

Case Study

Our Mission

The Museum's mission is to play a leading role in transforming the nation's relationship with science and technology.



Museum of Science



- Founded in 1830 as Boston Society of Natural History
- Became the Museum of Science in 1951
- 700 exhibits, Omni Theater, Planetarium, 4-D Theater, Butterfly Garden
- Highest attended attraction in Boston after Fenway Park

Membership Structure

- Adopted in 2004 after extensive research
- Membership as value proposition
- 50,000+ member households

Levels	Exhibit Halls Admission – All Year!	One-Time-Use Bonus Passes
Basic 2 ▪ \$85	2 people every visit	2 Omni (IMAX®) 2 Planetarium 2 Guest Passes
Basic 5 ▪ \$125	5 people every visit	
Basic 8 ▪ \$155	8 people every visit	
Premier 2 ▪ \$120	2 people every visit	4 Omni (IMAX®) 4 Planetarium 4 Guest Passes
Premier 5 ▪ \$160	5 people every visit	
Premier 8 ▪ \$190	8 people every visit	
<p><i>As a Premier Level member, you receive these extras:</i></p> <ul style="list-style-type: none"> ▪ 2 hours free parking in the Museum garage every visit ▪ Priority treatment for select member events 		

Getting Started

- Membership Retention Project
 - Member Communications
 - Marketing
 - Data Management
- Goals
 - Increase retention rates for members in the renewal cycle

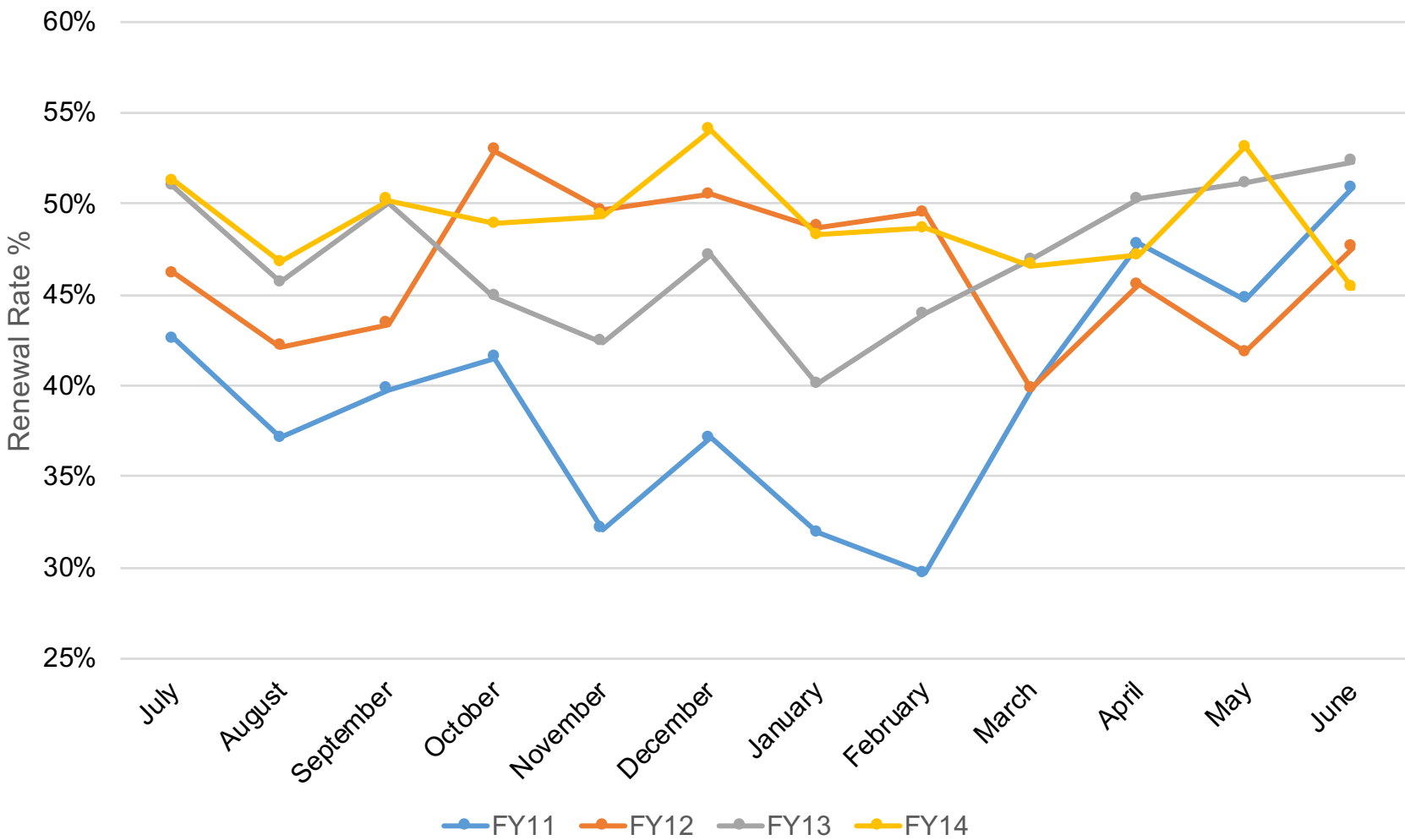
Diving into the Data

- Admits92 POS and homegrown Web Store
 - Reports from here used for data entry
- Abila Millennium
 - Database of record
- Nightly jobs to push certain information between them
 - Unreliable data
- Lots of data, but not easily accessible

