

TINY TWEAKS TO BOLD BREAKTHROUGHS

**Reshaping Your Membership Program to
Maximize Return**

Brooklyn Botanic Garden Case Study

Introductions



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Agenda

- Considering new membership structure
- Process of inquiry and discovery
 - Performance assessment
 - Qualitative and quantitative research
 - And more
- New program structure development
 - *Right* benefits into the *right* levels at the *right* prices

Brooklyn Botanic Garden

- The Garden today
 - Capital campaign as backdrop: future focused
 - Organizational culture
 - Mission drives most
 - Cross departmental considerations, lean staffing
 - Cautious approach to change
 - External environment: Brooklyn, greater NYC
- Project goals
 - Assess membership performance
 - Understand member characteristics (last survey 2007)
 - Reshape membership program to maximize revenue
 - No price change for several years

General Membership



Individual*	\$ 50	5,500
Family/Dual*	\$ 85	7,400
Family/Dual Plus	\$100	3,000
Signature	\$175	700
Sponsor	\$325	190
Patron	\$550	120
<hr/>		
Total member HHs*		17,000

President's Circle \$1,500

* \$5 discount for seniors
Counts are rounded and approximate.

Generous benefits for entry levels

Individual

\$50

- Free general admission for 1
- **2 guest passes**
- **Summer evenings for 2**
- Members' Plant Sale Preview
- Free admission at gardens nationwide
- *Guide for a Greener Planet* annually
- Discounts and more

Family/Dual

\$85

- Free admission for 2 and children
- **4 parking passes**
- **Discounts on children's programs**
- More guest passes

Family/Dual Plus

\$100

- **Admission for 1 guest on each visit**

Signature

\$175

- **Choice of Signature Plant from catalog**
- **BBG Calendar**
- **Behind the Scenes reception**

Sponsor

\$325

- **Invitation to purchase tickets to gala**
- **Additional Signature Plant**
- More guest passes and parking passes

Patron

\$550

- **Free admission for 5 guests each visit**
- **Invitation for 2 to Garden event and reception**
- More guest passes and parking passes

Special note on select benefits



1. *Guide for a Greener Planet* gardening handbook
2. Signature Plant benefit:
 - \$175 Signature level benefit
 - Delivering benefit has challenges
 - Longstanding, much loved benefit for some

Special note on select benefits:

3. Engaging programs for all levels



ment and activities.

Movie Night 🍿

Last Wednesday in August, this family affair begins at dusk on Cherry Esplanade.

🍽️ picnic ▼ cash bar

Special note on select benefits:

4. Festival admission



- Cherry Blossom Festival
- Chile Pepper Festival
- Ghouls & Gourds Festival

BBG had many questions...

What more can we offer for families?

What benefits will be easy to deliver?
Staff time is limited.

Should we offer the option to buy a guest card (nanny or caregiver)?

How many levels?
Omit \$325 Sponsor?

What membership model will deliver greatest return?
\$\$\$

Should we offer half-price guest tickets for members?

Will members complain?

Can we get rid of the Handbook to cut costs and workload?

How can we simplify the delivery of benefits
(i.e., Signature plant)

Are printed communications valued and worth the time and money?

What's the best bundle of benefits to optimize net revenue

LOW



HIGH

PERCEIVED VALUE

ACTUAL \$ VALUE

ACCESS AND ENGAGEMENT

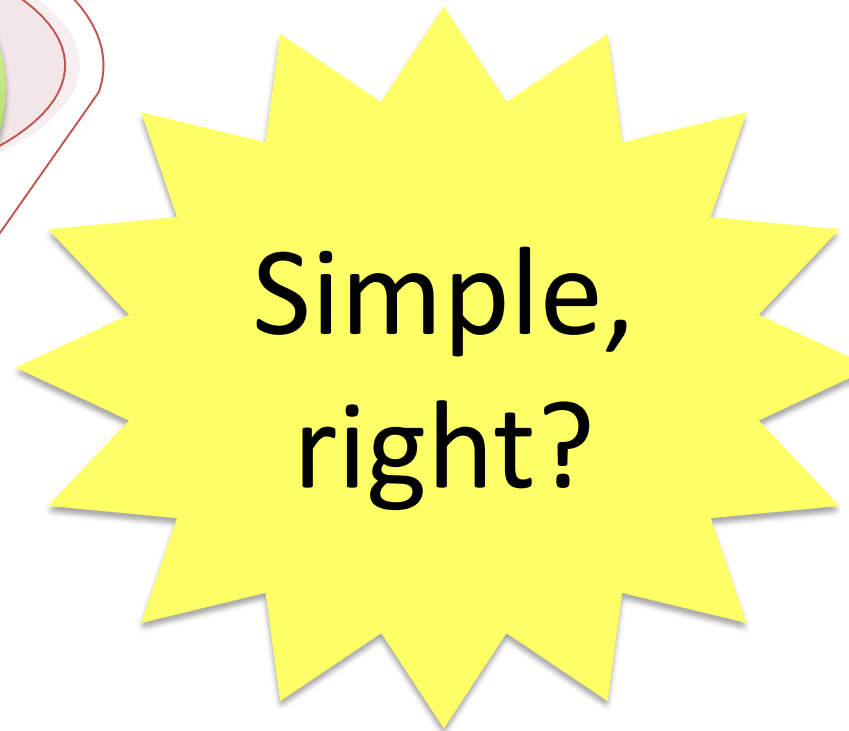
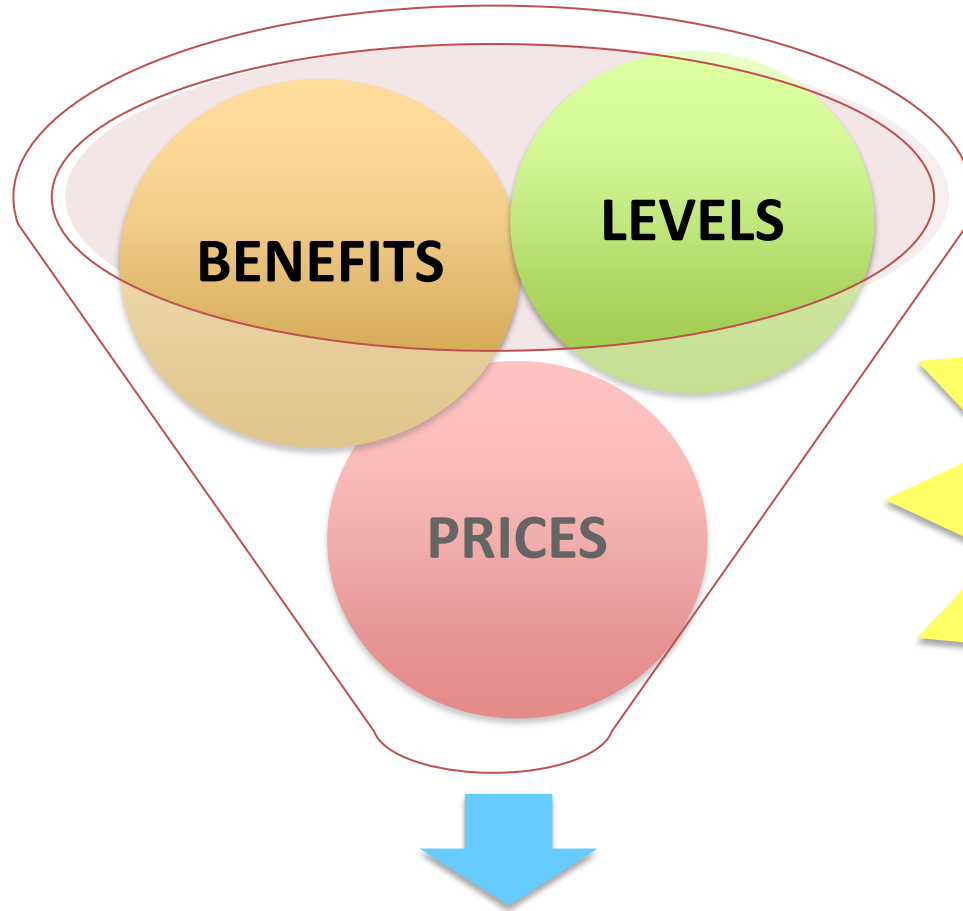
RESOURCES TO IMPLEMENT

