.

□ Get structured.

Move beyond ad hoc or informal customer-focused leadership programs. Create structure and get your SMEs involved. Doing so has a three-fold impact on your community program:

1. There's a wider array of expert content
2. Internal talent/knowledge is recognized and showcased
3. The reach of your community team is scaled by empowering others to create and facilitate programming

□ Shift executive perception.

We love that 88% of executives perceive community programs positively, but what about the 12% with a neutral or negative perception? Helping leaders recognize a community's value is up to the community manager, but it doesn't have to be done alone. [TheCR Network](#) and its members help community managers identify how to advocate for themselves and their communities.



Chris Catania ON LEADERSHIP

Head of Community at ESRI and member of TheCR Network



“ *It was really good to see that more communities are creating leadership programs. That shows that community leadership programs have become a core elements of programs, which is great!* ”

Chris' perspective on the state of community leadership

Community managers and community builders are getting better at being able to articulate and align the value of community with the business needs. Whether it's product support, advocacy, marketing - using community to show the value

of that is so impactful. Through my own career, being able to articulate the business value of community to the c-suite - what community can do - that's how you get the buy - they understand and support it with resources.



Culture

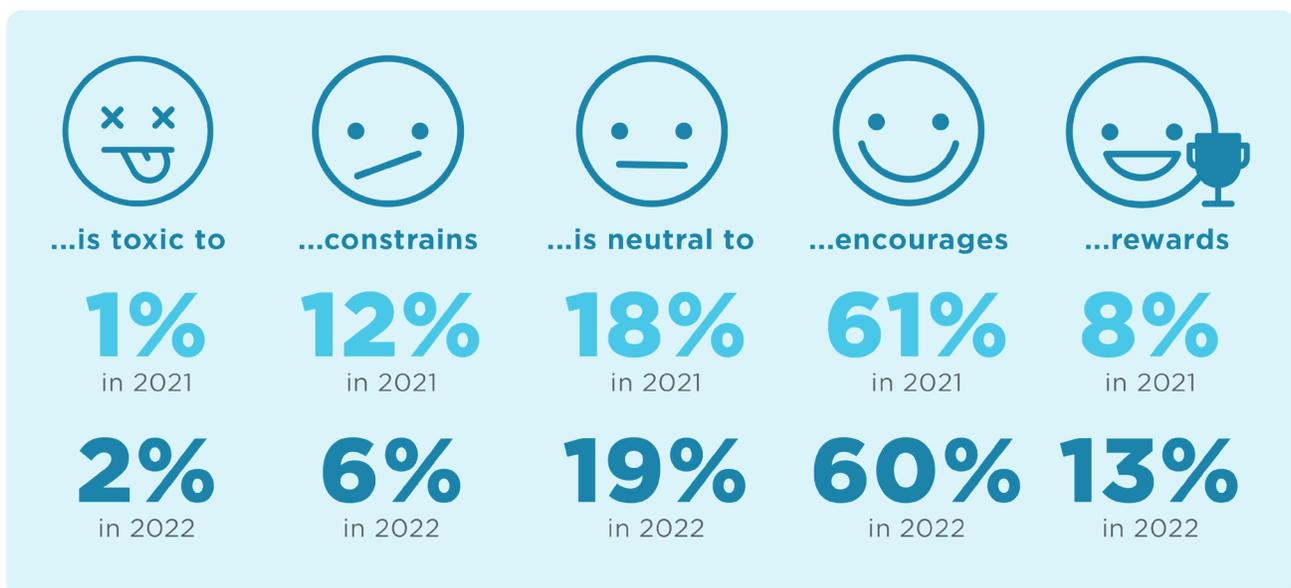
The **Culture** competency of the Community Maturity Model™ addresses habits, motivators (intrinsic and extrinsic), social norms, communications, decision-making processes, development processes, and learning approaches in an organization and/or community.

Organizations that acknowledge and prepare for cultural challenges — and change — will better navigate and reduce risks when building their community program.

Organizations Align Around Community Approaches

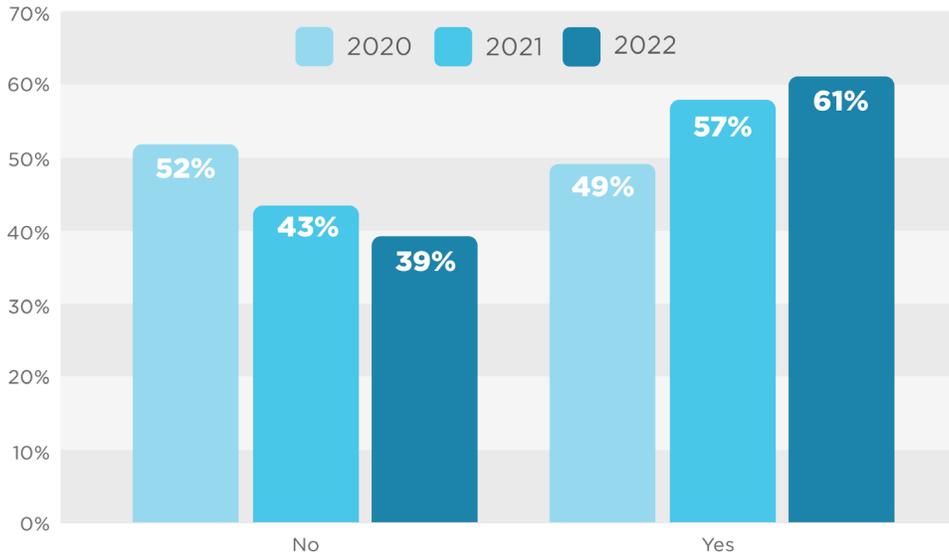
Building an open and collaborative organizational culture hinges on community success. Respondents reported a drop in cultures “constraining” community approaches, and a similar jump in cultures “rewarding” them. This is encouraging as it suggests organizations continue to see value in community approaches, and are aligning their culture accordingly. When you have executive attention, endorsement (as seen in the [Leadership](#) competency), and engagement, the path to success is paved.

My Organization’s Culture _____ Community Approaches





Can You Connect Community Participation to Business Outcomes?



The Top Three in 2022

Most Reported Business Outcomes (external communities)



Customer Loyalty/Retention

68%



Awareness & Branding

60%



Product Usage

45%

Most Reported Business Outcomes (internal communities)



Employee Retention

65%*



Culture Change

57%



Communications Efficiency

52%

*jumped to 65% from 42% in 2021

Communities Drive Business Outcomes

Another trend this year is community programs' increasing ability to connect community participation to tangible business outcomes.

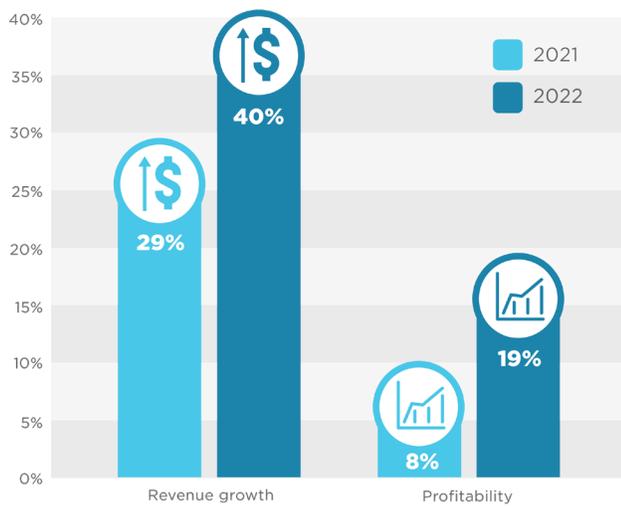
The forced shift to remote and hybrid work due to COVID-19 saw organizations leveraging communities to connect with employees, customers, and prospects. By tying this to business outcomes community teams can prove the value of community approaches, which leads to positive perceptions of – and increased spending for – community.

In 2022, more community programs can directly attribute sales-related metrics to community – namely higher retention/new purchase rates, increased qualified leads, and reduced sales cycles. This is exciting, especially when coupled with the two highest growth outcomes (external factors) cited this year.



While revenue growth and profitability aren't prevalent enough to crack the top three just yet, their year-over-year jump shows many community teams are developing the business skills needed to characterize their program in terms old-school executives understand. They're proving community's impact on the top and bottom line.

What Business Outcomes are Impacted by the Community?

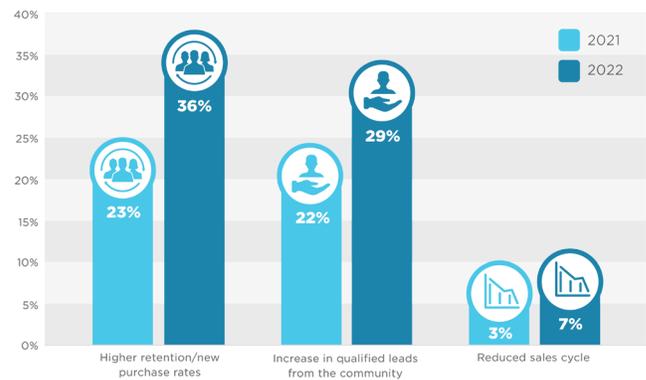


Change is Hard. Communities Can Help.

Behavior change is hard. Even harder? Positively impacting your organization's culture.

The good news is communities do both very well. 74% of respondents reported their communities as moderately to extremely effective at facilitating behavior and/or culture change (vs. 70% in 2021). As experienced community professionals know, behavioral and cultural change is the core of effective community management. Dig into our [Community Engagement Framework™](#) to learn more about this important aspect of community building.

What Behavior and Culture Change Can You Directly Attribute to the Community (external factors)



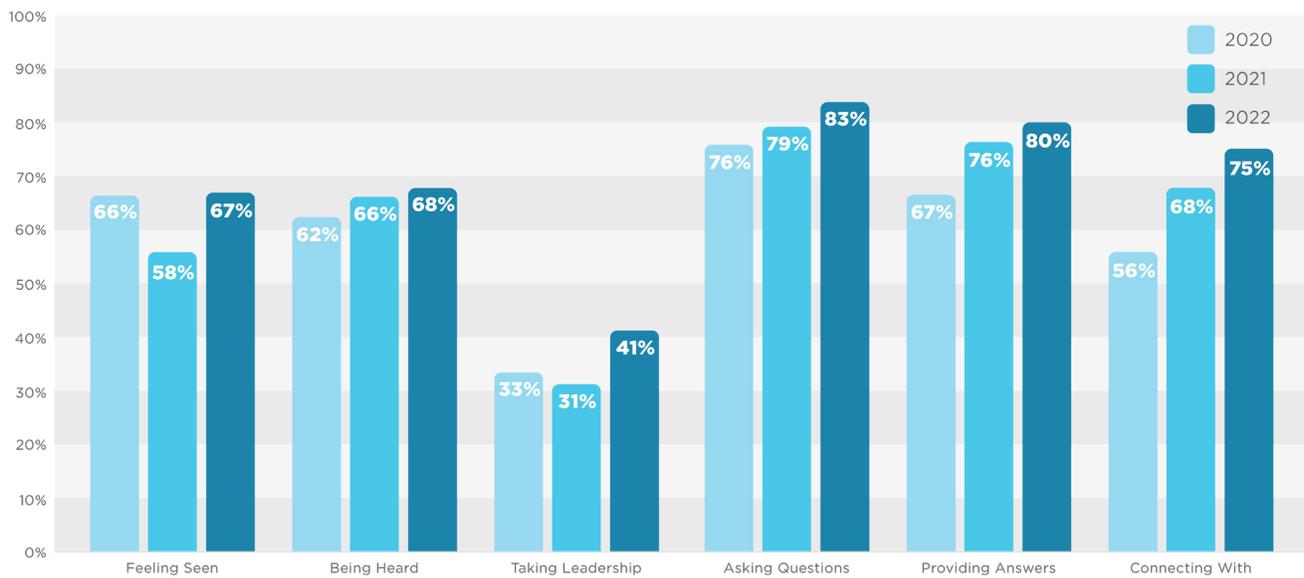


Communities Empower Members

At their best, communities empower members. Over the last three years there's been steady growth in all the ways communities empower members. While it's not surprising, it's compelling. Feeling seen and heard, taking leadership initiative, asking questions/getting answers, and connecting with others are critical elements of high functioning organizations, and communities effectively enable these behaviors.

