

# Community Management 2010

Mark Ralea

English version

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# Author

**Mark Ralea**, has worked for over 8 years in online marketing and community management for various companies in the Internet-, Entertainment- and IT-Industries.

After training in computer science in business administration, with four partners he founded a company that specializes in marketing new models, including one of the first major in-game advertising projects in Germany.

A short time later, Mark Ralea began to operate as a specialist in community management and online marketing at Frogster Interactive Pictures AG, a German company in the videogaming industry. There he also started the distribution through online channels (on demand).

In Frogster Interactive Pictures AG, and the subsequent FIP Publishing GmbH, he worked a total of over 500 titles within two years. Among the titles are also a few Massively Multiplayer Online Games.

In early 2007 he got into business for oneself with his agency Eikyo which related to the topics of community management, online marketing (especially SMO) and has specialized in online distribution. The Agency advises first and foremost companies in the publishing, IT and games industries.

Since that time he has also developed new working methods and strategies for community managers from around the world. Among other things, he developed the strategy of "asymmetric community management". By now many international companies in the Web 2.0 and in communities are using and aligning them self with this strategy. Mark Ralea always saw community management in conjunction with social media tools, so he was one of the first movers in the segment of Social Media Optimization. In 2008 he published the first German eBook on this subject, which reaches over 50,000 readers and is found on countless magazines CDs.

In addition, as a founder and a board member of the "German Community Management Association" he was an advocate for the strengthening of this profession. Especially in Germany, this field is still in its infancy. That is also the reason why he has been working as a lecturer at the Burda School of Journalism since 2009, where he is giving the volunteers an understanding of Community Management.

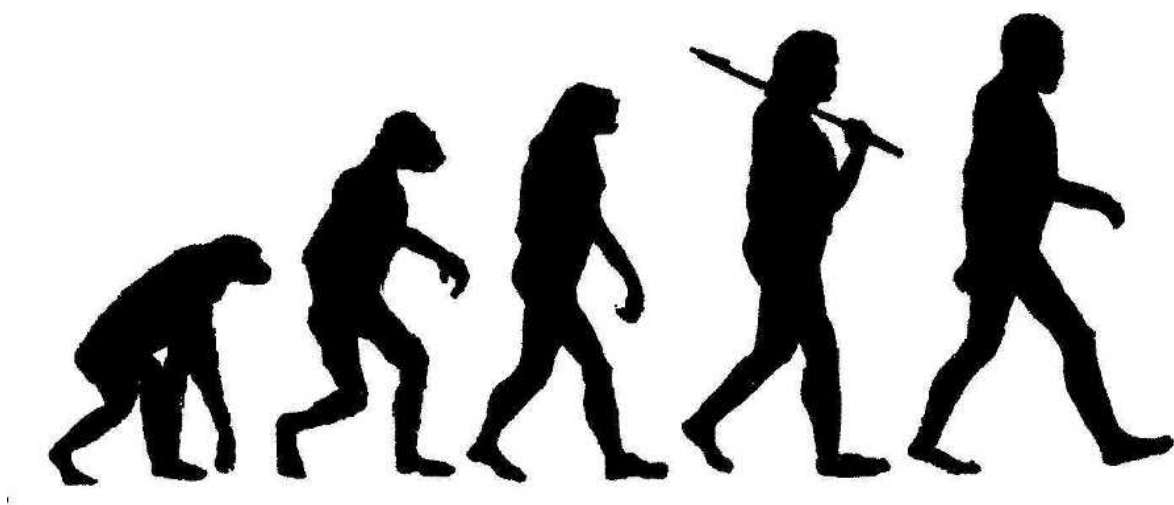
In 2009 he published his second eBook "Guide Online Distribution", which is a first aid for companies that want to sell future goods or digital goods via online distribution. As well as this, he writes articles on his company blog (eikyo.de) and in various other publications.



# Preamble

Over eight years ago I came in contact with the concept of community management for the first time. At that time community management was by and large still the moderation of forums, communities in the modern sense, like Facebook or StudiVZ (German Facebook clone), did not even exist in a rudimentary form.

A few years later I started then as a permanent community manager in the games industry. In the first days I was a little perplexed about the question, which are my skills within the organization, or which goals do I have accurately and how do I reach them. The first conversation with my boss increased my dilemma tremendously. "I am a Community Manager now- what do I do, except moderating a forum and taking care of support?" The answer shocked me little and even today it is similar in many companies: "How are we supposed to know, you're the community manager".



Since that moment I realized that there must be a change. Even years later the community management is not yet enforce. We have made some steps, but are still strong in flexed condition.

This has several causes; the most fundamental cause shows one of the biggest weaknesses of the German community manager. Particularly sad because this should be the best discipline: The professional exchange with colleagues from the same or different industries. Most community managers are now members of the German Community Management Association or are exchanging themselves in the immediate vicinity. Many community managers do not know any other people who perform the job as well, sharing is usually little or not possible.

Want an example? Most currently seeking companies are looking for someone as a henchman or an assistant, but definitely not for a Community Manager. Certainly these tasks have partially to do with the moderation and dialogue of users and customers, but that is only a small part of the community management. In most cases they are fobbed off with a salary between € 25k-30k. It's understandable because most of the "newcomers" are between 22-25 years old with little or no work experience...