ACTUAL COST OF BENEFIT/MEMBER



PROCESS OF INQUIRY & DISCOVERY

Shaping the membership product



OPTIMAL MEMBERSHIP STRUCTURE

Information and analysis → decisions

Membership assessment **Market characteristics**
Focus groups **Competition/Benchmarking**
Online survey **Operations** **Financial goals**



Informed decisions about membership structure

Benefits **Prices** **Levels**

Optimize Net Revenue

Generous benefits for entry levels

Individual

\$50

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Family/Dual Plus

\$100

- **Admission for 1 guest on each visit**

Rates are low for NYC – what is best pricing?

Benefits for Individual appear to serve 2:
2 guest passes + summer events for 2
How should this change?

How are FAMILYS and DUALS alike or different?
HH composition of Individual, Dual, Family?

Children – age limits and likelihood to visit?
Incentive to upgrade?

Do people drive in NYC? Does free parking matter?

Incentives for entry levels to upgrade?

Signature

\$175

- Choice of Signature Plant from catalog
- BBG Calendar
- Behind the Scenes reception

Sponsor

\$325

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Patron

\$550

- Free admission for 5 guests each visit
- Invitation for 2 to Garden event and reception
- More guest passes and parking passes

What is the incentive to upgrade:
Perceived value? Philanthropic?

How is Signature Plant valued?

What is best tier of pricing for the mid-levels?

How are these members different?

Do mid-level members identify with a
committed group?

Value of benefits

	<u>Price</u>	<u>Value</u>
Individual	\$ 50	\$162
Family/Dual	\$ 85	\$252
Family/Dual Plus	\$100	\$317
Signature	\$175	\$417
Sponsor	\$325	\$465
Patron	\$550	\$738

Value based on 3 visits



PERFORMANCE ASSESSMENT

Performance Assessment

- Quantify future opportunities based on past performance
- Identify options and investments required to support future success

Membership is highly measurable. Almost all areas of membership performance can be benchmarked and compared to industry standards.

This understanding is critical to knowing “how membership works” at your organization.

Key Assessment Questions

- “Bodies” or “Bucks”?
- Organizational-wide impact of the Membership Program? Why are members important?
- Performance of the current Membership program? How does it compare to industry standards?
- Same or a different program be considered to attract new audiences and is change possible?
- Improve current methods or invest in new methods and what is the return on the investment?
- If you build it, can you maintain it?

Determining Answers

- Key influences on membership growth and revenue
- Areas of excellence, weakness and challenges to performance
- Return on efforts & investments
- Best practices
- Infrastructure, systems and reports to support success and measure impact of change

MEMBERS VOTE *with their feet and wallets. Understanding their loyalty and engagement in your organization plus, visitation, redemption of current benefits and additional spending beyond membership dues is paramount when considering future changes.*

Assessment Criteria 3 – 5 Years



Membership Performance Analysis

Growth Trends

Net gain/losses (FY10 – FY14)

% Growth + key influences

Composition of the Base

Membership Pyramid

Distribution and Average Sale

Average Duration

Acquisition Profile

Methods, distribution, impact on short + long-term growth

Onsite Sales: conversion rates, seasonal trends

Website: ratio, impact, online penetration

Direct Mail: performance, ratio, investment, impact

Sales from other methods (TBD)

Impact of acquisition on annual growth

Materials/Signage: positioning, messaging, call to action

Retention Profile

Process, sequence, materials and impact on growth

Renewal Rates: Overall, New Member, Multi-year, and Rejoining Member

Comparison of renewals rates by method of joining: onsite, online, direct mail joiners

Renewal rates for Direct Mail joiners 2–4 years after enrollment, return on investment in subsequent years

