



UNDER CONSTRUCTION!

REVAMPING MEMBERSHIP STRUCTURES

Dues, Categories, Benefits Offerings

DUES AND CATEGORY CHANGES

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DUES AND CATEGORY CHANGES

Revamping Membership Structures for added revenue
and audience relevancy



DUES AND CATEGORY CHANGES

WHEN?

- At the time of new venue openings
- When other institutional changes are being made
- When Admissions pricing is changing



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DUES AND CATEGORY CHANGES

WHY?

- To keep pace with rising prices
- To adjust to usage issues
- To be able to fund new membership initiatives
- Dues structuring can be a “perception thing”
- To address internal demands:
 - Revenue pressure from the institution
 - To give yourself and your department a “raise”
 - To achieve a balance between member and non-member attendance/usage



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DUES AND CATEGORY CHANGES

HOW?

- How to determine best pricing?
- How to determine benefits?
- How to roll out a change once the first two questions are answered



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DUES AND CATEGORY CHANGES

HOW?

- Use your gut feelings
- Use the Cost Benefit Analysis Method
- Do scientific research – a conjoint analysis



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DUES AND CATEGORY CHANGES

HOW?

- Use your gut feelings
 - A \$5 to \$10 increase
 - At certain intervals – every 3 years? Every other year? Every year?



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DUES AND CATEGORY CHANGES

HOW?

- Use the Cost Benefit Analysis Method
 - Evaluate the “Market Value” approach
 - Evaluate the “Cost” of Benefits Approach
 - Evaluate the “Program Cost” Approach



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DUES AND CATEGORY CHANGES

Level	Benefits	Percent	Number of Members	KIDSQUEST Children's Museum		Notes
				Market/Perceived Value Method	Actual Cost Method	
						3,459 Active Member Households in 2015 Visits average 9 times a year
Family Fun	\$ 95	73.8%	2,664			
Unlimited Free Admission Parents and dependent children				\$ 256.50	\$ -	Assume 1 adult, 2 children; Admission = \$9.50 x 9 visits/year
2 guest passes per year				\$ 19.00	\$ -	Admission = \$9.50
10% discount at store				\$ 5.51	\$ -	Average discount = \$5.51
10% discount on birthday parties & museum rentals				\$ 15.61	\$ -	Average discount = \$15.61
Discounts on camps				\$ 5.37	\$ -	Average discount = \$5.37
Discounts on workshops				\$ 5.02	\$ -	Average discount = \$5.02
Discounts on programs				\$ 7.67	\$ -	Average discount = \$7.67
Subscription to quarterly newsletter				\$ -	\$ 2.16	Priceless; estimated cost = \$2.16/member
Member-only hours Tuesdays & Saturdays 9-10am				\$ -	\$ -	Priceless
Admission to members-only events				\$ -	\$ 0.14	Priceless; cost = \$500, so \$0.14/member
Two-for-one admission coupons to Northwest Children's Museums				\$ -	\$ -	Unknown
Total				\$ 314.68	\$ 2.30	



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DUES AND CATEGORY CHANGES

Program Cost Method		2015			
Membership budget including publications, salaries, benefits		\$ 27,790	<i>*Note: This figure includes Membership's expenses, additional Marketing monies,</i>		
Member households		3,612	<i>and Membership-related salaries</i>		
Average cost to service each member household		\$ 7.69			
Revenue from membership dues		\$ 374,000			
Revenue per member household		\$ 103.54			
Net revenue		\$ 346,210			
Return on investment		\$ 13.46			
Cost per dollar raised		\$ 0.07			



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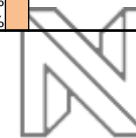
DUES AND CATEGORY CHANGES