74% of communities are moderately to extremely effective at facilitating behavior/culture change.

How Often Does the Community Empower Members in the Following Ways?
(frequently or always)





Recommendations

Use community to lead the way.

For culture change, that is. Globally, we're facing a hybrid future where connecting with employees and customers (and everyone else, really) will take place in person and online. Community's incredibly effective at powering behavior change, and if you're reading this, you probably know a thing or two about community. Leverage that power to help facilitate organizational change.

Keep good records.

Do you have a folder titled "Community Empowerment Examples"? If not, go make one, we'll wait. Documenting actual examples of empowered members not only feels great, it can help build the case for your community program. Combining screenshots of real life examples with metrics supporting the community's efficacy provides quantitative and qualitative proof of your advocacy efforts. Examples include members stepping up to help with unrelated projects, a customer posting about a positive experience in the community, or a member actively recruiting new members.

Team up with cross functional allies.

2022's data shows community's continued impact on business outcomes. Find peers in your organization where community might be having an effect, and explore how community has an impact on loyalty, sales, or service ratings.



Anne Larsen ON CULTURE

Application Consultant; Grundfos and member of TheCR Network.



“Community’s the way forward. We cannot set aside the progress we’ve made in the last three years. If we hadn’t had the pandemic, the cultural change enabled by online communities would’ve taken at least 5-10 years.”

Against the Odds, 2021 Broke Records at Grundfos

Grundfos is a global water technology company committed to pioneering solutions to the world’s water and climate challenges, and improving the quality of life for people. Based in Denmark, Grundfos is represented by more than 100 companies in more than 60 countries, and with products sold in a larger number of countries by local distributors. COVID-19 related complications could have derailed a business with such a large international reach, but Grundfos was poised to meet the global demand for community-based communications.

Tax (EBIT) of DKK 3,185m. Adjusted for items not related to operations, Grundfos’ return on sales landed at 11.4%. The annual customer satisfaction survey showed world-class levels and was the highest score since Grundfos first conducted customer satisfaction surveys. The employee motivation and satisfaction survey continued to show strong results on par with the previous year.”



READ THE FULL ARTICLE

“In 2021, Grundfos set a sales record with a full year net turnover of 28.7bn DKK. Grundfos’ full year return on sales (EBIT/Net turnover) reached 11.1% representing Earnings before Interest and





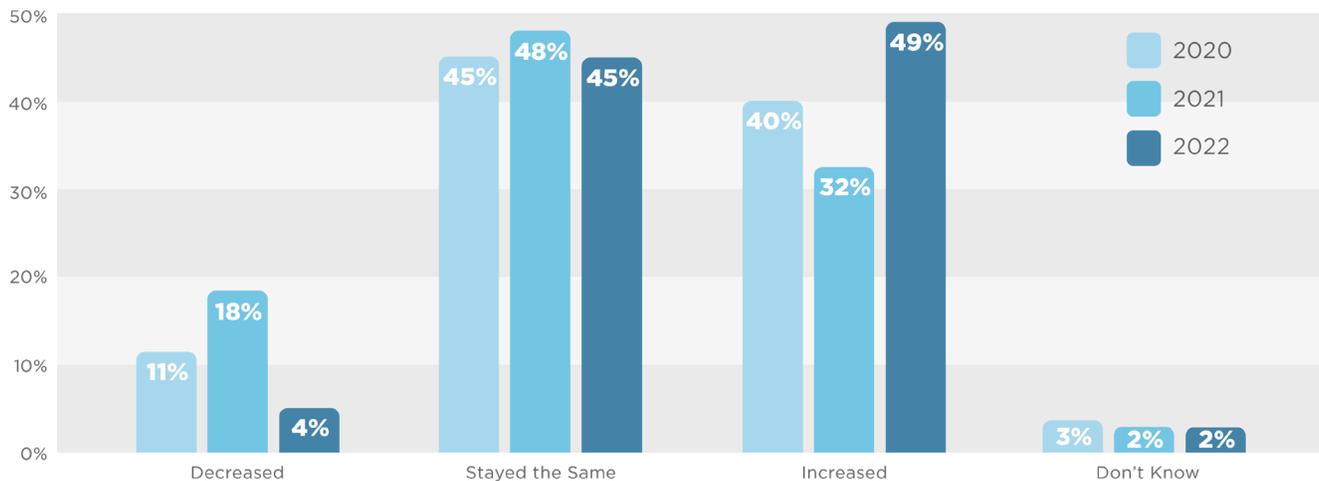
Community Management

The **Community Management** competency involves everything that ensures communities are productive. While community managers come from all walks of life and approach their role differently, they have the same goal: Build healthy, engaged communities where members learn from one another and collaborate on ideas, issues, or challenges.

Community Teams are Growing

After seeing a dip in the size of community management teams last year, they're growing dramatically in 2022. This can likely be attributed to organizations in 2021 dealing with the uncertainty of COVID-19 and increased mobility. 2022's increase is an effort to rebalance. There will likely be a modest rise in the coming year as community teams continue to grow with their programs.

Compared with the Previous Year, Community Management Staff at My Organization Has...





Challenges Still Exist

This year’s respondents reported their top three community challenges are:

- Not enough resources (27% vs. 29% in 2021)
- Difficulty building awareness or growth (26% vs. 25% in 2021)
- Can’t prove value (15% vs. 9% in 2021)

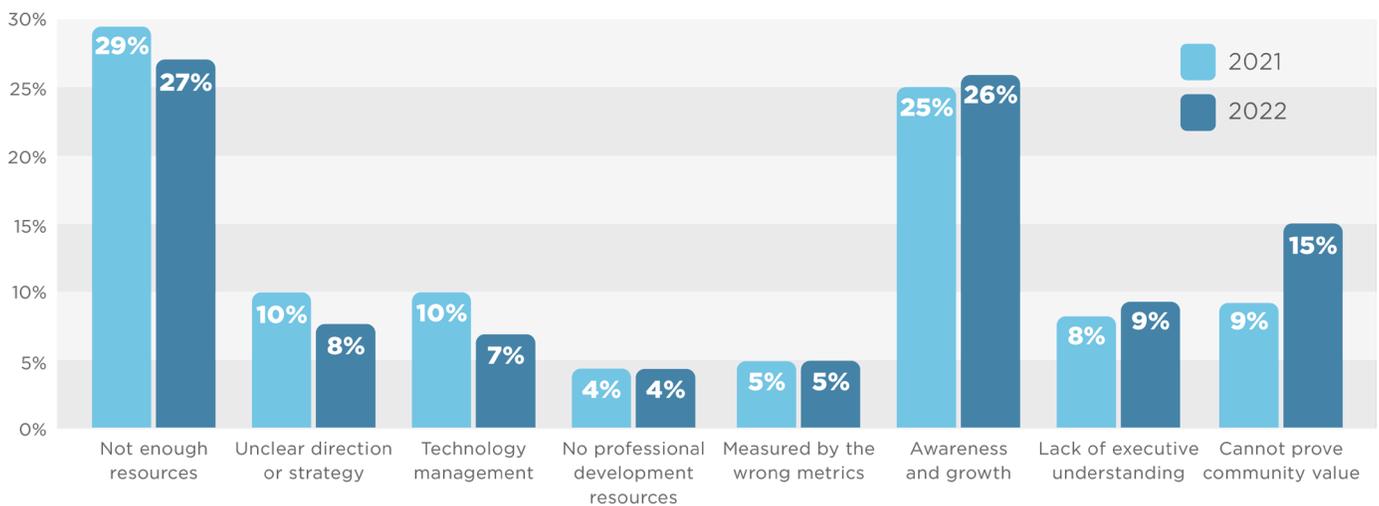
Given some of the other trends seen this year — namely growing executive enthusiasm, expanding budgets for community programs, and growing community management teams — is this simply a matter of timing? Not quite. Deeper in the data it’s indicated that there’s still more work to be done.

Defining Community Roles is Critical

Linking community programs to operations should top every community team’s to-do list. While defining community roles and responsibilities — and getting them approved by human resources — is critical when developing community programs, 65% of respondents indicated they don’t have defined and HR-approved community roles. This is a huge gap to be addressed as an industry and individually by community teams.

In 2014, we documented the skills necessary for community building, which resulted in the

What is Your Community Team’s Biggest Challenge?



Community Skills Framework™. Built around five skill “families” — each with ten unique skills — and providing a comprehensive look at the role, the Community Skills Framework™ is perfect for anyone who works in the community space and wants to understand the depth and breadth of skills needed on their team.

Per this year’s respondents, only 28% offer community training to managers — 16% offer it to executives — so the vast majority of these critical constituents are stuck learning about community on their own, which isn’t a recipe for success. Whether it’s video tutorials, regular lunch & learns, or formal inclusion in an organization’s training curriculum, community teams need to bring their organization along on the community journey.



Use the **Community Job Index** as a guide for hiring and retaining community talent.

[DOWNLOAD NOW](#)

Deeper in the data lurks an even more troubling finding: 24% of brand/customer communities provide no community training. This is a huge opportunity for any community program that doesn’t already offer training. Internal awareness and enthusiasm for community programs is critical for acceptance and becoming a core operational unit. Attracting SMEs and other internal champions requires they know the community exists — and how they benefit from contributing. If you’re currently operating a brand/customer community and are isolated in your organization, it’s time to hit the road and share your community story.

Community Training and Evangelizing is Essential

While we’ve known that community training and evangelizing is essential, changing entrenched behaviors is hard (see [Culture](#)), especially when community teams are already stretched thin. But developing *scalable* training programs to get an organization to a collective “aha moment” is a must.

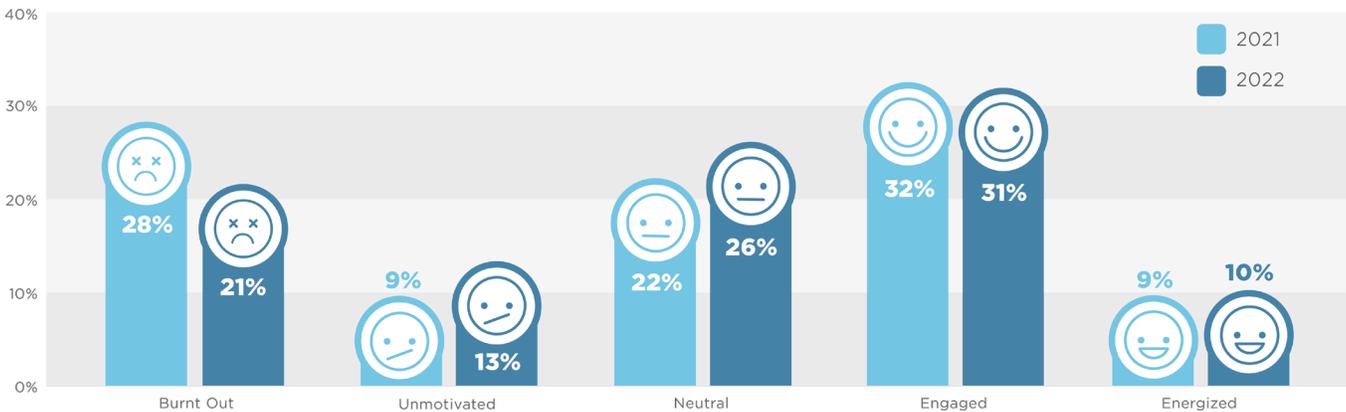


How are Community Managers Feeling in 2022?

Much like the rest of the world during the pandemic, they're not sure. While it's great to see a significant drop in community managers feeling "burned out" (21% vs. 28% in 2021), there's been an increase in those feeling "unmotivated" (13% vs. 9% in 2021). On the opposite end of the scale, it's exciting to see respondents reporting they're "engaged" (31%) or "energized" (10%) at higher rates (consistent with 2021).