The Community Manager is the focal point of the strategic and operational business of the community. If no own community is run, but a product is introduced on the market, he is the front to the customer. In this case he acts in terms of information and service. That is the skills, which is making a contribution to the success or failure of a product or a community. In

the U.S., the community manager is seen in the external representation, but also within the company. The position is equipped with clear competencies, sufficient budget and experienced staff.

This eBook is to establish first principles and for answering some questions about this very mysterious box. I hope it helps you actively in the current decision-making process within the organization, in creating the position of community manager. The eBook shall give you first insights into the everyday work and facilitate the first steps of the work as a community manager. For all active community Managers it is probably the best argument, to move the own position within the company in another perspective. The primary reason for this eBook is probably the fun to read it!

It's not my animus, to offend people, but I want to open their eyes. In order to professionalize the increase of work of the community manager, basics have to be created. For a long time the basic of CM was found in the definition and the CM has covered only a tiny part. For all who were used only in moderation up to now: Make you more solid, a company without community management can hardly be a greater long-term business in the market and fight successful against competitors, who are actively engaged. In the coming years countless jobs are created which must be filled by professional staff!

That eBook would not have been possible without many people! In my opinion many of these people are, in their respective fields and the best specialists of their craft. Thank you - at the end of the book you will be mentioned by name. I hope I forgot no one.

Certainly feedback is desired via emails, comments on my blog, news via XING, Facebook or Twitter. Accurate contact information about me can be found at the beginning and the end of the eBook.

English Version:

This free eBook was published 2 months ago in Germany with the aim to stimulate a discussion and the dialogue between community and manager but as well as in the companies. The eBook was a complete success immediately and could help many CMs in Germany, Austria and Switzerland. I hope it also gives you new mental approaches ...

Sincerely yours,

A handwritten signature in black ink, appearing to read 'M. Ralau', written in a cursive style.



# Basic information

## Community Management

or: the question why?

Numerous questions have been asked already about the topic and there are just as many different answers. Unfortunately, company's, as well as Community Manager, answer these questions rarely satisfactory. What is already scary enough.

Therefore, a fairly general answer to the most important question: What on earth is Community Management?

*"Community management is concerned with all operational and strategic tasks and questions which arise about the design, building and managing an online community. The remit covers on one hand the care of members and on the other the provision of community-operation in terms of technical, legal and monetary aspects."*<sup>1</sup>

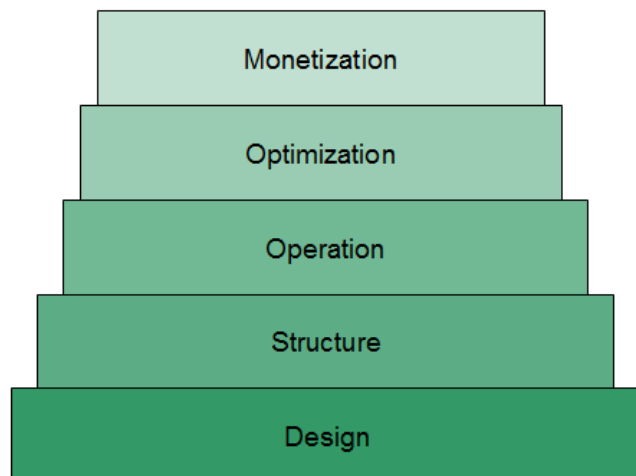
That sounds perhaps like much more than the most would like to search. Community Management is much more than just moderating a forum or support within a community. In the end, this definition implies:

**The Community Manager is the incurred focal point for all the aspects concerning a Community!**

The five pillars are therefore to:

- Design
- Structure
- Operation
- Optimization
- Monetization

There under hides a lot of tasks that a community manager cannot perform alone. But there are departments in any company that can feed into the CM.



Do you know the most famous community manager in the world? Mark Zuckerberg! You might wonder - he is still CEO of Facebook? Yes, but at the same time he is an active role of the Community Managers within and outside the company. He is the face of Facebook! What Tom is on myspace, Mark is for Facebook, only he does not accept any new user as a friend...

We come from what to the why. Why do I need community management and why does it make sense for companies to even have an own community?

<sup>1</sup> Quelle: [www.community-management.de](http://www.community-management.de) / Daniel Langwasser

I would like to answer this question with an example from practice. Some time ago there was an article in a relatively large German economic medium, which has been discussed very intense. Unfortunately at first without the participation of the associated editor, who probably has not considered the comment function on the side. In any case, countless blogs and other websites have reported the article. There were some errors in the content, which would have been noticed immediately on closer examination of the editor. Instead of admitting his mistake, he made the biggest mistake in general. He attacked the "critics" directly and personally and defended his article. The readers, which partially have been working in the industry longer than the editor has been alive, had no idea. What happened in the next two weeks? About 150 subscribers have canceled their subscriptions to the company because of the article. A total of 400 layoffs are recorded, 150 who specified this particular case as the reason. Probably a few more were too lazy to declare this as the reason. With a sensible strategy for the issue community management, this would not have happened.

In effect, you can break it down to 2 denominators. What is community management for?