Cultivation & Upgrade Trends

Process, sequence, materials and impact on annual revenue

Upgrade performance during the renewal cycle and mid year

Most likely and resistant memberships to upgrade

Revenue and Expense

Direct Expense: cost to acquire, cost to renew, cost to service PER Membership

Indirect Expense and Net Revenue after direct and indirect expense

Measurement and Reports

Database practices: coding, maintenance, system-based reports

Performance reports: acquisition, retention, direct mail, growth, penetration

Visitation and Usage

Members as an “audience” for Museum attractions

Usage profiles – museum exhibitions, special ticketed and seasonal events, additional contributions and other areas of participation

BBG Assessment Strengths

Retention: Members are loyal

- Overall renewal rate: 70%+
- New members: 35% - 40%
- Remain active ten or more years

COMPARISON TO INDUSTRY STANDARDS

+ exceeds standards

✓ meets standards

- below standards

Membership Retention

FY11–FY14

Overall Renewal Rate (*excludes PC*)

67% – 70%

+

Lower Level Membership (*\$50 to \$100*)

66% – 69%

+

Upper Level Membership (*\$175 to \$550 excludes President's Circle*)

74% – 90%

+

New Member Renewal Rate (*all acquisition methods*)

35% – 38%

✓

Multi-Year Member Renewal Rate

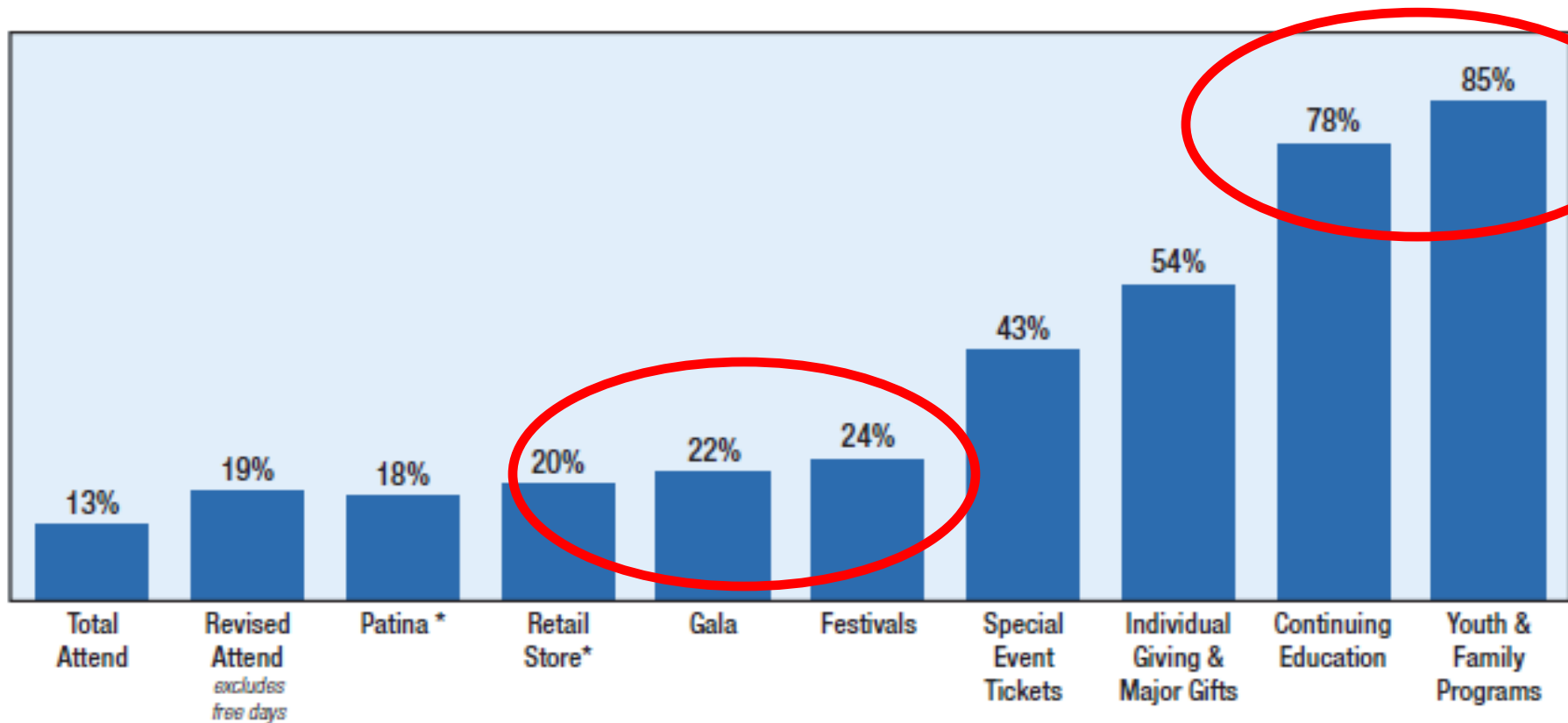
78% – 80%

✓

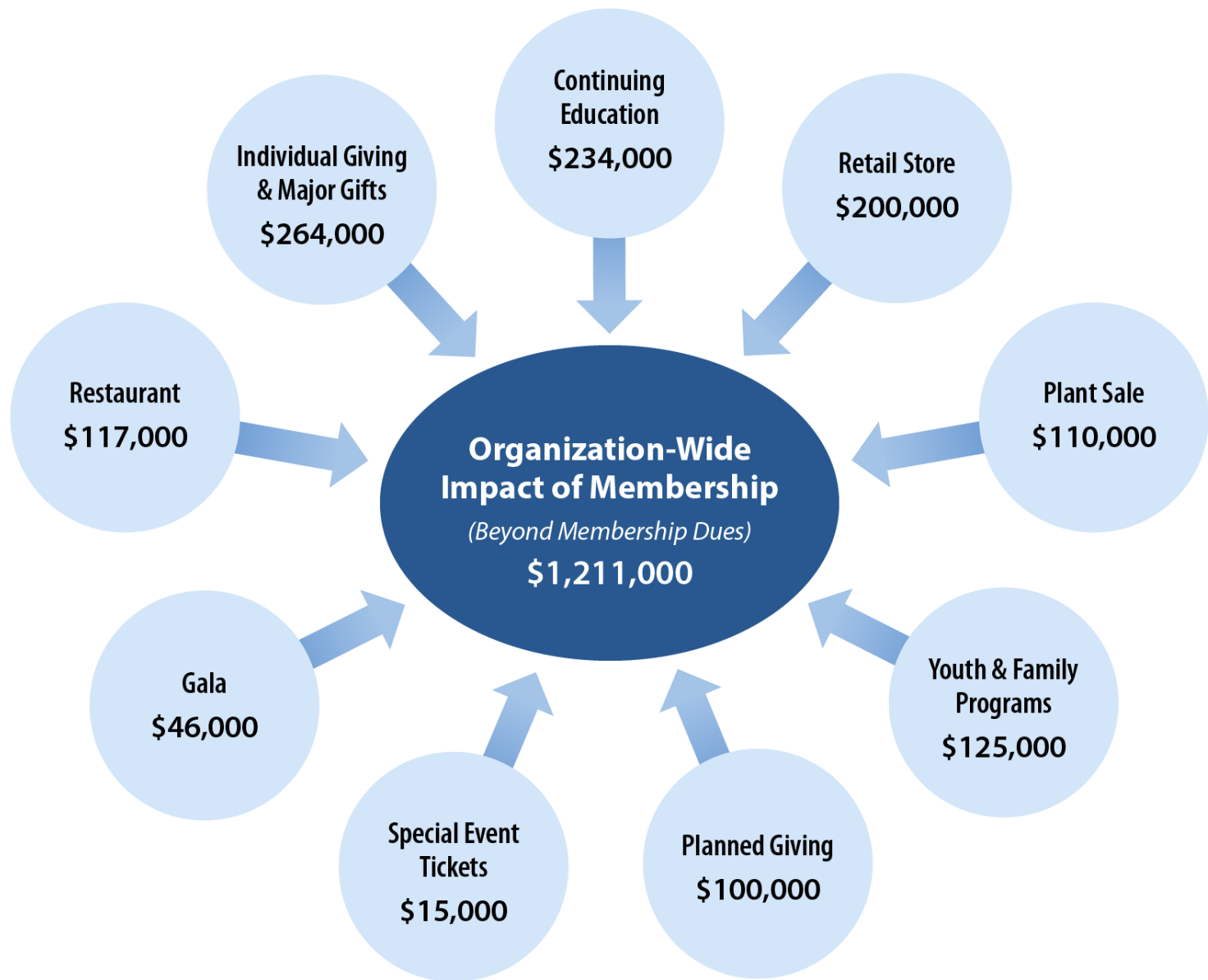
BBG Assessment Strengths

Members are active and engaged fans

Members as an Audience
% Participation (FY14–FY15)



BBG Assessment Strengths



BBG Assessment Challenges

1) **On-site Sales** – if you bring them – will they join but not if free . Define eligible

Limited number of “eligible” prospects to join (22%) due to free admission days

Tuesdays / Sr. Friday morning and Saturday mornings

FY13–FY15 Distribution of Total Attendance



BBG Assessment Challenges

2. On-site Sales Conversion Rates

- Lower on-site sales conversion rates – excludes festivals
- Purchase admission ticket at gate then redeem admission in Visitor Center (another location)
- Silo process, lost opportunities due to technology issues

FY13–FY15 On-site Membership Sales

Conversion Rates WITHOUT Festivals

New Memberships	On-Site Membership Sales without Festivals	On-Site Sales Conversion Rate
FY13	1,175	0.8%
FY14	989	0.6%
FY15	1,096	0.7%

BBG Assessment Challenges

3. Member Guest Passes

