



Silo Busting

Myths, Metrics, Management & Magic

Session Description

The Myths, Metrics, Management, and Magic of Silo Busting

Presenters share experiences in identifying and breaking down silos and strategies to build bridges among other departments. Rapid-fire style presentations of 5-minute case studies followed by discussion on positioning membership for success among the sometimes competitive arenas of membership and annual fund, digital marketing, technology, visitor services, staff training and corporate support.

Reader's Note: PowerPoint reflects talking notes of the presenters who welcome you to contact them should you like to know more about their silo-busting processes & outcomes.

Panelists

Lynn Swain – Cornell Botanic Gardens

lswain@cornell.edu

Hailey Conneely – Isabella Stewart Gardner Museum

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Amy Nelson – Science Museum of Minnesota

abnelson@smm.org

Aidan Vega – Philadelphia Museum of Art

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Shannon Stout – Museum of the American Revolution

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Karol Stewart – Art Museum of South Texas*

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*affiliated with Texas A&M University/Corpus Christi

Diane Ward – Membership Matters LLC

Diane@membership-matters.com

Silo Busting Topics

Development vs. Membership

Members vs. Donors

Mighty Masses vs. Neglected Middle

Millennials vs. Baby Boomers

National vs. Regional Members

Cyber-Busting Silos

Guiding Principles

- Silo-busting doesn't come from one isolated project, it's an arc.
- Success comes layer by layer, building upon successes and addressing failures. Equally important is that it can endure and benefit from staff transitions.
- Communicate reasons and what's been done to achieve the goals to establish buy-in to the overall strategy.

Silo-busting

Membership & Development

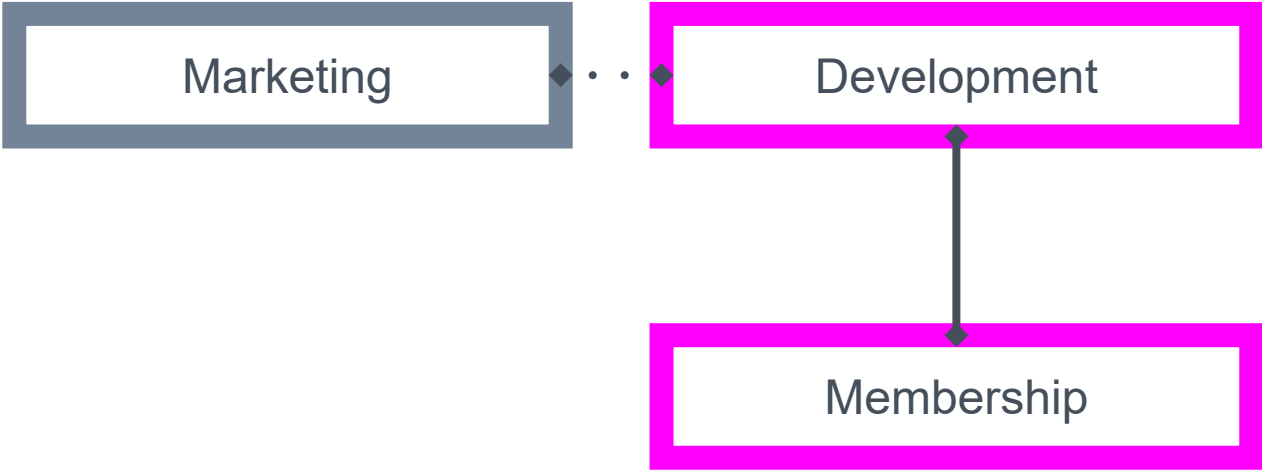
Hailey Conneely, Membership Director
Isabella Stewart Gardner Museum, Boston, MA



Historic + Modern



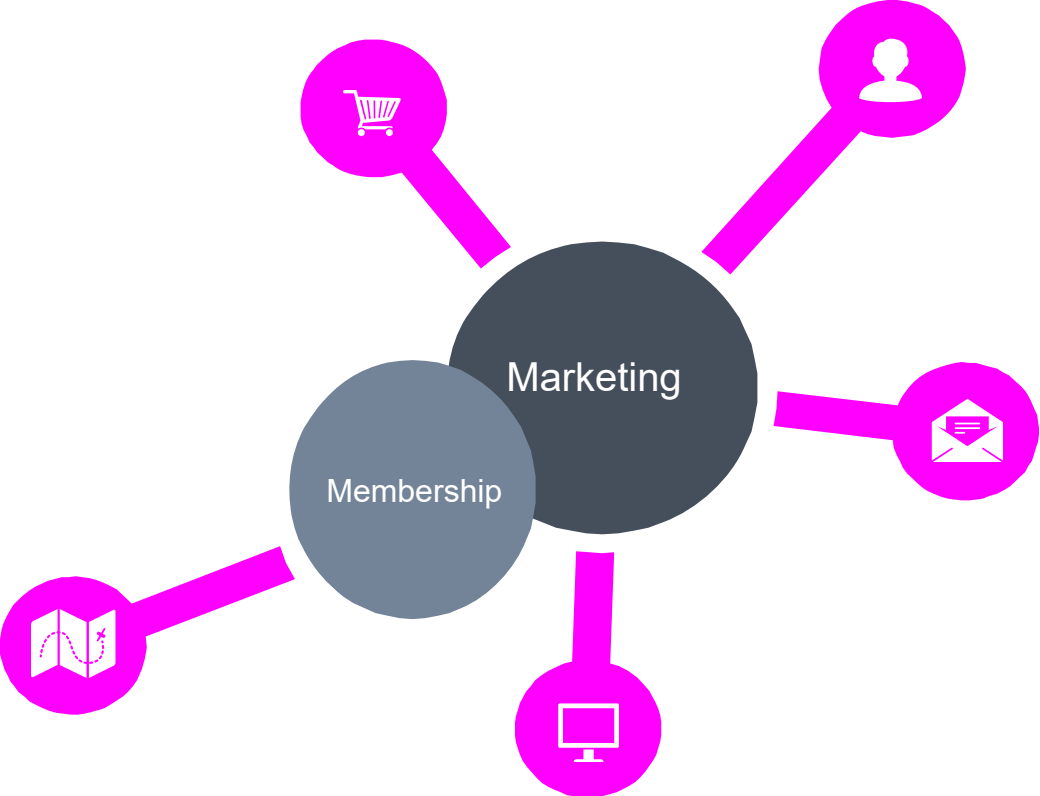
OLD Structure



New Wing

New Goals
New Tactics
New Department

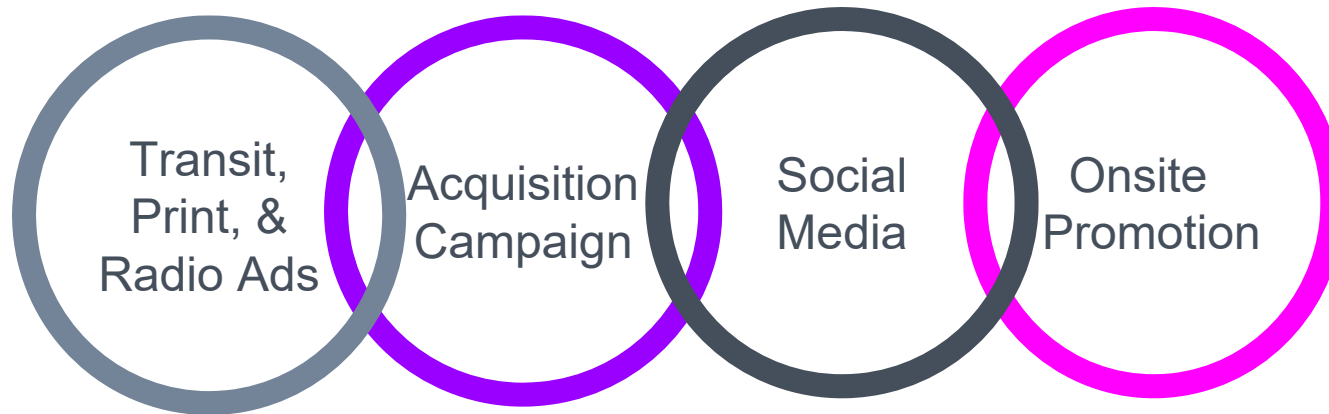
Overlap to Alignment



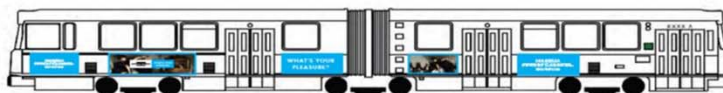
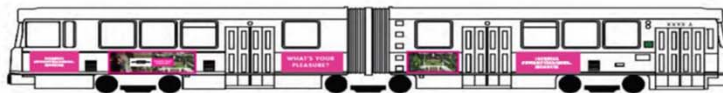
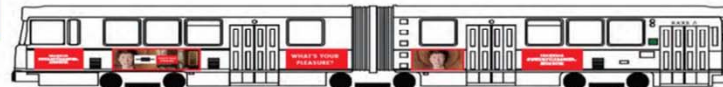
NEW Structure




Building Synergy



Transit/Print Ad Presence



Onsite Promotion



DANCE
at the **GARDNER**

Relax into a sanctuary of beauty and the arts, embark on adventures with family and friends or on your own, and find what delights and inspires you.