**a) Acquisition of new customers / users**

**b) The long-term commitment, in plain language: No lose of customers**

Winning without losing ... relatively simple system, right? Why aren't other companies using community management, if it only has advantages? Unfortunately, this is a fallacy, community management contests the old ways of thinking and business, and needs to tear them down for having success!

The crucial aspect- and I'll keep coming back: Community management cannot act in a short-term. Sometimes it even has to work against the short-term revenue to retain existing customers and new stronger long-term gains!

The Community Manager is especially in a dilemma, when he has to handle with evil products. Imagine your product has serious failures. As an entrepreneur would you admit that fact in an open dialogue with users? Or even by answering a question of a potential customer? Probably not - but your community manager should do it...

Why? He / She must think long-term to your interests. If you cheat once to sell a product, you will do it again. That is what your (one-off) customers will notice. In a long-term you will encounter resistance, even if you have the coolest product ever. In addition to poor reviews and negative reporting because of your cheat, it's backed that these articles and reviews are visible for a long time! There is an appropriate saying: "You don't believe in a liar even if he speaks the truth." Unfortunately in the Internet this comes true more frequently than in "normal" life.

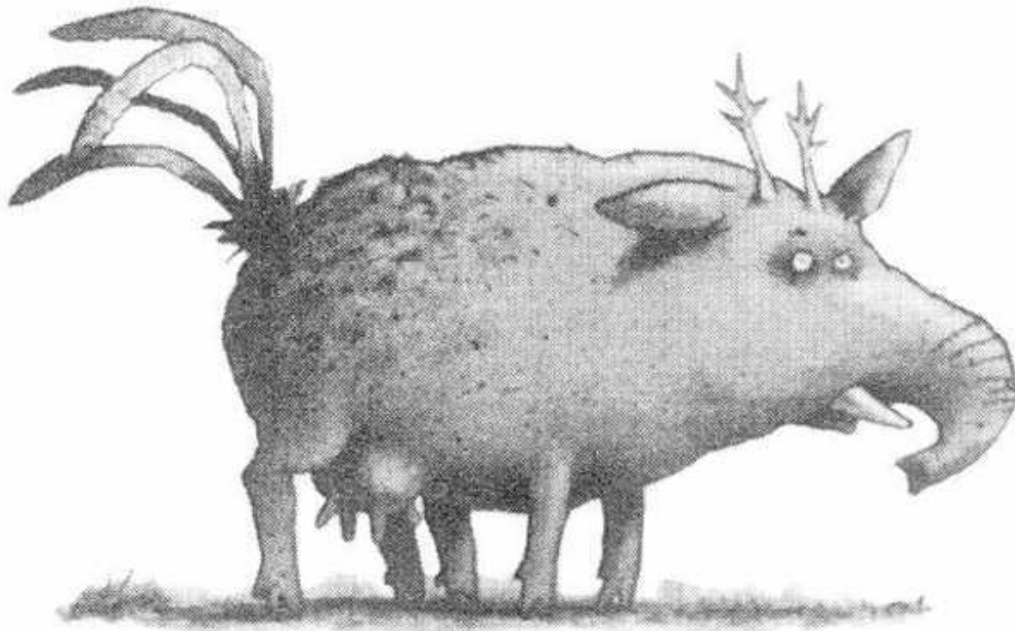
# The Community Manager

Or, the unknown and mysterious creature!

Where is this mysterious creature hidden and how can you find it? A few minutes ago more than 20 vacancies for community service managers were offered in the usual job portals (monster.de and Co). These tasks and the professional qualifications vary from company to company.

The Community Manager is still mostly seen as a better assistant/coffee maker or a stagehand. There are just a few exceptions, who have acquired the entire scope of the work. **For the most part the community manager is not seen as a community manager, but as a moderator!**

There is one thing all offers have in common. Each company is seeking for a community manager who embodies the following:



The oviparous woolmilkpig (all-in-one)

Now we come to a small range of requirements that are placed on the Community Manager and which are quite unrealistic.

- Extensive experience (ideally 5 years)
- Skills in three languages

I would like to focus on the qualities you should hold for filling the job well. More information for finding a community manager can be found in the next chapter "Company". Let us now turn to the properties of the Community Managers:



- A healthy dose of self-confidence (for the fight against windmills within and outside the company) without self-confidence you will not reach your goals
- Excellent communication skills (to operate with the respective teams and within the community)
- Discipline and organizational skills
- Openness and curiosity, but also with some human knowledge
- The CM should be a generalist with a tendency to the issue communities (contents or technical nature)

Certainly all properties aren't brought back from the start. Gradually you should further educate yourself in the different areas and internalize certain things as far as possible.

Important - and I indicated it already several times before: A Community Manager isn't someone who moderates a community all time long! Not in vain this is called a moderator. A Community Manager is integrated into the complete structure of the community. He has the following task which is divided in the following examples:

### **He has to define and (let) perform the entire strategy!**

It covers inter alia:

- Construction (technology, functionality, long-term monetization, marketing, goal setting, etc.)
- Moderation (support, activity, etc.)
- Leadership (talk with people/teams in each area)

The games industry is the industrial sector with the highest number of employed community managers. There is no publisher or developer who doesn't have a CM in his ranks. Often even more than one, that's depending on the business. But the differences between the skills in the different companies' couldn't be more unequal.

