

MEMBER ENGAGEMENT



April, 2016

THE
RUBIN

MUSEUM
OF
ART

WHAT IS ENGAGEMENT?

From a business perspective:

“Engagement is a prototypical buzzword because it is so marvelously sublime that nobody can actually define what it means. Basically, it is a very vague way of pointing out that what you do should interest consumers and not bore them. It is, in essence, a value distinction and not a strategy” (Satell, 2013).

WHAT IS ENGAGEMENT?

From a trade association perspective:

“Knowing that engagement leads to retention, we exert a great amount of energy into getting members more engaged so they become more likely to renew. This works to get some members more involved, but others remain frustratingly aloof. Yet, we see some of those members continue to renew anyway, little engaged as they are. ... (“Mailbox members,” as they’re called.) Why? Well, because it’s not engagement that leads to renewal; it’s satisfaction... So, our engagement mantra needs an edit: “Highly *satisfied* members are more likely to renew (Rominiecki, 2014).”

WHAT IS ENGAGEMENT?

From a cultural institution perspective:

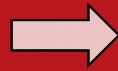
“The complex challenges that museums face today require an ability (and willingness) to combine typically isolated functions and departments, blending the boundaries between marketing and communications, education and curatorial, to further align the needs of the visitor (online and onsite) with the work and activity of the museum (Rozan, 2016).”

WHAT IS ENGAGEMENT?



Customizing what visitor and member engagement means at your institution.

SPECTRUM OF ENGAGEMENT



PURELY TRANSACTIONAL

**TRANSACTIONAL
AND RELATIONAL**

PURELY RELATIONAL

Concept of Transactional vs. Relational, adapted from Sanborn, 2013.
Spectrum design my own.

DIGGING IN TO MEMBER ENGAGEMENT



How can we measure member engagement
and how engaged are our members?

A HOLISTIC VIEW



- Member count and revenue
- Member retention rates
- Member upgrade rates
- Members bringing guests
- Members buying gift memberships
- Member visits
- Member program ticket purchases
- Member email open and click rates
- Membership event attendance
- Member café transactions
- Member parking transactions
- Member survey participation and results
- Member feedback and interaction

Rubin Museum of Art
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THE RUBIN MUSEUM OF ART



MEMBERSHIP AT THE RUBIN

Strengths of our Program:

- Membership established at founding
- Niche mission and quality exhibitions
- Unique and respected programming
- Loyal and enthusiastic members

MEMBERSHIP AT THE RUBIN

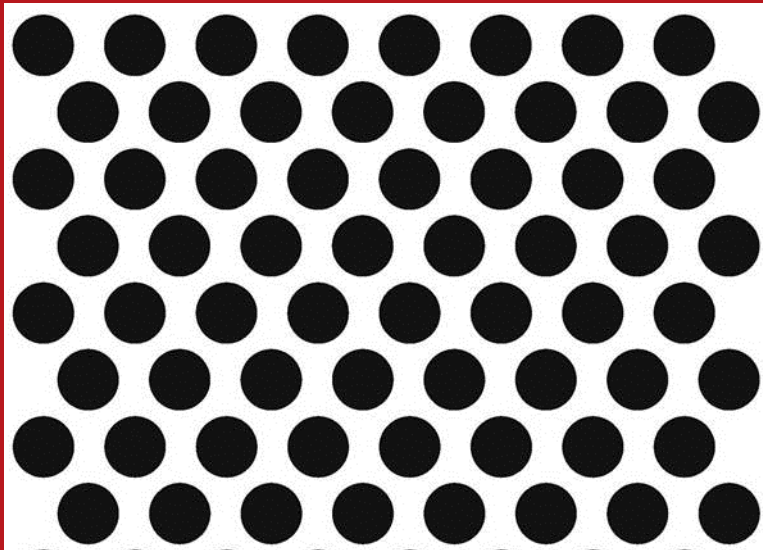
Challenges of our Program:

- We are just over a decade old!
- Hidden gem
- Extremely competitive market
- Awareness we are more than a Museum

SIZE MATTERS

The Met has 40 people in Devo + 25 people in membership, for 65 total

The Rubin Museum is fortunate to have 2 people in membership and 7 in development total, including membership.



A FEW TIPS

Member Engagement is an overall picture made up of many components, including quantitative and qualitative information:

- Member count and revenue
- Member retention rates
- Member upgrade rates
- Members bringing guests
- Members buying gift memberships
- Member visits
- Member program ticket purchases
- Member email open and click rates
- Membership event attendance
- Member café, shop, and parking transactions
- Member survey participation and results
- Member feedback and interaction



TYPES OF ENGAGEMENT METRICS

“...to further align the needs of the ~~visitor~~ MEMBER (online and onsite) with the work and activity of the ~~museum~~ CULTURAL INSTITUTION (Modified from Rozan, 2016).”



