

Putting it All Together: Taking a Successful Basic Level Membership Program to the Next Level

CARNEGIE | MUSEUMS
OF PITTSBURGH
Four distinctive museums

Jca

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JCA

- Founded 29 years ago
- Staff of 56
- We are not a museum, zoo or botanical garden...
- We ❤️ data!
- We make data actionable



Carnegie Museums of Pittsburgh

- Founded in 1895
- 4 Distinct Museums
 - Carnegie Museum of Art
 - Carnegie Museum of Natural History
 - Carnegie Science Center
 - The Andy Warhol Museum
- Serve 1.3 million people annually
- More than 30,000 member households
 - 95% giving \$250 or less

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MUSEUM
OF ART

CARNEGIE
MUSEUM
OF NATURAL
HISTORY

CARNEGIE
SCIENCE
CENTER

THE ANDY
WARHOL
MUSEUM



Robust Growth in the 95%: Basic Level Members

- Member counts rose by 9%
- Member revenue up 5%
- First-year retention over 50%, a 14 percentage point increase over 2014
- Over 80% increase in upgrades into the donor levels



What Had We Done?

- Created perceived value with opportunities for engagement
- Implemented stewardship calling to new members
- Developed a welcome email series transitioning away from “value” messaging
- Launched recurring giving for all member levels



In other words, we were treating members like donors and changing the priority to stewardship and building relationships.

- While also aggressively testing in direct mail, telemarketing and email marketing

But little growth in the other 5%: Donor Level Members

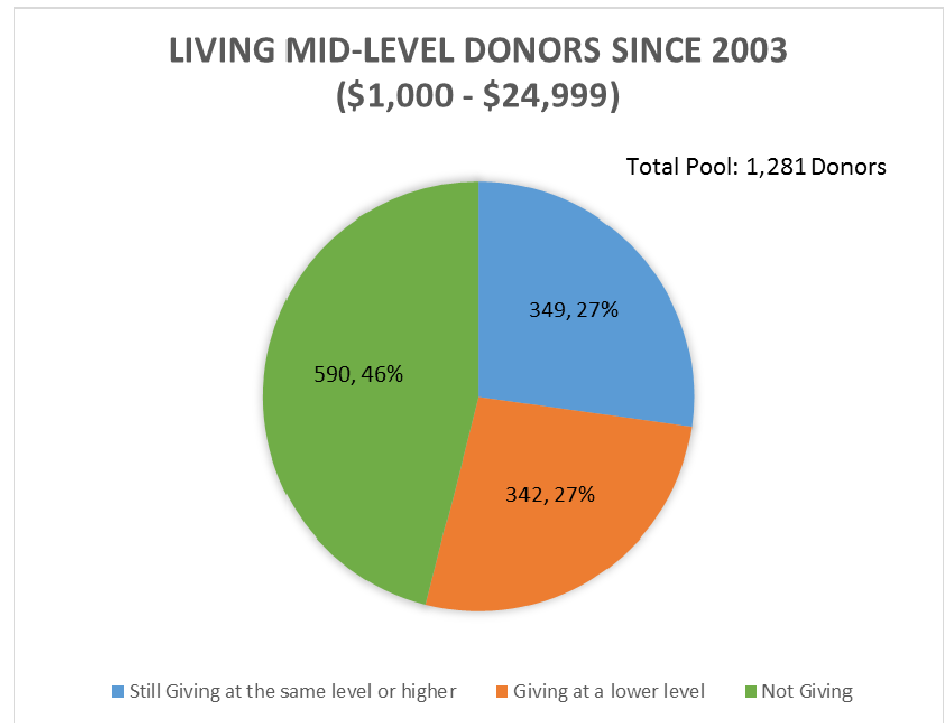
- Staff spread too thin to really engage with donors or innovate approach
- Focus was on small percentage of donors who routinely participated in travel program or attended events
- Operating in a small, isolated group doing much of the work manually

Needed to begin actively using data to streamline the work and identify best members to focus on.



Mid-Level Bottleneck

- Only about half of the 27% have a positive velocity, ie. are increasing their giving
- Annual number of donors at the lower end of this spectrum decreasing
- 68% of this pool of donors have greater capacity



Culture + Data

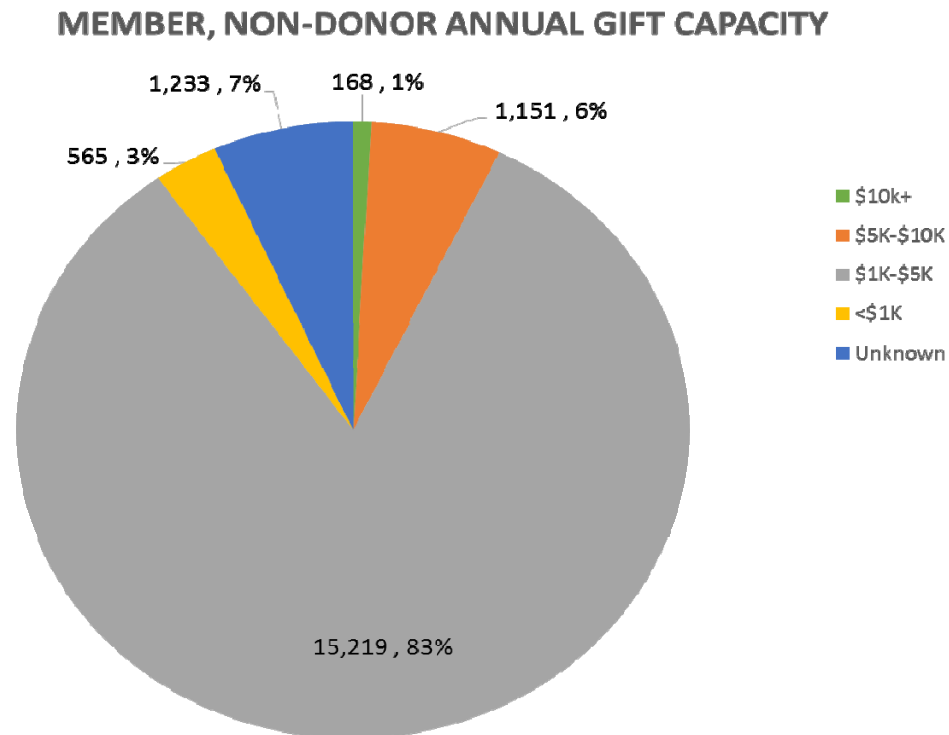
*Creating a culture of donor-centeredness
grounded in data*

Goals

- Increase retention
- Build a pipeline for major gifts program
- Create a community of supporters by treating every member like an individual

Changing Perceptions


- 90% of basic level members have the capacity to give more if we can engage them in the mission
- Need to convey that membership is more than a value-based product
- Institutional perception must also change



Member Perception Shifting

- In surveys, we've seen:
 - Percentage definitely/probably renewing increasing
 - Percentage that sees membership as “a good economic value” decreasing
 - Percentage citing reason for renewing as “supporting the arts & sciences” significantly increasing

Kara, your support makes a difference.