MEMBERSHIP HELPS MAKE THAT HAPPEN-
UNLOCK THE PERKS AND JOIN US FOR AN UNFORGETTABLE EXPERIENCE



THIRD THURS Get creative. Make connections. Linger over drinks.

Relax into a sanctuary of beauty and the arts, embark on adventures with family and friends or on your own, and find what delights and inspires you.

MEMBERSHIP HELPS MAKE THAT HAPPEN-
UNLOCK THE PERKS AND JOIN US FOR AN UNFORGETTABLE EXPERIENCE



RISE
MUSIC SERIES

Experience a new way for audiences and musicians to connect. Featuring pop, rock, and hip hop artists performing in our sonic cube, Calderwood Hall.

Relax into a sanctuary of beauty and the arts, embark on adventures with family and friends or on your own, and find what delights and inspires you.

MEMBERSHIP HELPS MAKE THAT HAPPEN-
UNLOCK THE PERKS AND JOIN US FOR AN UNFORGETTABLE EXPERIENCE




ART MAKING
in the **STUDIO**

Relax into a sanctuary of beauty and the arts, embark on adventures with family and friends or on your own, and find what delights and inspires you.


MEMBERSHIP HELPS MAKE THAT HAPPEN-
UNLOCK THE PERKS AND JOIN US FOR AN UNFORGETTABLE EXPERIENCE



Social Media


 **Isabella Stewart Gardner Museum**
September 8 at 3:55pm · 🌐

From September 9 - 17, Gardner members double their discount in Gift at the Gardner and enjoy 20% off all regularly priced merchandise. Become a member and find that perfect gift for someone special or treat yourself! <http://bit.ly/2wOmFRR>




👍❤️ You and 15 others 4 Comments

👍 Like 💬 Comment ➦ Share

 **Isabella Stewart Gardner Museum**
Sponsored · 🌐

Enjoy a night out at the Gardner's popular Third Thursdays event series featuring gallery games, artful activities, drinks, and more. This month's theme, Creative Play, invites you to bring your imagination along and to socialize with friends old and new. Membership is your ticket in and it lasts all year; Third Thursdays are free for members!



Sign up and skip the line!
For a limited time, join and save on our m... [Learn More](#)
gardnermuseum.org

👍❤️ You, Christopher Petre-Baumer and 44 others 3 Comments

👍 Like 💬 Comment ➦ Share

Sponsored Create Ad



Tasty Treats and Spooky Tales
gardnermuseum.org
What can the dead tell us? Special tour guides serve as your "mediums to the afterlife," l...



277,858 visitors

FY17

<200,000 visitors

FY12 and before

39% increase

Total success!



5,800 member households
FY17

3,000-3,200
member households
FY12 and before

81-93% net increase
Total success!



\$712,000

membership revenue

FY17

\$320,000

membership revenue

FY12 and before

123% increase

Total success!



What we found:

- Synergy amplifies impact
- Collaboration expands opportunity and available resources
- Knowledge transfers well between departments
- Visibility increased internal understanding of/respect for member audience
- New work relationships established partnerships for museum-wide projects



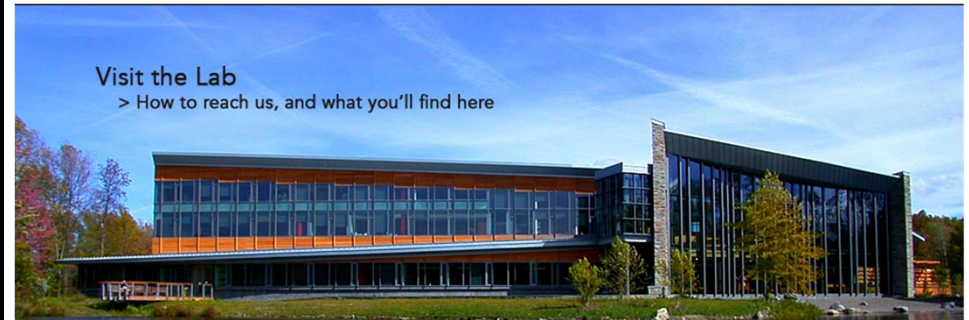
Time's up!

Mission

The Cornell Lab of Ornithology is a world leader in the study, appreciation, and conservation of birds.

Our hallmarks are scientific excellence and technological innovation to advance the understanding of nature and to engage people of all ages in learning about birds and protecting the planet.

- Independent research institute of Cornell University
- Functions as national environmental membership-based non-profit
- Research, education, and outreach



Member vs. Donor

- Membership reports to Marketing
- Annual Fund reports to Development
- Membership not allowed to talk to Donors
- Annual Fund suppresses renewal notices during annual mailing season
- High level donor prospects pulled from the membership pool, not renewed

Members

- Transactionally motivated
- Benefits
 - *Living Bird* magazine or All About Birds newsletter
 - Premiums
 - Benefit Bulletin email
 - Travel opportunities
 - Sponsorship offers
 - Discounts on Lab programs
 - Opportunities to participate


Join now and receive one of these free gifts


Membership Levels
<p>Membership Level *</p> <p><input type="radio"/> Supporter Receive <i>Living Bird</i> magazine for \$5 off regular \$44 dues</p> <hr/> <p><input type="radio"/> Family Option to receive tote bag</p> <hr/> <p><input type="radio"/> Contributor Option to receive journal and pen</p> <hr/> <p><input type="radio"/> Guardian Option to receive coffee mug</p> <hr/> <p><input type="radio"/> Patron Option to receive Cornell Lab blanket</p> <hr/> <p><input type="radio"/> Sponsor Option to receive Fuertes Blue-winged Teal print</p> <hr/> <p><input type="radio"/> Golden-wing Society: Benefactor Invitations to exclusive travel tours and events in your area</p> <hr/> <p><input type="radio"/> Golden-wing Society: Partner All Benefactor benefits, plus free access to all Cornell Lab webinars</p>

Premiums



Brown Pelicans
 Enjoy Brown Pelicans chicks swimming and diving in this [nature moment video](#) from the Multimedia team prepared especially for you, our members. Sure makes me wish for the warm waters of the Louisiana coast on this snowy morning!

Happy Birding,

 Lynn Swain
 Membership Director



Benefit Bulletin

Donors

- Philanthropically or cause motivated
- Gives unrestricted funds, but is not a member

On-the-Spot Giving (Bird Cams)

Campaigns

Try something unusual
We can help you design a gift to support the cause that matters most to you

Creative Gifts

Make a meaningful gift to help us meet our mission
Here are some great ideas for gifts that make a truly meaningful difference to our programs:

- Sponsor a classroom for the Cornell Lab's [BirdSleuth](#) curriculum \$99
- Enable a [worthy student](#) to take the Cornell Lab's [Home Study Course in Bird Biology](#) \$300
- Support an undergraduate's independent research project \$1,500

Please make a donation today

Your support enables us to generate new technologies, tools, and communities so we can protect nature together.

