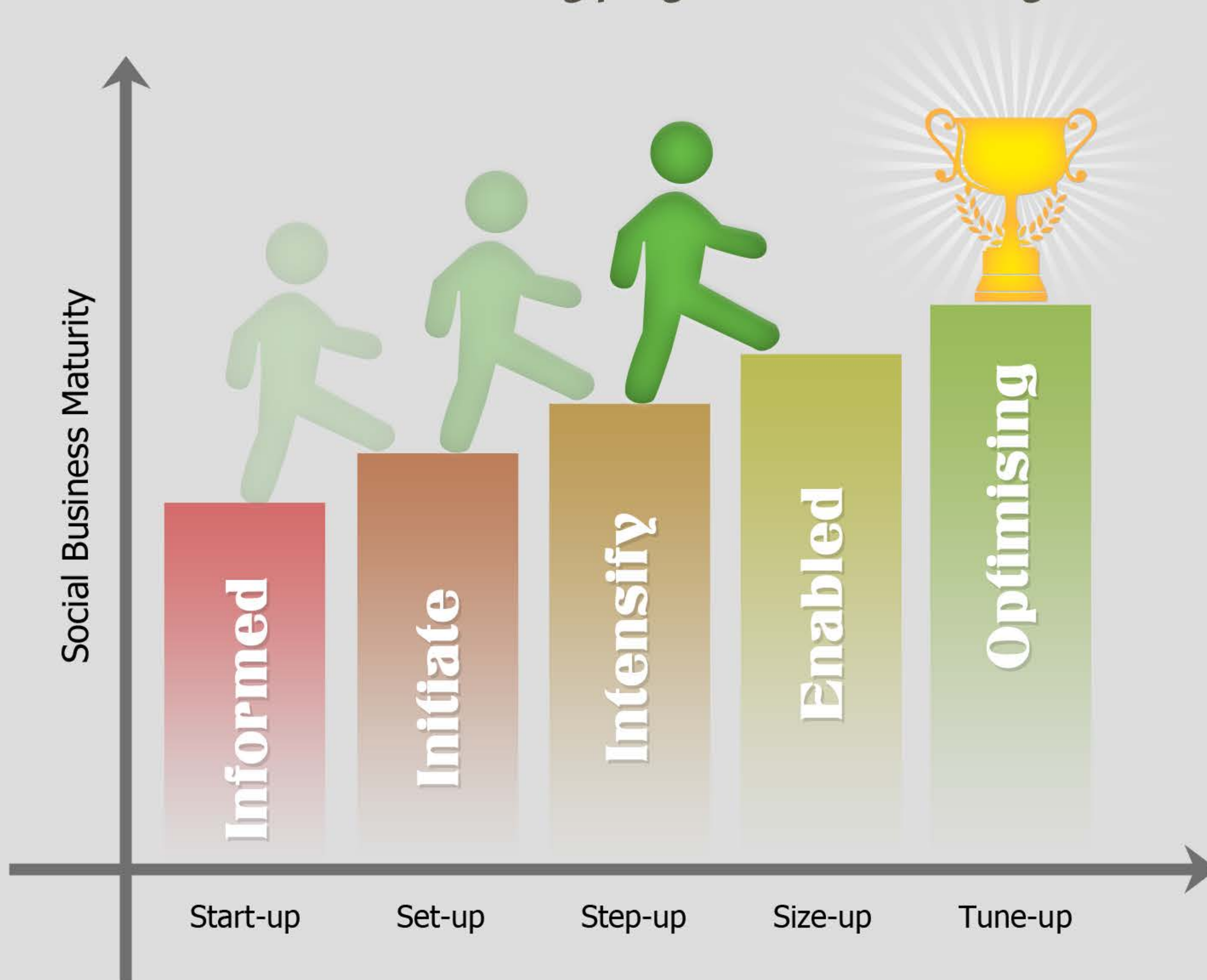


The Social Business Maturity Model

A framework for assessing progress and achieving success



Because people are our business!

Businesses, like individuals grow over time, adjusting themselves to the ever-changing business drivers, market demands and technologies. Social businesses too progress in their journey from joining social networks and following people's activities, to influencing people with innovative and engaging content. However, this maturity must follow a plan and should be driven by the social business goals. Also, to ensure better control and visibility, businesses must map the results to their goals.

The Social Business Maturity Model has milestones, checkpoints and metrics that help businesses with periodic assessment of the progress in their social business journey.

Texavi's Social Business Maturity Model, SBMM provides the required guidance and support for businesses and to assess and adjust their activities, at each phase. SBMM also has milestones, checkpoints and metrics that help businesses with periodic assessment of the progress in their social business journey. This White Paper touches upon the main characteristics of the model such as the key focus areas, maturity levels and metrics.

