

# Was it Successful?

## Measuring a Multichannel Campaign



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# Was it Successful

**PART I:** Overview

**PART II:** Infrastructure Building

**PART III:** Planning & Execution

**PART IV:** Measuring Results



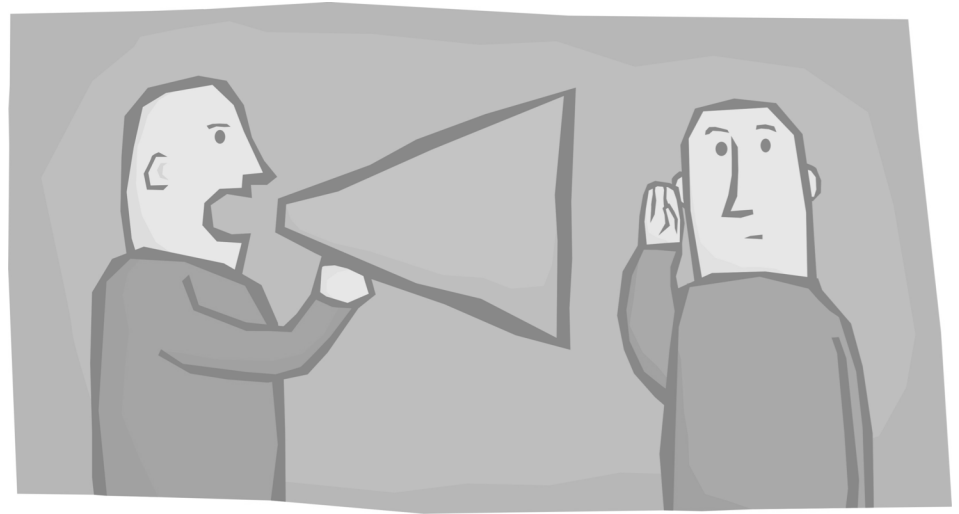
# The Definition.

Multichannel marketing is the practice of spreading your message to your constituents through multiple communication channels and with an integrated approach.



# The Reality.

You can no longer simply broadcast your message.



Instead, you must enable **two-way communication** and response **in the channel of their choice.**



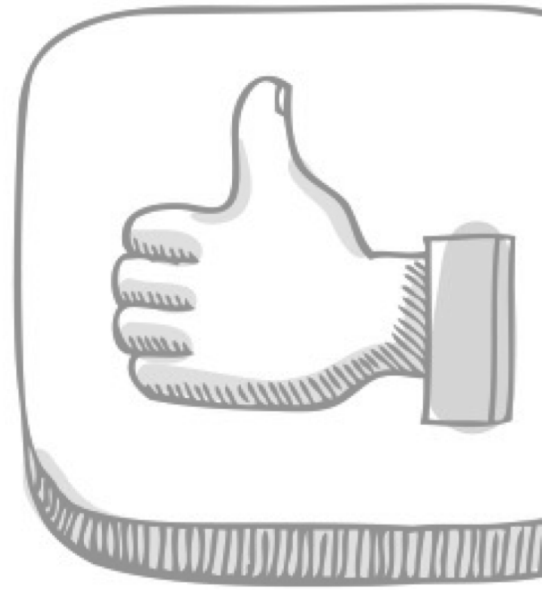
# The Choices.

- Direct Mail
- Email
- Telemarketing
- Website
- Social Media
- Mobile
- Paid Advertising



# The Good.

- ✓ Increase engagement
- ✓ Increase reach to current and new audiences
- ✓ Increase likelihood and frequency of conversion
- ✓ Increase retention and lifetime value
- ✓ Increase data collection
- ✓ Increase brand recognition and awareness



