



Maximize Visitor Conversion On-site and Online

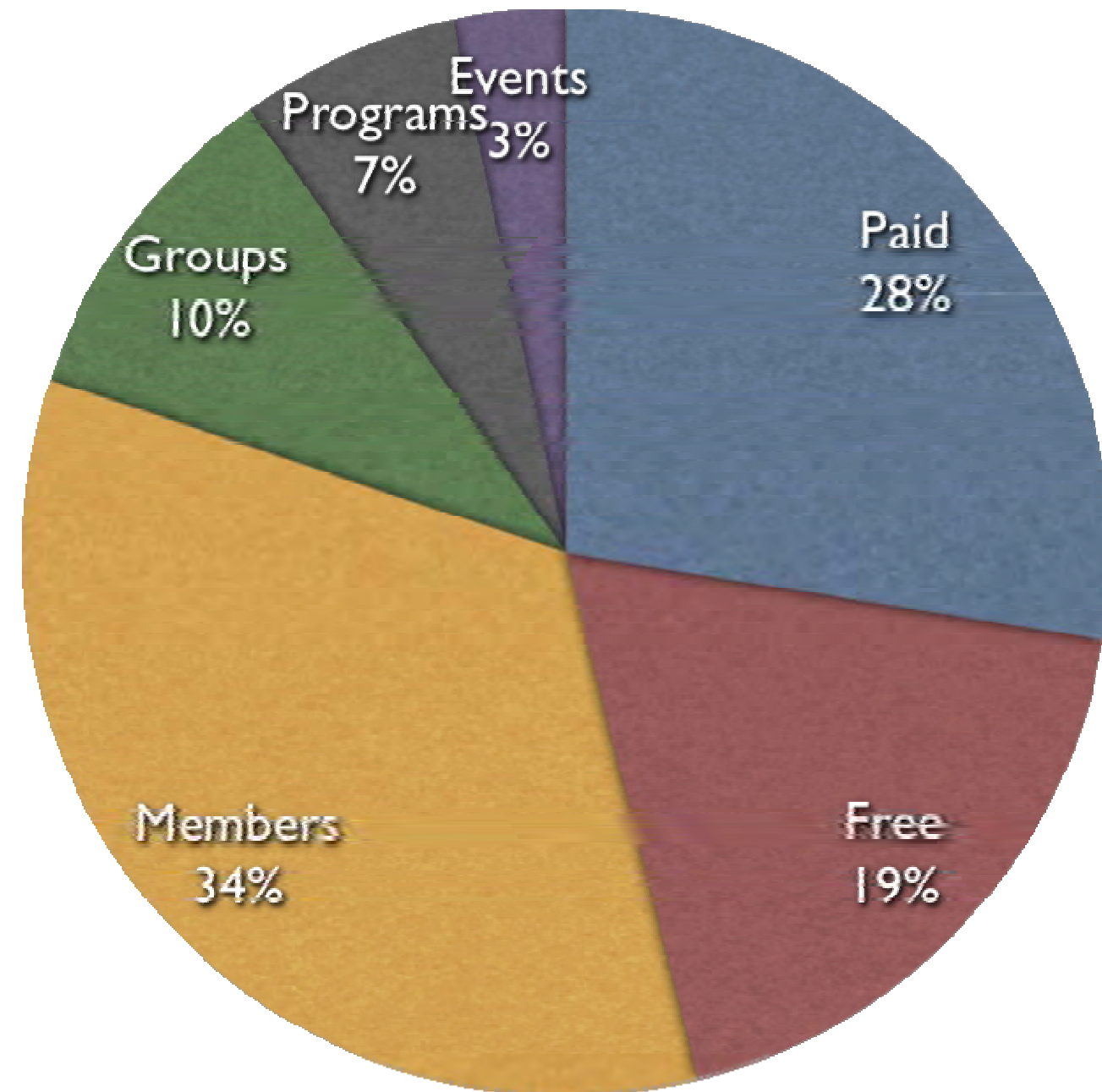
Edward Gargiulo
Museum of Fine Arts, Boston

Maximize Visitor Conversion—On-site and Online

What is On-site Conversion?

Total Attendance

- Paid Admission
- Free Admission
- Members and Donors
- Groups
(Adult, School, and Community)
- Programs
(Film, Lectures, Concerts, etc.)
- Events

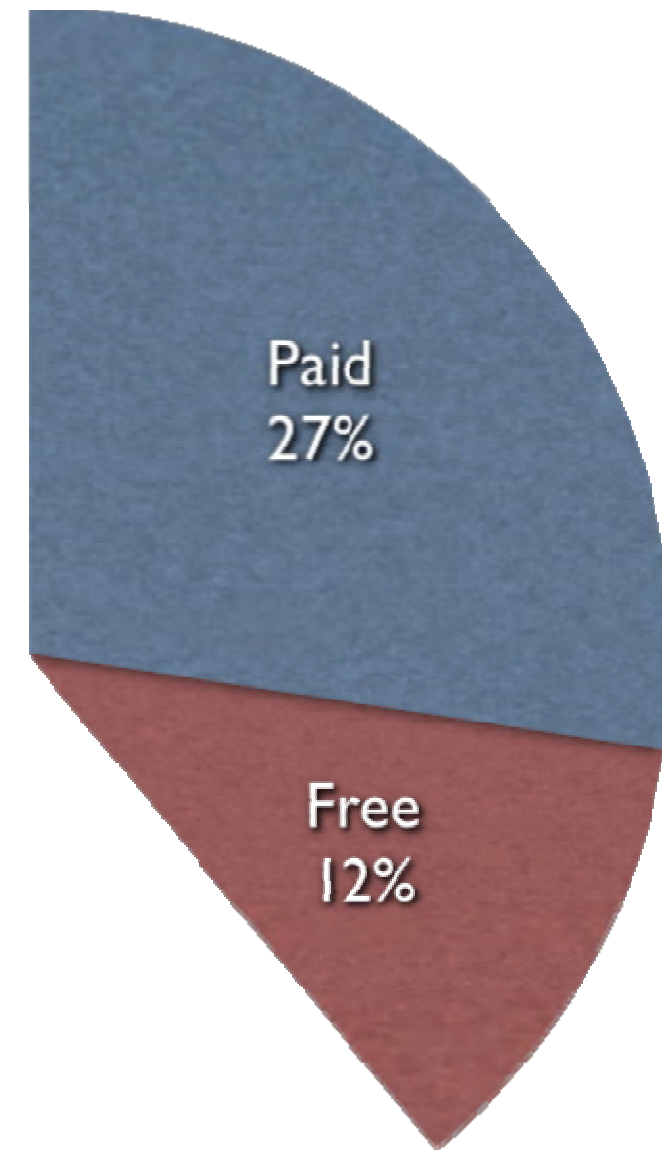


Maximize Visitor Conversion—On-site and Online

What is On-site Conversion?

Convertible Attendance

- Paid Admission
(Children removed)
- Free Admission
(Children and repeat visitors removed)

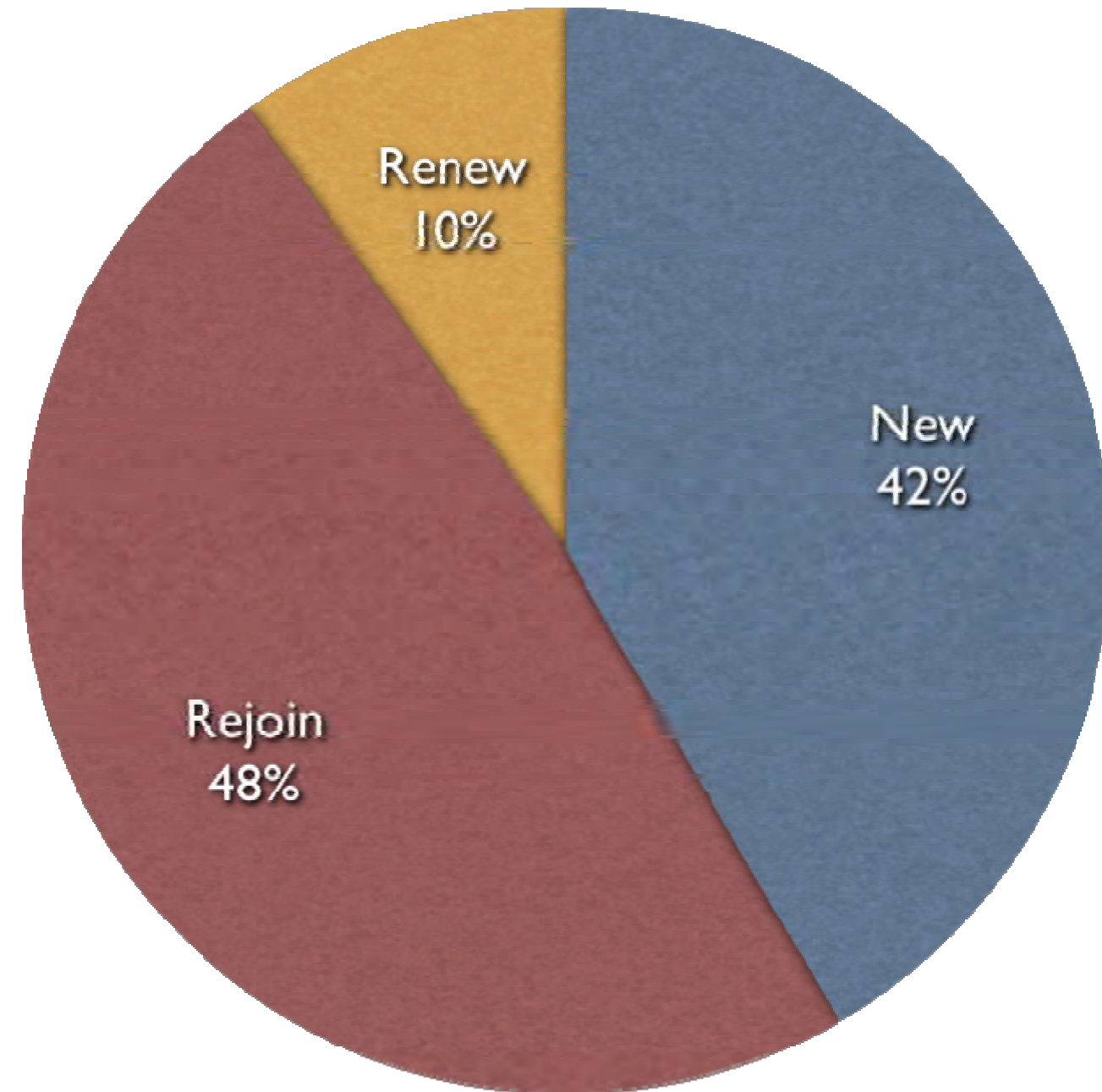


Maximize Visitor Conversion—On-site and Online

What is On-site Conversion?