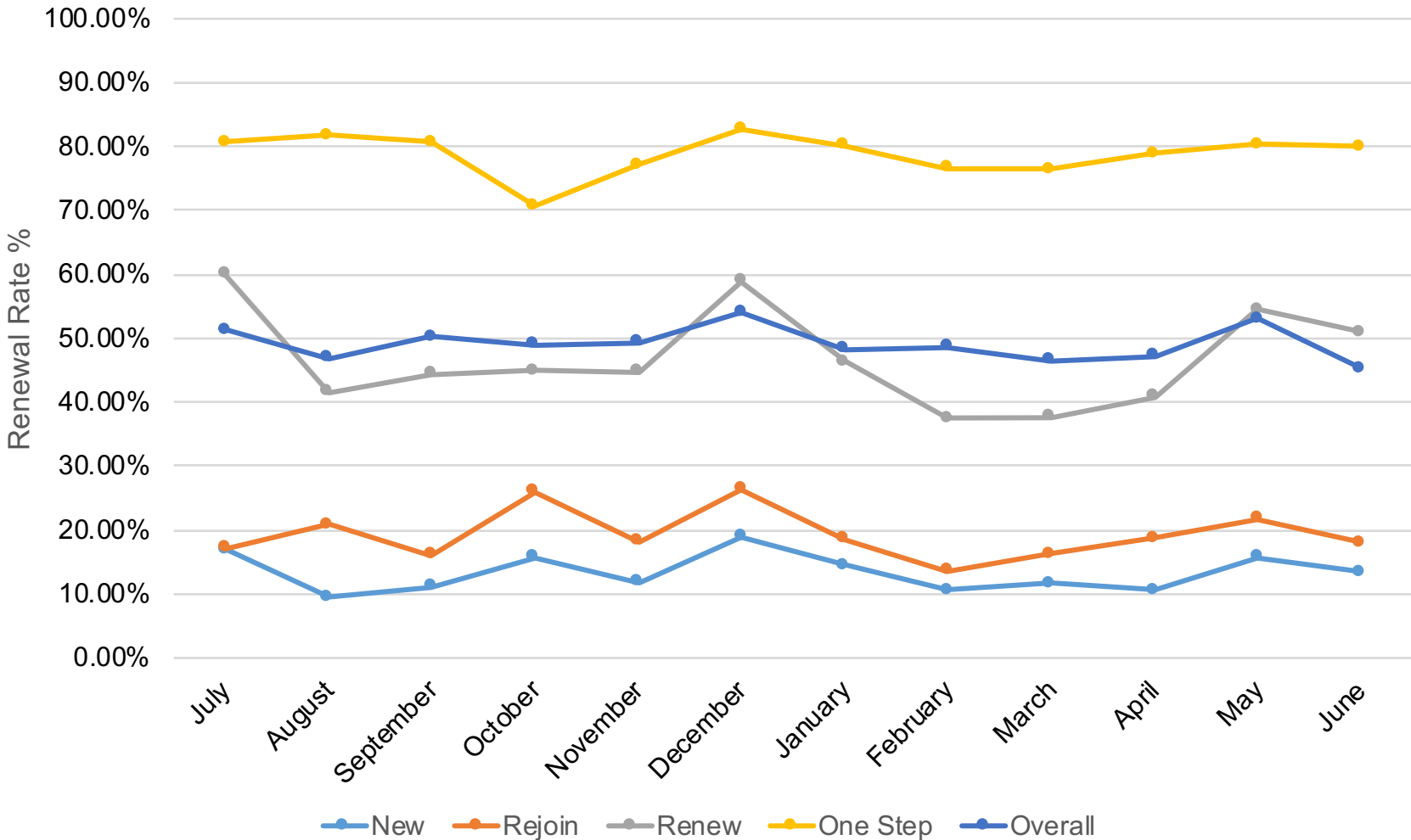
How We Monitor Members

- Surveys
 - Loyalty indicators
 - Pricing and benefits
- Monthly progress toward goals
- Retention rates
- Next Membership
- Visitation