	Dues Comparisons and Recommendations							Traditional	Build Your Own
	KidsQuest Children's Museum	Local		Northwest Association of Youth Museums		National		KidsQuest Children's Museum	KidsQuest Children's Museum
		Average	% Difference	Average	% Difference	Average	% Difference		
Admission									
Adult	\$ 9.50	\$ 13.27	39.65%	\$ 8.72	-8.20%	\$ 14.08	48.23%	\$ 12.00	\$ 12.00
Senior	\$ 8.50	\$ 11.71	37.78%	\$ 7.86	-7.48%	\$ 13.63	60.32%	\$ 12.00	\$ 12.00
Students	\$ 9.50	\$ 11.88	25.03%	\$ 8.58	-9.70%			\$ 12.00	\$ 12.00
Children	\$ 9.50	\$ 9.13	-3.86%	\$ 8.72	-8.20%	\$ 13.26	39.62%	\$ 12.00	\$ 12.00
Children (<3)	\$ -	\$ -		\$ -		\$ -		\$ -	\$ -
Memberships									
Parking add-on		\$ 55.00	100.00%	\$ 55.00	100.00%				
Membership add-on				\$ 25.00	100.00%				
Child add-on		\$ 15.00	100.00%	\$ 5.00	100.00%				
Grandparent add-on		\$ 13.00	100.00%	\$ 5.00	100.00%				
Adult Add-on		\$ 15.00	100.00%	\$ 5.00	100.00%	\$ 56.25	100.00%		
Adult+ Add-on						\$ 180.00	100.00%		
Student/Child Individual		\$ 21.00	100.00%						
Dual		\$ 54.60	100.00%						
1 Adult/1 Child		\$ 72.20	100.00%						
1 Adult/1 Child+ Grandparent		\$ 80.00	100.00%	\$ 85.00	100.00%	\$ 101.00	100.00%	\$ 95.00	\$ 100.00
Grandparent+ Grandparent+		\$ 100.00	100.00%	\$ 88.33	100.00%	\$ 134.33	100.00%		
Family level 1	\$ 95.00	\$ 123.63	30.13%	\$ 88.89	-6.43%	\$ 126.00	32.63%	\$ 145.00	\$ 160.00
Family level 2	\$ 145.00	\$ 190.00	31.03%	\$ 131.88	-9.05%	\$ 167.45	15.49%	\$ 195.00	\$ 220.00
Family level 2+						\$ 329.50	100.00%		
Family level 3	\$ 250.00	\$ 316.67	26.67%	\$ 287.50	15.00%	\$ 315.30	26.12%	\$ 275.00	\$ 250.00
Family level 3+						\$ 209.00	100.00%		
Family level 3++						\$ 283.33	100.00%	\$ 350.00	\$ 310.00
Mid-Level		\$ 262.50	100.00%						
Family level 4		\$ 516.67	100.00%	\$ 500.00	100.00%	\$ 500.00	100.00%	\$ 500.00	\$ 500.00
Upper-Level		\$ 1,033.33	100.00%	\$ 1,000.00	100.00%	\$ 1,876.00	100.00%	\$ 1,000.00	\$ 1,000.00
Upper-Level		\$ 2,500.00	100.00%	\$ 2,500.00	100.00%	\$ 2,500.00	100.00%	\$ 1,000.00	\$ 1,000.00
Upper-Level		\$ 5,000.00	100.00%	\$ 5,000.00	100.00%	\$ 5,000.00	100.00%	\$ 2,500.00	\$ 2,500.00
Upper-Level		\$10,000.00	100.00%	\$10,000.00	100.00%	\$ 10,000.00	100.00%	\$ 5,000.00	\$ 5,000.00
Upper-Level		\$15,000.00	100.00%			\$ 15,000.00	100.00%		
Upper-Level		\$25,000.00	100.00%	\$25,000.00	100.00%	\$ 25,000.00	100.00%		
Upper-Level		\$50,000.00	100.00%			\$ 50,000.00	100.00%		
Upper-Level						\$100,000.00	100.00%		



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DUES AND CATEGORY CHANGES

HOW?

- Do scientific research – a conjoint analysis



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DUES AND CATEGORY CHANGES

But First.....What are your goals?

- Enhanced revenues?
- Enhanced Membership experiences, benefits
- Streamlining categories, choices?
- Maximize Membership size?
- Have a balance?
 - Between members and visitors?
 - Between membership size and revenue growth



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Marketplace @ Factoria
December 2005 –
December 2016

Downtown Bellevue
January 2017 - Present



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OPTIONS!

Traditional	
1 Adult/1 Child	\$95.00
1 named adult, 1 child	
Family	\$145.00
2 named adults, up to 3 children	
Family Plus	\$195.00
2 named adults, up to 4 children	
Family Deluxe	\$275.00
3 named adults, up to 6 children	
Family Patron	\$350.00
3 named adults, up to 6 children	



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OPTIONS!