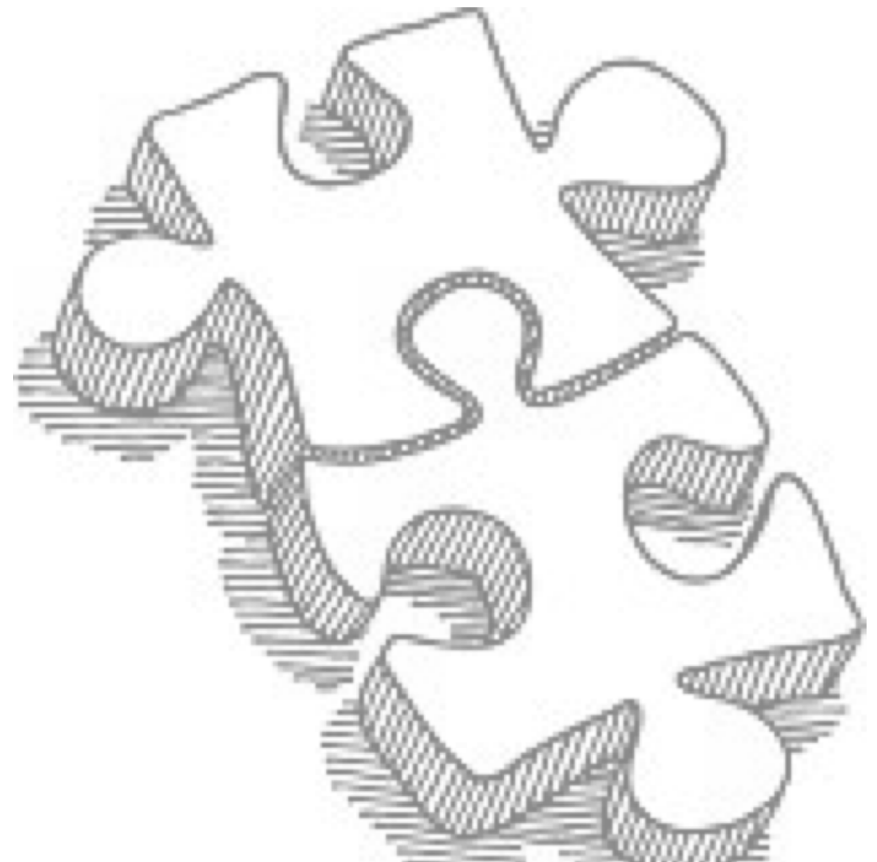
# The Not-So-Good.

- ✗ A lot of moving parts to manage
- ✗ Increased time/expense
- ✗ Institutional and intra-department silos
- ✗ More data to reconcile
- ✗ Expertise required to analyze new data sources
- ✗ Attribution is not always clear-cut



# How can you make multichannel marketing work for your program?

- Balance  
ease with  
effectiveness





# The Met.

- 6 million+ annual visitation
- Encyclopedic collection with 17 curatorial departments
- 150,000+ Members from 138 countries
- 12 Membership Categories (\$70-\$25,000)
- Annual Membership revenue of \$26 million

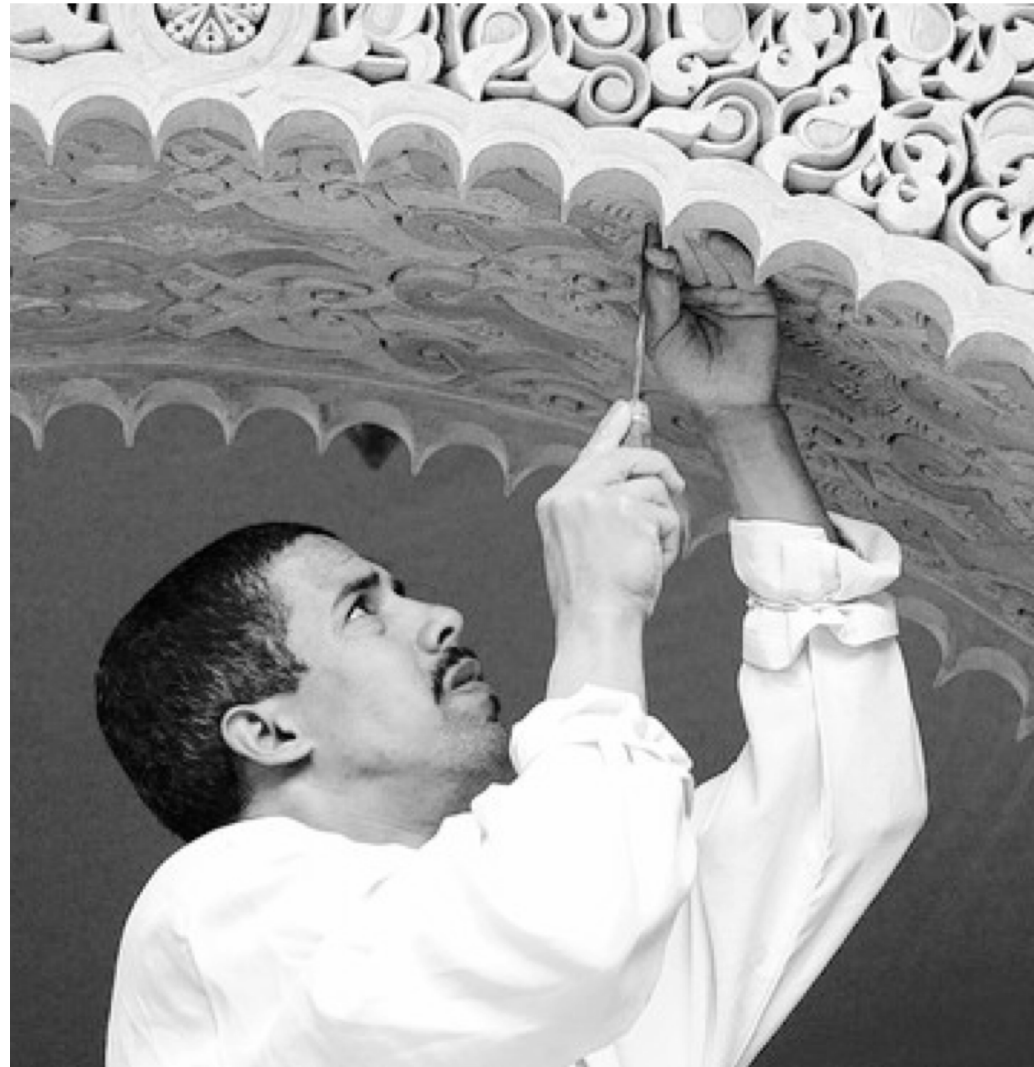




# The Task.

Build infrastructure.

