

New Building, New Membership

Preparing for, leveraging, and surviving a move



Courtney Davis
Membership Manager



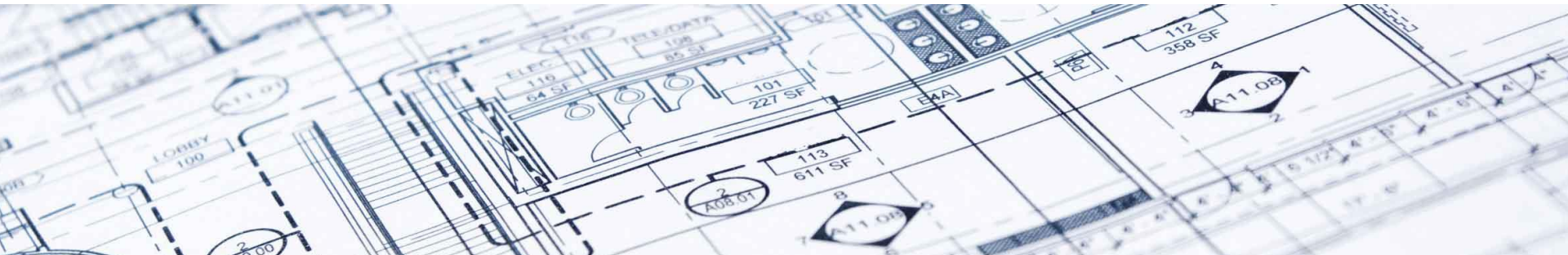
Julie Knight
Associate Director of Membership



Today's Blueprint

Every building project is unique, but there are some shared challenges:

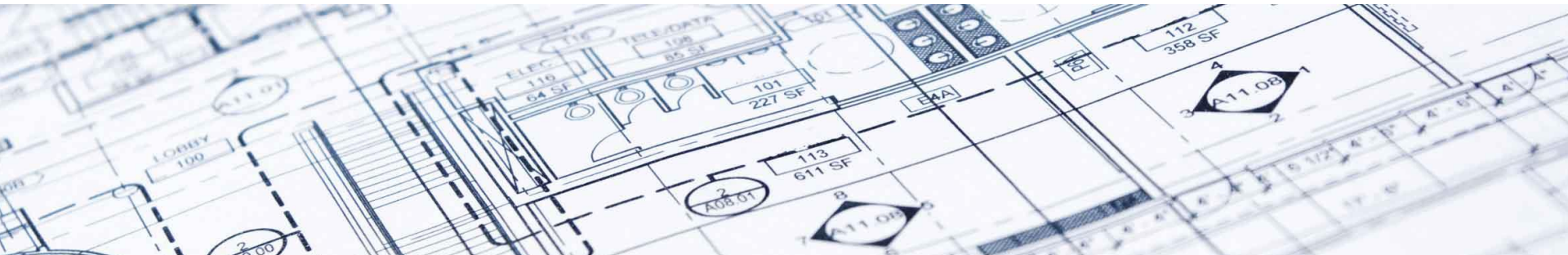
- Retaining members during change
- Leveraging new building to acquire new members
- Re-evaluating, re-structuring program



