



**American Museum Membership Conference
St. Louis, Missouri 2014**

Data Driven Transformations

A thick, horizontal blue brushstroke underline that spans the width of the slide, positioned directly beneath the main title.

**Rethinking & Revamping
the Relevancy of Your Membership Program**

Panelists



Louise Feder

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Claudia Gomez

Membership Coordinator

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Guiding Principles in Determining Relevancy

Organizational Strategic Planning

Lack of membership goals & anticipated growth

Aggressive revenue goals without performance history

Value-Visit Calculation

Membership pays for itself in 2 visits or less

Too numerous visits required to justify joining

Conversion Rates & Retention

High conversion rates
(no brainer to join)

Low conversion rates
(insufficient # new memberships)

Low renewal rates
(minimum loyalty & duration)

High renewal rates
(lack of significant net growth)

Guiding Principles

Cultivation & Upgrades

Enroll at “premium” levels then downgrade when renewing

- Minimal upgrades
- Meets my lifestyle
 - Got all the stuff I need

Membership Revenue & Expense

High net revenue
(after all expenses applied)

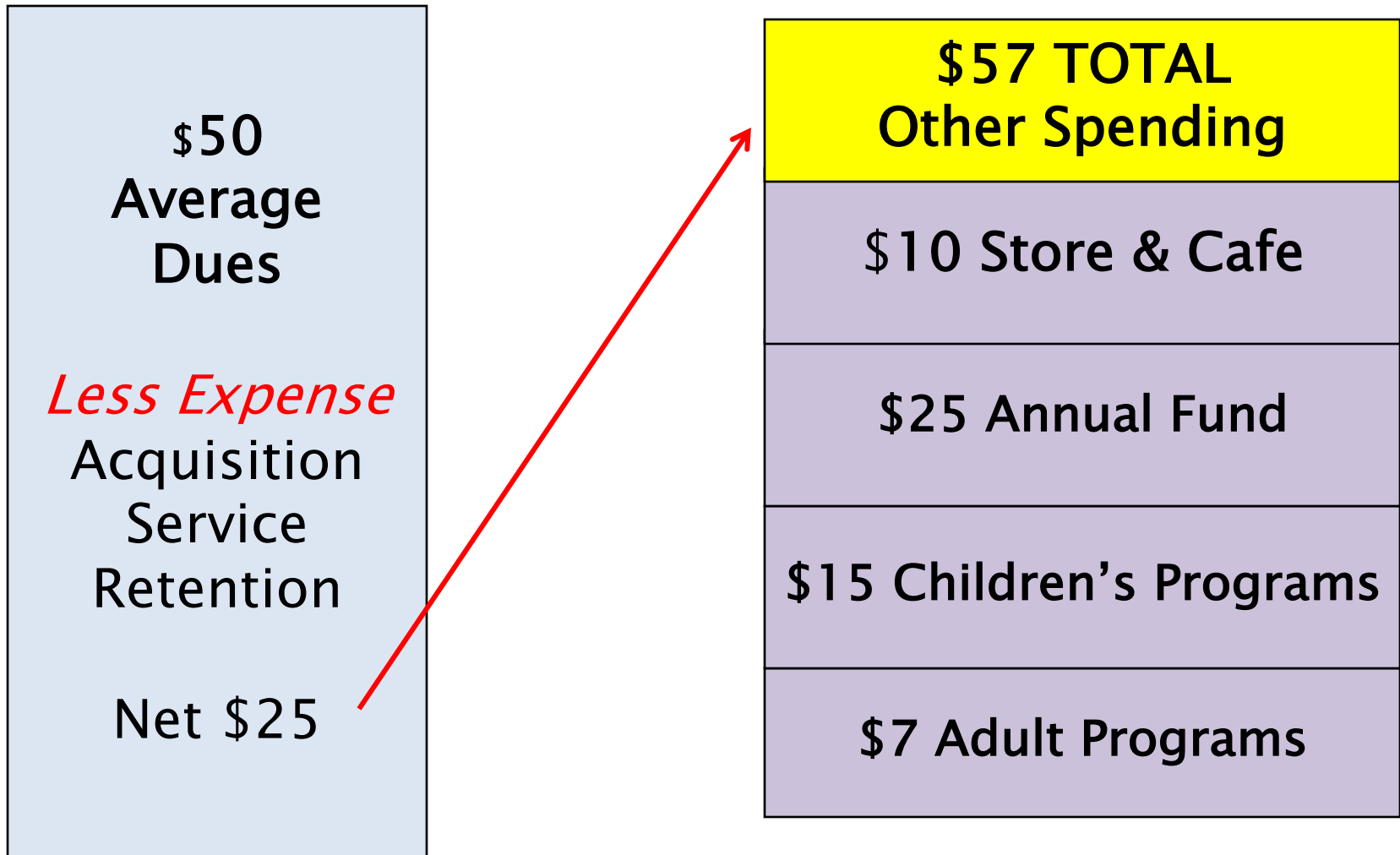
- Low investment in acquisition and retention

Low net revenue
(after all expenses applied)

- Benefit “rich” services & offerings among basic levels

Guiding Principles

Impact of Membership



Guiding Principles

<u>Museum A</u>	Your Organization	<u>Museum B</u>
Strategic Plan Value-visit Conversion rates Retention		Strategic Plan Value-visit Conversion rates Retention