Blackburnian Warbler by Chris Wood

CORNELL LAB FY14 EXPENDITURES

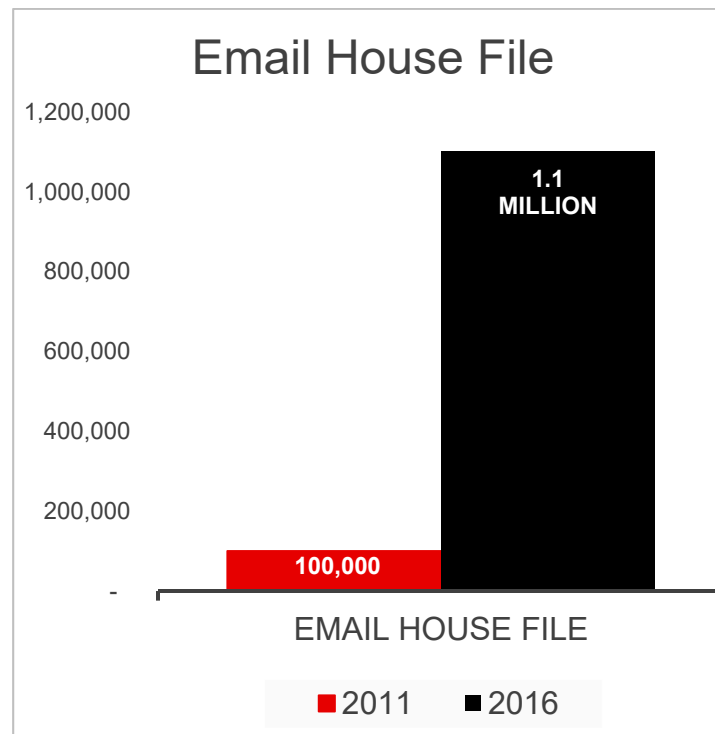
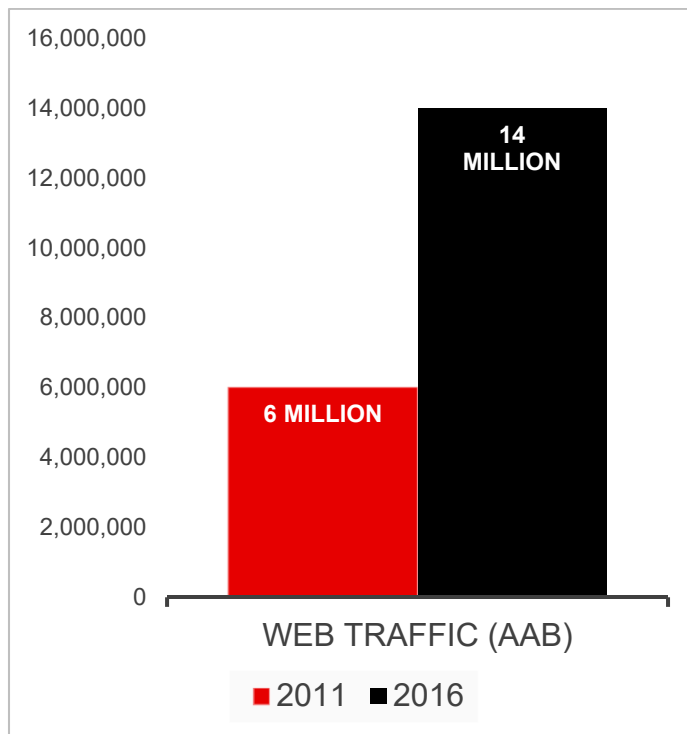
Category	Percentage	Amount
Administration	11.20%	\$2,597,738
Development	13.00%	\$3,015,178
Program Income	73.80%	\$17,035,493

Gift Amount

Online Donation Form

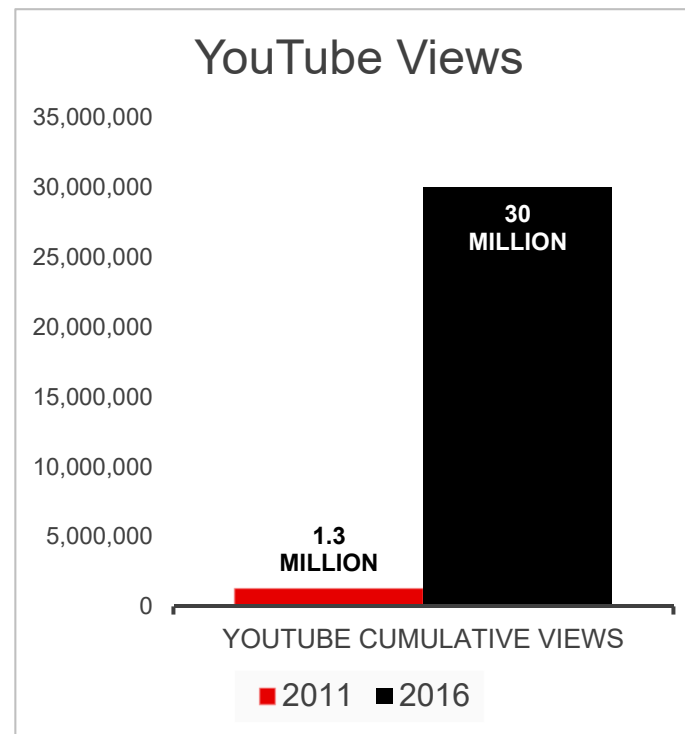
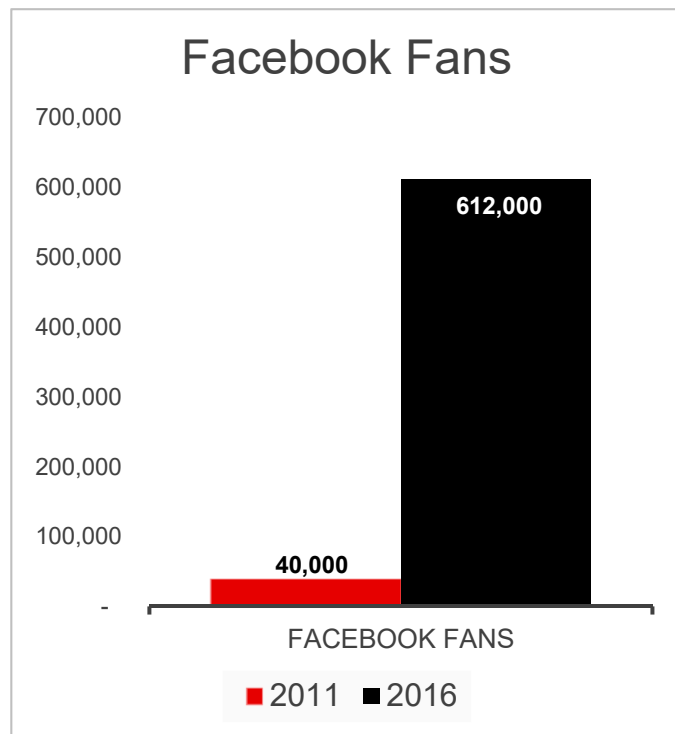
[Annual Report](#)

Growth of Engagement – Web & Email



Average Email
Open Rate
27%

Growth of Engagement – Social



Twitter Followers
21.8K



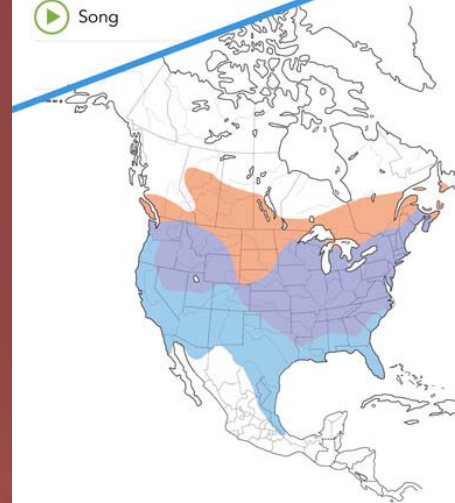
Have a photo?
Merlin can identify that too!

Zoom until your bird fills the box



Listen to sounds, browse range maps and ID tips for 750+ species!

- ▶ Song and calls
- ▶ Potato-chip flight calls
- ▶ Slow song
- ▶ Song



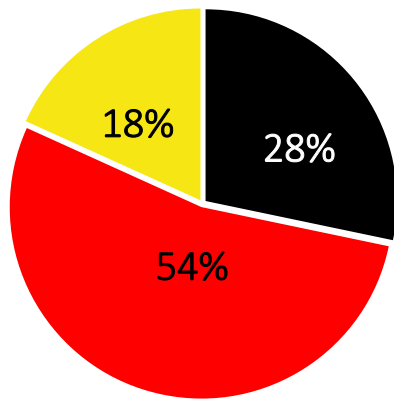
Strategic, Multichannel Approach

- Synergy between online and offline communications
- Personalized communications
 - Interest
 - Level of engagement (member/donor)