- How are we storing data?
- How are we tracking response?
- How do we plan to use this data?





# Single-Channel View.

% New Member Revenue By Channel



64%



21%



13%

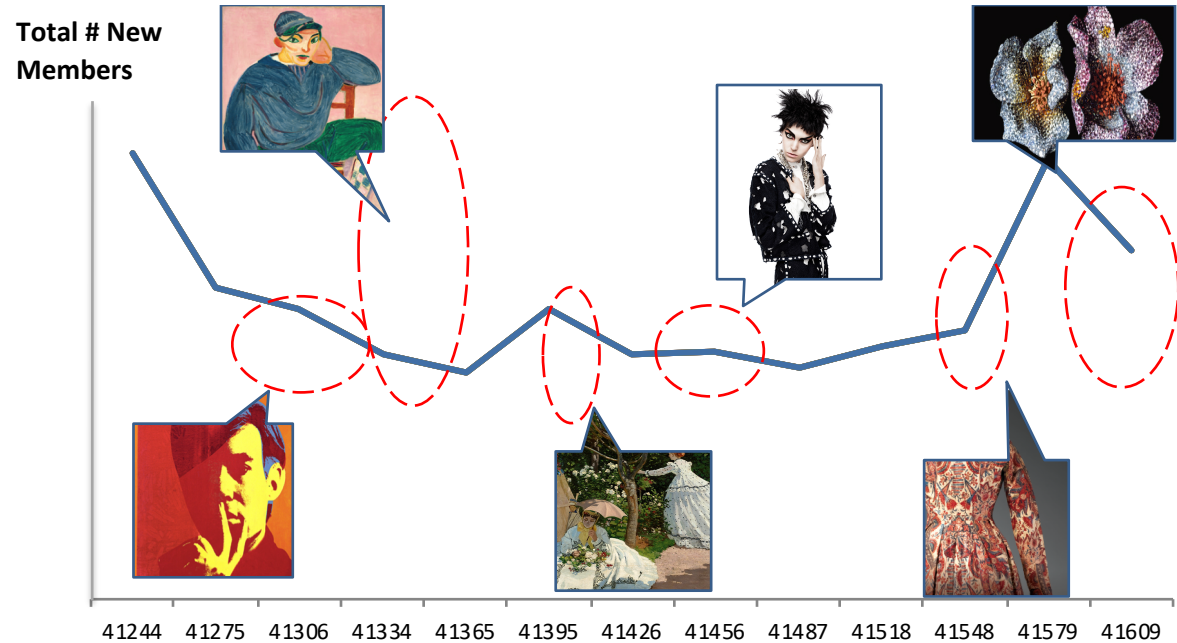


2%



# The Objective.

- Determine the impact of communications efforts and ROI on overall new member acquisition.



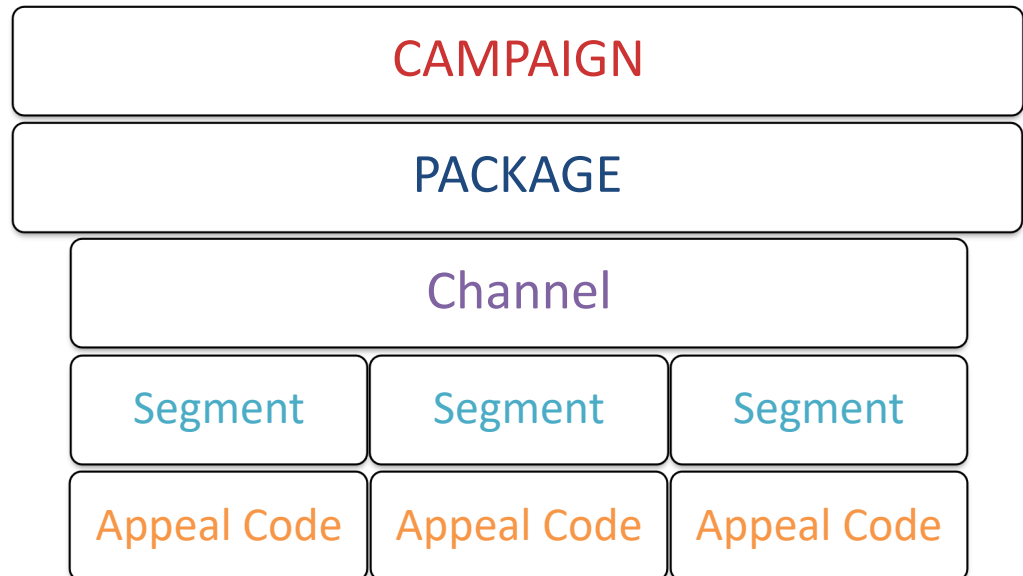




# The Tools: Appeal Structure

Fundraising Database → Marketing Tool

- “Layered” campaigns.
- Appeal code is most granular and captures layers.