Strengths

Respectable Growth - 2,000 to 5,000 member households

Active and Loyal Fans

Additional Spending – exceptional beyond cost to service

MAM Additional Spending General and Upper Level Members*	Total Revenue Avg. 2008-2009	PER Membership
Annual Fund	\$85,100	\$25
Children's Programs	\$52,600	\$15
Adult Programs	\$22,000	\$7
Museum Shop and Café	<i>unknown</i>	
Total Additional Spending	\$159,700	\$47

Relevancy of Membership



New expansion effort: Ability to offer special traveling exhibitions

Guest passes:

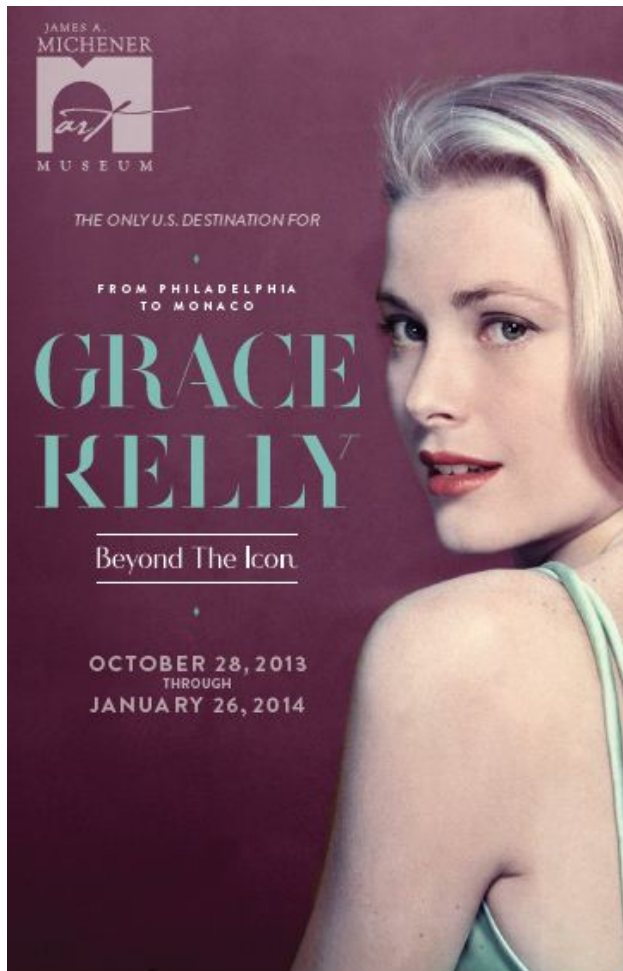
- Too generous (old program) used as key incentive to join
- Too restrictive (new program) cumbersome, anti-member service

Growth: 91% (under \$100)

Upgrades: Minimal

Benefits: Too generous given new expansion effort, increased admission rates and value-visit calculation

Senior Membership: Retire and reposition as a discount at all levels



Arrival in Advance of Major Exhibition



- Only US venue
- Expected to generate HIGH attendance and new members

From Philadelphia to Monaco: GRACE KELLY—Beyond the Icon is presented by



Generous support is provided by Bucks County Conference and Visitors Bureau, His Serene Highness Prince Albert II of Monaco and the Princess Grace Foundation-USA.

Additional support is provided by the Consulate General of Monaco in New York/Monaco Government Tourist Office, Fox Rothschild LLP, Thompson Lexus and the members of Friends of Grace.



Exhibition produced by the Grimaldi Forum Monaco and the James A. Michener Art Museum, based on a display at the Victoria & Albert Museum, London.





NEW Membership Program Goals & Expectations of Change

- Launch by August 1, 2013
 - Prior to press conference announcing the Grace Kelly (Aug 15, 2013)
 - Stay ahead of wave of new members associated with exhibition
 - Give staff time to promote the new levels to current/renewing members
- Greater clarity in membership levels
 - Retire redundant/outdated names for membership levels
 - Streamline benefits, avoid redundancy in level types
- Keep current membership “happy” with transition of new program
 - Includes significant senior citizen contingent
- Focus on growing number of members at the “upper levels”
 - Sustaining (\$250)
 - Patron (\$500)
 - Michener Circle (\$1,000)



Individual \$50

- Unlimited free admission to all galleries for one person
- 1 free Guest Pass* (\$15 value)
- 10% discount at Museum Shop and James Café
- Invitations to members-only exhibition receptions
- Discounts on adult programs
- Free subscription to *Q: The Magazine of the Michener Art Museum*
- Research privileges in the Museum Library

Dual \$70

- All the above for 2 adults**
- Plus an additional free Guest Pass* (total of 2/\$30 value)

Household \$80

- All the above for 2 adults** and all children under the age of 18 at the same address or for up to two grandparents** and all associated grandchildren under the age of 18
- Two additional free Guest Passes* (total of 4/\$60 value)
- Discounts on children's art programs

Contributor \$100

- All the above for 2 adults** plus all children or grandchildren under 18
- Free admission to over 600 North American Museums

Sustaining \$250

- All the above for 2 adults** plus all children or grandchildren under 18
- An additional 2 free Guest Passes* (total of 6/\$90 value)
- 15% discount at the Museum Shop
- 5% discount on facility rentals
- Invitation to an exhibition sponsor/artist reception

Patron \$500

- All the above for 2 adults** plus children or grandchildren under 18
- Complimentary exhibition catalogue
- Admission for up to 4 adults each visit
- 10% discount on facility rentals
- Free Docent-Led Tour for 15 people (advance reservations required)

Michener Circle \$1000

- All the above for 2 adults** plus children or grandchildren under 18
- Plus invitation to a Behind the Scenes Tour
- Free Dual Gift Membership (\$70 value)
- 15% discount on facility rentals

Daniel Garber (1880-1958), *A Wooded Watershed*, 1926, oil on canvas, H. 129 1/4 x W. 257 1/4 inches, James A. Michener Art Museum. Acquired with a Legislative Initiative Grant awarded by Senator H. Craig Lewis.