The last few years have been tough. Coupled with the increased organizational focus on community, there's been a lot of change — both positive and negative. But, with change comes opportunity, so those of you who currently feel unmotivated may be able to take advantage of that. Continue evolving your community program and see how you can grow alongside it.

Over the Past 12 Months, How Have You Felt?





Recommendations

Definitions are your friend.

Develop defined roles and responsibilities for your community team and review with HR for alignment. Use the [Community, Careers, and Compensation](#) research to jump-start this effort.

Spread the word.

Create scalable community training and evangelism programs, i.e. videos tutorials, regular lunch & learns, periodic demonstrations, etc. Watch our [Social Executive Shorts](#) (50% off through July 31, 2022) as inspiration.

Collaborate and listen.

Collaborate with your peers at conferences and/or join a professional community (like [TheCR Network](#)) to find other professionals to help you feel energized about the important work you're doing.



Sean Marlin ON COMMUNITY MANAGEMENT

Lead Community Manager, The Community Roundtable



“Most community professionals love talking to other community professionals. I mean, that’s what we do. We’re really ready to talk to people! So if you aren’t lacking training or resources, literally just reach out to people and ask them questions, and you will almost certainly be able to find a couple of folks who are willing to give you 30 minutes of their time.”

Sean’s perspective on the state of community management

Over the past few years, there’s been a lot of energy behind capital ‘C’ community, and the pandemic added a lot of fuel to that fire.

The 2020 survey data bears that out. In 2020, people reported a big increase in visibility, urgency and engagement rates. That makes sense, you’re suddenly remote and everybody wants to use your community. There’s an

urgency to that, so your engagement rates are up and the visibility of your community within your organization is going up.

Then in 2021, we saw a big increase in staffing and budget needs. As a community practitioner it felt like the spotlight was on in 2020 and 2021, and now we have the data showing that this was a global phenomenon.



Content & Programs

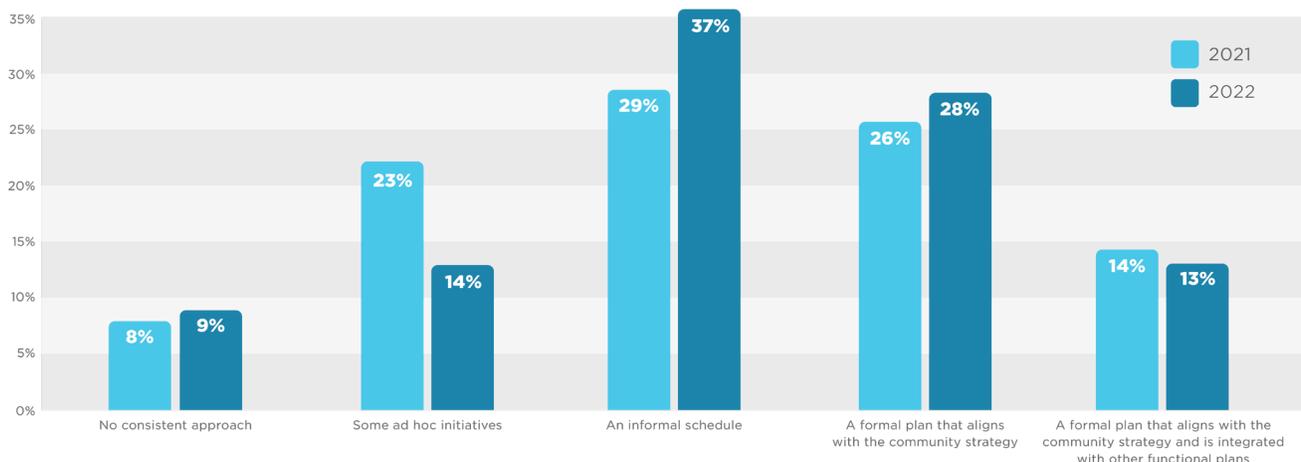
The **Content & Programs** competency examines the resources and interactions a community offers its members, and is the lifeblood of a successful community program. Content gives people a reason to visit (and return to) a community, while programs create opportunities for members to connect, creating tighter bonds.

Content & programs must reflect the shared value of the community and its members, while a program plan tied to the larger community strategy can lead to valuable engagement behaviors.

Content & Program Approaches Coming of Age?

In 2022, content & programs leveled up — becoming less ad hoc and more structured, but there’s still room to grow. 60% of respondents informally plan their content & programs, this is not a best practice. Thinking about the content needs of members and developing an editorial calendar tied to those needs and the overall goals of the community should be foundational for most community programs. Given the importance of content & programs to the overall engagement, and success, of a community, it’s shocking to see 9% of respondents lack a consistent approach to developing and creating both content & programs.

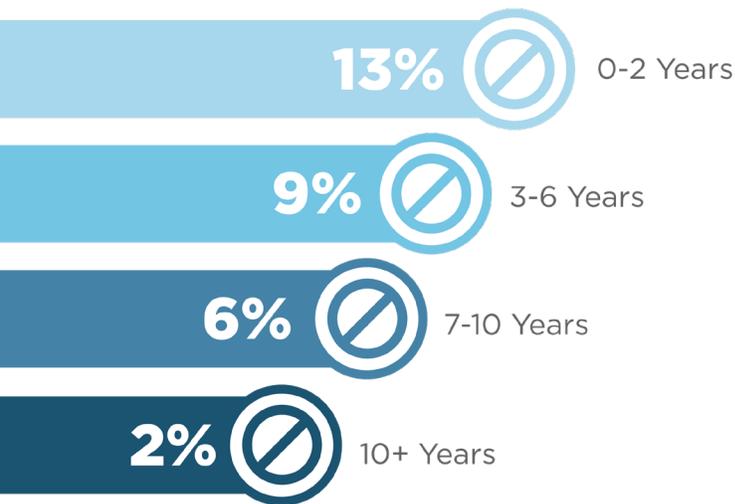
What Best Describes Your Community’s Approach to Content & Programs?





We looked closer at the “No Consistent Approach” data from this year and saw an unsurprising trend. As community programs age, they tend to adopt more formal approaches. This suggests the natural progression to more formal, documented programs as a community matures.

Communities with No Consistent Approach to Content & Programs



Distributed Content & Program Creation: A Welcome Approach

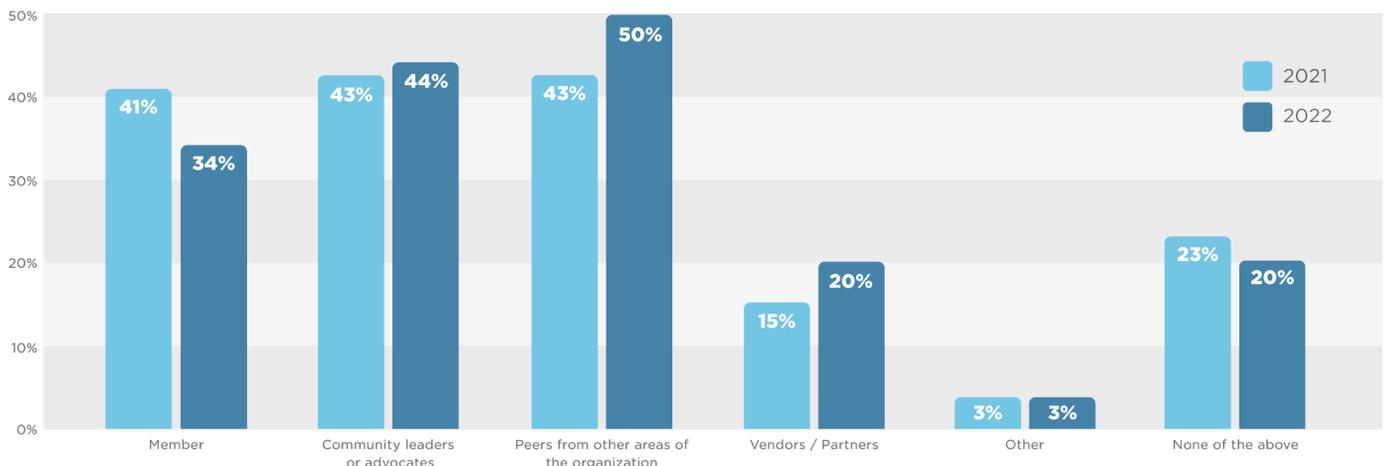
Savvy community teams leverage external sources to create content and facilitate programs for their members — whether SMEs, executives, or strategic partners. This is a smart way to scale your community team. Two notable examples that jumped in 2022:

- Peers from other areas of the organization (50% vs. 43% in 2021)
- Vendors/partners (20% vs. 15% in 2021)

Member participation in content & programs dropped year over year, likely due to fatigue and burnout associated with COVID-19. While this would normally be seen as a negative, it’s actually a balanced approach to content & program development, and member participation remains at a healthy level.

Reminder: You won’t successfully attract (and retain) outside voices to your content & programs without a formal plan. This is the year to formalize a content & program plan.

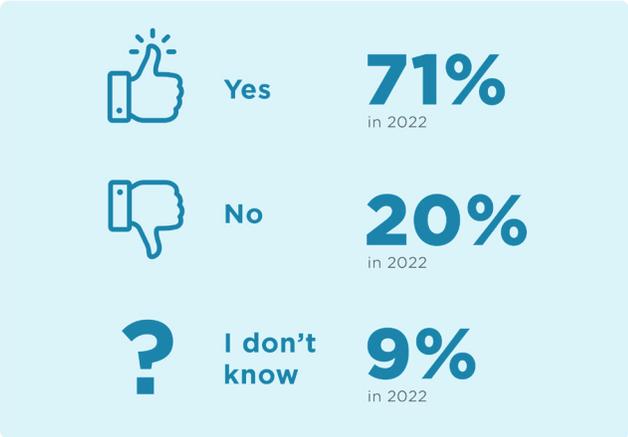
What Groups, Other Than the Community Team, Produce or Facilitate Community Programs?



Show, Don't Tell: New Customers and Your Community

Developing specific content & programs for new customers to raise community awareness is becoming a best practice — 71% of respondents use this approach. To the 29% who don't do this or aren't sure, make this part of your plan ASAP.

Is Information About the Community Included in Customer Onboarding?

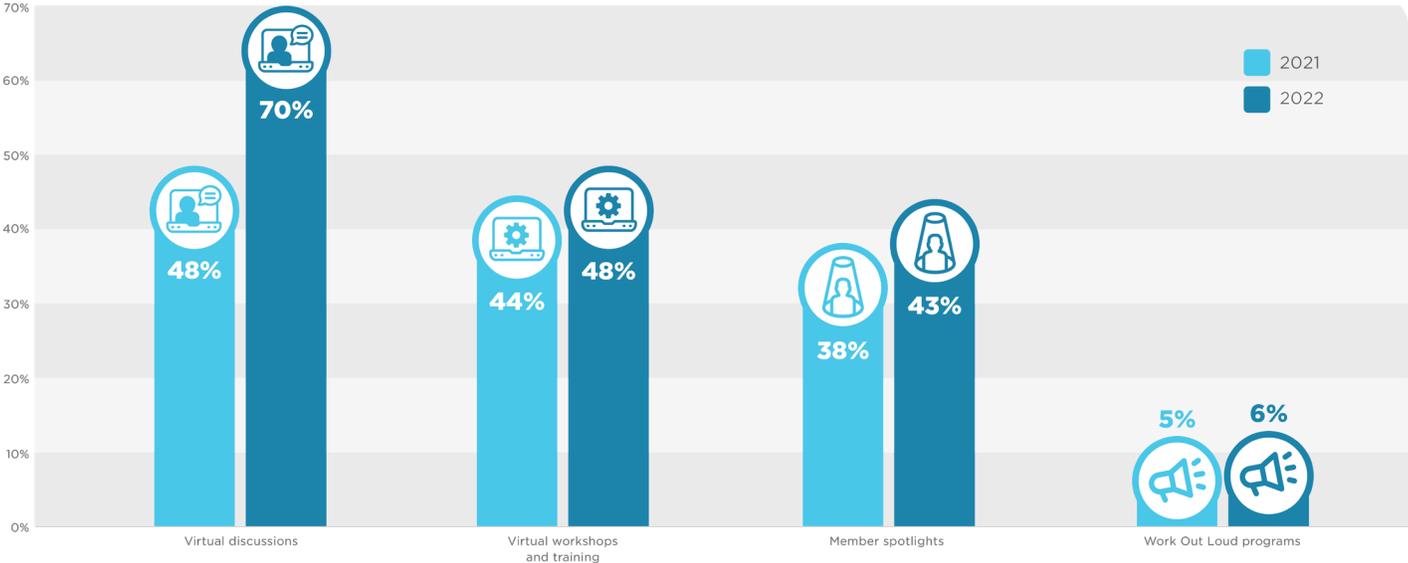


Changing Community Trends

After looking into the different programs community teams are producing, several trends emerged. Generally, there's broad growth across the board:

- Community teams are both adopting tried and true formats and trying new approaches.
- Programming shifted from broadcasting to interactive, specifically with new member spotlights, virtual chats/discussions, workshops/training, and work-out-loud programs all gaining traction.
- A majority of respondents (60%) utilize new member welcome/onboarding programs. But what about the other 40%? Welcoming new members can be personalized and automated, so there's no excuse for it to not happen. Sadly, this has largely gone unchanged since 2017. Now is the time to put new member programs on your roadmap.