The SBMM Framework – An overview

The model provides a framework but is flexible to suit the needs of different organisations according to their industry, size, nature and business goals. SBMM draws some inspiration from the original CMM (Capability Maturity Model) of SEI. However, the SBMM framework has very little in common to the original CMM version, aside the same number of levels in both.

SBMM framework comprises eight key focus areas across five levels, classified into internal and external perspectives of the business.

The maturity model is structured to address the internal and external aspects of the business. These two perspectives are helpful to assess and analyse the resources and processes. They highlight the efforts required internally, to generate the desired impact on external dimensions for the business. SBMM comprises eight key focus areas across five levels, classified into internal and external perspectives of the business.

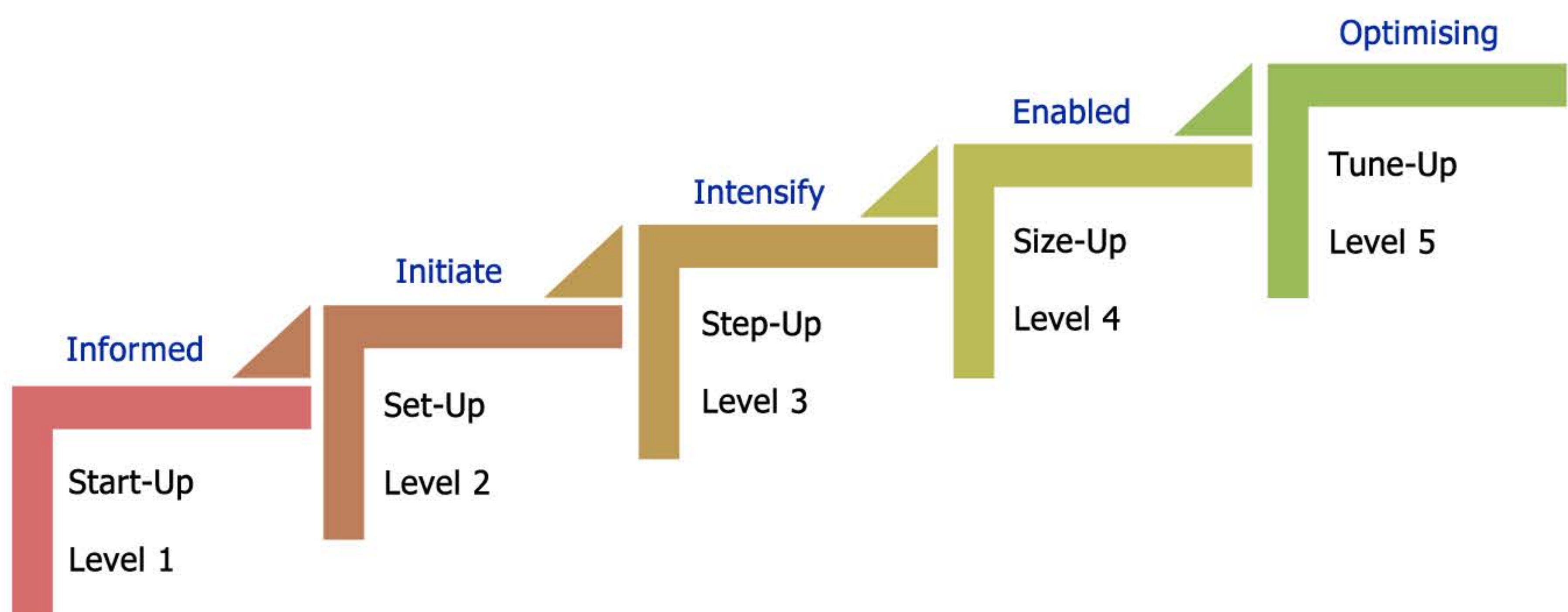
From an internal view, the key focus areas are business focus, processes, delivery platforms and activities on social media. People, content, business focus and messaging are the external focus areas. Within each of these focus areas, the organisation's activities are divided into five maturity levels starting from Level 1- Informed through to Level 5-Optimising.

The Social Business Maturity Model in numbers:

- 2 perspectives – internal and external
- 5 levels – level 1 through to level 5
- 5 gears – Start-up, set-up, step-up, size-up and tune-up
- 5 phases – Informed, Initiate, Intensify, Enabled
- 4 internal focus areas – business focus, processes, delivery channels and activity on social media
- 4 external focus areas – people, content, business focus and messaging

Within each of these focus areas, the organisation's activities are divided into five maturity levels.

The Social Business Maturity Model



SBMM - Maturity levels and phases

Building a social business is not a destination in itself, but more akin to a journey undertaken by businesses. In this journey, you tend to have different expectations and experiences at different points of time. The activities performed and their outcomes too will be varying, based on the stage of the journey. The SBMM framework comprises five different phases. These phases are titled Informed, Initiate, Intensify, Enabled and Optimising.