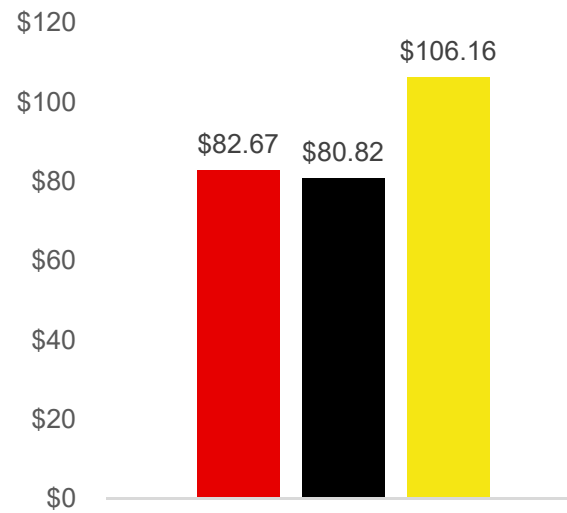


Increased Frequency of Giving

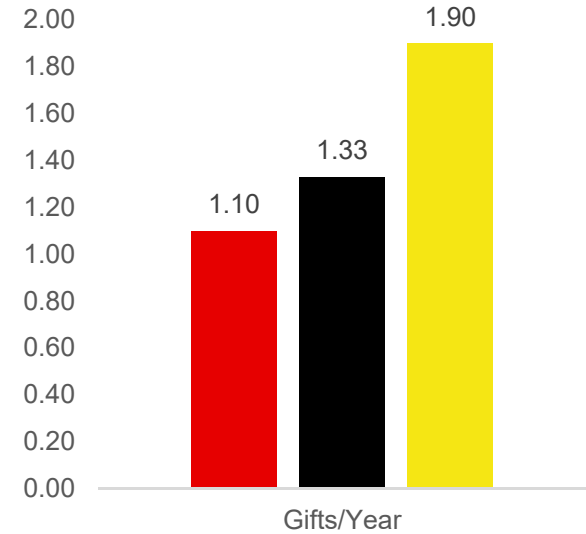
File Composition



Average Gift Amount

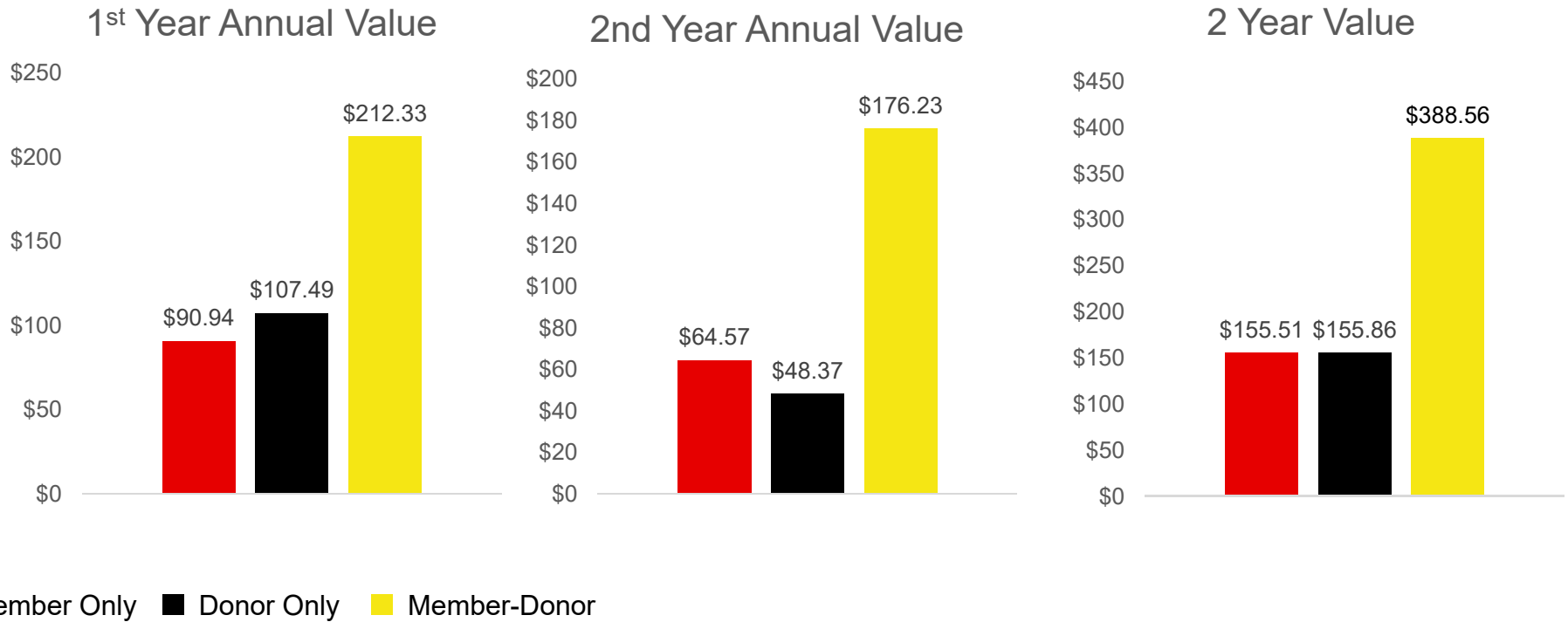


Average Gift Frequency

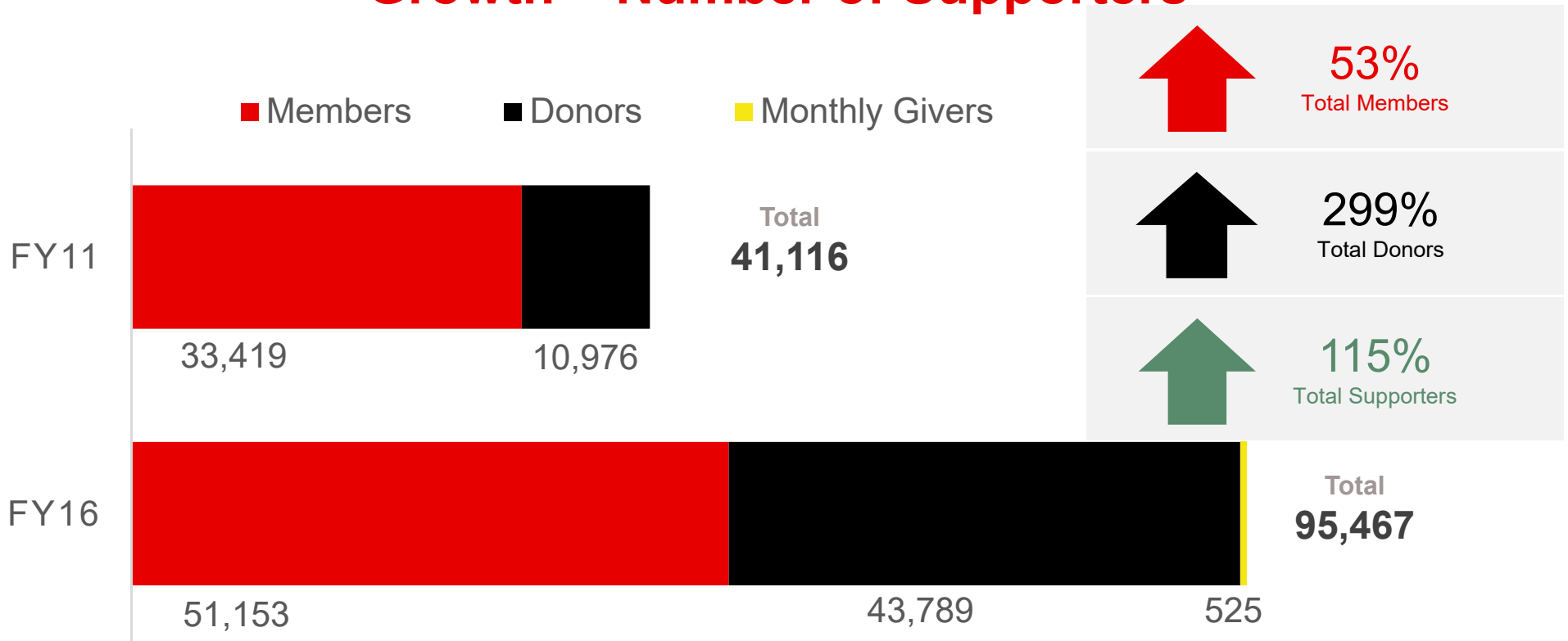


■ Member Only ■ Donor Only ■ Member-Donor

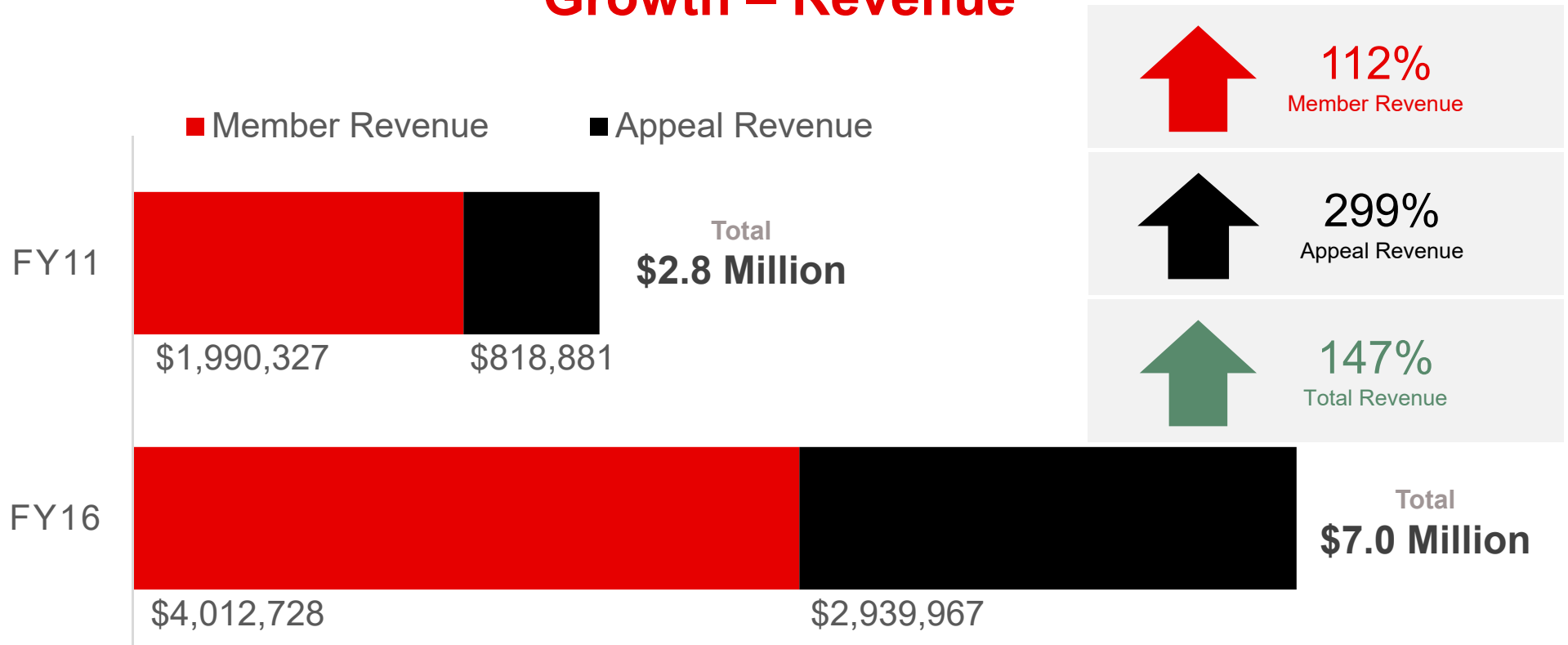
Annual Value



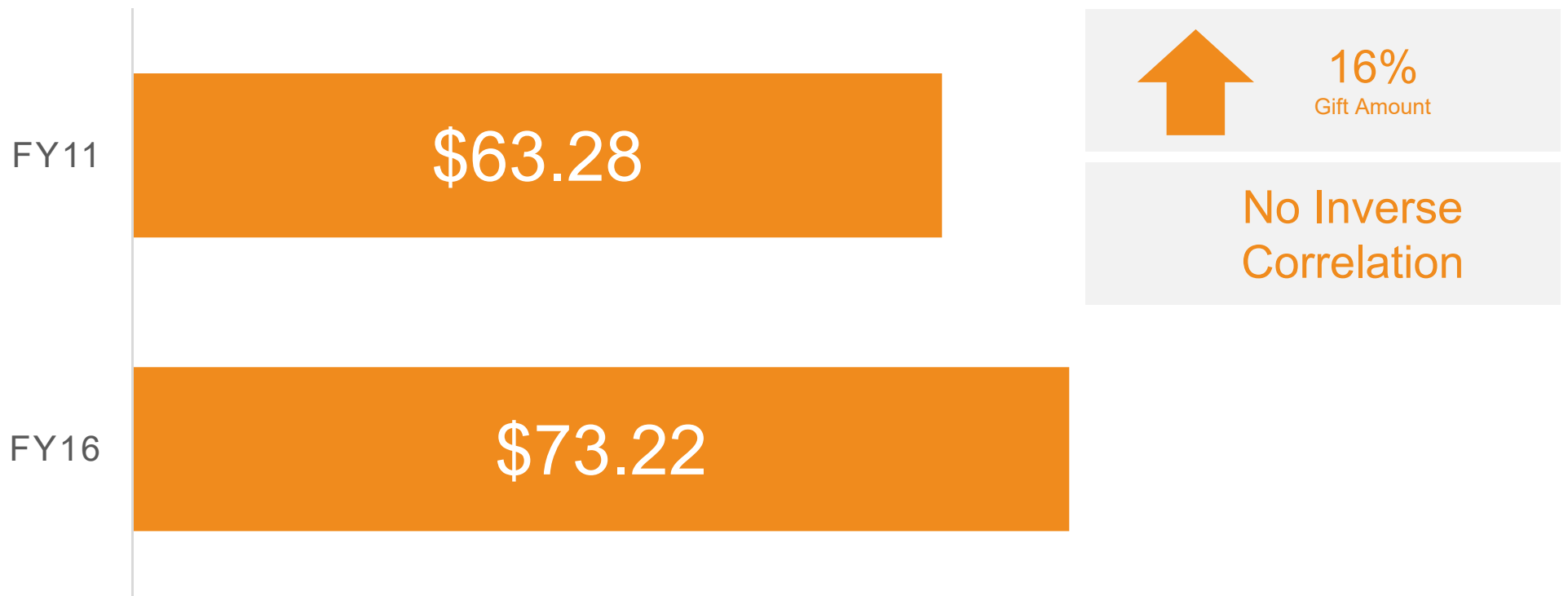
Growth – Number of Supporters



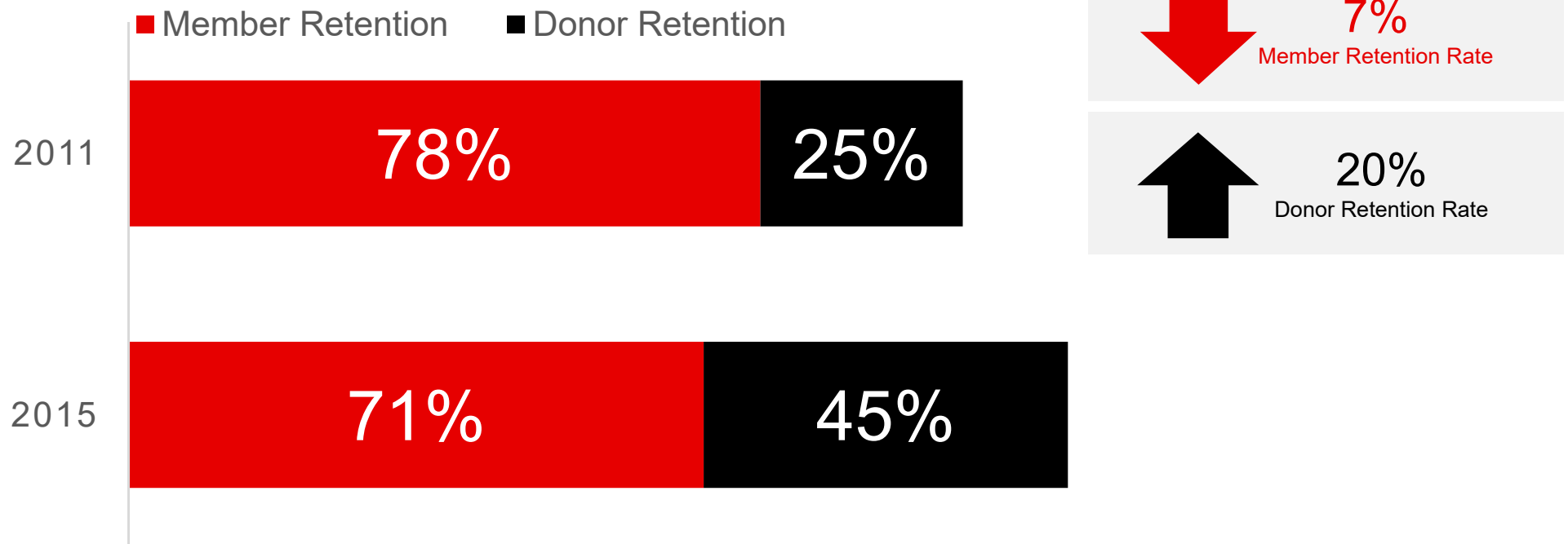
Growth – Revenue



Growth – Average Gift



Retention Rates – Members & Donors