Interactive Programs Gain Traction

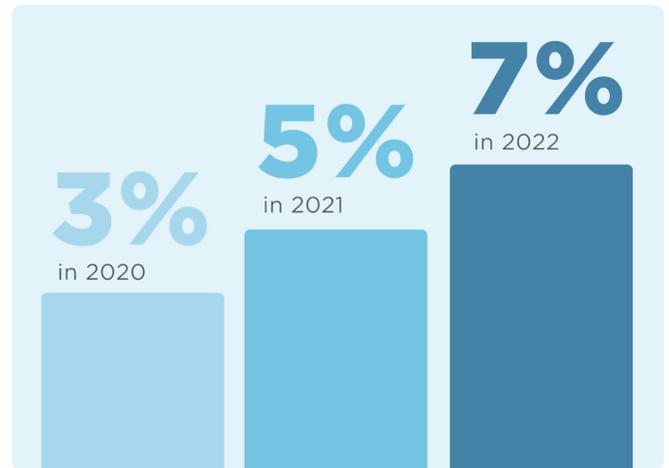




Content & Program Budgets are Looking Up!

The community budget for content & programs has more than doubled in the last three years (3% in 2020 vs. 7% in 2022). This is a win for a critical piece of the community building puzzle. As your content & programs budget grows, ensure you're moving toward a formal plan aligned with your community strategy. This will allow you to show your content & program efforts are growing engagement and meeting (or exceeding!) your community's goals.

Percentage of Budget Allocated to Content & Programs





Recommendations

Roll out the welcome wagon.

No new member welcome program? Start building one ASAP – it doesn't need to be a big lift. First, create an automated (but customized) email with a personal message, and three ways members can get the most out of the community on their first visit. Include a welcome/getting started video when you have the time to create it. Remember, new community members who understand expectations early on have higher long-term engagement.

Meet the community.

For customer communities, include information about the community and the community team in onboarding materials. Acknowledging its existence and putting a face to the community team early could make the difference in whether new customers give it a chance.

You don't know what you don't know.

Did you take the survey or are you reading this report and have questions without answers? It's time to dig in deeper. Let what you don't know serve as a springboard for continued growth. [Take our Community Score](#) to benchmark where you are today and what to focus on in the future..



Kelly Munro ON CONTENT & PROGRAMS

Lead Community Advisor, Xero and member of TheCR Network



“ Don't forget about all of the content support that you've got within your business. If you have a great content team already, they may already have a good structured understanding of user behavior. Make sure you aren't creating conflicting content or programs, so just making sure that everything works harmoniously. ”

Kelly's perspective on the state of content & programs

What jumped out at me was really the onboarding data. This is something our community is also going through itself — we don't actually have a proper established onboarding plan for our community members. Yes, we've got a great onboarding plan for our whole business. But for the community itself, we probably haven't really equipped our users right from the get go.

How can they meet other members across the network? Starting to think about all that and all of the value it can bring to the community? It was quite eye opening for me just how many communities are doing that already.



Policies & Governance

If content & programs are the lifeblood of a community, **Policies & Governance** are the guard rails.

Policies refer to how a community interacts, and can be divided into two areas:

- **Terms of service** - How a community is managed in legal terms
- **Guidelines** - Articulate what behaviors are expected and why, plainly

Governance is how the community team is structured, operates within an organization, and supports community-related activities across the organization.

Policies and Guidelines are Must Haves, Not Nice to Haves

Launching a community without policies and guidelines isn't recommended, but we saw more respondents doing just that in 2022 — 9% admitted to having neither in place. Is this the result of younger communities* who haven't implemented any yet in the sample this year? Perhaps. Regardless, it was surprising to see. Some advice: If you don't have policies or governance, make it a priority. ASAP.

**Note: After digging into the data to better understand the drop in responses indicating a community has both policies and governance in place, it appears to be related to a significant number of "younger" community respondents than in 2021. These communities predominantly report one or the other or neither.*

*Policies are **"how we kick you out"** of the community and guidelines are **"why we kick you out"** of the community.*



Centers of Excellence Help Community Programs Scale

Most organizations could support multiple communities with myriad use cases. The most common:

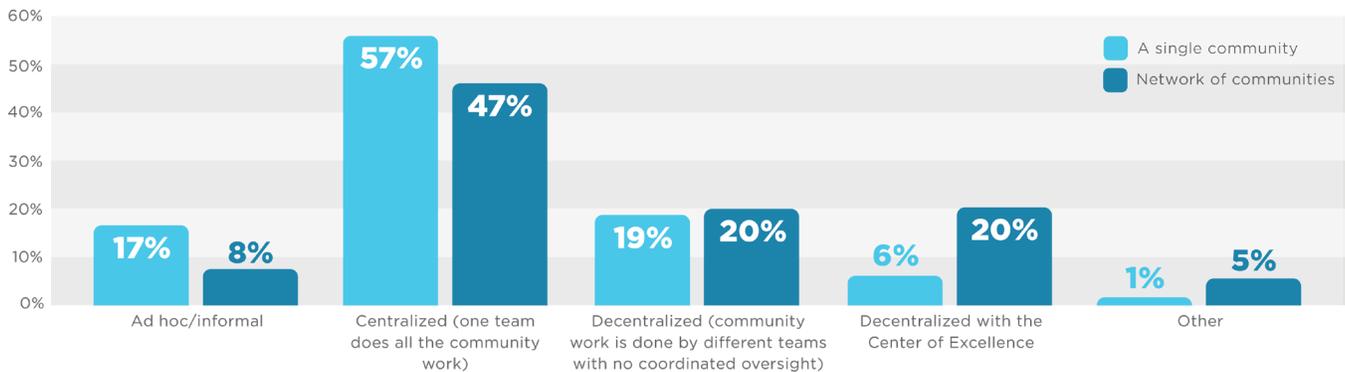
- General employee communities for knowledge sharing and collaboration
- Customer support communities for providing fast, inexpensive, always-on access to answers to product and service questions.
- Membership communities for groups like students, patients, alumni, or association audiences

work is decentralized, but supported with a host of resources. While responses from this year’s data suggest CoEs are falling out of favor, digging deeper shows a different perspective.

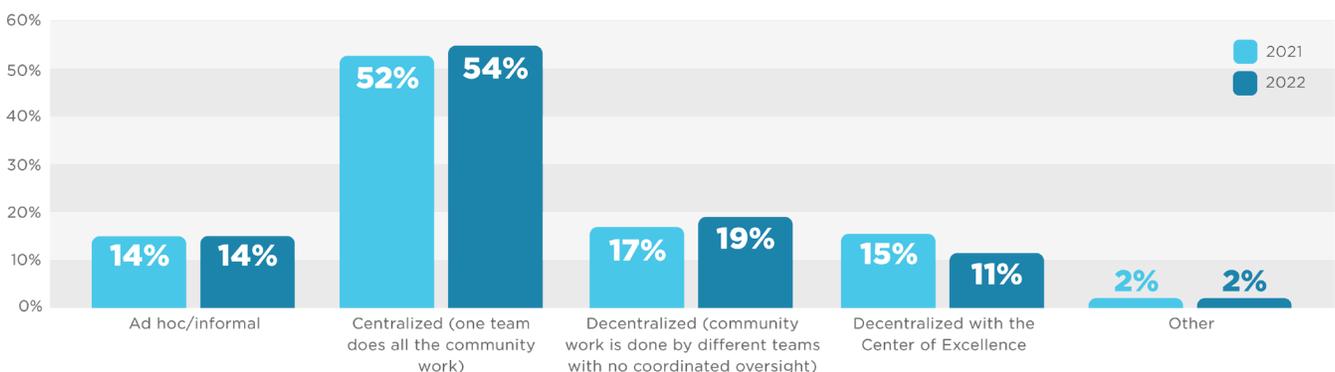
Comparing the data from respondents who reported “one community” vs. “a network of communities” at their organization, we found a dramatic increase in CoEs once a network exists (i.e., once they’re past the initial use case). Also interesting, 17% of respondents (8% in a network communities) reported only ad hoc/informal governance. Question: Who’s in charge of the communities there? If this is you, please contact us. We want to feature you in a case study.

In 2021, we saw the emergence of the “Center of Excellence” (CoE) approach, where community

How is Community Work Governed in Your Organization? *(single community vs. network)*



How is Community Work Governed in Your Organization? *(2021 vs. 2022)*



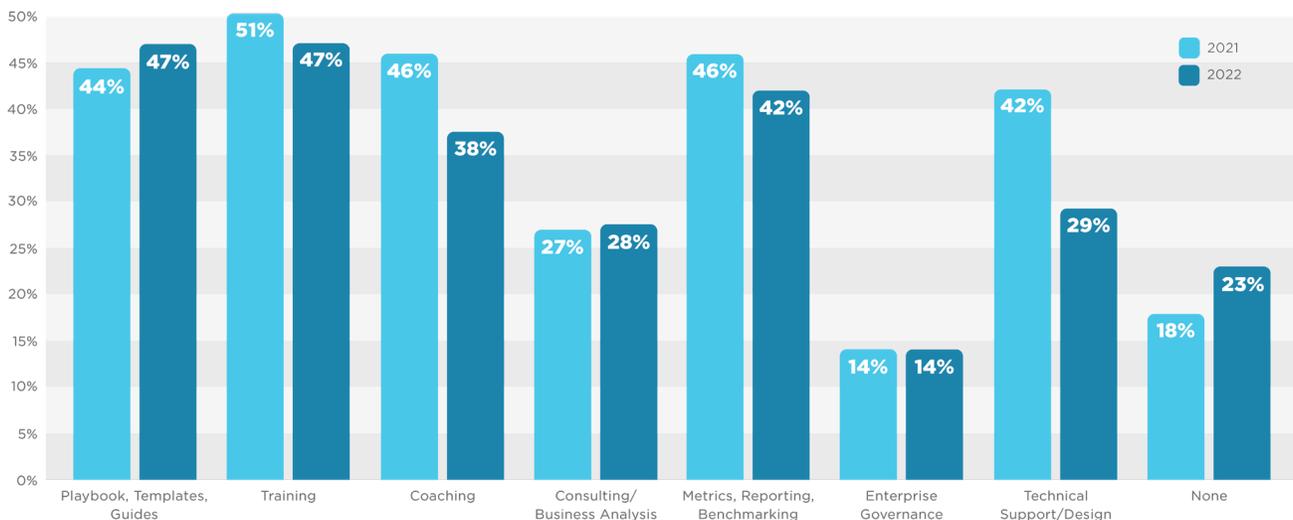


Interested in Growing Your Community? Become an Enabler!

On a related note, those with a network of communities are more likely to provide enabling resources to their organization than those with a single community. When comparing total data on community resources from 2021 to 2022 there isn't much to report. Comparing responses from individual communities vs. a network of communities tells a different story (see pg. 45).