Membership Overall Renewal Rates

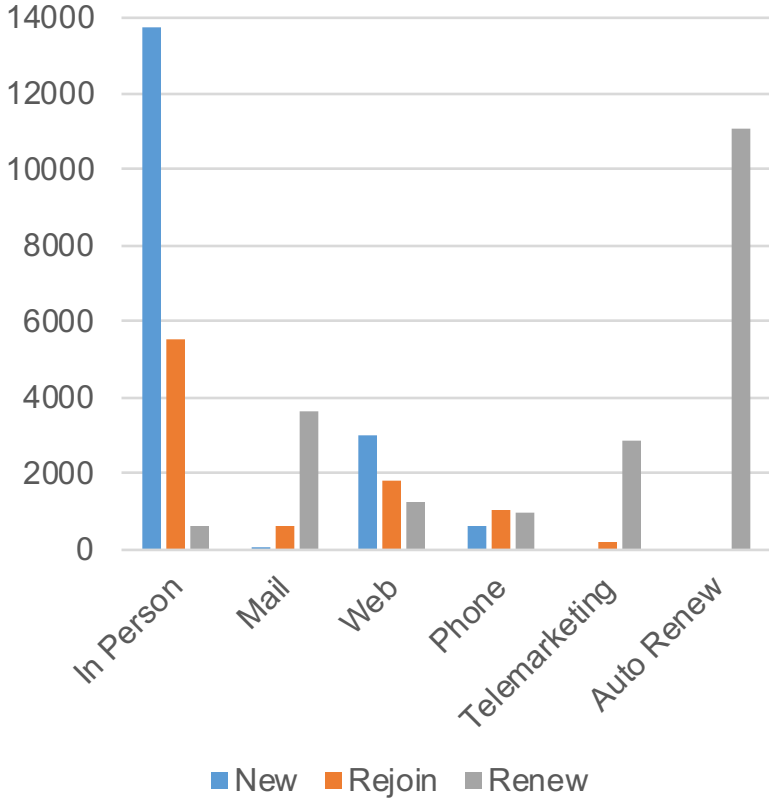


Membership FY14 Renewal Rates By Status

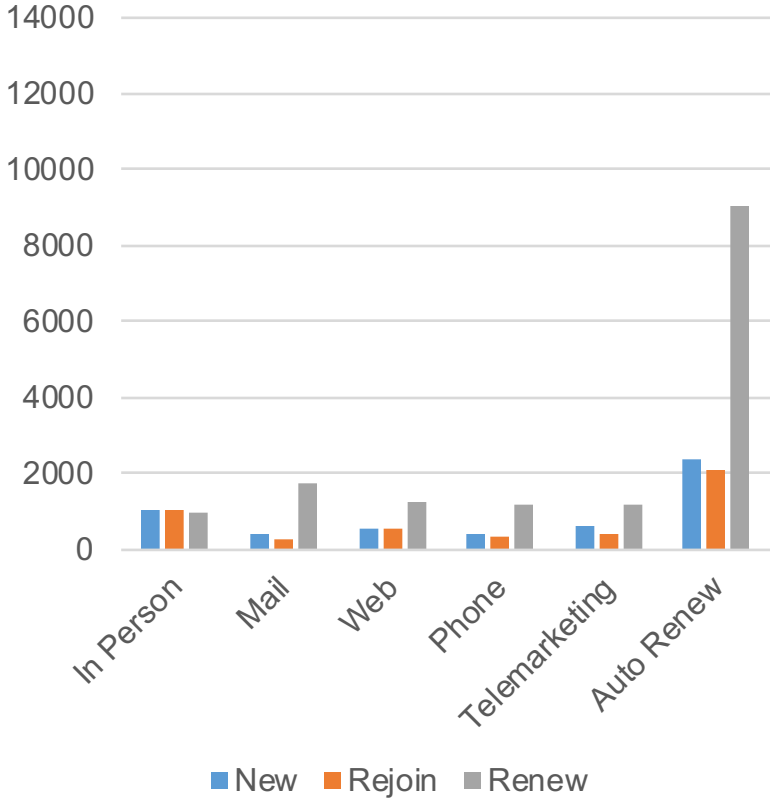


Renewal Source

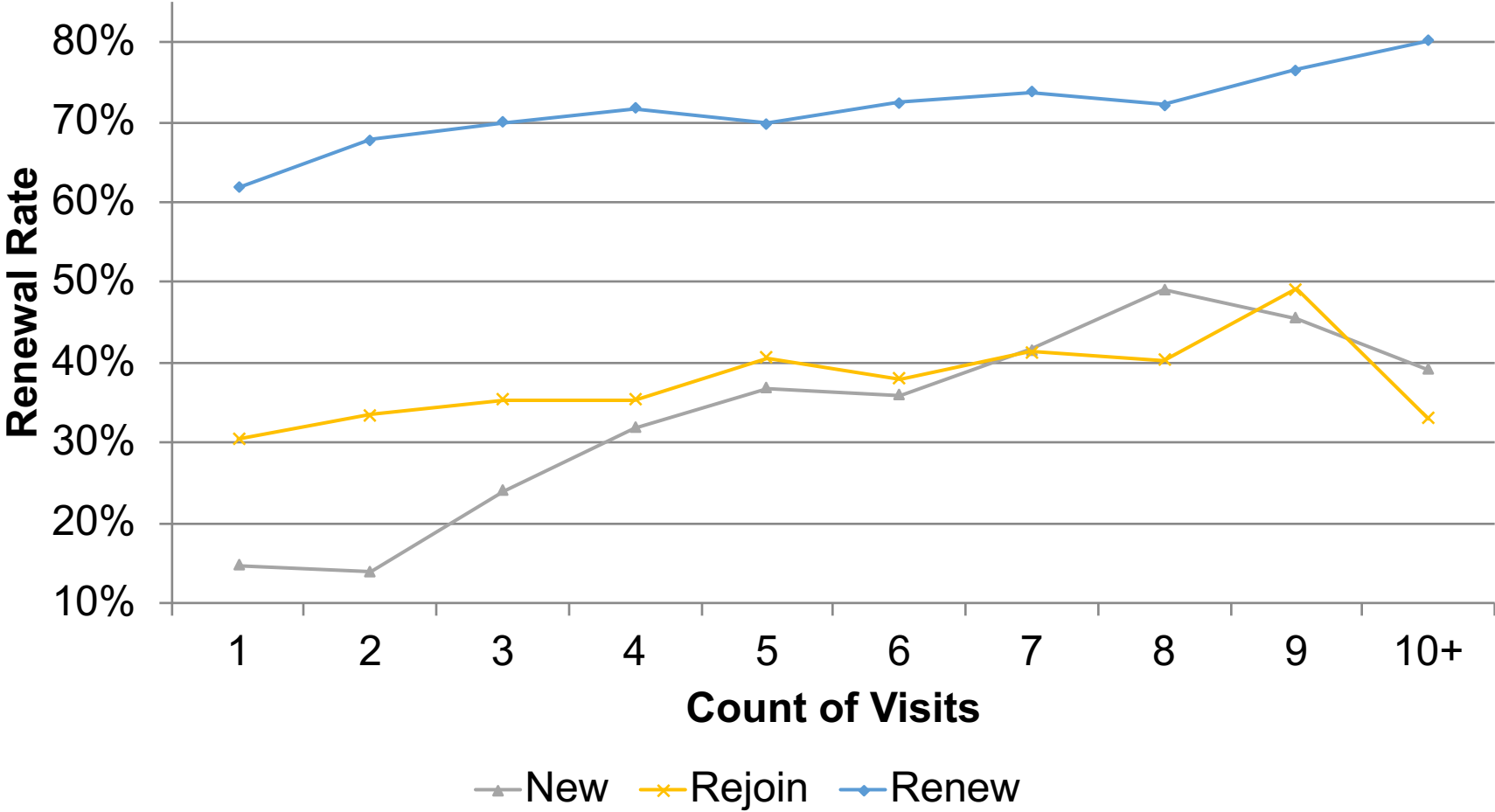
FY12 Memberships



FY12 Memberships that Renewed



Retention & Visit Count



Retaining At-Risk Members

- Examine current processes
 - What are we doing? How is it working?
- Identify obstacles to renewals
- Plan of attack:
 - Increase member visitation
 - Redesign renewal mail notices
 - Refine renewal cycle

What We Knew to Begin With

- Survey says most popular reason for visiting was to spend time with family and friends
- More visits = greater likelihood to renew
- Membership as value proposition
- Content driven audience
- Direct mail acquisitions with no full package saw no decline in response rates

What Were We Doing

- 2010 membership at all time high
- Updated renewal segments
 - Giving level segments → Visitation Segments
- Target high value members
 - 0 Visits excluded from full package

Obstacles to Retention

- Retaining members after a blockbuster exhibit
- Renewal cycle is undermined
 - High proportion of at-risk members
- Visitation data is suspect and incomplete
 - Count initial visit for on site purchase

Increasing Visitation

- Move members out of low visit danger zone
- Customize message in monthly E-News
 - Acknowledge behavior
- Incentivize visits?
 - Member “events” during regular hours
 - Free parking
 - Discounts for add-on venues

Renewal Notice Redesign

- Mail pieces were dated and stale
 - Value message
- Evaluate types of pieces
 - Do we need a full package?
- Customized messaging
 - Acknowledge behavior

YOUR MEMBERSHIP ENDS SOON. RENEW TODAY!



Dear Ms. Nguyen and Mr. Pham,

About a year ago, you made the smart decision to become, or continue to be, a member of the Museum of Science. Your membership expires soon—now know so you don't miss any of the many exhibits, events, previews, Omni films, Planetarium shows, live presentations, and more that make the Museum of Science the place for science education and fun!

To thank you for making the smart choice again, and to extend both the fun and value of your membership, we'll send you two extra Omni passes if you renew before September 30.

Renewing is fast and easy—online, by phone, or in person. Be sure to check out our One-Step automatic renewal program to receive a 10% discount on your membership each year you are renewed automatically. Smart!

See you at the Museum soon!

Bar E. Stock
Bar E. Stock
Manager, Membership

P.S. Use your Omni passes to see Jerusalem, an inspiring, eye-opening tour of one of the world's most enigmatic cities opening September 20.



Dead Sea Scrolls
Live in Ancient Times



Hall of Human Life
From Our Species to the Future



Rocky Mountain Express
How Shown in the Mugar Great Theater

GET THE MOST OUT OF MEMBERSHIP

Ms. Nguyen and Mr. Pham, your current membership is Basic 5 - \$125.

We recommend renewing at the Premier 5 level for just \$35 more to double your passes and get two free hours of parking in the Museum garage each time you visit.

Levels	Exhibit Halls Admission - All Year*	One-Time-Use Passes
Basic 2 - \$85	2 people every visit	2 Omni 2 Planetarium
Basic 5 - \$125	5 people every visit	2 Guest Passes
Basic 8 - \$155	8 people every visit	
Premier 2 - \$120	2 people every visit	4 Omni 4 Planetarium
Premier 5 - \$160	5 people every visit	
Premier 8 - \$190	8 people every visit	

As a Premier Level member, you receive these extras:
 • 2 hours free parking in the Museum garage every visit
 • Priority treatment for select member events

All Members Receive

- Exhibit Halls admission and passes as listed at left
- Discounts in the Museum parking garage, room, café, and more
- Free or discounted admission at 400+ science centers and zoos
- Invitations to member previews and events

GET YOUR EXTRA OMNI PASSES

Renew by September 30. Use solicitation code: MRV2

ONLINE: mos.org/members
Use solicitation code above.

BY PHONE: 617-589-0180
617-589-0417 (TTY)
9:00 a.m. - 5:00 p.m., daily

IN PERSON: Membership Booth in the Museum lobby

Prefer to renew your membership by mail? Clip this coupon and mail with your check (check payable to Museum of Science, Membership, Museum of Science, 1 Science Park, Boston, MA 02114-1000)
 Name: Tai Bao Nguyen and Nguyen Pham
 Member Number: 0000916333

Membership Level (circle one): B2 B5 B8 P2 P5 P8

mos.org/members

TWO EXTRA OMNI PASSES ARE WAITING FOR YOU when you renew right away—see inside for details.

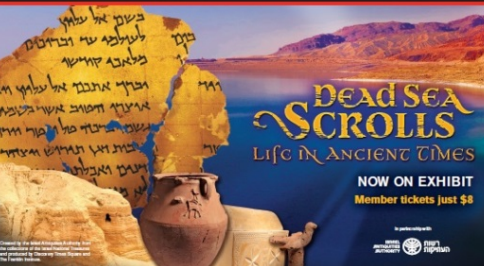
Choose from these great films in the Mugar Omni Theater:



- Rocky Mountain Express
- The Last Reef: Crisis Beneath the Sea
- The Greatest Places

MEMBERSHIP IS THE SMART CHOICE.