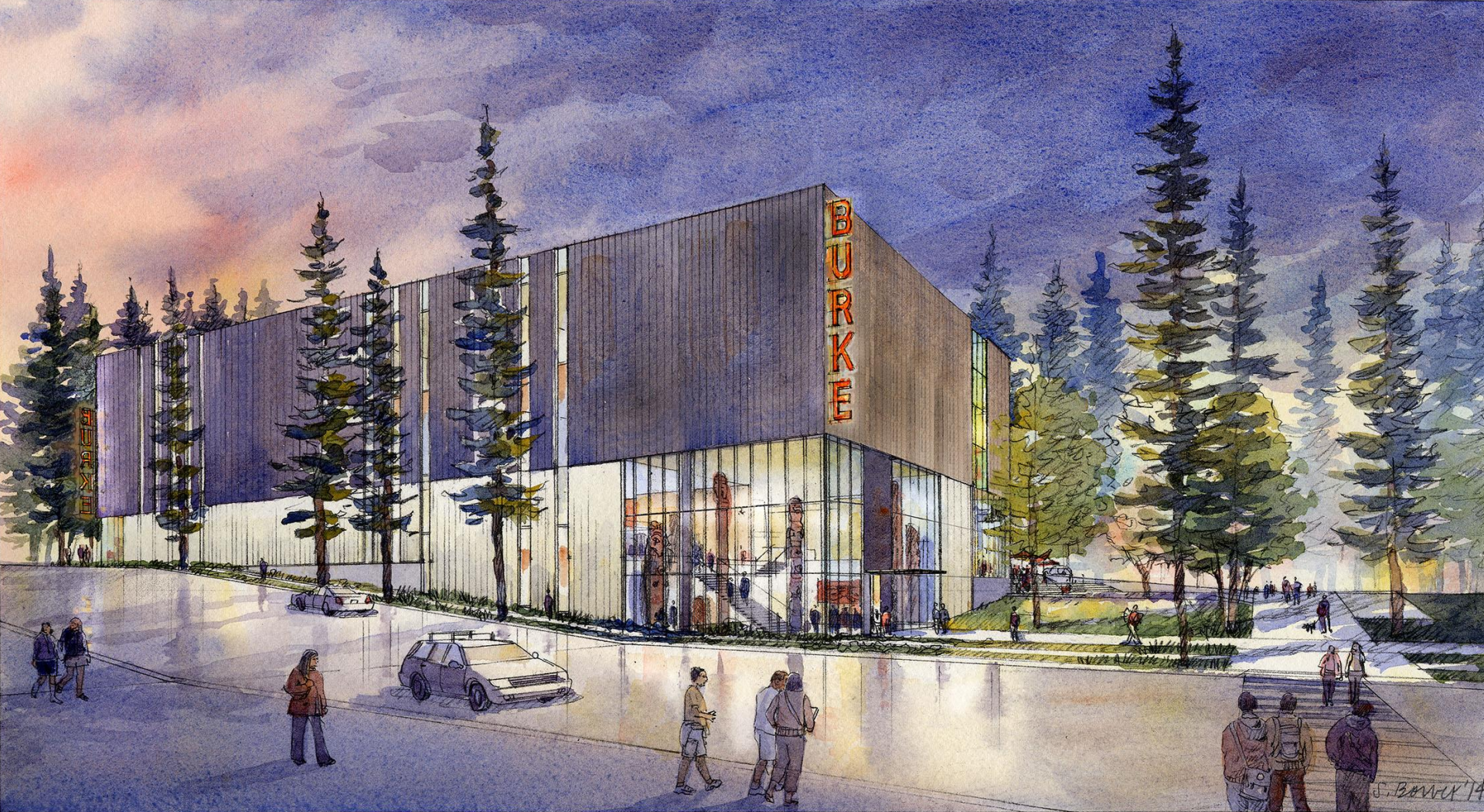
Join our email support group?

Going/went through a building project?
Let's keep in touch.

Sign up on the sheet going around, and
Courtney will connect the group via
email.







Olson Kundig | Stephanie Bower Architectural Illustration





SEE

THROUGH

the Burke







FREE for
conference
attendees!

Preparing for the New Burke

- Historical data analysis/future projections
- Systems upgrade
- Pricing and benefits restructure
- New Burke membership campaign (Not a “charter membership”)
- Involve members in community campaign

Historical analysis & future projections

Get to know your:

Acquisition rate

- Through the front door
- Online

Renewal rate

- **First time members**
- Loyal members

Average \$/membership sale

They will increase!



Systems upgrade

Replacing multiple outdated systems with a single museum-wide CRM (Patron Manager) that:

- Cuts down staff processing time
- Tracks all member/visitor data in one place
- Offers robust reporting capabilities
- Integrates with email marketing tool (Emma)

Membership program restructure

Goals:

- Re-evaluate benefits
- Increase rates to align with new admission prices
- Simplify

Process:

- Members survey
- Focus groups

New Burke Membership Campaign

Not a charter campaign.

Leveraging excitement about the new building to sell memberships.

