

Training Frontline Membership Sales Staff



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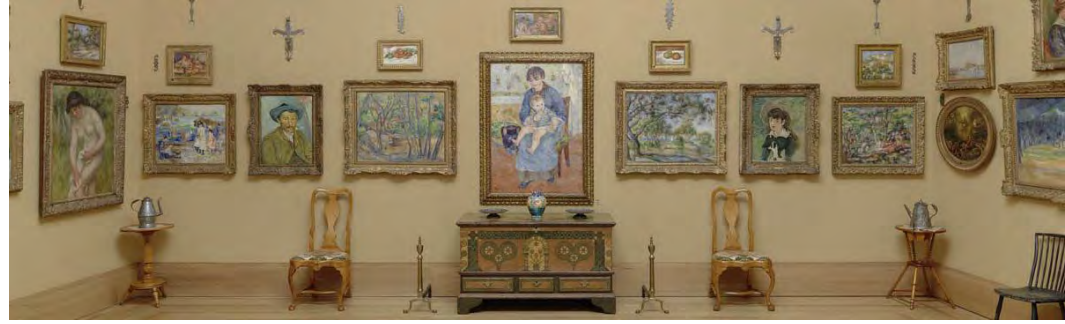
Marianne Maxwell

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THE BARNES FOUNDATION

Background



- ▶ 1922 – Founded by Albert C. Barnes as a teaching collection
- ▶ 2004 – Court ruling allows move to Philadelphia to ensure financial stability
- ▶ 2009 – Prior to this time, **no** acquisition program, **minimal** web presence and **no systems** for bulk processing

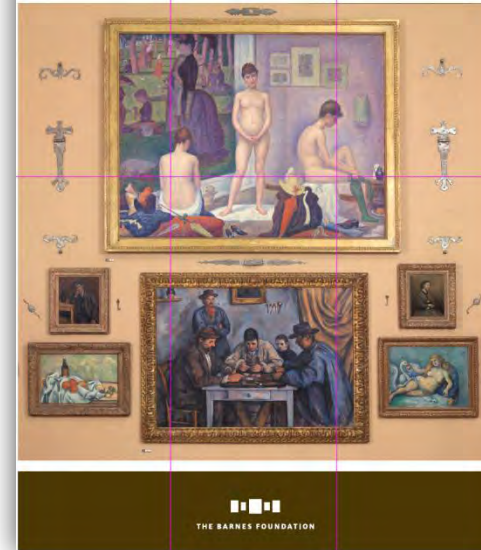
Key Influences on Growth

Advance Ticket Museum

- ▶ Focus on purchase *in advance*
- ▶ Used Direct Mail with online support
- ▶ Onsite sales less significant at opening due to capacity

You're Invited to the Opening of the Barnes in Philadelphia

Join today to experience the legendary Barnes art collection as a Founding Member



https://join.barnesfoundation.org/barnesfoundation/main.php/micro_sites/showpage?id=1

Experience the Legendary Barnes Art Collection.

Become a Founding Member Today.

Join today to activate your Founding Membership at a discounted rate!