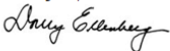


EXPLORE
THE FOUR CARNEGIE MUSEUMS OF PITTSBURGH

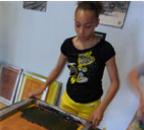



Dear Member,
Your decision to become a member of Carnegie Museums was a powerful one.

You've become an advocate for the advancement of arts and sciences in Pittsburgh. More than 1.3 million people of all ages and interests explore with us each year. And their individual stories speak volumes about education, artistic innovation, and scientific exploration.

On behalf of the community, I thank you.

Best regards,

Dolly Ellenberg
Vice President

- VOLUNTEER
- YOUR MEMBER BENEFITS
- CARNEGIE MAGAZINE
- TRAVEL WITH US
- SEE WHAT'S HAPPENING

- KIDS AND LEARNING 
- ART AND INNOVATION 
- SCIENCE AND EXPLORATION 
- MAKING A BETTER WORLD 



FIRST STEP: ASKING

Initial Steps

- Added 1st donor level to acquisition mailings
- Changed renewal ask strings to include donor levels

Those two changes tripled the revenue membership solicitations were driving into the donor levels and increased donor-level members

14%

CARNEGIE MUSEUMS OF PITTSBURGH
Four distinctive museums

NEW MEMBERSHIP ENROLLMENT

★ Respond by May 15, 2016 ★
for generous discounts and a free gift!

Choose a member level that's right for you and visit 4 museums FREE all year!

Family \$150 \$135 <ul style="list-style-type: none">Free admission to all 4 museumsStandard benefits* for 2 adults and up to 4 children (ages 3-18)Privileges for a designated caregiverPlus a \$10 Museum Store Gift Card	Premium \$250 \$225 <ul style="list-style-type: none">Free admission to all 4 museumsStandard benefits* for 2 adults and up to 8 guestsPrivileges for a designated caregiver10% discount in museum cafes10 half-off Cinemax couponsReciprocal privileges with select art and natural history museumsPlus a \$10 Museum Store Gift Card	Friend \$350 \$325 <ul style="list-style-type: none">Free admission for 2 adults, 2 children, a designated caregiver, and up to 8 guests to all 4 museums10 free Cinemax tickets for standard films (\$85 value)Invitation to special Cinemax film eventExclusive travel opportunities and reciprocal museum privilegesPersonalized services to help schedule your visits10% discount in museum cafesPlus a \$10 Museum Store Gift Card
Dual \$100 \$90 <ul style="list-style-type: none">Free admission to all 4 museumsStandard benefits* for 2 adults, or 1 adult and 1 guestPlus a \$10 Museum Store Gift Card	Individual \$75 <ul style="list-style-type: none">Free admission to all 4 museumsStandard benefits* for 1 adult	Senior (65+) \$50 <ul style="list-style-type: none">Free admission to all 4 museumsStandard benefits* for 1 senior adult

Our Best Value!

★ Outstanding standard benefits listed on reverse

4 Easy Ways to Join!
Have this form ready when you...

MAIL
Send it in the enclosed postage paid envelope

VISIT
Join us in the lobby of any of our 4 museums

PHONE
412.622.3314

ONLINE
<http://members.carnegiemuseums.org/spring16>
Monthly payments now available online!

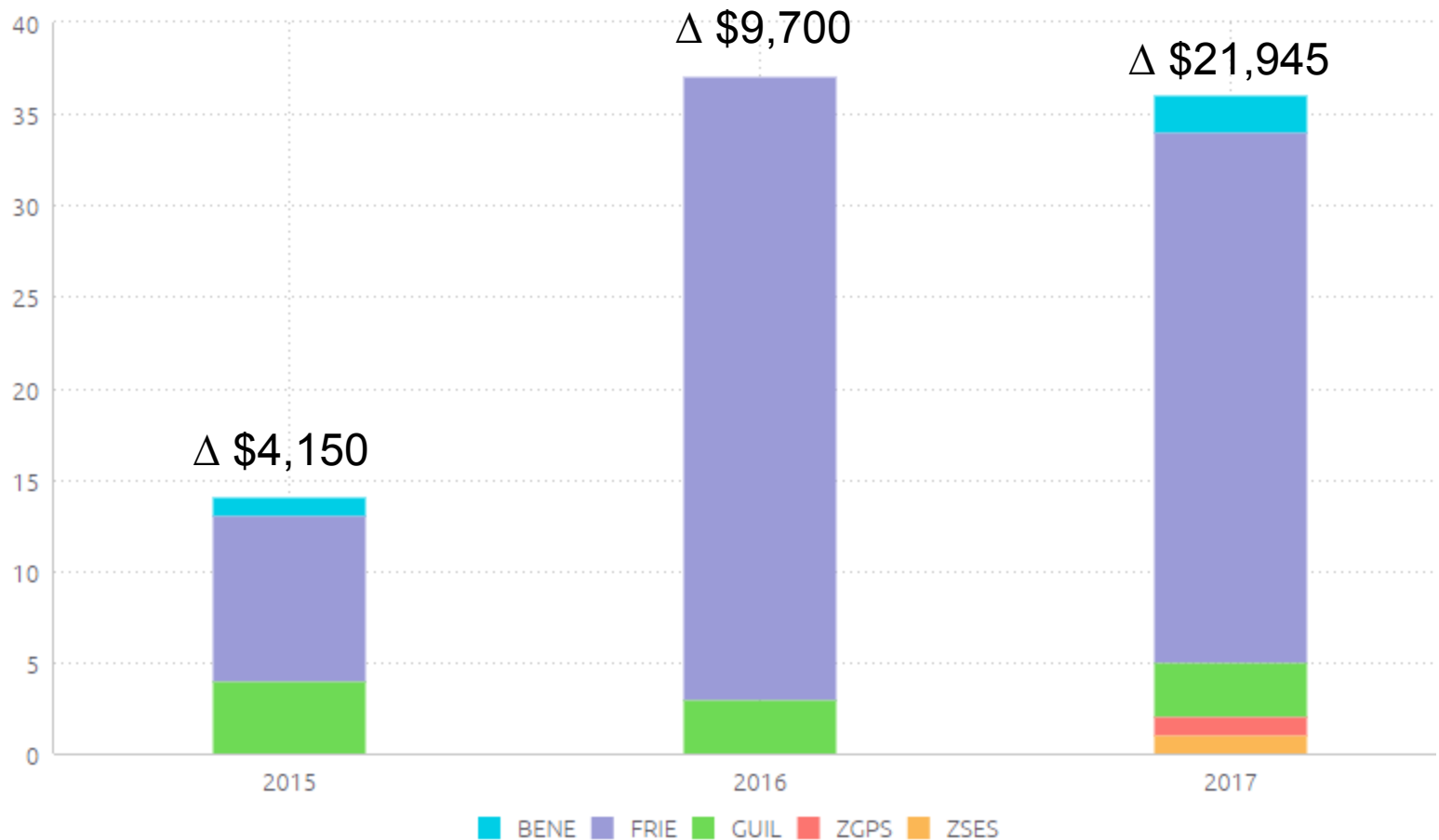
JOIN NOW
Dual Members and Premium Members receive a \$10 Gift Card at any of our museum stores!