Two phases:

Renewal campaign

Acquisition campaign

New Burke Renewal Campaign

January 2018 – December 2018 (building close)

Goals:

- Encourage existing members to renew despite closure
- Contribute to operating funds during closure

Benefits:

- Final membership at current pricing
- 9 months of extra membership to make up for closure
- Active membership during New Burke opening
- New Burke member preview

New Burke Acquisition Campaign

January 2019 – Fall 2019 (New Burke open)

Goals:

- Encourage new members to join at new rates
- Leverage museum-wide outreach and audience development efforts

Benefits:

- Special edition New Burke membership card
- Active membership when the New Burke opens
- New Burke member preview

New Burke Community Campaign

- Ongoing member communications about New Burke progress
- Launching Community Campaign at an extra special Member's Behind-the-Scenes Night (last one in the building)
- One night a year to everyday!



MO

SF

New Building/ New Membership: Membership retention during a building closure

AMMC Presentation, November 2017

By Julie Knight, Associate Director of Membership

MA

The Situation:



SFMOMA closed its doors to the public on June 2, 2013 for an extensive transformation.



After almost three years, SFMOMA opened on May 14, 2016 as **one of the largest modern and contemporary art museums in the world.**





SFMOMA: Botta Building - Opened in 1995

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SFMOMA: Snøhetta Building - Opened in May 2016

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Strategic Objectives

How to retain current members* and keep them engaged through the new opening

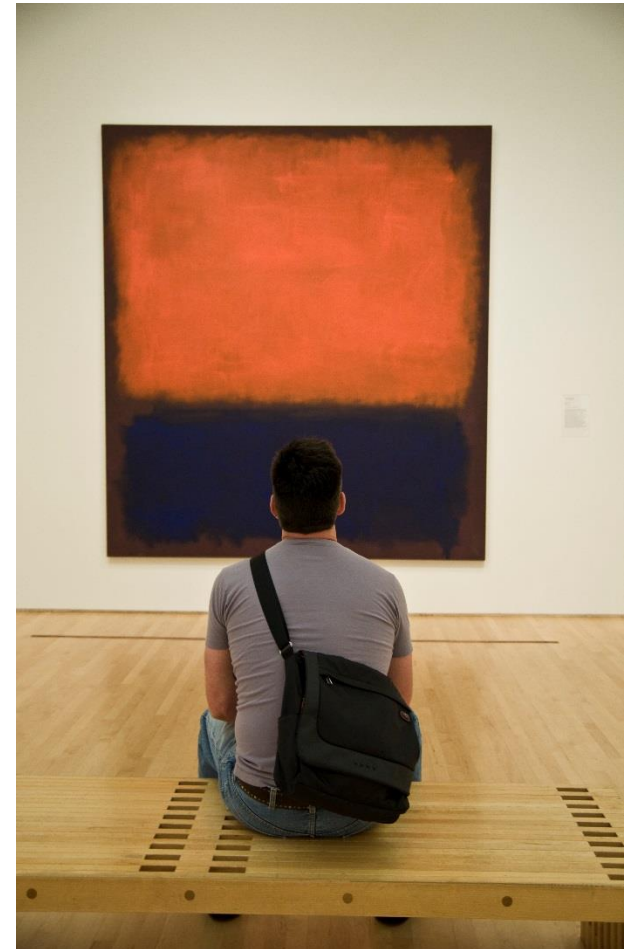
- Honor our members, retain, energize and strengthen the member community.
- Generating excitement and awareness about our Interim programs, building to 2016 opening of SFMOMA.
- Communicate clearly that SFMOMA *membership benefits*, and the museum are moving around for 35 months, not closing.



*Closed building with 35,000 member households.

Tactics

- Targeted membership messaging
- Member Forums (onsite/drop-in) (for information dispersal and Q&A)
- Month-long Member Appreciation Celebration prior to closure & later appreciation weeks and weekends
- Charter Membership spanning closure
- More Member Benefits than ever... Enhanced Member Programs & Benefits with SFMOMA "On the Go"



Targeted membership messages

- Reassurance –
Keep institutional memory and spirit alive
- Excitement –
Opportunity to have a unique membership experience
- Loyalty –
Recognition and thanks for member involvement
- Information –
Detailed updates about interim programming and news about the extraordinary new SFMOMA



Tool: 'Three Ways to Maximize Your Membership' – monthly email

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“On the Go” graphic identity

Think
outside the
building.

SFMOMA will be on the go from June 3 while our building is closed for expansion. Experience our exhibitions in a whole new way—at locations around the Bay Area through early 2016.

SFMOMA
on the go

Our building is temporarily closed, but we remain more open than ever!