The typical career of CMs in the Games Industry:

- Bought and played a game of a publisher
- Wrote positive about it in a forum and gave help to one or the other
- Put up and operated own fan site

→ Some time later the publisher asks if you are interested in being the community manager. In any case, it was like this a few years ago.

That such persons are hired as a presenter or support staff and less as a real community manager, is understandable. Nevertheless, the title is often awarded in a company for the community to see that there is one extra person for them existing. But - and this is important: **Then you are definitely not a community manager.**

What a pity, but there are also positive examples. For some developers and publishers the Community Manager is the focus in marketing, operations and monetization of the product. Especially massively multiplayer online games have to be mentioned, some of them have millions of players. There the Community Manager has a strategic position, which:

- a) Moderation Management, however less active. Why? He added game master and game moderators for the forums and support-staff to take care of technical and/or content problems. (Staff: Game Master, Moderators, Support Staff)
- b) "Initiator" of developments for solving problems or for additional content, users shall remain active or monetized.

- c) Monetization → how can money be earned? What payment methods are needed? What steps are needed to generate more revenue? (Staff: Payment and Support Staff)
- d) Marketing of the game / MMOGs. He knows best which audience plays the game and how it can be enlarged. The CM also determines the used channels. (Product Manager, Online-/Marketing manager)

In effect, he is the strategist, who manages his team, which is present around the product. He provides the impetus for change. One of the largest international providers of MMOGs has virtually handed the product responsibility to the community manager in all respects. Only this step can make the necessary strategic and operational work.

**Community management is not necessarily linked to one person but to an entire team. The team leader may be entitled in accordance as Community Manager.**

## Company

We need a commu...äääh...manager

In talks with companies and marketing directors I always here the sentence: "We need a Community Manager." And you know what - they are all absolutely right! In my opinion almost every major company has to employ at least one community manager for the market in the coming years. Whether the company wants to or not!

"Why? We are only producing TV, coffee or laundry detergent! Why should we have interest in what is happening in communities and social media services?"

Quite a lot. Without the monitoring of communities, the company will be pulled in a downward spiral within a short time. Communities can bring a product to market leadership, but also cause the absolute crash. That sounds pretty intense. Okay, it isn't so bad, because everyone still has his own opinion and won't buy a product just because of votes and contributions. Basically there is a mass of people who have bad rated products on the online-shelf. Just look at times of the opinions of Amazon Charts Top100: The products are consistently rated positively.

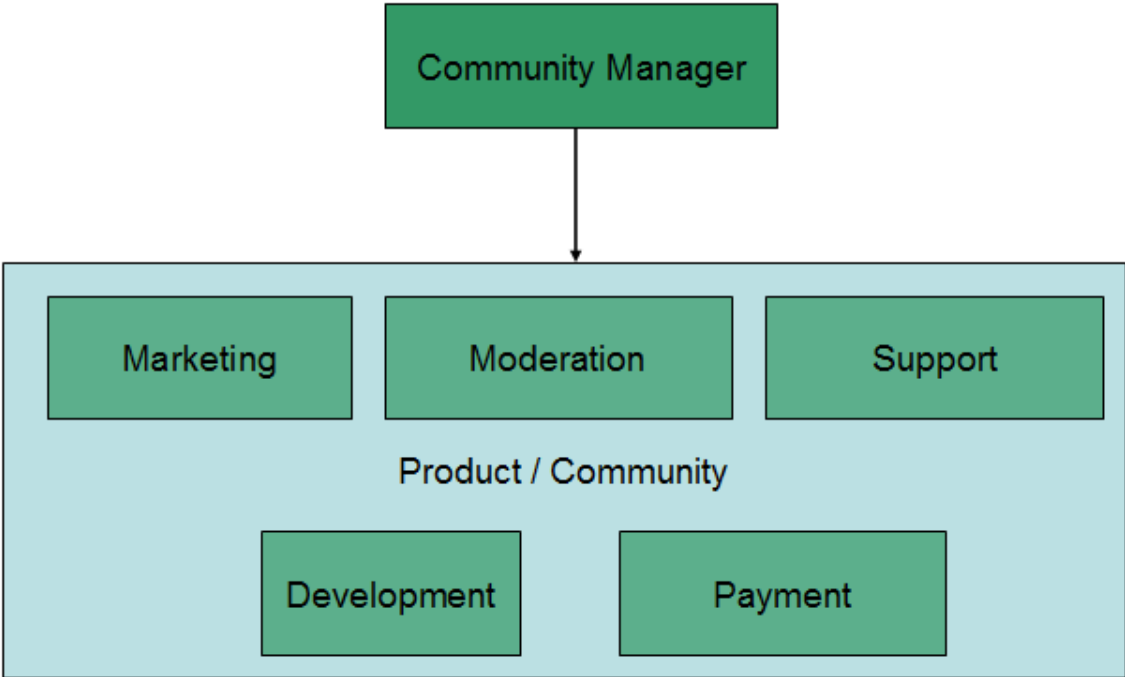
A Community Manager must develop a strategy to establish clear guidelines, how certain things have to be responding. Who responds at the end, is of secondary importance. It is depending on the area but certainly it may be the best to position the Community Manager as the face of the company.