Sample A. Sample
Address
Address
Address
City, State Zip

PROMOTION CODE: 121456789

Next Steps

- Dual to Donor Upgrade Segment added to telemarketing schedule
- Growing mid-level discovery/portfolio work



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SECOND STEP: SILO BUSTING

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Culture & Data Collide

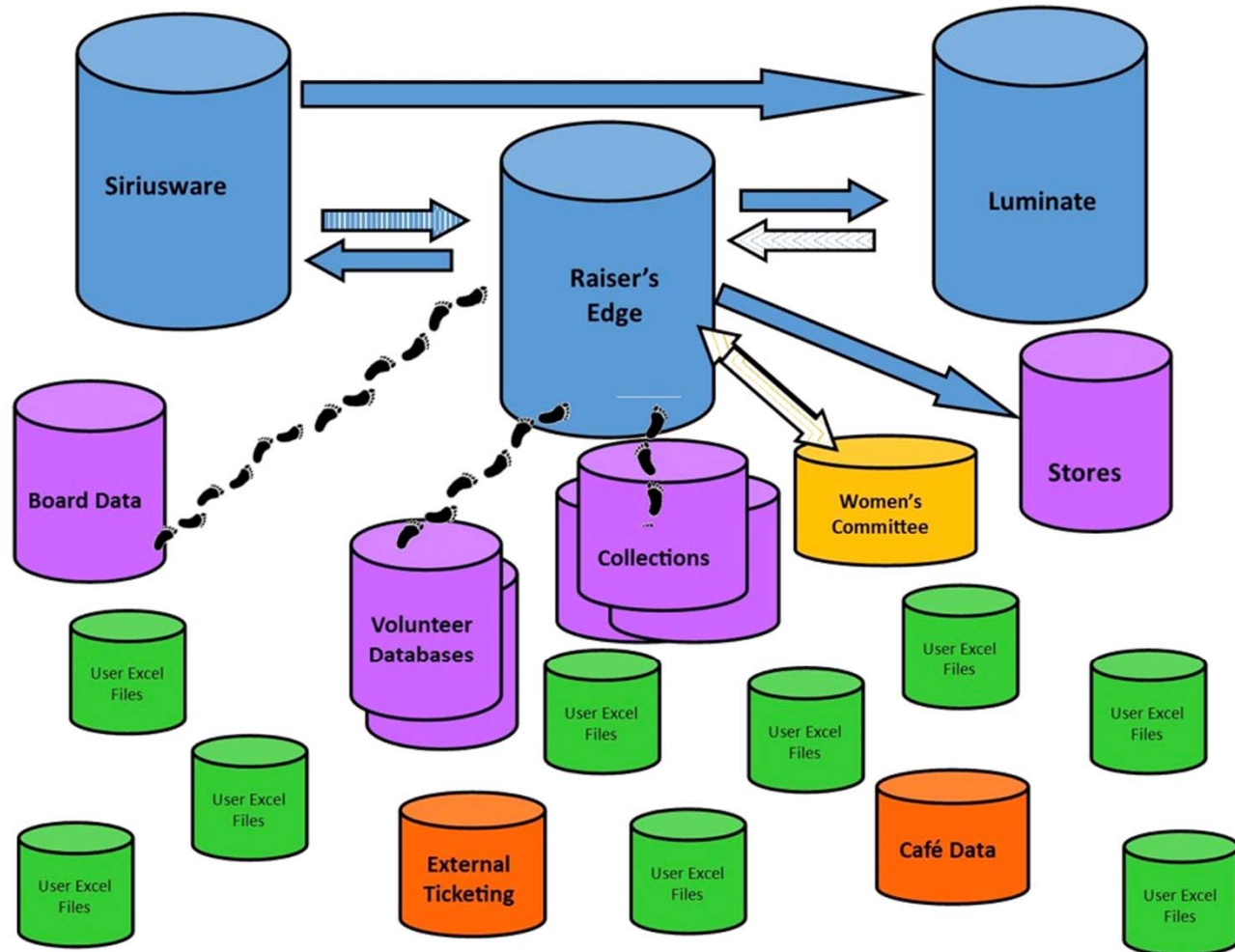
- Breaking down organizational silos & existing stereotypes
 - Full merger of basic & donor-level member programs
 - Investing in building mid-level giving to improve the prospect pipeline
- Breaking down data silos
 - Data from Raiser's Edge & Siriusware pulled into a single interface
 - Creating the ability to more effectively measure engagement & interest

Engagement Comes in Many Forms

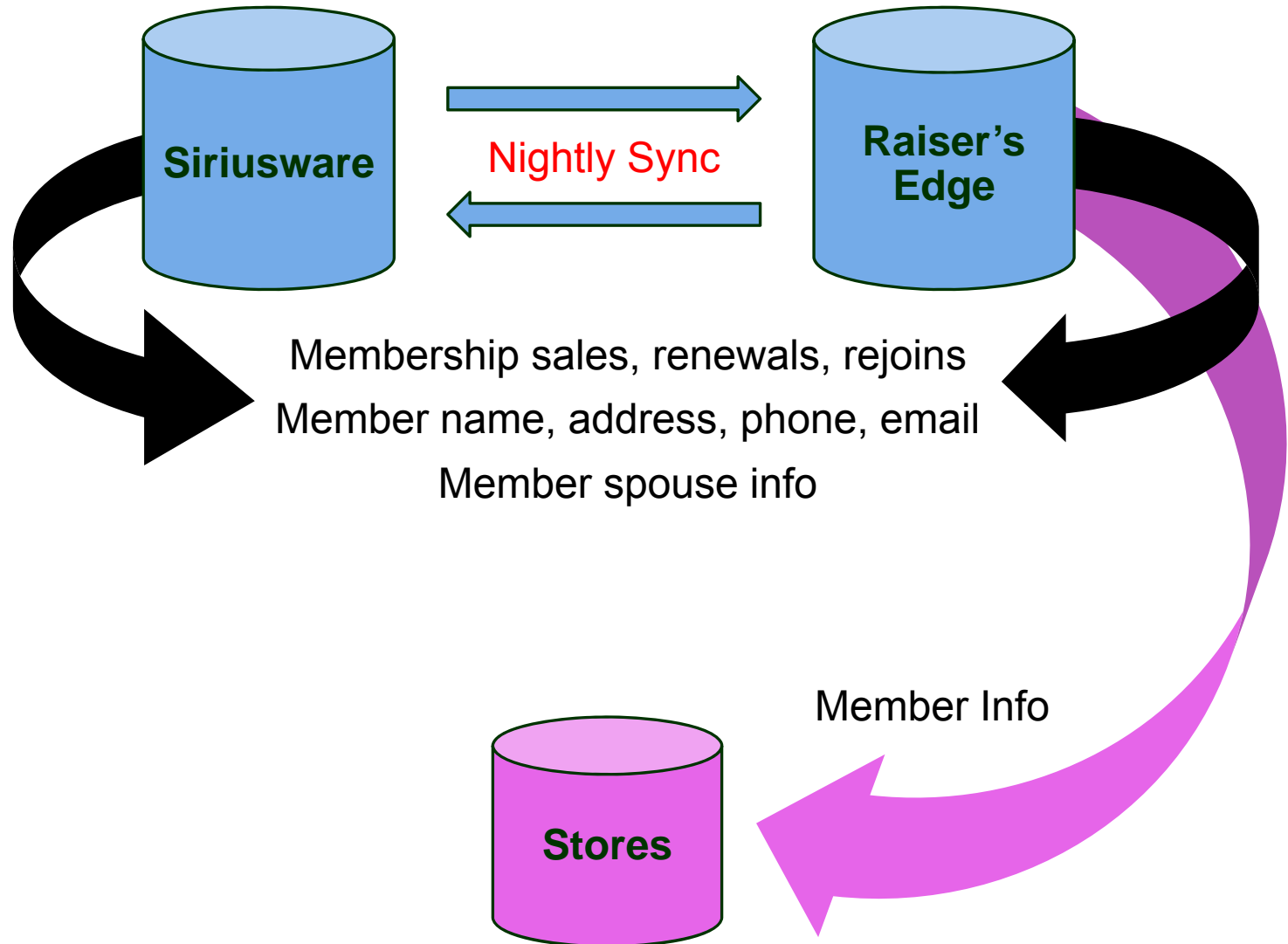
- In major gifts, we spend the time to profile each person
- Direct marketing relies on data driven mechanisms
- Need 360° view of constituents to be most effective at all aspects of this