On-site Membership Sales

- New members
- Rejoining members
- Renewing members

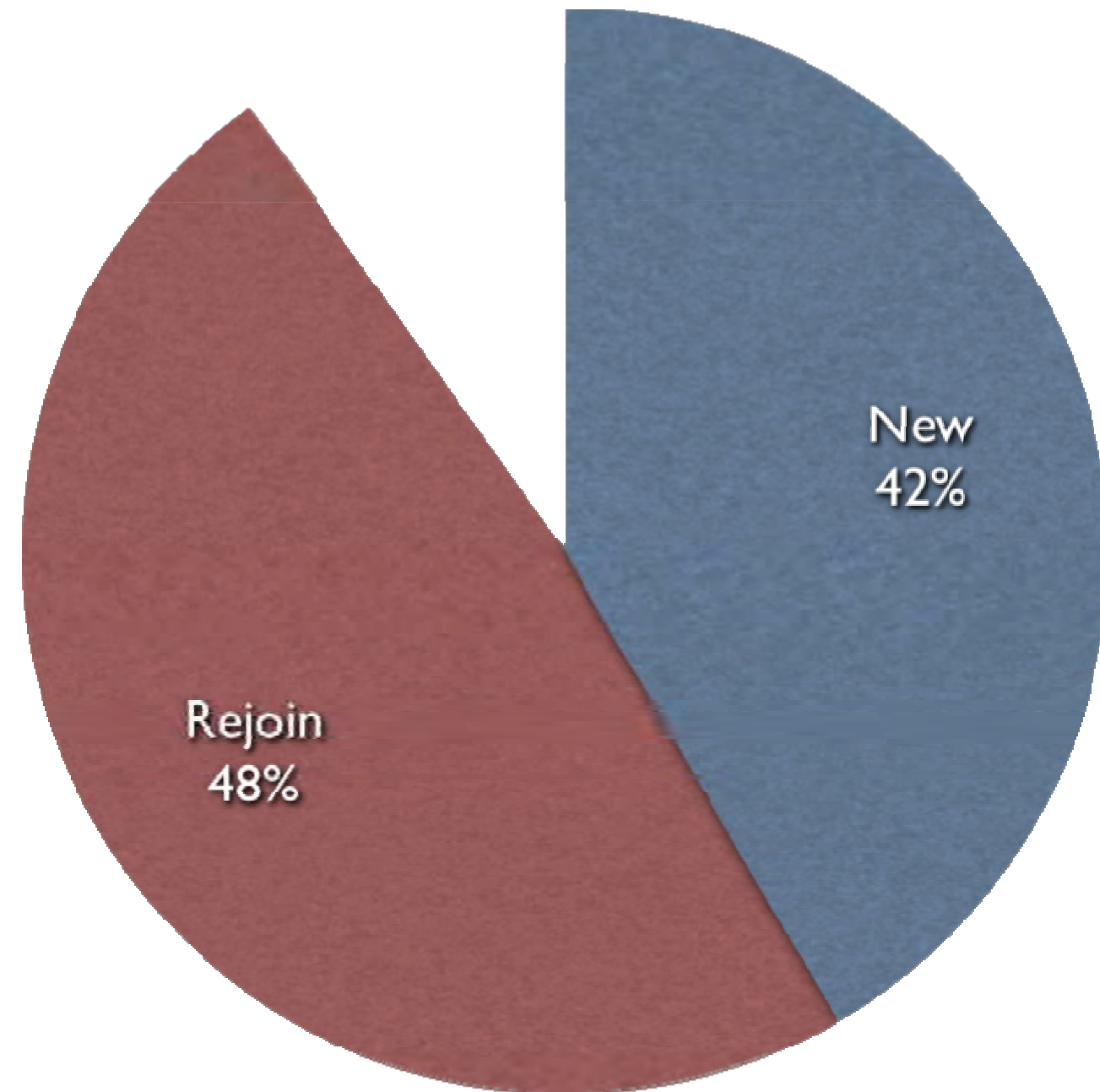


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What is On-site Conversion?

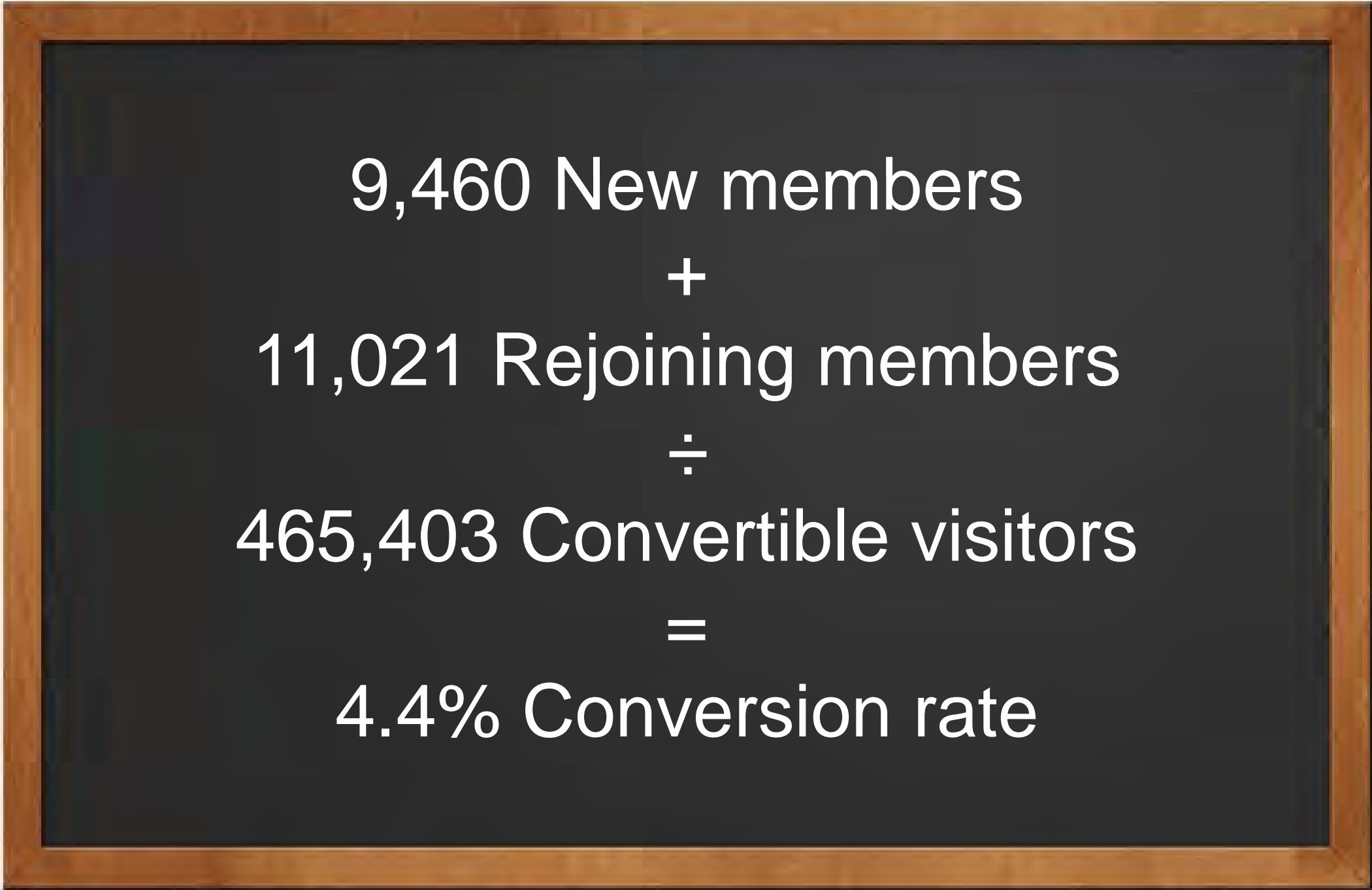
On-site Membership Conversions

- New members
- Rejoining members



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What is On-site Conversion?


$$\begin{array}{r} 9,460 \text{ New members} \\ + \\ 11,021 \text{ Rejoining members} \\ \div \\ 465,403 \text{ Convertible visitors} \\ = \\ 4.4\% \text{ Conversion rate} \end{array}$$

Maximize Visitor Conversion—On-site and Online

Why is On-site Conversion Important?

Visitors are Highly Qualified Prospects

- They are already visiting
- They are interested in your museum
- They are even willing to pay (if you charge admission)

Low Cost and High Return

- No printing costs, no postage costs, no telemarketing fees
- You can utilize existing infrastructure and staff
- If you're ticketing visitors, membership should be part of the sequence of service

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What is a Sequence of Service?