Build Your Own*	
1 Adult/1 Child	\$100.00
1 Adult (\$50)	\$50.00
1 Child (\$50)	\$50.00
2 Adults/2 Children	\$160.00
2 Adults (\$50/\$30)	\$80.00
2 Children (\$50/\$30)	\$80.00
2 Adults/4 Children	\$220.00
2 Adults (\$50/\$30)	\$80.00
4 Children (\$50/\$30)	\$140.00
3 Adults/4 Children	\$250.00
3 Adults (\$50/\$30)	\$110.00
4 Children (\$50/30)	\$140.00

Build Your Own*	
3 Adults/6 Children	\$310.00
3 Adults (\$50/\$30)	\$110.00
6 Children (\$50/\$30)	\$200.00
Additional Adults (Flex Guest & Nanny Passes)	
1st adult	\$50.00
2nd+ additional adult	\$30.00
Additional Children	
1st child	\$50.00
2nd+ additional child	\$30.00

** Prices in this category are examples of potential family composition, pricing, and average usage value*

OPTIONS!

<i>Party Size</i>		
<i>Basic</i>		<i>Deluxe (parking privilege)</i>
2 People	\$95.00	\$140.00
No Guest Passes		2 Guest Passes
4 People	\$145.00	\$190.00
No Guest Passes		4 Guest Passes
2 Named Adults		
6 People	\$195.00	\$250.00
No Guest Passes		6 Guest Passes
3 Named Adults		
8 People	\$275.00	\$370.00
No Guest Passes		8 Guest Passes
4 Named Adults		
8 People	\$500.00	\$750.00
10 Guest Passes		10 Guest Passes
4 Named Adults		



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Base Membership: \$95 (1 adult + 1 child)*

**All members must be named.*

- Unlimited free admission for one year
- Discounts on birthday parties, camps, programs, special events, and store purchases
- Member-only hours on Thursday from 5-8pm
- Invitations to quarterly member-only events (Valentine's Party, Fancy Pants Dance, Block Party, and Birthday Bash)

Additional people: \$30/person*

**Add at least 2 people to your base membership and receive [ASTC](#) and [ACM](#) privileges! Privileges include free family admission to participating science centers (ASTC) and 50% off admission for up to 6 people at participating children's museums (ACM).*



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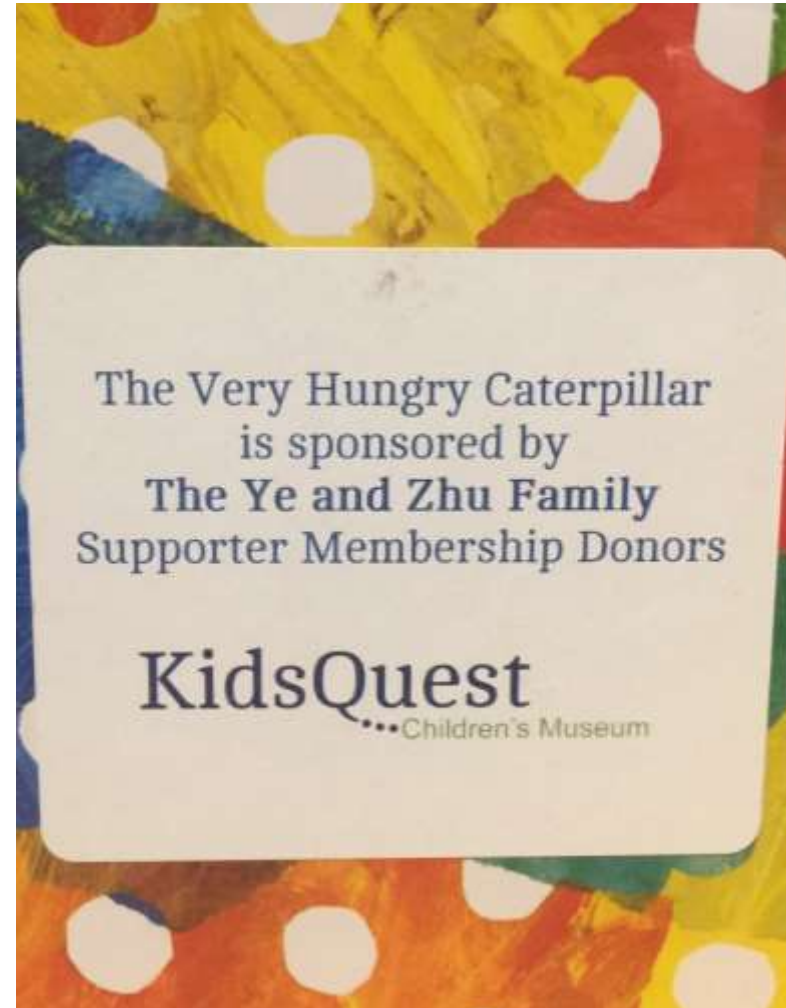
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Supporter Membership: Any member level + \$100 Donation