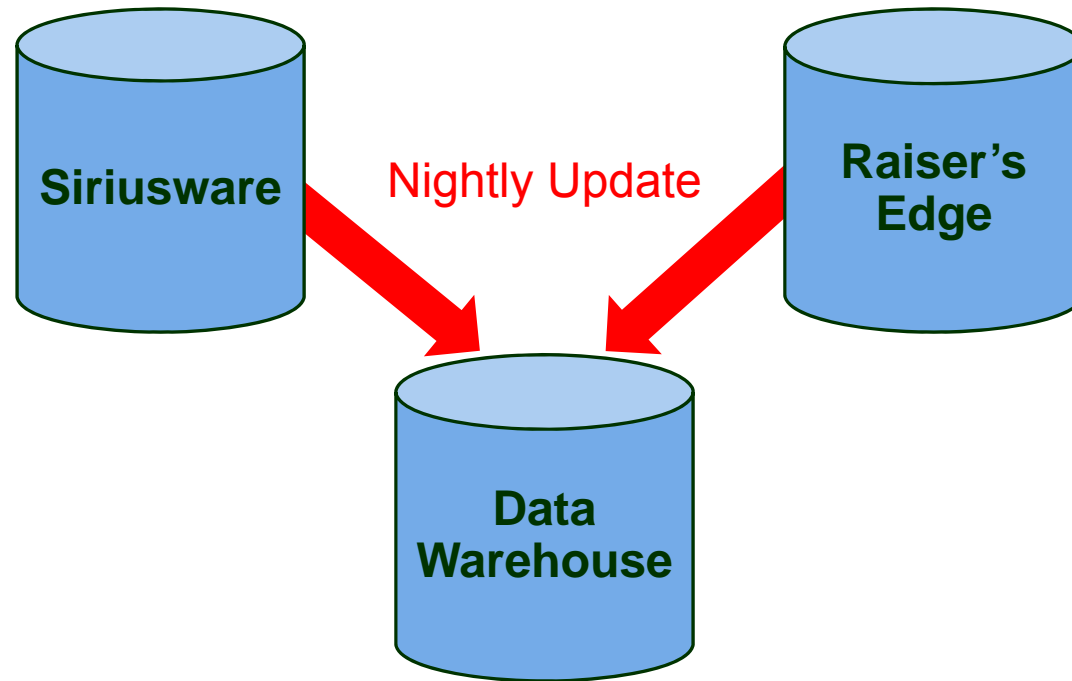
The Silos



Siriusware and Raiser's Edge Integration



JCA Answers Data Warehouse



Gifts (Raiser's Edge)
Constituent Appeals (Raiser's Edge)
Event Participation (Raiser's Edge)
Membership (Raiser's Edge)
Membership Visitation (Siriusware)
Proposals (Raiser's Edge)
Actions (Raiser's Edge)
Membership Retail (Siriusware)

Touch Points Cube



Picture of a Member

Constituent Touches

Constituent and Development Initiated Interactions

Constituent Name & Contact Information

Cons ID	Primary Address Text	Street	City	State	Zipcode
104513	Mr. Dan S. and Mrs. Lisa D. Nydick	2569 Barnwood Drive Gifts	Wayford	PA	15090

Scores				Days in Touchpoint Date	Campaign Description	Fund Description
Cons ID	Solicitation Readiness Score	Velocity	Loyalty	7/19/16	Trustee 2016	T/B - Unrestricted
				5/13/16	Carnegie Museum of Natural History 2016	Trustee - Friends Group / CMNH Council
				5/10/16	Carnegie Museum of Natural History 2016	T/B - PNR 2015 Trailblazer Event
				5/3/16	Trustee 2016	T/B - Unrestricted
				3/29/16	Carnegie Museum of Natural History 2016	T/B - CMNH Pterosaurs Benefit Dinner
104513	35	10.0%	\$90			

Events Attended

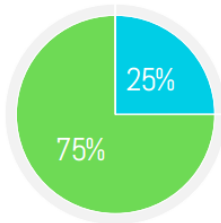
Days in Touchpoint Date	Event Name	Att	Days in Touchpoint Date	Category	Subcategory	Mem ID
4/1/16	CMNH Pterosaurs Benefit Dinner	Tru	5/13/16	GSDC	Member Level	
			1/10/16	TVIP	ZSDS	1045

Memberships - This Year

Constituent Initiated

Museum engagement instigated by the constituent

Member Visitation



Member Visitation - Det

Days in Touchpoint Date
6/5/16
5/28/16
5/19/16
2/13/16

Development Initiated

Constituent interactions created by Development staff

Event Invitations

Days in Touchpoint Date	Event Name	Inv	Days in Touchpoint Date	Type	Personal Contact
4/1/16	CMNH Pterosaurs Benefit Dinner	Inv	9/30/16	Proposal/ Solicitation	True
			3/1/16	Proposal/ Solicitation	True

Personal Contact Actions

Proposals

Years in Asked Date	Proposal Name	Total Amount Asked	Total Amount Funded
2016	RES - CMNH Pterosaurs Dinner	\$15,000.00	\$1,500.00
	URES - 2016 CMNH TAG	\$10,000.00	\$0.00



Expanding the Stewardship Calling Program

- Expanding from basic-level members into donor levels
- Using data to identify:
 - the best person to make the call
 - Purpose of the call
 - Thank you & information
 - Discovery
 - Invitation to special opportunity

20% increase in revenue from member to donor upgrades

New & Rejoining Members with Capacity of \$10K+

2016 Quarters in Last Gift Date (...)

Months in Last Gift Date (All) Days in Last Gift Date (All)

Major Giving Capacity - WP	Cons ID	Constituent Name	Staff Manager	Transaction Type	Days in Last Gift Date
MGC10 - \$10,001.00 - \$25,000.00	255980	Davis, Marie	No Staff Manager	Rejoined	10/21/16
	478775	Foley, Timothy	No Staff Manager	Joined	10/19/16
	478804	Crummy, William	No Staff Manager	Joined	10/20/16
	478811	Rubino-Calafiore, Stephanie	No Staff Manager	Joined	10/20/16
MGC11 - \$25,001.00 - \$50,000.00	243168	Carney, Carson	No Staff Manager	Rejoined	10/20/16
MGC13 - \$100,001.00 - \$250,000...	428459	Brand, Sandra	No Staff Manager	Joined	10/21/16