- Highest redemption at festivals (35%) with admission price for \$15 - \$25 (Cherry Blossom Festival – most popular)
- 5% at special members evenings

FY13-FY15 Redemption of Member Guest Passes

	Average FY13–FY15
# Guest Passes Issued	56,909
Total # Redeemed	7,506
% Redeemed Annually	13%
# Redeemed at Festivals	2,635
% Passes Redeemed at Festivals	35%

BBG Assessment Challenges

4. Minimum Upgrades – Members get “stuck”

At the time of renewal

- 98% Individual members select the same level
- 95% Family/Dual members select the same level
- 95% of Family/Dual PLUS select the same level
- 94% of Signature members select the same level



QUALITATIVE & QUANTITATIVE RESEARCH

Approach: maximize long-term net revenue and strengthen loyalty

GROWING MUSEUM RELATIONSHIPS

Membership represents an important step in growing museum relationships with constituents, moving from the transactional to the philanthropic.



Characteristics | Key demographics

- Age
 - 16% were 25-34
 - One third were 35-54
 - Half were age 55+
- Education
 - 91% Bachelor's degree or higher
 - 58% Graduate or advanced degrees (i.e., MD, JD, PhD)
- Residence:
 - > 80% from Brooklyn
 - 7% Manhattan

Characteristics | HH composition

- 78% have no children in HH
- Families chose Family/Dual and Family/Dual Plus
- HHs with children: mostly 1 child, some have 2 children

Children 17 or younger living in household

	Individual	Family/Dual	Family/Dual +	Garden Circle	Overall*
Yes	5%	28%	41%	9%	21.7%
No	95%	72%	59%	91%	78.3%
	551	754	262	149	

*Weighted by actual member level distribution

Characteristics | BBG relationship

- Tenure

- 27% > 10 years *68% for mid-level members*
- 19% 5-10 years
- 27% 2-4 years
- 23% < 2 years

Benefits use | Admission and parking

- Visit frequency in past year
 - 20% 11+ visits *30% for mid-level members*
 - 32% 5-10 visits *29% for mid-level members*
 - 26% 3-4 visits
 - 17% 1-2 visits
 - 5% no visits
- Only 26% drive to the Garden *Mid-levels 33%*

Benefits use | Festivals

- Cherry Blossom Festival attendance
 - 47% did not attend *57% for mid-levels*
 - 34% attend without guests
- Chile Pepper Festival attendance
 - 72% did not attend *76% for mid-levels*
 - 19% attend without guests
- Ghouls & Gourds Festival attendance
 - 87% did not attend *94% for mid-levels*
 - 9% attend without guests

Benefits use: Member Summer Events

- 60% did not attend
- 22% attend 1-2 Summer Events
- 19% attend 3+ Summer Events *35% mid-level*