# The Tools: Website

- Leverage existing web integration
- Incorporate tracking capabilities
- Focus on flexibility

THE METROPOLITAN MUSEUM OF ART

JOIN TODAY

**CUBISM**

THE LEONARD A. LAUDER COLLECTION

OCTOBER 20, 2014–FEBRUARY 16, 2015

Membership Details Order Review Confirmation

There's never been a better time to join us.

As a Member, you'll receive access to our exciting season of special exhibitions, including *Cubism: The Leonard A. Lauder Collection*, seven days a week and always for free.

Plus, enjoy access to the Members Dining Room, advance notice of programs and special offers, and Museum-wide discounts in the Store and on Audio Guides—all while supporting the Museum.

Contact Us

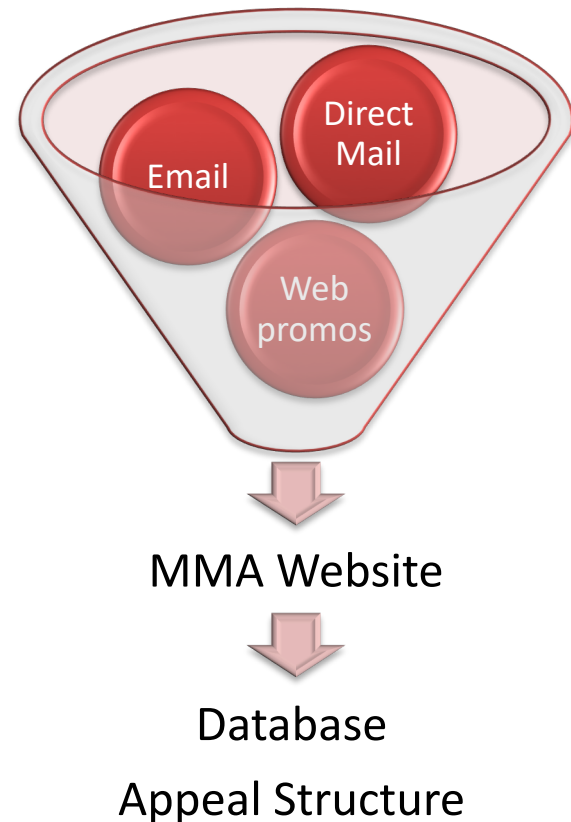
For more information about Membership, please call 212-570-3753 or email us.



# The Tools: Online

MMA landing pages = Funnel

Automatic integration  
with the database =  
accurate, real-time results.





# The Next Steps.

1. Establish benchmarks.
2. Plan your next campaign.





## THE BARNES FOUNDATION

Was it Successful?

Measuring a Multichannel Campaign  
Part III: Planning and Execution

Aidan Vega, The Barnes Foundation

# The Barnes Foundation

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- Founded by Albert C. Barnes in 1922
- Art collection of post-impressionist and early modern art
- 250,000 visits per year
- 20,000 member households
- 9 categories (\$90-\$25,000)
- \$2.5 million membership revenue goal



# Unify the Offer

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- 10% discount on general membership levels
- Unlimited free admission to exhibition
- Free admission to a series of events
- Special premiums