The MFA's Sequence of Service for Ticket Desk Staff

1. Smile and Greet the Visitor



3. Ask for Zip Code or Country



2. Inquire about Membership Status



4. Ask for E-mail Address



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Raising the Bar

Staff Incentives

- \$X for every membership sold
- Prizes for the most memberships sold
- Group incentives for reaching a conversion-rate goal

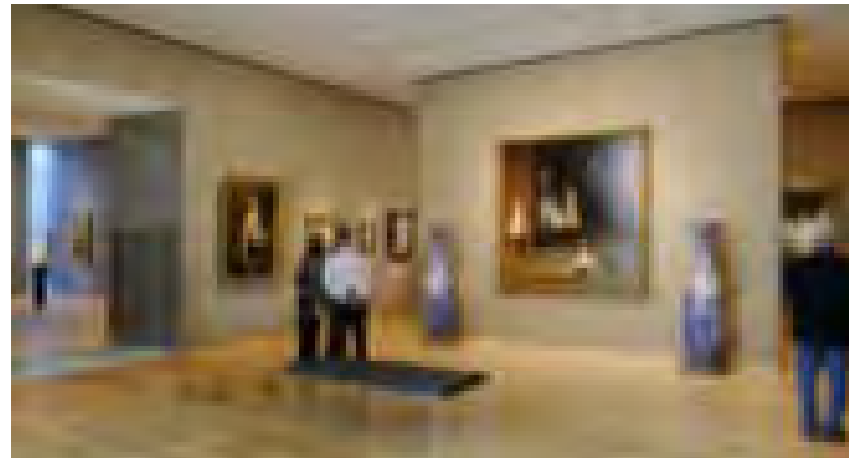
Visitor Incentives

- 20% off in the Museum Shop
- Free Audio Guides
- Special Gifts

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The Opportunity: Art of the Americas Wing



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Hiring Professionals

- Companies provide dedicated on-site sales teams as a service
- Some guarantee that they can increase on-site conversion
- Is it worth it?

The MFA's Test

- Hire an on-site sales team for a three-day period
- Evaluate their ability to increase on-site conversion
- Use the opportunity to identify any operational issues

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The Pros

- On-site conversion rates increased over the prior year
- We yielded a positive ROI
- Workload impact was minimal

The Cons

- End-of-day reconciliation taxed already busy frontline managers
- Once the “sale” was closed, ticket desk staff still had to process it
- The cost limited the number of days/occasions we could use the team for the opening

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Raising the Bar

Our Decision: Invest in Ourselves

- Hire a team of Membership Sales Associates
- Increase on-site signage to support our efforts
- Develop a mobile method for selling memberships

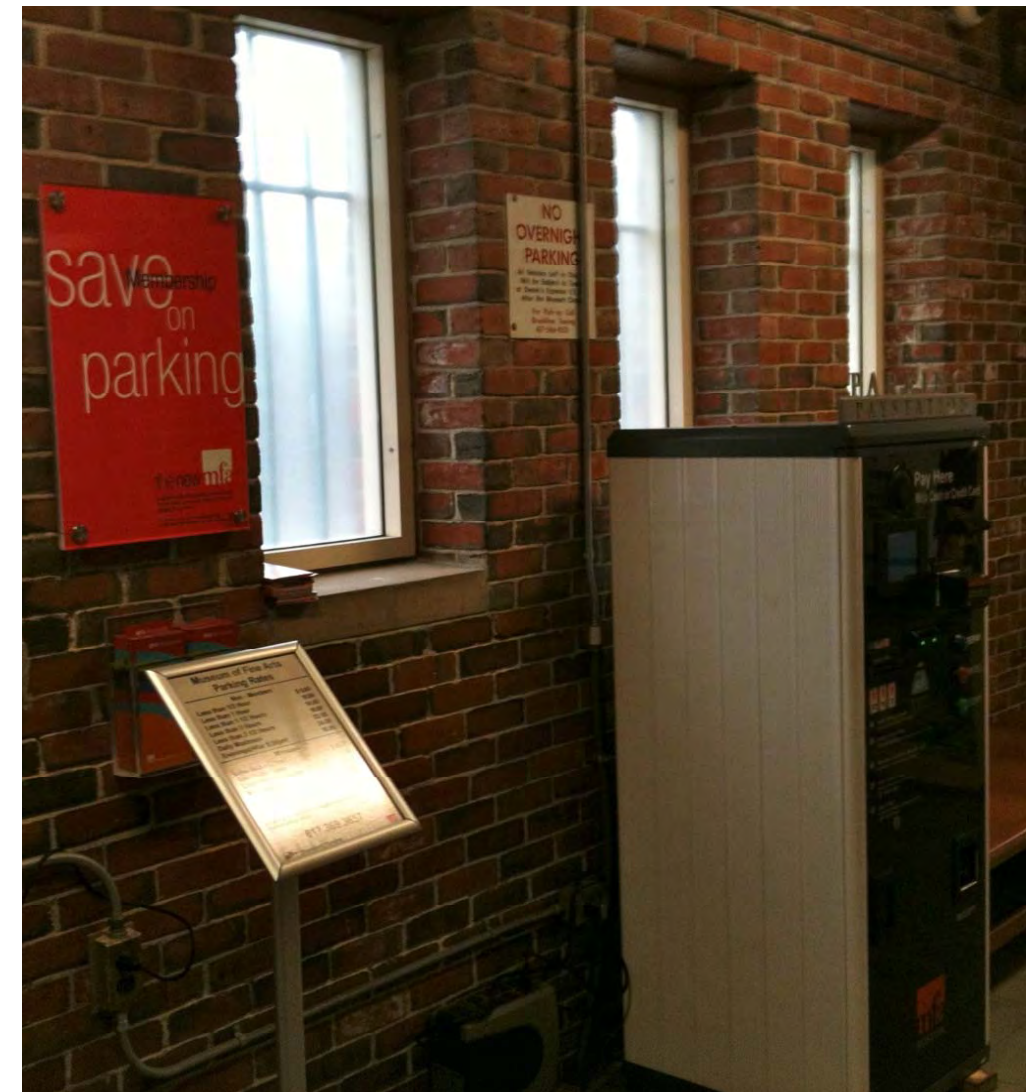
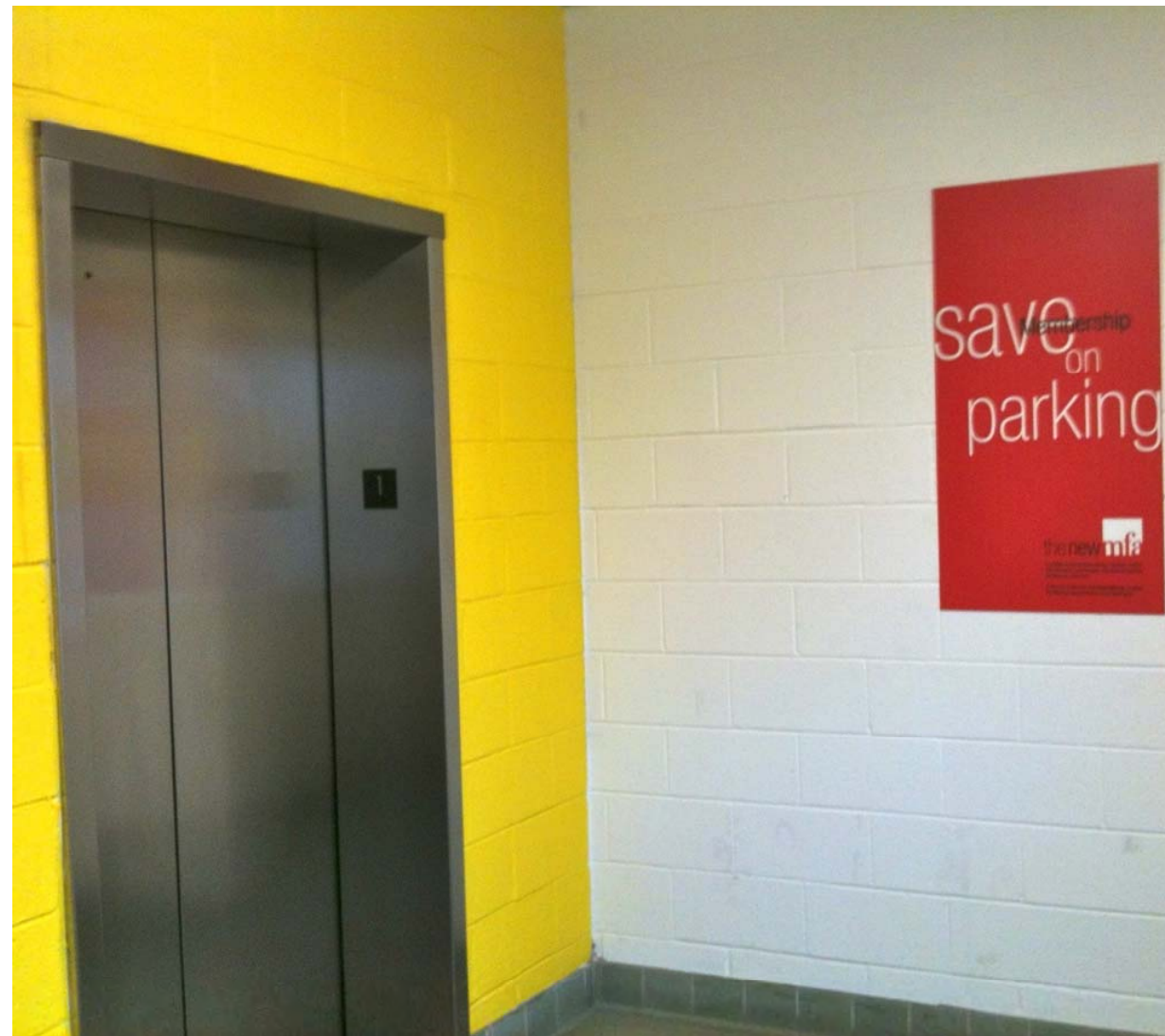
The Details