RENEW YOUR MEMBERSHIP TODAY!



Now on Exhibit Member tickets just \$8

YOUR MEMBERSHIP HAS ENDED!

There are hundreds of reasons to renew your membership today. Here are three:

Dead Sea Scrolls: Life in Ancient Times
 Also: *The Babylon*
 Discoveries for members.

View pieces of the oldest known copy of the Hebrew Bible, and explore an insight into the culture and society of ancient Israel.

Hall of Human Life
 From Our Species to the Future
 Member Preview: November 15
 Free to members.

The Museum's new Hall of Human Life exhibition will now allow you to step into the shoes of a life-size hominid by using technology to see how our ancestors lived in a different environment.

Rocky Mountain Express
 Now Showing in the Mugar Great Theater
 Speed through the Canadian Rockies on a thrilling train journey back to the age of steam. Experience the excitement of engineering and witness the natural beauty of the Rockies.

Head to the great outdoors, and enjoy a scenic view of the Rockies from the comfort of your train.

YOUR MEMBERSHIP ENDS SOON. RENEW TODAY!



Museum of Science
 1 Science Park
 Boston, MA 02114-1000

August 2013

Dear Linda,

Museum of Science members are smart. They know that membership is the best way to enjoy everything that the Museum offers. And it's also the best value, with big savings on admission, films, Planetarium shows, events, and much more.

Your Basic 2 membership expires at the end of October. By renewing today, you'll guarantee continuous benefits and access to upcoming member events. Don't miss your chance to reserve tickets to see the special exhibit *Dead Sea Scrolls* at a discounted member rate. Whether experiencing this limited engagement exhibition, enjoying an interactive evening at our space-themed *September Member Appreciation Night* or haunting our hallways this fall with special Halloween-themed activities, let your membership be the star for an entire year of Museum memories. For upcoming exhibits and shows, please see the enclosed flyer.

Renew your membership today, then make the most of it by visiting often, knowing you have the flexibility to come for an hour or stay all day—every day!

Why wait? Renewing your membership is the smart thing to do.

We look forward to seeing you here soon.

Sincerely,

Bar E. Stock
Bar E. Stock
Manager, Membership

P.S. Be sure to check out our One-Step automatic renewal program that saves you 10% each year that your membership automatically renews. Smart and eco-friendly! (We won't need to send you several mailings.) Sign up today!



MEMBERS GET MORE!

SAVINGS

- Free Exhibit Halls admission all year
- Omni and Planetarium passes, plus Exhibit Halls guest passes (see number in chart at right)
- Free admission or discounted entry to 400+ science centers and zoos worldwide
- Subscriptions to *Space* member newsletter and *Boston Phoenix*
- Waived service charges on advance reservations

DISCOUNTS

- On tickets to the Butterfly Garden and 3-D Digital Cinema
- In the Museum parking garage, store, and café

SPECIAL ACCESS

- Invitations to member events and social previews
- Advance registration for summer courses and select lectures
- Priority service at the Membership Booth and at the box office

Select a Level

Select the level that fits your needs best. Choose Premier level membership for extra passes and two free hours of parking each time you visit. Or choose a level that offers more admissions so you can bring your friends.

Levels	Exhibit Halls Admission - All Year*	One-Time-Use Passes
Basic 2 - \$85	2 people every visit	2 Omni 2 Planetarium
Basic 5 - \$125	5 people every visit	2 Guest Passes
Basic 8 - \$155	8 people every visit	
Premier 2 - \$120	2 people every visit	4 Omni 4 Planetarium
Premier 5 - \$160	5 people every visit	
Premier 8 - \$190	8 people every visit	

As a Premier level member, you receive these extras:
 • 2 hours free parking in the Museum garage every visit
 • Priority treatment for select member events

BECOME A SUPPORTING MEMBER

Add a tax-deductible contribution of \$20 or more to your membership fee to help support our acclaimed educational programming.

BECOME AN EXPLORER

With a gift of \$300 or more, join our Explorers Society. Help power the Museum's mission and receive a Premier 8 membership and special donor benefits such as invitations to behind-the-scenes tours.

Please note that memberships are not transferable or refundable. Withal, subject to our one member must be present and is included in the admission count. Membership benefits are not applicable to select group visits.

Renew One of Four Easy Ways

- ONLINE:** mos.org/members
- PHONE:** 617-589-0180
617-589-0417 (TTY)
Daily 9:00 a.m. - 5:00 p.m.
- IN PERSON:** Membership Booth or box office in the Museum lobby
- MAIL:** Mail this form with your payment in the enclosed envelope. (Allow 3 - 4 weeks for processing.)

MAIL-IN RENEWAL FORM

Please complete both sides of this form, photocopy it, and put your check or credit card information in the enclosed envelope.



Museum of Science
 1 Science Park
 Membership
 Boston, MA 02114-1000

Choose Your Membership Level
 Basic 2 - \$85 Premier 2 - \$120
 Basic 5 - \$125 Premier 5 - \$160

Become a Supporting Member

Please consider an additional gift this year to help support great science and technology programming.
 \$20 \$50 \$100 Other _____

Include Your Payment Information

Check enclosed (payable to the Museum of Science) Save 10% on Future Renewals

Send in the One-Step automatic renewal program to receive a 10% discount on your membership each year it automatically renews. You will receive a reminder before your card is charged. You may update information on our web site at any time. (Only available on credit card purchases. Not applicable to gift memberships or Explorer-level giving.)

Card number _____
 Expiration date _____
 Signature (required) _____

Update Your Contact Information

Phone number _____
 Email and postal member addresses _____

Renewing Is Easy—and Quick!

ONLINE: mos.org/members

BY PHONE: 617-589-0180
617-589-0417 (TTY)
9:00 a.m. - 5:00 p.m., daily

IN PERSON: Membership Booth or box office in the Museum lobby



Museum of Science
 1 Science Park
 Boston, MA 02114-1000

Nonprofit Org.
 U.S. POSTAGE
 PAID
 02114-1000
 Permit No. 100



MEMBERSHIP IS THE SMART CHOICE.

Museum of Science.

Now on Exhibit Member tickets just \$8

100% RECYCLED PAPER

Redesign Mail Pieces

- (Re)Member theme based on survey results
 - Experience message
 - Letters highlight time spent together at the museum
- Easy to update
 - Less of a burden for Member Communications and Marketing to maintain
- Gave us more art options



Remember

YOUR MEMBERSHIP ENDS SOON. RENEW TODAY!

Dear Mr. and Mrs. Jezowski,
 Your year of membership ends soon, so if you haven't visited lately, here's a great reason to make time for one more adventure at the Museum of Science: No free entry door passes. That's in addition to the number of passes you already receive—but it's only available with this limited-time offer.
 Use your passes and take a breathtaking trip through Maya culture and history in *Mystery of the Maya*, or choose from any of our current IMAX® films.

Your current membership is Premier II.
 Become a Supporting Member by making a tax-deductible gift of \$20 or more when you renew your membership. Your Annual Fund donation helps the Museum cultivate strong learners and inspire future educators, scientists, and engineers, whose ideas will improve our lives and the world around us.
 Renew to renew by October 31, and use redaction code MRLJ to take advantage of this special offer.