# Put it in Writing

| Project                                       | Channel | Description  | Date              | Note  |
|---|---------|--|-------------------|---|
| Cezanne/Membership promotional e-mail         | E-mail  | E-mail to NY/Northern NJ lapsed members and ticket buyers - free unlimited admission, member preview, 10% discount         | 5.27.14           | Coincides with GPTMC take over in Penn Station/NJ Transit |
| The World is an apple introduction e-mail     | E-mail  | Letter from Judith announcing Cezanne exhibition with join today and attend member preview language                        | 6.10.14           |   |
| June Acquisition                              | Print   | The World Is An Apple acquisition mailing. Cezanne + year of extraordinary experiences                                     | 6.19.14           |   |
| Acquisition pre-mail email                    | E-mail  | Teaser e-mail promoting free admission to exhibition + collection  | 6.17.14           |   |
| Acquisition follow up e-mail 1                | E-mail  | Acquisition mailing follow up promoting Cezanne as Muse FF, free admission, 50% discount on tours                          | 7.8.14            |   |
| Acquisition follow up e-mail 2                | E-mail  | Acquisition mailing follow up promoting , free admission, 50% discount on tours, calendar offer                            | 8.13.14           |   |
| Acquisition follow up e-mail 3                | E-mail  | "Last Chance" acquisition follow up  | 8.15.14           |   |
| Cezanne/Membership promotional e-mail         | E-mail  | E-mail to DC/MD/VA lapsed members and ticket buyer with Cezanne value message  | 6.1.14            | Coincide with Washington Post Arts Review article         |
| Cezanne/Membership promotional e-mail         | E-mail  | E-mail to PA/DE/NJ lapsed members and tickets buyer not including in acquisition   | 6.19.14           | Coincide with Philly.com takeover                         |
| Cezanne Preview Party TB Follow up            | E-mail  | E-mail to non-member ticket buyers   | 6.27.14           |   |
| Cezanne membership posts                      | Web     | boosted facebook posts promoting free unlimited access to Cezanne  | 6.19.14 - 6.21.14 | Coincide with Philly.com takeover                         |
| Member page update                            | Web     | Update barnesfoundation.org/membership with Cezanne image, value messaging, Cezanne as Muse FF                             | 6.1.14            |   |
| Summer telemarketing campaign                 | Phone   | Lapsed members and ticket buyers (TBD) - free tickets to Cezanne, member previews, supporter reception, calendar promotion | 6.24.14           |   |
| Cezanne calendar promotion                    | Onsite  | Complimentary calendar, ticket credit and 10% discount new membership onsite   | 6.19 - 9.22.14    |   |
| Pre-visit e-mail                              | E-mail  | Previsit email to encourage onsite conversion. Cezanne value message   | Daily             |   |
| Post-visit email                              | E-mail  | Post Visit email to ticket buyers. 20% discount offer + priority access to Cezanne   | Daily             | Launched 7.2.14   |
| Cezanne as Muse previsit e-mail               | E-mail  | Previsit e-mail encourage FF onsite ticket conversion + Cezanne value message  | 7.31.14           |   |
| Cezanne as Muse post visit e-mail             | E-mail  | Post visit e-mail, 20% discount + free admission to September French Cabaret FF  | 8.6.14            |   |
| French Cabaret September FF pre-visit e-mail  | E-mail  | Previsit e-mail encourage FF onsite ticket conversion + Cezanne value message  | 9.4.14            |   |
| French Cabaret September FF Post visit e-mail | E-mail  | Post visit e-mail, 20% discount + free admission to fall FF, closing days of Cezanne                                       | 9.9.14            |   |
| The World is an apple closing e-mail          | E-mail  | Last chance e-mail to lapsed members + ticket buyers to see exhibition + Cezanne in collection free                        | 9.18.14           |   |



# Create Reporting Mechanism

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- Where am I tracking this information?
- What information do I already have?
- Who will be capturing/entering the information?



# The Sources: Messaging and Tracking


Subject: Last Chance for Free Tickets

Subject: One Day Left to Save

June 2014 THE BARNES FOUNDATION

## Barnes Monthly

VISIT | LEARN | GIVE | SHOP | BOOK




**PRIORITY ACCESS FOR MEMBERS**  
*THE WORLD IS AN APPLE: THE STILL LIVES OF PAUL CÉZANNE*  
JUNE 22–SEPTEMBER 22, 2014

Celebrate Cézanne at the Barnes, home to the largest and most spectacular collection of his work. In addition to the 69 Cézannes in the collection, 21 rarely seen works will be on view starting June 22. The Barnes is proud to be the only US venue for this celebration of Cézanne's revolutionary achievements in the still-life genre.

Cézanne sought to "astonish Paris with an apple." This summer, *The World Is an Apple: The Still Lives of Paul Cézanne* opens at the Barnes in Philadelphia. Join us for the [preview party](#) on June 21. Can't make the opening?

THE BARNES FOUNDATION



**THE WORLD IS AN APPLE: THE STILL LIVES OF PAUL CÉZANNE**  
A WORLD OF MEMBER PERKS

[Forward to a friend](#) | Share: [Facebook](#) [LinkedIn](#)

**Save 10% on membership and First Friday! French Cabaret. to receive your discount.**


**JOIN NOW**

[Join now](#) with promotional code JOINSUMMER to receive your 10% discount off a Barnes membership and reserve your complimentary tickets to First Friday! French Cabaret.

**First Friday! French Cabaret**  
Friday, September 5, 6–9 pm  
\$25; members FREE

Escape to Paris at a cabaret-inspired fête—a sensual feast for your eyes and ears!

THE BARNES FOUNDATION



**THE WORLD IS AN APPLE:  
THE STILL LIVES OF PAUL CÉZANNE**  
FINAL DAYS. CLOSING SEPTEMBER 22 ▶

These are the final days to catch the first and only US exhibition dedicated to Cézanne's still-lives. If you haven't seen *The World Is an Apple: The Still Lives of Paul Cézanne*, this is the time to do it.