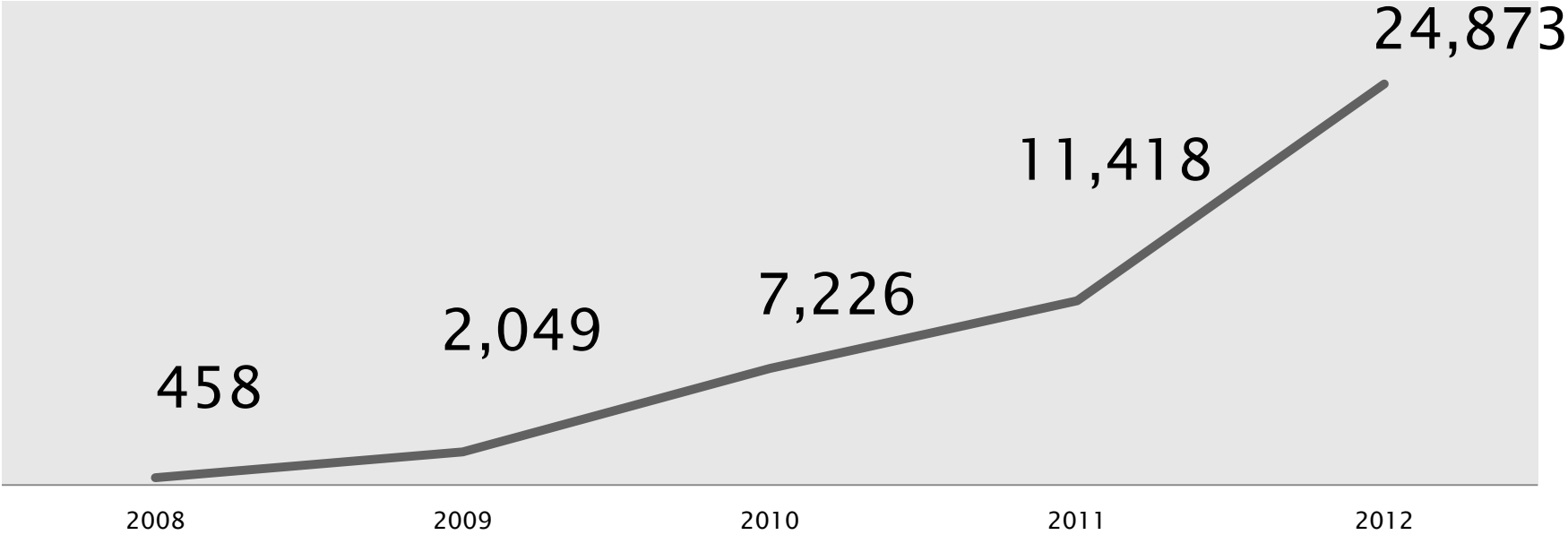
START NOW



Unlimited admission. Priority access. It's all yours as a Member.

BARNES

Membership Growth 2008 – 2012



Advance Reservations & Conversion

Foundation - | x
www.barnesfoundation.org/visit/book-tickets

April 2013

S	M	T	W	T	F	S
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May 2013

	1	2	3	4		
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

◀ EARLIER LATER ▶

Legend:
All ticket types (Green)
Members' tickets only (Yellow)
No availability (Grey)
Guided Tour Available (Blue)

WEDNESDAY 01 MAY 2013

Choose an entry time to book your ticket:

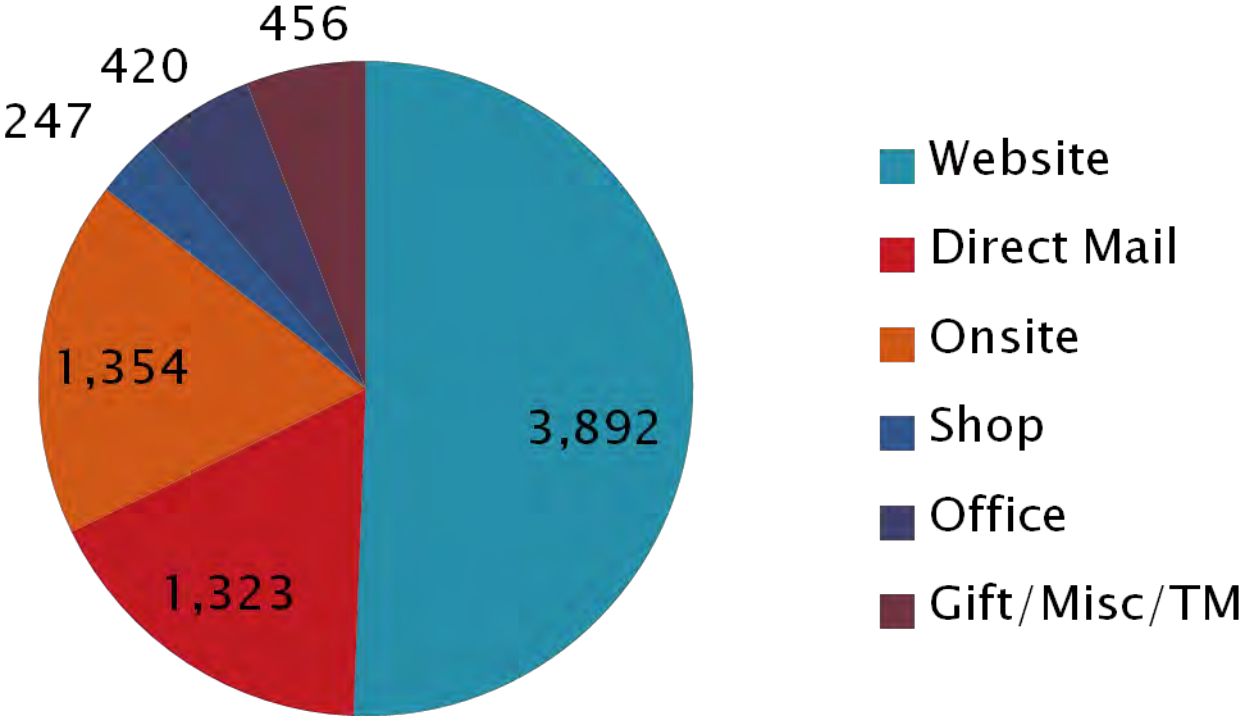
10:00 - 10:30am	Members' tickets only	Yellow
10:30am	Docent-led Tour	Blue
10:30 - 11:00am	All ticket types	Green
11:00 - 11:30am	Members' tickets only	Yellow
11:30 - 12:00pm	No availability	Grey
12:00pm	Docent-led Tour	Blue
12:00 - 12:30pm	No availability	Grey
12:30 - 01:00pm	No availability	Grey
01:00 - 01:30pm	All ticket types	Green
01:30pm	Docent-led Tour	Blue
01:30 - 02:00pm	All ticket types	Green
02:00 - 02:30pm	All ticket types	Green
02:30 - 03:00pm	All ticket types	Green
03:00 - 03:30pm	All ticket types	Green