Adding the Next Dimension

- Combining data to look more deeply at member & donor activity
- Identifying hidden potential by looking at spend & visitation

Yesterday's Visitors

Engagement Identifier

Constituent Detail

Constituent Member Information ⓘ

2017 Quarters in Expires On Dat... Months in Expires On Date... Expires On (All)

Cons ID	Constituent Name	Number of Years as Member	Membership Category	Expires On	Most Recent Visit Location
100230	Gorman, John Raymond	24	SENR	6/30/17	OAK

Constituent Giving History ⓘ

Cons ID	Constituent Name	Years in Largest Gift Date	Largest Gift Amount	Days in Last Gift Date	Last Gift Amount	First Gift Date	Total Giving Lifetime
100230	Gorman, John Ra...	2006	\$130	10/21/16	\$10	1992	\$1,195

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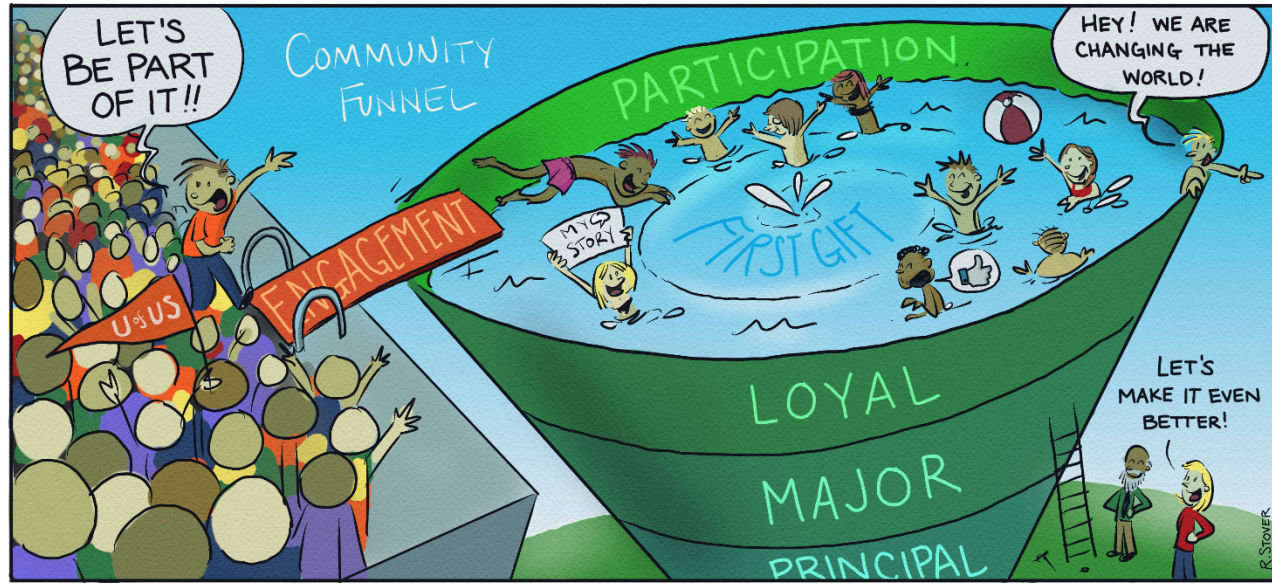
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So... How Can We Leverage This Data?

- Identify prospects & more effectively manage portfolios
- Segment members into various groups to...
 - Craft appeals that speak to certain groups of members
 - Personalize communications based on member behavior
 - Design programs to reflect members' engagement
 - Target those members most likely to upgrade



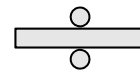
THIRD STEP: CREATING TOOLS

From the Micro to the Macro

- Transforming the lens to build a more dynamic mid-level & direct marketing effort
 - Velocity Score to determine giving trajectory
 - Engagement Score to identify advocates and/or at-risk members
 - Target Score to identify interest

Velocity Score: Who Is on the Rise?

Last Gift



Avg. Gift Amount (2014 + 2015 + 2016)

High Velocity	Low Velocity
$v = \frac{\$250}{\$75 + \$125 + \$250}$	$v = \frac{\$50}{\$200 + \$125 + \$125}$
$v = 1.667$	$v = 0.333$

Velocity Score: So, What Do We Do with It?

Group	Range	Action
Decelerating	Less than 1	Candidate for incentivized renewal solicitation; look for ways to re-engage
Same	1	Candidate for upgrade incentive or targeted additional gift request; non-incentivized renewal
Accelerating	1.01 – 2.4	Candidate for upgrade to donor level; additional gift request with higher ask string starting point
Rapidly Accelerating	> 2.5	Candidate for wealth screening & discovery call

