

# NONPROFIT SOCIAL MEDIA MATURITY OF PRACTICE: CRAWL, WALK, RUN, FLY

INDICATORS	CRAWL	WALK	RUN	FLY
<b>INTERNAL</b>				
<b>CULTURE</b>				
Networked Mindset	Understanding of networks that are connected to organization	Listening to and cultivating relationships with networks based on mapping networks.	Comfort level with greater organizational openness and transparency. Leadership is using social networks and comfortable with showing personality.	Leadership is comfortable using decentralized decision-making and collective action with networks. Considers people inside and outside of the organizations as assets in strategy.
Institutional Support	Social media policy is drafted and gaining support through “road shows” with departments	Social media policy has been discussed and approved by leadership.	Social media staff position includes facilitating training other staff to use social networks.	All staff use social media effectively to support organization objectives. The social media policy includes a social media work flow or crisis response flow chart and it is used.
Communications Strategy	Consideration of communications strategy with SMART objectives and audiences and strategies for branding and web presence.	Strategic plan with SMART objectives and audiences, including strategy points for integrated social media.	Includes an integrated content, social fundraising, and engagement strategy. There is a formal influencer support program if appropriate.	Strategy includes working with align partners to implement.
<b>CAPACITY</b>				
Hours	5 hours or less per week of staff time is invested	5-19 hours per week of staff time is invested in one position. Other staff or intentions implement social media.	20-29 hours per week of staff time in a dedicated social media position. Other staff or interns or influencers implement social media strategy.	30-40 hours of staff time is invested in a dedicated social media position with support staff. Other staff or interns or influencers implement social media.
Expertise	Social media is delegated to a volunteer, inexperienced staffer or intern.	Social media is part of mid-level staff job description, with additional intern time	Senior level staff participate in strategy oversight or development.	Organizational leadership and boards get regular reports and ask good questions.

Based on “Measuring the Networked Nonprofit” by Beth Kanter and KD Paine, Wiley, 2012 (<http://amzn.to/measure-networknp>)  
 Beth Kanter (<http://www.bethkanter.org>)



Social Channels	Actively using one social media channels, but may have presence on others.	Actively using 2-3 social media channels that connect with target audiences, but has a presence on others.	Actively using 4 social media channels that connect with target audience and has a process to research, experiment, and adopt new tools/channels.	Actively using more than 4social media channels that connect with target audience. Uses processes to research, experiment, and adopt new tools/channels.
<b>MEASUREMENT</b>				
Analysis	Lacks consistent data collection or formal reporting. Draws conclusions from incomplete data or “drive by” analysis.	Data collection is consistent, but not shared between departments. Not all data is linked to decision-making for better results.	Data is from multiple sources and shared across departments through a dashboard. Does not collect data it doesn’t use. Measurable objectives are based on benchmarking.	Establishes organizational KPIs and tracks in organizational dashboard with different views for departments or levels. May have data analyst on staff.
Tools	Not using or not using fully.	Using free or low cost analytics tools to collect metrics and analyze further in spreadsheets if required for actionable insights.	Using free/low cost analytics tools to collect metrics and analyze further in spreadsheets if required for actionable insights. Uses social media management/metrics professional tool to collect data.	Uses professional measurement and analytics tools. Provides training or uses expert consultants to assist in data/analysis.
Adjustment	Does not use data to make planning decisions.	Uses data for decision-making but not a formal organizational process.	Reports are discussed at staff meetings and used to make decisions that improve results.	Formal process for analyzing, discussing, and applying results. Data visualization and formal reflection processes.



## EXTERNAL

<b>LISTENING</b>				
Brand Monitoring	Observing conversations and receiving Google Alerts, but not doing analysis	Tracking keywords, influencers, or conversations using free tools, but does not have a formal organizational process for synthesis and reporting.	Tracking keywords, influencers, and conversations using free tools and weekly/monthly reporting and synthesis.	Tracking keywords, influencers, and conversations using free and paid tools and weekly/monthly reporting and synthesis. Capacity to use “real-time” information to respond. Uses both to make decisions, avoid social media crisis before escalating.
Relationship Mapping	Lists organizations or partners but has not visualized or identified new ones.	Uses low tech methods (drawings and sticky notes) to visualize networks of individuals and organizations	Uses low tech methods and free social network analysis tools to visualize networks of individuals and organizations. Uses data to inform strategy and tactics.	Uses low tech methods and free and paid social network analysis tools and uses resulting visualizations to inform strategy and/or measure results.
Influencer Research	Not using	Uses online systems and “desk research” to identify, but is not monitoring.	Uses online systems and “desk research” to identify, monitor, and cultivate.	Uses online systems and “desk research” to identify, monitor, and cultivate and to build an influencer strategy.
<b>ENGAGEMENT</b>				
Ladder of Engagement	Not using	Informal description of different levels of engagement on different platforms or across platforms, but doesn’t align with strategy or measurement.	Formal description of different levels of engagement based on survey or qualitative research. Aligns with strategy, but does not measurement process for all steps.	Formal description of different levels of engagement based on survey or qualitative research. Aligns with strategy and collects data and reports organized by engagement and conversion levels.
Responsiveness	Does not respond to comments posted on social networks or engage with networks	Responds haphazardly to comments on networks or engages with networks around content.	The communications team coordinates and consistently responds to comments on networks and engages with networks around content.	The organization responds through organizationally branded accounts and staffers to comments and networks and engages with networks around contents. The organization is able mobilize its network to circumvent a social media crisis.

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<b>CONTENT</b>				
Integration	Posts content that may be relevant to audience, but not consistently.	Uses an editorial calendar to align content strategy with objectives and audiences and publish content across channels on a regular schedule.	Has an editorial process to brainstorm content, curates content regularly, and uses an editorial calendar to consistently publish. Is able to balance planned content with spontaneous postings that leverage its network.	Uses online collaborative editorial calendar or other mechanisms to share the content process across its network and with partner organizations or influencers.
Social Content Optimization	Does not use measurement or research to identify and refine optimization techniques.	Adopts best practices for social content optimization for frequency, time/day, type of content, length, and other variables.	Uses measurement processes to evaluate the performance of content on a regular basis and make improvements. Uses platform features to maximize content performance.	Uses measurement to evaluate the performance and this knowledge is built into the editorial decision-making process.
<b>NETWORK</b>				
Networking and Network Building	Is aware of social events, but doesn't host or participate. Does not solicit feedback or ideas from its followers. Staff do not leverage professional networks.	Participants in selected social online events. Had formal policy and operational manual for staff to use their professional networks on behalf of organization.	Hosts online social events with aligned partners but not regularly. Provides training and support for staff to leverage their professional online networks on behalf of the organization.	Hosts regular online social events with aligned partners or others as part of the overall strategy. Staff (and board) use of online professional networks is institutionalized.
Collaboration with Partners	Has partners but is not collaborating on social networks.	Connects and collaborates with aligned partners in a haphazard way, not consistent or strategic.	Consistent conversations and connections with aligned partners on social media platform(s) and implements small pilots.	Consistent collaborations with aligned partners on social channels with activities that are mutually aligned with objectives.
Social Fundraising	Aware but not using.	Has set up a presence on a social fundraising platform.	Testing a social fundraising platform with a small pilot and campaign and measuring engagement and dollars as success metrics.	Routinely implements social fundraising activity as part of integrated fundraising or stand-alone. Uses engagement and dollars as success metrics. Leverages influencers relationships. Learns to improve campaigns with data.

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