JOIN BOOK

- ▶ Conversion to join supported by reservation system with *members' tickets only* rather than onsite sales conversions

Sales by Channel 6/2012 to 3/2013

Memberships



Most Important Element of Training?

Level of Experience?

Sales Training Manual?

Audience Needs?

Internal Reporting Structure?

Know Your Audience

- ▶ Volunteer vs. Paid Staff
- ▶ New or experienced staff
- ▶ Direct or indirect report

Differences

- Motivation & age
- Knowledge & practice
- Attitude & importance

Apathetic

Whatever.... attend if I get paid

Distasteful

Museum... not used car sales lot

Know it All

Doing for years, waste of my time

Resistant

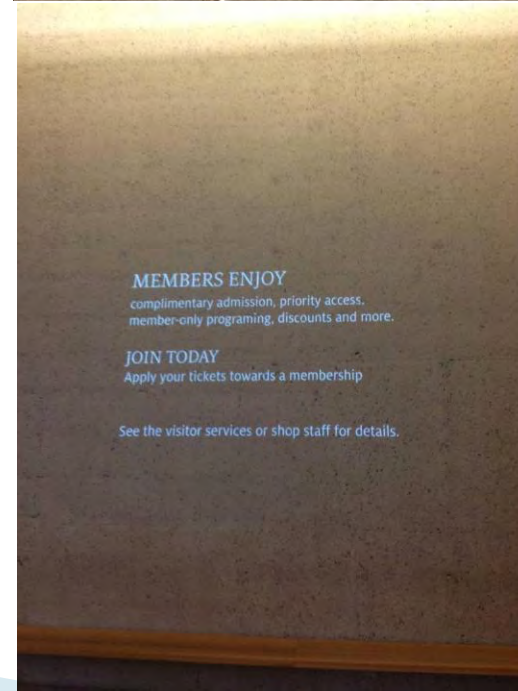
Not “pitching” for membership

Frontline Training Audiences

- ▶ **Visitor Services Assistants** – responsible for admissions, coat check, audio guides, ticket scanning, group tours, customer service
- ▶ **Shop Sales Associates** – retail sales, shipping, inventory, customer service
- ▶ **Volunteers** – greeting, way-finding, programmatic assistance engagement

Front line Training Challenges

- ▶ Mindset *get them through the line* or “speedy” transaction due to limited space
- ▶ **Lack membership signs** only a digital sign with rolling text, not located at point of sales/arrival



BARNES

THE BARNES FOUNDATION

Advance Preparation

Confidential Surveys: Seek staff input

- ▶ Design training to staff needs (not your agenda)
- ▶ Segment areas (benefits, new sales, servicing)
- ▶ Pose common questions and permit staff to rate interest/comfort & needs

Overview of Membership General Information	IMPORTANT	HELPFUL	NOT NECESSARY	UNSURE
Membership Categories and prices				
Membership Benefits and the differences between levels				
Admit numbers: Exactly who can get in ?				