Sincerely,
 Sue MacLaren
 Director, Membership

- REASONS TO RENEW**
- Member Preview *Maya: Hidden Worlds Revealed* – Saturday, October 11 | \$5 for Members
 - Member Appreciation Weekend: Haunted Halls – Saturday, October 26 and Sunday, October 27 | FREE for Members
 - Member Overnight – Saturday, November 1 | \$50 for Members

For event tickets and information: mos.org/renew

Levels	Exhibit Halls Admission – All Year	One-Time-Use Bonus Passes
Basic 2 - \$65	2 people every visit	2 Omni 2 Planetarium 2 Guest Passes
Basic 3 - \$125	5 people every visit	3 Omni 3 Planetarium 3 Guest Passes
Basic 4 - \$165	8 people every visit	4 Omni 4 Planetarium 4 Guest Passes
Premier 2 - \$120	2 people every visit	4 Omni 4 Planetarium 4 Guest Passes
Premier 3 - \$160	5 people every visit	4 Omni 4 Planetarium 4 Guest Passes
Premier 4 - \$190	8 people every visit	4 Omni 4 Planetarium 4 Guest Passes

As a Premier Level member, you receive *Bonus as Max*:
 • 2 hours free parking in the Museum garage every visit
 • Priority treatment for select member events

- All Members Receive**
- Exhibit Halls admission and passes as listed above
 - Discounts in the Museum parking garage, store, cafe, and more
 - Free or discounted admission at 400+ science centers and zoos
 - Invitations to member events and exhibit previews

Remember: Renewing is Easy!

ONLINE: mos.org/members BY PHONE: 617-589-0180 IN PERSON: Membership Booth or box office in the Museum lobby

Use solicitation code: MRLJ

Print to renew your membership by mail? Cut, fill, sign, and mail with your check (make payable to Museum of Science, Membership, Museum of Science, 1 Science Park, Boston, MA 02114-1099)

Name: Elizabeth and James Jezowski
 Member Number: 0000194819
 Membership Level (circle one): 02 05 08 09 02 PE PR

Remember to renew by October 31 for TWO EXTRA OMNI PASSES

Choose from these giant-screen films in the Mugar Omni Theater:

- Mystery of the Maya*
- Galapagos*
- Pandora: The Journey Home*



Renew Today!



Remember
 Museum of Science.

Renew by October 31 for EXTRA Omni passes!

Remember to make time for serious savings and special moments.

Mr. and Ms. Stano,
 Your Museum of Science Membership has ended. There is so much coming up that we'd love you to be a part of.

- Don't miss another minute! It's time to Renew TODAY.**
- Member Preview *Maya: Hidden Worlds Revealed* – Saturday, October 11 | \$5 for Members
 - Member Appreciation Weekend: Haunted Halls – Saturday, October 26 and Sunday, October 27 | FREE for Members
 - Member Overnight – Saturday, November 1 | \$50 for Members



RENEWING IS EASY!

ONLINE: mos.org/members BY PHONE: 617-589-0180 IN PERSON: Membership Booth or box office in the Museum lobby

617-589-0417 (TTY)
 9:00 a.m. – 5:00 p.m. daily

Museum of Science
 1 Science Park
 Boston, MA 02114-1099

Nonprofit Org.
 U.S. Postage
 PERM
 Boston, MA
 Permit No. 1434



Remember

YOUR MEMBERSHIP ENDS SOON. RENEW TODAY!

Dear Mr. Neels,
 You've now spent your life saving beneath the Ties at a Member Overnight, seen the special return to an ancient civilization up and in the Museum garage, or made a peek at a special exhibit before anyone else—your saving gift!

Membership of the Museum of Science just makes sense. With an entire year of FREE admission to the Exhibit Halls, FREE passes to the Mugar Omni Theater and Planetarium, and discounts in the Museum parking garage, store, cafe, it's the way to see the sights.

Upon closer examination you'll also find that membership can ignite exploration, open doors to discovery, and make time for conversations that will grant something even more valuable.

Museum of Science membership won't break your budget, but it will afford you and your family some priceless member moments. Renew today.

- All Members Receive**
- Exhibit Halls admission and passes as listed above
 - Discounts in the Museum parking garage, store, cafe, and more
 - Free or discounted admission at 400+ science centers and zoos
 - Invitations to member events and exhibit previews

Remember: Renewing is Easy!

ONLINE: mos.org/members BY PHONE: 617-589-0180 IN PERSON: Membership Booth or box office in the Museum lobby

617-589-0417 (TTY)
 9:00 a.m. – 5:00 p.m. daily

Print to renew your membership by mail? Cut, fill, sign, and mail with your check (make payable to Museum of Science, Membership, Museum of Science, 1 Science Park, Boston, MA 02114-1099)

Name: Mark Neels
 Member Number: 030035875
 Membership Level (circle one): 02 05 08 09 02 PE PR

Remember These Member Perks

- Member Preview *Maya: Hidden Worlds Revealed* – Saturday, October 11 | \$5 for Members
 - Member Appreciation Weekend: Haunted Halls – Saturday, October 26 and Sunday, October 27 | FREE for Members
 - Member Overnight – Saturday, November 1 | \$50 for Members
- For event tickets and information: mos.org/renew

GET THE MOST OUT OF MEMBERSHIP

Mr. Neels,
 Your current membership level is Premier 2. To get even MORE out of membership this year, we recommend upgrading at the Premier 3 Level for \$50 more to double the number of people your membership card admits to the Exhibit Halls each visit.

Levels	Exhibit Halls Admission – All Year	One-Time-Use Bonus Passes
Basic 2 - \$65	2 people every visit	2 Omni 2 Planetarium 2 Guest Passes
Basic 3 - \$125	5 people every visit	3 Omni 3 Planetarium 3 Guest Passes
Basic 4 - \$165	8 people every visit	4 Omni 4 Planetarium 4 Guest Passes
Premier 2 - \$120	2 people every visit	4 Omni 4 Planetarium 4 Guest Passes
Premier 3 - \$160	5 people every visit	4 Omni 4 Planetarium 4 Guest Passes
Premier 4 - \$190	8 people every visit	4 Omni 4 Planetarium 4 Guest Passes

As a Premier Level member, you receive *Bonus as Max*:
 • 2 hours free parking in the Museum garage every visit
 • Priority treatment for select member events

- All Members Receive**
- Exhibit Halls admission and passes as listed above
 - Discounts in the Museum parking garage, store, cafe, and more
 - Free or discounted admission at 400+ science centers and zoos
 - Invitations to member events and exhibit previews

RENEWING IS EASY!

ONLINE: mos.org/members BY PHONE: 617-589-0180 IN PERSON: Membership Booth or box office in the Museum lobby

617-589-0417 (TTY)
 9:00 a.m. – 5:00 p.m. daily

Print to renew your membership by mail? Cut, fill, sign, and mail with your check (make payable to Museum of Science, Membership, Museum of Science, 1 Science Park, Boston, MA 02114-1099)

Name: Mark Neels
 Member Number: 030035875
 Membership Level (circle one): 02 05 08 09 02 PE PR



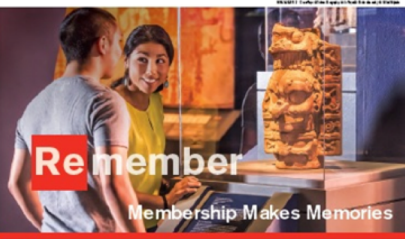
EXHIBIT OPENS OCTOBER 12
 Member Preview: October 11

Tickets on Sale Now! Visit mos.org/renewmaya

Remember your member Planetarium passes can be used for laser shows, too!

