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the potential based strategy model

Social media strategy skills next level

Why the POST Framework cannot produce genuine social media strategies.

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The POST framework

The POST Framework consists of the following components

Component		Definition	Explanation
P	**People (Zielgruppen)**	The people we want to reach with Socal Media.	Companies use social media to achieve a benefit. The desired benefit defines the people we want to reach. In other words, the benefit comes before the people in strategy development.
O	**Objectives (Ziele)**	Listen, communicate, energize, support and integrate	This describes the **performance potential of social media** in its usage - in other words, what social media can do and what it is good for. This part of the social media performance potential describes the methods that are basically available to achieve goals.
S	**Strategy**	Deciding which benefits we want to realize in a particular competition, how and by what means.	The benefits of social media depend not at least on what we use the performance potential for. The benefits of social media for the business model are different from those for marketing communication. So before we define a strategy to realize a specific benefit, we need to determine what benefit we are talking about. This depends on what we are using social media for - the business model, a functional area, a module of a business model, etc. The decision on the benefit results in people, objectives and technology, among other things.
T	**Technology (Technologie)**	Technical and organizational implementation through the functions of the social media performance potential	These functions are the technical and organizational part of the usage of the social media performance potential and enable information, communication, networking and cooperation.

People, objectives and technology are inevitably part of the strategy. They are not independent elements and are not on the same level as the strategy.

A strategy development that starts with people or objectives - before the decision on the benefits of social media has been made - is inherently contradictory.

Strategies define which benefits we want to achieve with which means.

What the POST Framework is missing.

Benefit from social media	Competition in social media	Resources	Effect / effectiveness
The POST Framework excludes benefits.	The POST framework ignores competition as a relevant factor.	The POST Framework ignores the use of resources.	The POST framework is not precise.
It defines the social media performance potential but not the field at which it can and should be applied in order to achieve optimal benefits. However, this is a prerequisite for strategy development.	In an environment as competitive as social media, this is completely unrealistic. If we ignore the competition when developing a strategy, we will most likely not have a competitive strategy.	Resources are not an issue in the POST framework. That is completely unrealistic. Every CEO very quickly asks the question about the benefits and resources / costs of a strategy and every company has limited resources.	Neither the requirements for the strategy nor the strategic effectiveness (where the strategy starts) are part of the framework. This does not result in precisely aligned, effective strategies.

Resulting problems

Benefits for the company	Competitiveness	Profitability	Effectiveness
Strategies from the POST framework contribute less to the company's success because the strategy development is not based on the decision for realizable benefits.	Since the POST framework methodically excludes competitiveness, it is unlikely that strategies developed using this method will be competitive.	Strategies that ignore the resource side are less realistic and economical.	The POST Framework does not clearly define the fields in which we enter the competition with a strategy, nor the impact that is to be achieved there.

Problems and solutions

Problem	Reason	Solution	Explanation
Fewer business benefits	Strategies from the POST framework contribute less to the company's success because the strategy development is not based on realizable benefits.	new strategy	The focus on the individual benefits is a fundamental decision. Changes here lead to a new strategy.
Lack of competitiveness	Because the POST framework methodically ignore competitiveness, it is unlikely that strategies developed using this method will be as competitive aas possible.	Adjustment of strategy difficult with open result	Fundamental improvement requires large changes - both in the areas in which we compete and how we compete.
Questionable economic efficiency	Strategies that ignore the resource side are less realistic and economical as possible.	Adjustment of strategy difficult with open result	Efficiency depends on the effectiveness of the strategy and its implementation. An improvement in profitability requires a higher effectiveness of strategy and measures.
Effectiveness	Because the POST Framework does not clearly define the fields in which we enter the competition with a strategy, nor the impact that is to be achieved there we can not acchieve the effectiveness otherwise would be possible.	new strategy	Large-scale interventions in the effect of the strategy (where and how we want to be successful in competition) effectively lead to a new strategy.