* Guest Passes are good for admission during regular gallery hours

** Two designated adults

art

ALL CATEGORIES

Category	Subcategory	Number of Memberships
Senior Citizen	Gift Membership/Scholarship/Comp	11
	None	1166
	Total \$40 Memberships	1177
Individual	Gift Membership/Scholarship/Comp	61
	\$5 Senior Discount	3
	None	426
	Total \$45 and \$50 Memberships	490
Dual/Family	Gift Membership/Scholarship/Comp	46
	None	1123
Grandparent	Gift Membership/Scholarship/Comp	4
	None	401
Dual	\$5 Senior Discount	2
	None	2
	Total \$65 and \$70 Memberships	1578
Household	\$5 Senior Discount	1
	Total \$75 and \$80 Memberships	1
Key/Contributor	Gift Membership/Scholarship/Comp	5
	None	170
Contributor	Gift Membership/Scholarship/Comp	1
	\$5 Senior Discount	1
	None	168
	Total \$95 and \$100 Memberships	345
Sponsor	None	33
Sustaining	None	13
	Total \$250 Memberships	46
Donor	None	4
Patron	None	2
	Total \$500 Memberships	6
Michener Circle	None	4
	Total \$1000 Memberships	4
Key Lifetime	None	95
Lifetime	None	3
	Total Lifetime Memberships	98

BEFORE
 August 1, 2012
 to
 July 31, 2013

We offer the following benefits at each membership level:

Individual \$100

- Unlimited free admission to all galleries for one person
- One free Guest Pass* (\$15 value)
- 10% discount at the Museum Shop and James Café
- Invitations to members-only exhibition receptions
- Discounts on adult programs
- Free subscription to Q/The Magazine of the Michener Art Museum
- Research privileges in the Museum Library

Dual \$210

- All the above for 2 adults**
- Plus an additional free Guest Pass* (total of 2/\$30 value)

Household \$300

- All the above for two adults** and all children under the age of 18 at the same address or for up to two grandparents** and all associated grandchildren under the age of 18
- Two additional free Guest Passes (total of 4/\$60 value)
- Discount on children's art programs

Contributor \$1000

- All the above for 2 adults** plus all children or grandchildren under 18
- Free admission to over 600 North American Museums

Sustaining \$1000

- All the above for 2 adults** plus all children or grandchildren under 18
- An additional 2 free Guest Passes (total of 6/\$90 value)
- 15% discount at the Museum Shop
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- Invitation to an exhibition sponsor/artist reception

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Michener Circle \$1000

- All the above for 2 adults** plus children or grandchildren under 18
- Invitation to a Behind the Scenes Tour
- Free Dual Gift Membership (\$70 value)
- 15% discount on facility rentals

* Guest Passes are good for admission during regular gallery hours

** Two designated adults

Please update my information:

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____

E-mail address: _____

Please renew my membership at the following level (Please circle)

Individual \$50 Household \$30 Sustaining \$250 Michener Circle \$1000

Dual \$210 Contributor \$100 Patron \$500

Enclosed is my check for \$ _____ membership level circled above, made payable to the James A. Michener Art Museum.

Charge to my: Visa Master Card American Express Discover

Account Number: _____ Expiration Date: _____ CVV # _____

Signature: _____

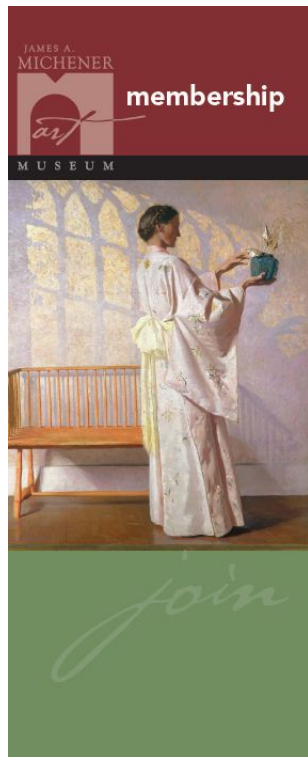
Is your contact information correct? Please make any changes on the reverse side.

Please mail checks to: James A. Michener Art Museum, P.O. Box 44555, Seaford, DE 19464

You can also call or go online to renew: (215) 340-9800 or www.michenermuseum.org/join. Thank you for your continued support!

Please mail checks to: James A. Michener Art Museum, P.O. Box 44555, Seaford, DE 19464

You can also call or go online to renew: (215) 340-9800 or www.michenermuseum.org/join. Thank you for your continued support!



Join Today!

JAMES A. MICHENER MUSEUM

Our Members Receive:

- Free admission
- Guest passes
- Discounts in the Museum Store and James Café
- Invitations to Members-Only events
- Priority Access to ticketed exhibitions
- ...and much more!