Maturity Levels show progress in the journey



Based on the phase, the goals, activities, resources and focus areas differ. The phases also guide you along the path with milestones and checkpoints. These will help check your progress along the journey, based on the goals and results. In SBMM, as in the original CMM, there are 5 maturity levels. These are aptly titled Start-up, Set-up, Step-up, Size-up and Tune-up. These are called so, based on the outlook of the business, resources and efforts invested at each phase of the journey.

SBMM's phases and levels will help check your progress along the journey, based on the goals and results.

Social Business – Internal Focus Areas

To improve their bottom lines and make profits, companies must focus on selling their products and services. However, social businesses have to do much more than this. Their focus has to shift from marketing their products and services on social platforms to enhancing their brand equity. Similarly, social businesses aim to have established processes and unified delivery channels, as they mature and reach towards the last phase of the journey.

The focus has to shift from marketing the products and services on social platforms to enhancing your brand equity.

In SBMM, the areas that social businesses should focus internally, are structured as:

- Business Focus – Geographies, markets and business areas
- Processes - Operations, capacity and target specifications
- Delivery platforms & channels – Traditional, digital, online, mobile and social
- Activity on social media – Active engagement and investment of resources

Social Business – Internal focus areas



Social Maturity Matrix – Internal Focus

This section highlights how the focus areas mature across the various levels in the Social Business Maturity Model. Businesses traditionally focus on selling and advertising to their customers and they extend this behaviour to social media as well. On the social and professional networks too, companies use the tone of selling to customers. However, this needs to change to a tone of engaging people in meaningful conversations.

Organisations move along the continuum from one delivery platform through to diversified platforms and finally to unified delivery approach.

Businesses improve continuously across the 5 levels in the SBMM, as they reach the 5th level, where the focus is on brand and not just products and services. Organisations move along the continuum from one delivery platform through to diversified platforms and finally to unified delivery approach. Also, processes mature from defined stage through to one where there are well-established processes across the organisation.

Social Business Maturity Model – Internal Maturity Matrix

Maturity Level	Social Business Enablement Phase	Business Focus	Processes	Activity on Social Media	Delivery Platforms & Channels
1. Start-up	Informed	Products & Services	Ad hoc	Passive	Single - few
2. Set-up	Initiate	Business Units	Defined	Interested	Selected - many
3. Step-up	Intensify	Organisation	Refined	Investigating	Diversified
4. Size-up	Enabled	Industry	Iterative	Participative	Distributed
5. Tune-up	Optimising	Brand	Established	Investing	Unified

Social Business – External Focus Areas

While internal focus indicates what businesses must do with their social efforts, external view helps assess how well they are progressing in the journey. To be successful, social businesses nowadays must engage with people, influence and delight them. Also businesses aim to innovate with context-rich content and personalised messaging.

To be successful, social businesses must engage with people, influence and delight them.

The key focus areas for the external focus of the social businesses, as per the SBMM are:

- People – customers, users, suppliers, followers, friends and fans
- Content – engaging content and different types of content
- Business Focus – Interactions, transactions, experiences and emotions
- Messaging – persuasive messages from business to people

Social Business – External Focus Areas



Social Maturity Matrix – External Focus

Businesses traditionally have been focusing on the external facets such as customers and suppliers. However, with the popularity and usage of social media, businesses are now extending their reach beyond customers and users. There is a need to also reach out to the followers, friends and fans on the social and professional networks. Creating context-rich content becomes a key strategic tool in their endeavour to achieve success.

Businesses succeed only when they focus on making habits in people instead of focusing on one-time purchases and actions.

As organisations mature in their social business approach, they move from consuming and sharing the content to curating, creating and innovating content. Messaging gradually shifts from being interruptive to contextual and personalised to the target users. Businesses succeed only when they focus on making habits in people, moving away from one-time purchases and actions.

Social Business Maturity Model – External Maturity Matrix

Maturity Level	Social Business Enablement Phase	People	Content	Business Focus	Messaging
1. Start-up	Informed	Find & Connect	Consume	Selling	Interruptive
2. Set-up	Initiate	Follow	Share	Advertising	Interactive
3. Step-up	Intensify	Interact	Curate	Transactions	Permission based
4. Size-up	Enabled	Engage	Create	Behaviour & Interactions	Targeted
5. Tune-up	Optimising	Influence & Delight	Innovate	Experience & Emotions	Contextual & Personalised

In this White paper, you learned about the Social Business Maturity Model and how it is useful in building successful social businesses. Now you have the practical, ready-to-use tools such as the key focus areas, maturity levels and matrices to help in your social journey. To learn more about the details of the SBMM framework, metrics and other key aspects in building the social business, refer to our how-to guides, White Papers and presentations.



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