Make a \$100 tax deductible donation to support KidsQuest, in addition to your membership, and receive the following benefits:

- Unlimited free admission for one year
- Discounts on birthday parties, camps, programs, special events, and store purchases
- Member-only hours on Thursday from 5-8pm
- Invitations to quarterly member-only events (Valentine's Party, Fancy Pants Dance, Block Party, and Birthday Bash)
- Early access to Friday Gingerbread Workshops and the brand new Fancy Pants Dance (with ticket purchase)
- Select a book to dedicate to your family for the Story Tree
- Recognition as a donor and invitations to donor events



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Ambassador Membership: Any member level + \$1,000 Donation

Become a major donor with a \$1,000 donation to KidsQuest, in addition to your membership fee, and receive the following benefits:

- Unlimited free admission for one year
- Discounts on birthday parties, camps, programs, special events, and store purchases
- Member-only hours on Thursday from 5-8pm
- Invitations to quarterly member-only events (Valentine's Party, Fancy Pants Dance, Block Party, and Birthday Bash)
- Early access to Friday Gingerbread Workshops and the brand new Fancy Pants Dance (with ticket purchase)
- Select a book to dedicate to your family for the Story Tree
- Recognition as a donor and invitations to donor events
- Reserved parking in KidsQuest's on-site parking lot
- Recognition on electronic donor wall in KidsQuest's lobby



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January-December 2016
2,410 memberships sold
Marketplace @ Factoria

January-October 2017
4,267 memberships sold
Downtown Bellevue
**All memberships purchased under new membership system*



**Prior membership system in place January - October; new membership system in place November - December*

KidsQuest sold 2,100 memberships in the first 90 days of being open!



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NEWFIELDS

A PLACE FOR NATURE & THE ARTS

(Indianapolis Museum of Art)



~~DUES AND CATEGORY~~ NEWFIELDS CHANGES

Revamping ~~Membership~~ Organizational Structures for
added revenue and audience relevancy



WHAT IS NEWFIELDS?



IMA AT NEWFIELDS STORY

Revised Mission

Admission Charge

Planning Studies and Experimental Programs

Newfields Launch

Newfields Membership Launch



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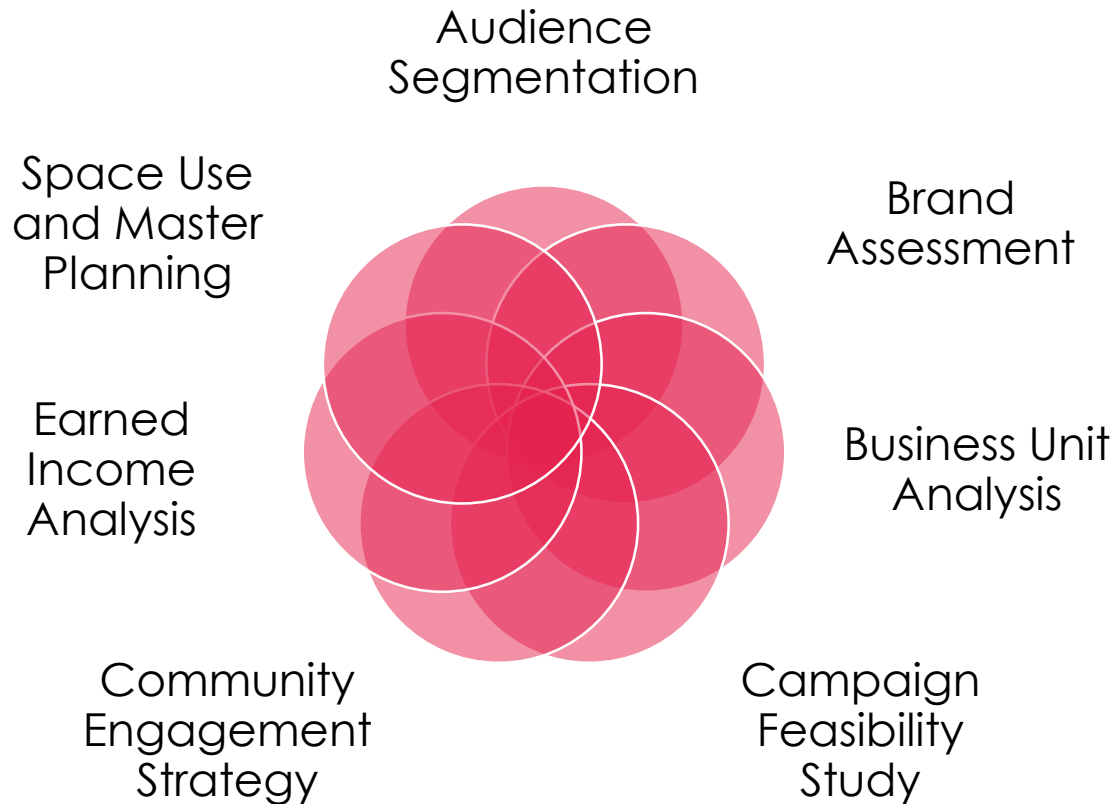
NEW MISSION

To enrich lives through
exceptional experiences with
art and nature.