Advance Preparation

Visitor Comment Card: Summarize feedback

Mystery Visitor: Summarize experience/video

Member Surveys – specific frontline sales & service

Membership Report Card

Fun, not punitive... peak interest and reveal actual responses during training

Member Comments endorse members' value of "institution" not simply transactional



Membership Sales Report Card

<u>MEMBERSHIP SALES</u>	<u>A</u>	<u>B</u>	<u>C</u>
Staff was courteous and helpful at the time of arrival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff was attentive and informed me of the option to join	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff was knowledgeable in explaining the benefits of my questions about membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff was helpful and patient in answering my membership questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff was efficient in processing my membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Advance Preparation

Visitor Services Assistants

- ▶ Weekly meetings – review onsite sales goals, recognition of top sellers, upcoming member mailings and program promotions

Shop Sales Associates

- ▶ Biweekly – keep staff informed of specials, promotions and sales trends



Content Considerations

- ▶ Information

- ▶ Instruction

- ▶ Inspiration

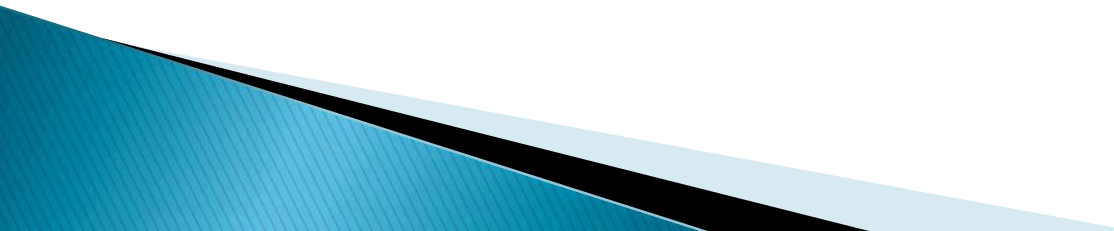
It difficult to “sell” what you don’t believe is worthwhile or meaningful...and appears as just another “duty.”