Most important benefits

- Individual, Family/Dual and Family Dual Plus
 - admission, skip the line and guest passes
- Mid-levels
 - admission, signature plant and member e-news
- Events
 - Sunset Picnic Nights and Plant Sale Preview rated higher than Members' Night for Children, Movie Night and Garden Cocktail Night
- E-news and alerts, plus *Plants & Garden* member newsletter were very important

Most important benefits

- Individual
 - 60% said guest passes for general admission or festivals
- Family/Dual
 - 60% said admission to festivals and member events
- Family/Dual Plus
 - 80% said admission to festivals and events, and guest passes for general admission
- Mid-levels
 - Over 25% said Signature Plant

Interest in new benefits | Access + Engagement

- Engagement
 - Exclusive seasonal tours
 - Exclusive receptions during member summer hours
- Access - when not crowded
 - Email about what's blooming
 - members-only hours
- Mid-levels wanted:
 - Members' walking tours
 - Attractive and durable membership card with garden image
 - Exclusive seasonal tours with BBG horticulture experts
 - Small interactive discussions on garden topics with horticulture expert

Tested new membership structures

ALL MEMBER LEVELS ENJOY:

- Free admission for member's children/grandchildren (age 0–17), including festivals and Members' Summer Evenings and events
- Admission to Members' Plant Sale Preview
- Discounts in Garden Shop, café, and adult classes and tours
- Free admission and discounts at gardens nationwide

	INDIVIDUAL	DUAL	FRIENDS & FAMILY	CONTRIBUTOR
PRICE	\$65	\$100	\$185	\$250
Free admission				
Free unlimited adult admission (\$10 value per visit) for:	1	2	4	4
Free adult admission to all BBG Festivals (<i>Cherry Blossom, Chile Pepper, Ghouls & Gourds</i>) • \$15–\$25 value per ticket	1	2	4	4
Free adult admission to Members' Summer Evenings and event	1	2	4	4
Guest privileges				
Guest passes for general admission (\$10 value each)			2	4
Half-price (\$5) general admission for up to 5 guests	yes	yes	yes	yes
Guest passes for BBG Festivals • \$15–\$25 value per ticket			2	4
Half-price BBG Festival tickets for up to 5 guests (\$10–\$15 savings/ticket)	yes	yes	yes	yes
Parking and special discounts				
Passes for free parking		2	4	4
			yes	yes
				1 plant
				yes

- Guest passes begin at \$185
- Half price guest admission
- Half price guest festival tickets
- Parking passes begin at \$100

Tested new membership structures

Positive upgrade directions for:

\$50 Individuals

- 73% chose Individual at **\$65**
- 10% chose Dual at **\$100**
- 3% chose **\$185** Friends & Family

\$85 Family/Dual

- 73% chose Dual at **\$100**
- 13% chose **\$185** Friends & Family
- 1% chose Contributor at **\$250**

\$100 Family/Dual Plus

- 52% chose Dual at **\$100**
- 35% chose **\$185** Friends & Family
- 4% chose Contributor at **\$250**

Tested new membership structures

Potential concerns:

\$50 Individuals

- 14% chose none

\$85 Family/Dual

- 6% to lower price
- 7% chose none

\$100 Family/Dual Plus

- 3% to lower price
- 7% chose none

Scenario modeling and sensitivity analysis



NEW MEMBERSHIP STRUCTURE

Information and analysis → Decisions

Membership assessment **Market characteristics**

Focus groups **Competition/Benchmarking**

Online survey **Operations** **Financial goals**



Informed decisions about membership structure

Benefits

Prices

Levels

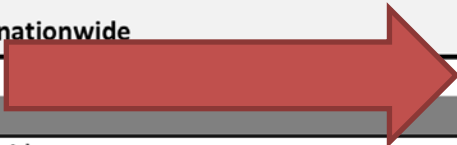
Optimize Net Revenue

Increased prices

Proposed Membership Program for Brooklyn Botanic Garden

8-5-2015

All member levels enjoy: - Free admission for member's children/grandchildren (age 0-17), including festivals and member summer hours and events - Admission to Member's Plant Sale Preview - Discounts in Shop, Café and on adult classes and tours - Free admission and discounts at gardens nationwide	GENERAL MEMBERSHIP			GARDEN CIRCLE		
	Individual	Dual	Friends & Family	Contributor	Supporter	Patron
Price	\$65	\$100	\$185	\$250	\$500	\$750
Free admission						
Free unlimited adult admission (<i>\$10 value per visit</i>)	1	2	4	4	6	Unlimited
Free adult admission to all BBG Festivals (Cherry Blossom, Chile Pepper, Ghouls & Gourds) – <i>\$15-\$25 value per ticket</i>	1	2	4	4	6	Unlimited
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Parking and Special Discounts						
Passes for free parking (option to be used for guest pass)	1	2	4	4	4	Unlimited
Discounts on children's classes and programs	YES	YES	YES	YES	YES	YES
Behind-the-scenes opportunities, receptions and more						
Choice of special free plant (an annual BBG horticulturalist's selection, featuring outdoor or indoor garden options), and annual reception for plant pick-up				1 Plant	2 Plants	2 Plants
Insider talks, programs and seasonal tours with BBG horticulture experts				Yes	Yes	Yes
Annual Garden Circle reception and President's Circle wine/cheese reception						Yes
Ticket/parking value with 3 visits (without children's admission and discounts)	\$140	\$280	\$585	\$640	\$936	\$1,036



Benchmarking with BBG member's other membership organizations

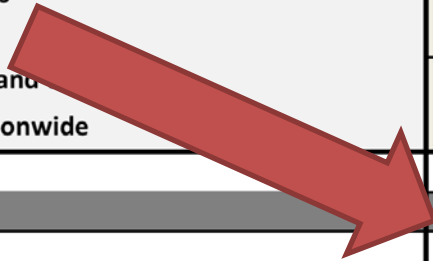
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Reduced guest privileges for Individuals