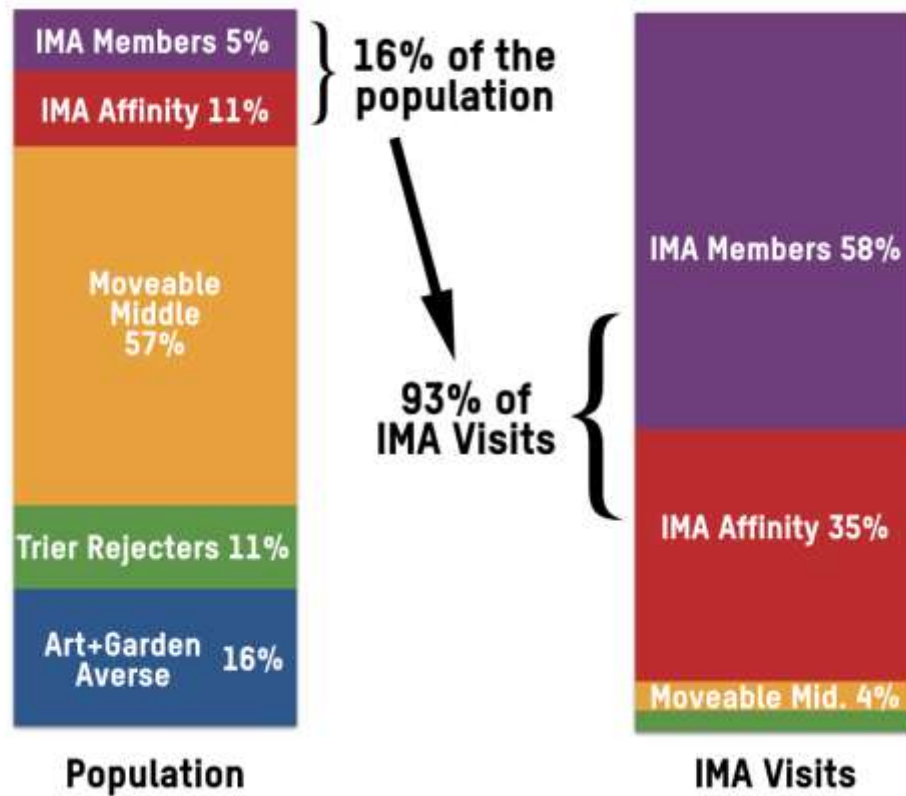
ADMISSION & MEMBERSHIP

- Board-level goal to increase membership to 20,000 by 2017 and 30,000 by 2020. (This has since been revised, thankfully.)
- Organization-wide goal to meet yearly membership targets tied to bonus structure for all staff
- Launched new admission policy in April 2015.
 - Free to \$18 admission charge
 - Membership prices purposely kept at previous levels
- The Garden was included in the admission charge, and guests, including members, are now required to enter through the main entrance. We were surprised to find out that this was more upsetting than the charge for many.
- Still, since then, membership households have grown from about 9,500 to over 17,000