- ▶ Interactivity

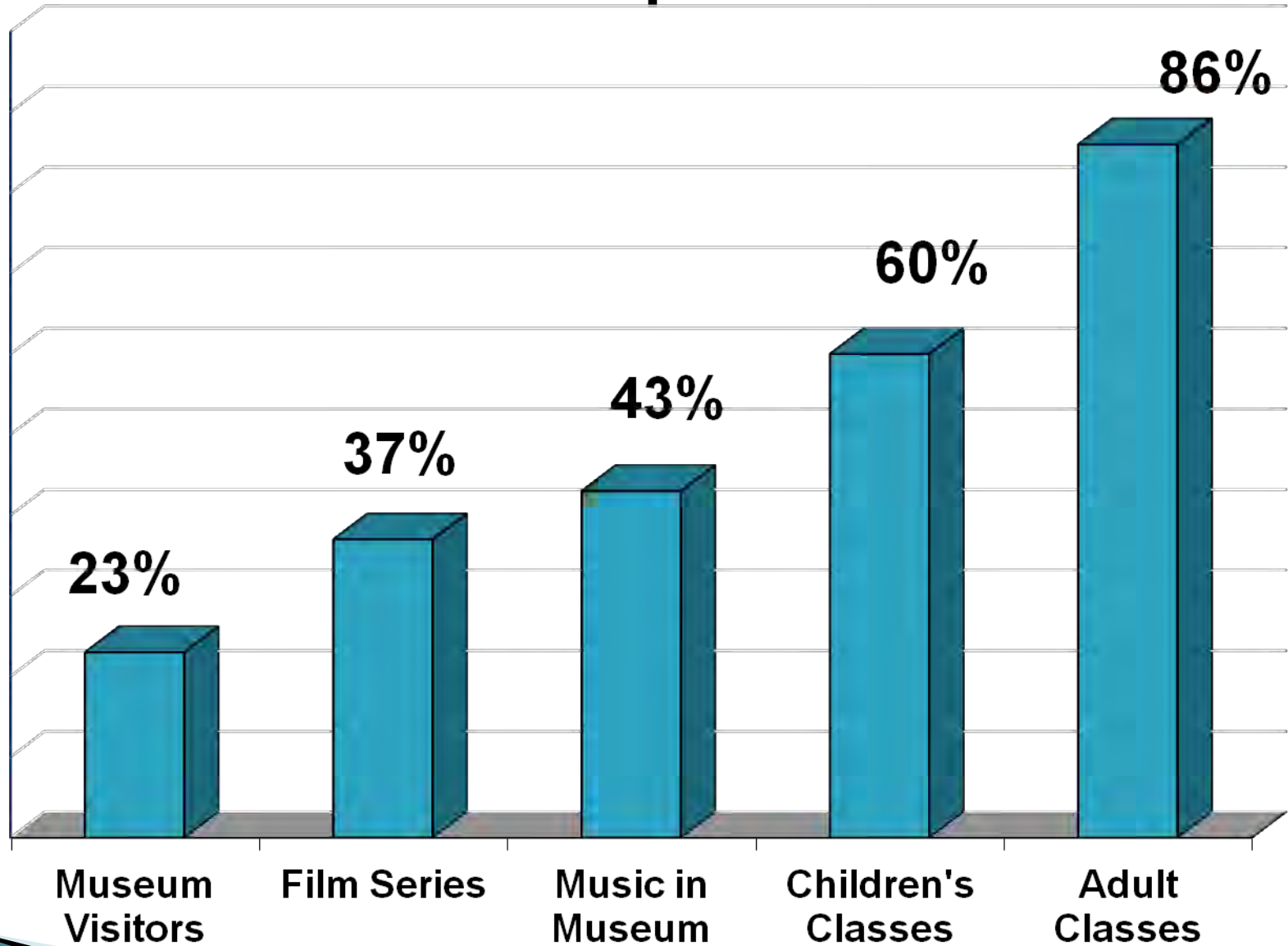
- ▶ Individual Empowerment

Provide Inspiration

Why is membership important?

- ▶ Who members are– demographics /zip code
 - ▶ Retention and loyalty/duration of a membership
 - ▶ Members as visitors and purchasers
 - ▶ Members as attendees to events & programs
 - ▶ Members as donors and contributors
- 

Members are an important **AUDIENCE**



Members Make It **Happen!**

\$65
Average
Dues
General
Membership

\$36 TOTAL Other Spending
\$26 Store
\$11 Adult Classes
\$8 Additional Contributions
\$1 Film/ Music

Content Considerations

▶ Information

It difficult to “sell” what you don’t understand...and lack effective sales tools

▶ Instruction

▶ ~~Inspiration~~

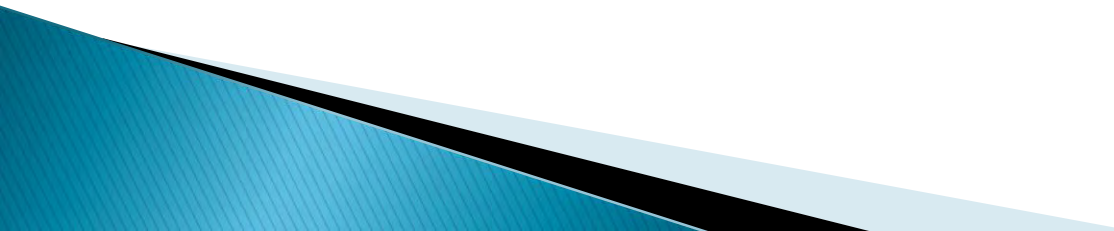


▶ Interactivity

▶ Individual Empowerment

Information Considerations – Part (1)

BEFORE YOU ASK...

- ▶ Present *tools* to show your support in helping frontline staff to sell membership
 - ▶ New signage (even if temporary)
 - ▶ “Cheat Sheet” for value calculation
 - ▶ Line Sweepers to engage visitors in line prior to purchase of admission
- 

Tools to Assist – Improved Signage

Welcome to
**ABINGTON
ART CENTER**

Inspiring and strengthening our community through art and culture

enjoy

- Art exhibitions
- Family workshops
- Studio Art and Dance Classes
- Summer Concert Series
- Art and Nature Tours
- Special Events and Preview Parties
- Lectures and Travel Opportunities
- Reciprocal Admission to over 100 Gardens and parks in the U.S.
- 27 Acre Outdoor Park with changing sculpture, walking trails and endless inspiration!

join	support	volunteer
Individual \$50	Patron \$125	Your talents and time Priceless
Dual/Family \$85	Contributing Patron \$250	Please inquire at front desk.
Members Plus \$75	Benefactor Patron \$500	
	Alverthorpe Society \$1,000	

**members receive
10% discount**

Join today and save!