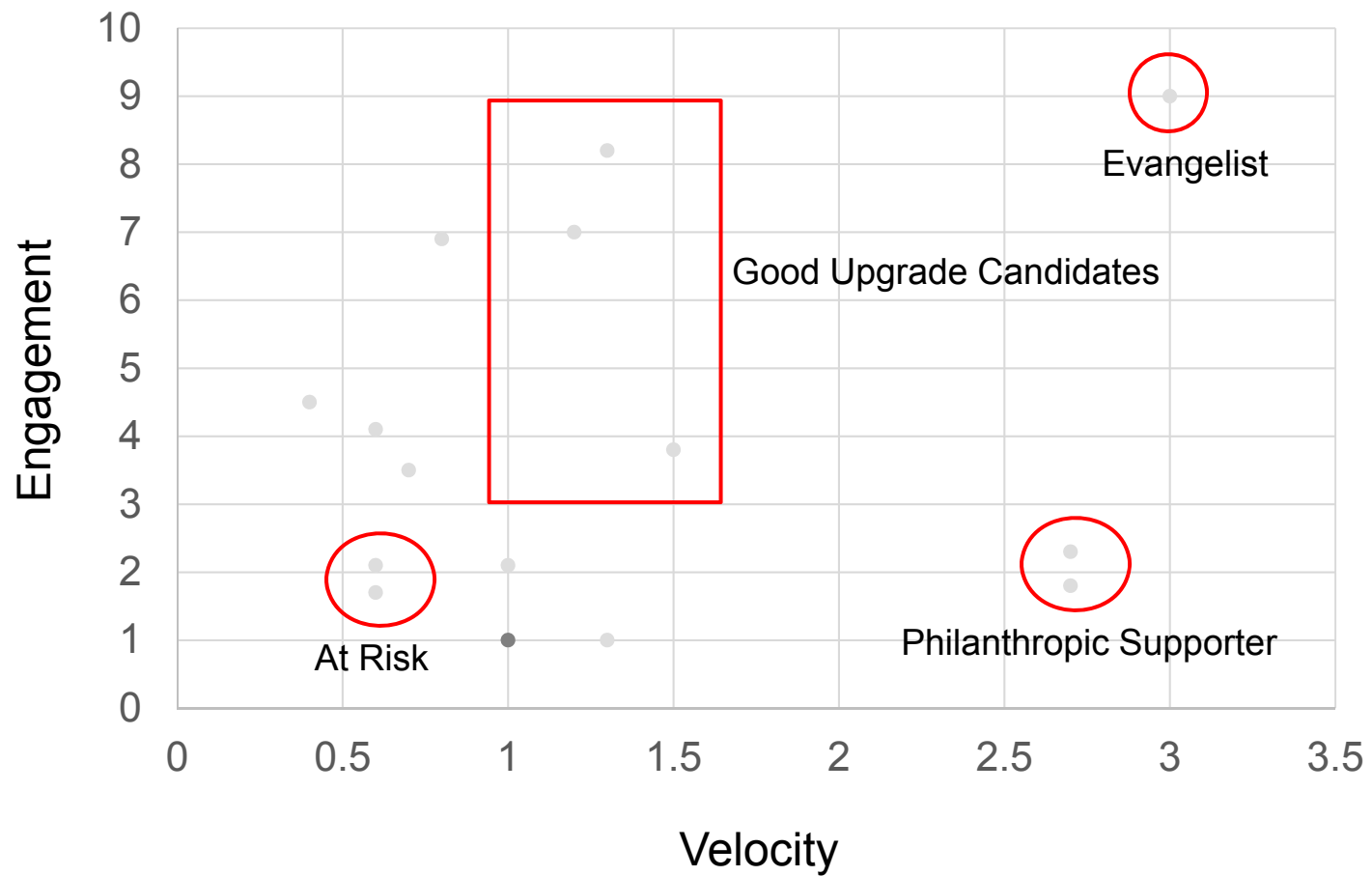
Engagement Score

	Weight
Number of program purchases	0.25
Number of events attended	0.15
Number of visits	0.30
Number of donations	0.25
Number of store transactions	0.05

Engagement Score

	Weight	Number	Score
Number of program purchases	0.25	2	0.5
Number of events attended	0.15	2	0.3
Number of visits	0.30	5	1.5
Number of donations	0.25	4	1.0
Number of store transactions	0.05	4	0.2
Total Engagement Score			3.5

Combining Velocity and Engagement



Target Score

	Weight
Number of lifetime visits	.10
Number of lifetime program purchases	.10
Number of events attended in last 3 years	.15
Number of visits in last year	.25
Number of program purchases in last year	.25
Number of donations	.20
Total Score	



FOURTH STEP: PUTTING IT TO USE

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Real World Examples

- Family A
 - Velocity score – 1.7
 - Engagement score - 9
 - Gift capacity \$20 - \$25k

- Family B
 - Velocity score – 4.1
 - Engagement score - 4
 - Gift capacity \$50 - \$75k



The Big Project: Upgrade vs. Ad Gift

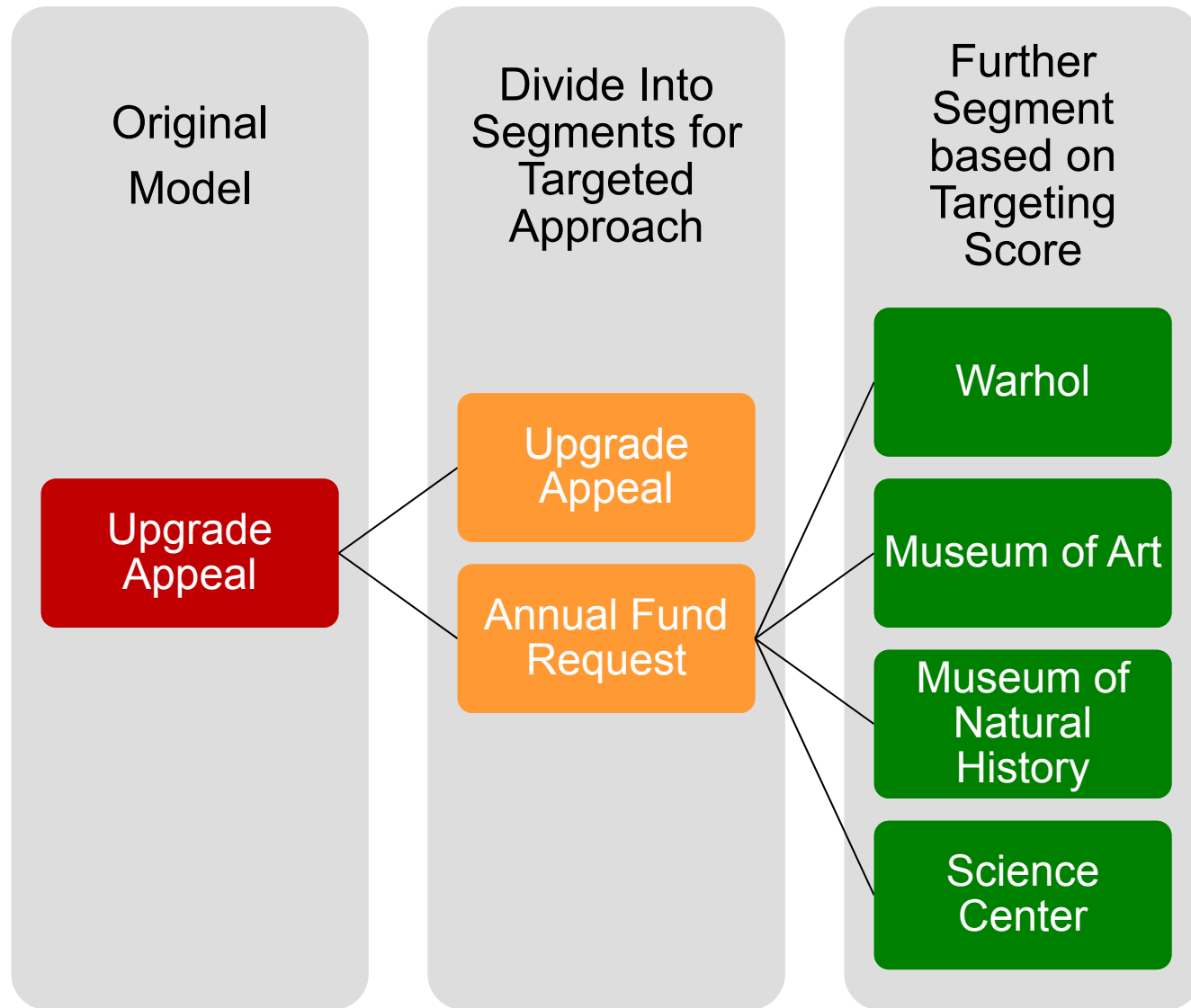
Premise:

- Not every member is a good prospect for an upgrade ask
- Need to find room for asks targeted to making an additional gift