Visit the front desk for more information!

www.MichenerArtMuseum.org/join

Transition

Created new materials

- Renewal stationary
- Membership brochure
- Website updates
- On-site signage
- Staff buy-in through onsite sales training

Launch

- Announce in renewals
- Lapsed member campaign
- ~ 4,000 households (2009-2013)

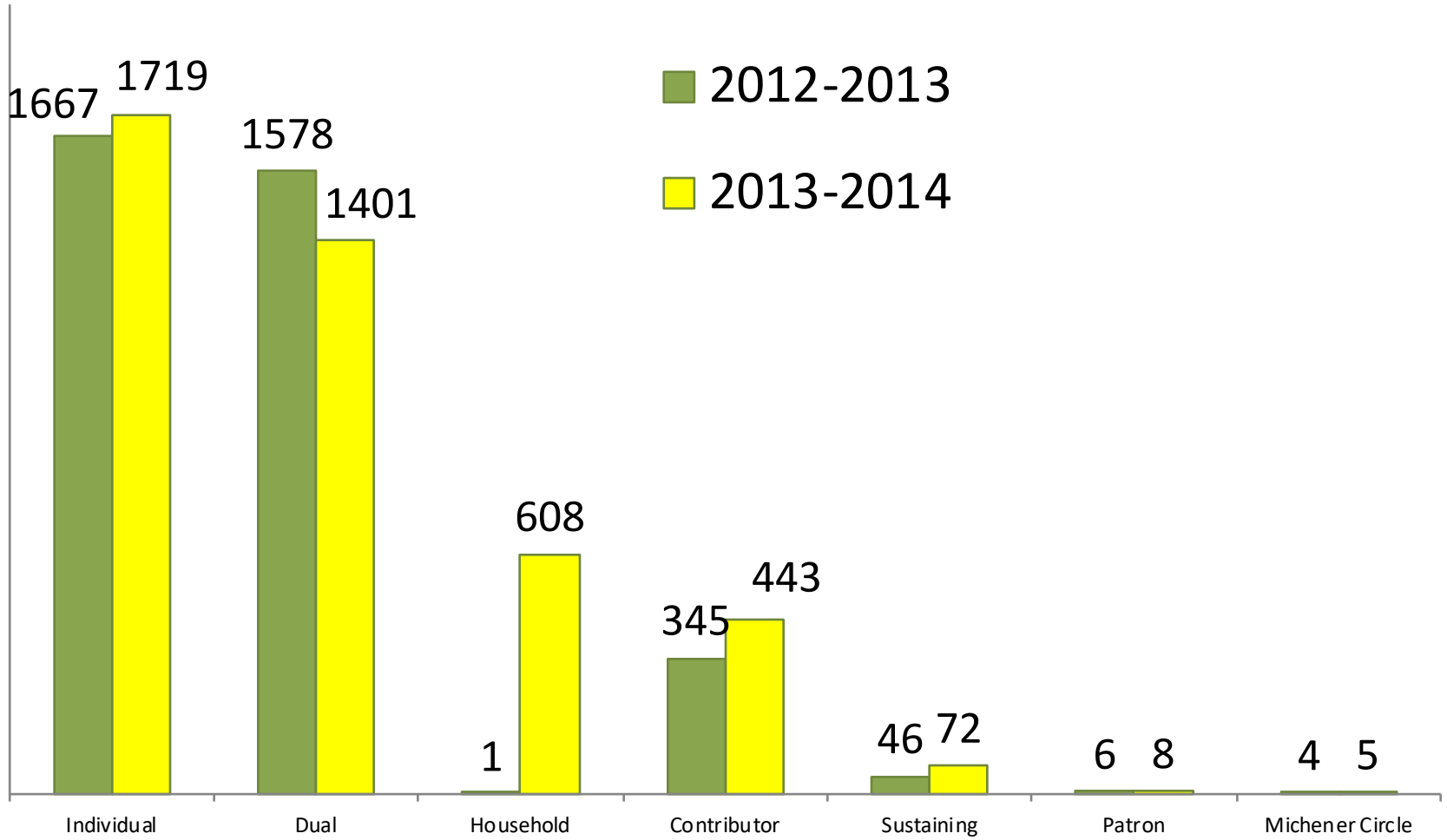
ALL CATEGORIES

Category	Subcategory	Number of Memberships
Senior Citizen	Gift Membership/Scholarship/Comp	1
	None	107
	Total \$40 Memberships	108
Individual	Gift Membership/Scholarship/Comp	3
	\$5 Senior Discount	882
	None	672
	Gift Certificate	54
	Total \$45 and \$50 Memberships	1611
Dual	\$5 Senior Discount	592
	None	637
	Gift Certificate	52
Dual/Family	Gift Membership/Scholarship/Comp	3
	None	82
Grandparent	None	35
	Total \$65 and \$70 Memberships	1401
Household	\$5 Senior Discount	178
	None	407
	Education Scholarship	1
	Gift Certificate	21
	Program Discount	1
	Total \$75 and \$80 Memberships	608
Key/Contributor	Gift Membership/Scholarship/Comp	1
	None	2
Contributor	\$5 Senior Discount	110
	Gift Certificate	5
	None	325
	Total \$95 and \$100 Memberships	443
Sustaining	\$5 Senior Discount	13
	None	58
	Gift Certificate	1
	Total \$245 and \$250 Memberships	72
Patron	None	8
	Total \$500 Memberships	8
Michener Circle	None	5
	Total \$1000 Memberships	5
Key Lifetime	None	95
Lifetime	None	4
	Gift Certificate	1
	Total Lifetime Memberships	100
TOTAL MEMBERS		4356