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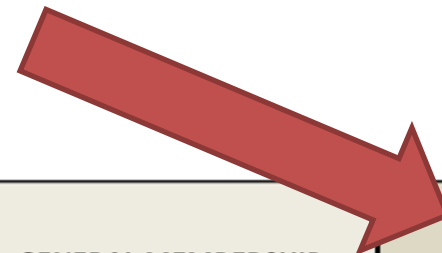
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Introduced Garden Circle

Proposed Membership Program for Brooklyn Botanic Garden

8-5-2015



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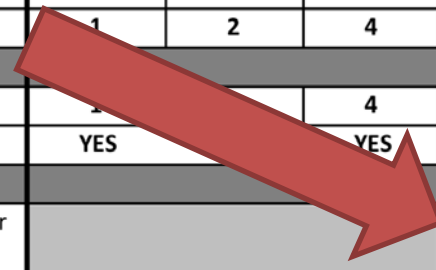
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More engagement and access for mid-levels

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Benchmarking with BBG member's other membership organizations

Individual	Dual	Friends & Family	Contributor	Supporter	Patron
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STRIKING BALANCE: MISSION & MONEY

Introductions



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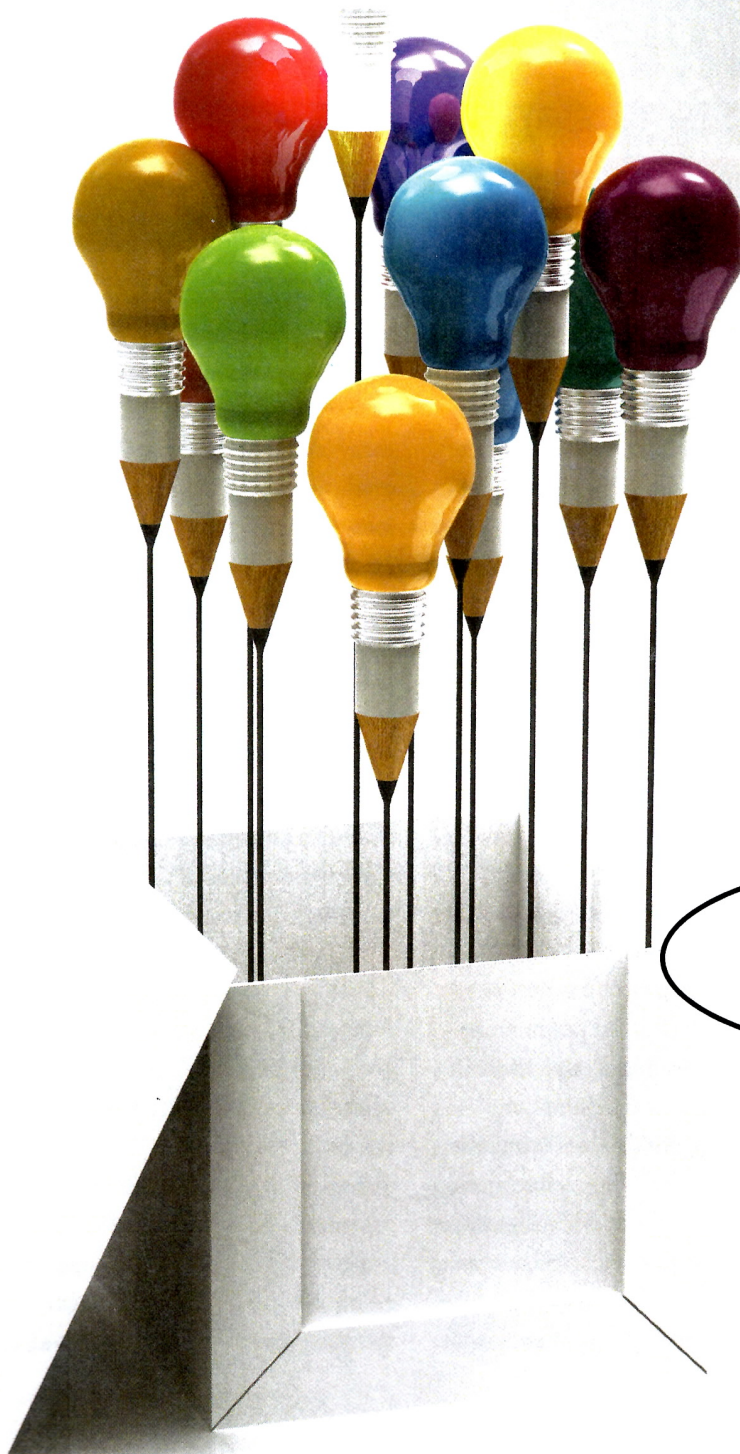
Diane Ward
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Membership Matters!

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museum

A BENEFIT OF MEMBERSHIP IN THE AMERICAN ALLIANCE OF MUSEUMS



2013 Awards Issue The Best and the Brightest

Race and Museums

Membership Basics and
Innovations



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SHERMAN
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HOW TO BUILD A MEMBERSHIP PROGRAM

BY SUZETTE SHERMAN

Whether you're working to reshape an existing membership program, starting a new one or breaking the traditional business model to invent something novel, the process begins with a research-based understanding of what your current members and membership prospects value and establishing the objectives and priorities for your organization.

Objectives for a membership program typically involve growing the base or member household count, deepening relationships through engaging programs and communications, maximizing long-term net revenue and strengthening loyalty. Within these broad objectives, museums will set different priorities influenced by unique financial, marketplace, fundraising, operational and other museum-specific factors. Museums often need to make trade-offs between growing the member count and maximizing short-term net revenue. While acquisition marketing can seem expensive, it's a required investment for a healthy membership program designed and managed to deliver maximum return over the long haul.

Regardless of a museum's priorities,

membership represents an important step in an organization's relationship with its audiences, one in which visitors and ticket buyers look beyond a single transaction and buy into a year-long experience with an expectation of visiting regularly and supporting a mission and organization they care about. Beyond the important earned income it delivers, a membership program also provides a critical source of donor prospects and contributed income, from annual fund gifts to planned giving and campaign support. The image opposite illustrates the nature of these different constituent relationships from the transactional to the philanthropic.