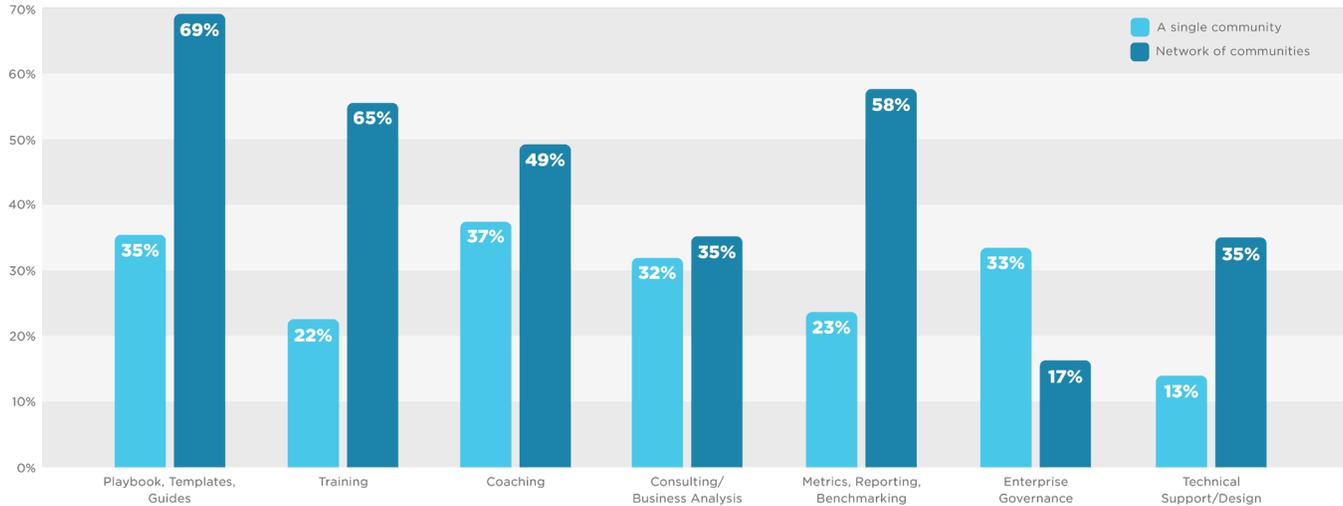
It's interesting to note: 30% of community managers representing a single community provide none of the resources mentioned in the survey, which likely results in a less strategic initiative. For those who want to grow beyond a single community, get out there and coach/evangelize.

What Resources Does the Community Team Provide to Enable Communities in Other Parts of the Organization? (by year)





What Resources Does the Community Team Provide to Enable Communities in Other Parts of the Organization? *(by community)*



Tips on Getting Started

- Start a monthly “community jam” for those who want to learn more about community and how it might help them with a specific business use case.
- Coach executives on how they can best support your work — try to get them to an “aha moment” on how community approaches could help another area of the business.
- Document what has or hasn’t worked in your community, and begin compiling templates, and (ultimately) a community playbook for your organization.

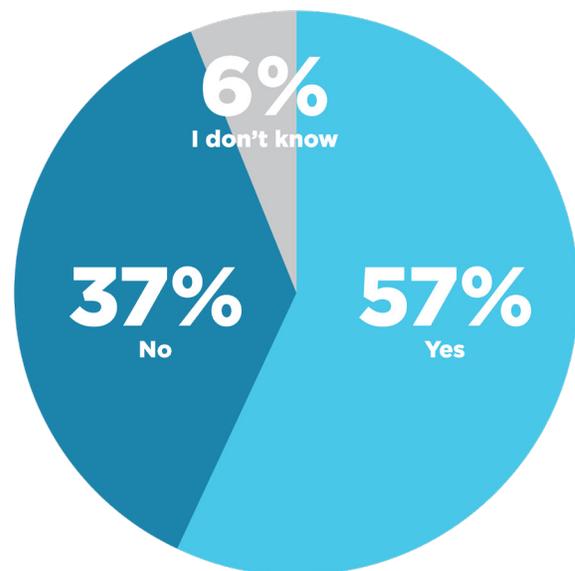
It may feel overwhelming when you consider it, but by taking an iterative approach you’ll get where you want to be faster.

Community Audits are Essential

The percentage of respondents regularly conducting audits of their community hasn’t changed from the 2021 report. A clear majority of respondents conduct audits, which is great, but it’s the 43% who don’t or don’t know if

they do that we’re addressing. We created [The Community Score](#) as an easy way to conduct a baseline community audit. Hint: If you’re an overachiever and take notes while answering the questions, you’ll have a head start on areas you should focus on. While seeing your community maturity mapped out with the [The Community Score](#) is helpful, your notes will help you reach the next level with your community program.

Do You Conduct Audits of Your Community?





Recommendations

Formalize policies and guidelines.

Communities and their members depend on policies and guidelines to shape member behavior and drive long-term engagement. If you don't have policies and guidelines, it's time to put them in place.

Start a Center of Excellence.

If you have a Center of Excellence, continue growing the portfolio of services offered to enable community adoption across the organization. No Center of Excellence yet? Start small, but get started. Even small companies have multiple community use cases. Be the spark to make them happen.

Conduct regular community audits.

Set aside time to conduct regular community audits to track growth and identify gaps. Use [The Community Score](#) as an easy starting place, or develop a set of specific questions. Conduct an audit annually; more often if your community requires it. Note: Some community platforms have built in assessments or health metrics. These can be a good start, but ensure they're aligned with your community's goals or they won't be helpful.



Melissa Westervelt

ON POLICIES & GOVERNANCE

Product Manager, Digital Engagement, Cambridge Associates and member of TheCR Network



“ You might not be giving yourself enough credit for the policies & governance you may already have. I think a lot of our role as community managers isn’t defined, we just get so used to doing it that we don’t realize it’s become our policy. I encourage everyone to look at the default practices you do all of the time. Take time to audit the casual rules you have, and stop and say, “Why am I giving that answer? What is it based on? Is that something worth clarifying?”, and that can be the foundation for more formal policies. ”

Melissa’s perspective on the state of policies & governance

My first surprise was the overall numbers. A lot of the reporting institutions don’t have any formalized policies & governance. I thought that was pretty surprising, because in our culture, that’s where we start.

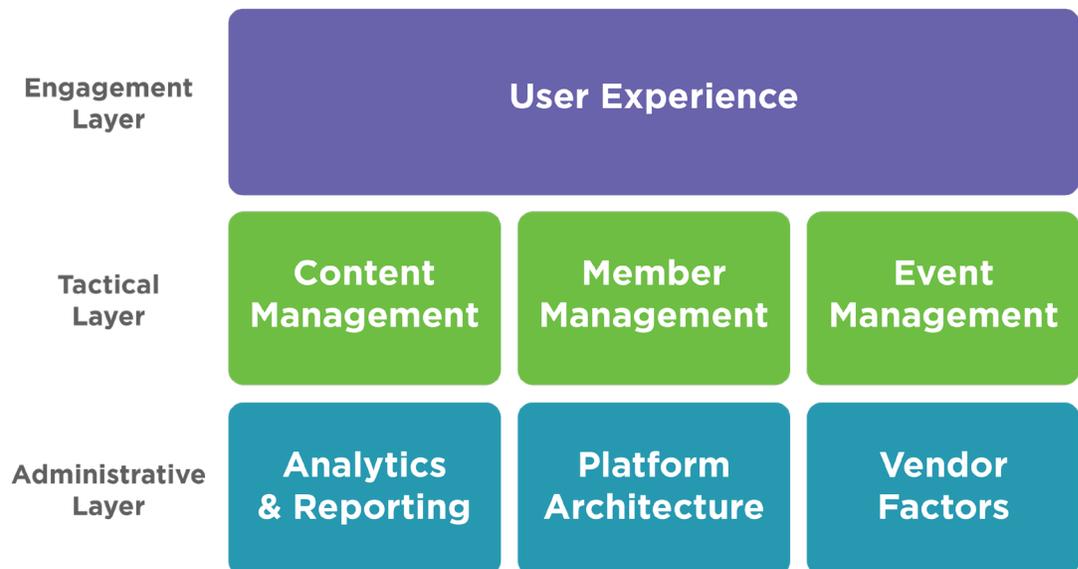
We have end user license agreements that people agree to when they log on, we have all kinds of

forums that we’re having people sign on to, and our internal community — even more so in our external communities. I would have expected that number to be a lot higher. I’m wondering whether that was because of the sort of the age of different communities or just different cultures at different institutions.

Tools

The **Tools** competency considers the technical architecture of an organization, and how social technologies and community tools fit into it. Tools can be anything that provides efficiencies or leverage, and require investment (both for the tool itself and for the training) behavior change, and changes to the environment needed to use the tool effectively. You can learn more about how we think about community tools in our Community Technology Framework™.

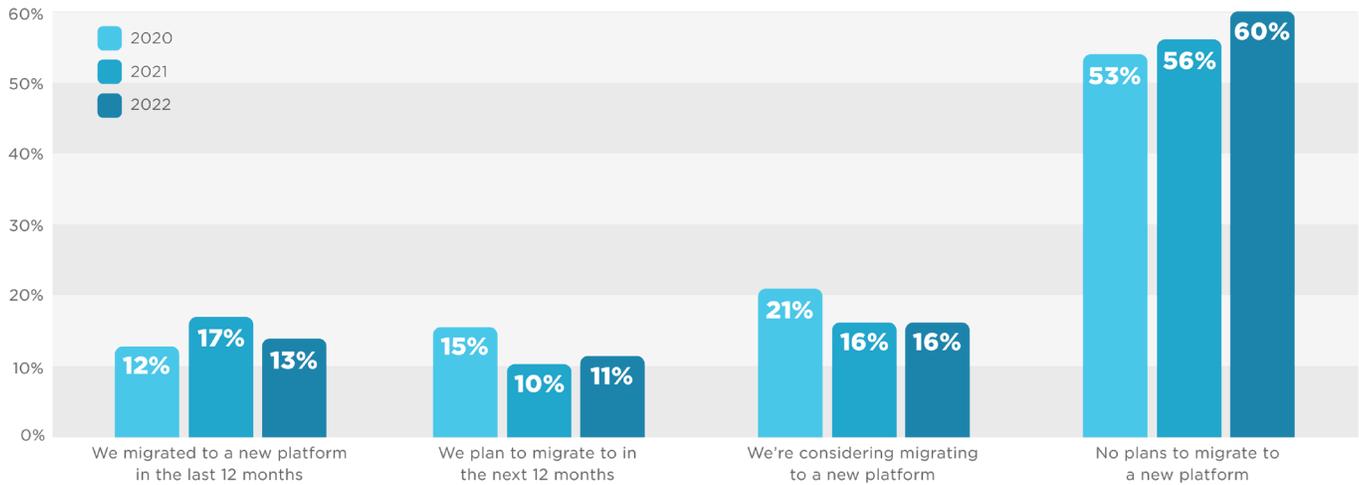
Community Technology Framework™



Are Migrations Easing or Just Paused?

Community migrations are a complex, time consuming process. Organizations with vast, complex communities may require two-three years to navigate all the intricacies of migrating from one platform to another. While this year's respondents appear to be stabilizing, with an increasing number reporting no plans to migrate to a new platform, we believe that has to do with the uncertainty created by the COVID-19 pandemic. Migrations that were contemplated in 2019 and 2020, but put on hold, will continue as we emerge from shadow of the pandemic.