Although many entrepreneurs have not yet internalized three important points should be fixed before you hire a Community Manager:

- Competencies
- Position
- KPIs

The KPIs are covering one complete chapter for their own; therefore I am responsive to skills and the position within the company. I don't want to propose a fixed position in the company organization chart, because it's different from company to company. Especially in medium and small enterprises the position can vary.

Rather, the crucial skills are replaced by a community manager. The definition of the community manager initiates me to go a very radical way.



A Community Manager is either responsible for the operational or strategic issues and questions of the community. In the ideal case, he combines both. The community manager of today and tomorrow has to be the "General Manager" of the community. In the long term everything else makes no sense. It doesn't bring the desired impact which is needed to operate good community management.

I would like to say loud and clear again: No, he doesn't have to do everything on his own, but a team is present, which supports him. But yes, he is the person responsible in all areas for the product/community.

It is understandable that most businesses say, "It makes no sense to hire someone who is responsible for the product in the future. We already have our product manager for that." That is definitely true, but at the present time the product manager in the classic sense, has no more authentic dialogue with the customer. He realizes only limited what the customers say or debate about the product. The product manager can continue to support the complete cycle but he has someone at his side, who is responsible for the strategic direction and dialogue. The Community Manager!

# KPI

Since when do I have goals?



The most important thing in any profession is the measurability of its own performance. There is nothing more frustrating than not knowing which goals you have of the business side. In return, you should also have own goals which are not set by the company.

The superior goals are probably:

- **Gaining new customers/users**
- **To oblige in a long term means: No customers lost**

But these are overarching objectives, which not only have something to do with the community management, but with the entire company. Therefore, I would like to define some KPIs which could be used for Community Management:

Terms of KPIs:

- Increase sales by community members (more sales of items, premium accounts, etc.)
- Increase in the activity of users
- Improvement of customer / user satisfaction
- Improvement of support → quicker response time and resolution of problems

Additional goals which can be pursued but measured only conditionally, in effect, no right KPIs:

- Expanding of awareness
- Obtaining customer knowledge (Customer Knowledge Management)

The decisive factor in the general KPIs is, that they can also be measured technical. Either through surveys or through robust figures, which reflect the effect of each action. By the way, the objectives of the enterprise side, and the objectives of part of the community manager should be conceived for being a long term goal. Things do not change within a few weeks/months, but through a continuous process. Throughout all that time, the target should never be lost sight of.

Short complementary since some "beta readers" have asked: What is a KPI?

KPI is a measure of performance. Such measures are commonly used to help an organization define and evaluate how successful it is, typically in terms of making progress towards its long-term organizational goals. KPIs can be specified by answering the question, "What is really important to different stakeholders?" KPIs may be monitored using Business Intelligence techniques to assess the present state of the business and to assist in prescribing a course of action.

# Salary

Show me where the money is...

"Uuuuhh, he has got no tact, in Germany you don't speak kindly of the salary!"

By now there are diverse studies for this and an innumerable will be published in the coming years. One thing will distort almost any result: **Most people, who currently hold the position of the Community Managers, are not the CM. They may be moderator, support staff, contactor, online marketing manager, social media manager, marketing assistant... - but they are definitely not a community manager.**

So I just want time to break a lance for the profession and for the payment. Don't worry; won't throw an exorbitant number at anybody's head. I like to give you a short example calculation of a German company, which operates a very successful platform. The talk is of XING, because there are visible through the IPO and the numbers.

In short, the key figures:<sup>2</sup>

- Total revenue increased from 2008 to 2009 in the first nine months of the year by 32% to € 33.2 million
- 29% of new Premium members in 12 months
- Accelerated membership growth in core international markets
- Lead further expanded - with more than 3.6 million members XING is the largest, most active and fastest growing business network in Germany, Austria and Switzerland.
- growth in user numbers

Do you think the Community Manager of XING AG deserves a fair manner? If his KPIs are the following:

- Increase sales by community members (more sales of items, premium accounts, etc. etc.)
- Increase the activity of users
- Growth in user numbers

**It should be clear that you don't handle anymore with a five-digit sum! The ratios were significantly increased and reached its target, even under very optimistic vision on the part of the company.**

Nevertheless, I would like to touch on the current salary levels. Most Community Managers are located within the range of € 25k-40k a year. Although now this is a relatively tough sentence of the eBook and most community managers won't like it: Most of them don't earn more, because it is, as I described above and a few other times. They are only one part of the whole and tend to be the assistant manager of a community and not the CM itself; during my first salaried relationship I wasn't even a community manager, even through my title was telling a different story.