Separate Supporters ... But Don't Pigeonhole Them!

Keep Constituent Groups Distinct

- Donors, members and subscribers
- Effectively target and engage supporters
- Different communication preferences
- Different motivations
- Different ways they engage
- Build your marketing strategies for each



Don't Pigeonhole Constituents!

- Be supporter-centric – don't restrict the donor/member/subscriber!
- Give multiple options to participate
- Increases reach of programs/fundraising
- More funds raised from crossover donors/members



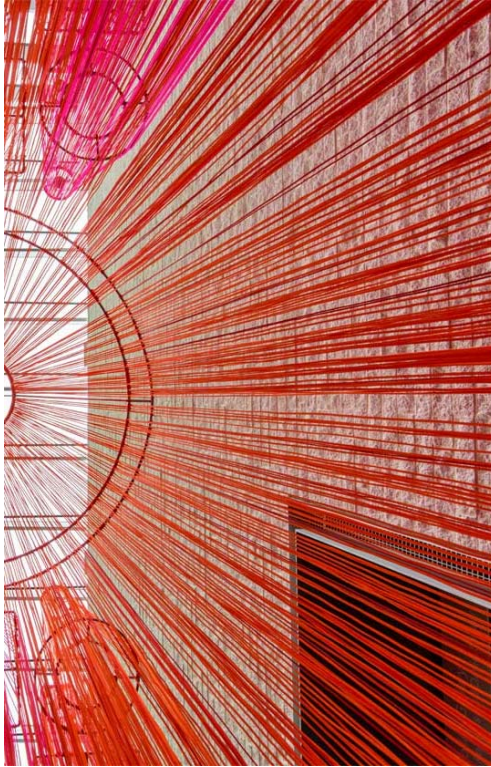


Time's up!