ABINGTON
ART CENTER

Tools to Assist

Premiums to peak visitor's interest

see it **free**

Join now and receive free admission to *Pissarro: Creating the Impressionist Landscape* plus a free gift.

All new Members

Pissarro magnet set



All new Friends of Art Members and above

Pissarro tote bag



All new Donor Members and above

Pissarro exhibition catalogue



Gifts are cumulative.

Tools to Assist

Mid Level Members

Benefits to assist onsite sales

Supporter (\$250– \$499) members receive guaranteed admission

➤ *I did not know I needed an advance reservation*

➤ *I'm only here today*

Patron \$90–\$149

All but \$36 is tax deductible

ALL MEMBER BENEFITS FOR ONE ADULT, PLUS

Two free guest passes to share with family and friends

Quarterly newsletter

Contributor \$150–\$249 (best value!)

All but \$36 is tax deductible

ALL MEMBER BENEFITS FOR TWO ADULTS AND ALL CHILDREN IN YOUR HOUSEHOLD AGES 18 AND UNDER, PLUS

Two free, one time use guest passes to share with family and friends

Quarterly newsletter

Supporter \$250–\$499

All but \$87 is tax deductible

ALL CONTRIBUTOR BENEFITS, PLUS

Entry on arrival, no reservations required!

Two additional free, one time use guest passes (total of four)

Invitation to an annual special exhibition preview reception

Sustainer \$500–\$999

All but \$143 is tax deductible

ALL SUPPORTER BENEFITS, PLUS

Two additional free, one time use guest passes (total of six)

Invitation to one Circles event per year

Student \$45

Fully tax deductible

ALL MEMBER BENEFITS FOR ONE STUDENT.





Proof of fulltime student status must be submitted and verified to activate membership.

Tools to Assist

New Promotion in Direct Mail

Supporters get guaranteed entry

Enclosed is my check, payable to **THE BARNES FOUNDATION**.

Please charge \$ _____ to my:    

Credit card number: _____ CVV#: _____

Name as it appears on card: _____ Exp. date: _____

Signature: _____

To receive our monthly e-newsletter, please provide your e-mail address and phone number.

E-mail: _____ Phone: _____

For Contributor level membership and above, please provide the names as you would like them to read on your member cards:

Card #1: _____ Card #2: _____

My company _____ will match my membership contribution.
I am enclosing or will send my company's matching gift form.

Are you an alumnus of the Barnes art or horticulture courses? If so, please indicate which program: art horticulture both

4 Easy Ways to Join

By Mail
Send this reply with your payment in the enclosed postage-paid envelope.

Online
join.barnesfoundation.org

On Site
Join at the front desk at the Supporter level or higher and enjoy immediate access.


By Phone
215.278.7100


Tools to Assist

Heightened Messaging

Ticket confirmation letter


Onsite admission ticket


THE BARNES FOUNDATION


alltrim(str(access_pass_no.16.0))

THIS IS YOUR TICKET! Please bypass the admission desk and head directly to the entrance of the Collection Gallery.

THIS TICKET IS VALID: tmp_edate	Sale Number: '+transform(Sale
alltrim(printing.tmp_topitm)	Time shown to the left allows entrance into the queue for the Collection.
alltrim(items_descrip)	<i>Non-member tickets cannot be refunded or exchanged.</i>

<p>HOURS Wednesday–Monday, 9:30 am–6 pm Friday, 9:30 am–10 pm Closed Tuesday, Wednesday, and Thanksgiving Day. Advance reservations are highly recommended.</p> <p>MEMBERSHIP Join today as a Founding Member to enjoy unlimited admission, priority ticketing, and discounts in the shop, restaurant, coffee bar and on parking and programs. Apply the price of your admission tickets to a new membership at any sales station in the lobby or call 215.278.7100.</p> <p>GUIDELINES The following guidelines are in place to provide you with the best experience possible, while keeping the collection safe. Backpacks, backpack-type child-carriers, bags and packages larger than 6 x 12 x 10 inches.</p>	<p>The Barnes Foundation 2025 Benjamin Franklin Parkway Philadelphia, PA 19130</p>  <p>THE BARNES FOUNDATION PARKING LOT</p>
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THANK YOU FOR YOUR VISIT!