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<sup>2</sup> Information from the press release XING

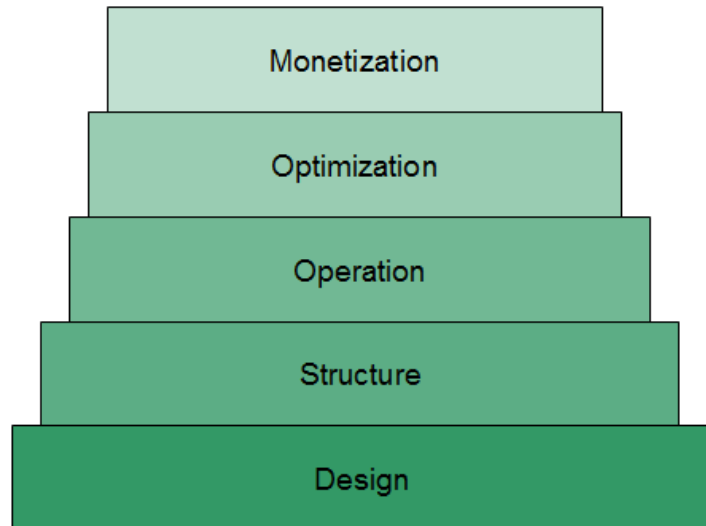


# The 5 pillars

## In general

In the basic things I already gave a brief overview of the five pillars of community management. Whether the optimization and monetization could end in this or any order, is of secondary importance. It is crucial that only the interaction of all five pillars of the community management makes them sustainable.

Why five? Not four or six? It is certainly an advantage that I am the writer of the eBook and therefore easily decide how many are important. Of course I've made quite a lot of thoughts and this is a little structure in generic terms.



### **The preparation and the kick-off**

At the beginning of each project, product, community or other, is the idea. If the Community Manager is already present in this phase – that's great. Normally, the directors, supervisors or the development indicate something that should be created. The start of the project begins with a design phase. I have built no organization, because other cultures omit this step or shorten the subject organization to a minimum. We Germans on the other hand are "stingy". Immediately after conception, the construction begins. This is not only the community building and technical development, but also about the creation of long-term strategy. Including of course the marketing strategy etc.

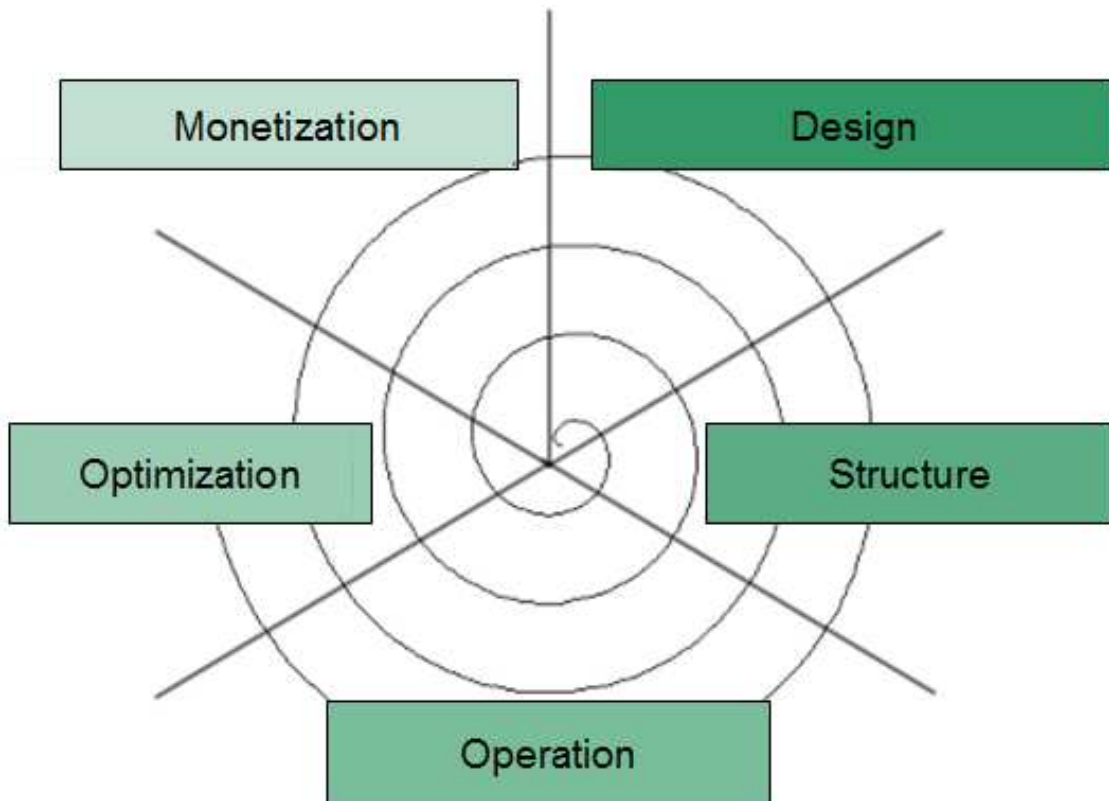
### **The game**

Finally after the kick-off, the ball starts rolling. During the 90 minutes it's possible to see whether everything was well prepared. Did the design and construction manage to get enough users on board in order to guarantee an operation? In addition to the operational phase of the technical provision of the service, the activity, the facilitation and support are very important. The users shouldn't only have fun with the new content; there should be interesting discussions in which they are able to participate as well. Key to the success it is ... we'll talk about it later.

### **The final whistle and the wrap-up**

At last, the first 90 minutes are over and it goes back into the cabin. No matter how successful the game was, there is always a follow-up and an optimization. Because of the gain of a higher number of users, the monetization was put aside, so it's time to pay attention to this subject. During this phase you look how the development goes ahead. Were the objectives achieved? What can be improved and modified? Etc.