Philadelphia Museum of Art

Breaking Down Silos to Define Membership for the Next Generation

Aidan Vega
Director of Membership



Encyclopedic Collection

800,000 annual visitation

44,000 members

20 year-old Young Friend program
with 320 members

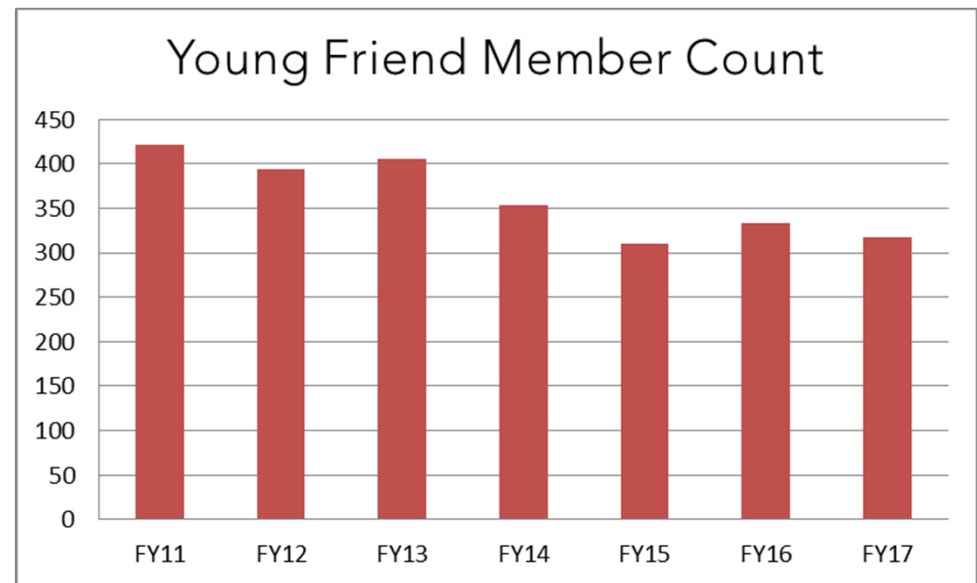
Silos



Philadelphia
Museum of
Art

Impact

- Decrease in program numbers
- Duplication of efforts across the institution
- Confusion of mission and feelings of exclusion



Plans for Busting

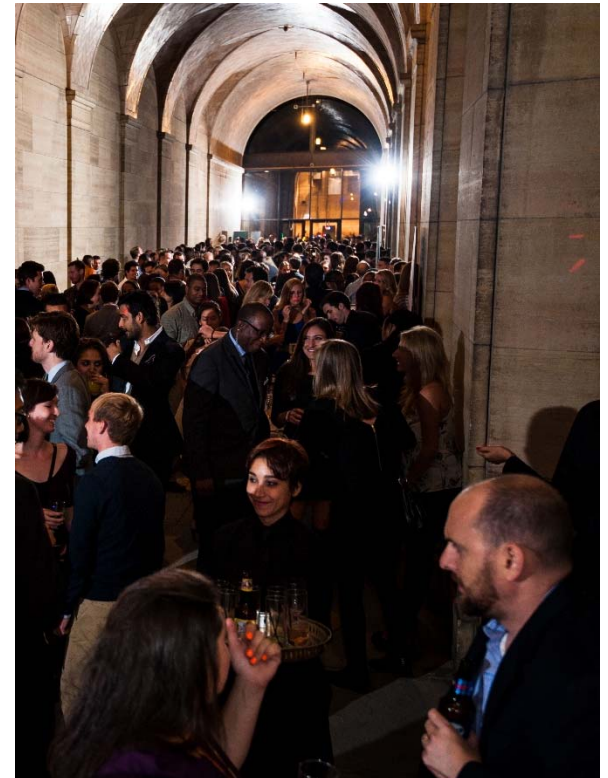
Cross Institutional Committee

Philadelphia
Museum of
Art



Results

- Action Recommendation Document
- Change in structure and charge of group
- New commitment from staff
- And what about the numbers?



Thank You

aidan.vega@philamuseum.org

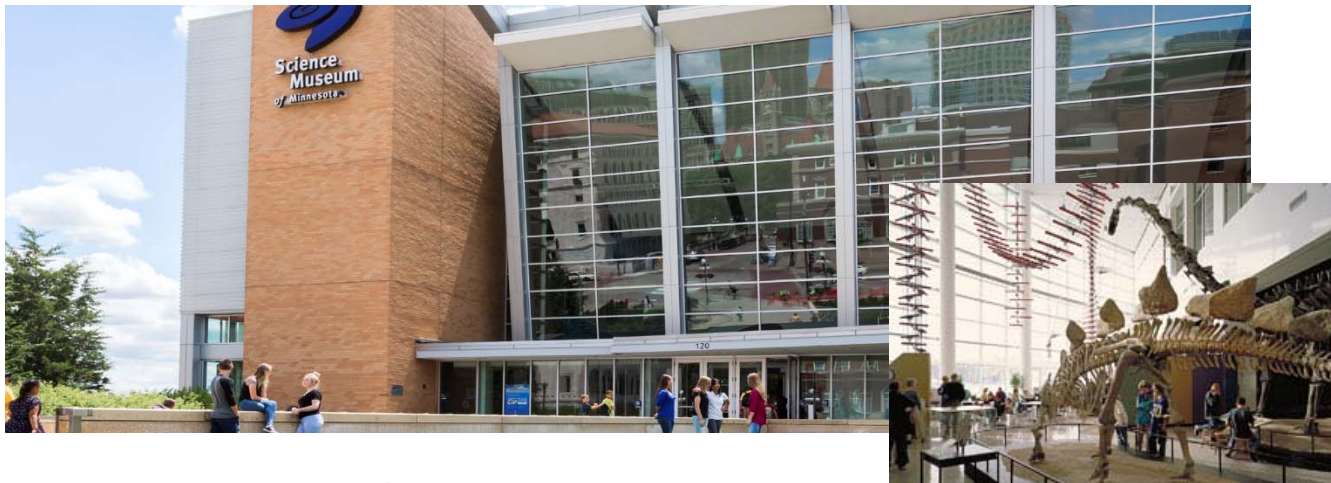


Time's up!

Silo Busting

The Mighty Masses vs. The Often Neglected Middle





- 110 years old
- Annual Budget \$38 Million
- 2016: 866,158 individuals served
- 27,000 General Memberships
- 4,000 Mid-Level Memberships

Prior Approach

MEMBERSHIP

- Transactional View
- Lived in a narrow department
- Self Contained
- Separate Materials
- Focus on revenue

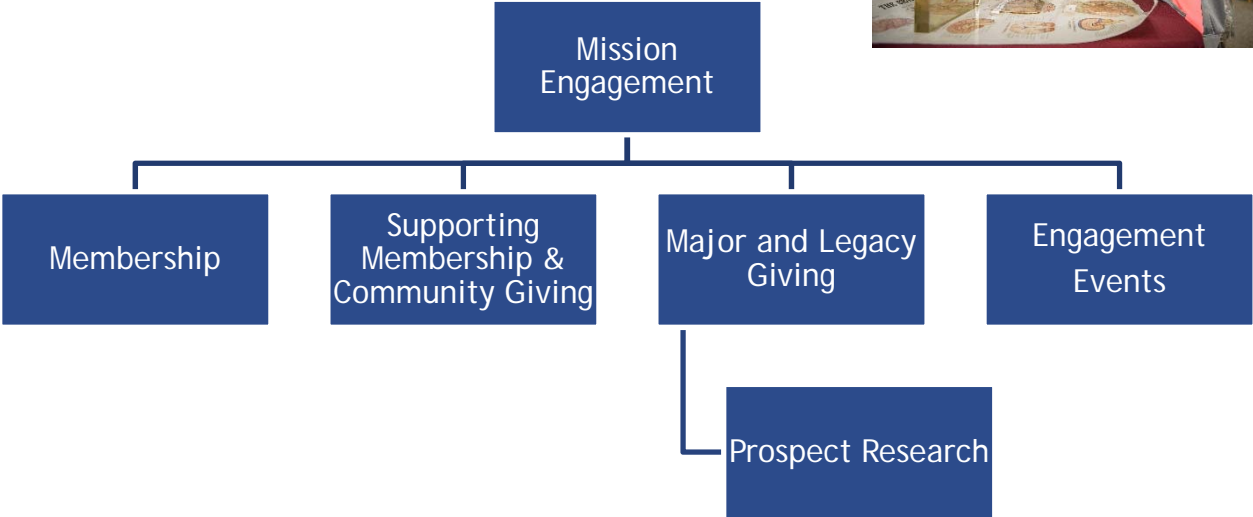
MID LEVEL

- Viewed as development only
- Viewed only as a way for major gifts
- Own set of Materials
- Not widely understood or known

TECHNOLOGY

- Each team used technology their own way
- Results not shared
- Data not shared
- Data not driving decisions

What we look like now!