Rubin Museum of Art

Two types of quantitative engagement metrics:

- Static measurement of engagement
- Growth over time, showing an increase in engagement

MEMBER COUNT AND REVENUE

YEAR	MEMBER COUNT*	REVENUE
2013	3,296 members	\$439,014
2014	3,502 members	\$494,442
2015	3, 728 members	\$501,359

*member count uses a 14 month window and does not include gift or complimentary memberships

MEMBER RETENTION RATES

Simple way to calculate retention rate:

$$\text{Retention Rate} = ((C_E - C_N) / C_S) \times 100$$

C_E = number of customers at end of period

C_N = number of new customers acquired during period

C_S = number of customers at start of period

Use 14 month window



MEMBER RETENTION RATES

Example: 2014- 2015 retention rate

$$\text{Retention Rate} = ((C_E - C_N) / C_S) \times 100$$

C_E = number of customers at end of period: 2015 member count
(1/1/15 – 2/29/16) of 3,478

C_N = number of new customers acquired during period: 2015 acquisitions
(1/1/14 – 2/28/15) of 1,272

C_S = number of customers at start of period: 2014 member count
(1/1/14 – 2/28/15) of 3,757

Entered in to formula:

$$((3,757 - 1,272) / 3,478) = (2,485 / 3,478) = 0.71449 \times 100 = 71.45\%$$

2014-15 retention rate is 71.45%

MEMBER RETENTION RATES

YEAR	RETENTION RATE
2012-2013	64.58% Members Retained
2013-2014	65.66% Members Retained
2014-2015	71.45% Members Retained

*Blackbaud surveyed 200 customers in the arts and cultural nonprofit market in 2012 and 2013 and found the median for membership retention was 50%.

MEMBER UPGRADE RATES

A few thoughts on methods...

YEAR	Average Gift
2013	\$138.64
2014	\$143.62
2015	\$146.39

MEMBER GALLERY VISITS

YEAR	% Members	Average Visits
2013	23.96%	2.32 Visits
2014	28.49%	2.36 Visits
2015	32.60%	2.14 Visits

MEMBER PROGRAM TICKETS

YEAR	TOTAL TICKETS	MEMBER %
2013	16,433	30.11%
2014	16,089	28.49%
2015	20,929	32.60%

- Recent increase in part due to free programs like our Mindfulness Meditation and Cabaret Cinema series
- Striking a balance between full price ticket revenue and member engagement

MEMBER ENEWS OPENS & CLICKS

- 2015 Member E-News
- Average Open Rate: 39.3%
- Average Click Rate: 4.4%

Most clicked- January 2015 Member E-News Brainwave Link

AND

May 2015 Member E-News Online Shop Link

MEMBERSHIP EVENT ATTENDANCE



YEAR	AMR	% MEMBERS
2013	334	10.13%
2014	498	14.22%
2015	460	12.34%

MEMBERSHIP CAFÉ, SHOP, & PARKING TRANSACTIONS

Café Transactions

- 23.61% of transactions in Café in 2015 were member transactions
- January was the slowest month for members and August was the most popular months for percentages
- Most members by numbers came in November and December

Shop

- Member transactions in 2015 brought in nearly \$190,000 net sales
- Dual/Family \$85 members spent the most in the shop and brought in nearly \$83,000 of profit
- Dual/Family members purchase jewelry, while Individual members purchase Home Décor & Books

MEMBERSHIP SURVEY RESULTS



Spring 2015 Member Survey

163 Responses Online
59 Responses by Mail
222 Responses Total

8.3% Total Member Response Rate

MEMBER FEEDBACK & INTERACTION



MEMBER ENGAGEMENT & RETENTION

Holistic, qualitative, and quantitative analysis gives full picture of strengths and weaknesses of program



Concept of Transactional vs. Relational, adapted from Sanborn, 2013.
Spectrum design my own.

LIAISON, TRAILBLAZER, AND ADVOCATE

“The complex challenges that museums face today require an ability (and willingness) to combine typically isolated functions and departments, blending the boundaries between marketing and communications, education and curatorial, to further align the needs of the visitor (online and onsite) with the work and activity of the museum (Rozan, 2016).”

- How can you begin to rethink and measure member engagement at your cultural institution?
- How can you bring this to the conversation about marketing and growing your institution as a whole?
- What metrics are helpful for measuring engagement at your institution?
- What factors outside the influence of Development affect these metrics?

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