PLANNING STUDIES & MEMBERSHIP



AUDIENCE SEGMENTATION



AUDIENCE SEGMENTATION

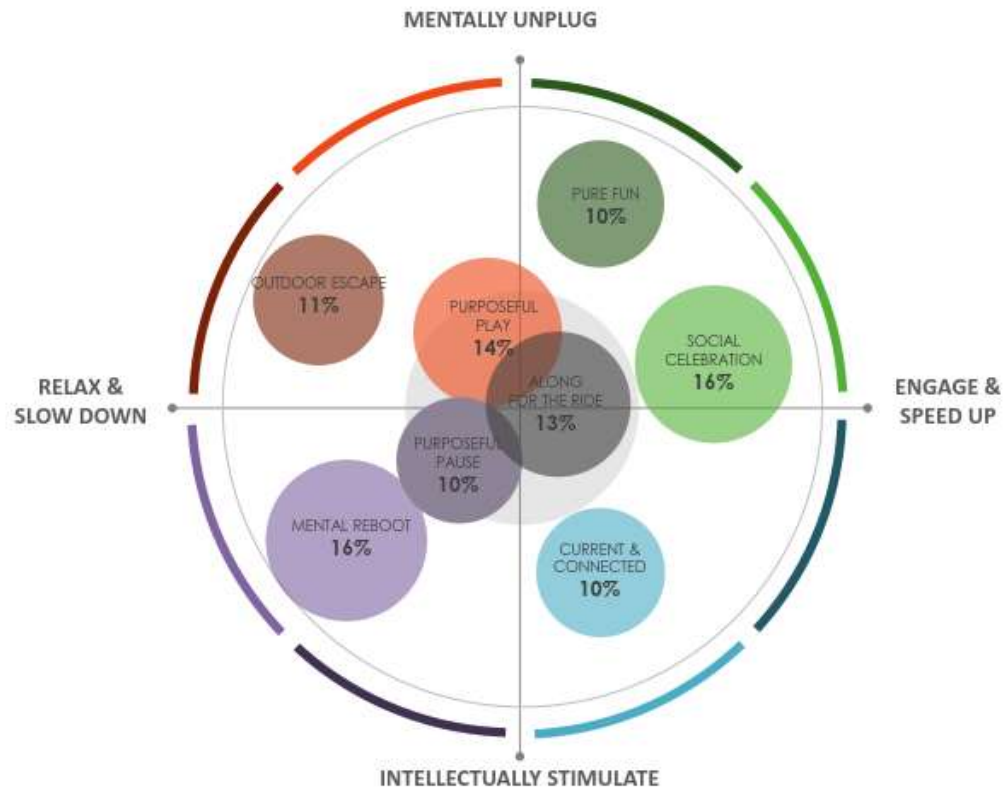
Jobs-to-be-Won™

Anchoring in the job that people are seeking from their leisure choices, we can overlay the people for whom you have the right to win:

IMA Core: PROTECT & NURTURE
(incremental visits + membership)

Moveable Middle: GROW
(trial + frequency)

Non-Targets: MONITOR
(limited short-term potential)



AUDIENCE SEGMENTATION

There are 50 million leisure activities outside the home in the Indy DMA each year

Number of leisure activities	IMA Members	IMA Affinity	Moveable Middle	Non-Targets	
Purposeful Pause	518,744	730,594	2,265,419	1,461,715	3.5 million leisure situations each year within the Indy DMA – the IMA captures just over 5%
Mental Reboot	979,047	1,300,533	2,944,012	2,949,846	
Outdoor Escape	257,188	1,033,001	2,785,747	1,261,291	3.8 million leisure situations each year within the Indy DMA – museums and outdoor activities capture half of this volume (IMA gets 0% today)
Purposeful Play	493,672	1,027,146	3,829,704	1,582,876	
Social Celebration	649,299	1,600,993	3,447,172	2,067,176	6.5 million leisure situations each year within the Indy DMA – Summer Nights gets 43% of its volume here
Pure Fun	327,019	336,230	3,092,393	1,305,492	
Current & Connected	381,293	822,898	2,111,934	1,893,997	
Along for the Ride	400,428	1,248,759	3,122,586	1,820,802	

50 million leisure activities in the Indy DMA each year

BRAND ARCHITECTURE

POSITIONING

What the target audience should conclude about the brand relative to competition/other barriers.

A cultural park that raises your standard for the familiar.

BARRIERS

Other alternatives or barriers to purchase the product/service.

- "Museum" = old and indoors
- "Art" can make people feel unqualified
- IMA is seen as unapproachable or stagnant.
- Bringing kids to the IMA causes anxiety.
- A&NP is an on-premise, free competitor.
- Nature can be appreciated from home/patio.
- "Child Play" activities are owned by other institutions.

AUDIENCE

Those most likely to be receptive to the product, service or message.

Affinity and Moveable Middle adults looking for leisure experiences that are self-indulgent, not obligatory.

WHAT the IMA STANDS FOR

The single most important idea that the brand delivers that fulfills the unspoken motivations or unmet needs.

Curating memorable experiences

SPOKEN BENEFIT

The stated reason for purchasing the brand's product or service.

"This brand helps me... experience my interests better than anywhere else in Indy."
[Re-trial]
Grab a drink/bite in a unique place and be surrounded by interesting things."
[Re-visit/join]

OBSERVATIONS

What's happening in the marketplace that can be changed and/or leveraged.