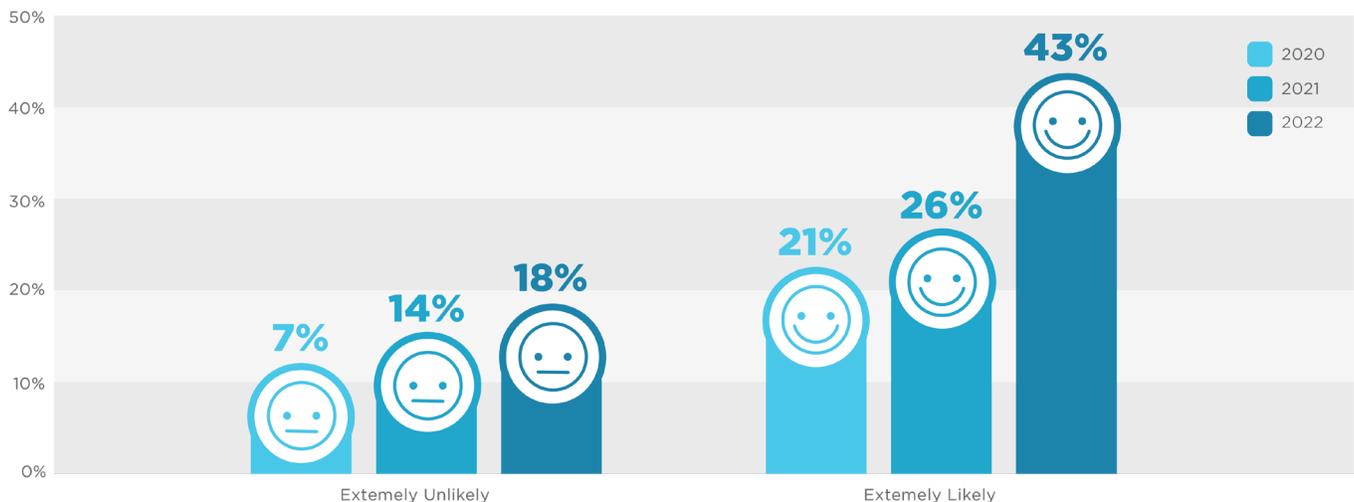
Have You Migrated or Do You Plan to Migrate to a New Primary Platform?



On a related note, 43% of respondents report that they're extremely likely to recommend their current community platform, more than doubling in the last two years. On the other hand, 18% of respondents report they're extremely unlikely to recommend their current community platform,

nearly tripling in the last two years. It sounds like there's a bit of unrest in the platform market. If you are thinking about a migration in the near future, spend a little extra time on your due diligence to make sure you're getting the full story.

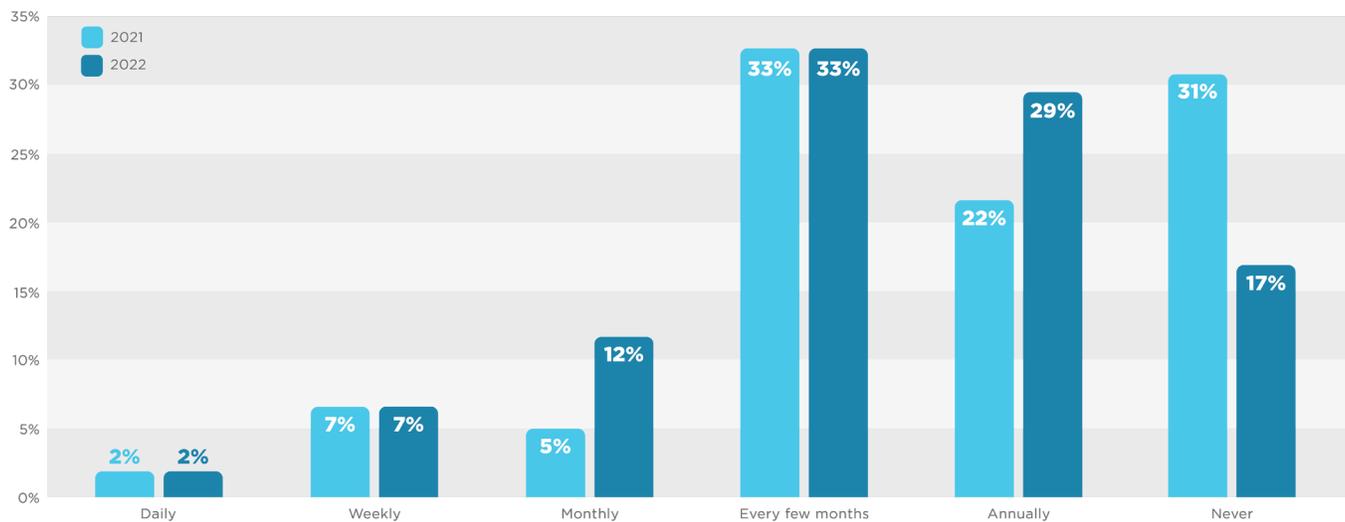
How Likely Are You to Recommend Your Current Platform?



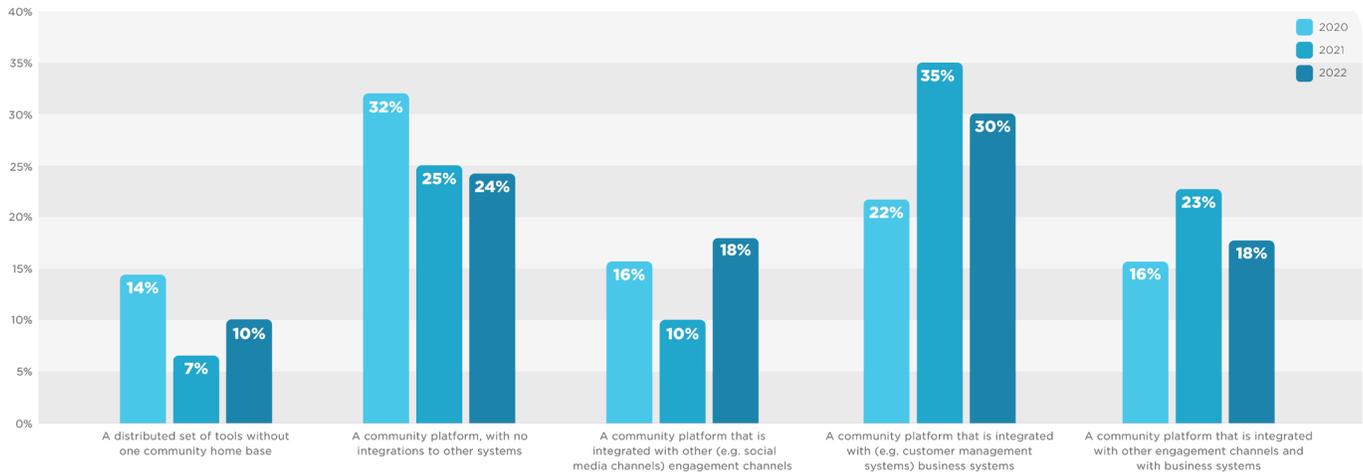
Don't Let Your Community Get Stale.

Communities are not a “set it and forget it” proposition. Increasingly, community teams are making design and user interface/experience changes on a quarterly or annual basis. Even if it’s simply adding a new module or featuring new content on the home page, making changes helps drive interest and engagement. While we saw a jump in the number of respondents making monthly changes to their community, this seems like overkill. If you’re one of the people who is never making changes (17% in 2022 vs 31% in 2021), you might want to consider modest improvements on an annual basis at a minimum.

About How Often are Changes Made to the Design/UI of the Community?



What Best Describes Your Community Platform?



Community: From a Single Place to a Distributed Ecosystem

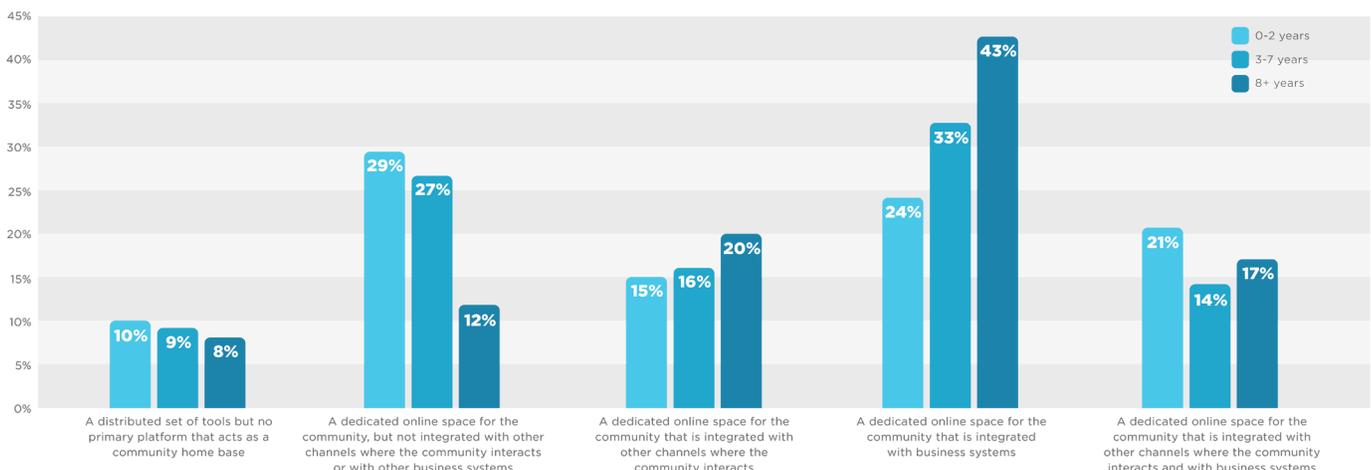
Last year, we reported on how communities were becoming increasingly integrated with business systems and social media channels. This trend continues this year, with respondents reporting the biggest increases in communities using a “distributed set of tools with no home base” and “a community platform that’s integrated with engagement channels.”

We attribute this shift to the emergence and maturation of community engagement platforms (like Common Room and Orbit), helping

community managers monitor and engage with their communities, wherever they may be. While this is an exciting new trend, we continue to be wary of growing a community solely on social media sites. We encourage those of you doing that to look into establishing a home base for your audience.

Not convinced we were seeing the whole picture, we looked closer at the 2022 data and cut it into three similarly-sized data sets based on community age. This shows a clear relationship between increasing community age and increased integration with engagement and/or business systems. Very few 8+ year old communities operate as an isolated, dedicated online community.

What Best Describes Your Community Platform? (2022)



Recommendations

□ Kick some (community) tires.

If you're in the market for a new community platform do your due diligence. Speak with the customer evangelists, but know all platforms have detractors and seek them out to understand the full story. One easy way to check up on how a community platform performs is to ask those already on the platform. Getting first-hand advice is a great way to learn more about what a new platform will be like.

□ Consider complementary tools.

Explore stand-alone community engagement platforms to see if they can help you serve your community. Add-ons like SWOOP Analytics and Orbit — to name a few — provide a comprehensive look at your community ecosystem, and are often easy for even non-technical community managers to deploy and manage.

□ Work towards a cohesive technology ecosystem.

Update your strategic roadmap to explore/implement integrations between your community and critical business systems. Integrating community behavior data into your CRM and/or other systems can only help to promote the value of the community while also helping your organization serve clients better.

Catherine Hackney ON TOOLS

Community Consultant, Confident Communities Consulting and member of TheCR Network



“ Think about how a new tool will work with your existing community. How will your specific audience perceive it? Are they really technologically advanced and expect a very modern tool? Or are they an audience that is okay with something that’s a little bit more old fashioned, as long as it’s functional? Understanding that, and how easy it will be for your users to adopt, is something that you need to consider. ”

Catherine’s perspective on the state of community tools

I really believe that the increase in organizations who are not planning to migrate to a new platform [from an existing one], having increased in 2022 is a positive thing. Migration is very expensive, and it takes up a lot of resources and time to switch platforms.

Communities with no plans to migrate give their community managers a lot more time and money to put into actual relationship building and real community management vs. having to manage their tools and platforms. It hopefully says something about the platforms themselves — the vendors are listening to their customers and doing a better job serving them.



Metrics & Measurement

The **Metrics & Measurement** competency helps organizations understand the “why” of social approaches and the results they see when they do. Community teams are often responsible for collecting, analyzing, and reporting back to the organization, which evolves as the community grows. The same occurs as a community program matures: Beginning with activity metrics and anecdotal evidence of behavior change to more performance and behavior-based metrics.