SF^{MO}MA

Think
outside
the
building.

Come see
where we are
sfmoma.org/onthego

SFMOMA
on the go

SFMOMA
on the go

Closed for
construction,
yet more
open than
ever.

Come see
where we are
sfmoma.org/onthego

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Member Appreciation Events

Closing our doors with enthusiasm

Month long appreciation celebration at closure

- ✓ Members-only early hours
- ✓ Member Party
- ✓ Member collateral give-aways
- ✓ Store sale (double discount)
- ✓ Jewelry trunk show/wine reception
- ✓ Four artist talks (30% member discount)
- ✓ Members-only docent tours



SFMOMA
member
on the go

SFMOMA
member
on the go

SFMOMA
MUSEUM STORE

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Charter Membership

We Value Your Loyalty

Initially offered seven months prior to closure.

Limited-time offer:

- Includes renewal for 3 years (through opening)
- Pay upfront at a discounted rate of 30% off for 3 years (or until opening!)*
- “First to see it” preview days at opening
- Surprise events along the way
- Plus, all of the existing benefits of membership (store discount, MARP, etc.)

Charter membership did not include any benefits past opening.

* Note: Revenue was allocated by finance over the three year closure

Renew today
and enjoy these great benefits.



BECOME A CHARTER MEMBER OF THE NEW SFMOMA

Because we value your membership support, we are offering existing members the opportunity to become Charter members as we enter our next era. This limited-time offer includes renewal for three years at 30% off.

FREE ADMISSION—ALWAYS

You can visit as many times as you like, always for free.

BRING A FRIEND

As a member, you can bring a guest to SFMOMA every time you visit.

SUPPORT THE ARTS

Take pride in your contribution to one of the nation's leading museums of modern and contemporary art. **Plus**, enjoy exhibitions, performances, film screenings, special member previews and events, discounts, and lots more.

Throughout our transformation, membership benefits will be fulfilled at our distinguished partner museums while each collaborative SFMOMA exhibition is on view.

To renew, visit sfmoma.org/membership or mail in your renewal today.

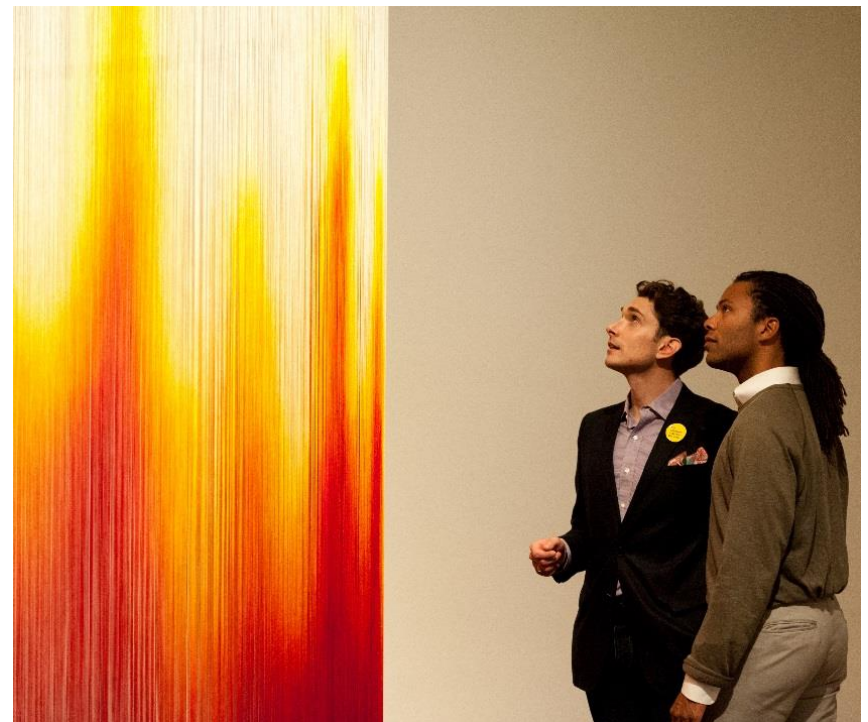


Learn more at sfmoma.org

SFMOMA Programming during closure

During the 35-month closure, SFMOMA On the Go offered several interim programming strands:

- Co-curated exhibitions with Local Museum Partners (with SFMOMA art installed as part of exhibitions)
- Outdoor Installations & Site-Specific Commissions
- California Tour of SFMOMA Photography Exhibitions
- Education Programs (“Sunday Streets”)
- Free Artists Talks at Live Projects (SF Jazz)



Enhanced Member Programs - “On the Go”

- Unlimited **free admission** at other Bay Area partner museums during co-curated exhibitions (with OMC, MoAD, Asian Art Museum, YBCA, CJM and more!)
- Exclusive **preview days** and special evening receptions at partner museums
- Member **advantages** at SFMOMA site-specific projects (i.e. di Suvero at Chrissy Field & Project Los Altos)
- Special Member “Gatherings” (Crown Point Press, Sports Basement, Z Space, SF Jazz)



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Enhanced Member Programs - “On the Go”

Additional Ongoing Partnerships:

- CUESA (Center for Urban Education about Sustainable Agriculture)
- ODC Dance
- San Francisco Bicycle Coalition
- San Francisco Symphony
- Zipcar San Francisco

Special discounts/access and events only offered to SFMOMA members



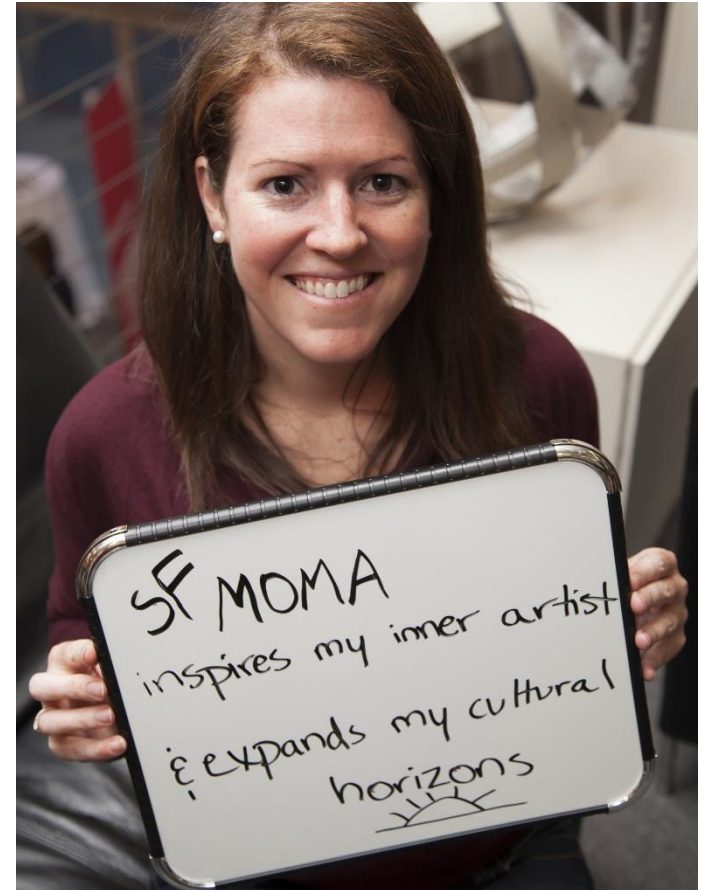
Enhanced Member Benefits - “On the Go”

- Expanded Reciprocity program (MARP & Whitney) to lower level
- Exclusive access to Pier 24 Photography gallery and Fisher collection at the Gap Headquarters
- Surprise and delight promotions
- **10% off** at the SFMOMA Museum Store (online, at SFO, and at new offsite location) – **20% off** on members-only sale days
- Free subscription to the now quarterly **members' magazine**



