



# Doing Your Homework: Visitor Research and Direct Mail

Presented by:

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The Lukens Company



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# Visitor Research and Direct Mail

- Visitor Research is often used for Marketing
  - Increasing attendance
  - Improving visitor and member experiences
  - Seeing how your museum compares to other similar organizations
  - Maximizing revenue

**But does it have any impact on your direct response program?**

# Traditional Learning Tools

- ❑ A/B testing
  - Text
  - Design
  - Offer
- ❑ Best Practices and Benchmarking
- ❑ Consultants

# Growing Importance of Visitor Research

- Quantitative—measure who/what/how much
  - Surveys
  - In gallery observations
- Qualitative—explore why/how
  - Focus groups
  - Intercepts
- Traditional areas of investigation
  - Wayfinding
  - Barriers to/motivations for visitation
  - Likelihood to recommend/Net Promoter Score

# Case Study #1



## Visitor Focus Groups



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# Visitor Focus Groups

- Focus groups
  - Originated with marketing
  - Targeted top 4 visitor segments
  - Focused on barriers to visitation
- Key learnings
  - Total expense of visit (not just tickets—parking, food, souvenirs)
  - Total expense → desire to maximize investment by spending full day
  - Rarely have the opportunity to spend an entire day on one activity

# Implications for Acquisition

- ❑ Membership is the solution!
  - Drop in any time for a full year—no tickets or major planning required
  - Parking, shop, and restaurant discounts
- ❑ Changes:
  - More concrete
  - Acknowledges and provides solution for expense barriers
  - Mirrors their thinking and phrasing

# What Did This Look Like?

**Old position:** Focus on cost of membership

Plus, when you **join by March 13, we will give you \$10 off your annual membership dues.** That's an *entire year's* worth of exclusive access and privileges—starting at **less than \$7 per month.**

**New position:** Focus on cost savings of membership compared to separate visits

While two nonmembers could pay up to \$150\* to see each of these three presentations separately over the next six months, active members can see them all for **FREE**—plus be among the very **first** to experience our totally reimagined and



# What Did This Look Like?

Old position: Primary focus on the next upcoming exhibition



Rejoin today and receive \$10 off your membership—plus a FREE tote bag!

We've missed you!

Return as a member of the Art Institute of Chicago and gain exclusive access to this summer's focused exhibition, **Degas: At the Track, On the Stage**. An exceptional loan from the National Gallery of Art, Washington, DC—Degas's *Scene from the Steeplechase: The Fallen Jockey*—joins works from the Art Institute's own rich collection for an exploration of the racecourse and ballet subjects that dominated the beloved Impressionist's career.

When you rejoin as an Art Institute member today, you'll see this special exhibition during our **Member Viewing Days, July 1-2**. Plus, when you rejoin by July 10, you'll save \$10 on your annual membership.

Simply return the **Membership Renewal form** enclosed along with your discounted membership dues to accept this special limited-time offer.

You'll also enjoy **12 months** of these terrific benefits and privileges that enhance every visit: unlimited FREE admission, a FREE membership tote bag, member previews of special exhibitions, exclusive access to the Member Lounge, and so much more. (Please see reverse for details.)

So don't wait—be a part of the institution voted **#1 museum in the world** by TripAdvisor travelers! **Return the Membership Renewal form by July 10** to receive your \$10 discount and enjoy the special Degas exhibition during Member Viewing Days, July 1-2. Or, if you prefer, you may rejoin online at [artc.edu/joinalc](http://artc.edu/joinalc); just enter the promotion code found on your renewal form.

Thank you, and we look forward to welcoming you back to our Art Institute family.

111 South Michigan Avenue Chicago, Illinois 60602 | 312.439.3111 | [www.artic.edu](http://www.artic.edu)



Start your summer by being a member of the Art Institute of Chicago. Don't miss our upcoming Member Viewing Days (July 1-2) for this summer's focused exhibition, **Degas: At the Track, On the Stage**, featuring works by this beloved Impressionist.



Amy Katherine Radick  
Director of Membership  
and Annual Giving

**Degas:**  
*At the Track, On the Stage*  
Opens July 1, 2015  
On view until 2016

**MEMBER VIEWING**  
July 1-2



Edgar Degas, *Scene from the Steeplechase: The Fallen Jockey*, 1866, reworked 1880-1881 and c. 1893. National Gallery of Art, Washington, DC. Collection of Mr. and Mrs. Paul Mellon, 1959.29.10

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on March 13.