On one from this exciting list we've:

- Las Vegas at 10*
- Las Vegas at 20*
- Las Vegas at 30*
- Las Vegas at 40*
- Las Vegas at 50*
- Las Vegas at 60*
- Las Vegas at 70*
- Las Vegas at 80*
- Las Vegas at 90*
- Las Vegas at 100*



Remember
 Membership Makes Memories

Museum of Science. RENEW TODAY!



Remember
 to Renew!

Museum of Science. We miss you already!

Renewal Cycle Timing & Channels

- Enticing at-risk members to renew
- Cycle had not changed but membership base had
- Notices sent over 4 month period around date of expiration
 - Should this be extended?
 - Send more notices after expiration?

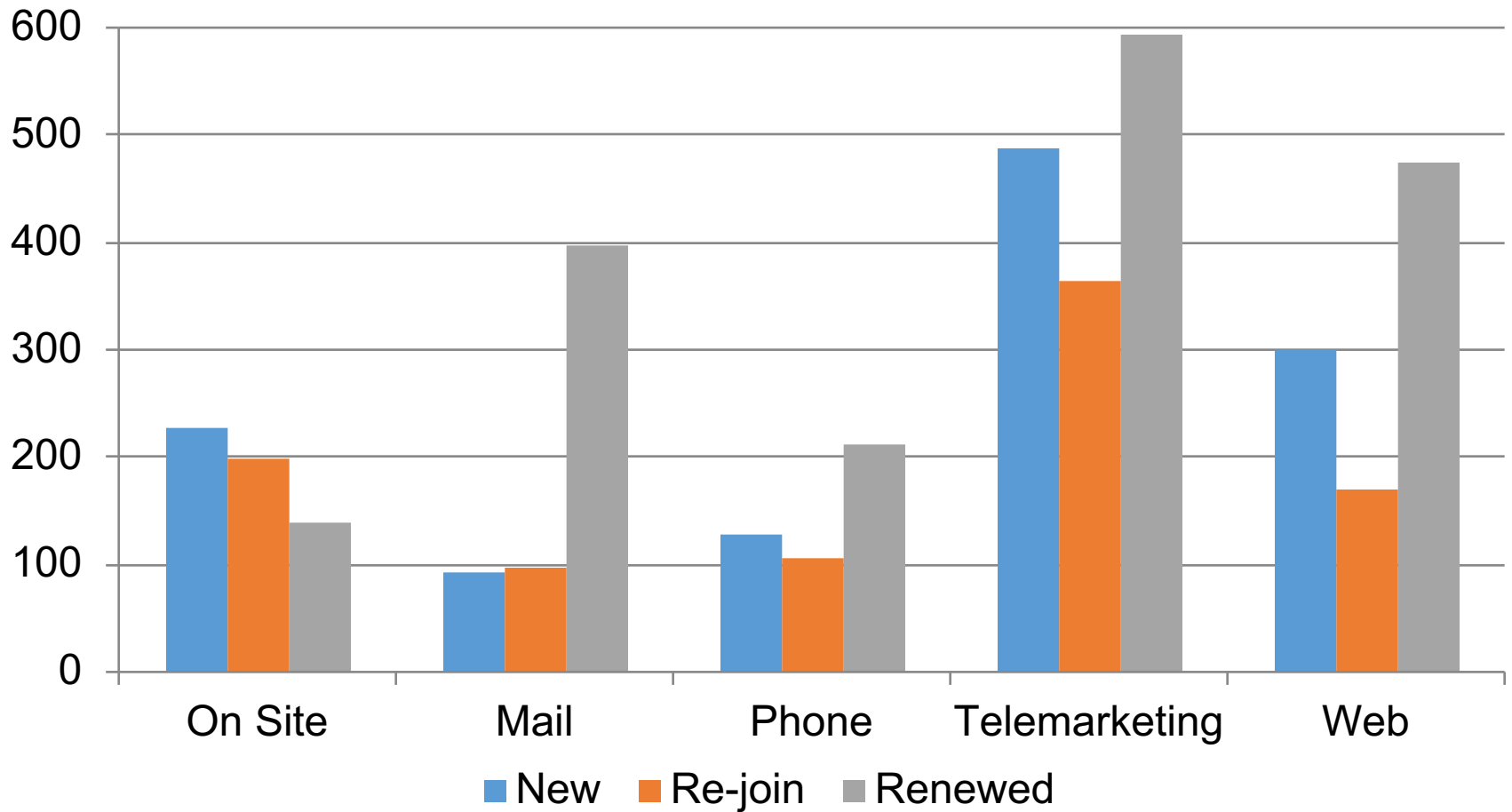
Old Renewal Cycle

- Two Mailings
 1. Self Mailer
 2. Full Package
 - Paired with email
- Telemarketing
 - Month of expiration
- Lapsed notice postcard
- Segments:
 - 0, 1, or 2+ visits
 - New or Not New