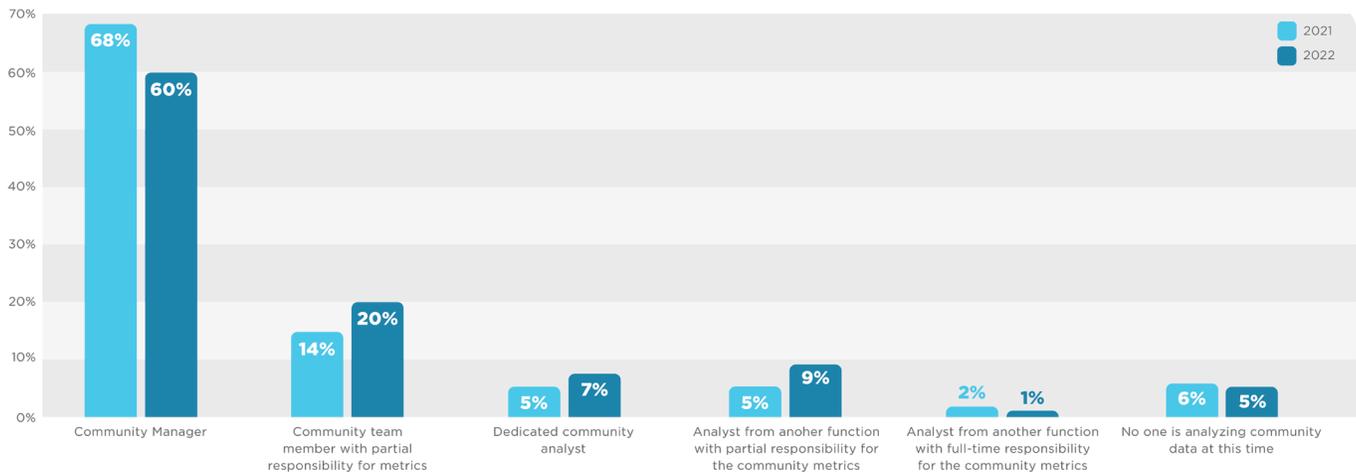
Community Metrics: An Increasingly Specialized Role

When The Community Roundtable launched in 2009, community managers were responsible for almost everything associated with their community program. As time passed the role changed leading to the creation of the Community Skills Framework™, which highlights five skill families, each with ten skills.

Keeping the [Community Skills Framework™](#) in mind, seeing metric ownership move from the community manager to a specialist — on the team or elsewhere in the organization — is exciting. On larger teams (or in more mature communities), this work is done by a part-time or dedicated person on the core team (27% in 2022 vs 19% in 2021). Smaller teams often fill this role by someone outside the core team with these specific skills (10% in 2022 vs 7% in 2021).



Who is Primarily Responsible for Analyzing Community Data, Metrics, and Reporting?



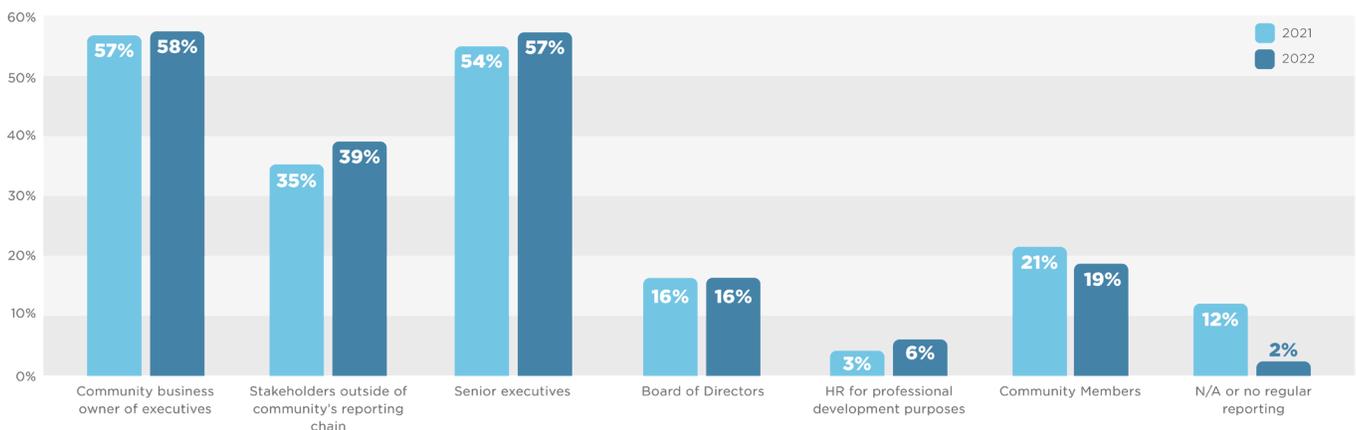
Growing Organizational Interest in Community Metrics

Gone are the days when communities shared little beyond the core team and executive sponsor. As more outsiders help the community team report successes, the number of “eyeballs” receiving community program reports increases. This trend supports earlier findings that community programs are on their way to becoming a key operational unit. 2022’s respondents reported increased external stakeholder interest in

community metrics from senior executives and HR leaders. Boards of directors’ interest stayed consistent year over year.

For those respondents who provided no reporting, if it’s too early to start sharing activity or behavior metrics due to your community’s age, capture examples of new and/or valuable behavior with screenshots. Have an older community? Identify metrics supporting the business use case to start and grow from there. Sharing the community’s impacts on business leads to gained influence and the resources needed to grow your program.

What Audiences Receive Community Reports?





Proving the Value of Community: Making Strides

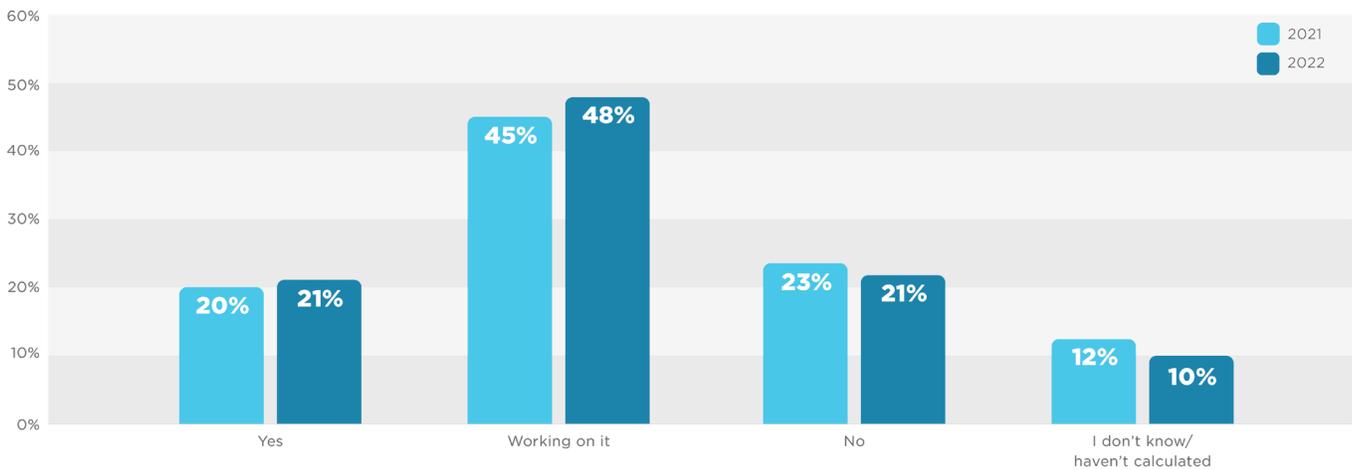
As communities mature, organizations want to see the value for the business (at a minimum), and the return on investment (ROI). The last two years' responses in these areas are promising. There's been a modest increase in communities proving their value, with even more headed that way. Every community — even young ones — needs to document successes with proving ROI in mind.

ROI is crucial for community managers, as it's a language business leaders understand. The [Community ROI Calculator](#) provides an easy-

to-explain framework to show ROI based on a valuable community behavior: Asking and answering questions. With this approach, key constituents in the organization discuss and agree on the value of a community answer, and then it's simple math from there.

This year's respondents were less likely to be able to calculate ROI than those in 2021, but they're actively working on the calculation. Based on collected anecdotal evidence, there's no reason to believe value in calculating community ROI is decreasing. Instead, those who are in the "no" and "don't know" categories should try the [Community ROI Calculator](#).

Can You Prove/Calculate Community Value (Qualitatively or Quantitatively)?



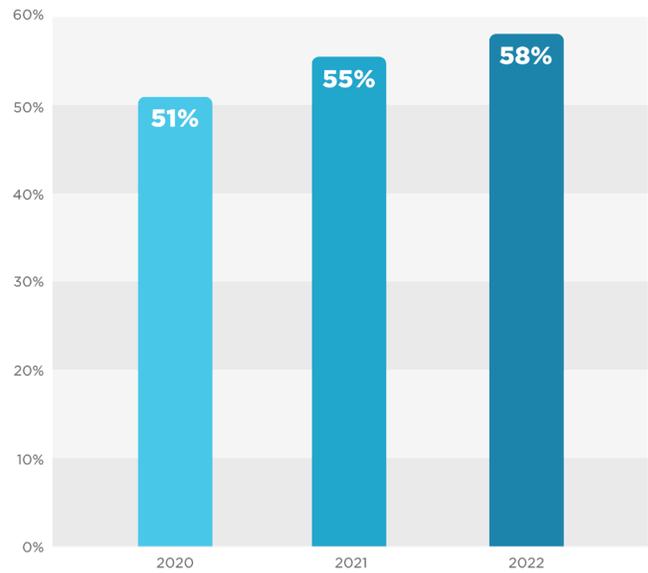


Online Community Engagement: One-Size Doesn't Fit All

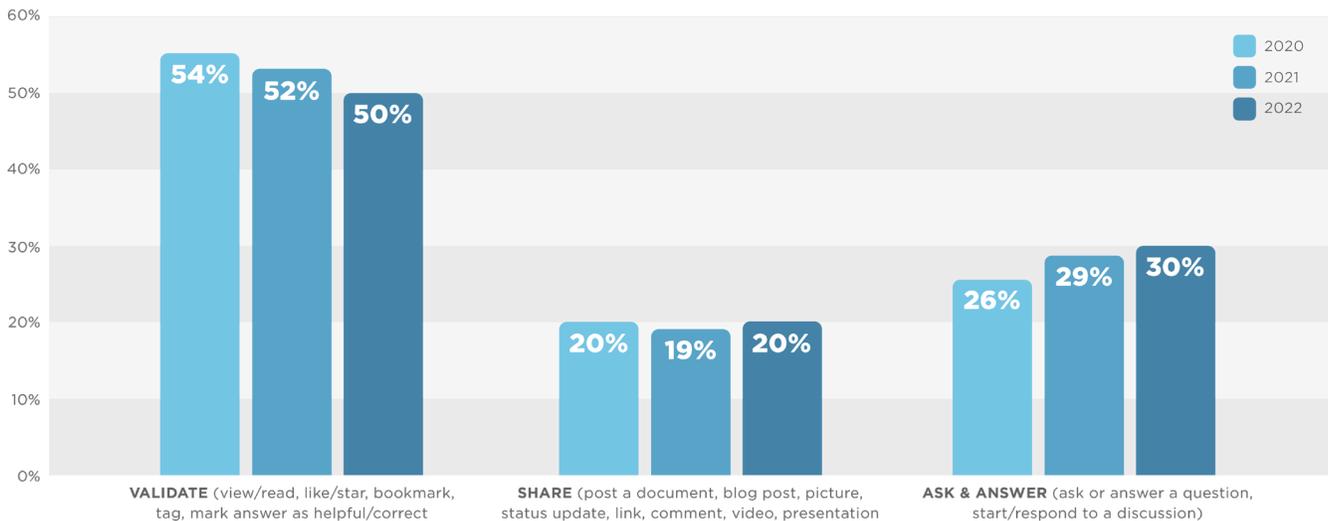
Community engagement is not a binary challenge. The Community Engagement Framework™ illustrates the stages of engagement community programs focus on over time. This year's respondents reported growth in complex engagement behaviors in comparison to the past.

Over the last three years there's been a modest rise in inactive members from 2020 to 2022. Could this be related to the fatigue and increased online distractions from the global crises seen during each data set (Before COVID-19/Pandemic/New Normal)? When combining engagement data with the inactive data a compelling trend emerges.