Now the one or the other will think "finally done" - I think it is fundamentally important for the project now, to start again from scratch.



My drawing skills are limited, so here is a brief overview of what it meant. A spiral model should be a term to anyone who has carried out a project. Everyone else should just deal directly with the subject. There are some changes for community management:

CM is no development - but it is a field which includes ongoing processes. The Community Management Model has nothing in common with the typical spiral model for development anymore. Especially since there is no end time.

# Design

The foundation of any community or product is a good concept phase, in which specific definitions have been clarified in advance. The following questions should be answered

- Target audience of the product/community
- Concept and guiding principle
- Which technology is used
- Timing of specific steps
- Functions for the target group
- Strategy for the establishment, operation and monetization
- Success factors
- Organization
- Legal background
- Rules
- Idea of Dialogue

While in the initial concept stage, the most has to be fully prepared and developed. In this case the Community Manager is responsible and has the authority for the operational and strategic planning. The respective areas of responsibility will be formulated by the respective areas and assembled.

The first conception of a community is absolute pinnacle for each CM! Weaknesses or errors rooted in this phase can harm the growth or even the operation of the community or the product for a long term. Therefore prefer to invest a few days and weeks more, than to realize a half-finished concept. Not the CM is dissolving the individual parts, others do it. If possible they need to know the score. Only with a consistent and complete concept all involved persons are running in the same direction.

Meanwhile, a few months passed and the first cycle of the points is completed. The second round begins. Why should you still plug time and energy into the conception? Because without all would go down the drain. First, check that the old concept is still consistent with the first cycle. Changes were apparent or necessary in order to achieve certain goals? If so, which ones and how can these be integrated into the overall concept?

To keep it very short: The work that you put into the conception, you will save in the most common cases in other places double and triple. Therefore, always check the actuality of the concept and the strategy.

# Community Building

Sweat of the marmot. The beginning with the launch of an alpha or beta version is the hardest. There are little or no user logged in and the activity is quite viscous. The theory and practice are showing that there is a 90:9:1 system for activities in networks.

90% are only observer/reader

9% are semi-active observer writing something now and again

1% are the assets. In a long-term they are holding the community alive

It is up to you in the end to have this 1 % on board from the beginning (because of the mass of users). They are generating, together with you or the team, the background which is needed to build an expedient community.

## **There are no logs in to a community which is not active!**

Therefore the following is important during the construction phase:

- How can I create a background?
- Which people are the assets?
- Are they even the multipliers or which group is it perhaps?
- What is the minimum number of users I have to reach for the next step?

Especially the last question is to answer without longer experience. Of course it depends on the target group and the portal. You shouldn't try to reach the 90:9:1 system immediately at the beginning. Ignore the observer completely. If you reach an approximate average of 30:50:20, at this stage you have reached an optimum.

At each new round, you will have to look where you have to do construction work. Are there new multipliers? Who are my assets? How can I increase the number of assets? etc.

Two of the many possibilities are:

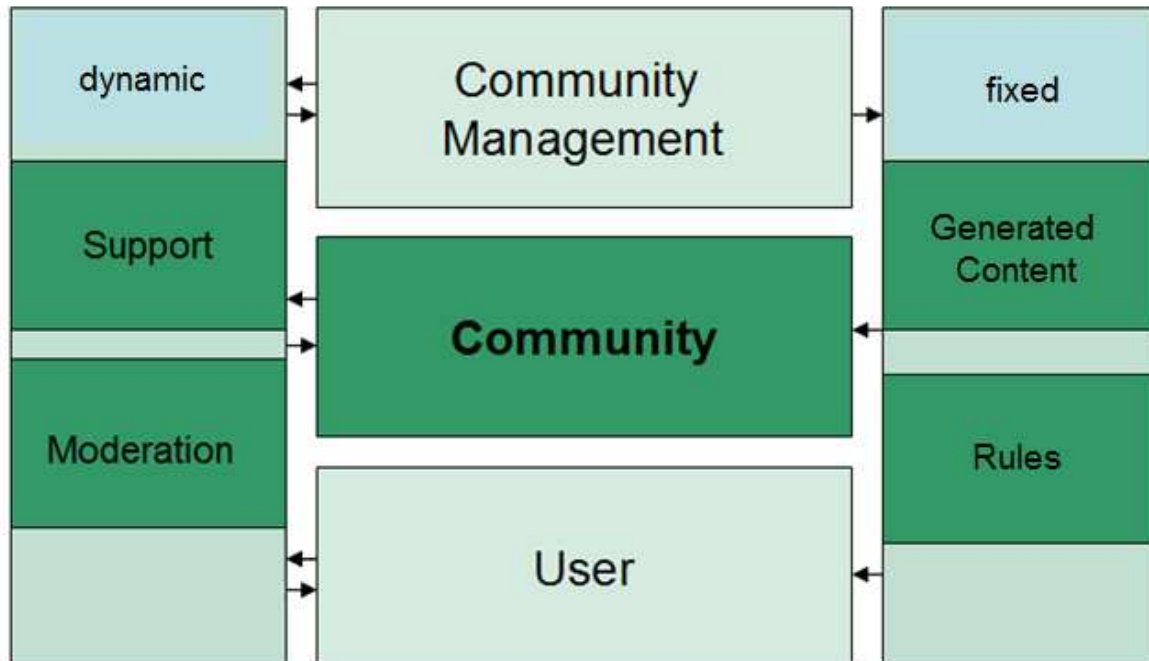
- a) Own network + multipliers and harness them to generate increased activity
- b) Very remained in dating platforms: Faking

I don't want to value the two points. The first model is preferable in any case. Own network + multipliers are generating a healthy and steady growth.