Using Technology to Understand

- Joint survey
 - Look at the
- Sharing of data
- Using data to inform decisions
 - Focus on growth, retention and acquisition
- Cross promote initiatives
 - Community gifts
 - Planned giving
 - Gift memberships

Join and save today!
Enjoy five museum admission for 12 full months!

	\$99	\$139	\$225
Five museum admissions	•	•	•
Five complimentary tickets	•	•	•
Five advance reservations	•	•	•
Discounted parking rates	•	•	•
Discount in the Explorer Store	•	•	•
Admission to 20th-hour talks/workshops	•	•	•
Camp and mini-workshops	•	•	•
Early registration for camps and classes	•	•	•
Priority for classes or grand openings	•	•	•
Discounts for advance membership gifts	•	•	•
Priority seating	•	•	•
Member of museum blog, newsletter	•	•	•
Exclusive to exclusive special events	•	•	•

Science Museum of Minnesota Membership

Turn on the science.
Free museum admission, free Complimentary tickets, discounted parking, and more... Science Museum membership is an unbeatable deal!

With more than 8.5 acres of engaging and hands-on exhibits and interactive experiences, there's always something new/ing happening. Race against a 7-year-old professional athlete in Sportsology, put on a fall coat, popcorn, and gloves and see how well you're prepared to perform hands-on biology experiments, or take your picture in front of our giant sundial. When you're a member of the Science Museum of Minnesota,

Join today and save all year.
Membership pays for itself in less than two visits.

Dual \$99
Household \$139
Supporting \$225

ASK THE DONOR OFFICE FOR DETAILS

A Work in Progress

- Embarking on a museum wide on constituent relationship management (CRM) project
- Changing our culture, approach, philosophy for the way we work with constituents
- To be supported by tools, systems, roles, processes



Time's up!



National vs. Regional Membership Silo Busting



SACRED RELICS TO AID CHARITY

Gen. R. E. Lee's Daughter Will Sell
Two Tents Used by Washington
to Aid Confederate Home.

WANTS TO RAISE \$10,000

To help swell the endowment of the Confederate Women's Home at Richmond, Va.—the charity that is known to her heart—Miss Mary Lee, the only surviving daughter of Gen. R. E. Lee, proposes to sell two tents used in the War of the South. The tents were the most precious relics which were seized by Union soldiers following the capture of the Confederate lines. The two tents, well preserved, were in better shape than any other in the collection. They were taken by General Lee's daughter, Miss Mary Lee, who has been authorized to sell them for the benefit of the charity. The tents were used by the Confederate soldiers during the War of the South.

Relics of GEORGE WASHINGTON

RELICS GIVEN TO MISS LEE

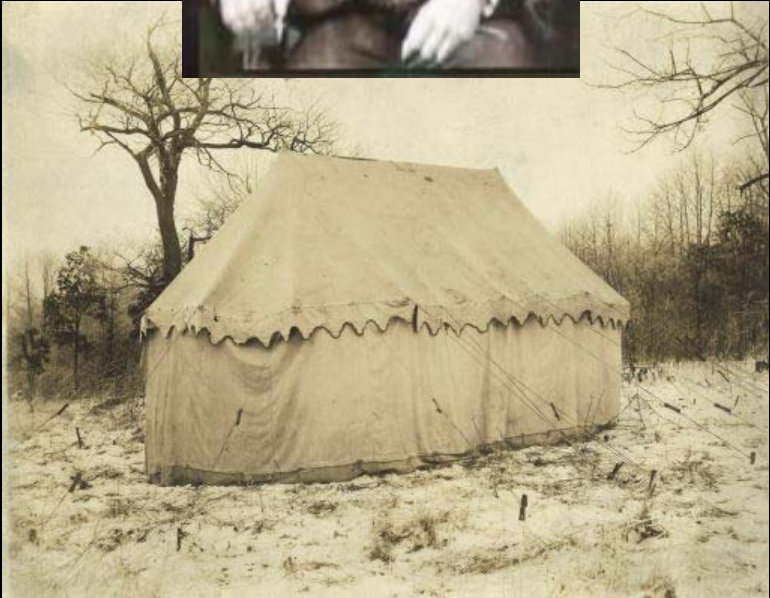
Arlington House, Washington

Several of the Relics of the War of the South

Duplicate of the Relics of the War of the South

A black and white portrait of Miss Mary Lee, a young woman with dark hair, wearing a dark dress with a white collar and a dark shawl.

The Washington House of the Arlington House of the War of the South was transferred to the care of Miss Mary Lee, the daughter of Gen. R. E. Lee, who has been authorized to sell them for the benefit of the charity.



Decisions, Decisions...

- *Stay with national donor base*
- *Create hybrid national/regional*
- *Launch regional membership program*

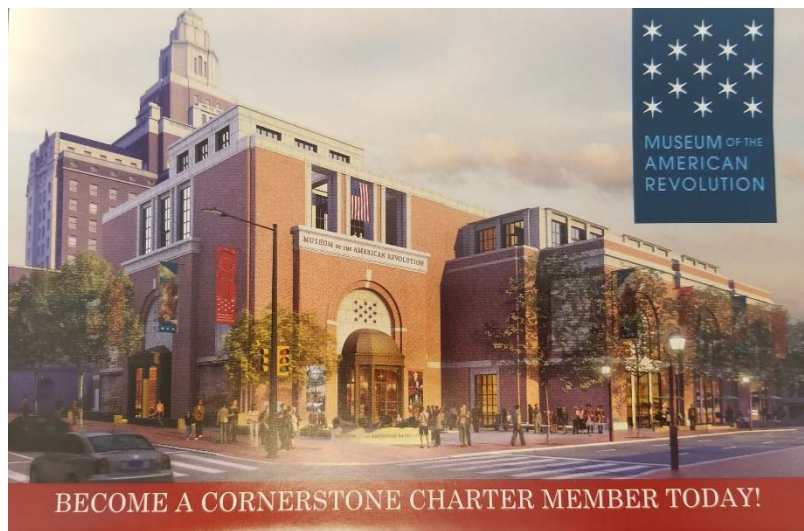
National donors:

- Give
- No end date
- Possible multiple gifts/year
- Often premium based
- No competition
- Lower average gift

Regional Members:

- Join
- Expiration date
- Seen as “once and done” giving
- Largely value driven
- Area competition
- Higher average gift

National (non-major) fundraising began 2014



- Potential donors invited to give and become “Cornerstone Charter Member”
- Four gift levels earned Premium
- Listed on “Patriot’s Ledger” on website

As a **Cornerstone Charter Member**, your name will be inscribed in our online membership roll, the *Patriots Ledger*, linking you with the first national museum dedicated to preserving the American Revolution. In appreciation of your support, you will also receive:



WASHINGTON'S STANDARD LAPEL PIN

When you become a Cornerstone Charter Member at the \$35 level, you receive this elegant symbol of your support, which features General George Washington's Commander-in-Chief Standard.



MUSEUM OF THE AMERICAN REVOLUTION BASEBALL CAP

This blue cap will show your proud support for the museum as a Cornerstone Charter Member at the \$65 level.



THE MARCH TO VALLEY FORGE, DECEMBER 19, 1777

Cornerstone Charter Members at the \$125 level receive this commemorative print of artist William Trego's iconic painting, which features one of the most famous images of the American Revolution. Suitable for framing.



1776: THE ILLUSTRATED EDITION

Written by Pulitzer Prize-winning author and museum advisor David McCullough, this handsome signed edition is yours when you become a Cornerstone Charter Member at the \$250 level. McCullough's book is a visual feast, complete with paintings, sketches, documents, and maps.

Donor numbers increased

By November 2015:

- National Universe = 5,700
- Regional (within 100 miles) = 21%

By November 2016:

- National Universe = 8,800
- Regional (within 100 miles) = 20%

	National Univ	Local Univ	% Local
Organization 1	~60,000	~8,500	14%
Organization 2	~75,000	~4,700	6%
Organization 3	~5,900	~1,651	28%
Organization 4	~53,000	~1,152	2%

M*AR added regional membership

- Define regional market for members yet maintain national program
- Separate language
 - Remove all use of Cornerstone Charter Member
 - Phase out Patriot's Ledger
- Determine how to continue marketing to both!
 - Message and frequency for national file
 - Variable messages for regional acquisition; inclusion in some annual fund (national) asks

Founding Membership Program

Number of member households since program launched
11/15/16 = over 7,000

Regional members = 77%

National members = 23%

Development, Membership, Marketing, and other departments
collaborate on National and Regional strategy!