**Join today** and reserve your free tickets to *The World Is an Apple* before it closes on September 22. Use promo code JOINFALL to receive a special discounted rate.

# The Sources: Messaging and Tracking

**MEMBERSHIP**  
A YEAR OF EXTRAORDINARY  
EXPERIENCES

THE BARNES FOUNDATION

**THE WORLD IS AN APPLE:  
THE STILL LIVES OF PAUL CÉZANNE**  
JUNE 22–SEPTEMBER 22, 2014

Premiering at the Barnes, this exhibition charts a thematic and chronological sweep of Cézanne's still life painting, showing how the Master of Aix recast the genre and set it on a new course. Comprising 21 Cézanne masterpieces, *The World is an Apple: The Still Lives of Paul Cézanne* seeks to render succinctly the richness and novelty of still lifes created by an artist of rare intuition and unerring aesthetic sensibility.

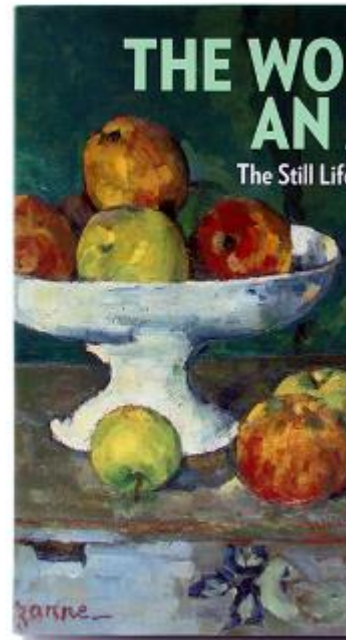
**UNLIMITED FREE EXHIBITION ADMISSION FOR MEMBERS**

**MEMBER PREVIEWS: THE WORLD IS AN APPLE**  
JUNE 19–21, 2014  
Members are invited to view the exhibition *The World is an Apple: The Still Lives of Paul Cézanne* before it opens to the public.

**THE WORLD IS AN APPLE: THE STILL LIVES OF PAUL CÉZANNE  
SUPPORTER OPENING EVENT**  
JUNE 20, 2014  
Supporters and Sustainers are invited to celebrate the opening of *The World is an Apple* with exclusive access to the exhibition, live music, and a complimentary drink.



Paul Cézanne, *Fruit on a Table (Fruits sur le table)*, 1890–1893, BF27.  
Photo © 2014 The Barnes Foundation



# The Sources: Messaging and Tracking

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Paragraph Styles

Hi, my name is \_\_\_\_\_ **[first & last name]** and I'm calling on behalf of the Barnes Foundation from Teleservices. This call is being recorded and I want to thank you for your past membership support.

**Presentation & First Ask**

As a former member, you know that the Barnes collection includes some of the most important works created in the past 150 years. With so many exciting events happening in the coming months we are extending a special invitation to renew your membership.

You won't want to miss *The World is an Apple: Still Lifes of Paul Cézanne*. It's in Philadelphia for just a few months and the Barnes is the only US venue to host this one of a kind exhibition. The 21 still lifes compliment the 69 works in the Barnes' own collection, and you won't want to miss the world's best Cézanne's under one roof.

As a member, you will enjoy member previews, unlimited free admission and a 50% on docent-led *The World is an Apple*. Plus you will enjoy your member benefits of complimentary admission to the permanent collection, member-only programs, [free](#) live entertainment on the first Friday of each month, shop discounts and more.

**For asks at the Supporter level and above:** Of course, the higher you're giving level, the more exclusive benefits you'll enjoy throughout the entire year. Demand for tickets remains high and Supporter members and higher have the special benefit of visiting, anytime we are open to the public, without needing to make a reservation, plus a total of four guest passes! You'll also be able to attend the Supporter Reception on June 20<sup>th</sup>.

We don't want you to miss out on this special opportunity so we're offering you a 10% discount plus some



*“Would you like to make your tickets free today?”*



# Lessons Learned

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- Make a plan and share it
- Remember your goals
- The source of the appeal is not always the source of the response



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## Was it Successful?