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## IRELAND

*Crossroads of Art and Design, 1690-1840*

March 17, 2015–June 7, 2015

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March 15-16

Remarkable exhibitions,  
iconic masterpieces from  
our renowned collection,  
inspiring gallery spaces,  
and so much more.



**Art and Appetite:**  
*American Painting,  
Culture, and Cuisine*

**November 12, 2013–  
January 27, 2014**  
Member Preview days  
November 9-11



Visit [www.artic.edu](http://www.artic.edu) for a full list of events.

#### ARTWORK CREDITS:

William J. McCloskey, *Whipped Orange*, 1811, Oil on Canvas, Aronson Center Museum of American Art, Fort Worth, Texas, Acquisition in memory of Kathryn Coakley, Trustee, Aronson Center Museum of American Art, 1961-1965.  
Herbert Rockwell, *Feast from West*, 1941, 1942, 1943, 1944, 1945, 1946, 1947, 1948, 1949, 1950, 1951, 1952, 1953, 1954, 1955, 1956, 1957, 1958, 1959, 1960, 1961, 1962, 1963, 1964, 1965, 1966, 1967, 1968, 1969, 1970, 1971, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 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# What Did This Look Like?

**New position:** Expanded focus to be more long term to highlight multiple exhibitions, regardless of size

## Join Today for Exclusive Access to THREE Must-See Presentations. PLUS Receive \$10 Off Your Membership!

The Art Institute of Chicago invites you "Home for the Holidays" with a variety of exhibitions, installations, and festive programming for art lovers of all ages! And when you join us as a member today, you'll enjoy **free, exclusive access** to all of it!

That's why I've enclosed this special poster of Andy Warhol's *Liz #3* to remind you that, as a member, you can be among the very **first** to experience **The New Contemporary** before we debut it to the public at our **Member Previews**, December 11-12.

So be sure to join us to gain **premiere access** to this totally reimagined and enriched installation of contemporary art—PLUS be among the first to experience **Van Gogh's Bedrooms** when it opens this February for a limited-time only. You'll also be able to view our current **Degas: At the Track, On the Stage** exhibition as often as you like (and for free!)

**In addition to this keepsake poster, we have another holiday gift just for you. Join before December 31, 2015, and we'll take \$10 off your annual membership dues.**

And that's just the beginning. We're welcoming back some of our most beloved annual traditions, and as a member, you'll enjoy **exclusive access** to favorites like our 18th century **Neapolitan Crèche** and our popular **Holiday Thorne Rooms** on **Member Early Weekend Mornings** starting November 21st. You'll also enjoy **free, unlimited access** to a full slate of holiday events and festivities.

But the deals don't end when the holidays do. Membership includes **12 months** of great benefits, such as **unlimited FREE admission**, a **FREE membership tote bag**, **member previews** for special exhibitions, **exclusive access** to the **Member Lounge**, and much more. (See reverse for details.)

So don't wait to unwrap the gift that keeps on giving all year long—an Art Institute membership! Take advantage of our special holiday discount offer today to start enjoying the holidays with the institution voted **art museum in the world** by TripAdvisor travelers in 2014—your museum, the Art Institute of Chicago.

Just be sure to return the **Membership Acceptance form** by **December 31, 2015** to receive your **\$10 discount** and be among the **FIRST** to experience **The New Contemporary** and **Van Gogh's Bedrooms**. Or, if you prefer, join online at [artie.edu/joinaic](http://artie.edu/joinaic); just enter the promo code on your acceptance form.

Thank you, and we look forward to celebrating the magic of the season with you as our newest Art Institute member!

111 South Michigan Avenue Chicago, Illinois 60605 312.499.4111 www.artic.edu



Join Today for Premium Access to THREE Must-See Presentations. PLUS Receive \$10 Off Your Membership!



We hope you'll come "home for the holidays" and enjoy these exceptional works of art in the best possible way, and we hope you'll be a part of the momentous times in our history—as a member of the Art Institute.