Pros and cons of basic actions

action	Pros	Cons
Just carry on with the POST strategy	Existing ranges and relationships remain in place and can continue to be used.	the strategy remains below what is possible/necessary in terms of benefits, competitiveness and cost-effectiveness.
Stop the POST strategy immediately	Company resources can be saved. Energy can be invested in a more efficient strategy.	Strategy gap with losses in reach and relationships. Competence for a more powerful strategy required immediately.
POST strategy on minimum operation until successor strategy is in place.	Verlust bei Unternehmensressourcen wird reduziert. Energie für eine leistungsfähigere Strategie wird ebenfalls reduziert. Strategielücke mit Verlusten bei Reichweite und Beziehungen kann reduziert werden. Zeitgewinn für Kompetenzaufbau.	Higher workload for the social media team (new strategy development with continuation of old strategy) Time to market of the more efficient strategy is delayed, resources continue to be invested in ineffective strategy.

What should be defined in a social media strategy.

A wide variety of content is formulated as a social media strategy. Some of them are more or less successful catalogs of measures, others are more or less floridly formulated intentions and wishes. Very few strategies are actually real strategies.

Field / criteria	Explanation	Performance of strategy
Strategy performance for the business model	Social media can support a single corporate objective or one or more functional objectives or the overall success of the company in the form of the business model as a whole.	Strategies that are not geared towards supporting the business model reduce the potential contribution of social media to the company's success. This renunciation should be well justified.
Competitive quality of strategy	The competitive quality of a strategy is demonstrated by the competition advantages it creates.	Strategies should define the competitive positions in which they enter the competition and the competitiveness they want to create in these positions.
Economic efficiency of the strategy	The profitability of a strategy results from the benefit that is / can be achieved with the invested funds.	Strategies should enable a clear comparison of resources and benefits. (Economy of means)
Structures, contents and interactions	A strategy consists of individual components that must work together as a structure.	Strategy must map and ensure its structure and smooth interaction in terms of content.
Resource requirements	The resource requirements of a strategy result from the measures of the individual strategy components.	Strategy must make clear the resource requirements and their causes and effects / benefits.
Precision of strategy	Strategy must act with the greatest possible precision in order to deploy resources effectively.	Strategy should only deploy resources where they can be effective and create the greatest benefit. It must be possible to justify this deployment in terms of priorities, impact and competitive opportunities.
Assumptions and prerequisites	Each strategy is based on assumptions and prerequisites that must be defined and monitored for correctness and changes.	The assumptions and prerequisites of a strategy must be named, checked and monitored in order to minimize strategy risks and be able to react quickly to changes.
Risks and risk limitation	Strategies contain risks that result from incorrect assumptions, faulty implementation, competitive behavior and changes in framework conditions.	The risks of a strategy must be identified and evaluated so that they can be monitored and minimized as part of strategy management.
Implementation of strategy	The impact of a strategy also depends on its implementation.	The integration of the strategy into day-to-day business should be part of the strategy. (Strategy for the strategy)
Strategy management	Strategies that are not managed lose their impact and benefits.	The management of a strategy must be established as a permanent task as a corresponding function.

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Social media strategy model

If you are looking for a valid strategy model - beyond the limits of the POST framework - that supports business models as a whole, takes into account competitive situations and resources and enables precise strategies, the pbsm remains the only choice. Because that's exactly what it was developed for.

Building your pbsm social media strategy expertise.

Now you know the most important areas for building valid strategy competence in social media.
For building practical strategy skills in this areas you have the following alternatives:

1. **Development of your own application method based on the potential-based strategy model.** You can **download** the **basics of the potential based strategy model** free of charge. Developing your own usage of the pbsm takes time. If you are developing your own application, expect it to take many months rather than a few weeks and bear in mind the risk of failure or the development of a less efficient approach.
2. **Training in the usage of the potential-based strategy model in an online-based strategy course** (with individual support according to your training objectives). The strategy course costs participation fees, but ensures a much faster development of strategy competence. **Information on the strategy course can be found here.**

Do you have general questions about social media strategy or building strategy expertise?

Just contact me directly or ask your questions in the comments of my posts.

Leseempfehlungen Strategie

Harvard Business Reviews Must Reads on Strategy