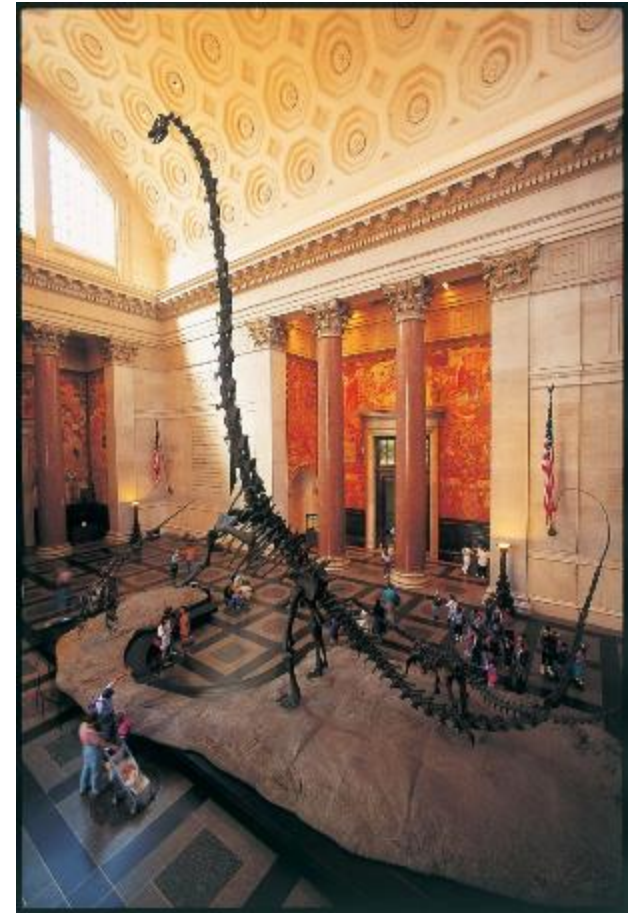
# Measuring a Multichannel Campaign

## Part III: Metrics

*Michael J Smith, American Museum of Natural History*

# American Museum of Natural History

- Founded in 1869 in New York City
- 5 Million visits per year
- 50,000+ member households  
(\$75 - \$1,200)
- 10 categories in three tracts  
(Adult, Family, Digital)
- \$7M Membership revenue goal





## Metrics and Key Performance Indicators

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- **Campaign Analysis:**

- You've done all your work: you've mailed, called, emailed (...and emailed again), instant messaged, tweeted, updated your feed, greeted at the door,
  - Your messaging has been clear, compelling and consistent across all channels
  - The members have joined
  - Your coffers are full
  - But you're still not done!
-

## Metrics and Key Performance Indicators

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- **Several ways to measure success**
    - Response Rate
      - The traditional channels will always win
        - Direct mail and telemarketing
    - Return on Investment /Cost per Acquisition
      - Digital channels win because of low to no upfront traditional costs (postage and printing)
      - Be careful of indirect costs – graphic design, HTML coding, server maintenance, cloud-based storage, database integrations
    - Lifetime Value – it depends
      - Common wisdom is that direct mail donors are ‘better’
-

## Metrics and Key Performance Indicators

- **Direct Mail:**

- Has the best response rate and best retention rate
- Upfront costs drive revenue model and limits ability to test –
  - \$0.30 to \$0.50/per piece

| FEB 14 Acquisition Appeals |                    |                    |            |                 |                    |                    |                |              |
|----------------------------|--------------------|--------------------|------------|-----------------|--------------------|--------------------|----------------|--------------|
| Appeal                     | Goal               | Amount Received    | No. Donors | Average Gift    | Expenses           | Cost/Dollar Raised | No. Solicited  | % Donated    |
| Feb 14 Acquisition Mail A  | \$5,400.00         | \$11,405.00        | 88         | \$126.76        | \$4,408.69         | \$0.39             | 9,353          | 0.94%        |
| Feb 14 Acquisition Mail B  | \$14,800.00        | \$9,700.00         | 77         | \$123.05        | \$13,608.34        | \$1.40             | 25,647         | 0.30%        |
| Feb 14 Acquisition Mail C  | \$5,400.00         | \$12,535.00        | 95         | \$126.91        | \$4,408.69         | \$0.35             | 9,353          | 1.02%        |
| Feb 14 Acquisition Mail D  | \$14,800.00        | \$10,970.00        | 85         | \$122.00        | \$13,608.34        | \$1.24             | 25,647         | 0.33%        |
| Feb 14 Acquisition Mail E  | \$5,400.00         | \$11,815.00        | 89         | \$126.57        | \$4,408.69         | \$0.37             | 9,353          | 0.95%        |
| Feb 14 Acquisition Mail F  | \$14,800.00        | \$14,025.00        | 98         | \$137.50        | \$13,608.34        | \$0.97             | 25,647         | 0.38%        |
| Feb 14 Acquisition Mail G  | \$7,000.00         | \$15,120.00        | 105        | \$138.76        | \$5,666.77         | \$0.37             | 12,022         | 0.87%        |
| Feb 14 Acquisition Mail H  | \$19,000.00        | \$11,600.00        | 94         | \$120.74        | \$17,497.50        | \$1.51             | 32,978         | 0.29%        |
|                            | <b>\$86,600.00</b> | <b>\$97,170.00</b> | <b>731</b> | <b>\$128.20</b> | <b>\$77,215.36</b> | <b>\$0.79</b>      | <b>150,000</b> | <b>0.49%</b> |

## Metrics and Key Performance Indicators

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- **Telemarketing:**

- Has traditional costs like direct mail (cost per call, data setup, management fees), and so has similar revenue model and response expectations
  - You can make limited decisions in real time based on performance - stop calling if daily reports are not favorable
  - Has the highest cost per acquisition, but can improve response rates across other channels
    - One study matched online responders to TM declines and found match rate of 18%
-