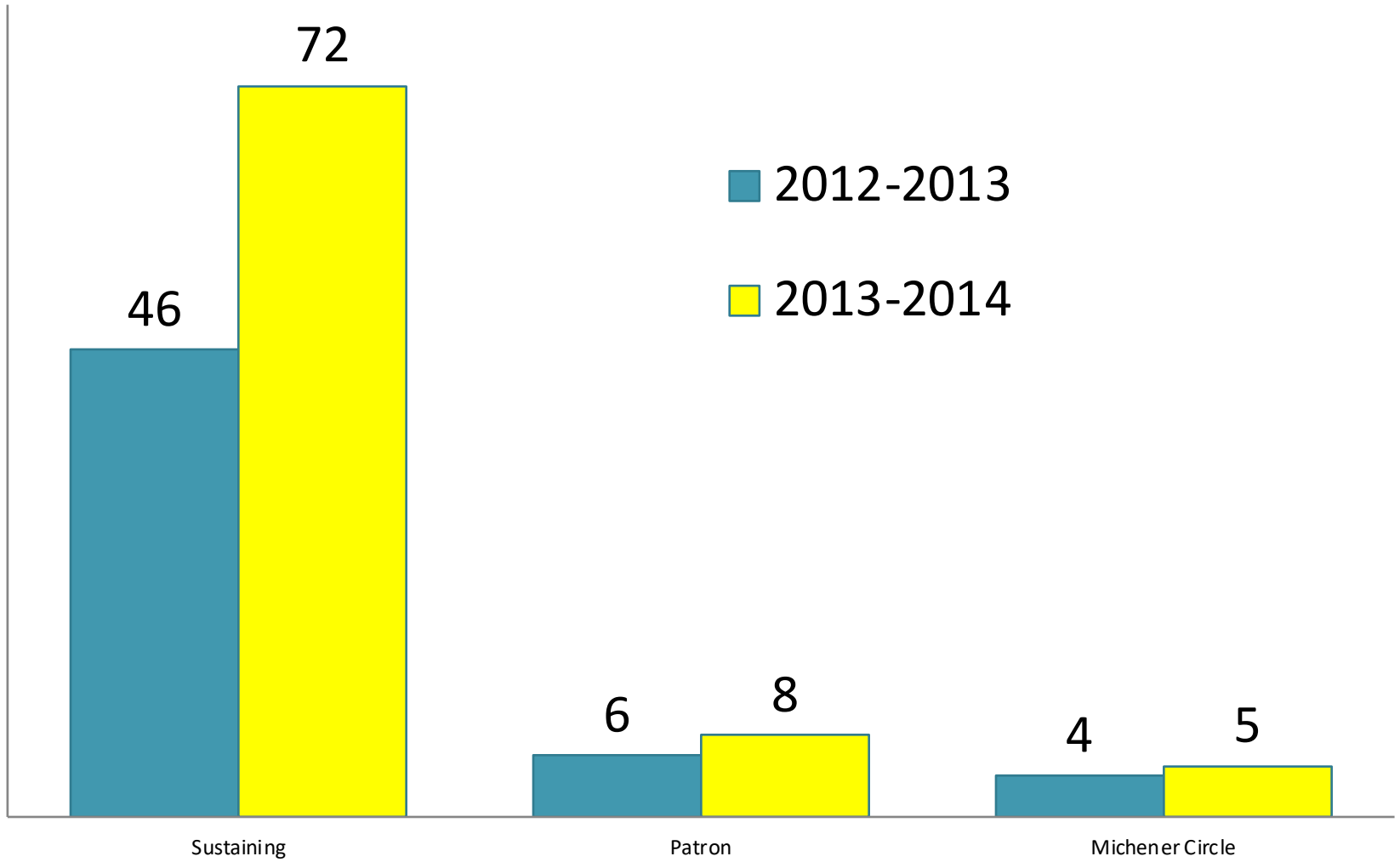
AFTER

August 1, 2013
to
July 31, 2014

All Membership Levels - Comparison



Upper Level Memberships - Comparison



SPRING

for a Michener Member Tote Bag!



When you join, renew or upgrade your membership at the Sustaining Level or higher during the months of April and May, you will receive a tote bag in addition to the many wonderful benefits of membership.

Visit the visitor services desk for more details!



Additional Efforts

- Upgrade campaigns focused on upper levels
- Tote bags and drawings

ENTER THE...
**MICHENER ART MUSEUM
MEMBERS' DRAWING!**



SUPPORT THE MUSEUM,
RECEIVE A LIMITED EDITION TOTE BAG, AND
BE ENTERED TO WIN TWO TICKETS TO THE CELESTIAL GALA!

PARTICIPATE NOW THROUGH OCTOBER 24

Feedback and Reactions

Neutral to Positive

- Impact of price changes and new names were subtle
- Evoked minimal reactions = “It was time for a change!”
- Seniors excited about the \$5 discount at any level
- Endorsed not having to be classified as a “Senior Citizen”
- Can be an “Individual” (or other level) just like everyone else!
- Repositioning general admission guest passes for access to special exhibitions (Grace Kelly) was critical to change
- Changes generated new group of upper level members, eager to use their passes immediately for entrance into the special exhibition

Feedback and Reactions

Some Negative Feedback

Senior citizens concerned during the early stages of transition

- Benefits being taken away due to change in names/discounts
- Clarified by front line staff and back of house
- Small group of members surprised that upper level members are getting more attention/benefits than before;
- Concerned that they don't get the same benefits and has induced some to and others to consider upgrading



Relevancy of Membership

Growth: Minimal

Membership Pyramid: 98% (mid point or 6 persons)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	if 2 Person omitted
Total Number	1,304	1,083	1,487	
Thinker \$45 (two persons)	n/a	5%	18%	
Explore \$65 (six persons)	84%	87%	78%	98%
Innovator \$125 (six persons)	3%	2%	2%	2%



Relevancy of Membership

Upgrades: Minimal to none

Benefits: Too generous

- New expansion effort (> exhibits/dwell time)
- Increased admission rates (value-visit calculation)
- Number persons admitted per membership





Levels: 2 person offering must be retired = not profitable

Opportunity: Maximize change prior to NEW opening

Relevancy of Membership Use



Membership use description

- Disclaimer of usage is missing 
- How many cards are issued per membership? 
- Is ID required at time of admission for “Named” persons on the card as suggested by application form? 
- If not, can card(s) be shared? 