Amy Kuzmina Radick  
Director of Membership and Annual Giving

**The New Contemporary**  
On view December 13, 2015  
MEMBER PREVIEW  
December 11-12



**Van Gogh's Bedrooms**  
On view February 14, 2016  
MEMBER PREVIEW  
February 12-13



are planned for the year (or the world); are the beloved and ballet dancers' tion of paintings.

1911-12) iconic us, and they has ever received— imitation of our fiber.

On view for a limited- look at the most famous in The Bedroom with it they were created.

These three bers can see them all ily reimagined and **Joanes** before we the Art Institute before your annual

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It's of Chicago greatest artists.



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Amy Kuzmina Radick  
Director of Membership and Annual Giving

**Degas: At the Track, On the Stage**  
On view now



**The New Contemporary**  
On view December 13, 2015  
MEMBER PREVIEW  
December 11-12



**Van Gogh's Bedrooms**  
On view February 14, 2016  
MEMBER PREVIEW  
February 12-13



the Stage



Chicago Tribune calls a **tion of paintings, ls, and sculptures."**

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Edgar Degas. Some from the *Steeplechase: The Fallen Jockey*, 1866, reworked 1880-1881 and 1897. National Gallery of Art, Washington, D.C. Collection of Mr. and Mrs. Paul Mellon, 1999.79.10.



**Bedrooms**  
2016  
**ON VIEW FOR 10 WEEKS ONLY!**



limited-time only, this xhibition features the **The Bedroom**, reunited with the two other versions of this image for the first time since they were painted.

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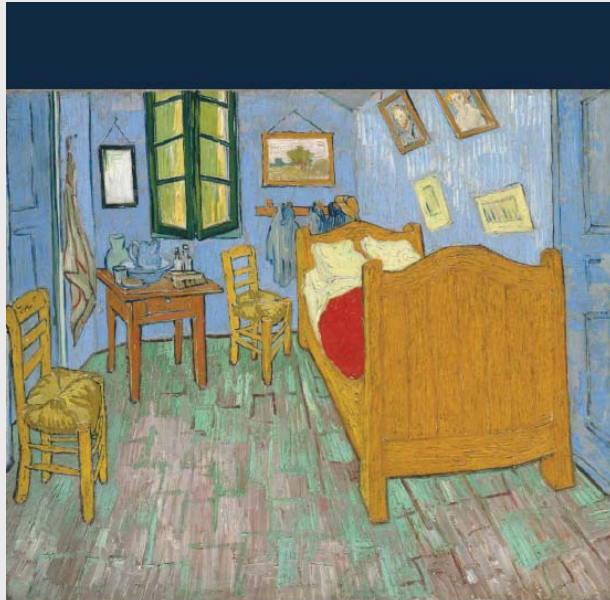
Vincent van Gogh, *The Bedroom*, 1889. The Art Institute of Chicago, Helen Birch Bartlett Memorial Collection.



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# Caveat



ART  
INSTITUTE  
CHICAGO

**Van Gogh's Bedrooms**

On View Through May 10, 2016

Are these results  
only because of  
the change in  
language?

Or are they due  
to the  
blockbuster  
exhibits?



ART  
INSTITUTE  
CHICAGO

THE NEW  
CONTEMPORARY

Member Preview December 11-12  
On view December 13, 2015

ART  
INSTITUTE  
CHICAGO

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**DMA**  
DALLAS MUSEUM OF ART



# Case Study #2



## Using Research to Shape Membership



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# Background

In January 2013, the DMA launched free general admission and made changes to their membership program (renamed DMA Partners). In April 2015, research was conducted to assess the impact of these efforts.

January 2013

The DMA launched the following:

- Free general admission to the museum
- Introduced new **DMA Partners** program with new custom options as membership benefits
- Launched the **DMA Friends** program, a free loyalty program that promotes participation and engagement with art for DMA Members and visitors

April 2015

Survey of current and lapsed Partners of the DMA was conducted by the Morey Group

September 2015

Returned to **DMA Members**, a traditional membership model

# Morey Group Survey

An online survey of current and lapsed Partners of the DMA was conducted in April & May 2015 by the Morey Group.