- A team of 10 were hired as temporary employees for a two-month period; they received a base pay and commission
- New signs and banners were placed throughout the Museum to support the sales team's efforts
- We worked with our kiosk vendor to develop a custom iPad App that was fully integrated with our frontline systems

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Signs in the Garage are Located by Elevators, Stairs, and Pay Stations



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Outdoor Banners Greet Visitors at the Entrances



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Indoor Banners Reinforce Messages and Provide Information



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Plasma Screens at the Ticket Desks Show Level and Price



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iPad App

- Log in
- Search
- Name, Address, Phone, and E-mail
- Membership Level
- Order Summary, Guest Passes, Admission Ticket Redemption
- Payment



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The screenshot displays the iPad app interface for the Museum of Fine Arts Boston. The top status bar shows 'iPad', signal strength, '3:39 PM', and '100%' battery. The app header includes the 'mfa' logo, a 'Search/Create' button, and a 'Name & Address' dropdown menu. Below the header, the 'Name and Address' form is visible, with a 'Cancel Order' and 'Close Session' button. The form includes the following fields and values:

- Primary Name - First: Mr. Edward R.
- Last: Cargiulo
- Street Address: 72 Tremont Street
- Apt/Unit: (empty)
- Extra Address Line: (empty)
- Zip: 02135
- City: Brighton
- Home Phone: (empty)
- State: MA
- Business Phone: (617) 369-3207
- Primary Email: egargiulo@mfa.org
- Confirm Primary Email: egargiulo@mfa.org

At the bottom of the form, there are 'Back' and 'Continue' buttons. A red text label indicates the 'Current Membership Status: 07/31/2012 Contributor'.

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Raising the Bar

iPad App

- Log in
- Search
- Name, Address, Phone, and E-mail
- **Membership Level**
- Order Summary, Guest Passes, Admission Ticket Redemption
- Payment

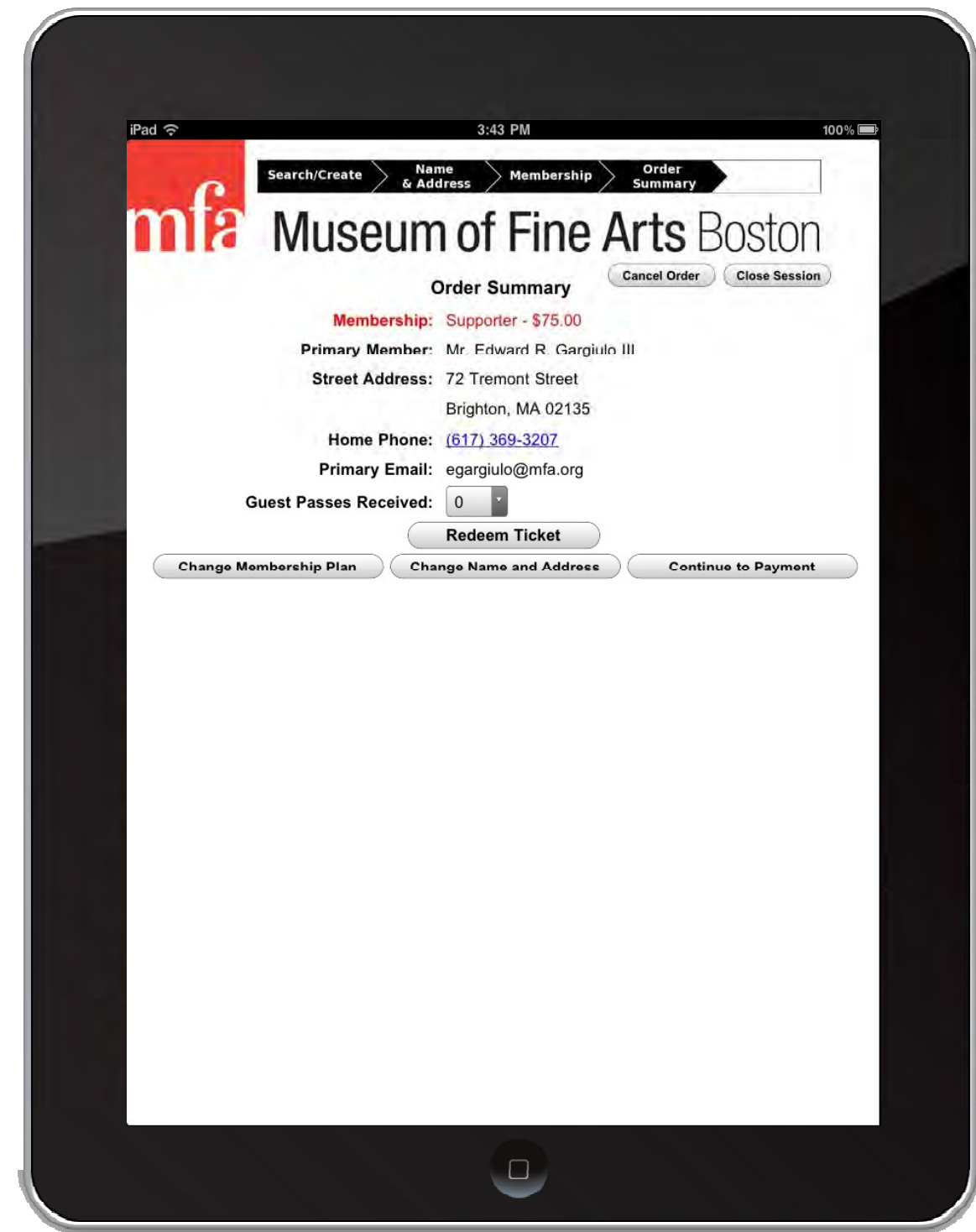


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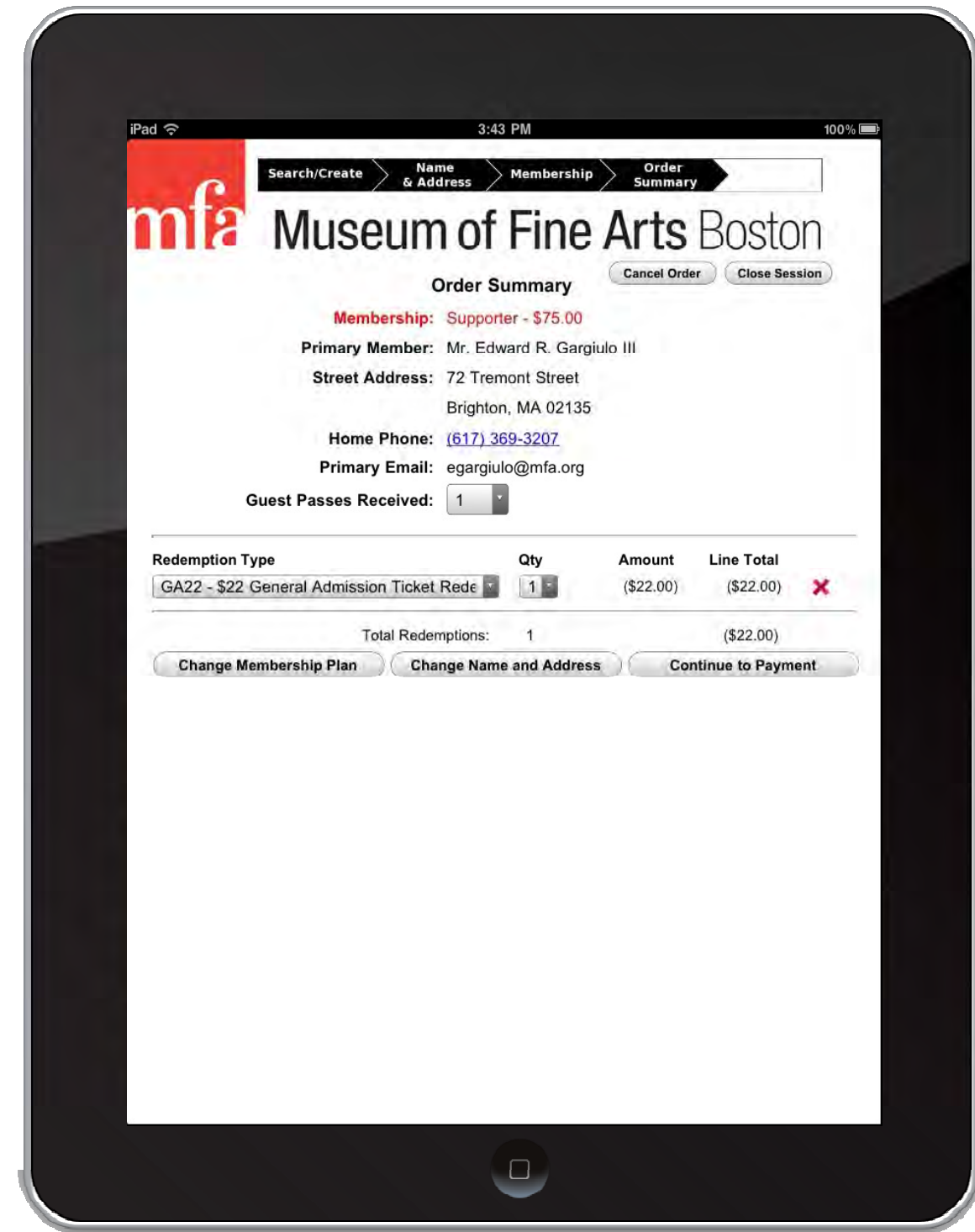