 Opportunities for versioning





727.520.8181
www.aerophoto.com

San Antonio Childrens Museum

Image # 141013 6061
Date 10.13.14

Old Program

Total Memberships: approximately 1300

Thinker \$45 (1 adult and 1 child)

- 16% of Membership base in November 2013

Explorer \$65 (2 adults and 4 children)

- 78% of Membership base in November 2013

Innovator \$125 (Explorer plus reciprocal benefits)

- 2% of Membership base in November 2013

Historical Levels and Donor Levels make up the rest

New Program – Charter Membership

All members must live in the same household unless the primary member is a grandparent.

Family 4 \$85 (2 adults and 2 children – or – 1 adult and 3 children)

Family 6 \$125 (2 adults and 4 children – or – 1 adult and 5 children)

PREMIER Family \$175 (2 adults and 4 children – or – 1 adult and 5 children – or 3 adults and 3 children)

Benefits – Do It First! See It First! Be It First!

- Free admission
- Members' only line on busy days
- Access to over 40 current monthly programs
- Discount in the gift shop
- Discount on birthday parties
- Invitation to Member only events
- Invitation to Members Farewell Party
- Invitation to Members Inaugural Party for The Do Seum
- Charter Membership status for as long as the members is active

- Premier Level receives reciprocal benefits

Transitioning Members



Transition Members from old to new

- We eliminated the lower level (December 2013)
- Stop selling old program in March
- Starting memberships at a lower price and gradually increasing price
- Offer benefits for the gap – 2 extra months – farewell party – inaugural opening party

Pricing Schedule

April 2014:

Family 4 \$65 (\$20 discount)

Family 6 \$75 (\$50 discount)

Premier Family \$125 (\$50 discount)

Logic: Trying to get Explorer used to a more expensive price for Family 6.

Convert Thinkers to Family 4.

September 2014:

Family 4 \$65 (\$20 discount)

Family 6 \$85 (\$40 discount)

Premier Family \$125 (\$50 discount)

Logic: Transitioning more towards higher Family 6 Price.

Charter Membership

SAN ANTONIO Children's MUSEUM

soon to be



This Official "Museum-to-The Do Seum" Early Bird Membership gets you:

- 1 **A SAVINGS OF \$20-\$50**
- 2 **TWO FREE MONTHS OF MEMBERSHIP** at The Do Seum!
- 3 Official status as a Charter Member for as long as your Membership remains active
- 4 Admittance to the Members-only **INAUGURAL OPENING**
- 5 Invitation to test and interact with newly installed exhibits prior to Grand Opening
- 6 **FREE ADMISSION**
- 7 10% discount on birthday parties
- 8 10% discount in the Museum gift shop
- 9 Free or discounted special event tickets
- 10 Invitation to Member-only events
- 11 Discounts on Camp registrations
- 12 Access to over 40 programs

CHOOSE THE LEVEL THAT IS RIGHT FOR YOU	REG.	NOW	
Family FOUR Admission for up to 2 named adults* and 2 children ages two years and up living in the same household <i>* Also accommodates 1 named adult and up to 3 children living in the same household</i>	\$85	\$65	SAVE \$20
Family SIX Admission for up to 2 named adults* and 4 children ages two years and up living in the same household <i>* Also accommodates 1 named adult and up to 5 children living in the same household</i>	\$125	\$85	SAVE \$40
PREMIER Family <ul style="list-style-type: none"> ■ General membership benefits admission for up to 2 named adults* and 4 children ages one year and up living in the same household ■ May include up to 3 children and 3 named adults such as a care-giver or grandparent ■ 50% off general admission for 6 people at 200 children's museums through ACM Reciprocal Program <i>* Also accommodates 1 named adult and up to 5 children living in the same household</i>	\$175	\$125	SAVE \$50

ACT NOW
OFFER EXPIRES
11/30/2014

Join at www.sakids.org/join or at the front desk on your next visit
For more information, contact Claudia Gomez at 210-212-4453 ext 1319

JOIN NOW

BECOME A CHARTER MEMBER

DO IT FIRST! SEE IT FIRST! BE IT FIRST!

- Exclusive member previews for new exhibits
- Access to over 40 programs
- Attend the Members-only Inaugural Opening of The Do Seum
- Discounts on Camp registration, special event tickets, and more

Hurry! Offer expires 11/30/2014

WWW.SAKIDS.ORG



Pricing Schedule

December 2014:

Family 4 \$75 (\$10 discount)

Family 6 \$95 (\$30 discount)

Premier Family \$135 (\$40 discount)

Logic: Keep moving up but also catching gift memberships.