Research

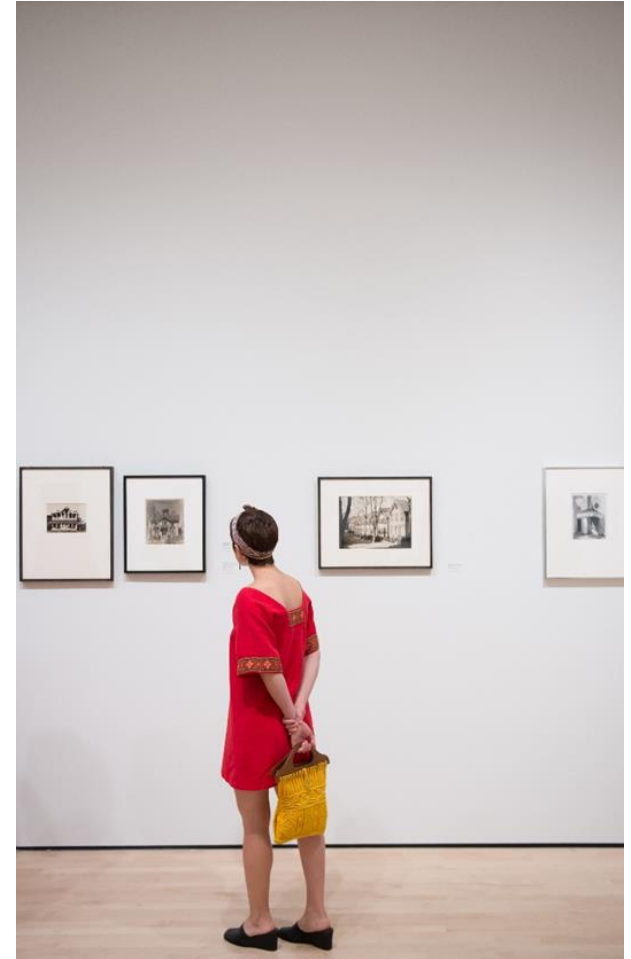
- Member Survey (with the Morey Group, now part of The Lukens Company)
 - covering demographics, etc.
- Pricing Survey (with The Pricing Institute) – covering levels, benefits, and pricing sensitivity
- Two Focus Group Studies of members and non-members (with Martin & Stowe) – covered topics:
 - Marketing & member communications during closure
 - Benefits, member levels & pricing



Key Findings

- Half of our membership was going to drop during the closure
- Seniors want a discount but didn't care how much*
- Given that we were going to open the new building with children 18 and under **for free**, we eliminate the 'Family' level of membership and restructure
- With an increase in the General Admission ticket price, membership, with a modest increase and a new building, was still considered a good value

* We also used the closure to change our senior discount age from 62 to 65.



Membership Price & Level Changes

Changes made 2-1/2 years into closure; 8 months prior to opening
Overall increase in membership price – 25%

	Pre-Closure	New rate	% Increase
Individual	90	100	11%
Dual	115	150	30%
Family	150		
Supporter	250	300	20%
Contributor	500	600	20%
Benefactor	1000	1250	25%
Senior Individual	55	80	45%
Senior Dual	75	120	60%

Member Acquisition Campaign

We began to our series of acquisition campaigns one year prior to opening with the old pricing. Response was immediate and substantial.

- 56% of “new members” were reinstates from the past 5 years.
- New members joined at higher levels, demonstrated by an average gift of \$130 (115% of goal).

Campaigns continued 4 months later in the fall with new pricing and brand, then subsequently every 4 months through opening.

When you invest in our transformation, you transform your own connection to art and to the community.

FOC Design/Art 2015, photo © Drew Altizer

Quadrant Celebration, photo © Britt Meisner

Illuminating. Surprising. Boundaryless. Your New SFMOMA

We've spent the last four years transforming our space, and in spring 2016, we will open our doors as a new museum for our community, our world, and our time.

Will you be there?

When you join us as a Founding Member, you will be an integral part of our exciting future. You'll be one of the first inside our new building and will experience our opening exhibitions in the very best way possible.

There has never been a better time to be a member. Be a part of the transformation. **Join us today.**

Transforming art starts here. Transforming San Francisco starts with you.

Coming Spring 2016

For more information contact the Member Services team at 415.357.4135 or membership@sfmoma.org.

San Francisco Museum of Modern Art
151 Third Street, San Francisco, CA 94103
join.sfmoma.org

Welcome to Your New SFMOMA

Join Today

**SFMO
MA**



Results of engagement campaign

- **20% of members joined as Charter members - 6,833**
- 40% of members attended events during closure
- Member email open rate remained at 39%
- **Retained 43+% of member households; Lowest # was 15,000 at two years into closure**
- By opening, we had 44,519 members (27% higher than at closure)
- One year later we hit our highest level of membership - at nearly double what we were at closure

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Questions?



Thank you!

Feedback Survey:

AMMC.cvent.com/2017

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