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Maximize Visitor Conversion—On-site and Online

Raising the Bar

The Results

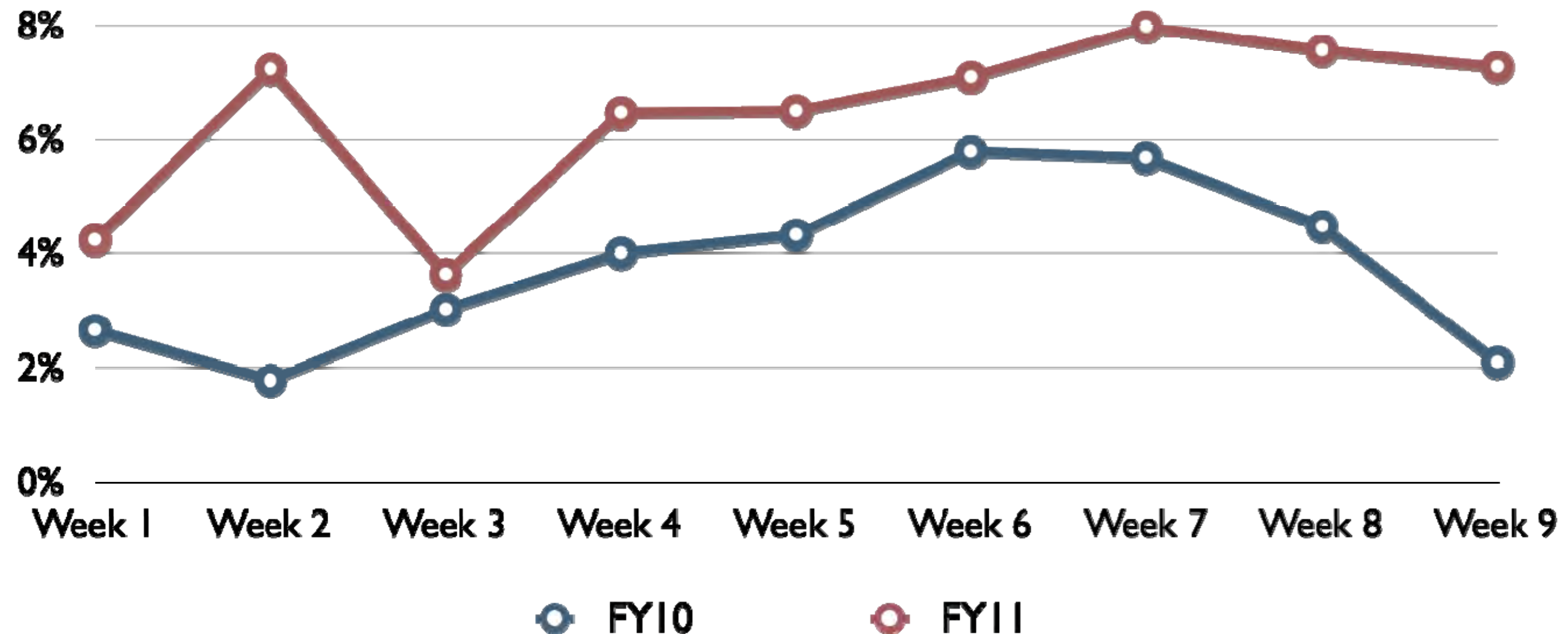


Maximize Visitor Conversion—On-site and Online

Raising the Bar

The Results

- Year-over-year, weekly conversion rates in November and December were consistently higher with the additional sales people

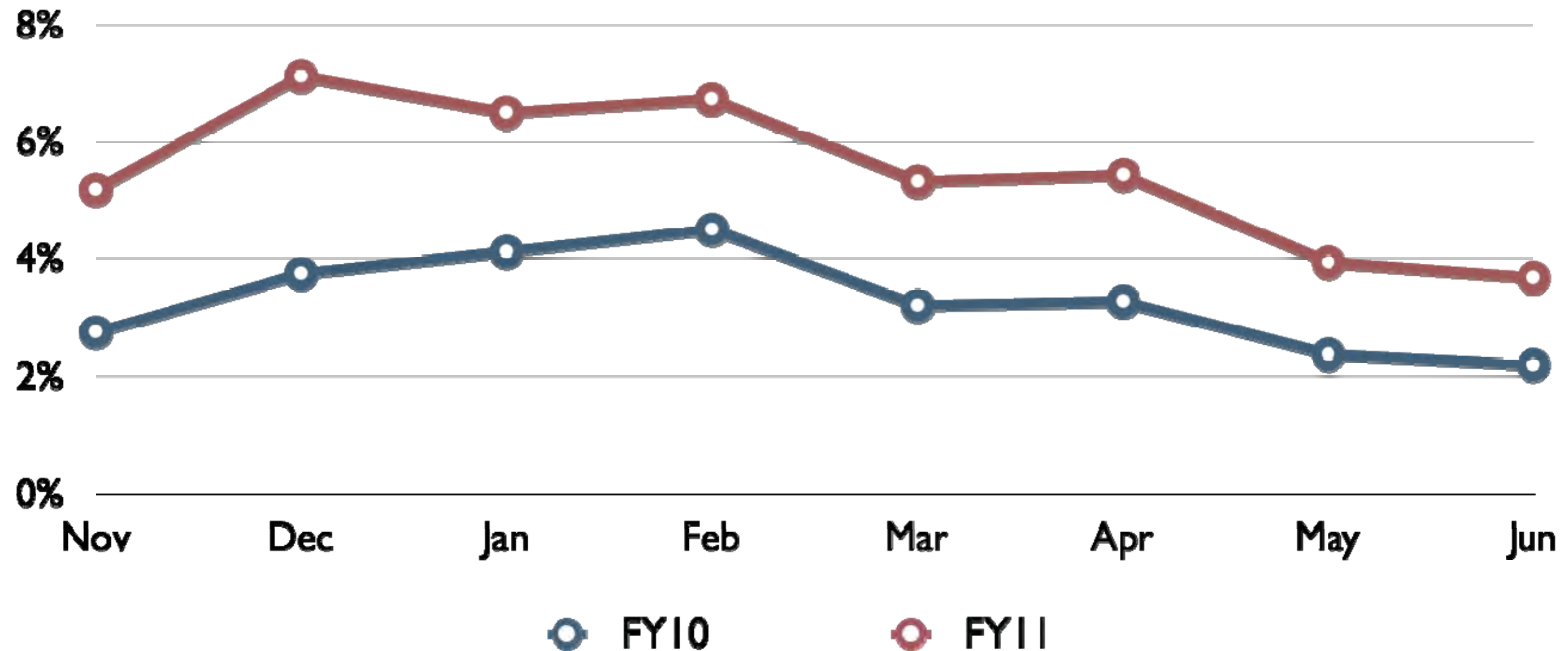


Maximize Visitor Conversion—On-site and Online

Raising the Bar

The Results

- Year-over-year, monthly conversion rates continued to be higher than the previous year



Maximize Visitor Conversion—On-site and Online

Continuing the Dialogue

Not Every Visitor Will Convert On-site

- Capture their information
- Continue to communicate with them
- Don't stop talking about membership

1. Smile and Greet the Visitor



2. Inquire about Membership Status



3. Ask for Zip Code or Country



4. Ask for E-mail Address



Maximize Visitor Conversion—On-site and Online

Continuing the Dialogue

Visitor Onboarding Series

The image displays three overlapping screenshots of the Museum of Fine Arts Boston website, illustrating a visitor onboarding series. Each screenshot shows the museum's navigation menu (VISIT, EXHIBITIONS, PROGRAMS, COLLECTIONS, EXPLORE, GIVE) and a header with the museum's name and logo.

Left Screenshot: Features a red heading "We hope you enjoyed your visit!" followed by a thank-you message and a link to "tell us about your visit". Below is a section for "set your e-mail preferences" with an "UPDATE MY PREFERENCES" button.