This ticket is valid only for the date printed and is non-transferrable. There are no ticket refunds or exchanges. All bags larger than 6" x 12" x 10", large coats, oversized strollers, and umbrellas must be checked. Please remain behind the dark line in the Collection Gallery for the safety of the collection. Please do not touch frames, furniture, metalwork, paintings or other items on display. Food, liquids, photography, and sketching are not permitted in the Collection Gallery, the special exhibition, or the library. All children under the age of 14 must be accompanied by an adult. Please silence cell phones. Guests are welcome to stay in the galleries for any duration; but reentering after exiting is not permitted.

JOIN TODAY!

Members enjoy:

- Unlimited admission with priority access to tickets
- Guests passes
- Discounts in the shop, restaurant and on parking

And more!

Visit the lobby or shop and apply the cost of your general admission ticket to a new membership today.

Membership Categories

New Staff & Volunteers

- ▶ Benefit from review (brochure) and how to use with visitors
- ▶ Understanding value and current promotions
- ▶ Additional offers – auto renewal or reciprocal (how it works?)

Experienced Staff

- ▶ Challenge their understanding

**Enjoy free admission
at 41 museums!**



Upgrade your membership to 41 museums...

Members at the \$150 Supporter level and above now enjoy reciprocal membership privileges—free general admission and store discounts—at 41 museums. From Boston, New York, and Washington, D.C., to Chicago, Seattle, and Los Angeles, you are sure to find some of your favorite museums among the participating institutions listed on the reverse side.

Philadelphia Museum of Art

(215) 684-7840 • www.philamuseum.org

Content Considerations

▶ ~~Information~~



▶ Instruction

▶ ~~Inspiration~~

▶ Interactivity

▶ Individual Empowerment

Tell me and I will listen...
Involve me and I will learn

Instruction – How to Sell a Membership

New Staff & Volunteers

- ▶ Conversational structure
- ▶ Timid of response
- ▶ Use group participation
- ▶ Keep simple and catchy

**MEMBERSHIP
FEUDP**



MEMBERSHIP

WHO WANTS TO SELL A

WHO WANTS TO SELL A

?

QUIT

15	\$1 MILLION
14	\$500,000
13	\$250,000
12	\$100,000
11	\$50,000
10	\$25,000
9	\$16,000
8	\$8,000
7	\$4,000
6	\$2,000
5	\$1,000
4	\$500
3	\$300
2	\$200
1	\$100

50-50



What is the best way to initiate selling a membership to an interested person?

A: Yell "NEXT"

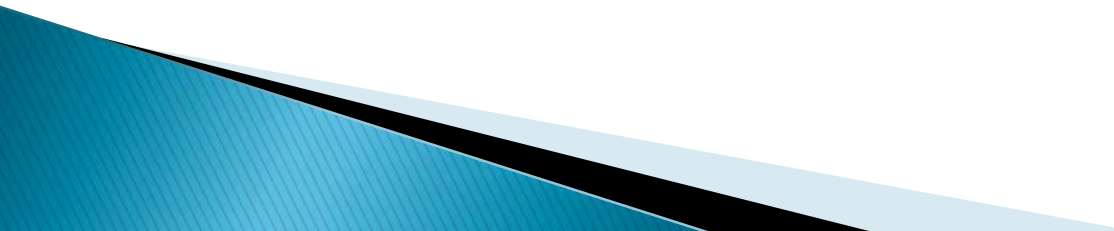
B: Wait until person asks for information

C: Raise a finger to note you need to finish texting

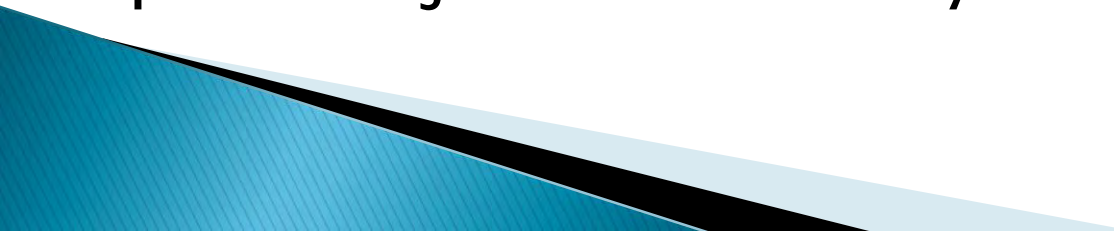
D: Make eye contact and extend greeting

Instruction – How to sell a membership?