Unfortunately, it is not possible in any community to generate such growth or one basic activity. Sometimes it cannot work without "faking". The examples of the dating platforms: Who wants to be enrolled at a dating platform, if there are only 100-1000 User?

# Operation

You could fill half a library with the issue of the operation of communities and social media services, in which the proposals would be of various kinds. The reasons are complex, the biggest factors are the different target groups and related functions. An operation can work at a car community, but it doesn't mean that this operation will work also at a children's community. The company shall attach itself and the development to the needs of users.



What should this picture exactly represent? Relatively simple: For the operation certain "fixed" content, or rules should be developed. This is done from the Community Management. Without fixed components such as content or rules, community living is limited. Certainly they could be adapted later or generated on the basis of user feedback, but in general the steps are fixed by or during the CM.

The dynamic side is manifested in the support and the moderation of users and requests. Here it is crucial to enable certain manners on the basis of rules (fixed). They are giving each user the greatest possible freedom, but also the restriction of no personal attack. This may vary slightly depending on the target group.

To keep it short and only by defining some fixed points. The operation consists of the following points:

- of fixed principles (rules etc.) and the basic strategy which has been defined from the beginning.
- of dynamic processes of the support and moderation. In which in most cases the moderation reacts instead of acting



# Optimization

Too often the optimization is unfortunately completely forgotten, or not deemed important enough. But it is fundamental to ensure long term success. Only those who are optimizing can have success. Differences can be between:

- Analyzing and optimizing errors and weaknesses
- Incorporate new ideas and features to enhance the activity, improve monetization, etc.

Not only is the personal feeling important for the optimization, but also key figures. Each community manager should get the numbers, which come in part from the online marketing, monetization and operational area.

These include

Online Marketing:

- Unique Visitors
- Hits
- Exit page
- Time per session
- Most Popular Pages
- Cost per user
- From where is the user coming / from which side is he mostly signing in

Monetization:

- Revenue per channel
- Revenue per user
- Where does most users break the payment

Operation:

- Registrations in the month / week
- Account deletions in the same timeframe
- Active accounts/user per month. How many users have logged at least once.
- Activity per active user
- Revenue per active user
- Most active functions (which is most used)

Based on these numbers first optimizations can be carried out. Mainly when the most actively used features are considered, it can be checked which points could be improved further. The optimization never ends, but will be repeated after each cycle. The community management has to realize this important feature, because without it, the online world will not function.

# Monetization

Money, money money and more money. In the end a community can still have so many users, if all the best is not enough to get into the black. Therefore, particular attention should be paid to the monetization of communities. 95% of all communities are oversleeping this point, and are staying afloat with nonsensical advertising space. For this reason, the monetization should remain within the community management.

Who knows best what bothers the user the least and would be of the highest acceptance? Who knows how the target group can be addressed to spend money? Or what features could be sold for money?

I think the answer should be clear. In many companies the monetization is conducted by the sales or marketing department. Then premium accounts with incredible prices are reached, or it is shown banner advertising for the latest fast food shop, although it is a diet community. It is precisely for such reasons; the monetization should remain with the CM.

- Premium Accounts
- Advertising/Newsletter
- Function/Item Sales
- Service Offering
- Sales of applications (e.g. browser games)
- Own Shop/Affiliate Shop with matching items
- Proprietary products which are sold
- Donate

This should really be seen only as a brief overview, since there are other ways to make money. The point here is that a suitable mix of different channels is used. Only building on one channel can be fatal in the long-run.

Take, for example the economic crisis which has also cost the online advertising market a little bit of growth. Or new legal regulations, that are not allowing certain activities for earning money anymore.

Test and play with the channels to generate something to the best possible results. Not just the company will be happy, but it also will get the community to a higher quality. Improving web server, more support staff, more presenters and more information, because the medium is important.

# Epilogue

In the epilogue, I would like to apologize for the sometimes very drastic interpretation. Most community managers try to work exactly in this direction, but they don't have the opportunity to answer these topics due to the employer. Unfortunately they are usually only moderators...

In my opinion the meaning of community management should be revealed clearly. What qualities and skills are needed to be a community manager, which pillars are contained by the community management, in order to bring the profession out there where it belongs. As far as I know this is the first eBook of its kind on this subject – so my apologies for mistakes. For me it was important to publish the eBook. We will probably have enough to discuss ☺

Hope you liked the eBook and I am happy about any feedback!

# Acknowledgment

Whether it reaches a page? I just try to say thank you to the ones who helped me more or less and have provided feedback. After that I want to thank these people without this eBook would never have been possible because of the experience or the conversations that I was able to have with them.

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# Imprint



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