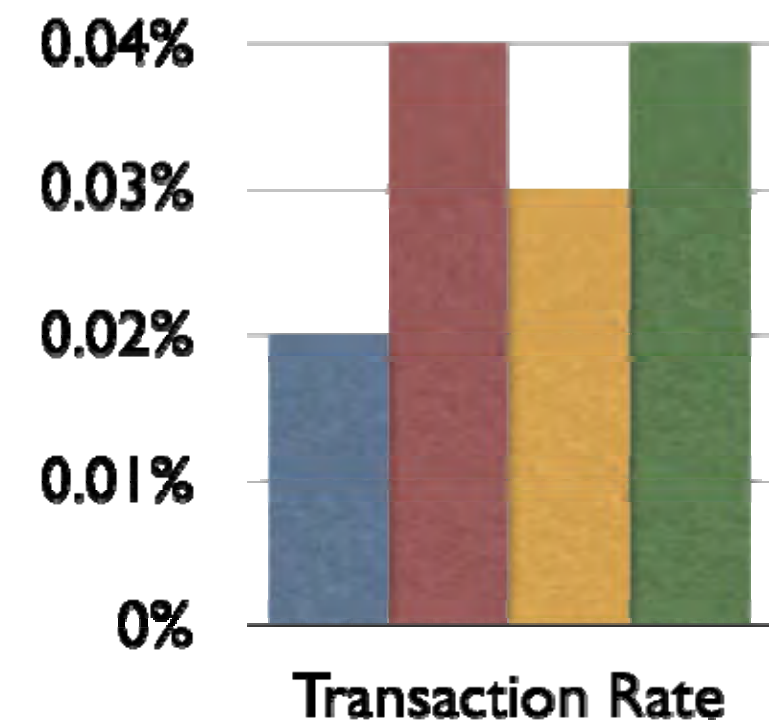
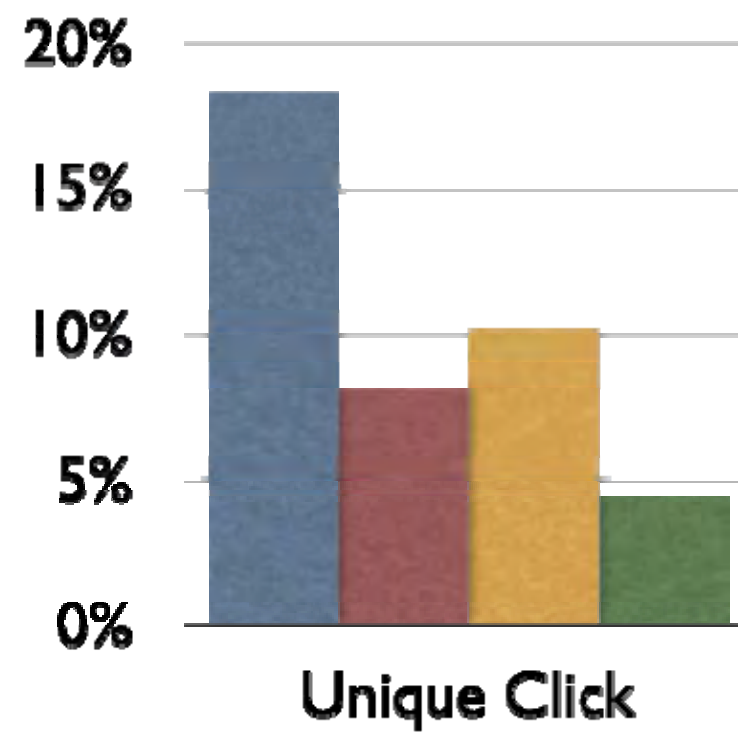
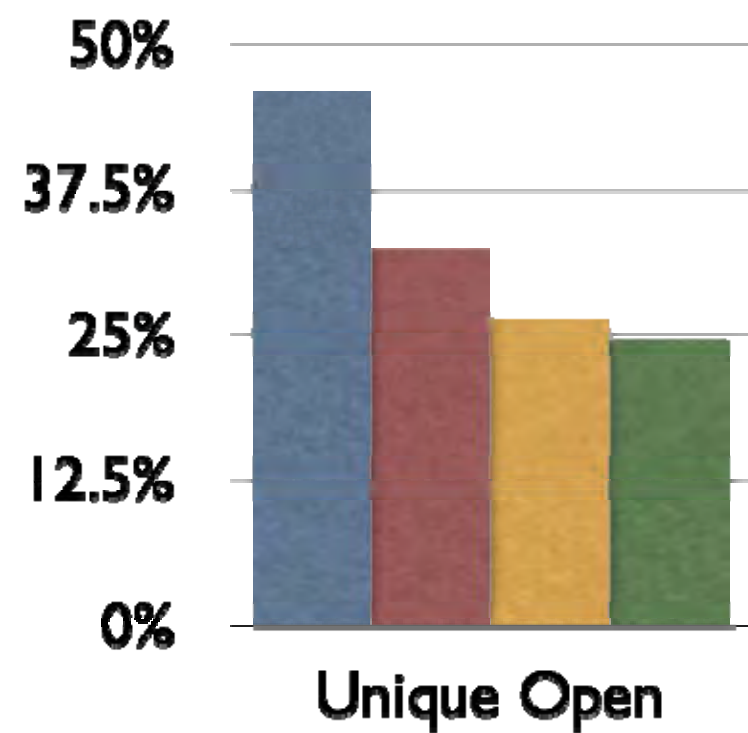
Middle Screenshot: Promotes "MFA MEMBERSHIP" with the headline "Members visit free and skip the line". It includes a "JOIN" button and a list of benefits: free admission, skipping the ticket line, discounts on dining, shopping, and parking, and access to a full calendar of events.

Right Screenshot: Promotes "mfa@mail" with the headline "Exhibitions. Film. Music. Lectures." and a list of reasons to visit: "Exhibitions: 'Degas and the Nude'", "Music: Sound Bites", and "Lectures and Courses: Fall lectures and courses". It includes a "Send to a Friend" link and a "JOIN TODAY" button.

At the bottom of each screenshot, there are social media links for Facebook, Twitter, and YouTube, along with sections for "Tailor your e-mails", "Stay connected with social media", and "Free events".

Maximize Visitor Conversion—On-site and Online Continuing the Dialogue

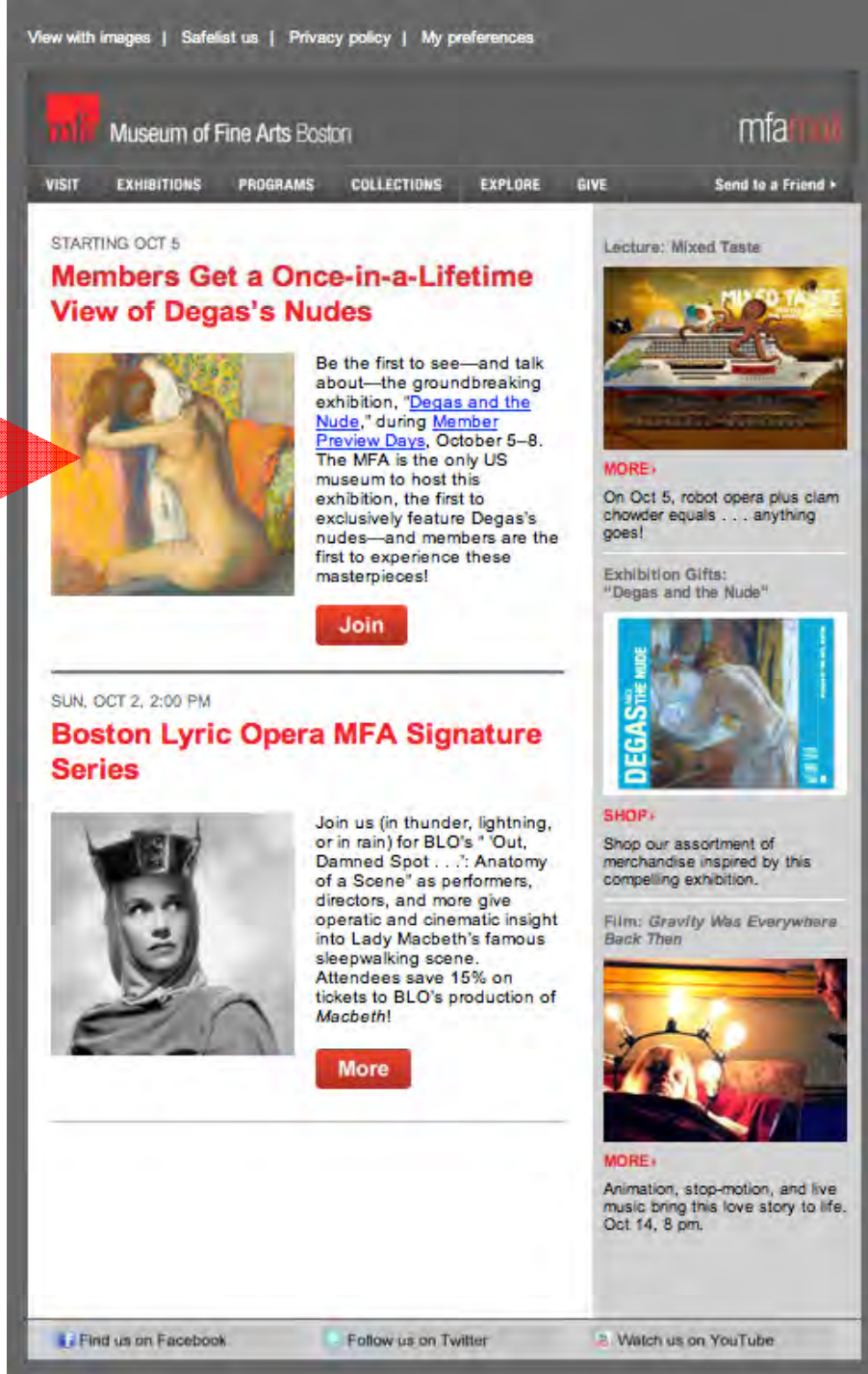
Visitor Onboarding Results



- Onboarding E-mail 1
- Onboarding E-mail 2
- Onboarding E-mail 3
- Marketing Average (12 month)

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Integrate Membership—in big ways...




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Museum of Fine Arts Boston

VISIT EXHIBITIONS PROGRAMS COLLECTIONS EXPLORE GIVE Send to a Friend

STARTING OCT 5


Members Get a Once-in-a-Lifetime View of Degas's Nudes



Be the first to see—and talk about—the groundbreaking exhibition, "Degas and the Nude," during [Member Preview Days](#), October 5–8. The MFA is the only US museum to host this exhibition, the first to exclusively feature Degas's nudes—and members are the first to experience these masterpieces!

[Join](#)


Lecture: Mixed Taste



[MORE](#)

On Oct 5, robot opera plus clam chowder equals . . . anything goes!


Exhibition Gifts: "Degas and the Nude"



[SHOP](#)

Shop our assortment of merchandise inspired by this compelling exhibition.

Film: *Gravity Was Everywhere Back Then*




[MORE](#)

Animation, stop-motion, and live music bring this love story to life. Oct 14, 8 pm.