## Survey Goals:

1. Identify DMA Partner characteristics and attitudes
2. Gauge program satisfaction and communication preferences
3. Understand renewal likelihood and reasons for/not renewing

# Survey Takeaways

## Key Survey Takeaways:

- General dissatisfaction with the program or being confused by benefits (e.g., custom options and how they worked)
- Importance of benefits associated with membership/financial support of DMA
  - Highest rated benefits are admission-related: Free parking and Free admission to ticketed special exhibitions
- Lingering confusion between DMA Partners and DMA Friends

## Results:

- Reinstated a two-tier membership model that allows for appropriate recognition based on donor giving levels
- Restructured and clarified membership benefits across all levels
  - Created new printed materials and updated online presence
  - Removed custom options
  - Reinstated the DMA Magazine
- Implemented consistent messaging across all communications and channels to support member acquisition efforts

# Member Communications

Ensured that all communications incorporated input gathered from the survey focusing on special exhibitions (e.g., Jackson Pollock), free parking and special exhibition access.

## Morey Group Survey Responses

### Q: Reasons for being a DMA Partner:

Top responses

1. Free admission to special exhibitions
2. Support the DMA as a community resource
3. Free parking
4. Support the mission

### Q: Partner Benefits Rated as "Very Important" (online)

Top responses

1. Free parking
2. Free admission to special exhibitions
3. Admission to exhibition preview days

### Q: Reasons for renewing?

Top responses

1. A special exhibition of interest (e.g. Pollock)
2. 3 months free
3. Partner-only behind-the-scenes events & tours
4. Partner-only after-hours engagement for adults
5. 10% off partnerships

Source: Morey Group Survey 2015



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# What We Learned

- ❑ Listen to what visitors and members have to say and demonstrate to them that you have heard them.
- ❑ Implement survey learnings in tangible and measureable ways for your organization.
- ❑ Qualitative and quantitative feedback are both important. Much can be learned from reading respondent comments and feedback.

# Case Study #3



ART  
INSTITVTE  
CHICAGO

## Member Benefits Survey



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# Member Benefits Survey

- Survey
  - Indexed current and potential benefits
  - Measured value of potential benefits to balance against projected expenses
  - Bonus: tested phrasing of current benefits
  
- Key learnings
  - Potential benefits not worth it
  - Benefits should be short and contain the word “member”

# Implications for Acquisition

- New copy
  - Reordered list of benefits
  - Eliminated less valued benefits
  - Added more valued benefits
  - Rephrased as appropriate, including leaning hard on “member-only” as a descriptor
- Results difficult to measure but seem to be positive

# What Did This Look Like?

## Old position:

- Second member card
- \$5 off parking at all Millennium Garages in Grant Park

- **Unlimited FREE admission** (Join at the Member Plus level and bring up to 4 adults.)
- **Member Previews** offering exclusive access to exciting exhibitions
- Access to **Member Lectures** and educational programs throughout the year
- Invitations to exclusive **Member Events**
- **Plus much more**, depending on your level of membership (Please see Membership Acceptance form for details.)

## New position:

- Additional member card for spouse or partner
- 15% off parking at all Millennium Garages

- **Free admission all yearlong** (Join at the Member Plus level to add an additional member card for your spouse or partner.)
- **Express member-only entry** for special exhibitions
- **15% off parking as well as discounts** in the museum's shops and restaurants
- Exclusive access to the **Member Lounge**
- Plus much more, depending on your level of membership (Please see reverse for details.)

# Qualitative Research

## Pros

- ❑ Feedback is given in the participant's own voice
- ❑ Topics may be uncovered that were originally not considered
- ❑ Flexibility to go deeper into a particular topic as needed

## Cons

- ❑ Skilled leader may be needed to prevent individual participants skewing results
- ❑ Findings are used for overall direction rather than specific predictions
- ❑ Responses aren't measured or statistically representative

# Quantitative Research

## Pros

- ❑ Non-intimidating way to get answers
- ❑ Make better informed decisions
- ❑ Comparability of results over time

## Cons

- ❑ Asking follow-up questions involves additional survey research
- ❑ Participants may not have a way of proactively providing feedback on issues not included in the survey
- ❑ Smaller sample sizes may not be statistically significant

# Key Takeaways

- ❑ What problem are you trying to solve?
- ❑ What resources do you have available to use?
- ❑ Know the difference between what YOU think the member wants and what they REALLY want.
- ❑ If you're new to this, you may benefit from consulting a research expert.



# Questions?

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