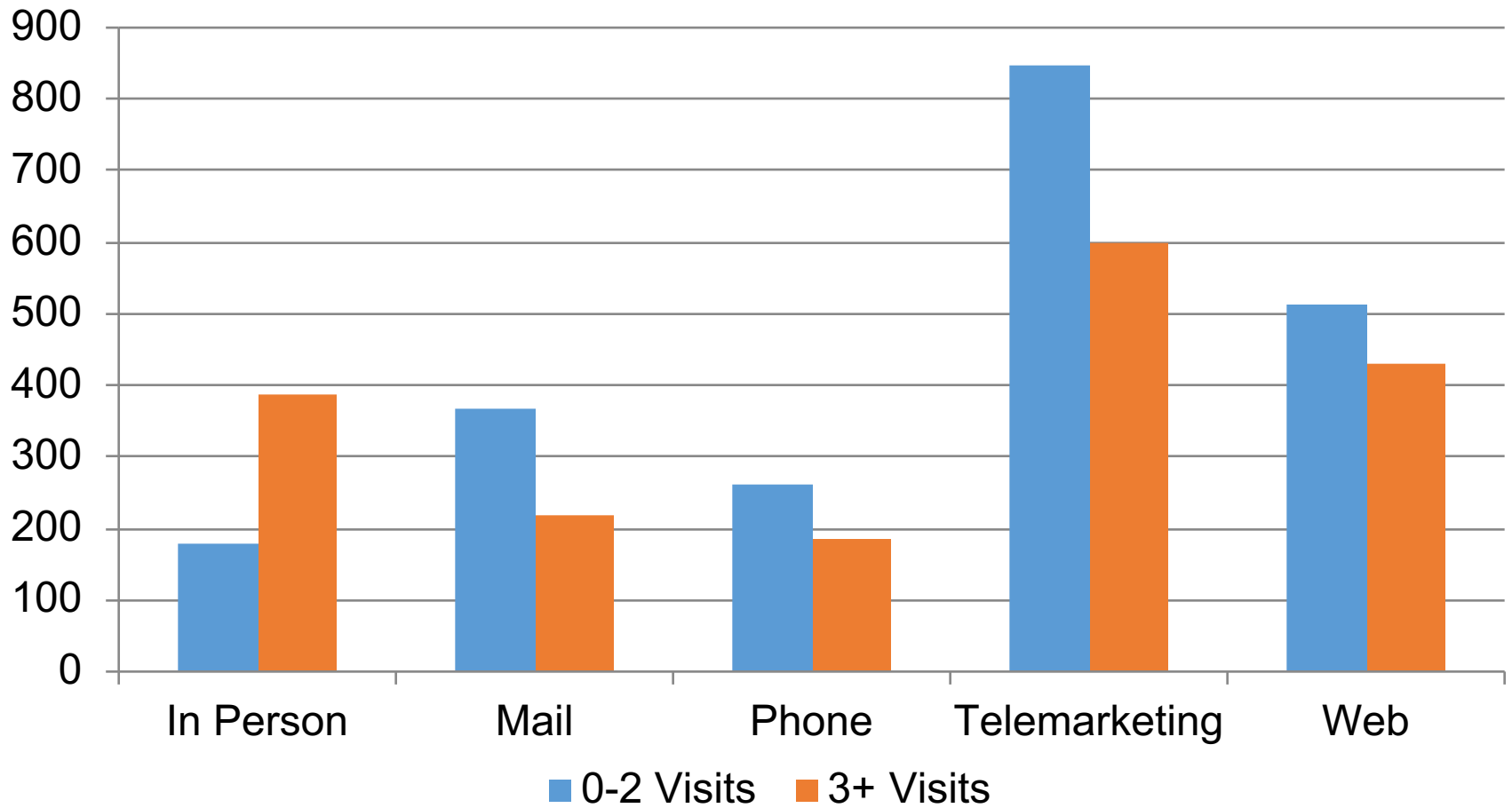
Analyzing the Cycle

- Rejoin members behave more like new members
- Telemarketing best performing renewal notice
 - Most renewals in month of expiration
- Mail trending down as web trending up
- Frequent visitors likely to renew on site

2013 Renewals by Source



2013 Renewal Source



Things that Would Stay the Same

- Retain timing
 - 3 months before expiration date to 1 month lapsed
- Retain offers
 - 2 extra Omni passes with first mailing
 - 2 extra months of membership with telemarketing
- Retain channels
 - Mail
 - Telemarketing
 - Email

Things That We Wanted to Change

- Test Voice Broadcast after expiration
- Acknowledge and reward frequent visit behavior with experience messaging
- New groupings that could be further refined
 - Start with tracks based on visitation
- Respond to member behavior
 - Retain Full Package for mail responders only

What Actually Changed

- Scraped full package
 - Too expensive, not enough mail responders to warrant special treatment
- New codes for tracking and offer fulfillment
 - Worked closely with Data Management on set up
- 3 month transition
 - Wanted to make sure we didn't miss telemarketing notice for those in cycle

New Renewal Cycle Strategy

Changes:

- New, Rejoin, or Renew segments
- 2nd mail notice = tri-fold self-mailer
- Lapsed voice broadcast notice

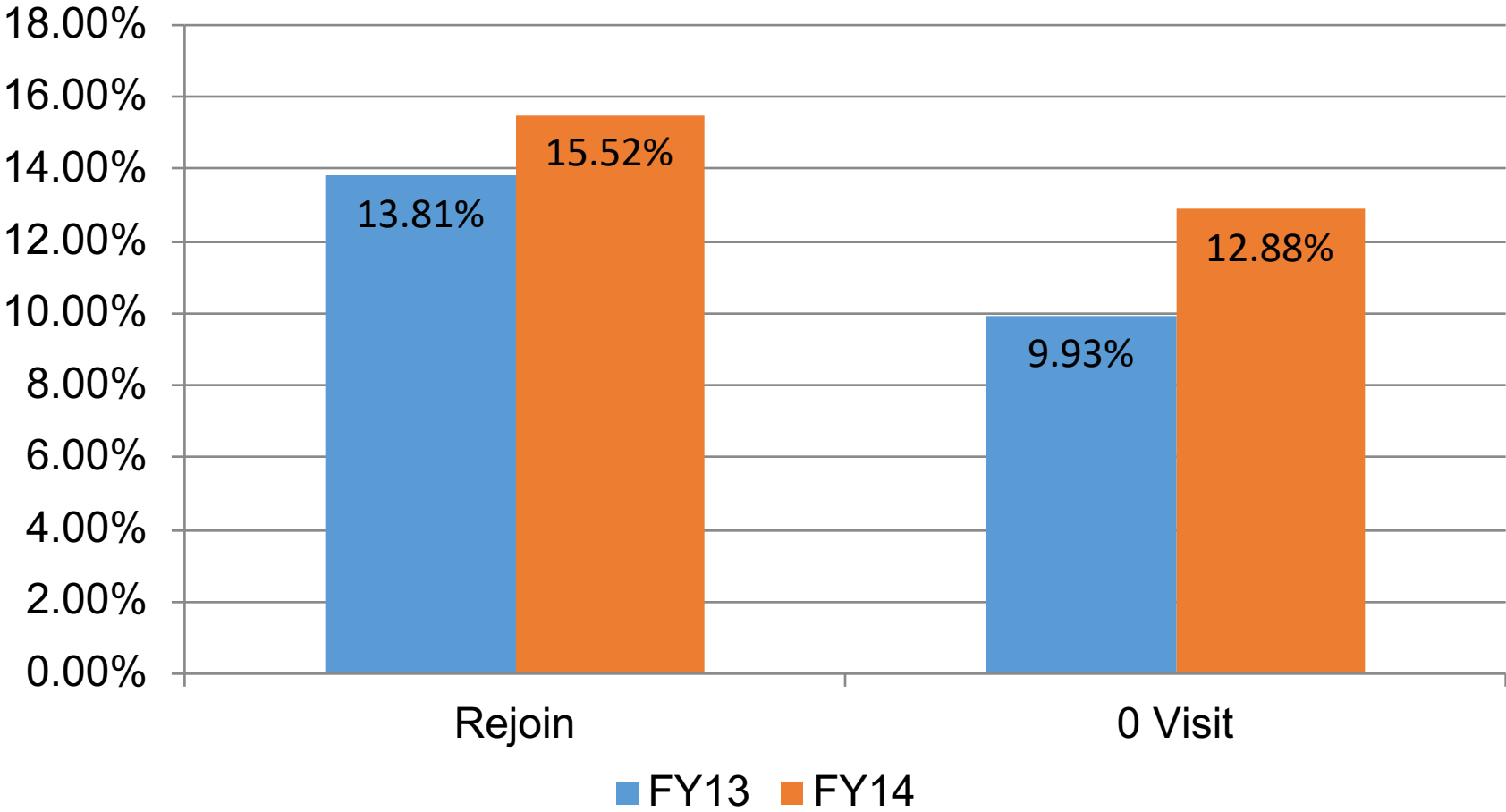
New Tracks:

- 0-2 Visits
 - Same timing as old cycle
- 3+ visits
 - Telemarketing first

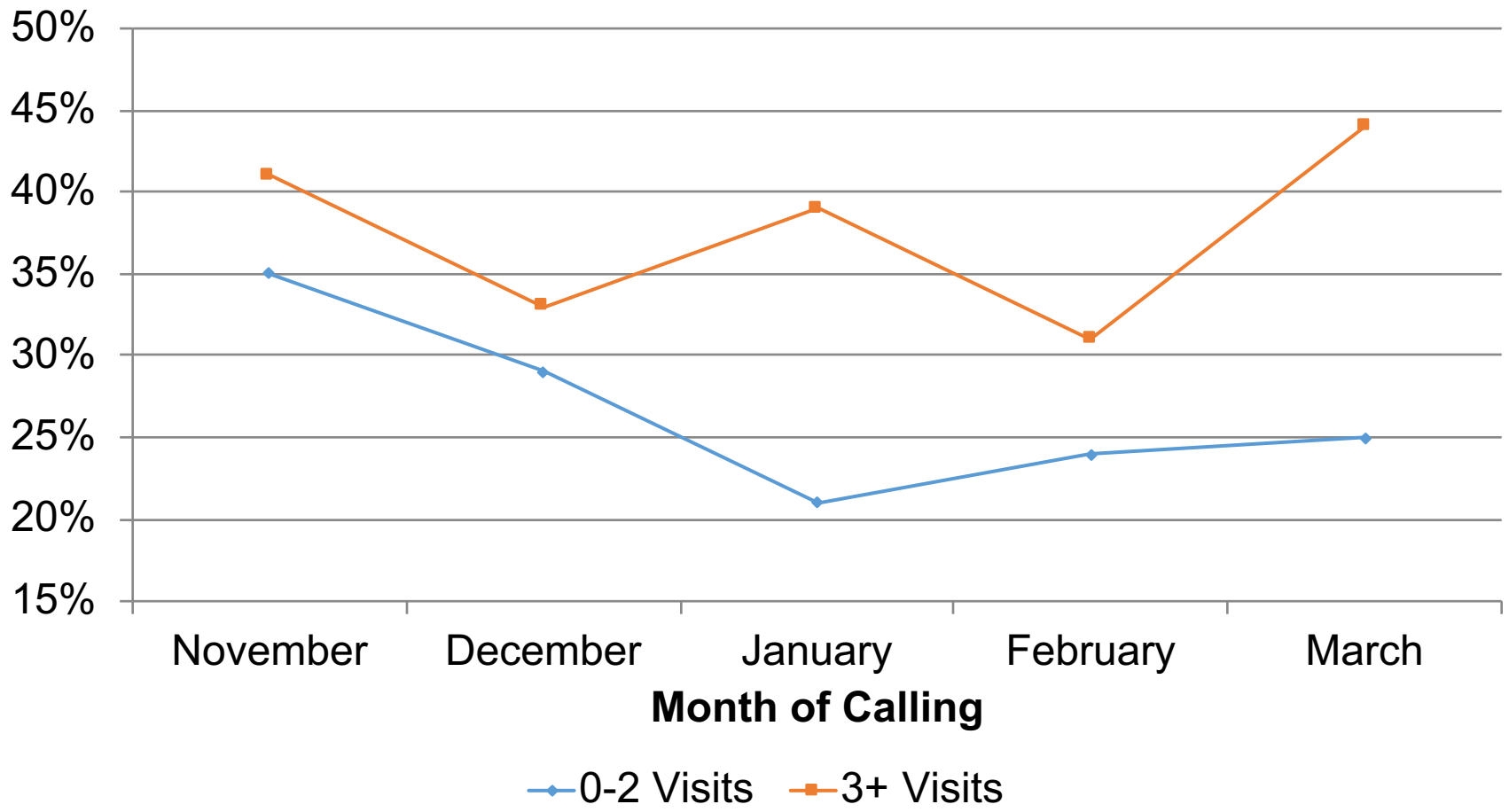
Some Pluses

- Increased renewal rates for at risk groups
- 8% increase in number of Upgrades
- Early telemarketing very successful with 3+ visitors
 - 38% conversion rate with avg. gift of \$138
 - 0-2 visits: 30% conversion rate with avg. gift of \$130

Improved At Risk Retention



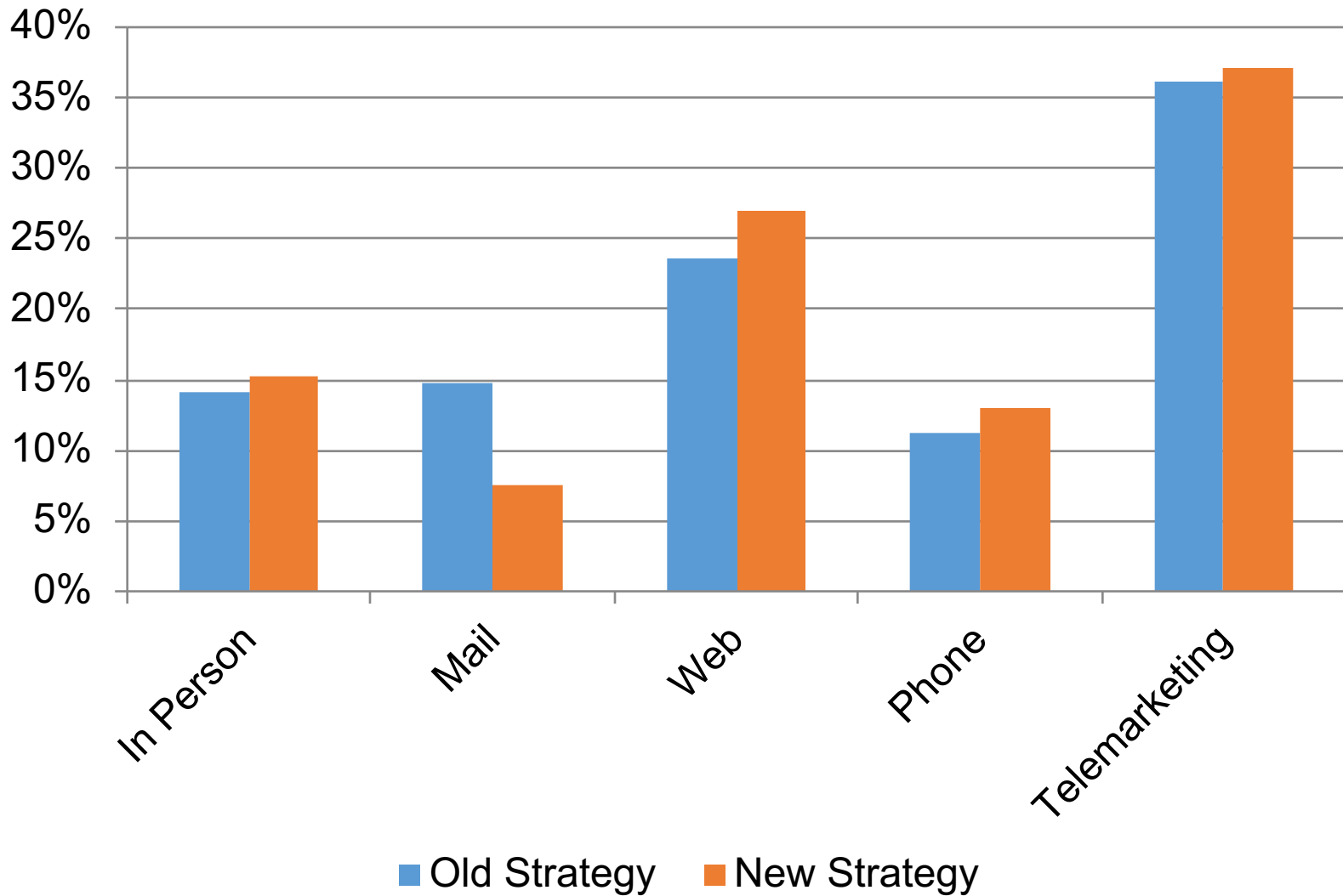
Telemarketing Conversion Rates



Need to Reevaluate

- Voice Broadcast
 - No increase in renewals
- Visitation split too extreme?
- Further customization
 - Presence of young children
 - Proximity to Boston
- Big drop off in mail responses
 - Increases across other sources

Renewal Source



Retaining At-Risk Members

- Identified low visit danger zone
- 3 Part Plan
 - Encourage visits
 - Refresh mailings
 - Refine timing of notifications
- Looking ahead
 - Expand outreach to low visit members
 - Implementing Tessitura