Inactive Members



Community Engagement





Gone: The 90-9-1 Rule for Community Engagement

The 90-9-1 Rule, coined in 2006, explains behaviors exhibited in large online collaboration communities (like Wikipedia). It doesn't apply to today's niche topic or business use case focused communities. Instead, there's a new engagement rule — backed by years of research — that better fits today's online communities.

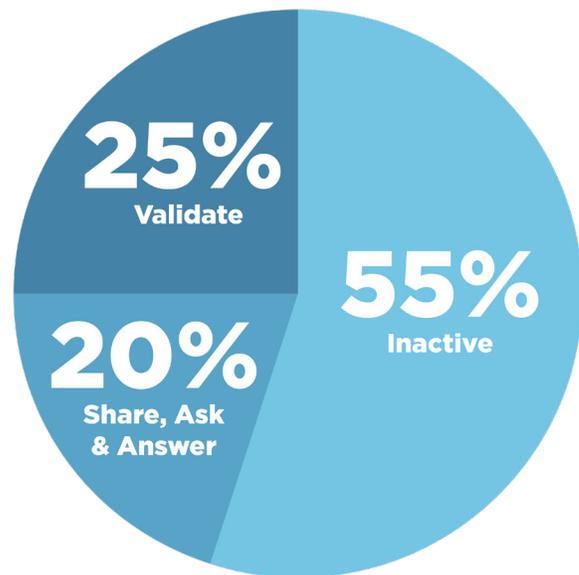
Good: The Community Roundtable's 55-25-20 Rule

Based on over a decade of research, a well-managed online community sees the following in a given month:

- 20% of members are actively creating content
- 25% are validating and consuming content
- 55% are inactive

Welcome to the new normal.

The 55-25-20 Rule





Recommendations

Make time for metrics.

Collecting, analyzing, and reporting metrics is a specialized skill many community managers don't have time for. Maturing community programs should look for this skill beyond the core team to leverage existing expertise vs. trying to bring it in house.

Understand the metrics' audience and report accordingly.

What's important to a business operations manager differs completely from that of an executive. Design reports with the end user in mind. Add a "why this is important" section to provide important contextual information.

Flush out long-time inactives.

Much like a database, communities should be cleaned up periodically. Remove people who haven't returned to the community in a set time period (varies by community). Maintaining inactives can negatively impact your other metrics.

Get with the times.

Stop citing the 90-9-1 rule for community engagement. Instead, use the 55-25-20 Rule as a new benchmark.



Dianne Kibbey

ON METRICS & MEASUREMENT

Global Head\VP of Community and Social Media, Newark Electronics
and member of TheCR Network



“*What really jumped out to me and is near and dear to my heart is the overall trend [around the number] of inactive members, which was much higher for those in the external community category versus internal.*”

Dianne's perspective on the state of metrics & measurement

Companies in general measure inactive members in very different ways, but it's important to understand that an inactive member and a lurker are not the same. A lurker could be someone who's indirectly active in the community, maybe they don't engage in conversation, but they're definitely aware of what's going on at some point.

As an external community, we're there to serve a purpose: getting an answer, downloading a piece of content. A member may find what they're looking for, and they may then become inactive. We regularly clean up inactive [users] or try and re-engage them in another activity. It was a really interesting thing to see this year that everyone's looking at these inactives and figuring out what to do about them, but it's not necessarily a negative.

The Community Maturity Model™

Measuring Community Management Maturity

Community programs have existed longer than they've been named, and have always been hard to measure because of their diversity, complexity, and emergent nature.

In the mid-90s communities began popping up online, bringing their dynamics into focus — allowing us to see how communities formed, developed, and evolved. This led to the creation of the community manager role and the discipline of community management.

The Community Maturity Model™, established in 2009, defines the eight competencies

and four stages that most impact the development of a healthy, productive, and effective community.

Use the Community Maturity Model™ to:

- Train and educate stakeholders on the needs of good community operation
- Assess the community approach
- Benchmark progress and identify gaps
- Develop a roadmap and budget for the community program

See how your community measures up with our [Community Maturity Model™](#).

	1 Hierarchy	2 Emergent Community	3 Community	4 Networked
Strategy	Competitive	Reciprocal	Cooperative	Interdependent
Leadership	Directive	Engaged	Influential	Inspiring
Culture	Resistant	Contributive	Supportive	Collaborative
Community Management	Absent	Encouraging	Mentoring	Empowering
Content & Programming	Structured	Responsive	Emergent	Co-created
Policies & Governance	Rigid	Restrictive	Flexible	Inclusive
Tools	Ad hoc	Defined	Integrated	Adaptive
Metrics & Measurement	Transactional	Experiential	Behavioral	Strategic

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The Community Engagement Framework™

Measuring Engagement and Value

The Community Roundtable’s mission: Advance the business of community.

Since 2009, we’ve focused on measuring the impact of community leadership, which can be seen through our Community Engagement Framework™. This valuable tool was designed for organizations struggling to prove the engagement and value of their communities.

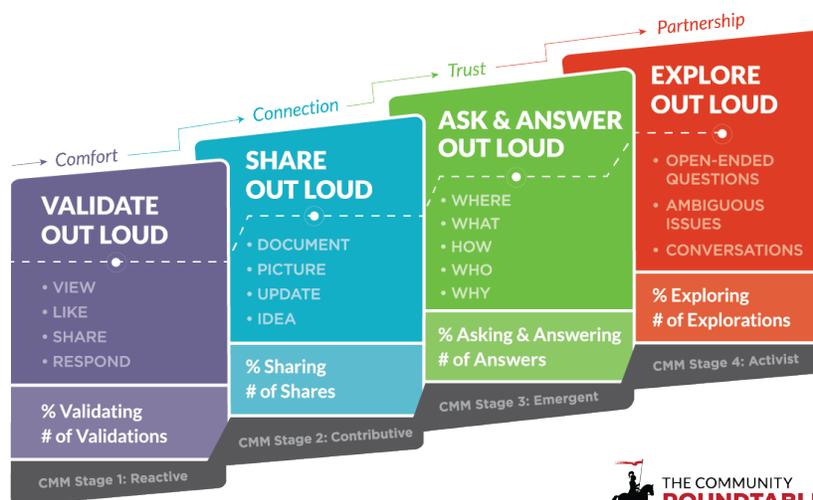
The Community Engagement Framework™ helps:

- Deconstruct and categorize the range of engagement behaviors
- Connect ideal engagement objectives based on business objectives

- Link behaviors with qualitative outcomes: Comfort, connect, trust, and partnership
- Identify how to measure the depth and breadth of engagement types
- Translate engagement to value and calculate ROI

Using the Community Engagement Framework™ to measure community engagement — and track how it changes over time — lets organizations see how trust shifts in their organizations and markets.

This tool explains what we’ve learned working with thousands of clients. [Download a high resolution version of the framework.](#)



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The Community Skills Framework™

Measuring Community Skills and Gaps

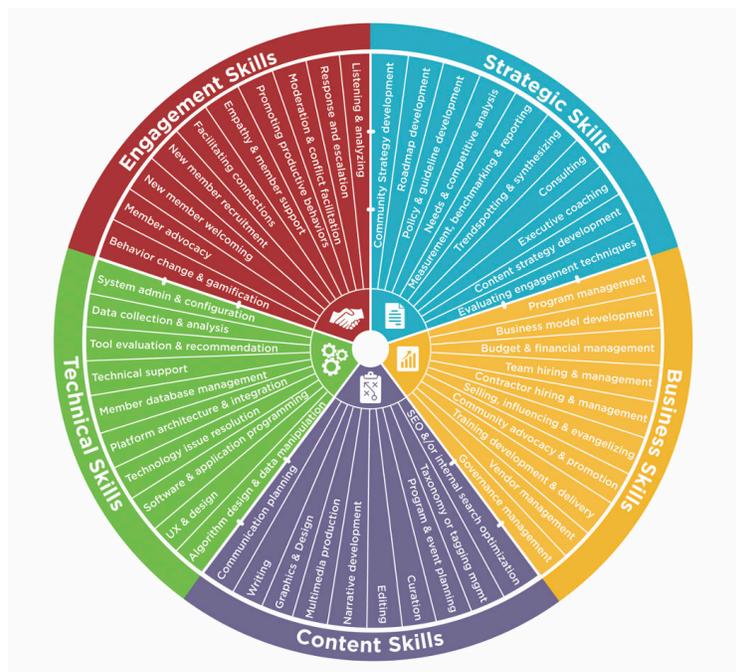
A community manager’s work is critical to the success of the program, but it’s largely invisible to the members. This is called the “iceberg effect.” The efforts seen by the community are supported by vast amounts of work beneath the surface — the planning and coordination. Without this crucial work, the rest of the iceberg would topple over.

While most community managers perform similar tasks, the roles themselves are becoming more diverse. There’s no single definition of “what a community manager does!” The focus, size, and use case dictates which management style is required for the community to thrive. Combine that with a growing community that can support specialized roles (e.g., community operations

manager, strategist, and technical lead), and we find the many skill sets that create a great community manager.

Our Community Skills Framework™ includes five skill families with 10 skills each, prioritized based on findings from our extensive community management research. This isn’t every skill a community manager needs, but it’s a great foundation for understanding what typical skills are needed, and what to focus on throughout your career. Teams can also use it to identify gaps to support strategic hiring.

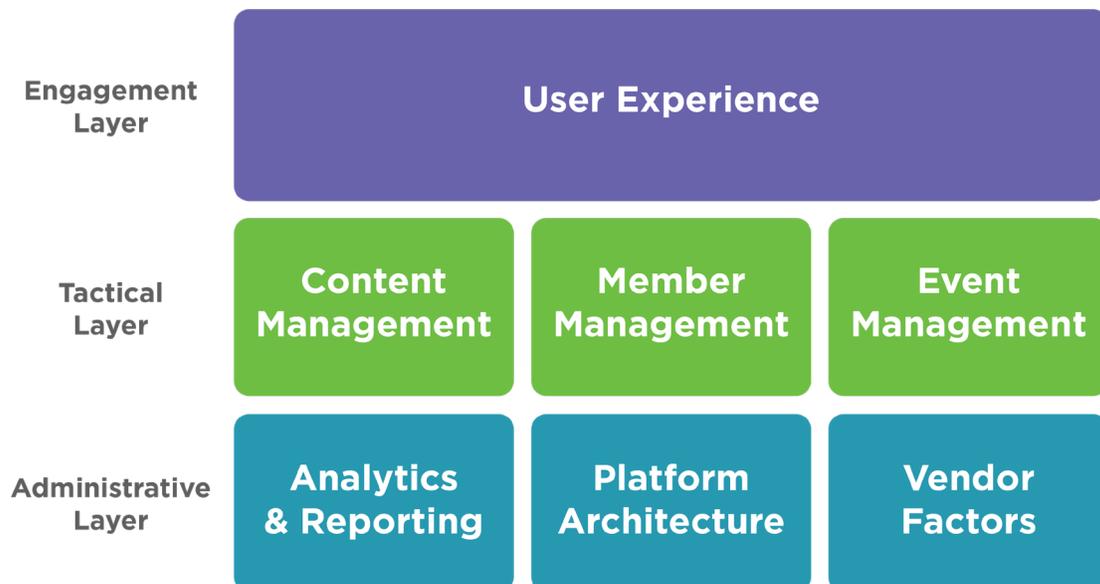
[Learn more about our Community Skills Framework™.](#)



The Community Technology Framework™

The Community Roundtable developed the Community Technology Framework™ in 2019 to acknowledge that technology is what enables community professionals to engage and lead in new ways, and is a critical component of a successful online community program.

While we believe that technology ≠ community, a thoughtful community technology strategy ensures that you have the technology in place to create an effective and elegant community solution. [Learn more and access your technology ecosystem here.](#)



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Community 101

Intro to Community Models and Frameworks

Whether you're new to community management, or just want to review the fundamentals, this short, on-demand course provides a comprehensive overview of the four frameworks and models at the foundation of successful community programs.

Complete this free course in TheCR Academy and receive your certification in Community Models and Frameworks. Learn more or start now.

[Learn more or start now.](#)





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ROUNDTABLE

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