SUN, OCT 2, 2:00 PM

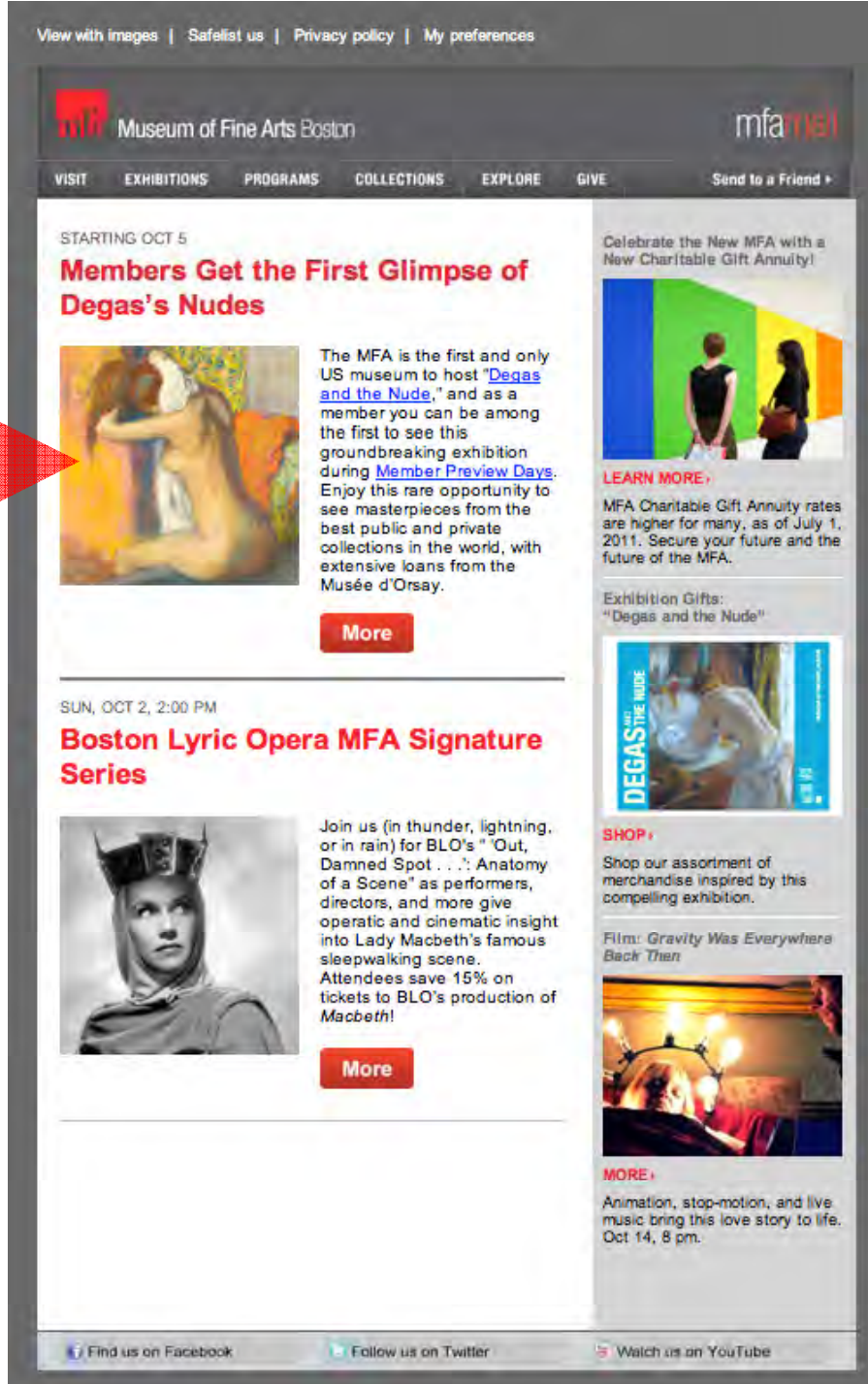
Boston Lyric Opera MFA Signature Series



Join us (in thunder, lightning, or in rain) for BLO's "Out, Damned Spot . . .": Anatomy of a Scene" as performers, directors, and more give operatic and cinematic insight into Lady Macbeth's famous sleepwalking scene. Attendees save 15% on tickets to BLO's production of *Macbeth*!

[More](#)

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Museum of Fine Arts Boston

VISIT EXHIBITIONS PROGRAMS COLLECTIONS EXPLORE GIVE Send to a Friend

STARTING OCT 5


Members Get the First Glimpse of Degas's Nudes



The MFA is the first and only US museum to host "Degas and the Nude," and as a member you can be among the first to see this groundbreaking exhibition during [Member Preview Days](#). Enjoy this rare opportunity to see masterpieces from the best public and private collections in the world, with extensive loans from the Musée d'Orsay.

[More](#)


Celebrate the New MFA with a New Charitable Gift Annuity!



[LEARN MORE](#)

MFA Charitable Gift Annuity rates are higher for many, as of July 1, 2011. Secure your future and the future of the MFA.


Exhibition Gifts: "Degas and the Nude"



[SHOP](#)

Shop our assortment of merchandise inspired by this compelling exhibition.

Film: *Gravity Was Everywhere Back Then*




[MORE](#)

Animation, stop-motion, and live music bring this love story to life. Oct 14, 8 pm.

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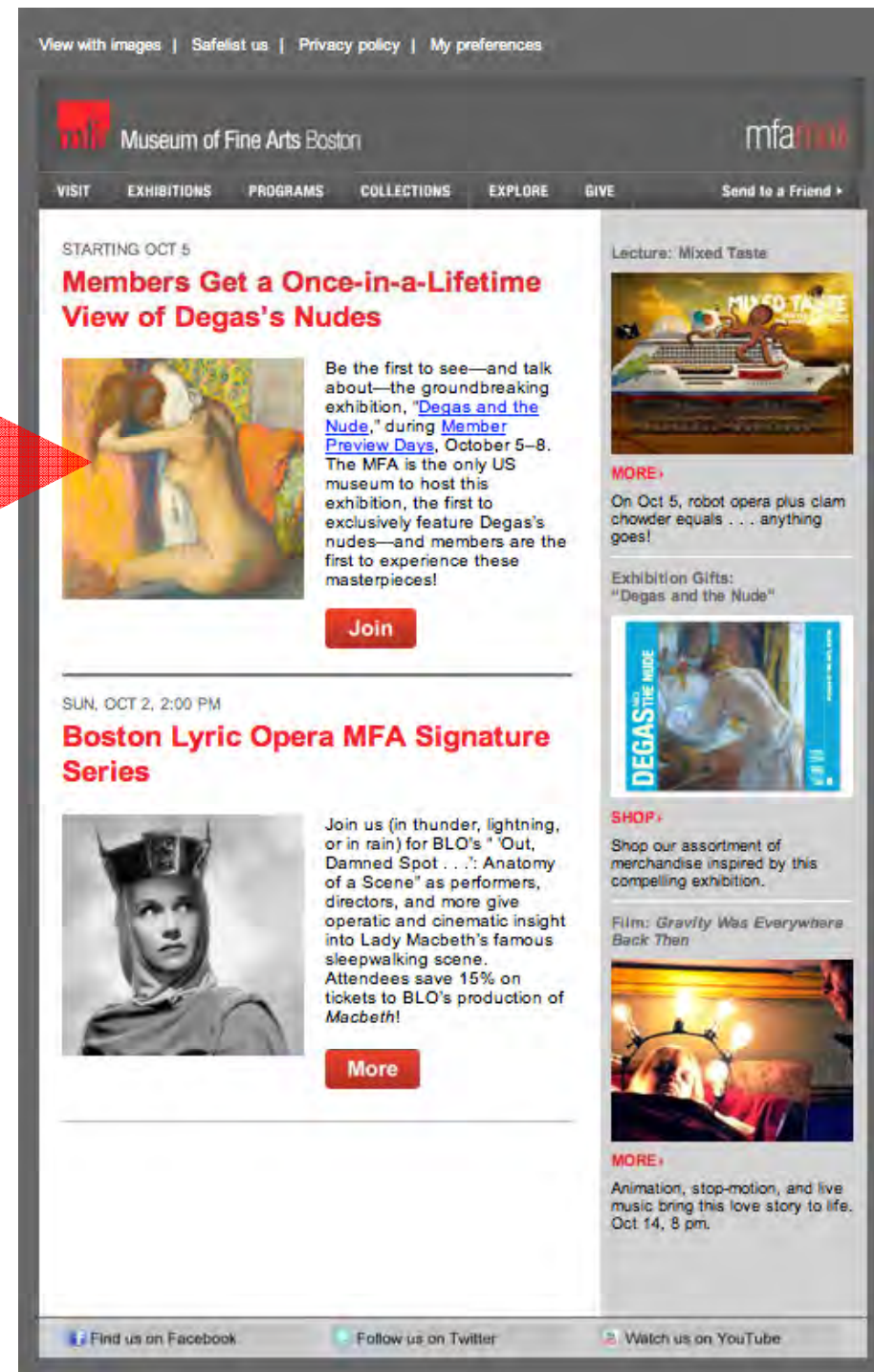
Join us (in thunder, lightning, or in rain) for BLO's "Out, Damned Spot . . .": Anatomy of a Scene" as performers, directors, and more give operatic and cinematic insight into Lady Macbeth's famous sleepwalking scene. Attendees save 15% on tickets to BLO's production of *Macbeth*!