Experienced Staff

- ▶ Defined approach and language
 - ▶ Sequence of Sales Questions
 - ▶ Set expectations and understanding why
- 

Sequence of Sales at time of entry

- | | |
|--|-----------|
| Are you a member? | Mandatory |
| Are you aware that if you join you receive free admission today and for a full year? | Helpful |
| Are you familiar with the benefits? | Helpful |
| Are you visiting with children? | Helpful |
| Ask – would you like to join today? | Mandatory |
| Allow the visitor to say NO and mention option to join before they leave. | Important |
- 

1) Are you a member?

Questions to engage the person early in the conversation

How many people are with you?

How many children under 18 years?

Do you have a guest- does
not live in your immediate family?

Did you park in the garage?

Where are you from?

Have you been here before?

BECOME A MEMBER AND FOR TODAY'S VISIT RECEIVE:

- FREE general admission
- FREE or discounted parking*
- FREE tickets to *Glass: The Experience* and *Smart Home: Green + Wired*
- FREE Omnimax®
- 10% discount on restaurant and store purchases
- Use of the *exclusive* Members Lounge

A FAMILY MEMBERSHIP IS \$105 ... BEST VALUE!

- Four FREE passes for special Museum exhibitions
- FREE and unlimited general admission for two adults, your children or grandchildren under 18
- FREE guest on every visit
- Discounted parking

MEMBERSHIPS
START
AT ONLY \$55!

Turn over
for categories.

ALL Museum members receive:

- FREE and unlimited Omnimax® tickets
- FREE passes for special Museum exhibitions
- Use of our indoor parking garage (FREE or discounted at some levels*)
 - 10% discount at Museum stores and restaurants
 - Invitations to members-only events and programs
 - FREE subscription to our members magazine and e-newsletter
 - Access to the *exclusive* Members Lounge



PLUS, 50% OFF ADMISSION

at eight local museums including...
Chicago Children's Museum
The Notebaert Nature Museum

Selling membership is like...

Membership JEOPARDY!

Common situations can be categorized

CAN I USE TODAY?	I'M CONFUSED	DON'T LIVE HERE	I WANT MORE
100	100	100	100
200	200	200	200
300	300	300	300

I'm Confused

Do I have to be a student to purchase student membership?

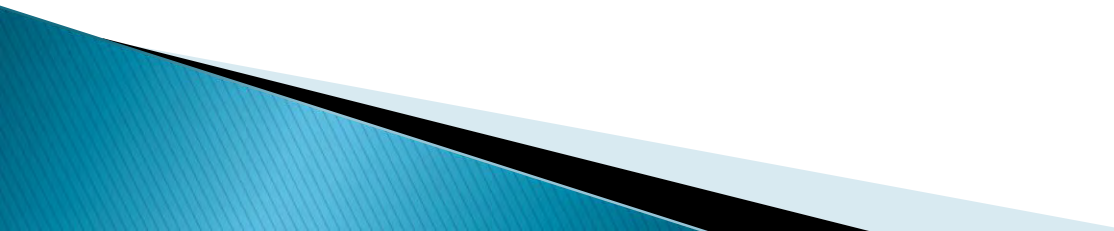
What is the meaning of 2 adults?

What is the definition of family

If I join, can my grandkids attend with me?

My son is 20 years old. Can he be included in my membership?

Break Out Sessions – Role Playing

- ▶ Teams of 2 or 4 persons
 - ▶ Role of visitor and other as staff
 - ▶ Closed Envelopes – common situations
 Staff Role: Sequence of Engagement
 Visitor Role: Questions and rebuttals
 - ▶ Crescendo of difficulty (experienced staff)
- 

Individual Empowerment

- ▶ Sales Manual (NOT a training program)
- ▶ Incentives: Determine viability for your org.

Individual vs. Team Goal

New (only) vs Renewal/ Rejoining

Cash vs. Gifts (lunch, gift card, Starbucks)



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