Research What Members and Prospects Value

Using both qualitative and quantitative research methods—as well as in-depth analysis of performance metrics—to understand member and nonmember motivations, behaviors and expectations is an essential starting point. Understanding what current members value, which benefits they actively use, and what they'll pay more for are important pieces of the research and analysis puzzle. In addition, knowing what will attract nonmembers into a member

relationship with the museum based on research and analysis is critical for attracting new members and expanding the base.

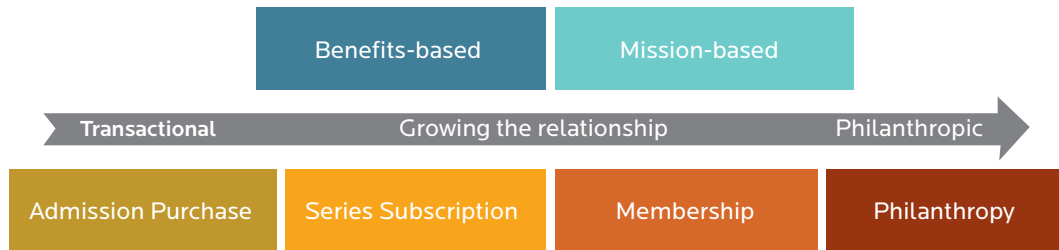
Research will also help in the identification of risky changes to the program structure, such as eliminating or moving benefits in a way that lowers member retention or encourages downgrades in membership level. The majority of members will typically belong at the lower-priced membership levels, often referred to as the general or introductory categories. With some 60–80 percent of member households at these levels, small changes to benefits and prices can have a significant impact on overall membership program revenue. Correctly anticipating response to such changes is crucial.

Design the Structure to Grow the Base

A museum's ideal membership program will offer the right number of categories, with each category packaged with the right benefits and priced to attract new members and encourage current members to upgrade to higher levels of participation. Museums often err on the side of offering too many membership categories, benefits and

Growing Museum Relationships

Membership represents an important step in growing museum relationships with constituents, moving from the transactional to the philanthropic.



choices, making the purchase or upgrade decision overwhelming. Avoiding overly complex structures that often turn people away, museums should work to simplify the membership purchase decision.

Structuring a membership program for growth in the member household count requires entry-level categories packed with valued benefits and priced right when compared to the cost of admission and tickets. A museum offering free general admission needs to make a compelling case for support and offer benefits that provide special access, such as exhibition previews and insider's magazines or newsletters.

The most effective membership programs use all available marketing and sales tools to promote membership and its benefits. A multichannel marketing approach to acquiring and retaining members involves the whole gamut of direct marketing tools (direct mail, telemarketing, e-marketing, etc.), plus onsite sales and messaging in advertising and social media. Essentially the benefits of

membership should be communicated throughout the museum experience—before, during and after a museum visit.

A roster of special exhibitions with “blockbuster” appeal, a new building or gallery opening, a significant anniversary or exclusive programs provide tremendous value for membership prospects and an ideal time for museums to make additional investments in growing the membership base. Museums typically ratchet up their acquisition marketing and sales efforts when such special opportunities are planned, as they increase the value of membership for broader audiences.

Sustain and Deepen Constituent Relationships

After attracting and welcoming new members into the membership community, the focus shifts from the work of acquisition marketing to relationship building, retention and upgrades. The job of retention starts on day one of the relationship and requires a museum-wide commitment to delivering an

exceptional museum and membership experience onsite, online, over the phone and through new media. Responsive service teams, regular and informative communication, and ongoing programming that encourages involvement and frequent museum visits will foster loyalty and growth in the relationship.

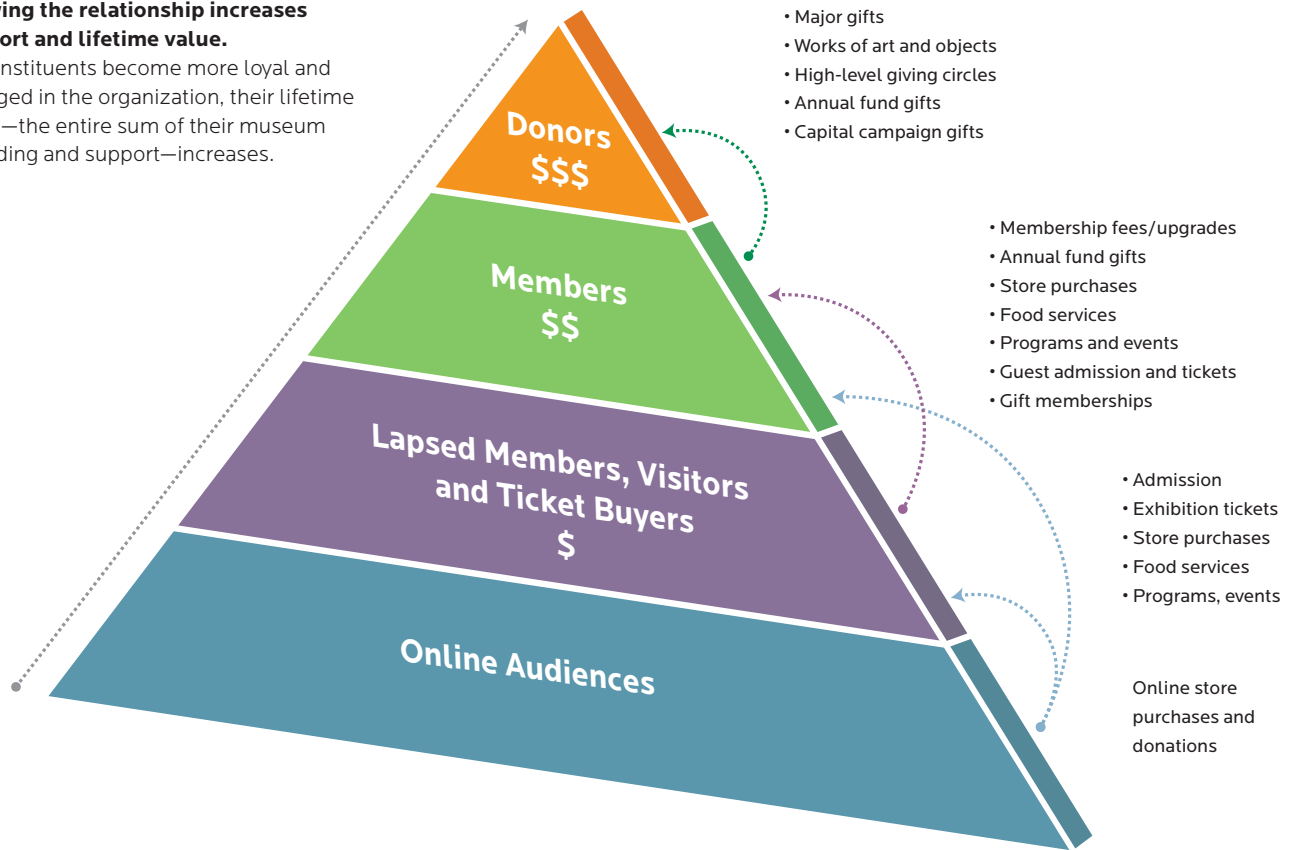
Communication efforts should be layered with messaging about how additional gifts of support and membership upgrades will further the museum's mission and also provide new ways for members to become more engaged in museum activities. Inviting and moving members from general levels to mid-level categories and high-level donor circles will increase the overall return.