What does the future hold?

As a new institution, we are still tinkering and considering different strategies.

Can these two programs co-exist?

Our new “mini silo” – what will happen to those 23% of non-regional Founding Members? How do we retain members who believe in our mission, supported us through our opening year, but don’t visit?

To borrow a phrase from Hailey:

“It’s called silo busting, not (all) silos busted.”



Time's up!



Cyber-Busting Silos

Membership on the Website

Karol Stewart, Art Museum of South Texas – Affiliated with Texas A&M University-Corpus Christi

Silos



Curatorial



Special Events
and Facility
Rentals



Permanent
Collection



Education



Development



Membership
and
Marketing

MYTH: We want different things

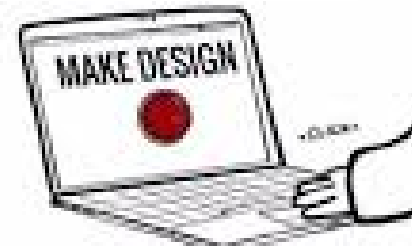


MYTH: Websites Magically Appear

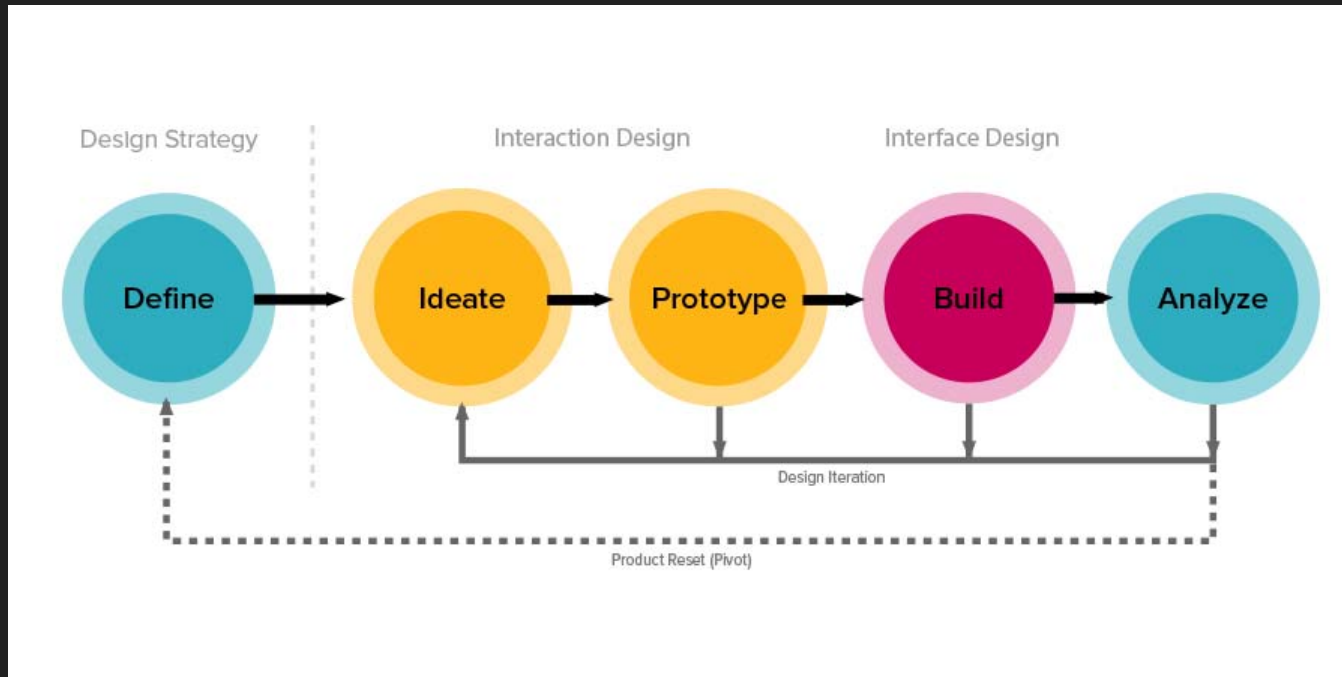
HOW DESIGN IS MADE



HOW CLIENTS THINK DESIGN IS MADE



MYTH: Websites Magically Appear



Benefits of Busting Silos

- New Perspective
- Fresh Ideas
- Collaboration
- New Members
- New Audiences



Silos Within Silos



AMST

- Department Staff
- Board
- Members
- Visitors
- Donors



TAMU-CC

- Administration
- Faculty
- Staff
- Students
- Alumni

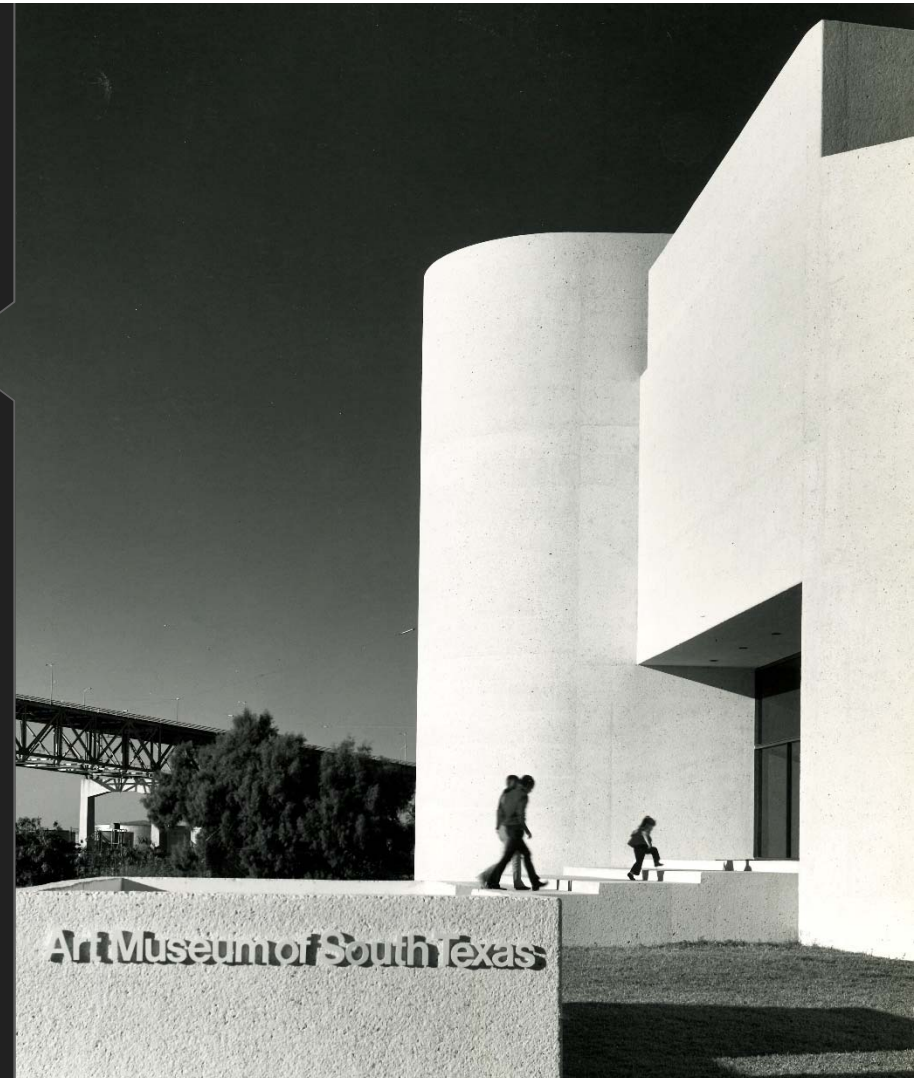


Corpus Christi

- City Council
- Staff
- Citizens
- Tourists
- Industry

Cyber Bust Silos to Get Results

- Find Mutual Ground
 - Get buy-in
 - Ask others for content
 - What are their goals?
 - What obstacles are they trying to overcome?
 - Go back to your founding documents
- Community Partners
 - Resources
 - Labor
 - Expertise



MYTH: One Way Communication

- Website is the primary portal to the public
 - Revenue
 - Education
 - Wayfinding
 - Engagement
 - Research
 - Registration
 - Feedback

Breaking Down Silos Gains Access



Resources

- People
- Knowledge
- Budget



Content

- Photos
- Video
- Copy



Systems

- Registration
- Transactions
- Education

Together We Are South Texas Strong





Time's up!

Rapid Fire Discussion Groups