[More](#)

[Find us on Facebook](#) [Follow us on Twitter](#) [Watch us on YouTube](#)

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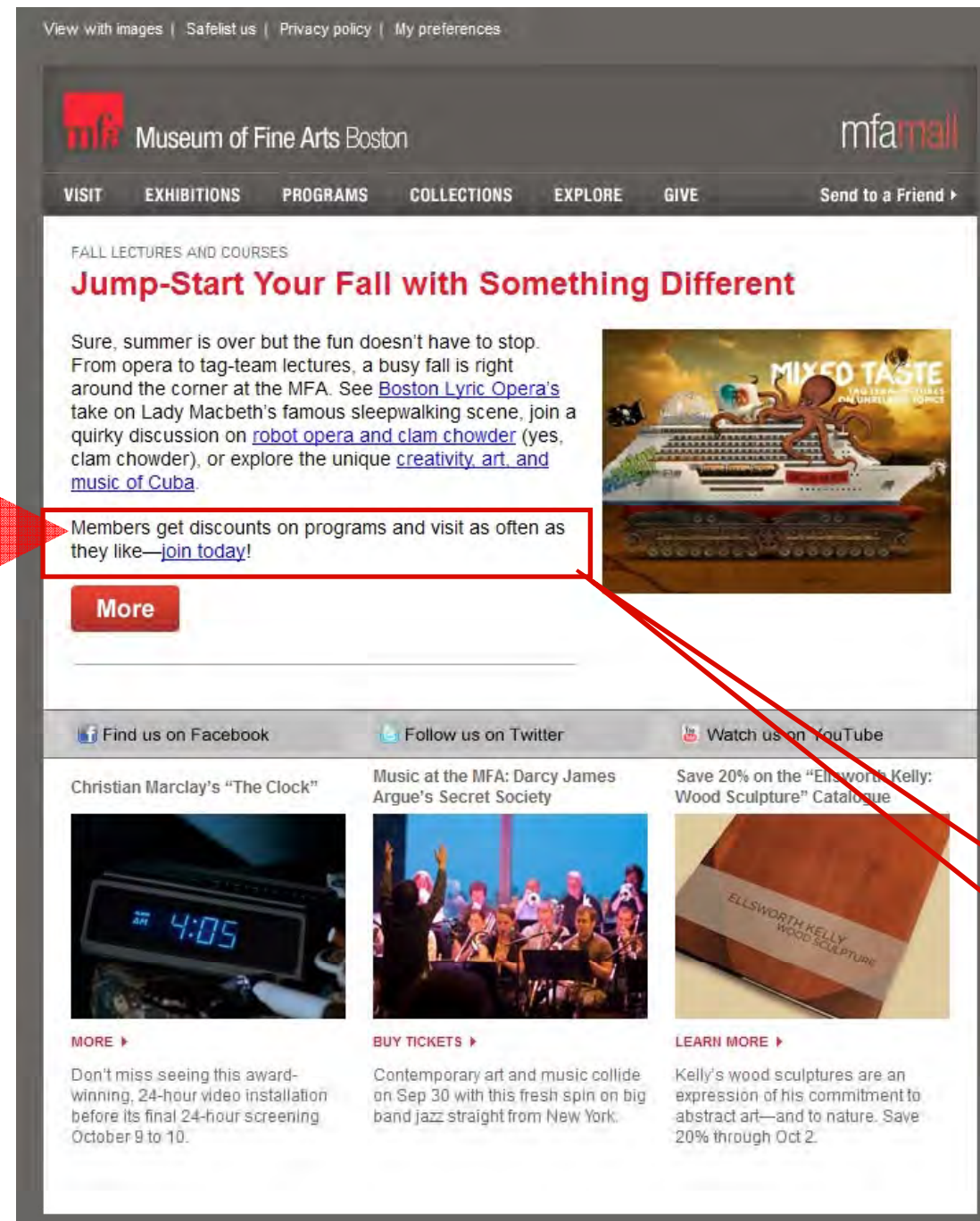
Integrate Membership—in big ways...



- Transaction rate: 0.02%
- Revenue per e-mail: \$0.025
- Return on investment: 625%
- Membership sold: 32
- Membership revenue: \$4,075

Maximize Visitor Conversion—On-site and Online Continuing the Dialogue

...and small ways...



- Transaction rate: 0.03%
- Revenue per e-mail: \$0.014
- Return on investment: 350%
- Membership sold: 2
- Membership revenue: \$185

Members can join the fun—discounted tickets are available for all courses and lectures!

Maximize Visitor Conversion—On-site and Online Continuing the Dialogue

...even when advertising free admission

View with images | Safelist us | Privacy policy | My preferences

mfa Museum of Fine Arts Boston mfa mall

VISIT EXHIBITIONS PROGRAMS COLLECTIONS EXPLORE GIVE Send to a Friend ▶

MON, OCT 10, 10 am–4:45 pm
Fall Open House

Celebrate the long weekend by spending the day at the MFA—for free! Catch the final hours of a 24-hour screening of Christian Marclay's award-winning video, *The Clock*, and don't miss our other day-long activities—everything from Boston Ballet performances to tours and art-making activities for the entire family.

Members always visit for free and save on dining, shopping, and parking—[join today!](#)

More

Find us on Facebook Follow us on Twitter Watch us on YouTube

One-Day Course: "What's Up with Contemporary Art?"
Join speakers Eleanor Heartney, Joan Jonas, and Janaina Tschäpe on Oct 23.

The Boston Palestine Film Festival
A celebration of Palestinian culture includes a retrospective on director Elia Suleiman.

MFA on Facebook
Like us today to get the exclusive insider scoop, behind-the-scenes photos, and chances to win tickets to sold-out programs.

- Transaction rate: 0.01%
- Revenue per e-mail: \$0.0097
- Return on investment: 142%
- Membership sold: 5
- Membership revenue: \$515

Maximize Visitor Conversion—On-site and Online

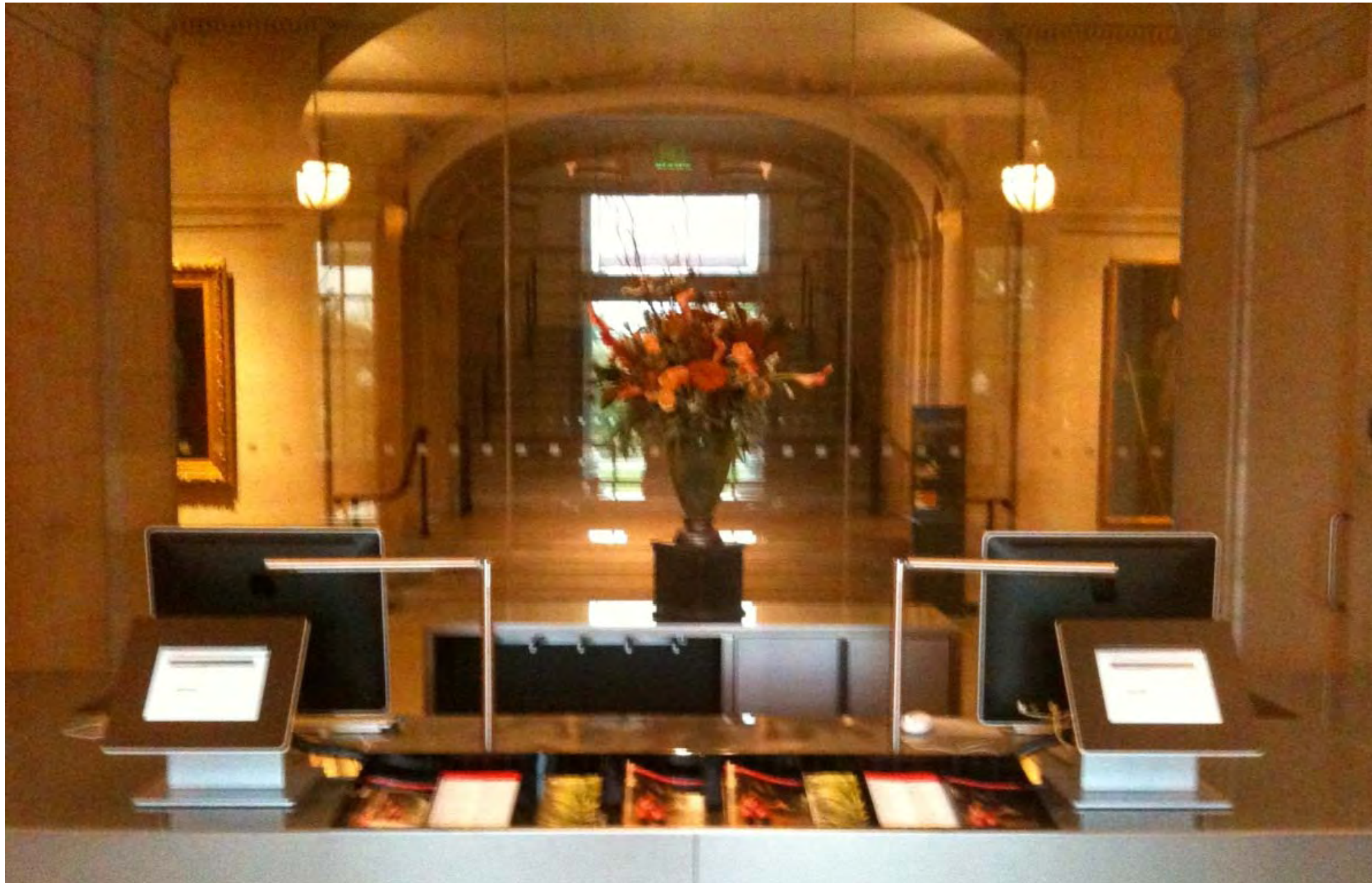
Continuing the Dialogue

Visitor Onboarding Results

- Visitors providing e-mail address: 4.48%
- Bounce rate for e-mails collected on-site: 19%
- Membership conversions after one month: 0.34%
- Membership conversions after two months: 0.51%

Maximize Visitor Conversion—On-site and Online Continuing the Dialogue

Next Steps: Improve Results



the
new