April 2015:

Family 4 \$75 (\$10 discount)

Family 6 \$105 (\$20 discount)

Premier Family \$145 (\$30 discount)

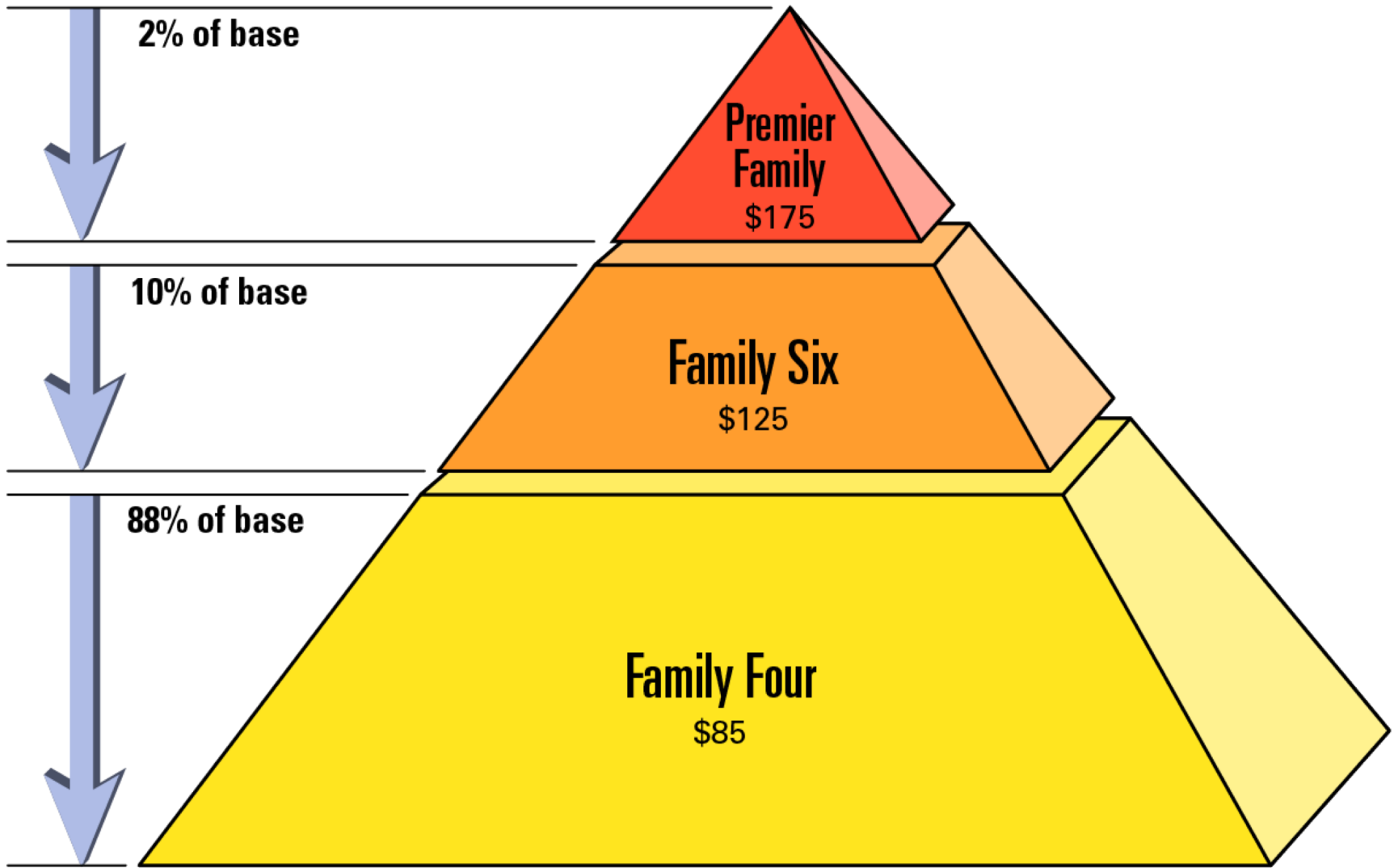
No Extra Months

Last chance to become a charter member!

FUTURE SITUATION

Distribution

Rationale @ \$10 per person	Package A	Package B	Package C	Total
Positioning	<i>Member & up to 3 persons each visit</i>	<i>Member & up to 5 persons each visit</i>	<i>Family, Friends & Travel Member and up to 6 persons each visit plus ACM reciprocal</i>	
Price at more than 2 visits	\$85	\$125	\$175	
Pricing with discounting	\$75	\$110	\$150	
Distribution by Category	88%	10%	2%	
Membership Base	5,200	5,200	5,200	



Membership Pyramid

Current Standing (as of 10/9/2014)

- New and Rejoins (onsite): 660 (Goal: 1000 – 66.3%)
- Online sales: 170 (Goal: 100 -170%)
- Renewals: 223 (Goal: 220 – 101%)

Total: 1053 memberships in sales

Notes:

Onsite goal is based on previous attendance of eligible households. Calculating eligible households to date , we should be at 684. We will need to make up with online sales and recapture campaign.

Training Considerations



Longer-Term
visitor/admission staff

Focus

Inspiration

Information

Individual empowerment
to manage change



Shorter-Term/New
visitor/admission staff

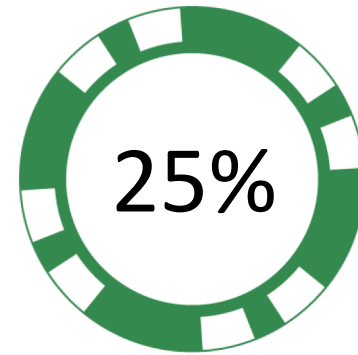
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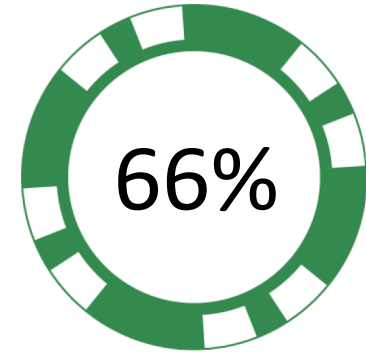
Instruction