## Metrics and Key Performance Indicators

- **Onsite Acquisition:**

- Cost per acquisition is difficult to calculate – staffing, signage, technology
- Onsite sales team should always honor DM or TM offers, even without reply device and have associated sourcing
- Post DM campaign matchback can reveal true impact of your mailing

| FEB 14 Acquisition Appeals |                 |            |              |           |
|----------------------------|-----------------|------------|--------------|-----------|
| Appeal                     | Amount Received | No. Donors | Average Gift | % Donated |
| Feb 14 without matchback   | \$97,170        | 731        | \$128.20     | 0.49%     |
| Feb 14 with matchback      | \$243,500       | 1,747      | \$139.38     | 1.16%     |

## Metrics and Key Performance Indicators

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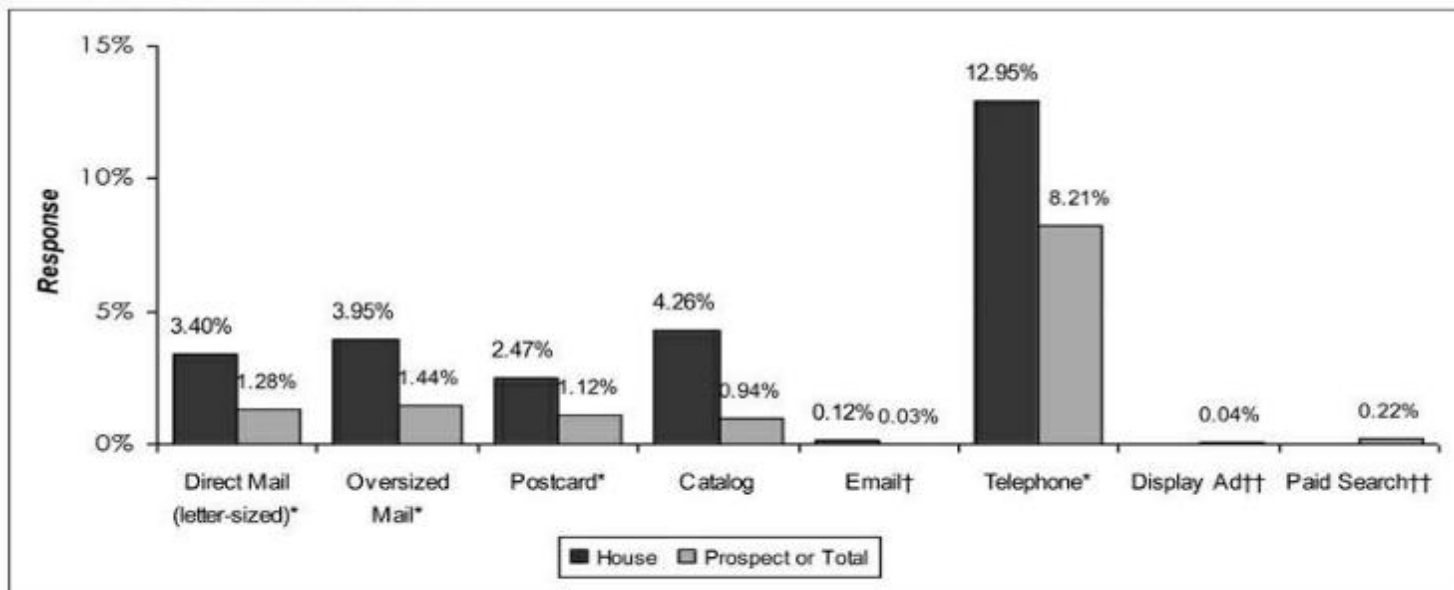
- **Digital:**

- Lowest cost per acquisition, and lowest response rate
  - Like onsite sales can show broader impact when integrated with all channels
  - Can start with a small injection of resources or a huge ad buy
    - Email – 0.03% response rate
    - Paid Media- Google AdWords, SEM, Remarketing
    - Owned Media – website branding, ads and landing pages
    - Earned / Shared Media
      - Facebook, Twitter, Pinterest
      - Group flash sales – Groupon, Living Social, Google Offers
-

## Metrics and Key Performance Indicators

- Direct mail results and digital and telemarketing results

RESPONSE BY SELECTED MEDIA



\*Response Rate

† CTR\*Median Conversion Rate. If mean conversion rate for email is used, the house and prospect response rates would be 0.33 percent and 0.21 percent, respectively.

†† CTR\*Conversion Rate

## Metrics and Key Performance Indicators

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- **The new normal:**
  - Requires an integrated approach to sourcing and to metrics
  - Requires thoughtful planning, deliberate execution, and integrated approach to data
  - Requires multivariate source coding
  - Will never stop changing and neither can we





## Questions?

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**Michael J Smith**

Senior Associate Director of Membership

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