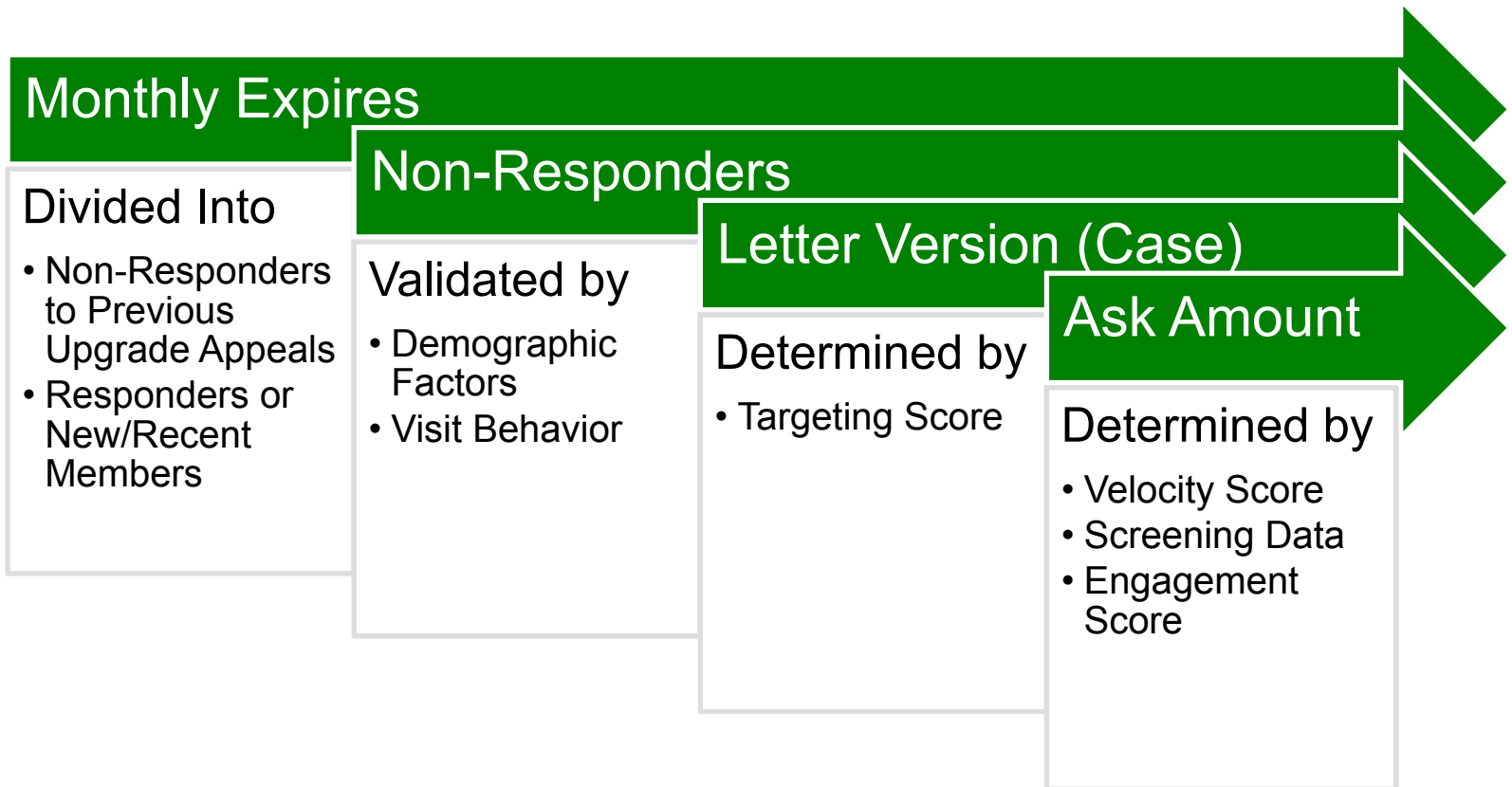
Concept:

- Using scoring, behavior & demographic information to build model
- Launched first iteration in July of 2017

Move Beyond Standard Upgrade Model



Segmenting Decision Path



Challenges

Challenges: manageable and affordable implementation



- Balance meaningful personalization versus what is uncomfortably personal
- Budget drives everything:
 - Impractical to personalize to the nth degree (QC issues); limit number of letters versions
 - Lettershops are imperfect . . .
 - Digital printing requires multiple checks
 - Can't trust merges without multiple checks

Carnegie Special Gift Appeal

Everything lasered
except "Yes!"

Variable copy
based on interest

CARNEGIE MUSEUMS OF PITTSBURGH SPECIAL GIFT RSVP

YES! I want to help Carnegie Science Center, and all four Carnegie Museums of Pittsburgh, inspire, create, and explore even more in the year ahead!

Enclosed is my tax-deductible gift of:

\$25 \$40 \$55 \$75 Other: \$ _____

Please give by February 28 to receive your two complimentary tickets to the event title to be determined.

Member ID:

Mr. and Mrs. Sample A. Sample
Address
Address
City, State Zip

Appeal Code ABCDEFGHI

Variable push copy
changes as
incentive changes

PAYMENT INFORMATION

- My check is enclosed, payable to **Carnegie Museums of Pittsburgh**.
Check amount \$ _____
- Please charge \$ _____ to my MasterCard Visa American Express

Account number _____ Expiration date _____

Name on card _____

Authorized signature _____

Email address _____

Questions? Please contact membership@carnegiemuseums.org or 412.622.3314.

EASY WAYS TO GIVE

- Send this form in the enclosed envelope
- members.carnegiemuseums.org/give
- 412.622.3314

Will your employer match your gift?

Enclose your employer's matching gift form to increase your support!

THANK YOU!

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Four distinctive museums

Payment options on
back

Carnegie Special Gift Appeal

CARNEGIE MUSEUMS
OF PITTSBURGH

Target museum
highlighted in blue

Images customized by
museum and interest;
digital printing

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Carnegie Special Gift Appeal

Letter "shell" with static copy for all Museums, and copy in red is variable depending on engagement/targeting score data.

Starts with thanking the member—making this member-centric

CARNEGIE MUSEUMS OF PITTSBURGH

February X, 2017

Dear Salutation:

Thanks to you, Carnegie Museums of Pittsburgh are engaging more than 1.3 million people in our community with art, science, and history—and we are truly grateful.

You and your family see the impact each time you visit Carnegie Science Center, Carnegie Museum of Art, or another of our amazing museums. From new exhibits like *BodyWorks*, to awesome Science Workshops like *Seasonal Science*, and events like *Café Scientifique*, there is always something new for people of all ages to discover.

Your Family membership is an investment that makes possible all of this and more. And that is why I am excited to share the following information, to keep you up-to-date on what is to come.

You've probably noticed big changes taking place at Carnegie Science Center! We're in the midst of a \$34.5 million project to build a new Science Pavilion that will offer you space for blockbuster traveling exhibitions, a new giant-screen digital theater, and even more opportunities to explore science, technology, math, and engineering (STEM).


Current favorite exhibits like *roboworld™* and *Highmark SportsWorks®* will be upgraded as well. And you'll start experiencing what's new later this year, with the new Pavilion opening in 2018.

In May, Carnegie Museum of Natural History will present the exhibition *The Power of Poison*. Whether as a defense against predators, or a lethal weapon used as lifesaving medical treatment, the story of poison is surprising at every turn. And as a member, you will see it with free admission!

As the most visited cultural institutions in the region, all four Carnegie museums work hard to bring you new opportunities like *The Power of Poison*. Which is why I am writing to ask you to help us accomplish even more.