- An "ideal day off" is more indulgent, personal and chill.
- "Ideal day off" reserves time for needs: sleeping, eating, drinking, socializing.
- An "ideal day off" has time reserved for "no kids"
- People are aware of the IMA, but "never make it there"
- People position the IMA as "something new/different"
- People are uncomfortable recommending the IMA.
- Food & Drink= enjoyable and social.

REASON TO JUSTIFY

Features of the brand's product/service that can be used to justify the purchase.

- RE-TRIAL: APPROACHABLE & EXPIRING FEATURES**
- Experiences: Mini Golf, Dream Cars, Butterfly, Socials
 - Seasons: Summer Nights, Holiday Lights, Spring Maze
 - Food/drink associated with experiences.
- RE-VISIT OR JOIN: FIXED & DIFFERENTIATING FEATURES**
- 52 acres of gardens for social enjoyment
 - Museum collections
 - Interesting food/drink: Garden restaurant, beer garden
 - Member privileges: free admission/discounts, previews, etc

INSIGHTS

Why are the observed behaviors occurring?

People cling to familiar activities, and rarely get around to new adventures.

When they do seek something new, it's rooted in familiarity like food, drink, music, shared interests.

PERSONALITY

Words to describe how the brand communicates and/or behaves.

Acts like a host

Charming

Dynamic

Savvy

Social

UNSPOKEN BENEFIT

While they likely wouldn't say it, how the brand makes them feel about themselves.

"While I might never admit this, it helps me feel like ____"
I'm interesting, but not pretentious."

UNSPOKEN TRUTH

Underlying (or often subconscious) motivations or unmet needs in a category.

I'm uncomfortable recommending unfamiliar experiences.

BRAND PERSONALITY

CHARMING

We're smart and funny, but not corny or trying-too-hard. We're about intelligent conversation, being subtly playful in a sophisticated way, and constantly finding ways to invite people in.

SAVVY

We're the authority, whose taste and wisdom comes from experience and keeping our horizons wide and cosmopolitan—but we're not know-it-alls. We simply recognize that the fun part of being the authority is sharing what we know with others.

DYNAMIC

We have a consistent vision and solid core of beliefs, but we adapt and present those beliefs in a variety of situations—creating context for current events, changing seasons, social issues, and an evolving culture.

SOCIAL

We are always trying to make a connection with those around us—creating opportunities to interact and participate in new ways with people familiar to us, and to increase our familiarity with people we've never met.

RELEVANT FINDINGS FROM OTHER STUDIES

- Membership is among the more profitable business units measured, in its IMA structure
- Donors and longtime members want to be reassured that we are not abandoning art, but adding quality experiences in other areas
- Donors and longtime members who define themselves as “very engaged” give significantly more than those who are just “engaged.”



MEMBER SURVEYS

Alongside all this other research, we worked with our evaluation department to conduct a comprehensive survey of current and lapsed members, measuring:

- Perception of value
- Museum and Garden usage
- Importance of benefits
- Interest in new benefits
- Satisfaction with service
- Communications preferences

(all segmented by age, level, and membership years)

SURVEY FINDINGS

- Not very exciting or surprising overall, but interesting to see well-known membership “givens” reflected in our own data.

But, these points drove strategy:

- New members don't care about any benefits other than free admission
- The longer a member has been with us, the more likely they are to value additional benefits and experiences

NEWFIELDS & MEMBERSHIP

- Create a program that places art and nature on equal footing, and puts people first
- Provide experiences and communications appealing to key leisure time motivations
- Integrate personality and create “Newfields experiences”
- Balance membership with effort to increase paid admission. (Organizational goal has shifted to attendance numbers, including both member and public attendance.)
- Don’t fix what isn’t broken. Membership is functioning well as a business unit.
- Keep “core” happy, but appeal to new members
- Focus on value in acquisition and build relationship through communications and experiences
- Create pathways to deeper engagement at all levels

GENERAL BENEFITS

OLD:	NEW:	Purpose
Member prices on all IMA programs	Member prices on all IMA programs	Discount
Exclusive member viewing hours	Exclusive member viewing hours	Access
Discount at IMA Store and Café	Early registration for Summer Nights, Winterlights, etc.	Discount
Early registration for Summer Camps	Discount at IMA Store and Café	Information
Early registration for Summer Nights	IMA magazine	Information
IMA magazine	Enews	Access
Enews	Invitation to join affiliate groups	Service
Invitation to join affiliate groups	NEW: Two-Year Membership Option	Service
	NEW: Auto-Renew Option	Service
	NEW: Digital Membership Card	
	<i>All memberships available as digital only for \$10 discount</i>	