Maximize Long-Term Return and Lifetime Value of Constituents

Maximizing the long-term growth and net revenue from a membership program requires committed investments in acquisition and lapsed member

Growing the relationship increases support and lifetime value.

As constituents become more loyal and engaged in the organization, their lifetime value—the entire sum of their museum spending and support—increases.



recapture, strategic and robust retention efforts, effective upgrade programs and ongoing appeals for additional support. Museums need to balance the cost of delivering specific benefits and customized offerings with their ability to attract new members and achieve upgrades from current members.

The most productive and cost-effective investment will be in retention, followed by lapsed member recapture. The life-time value of a recaptured lapsed member will exceed that of a new member and deliver return more quickly. That said, there will always be churn, and museums must make ongoing investments in member acquisition to fill the gaps left by those who don't renew, but most importantly to grow the base and program revenue over time.

Strengthen Loyalty for Long-Term Success

Membership programs engage a community of individuals who have stepped forward to become involved in a museum's activities and mission in a deeper way. Each member may be seeking a unique bundle of experiences—from solo time to social outing, educational enrichment to entertainment, or a deal on multiple visits to a philanthropic need to give back. Fortunately, the use of technology has made it easier and less expensive for museums to manage and support customized relationships with all constituents—from online and onsite visitors to members and donors.

The work of strengthening constituent loyalty is central to maximizing return from both earned and contributed

income sources on a museum-wide scale. Members represent a committed community of individuals who want to belong and become engaged and support the organization. They have raised their hand to say they're in, beyond a single visit or transaction. The museum's job is to deliver on the promise of value with an exceptional membership experience. A healthy, growing and loyal membership base provides an essential pipeline for philanthropic support and demonstrates organizational strength to the board, funders and community. <<

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MEMBERSHIP ASSESSMENT

Undertaking a membership assessment is a great step in understanding and articulating your program's performance and value. The process provides insights and affirmations, plus builds confidence in creating a data-driven culture of short-term or strategic decision-making.

Common Questions

- Are we doing our best?
- Where should we focus our efforts?
- What is and is not working and why?
- Are we putting efforts and resources on the right things?
- What is the value of membership to our organization?

Determining Answers

- Identifying key influences on membership growth and revenue
- Knowing areas of excellence and targeting areas requiring enhancements
- Understanding the return on current efforts
- Determining best practices among comparable industry comparisons
- Allocating sufficient resources and infrastructure to support improvements

HOW WILL YOU USE IT?

Information gained during the assessment provides you important benchmarks for growth plus identifies the impact of the membership program. These elements help your long-term planning goals (what is possible) and determining future marketing initiatives (what is needed for success and why).

Based on your needs, elements of the assessment may include all or any combination of the following.

THERE'S A STORY IN THE NUMBERS

- Acquisition Analysis
- Retention and Upgrade Analysis
- Cost-Benefit Analysis
- Organization-wide Impact of Membership

MEMBERSHIP is highly measurable. Almost all areas of membership performance can be benchmarked and compared to industry standards. This understanding is critical to knowing “*how membership works*” at your organization. The knowledge assists when quantifying future opportunities based on past performance and the investments to support future success.

MEMBERSHIP ASSESSMENT

Tiny Tweaks to Bold Breakthroughs



Custom analysis based on your individual needs and systems including Raiser's Edge, Tessitura, Salesforce, Siriusware, Donor Perfect and File Maker Pro.

Membership Performance Analysis for Brooklyn Botanic Garden

Growth Trends

Net gain/losses (FY10 - FY14)
% Growth + key influences

Composition of the Base

Membership Pyramid
Distribution and Average Sale
Average Duration

Acquisition Profile

Methods, distribution, impact on short + long-term growth
Onsite Sales: conversion rates, seasonal trends
Website: ratio, impact, online penetration
Direct Mail: performance, ratio, investment, impact
Sales from other methods (TBD)
Impact of acquisition on annual growth
Materials/Signage: positioning, messaging, call to action

Retention Profile

Process, sequence, materials and impact on growth
Renewal Rates: Overall, New Member, Multi-year, and Rejoining Member
Comparison of renewals rates by method of joining: onsite, online, direct mail joiners
Renewal rates for Direct Mail joiners 2-4 years after enrollment, return on investment in subsequent years

Cultivation & Upgrade Trends

Process, sequence, materials and impact on annual revenue
Upgrade performance during the renewal cycle and mid year
Most likely and resistant memberships to upgrade

Revenue and Expense

Direct Expense: cost to acquire, cost to renew, cost to service PER Membership
Indirect Expense and Net Revenue after direct and indirect expense

Measurement and Reports

Database practices: coding, maintenance, system-based reports
Performance reports: acquisition, retention, direct mail, growth, penetration

Visitation and Usage

Members as an "audience" for Museum attractions
Usage profiles - museum exhibitions, special ticketed and seasonal events, additional contributions and other areas of participation

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