Will you give **Samt1**, **Samt2**, or **Samt3** today to help us bring even more new exhibitions to Pittsburgh, and support popular programs and hands-on art-making and science activities for all ages? Your gift makes a real difference to your museums and to our community.

(over, please)



Variable for individual or family focus

Repetition is good! Variable copy matches insert story.

The museums add so much to individual lives, our community, the region, and the world. We steward world-class collections, create exhibits designed to inspire and inform, and conduct important cultural and environmental research. I simply can't imagine Pittsburgh without them!


Your support will also affect students like Josiah Vaughn, who has been visiting Carnegie Science Center since he was five years old. Josiah liked exploring the exhibits and learning about science, but nothing ever sparked his interest until he participated in the Digital Video SMASH JAM Workshop, a one-day summer program.

Now Josiah doesn't just aspire to be a video game designer, he is one. And he uses the coding skills he learned at Carnegie Science Center in school and plans to take them even further as a student at college tbd.

That is why your generous support of Carnegie Museums of Pittsburgh—and all the engaging ways we encourage inspiration, creativity, and exploration—is so critical.

When you step up to support the museums with a special gift, you will help us reach more students through a range of programs that specifically target underserved youth and help them spark their passion for art, history, or science. Your gift in any amount is truly a significant contribution that helps us maintain and grow these programs, and reach as many students and families as possible.

Your gift will help create new exhibits, produce new live science demonstrations, show new films, and bring new world-class art and science exhibitions to Pittsburgh. You'll help us inspire more young people like Josiah, and make your next Carnegie Museums visit even better. Thank you!

With gratitude,

 Dolly Ellenberg
 Vice President

P.S. Please make an additional gift to the Carnegie Museums of Pittsburgh today and we will place you on the invitation list for two complimentary tickets for the event tbd on date tbd. Your gift is 100% tax deductible and can be made online at members.carnegiemuseums.org/give.

Depending on budget, can have primary and secondary Museum highlighted

Refocus on special opportunity, to motivate giving as well as philanthropy

Carnegie Special Gift Appeal

Letter and reply form printed together and lasered in one pass, then “drop cut”

CARNEGIE MUSEUMS OF PITTSBURGH SPECIAL GIFT RSVP

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Address _____
City, State Zip _____
Appeal Code ABCDEFHIH

CARNEGIE MUSEUMS OF PITTSBURGH

CARNEGIE MUSEUM OF ART
CARNEGIE MUSEUM OF NATURAL HISTORY
CARNEGIE SCIENCE CENTER
THE ANDY WARHOL MUSEUM



Carnegie Monthly Ad Gift Appeal

Buckslip Side 1 offers engaging photos and impact statements for all four museums

CARNEGIE MUSEUMS OF PITTSBURGH

THANK YOU! YOUR GIFT IN ANY AMOUNT WILL HELP US INSPIRE, CREATE, AND EXPLORE EVEN MORE!



930,000
museum visitors

297,000
children participate in educational programming, including 220,000+ through in-school programs!



100,000
school children visit our museums on field trips. Maybe one will become the next Warhol!

1.34 MILLION
people served through museum visits, educational outreach, and special events.

Your gift makes a difference!

4400 Forbes Avenue
Pittsburgh, PA 15213
412.622.3314
members.carnegiemuseums.org/give



Carnegie Special Gift Appeal

Side 2 features personal story from recipient's preferred museum

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JOSIAH VAUGHN has been coming to the Science Center since he was five years old. He says the best thing he's ever done though, is attend the **Digital Video SMASH JAM Workshop**, a one-day summer program. "When they gave me the tools to go home and make my own video game, it gave me inspiration, and I started making games with friends."

Your gift to Carnegie Museums of Pittsburgh will help inspire more kids like Josiah by expanding and strengthening the innovative and engaging programs at Carnegie Science Center, and all four amazing museums. **Thank you!**



Ask is reinforced here



FIFTH STEP: IMPLEMENTATION

Data Validation

- Segmenting
 - Tested audience split by modeling previous months responses
 - 1 out of the 900 who upgraded would have been sent the ad gift package
- Targeting
 - Most members had unclear alliances
 - Variances between scores were small

Constituent Examples:

ID	Level	AWM	CSC	CMOA/ OAK	CMNH/ OAK	MAX	Max Location
129005	PREM	5.1	0.4	1.05	1.25	5.1	AWM
102377	PREM	.35	7.5	0.6	0.6	7.5	CSC
107491	DUAL	.55	.55	.4	.4	.55	AWM/CSC
10815	DUAL	.1	.1	.2	.2	.2	Oakland

Package Concept Tweaked

- Revised from concept of one version per museum
 - Art
 - Science
 - Family
 - Overarching

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“SCIENCE
IS THE KEY
TO OUR
FUTURE.”

- BILL NYE

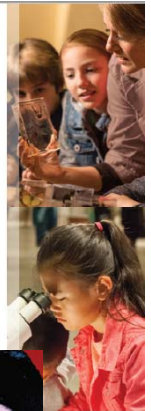


YOUR GIFT MAKES A DIFFERENCE!

IN PITTSBURGH, we're fortunate to have two amazing museums as leaders in science education. **Carnegie Museum of Natural History** and **Carnegie Science Center** are inspiring young and old alike to question, explore, and create in ways our founder Andrew Carnegie could never have imagined—and it's all thanks to members like you!

Our programs teach students to think critically, solve problems, work in teams, and communicate effectively. These are key skills, no matter what career you choose. And with an estimated **150,000 STEM jobs coming to western Pennsylvania**, our museums are key to sparking an interest in science.

Please make an additional gift to the museums to help us strengthen and expand opportunities for science education in Pittsburgh, now and in the future. Thank you.



“I FEEL
LIKE
MYSELF
WHEN I
DO ART.”

- JACOB,
AGE 14



YOUR GIFT MAKES A DIFFERENCE!

IN PITTSBURGH, we're fortunate to have two amazing opportunities to experience art: **Carnegie Museum of Art** and **The Andy Warhol Museum**. World-class exhibitions, evocative programs, art-making activities, and more delight and inspire hundreds of thousands each year.

New programs help the blind experience art and create sensory-friendly visits for people with autism. **Forty-two area school districts depend on our museums' art education and teacher training programs**, especially as many cut art from their own curriculum. Art makes a difference, and it's all thanks to members like you!

Please make an additional gift to the museums to help us expand our programs so that even more people can explore, create, and be inspired by art. Thank you.

4400 FORBES AVENUE • PITTSBURGH, PA 15213 • MEMBERS.CARNEGIEMUSEUMS.ORG/ART



Preliminary Test Results

- Upgrade
 - Response Rates increased
 - ROI up but not significantly
 - Donors & Dollars mixed
- Ad Gift
 - Typical additional gift response rate
 - Average gift too low
- Consolidated target packages
- Testing ask string order now

Culture & Data Create the Difference

- Success is about making the organization a part of the moments that people have in our museums in a way that goes beyond being the location of the memory
- It takes a tremendous amount of time
- Data gives us the ability to create smarter systems that allow us to spend more time on relationship building



Thank You!

Questions?

Please remember to complete your conference survey:

AMMC.cvent.com/2017

CARNEGIE | MUSEUMS
OF PITTSBURGH
Four distinctive museums

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