Interactive learning

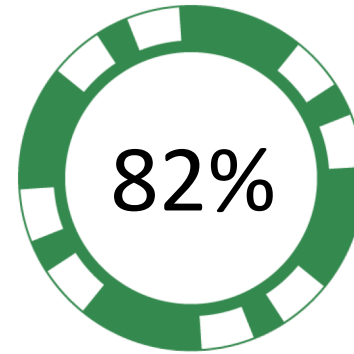
Members are an important audience



Purchasers of Children's Programs



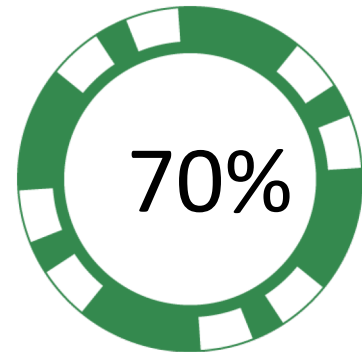
Purchasers of Adult Programs



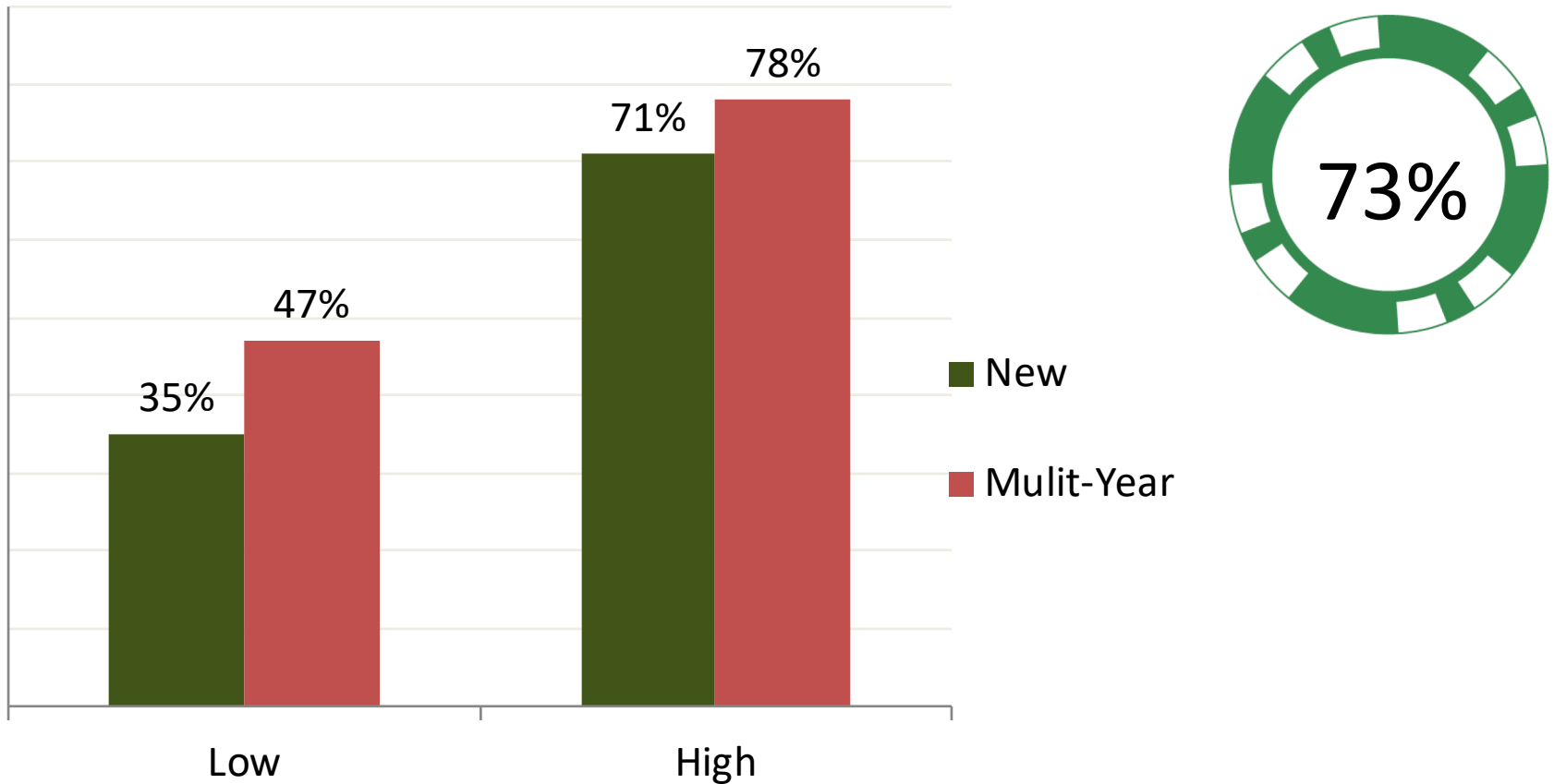
Source of Contributors

Beyond Membership Dues

CONCERTS, PROGRAMS,
EXHIBITIONS, LECTURES,
RECEPTIONS, CLASSES
PERFORMANCES,
GUIDED TOURS & MORE;
**ANNUAL GIVING
SUPPORTS
EVERYTHING WE DO**



Loyal Base of Supporters



JOIN NOW

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11/30/2014

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Questions & Comments



Louise Feder



Claudia Gomez



Diane Ward