LEVELS & PRICING

IMA Membership

Level	Price	Benefit
Individual	\$55	Free GA for 1
Dual/Family	\$75	Free GA for 2 + kids
Dual/Family Plus	\$125	Free GA for 4 + kids
Reciprocal	\$250	Free GA for 4 + kids Reciprocal Benefits

Newfields Membership

Level	Price	Benefit
SOLO	\$55	Free GA for 1
DUO (NEW)	\$85	Free GA for 2
FAMILY	\$100	Free GA for 2 + kids (eventually \$125) NEW: Ability to add named caregiver to the account NEW: Early Registration and Discount for Summer Camps NEW: Reduced rates on Wee Wonders, Mobile Studios, and Studio Classes for youth and adults.
HOST	\$150	Free GA for 4 + kids (eventually \$175) NEW: Priority registration for 4 for Annual Member Appreciation Month Reception NEW: Early registration for Members Only Curator or Horticulturist Talks
EXPLORER	\$250	Free GA for 4 + kids Reciprocal benefits at Museums and Public Gardens throughout the country NEW: Invitation to one Patron Circle event per year

NEWFIELDS MEMBERSHIP



Your Newfields journey begins here.
Which path is right for you?

	Special digital discount price	# of Adults	Kids Included	Reciprocal Benefits
Solo	\$85 \$45	1		
Duo	\$85 \$75	2		
Family	\$100 \$90	2	1	
Host	\$150 \$140	4	1	
Explorer	\$250 \$240	4	1	1
Student	\$35*	1		

*With valid student ID. Free for Butler, Marian, Uhdy, Martin, IUPUI, and CTS students.

Save a tree — and some money! Digital memberships are \$10 off (excluding students). Upgrade to a regular membership for free by January 15 by emailing your name and address to membership@discovernewfields.org.

Unlimited visits. Unlimited adventures.

That's what you get when you become a Newfields member.

You'll also get:

- Free general admission to the Museum and The Garden all year long
- Member prices on all Newfields programs
- Exclusive viewing times for special exhibitions
- Early registration for programs (some of which fill up fast), like Summer Nights Films and Winterlights
- Discounts at The Museum & Garden Shop and The Café
- Free subscriptions to the member magazine and e-newsletters
- Invitation to join Newfields Affiliate groups, so you can explore your passions through a variety of social events and educational opportunities
- The warm, fuzzy feeling that comes from caring for a world-class art collection, keeping The Garden and the Virginia B. Fairbanks Art and Nature Park: 100 Acres beautiful, and helping to create meaningful experiences with art and nature every day.

COMMUNICATIONS PLAN

- Members and donors were invited to special events introducing Newfields. “Membership changes coming” message included in presentation, press releases, general museum messages
- Email to members week before launch announcing changes to program and providing reasoning for price increases
- Messages to members about new website and first large-scale Newfields program (Winterlights) includes member program update
- Article in Newfields magazine about new benefits in January
- All members receive digital membership card this week
- All members not in the renewal cycle receive Newfields branded card with reminder about change, those in renewal cycle receive offer to lock in their old rates for an additional year



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MEMBERSHIP VALUE ANALYSIS



PROJECT SUMMARY

- Museum re-evaluating its membership structure and benefits.
 - Adjustments hadn't been made for a while
 - Coincided with review of admission pricing
- Focused on individual, dual, and family membership (six options).
- ~ 1,500 respondents to an e-survey from a mix of current, lapsed and non-members.
- Conjoint (forced choice analysis)
- Member attributes considered in study
 - Member access (number of members, number of guests, number of guest passes)
 - Special exhibition tickets
 - Special access (members-only lounge, access to special exhibitions)
 - Ancillary discounts (gift store, restaurant, education programs)
 - Membership events (openings, open houses)



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OVERVIEW OF ATTRIBUTES AND LEVELS

Attribute	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Member access	Member, 1 guest, 4 children, transferrable card and 10 guest passes	Member, 1 guest, 4 children, transferrable card	Member, 1 guest, 4 children	Member, 1 guest	Member Only	
Exhibition tickets	Free	50% discount on all special exhibitions	25% discount on all special exhibitions	One-time access to special exhibit for all guests included in membership		
“Special experience” tickets	Free	50% discount on all special exhibitions	25% discount on all special exhibitions	One-time access to special experience for all guests included in membership		
Special member access	Member-only access to exhibitions, and access to member lounge	Access to member lounge	Member-only access to exhibitions	None		
Member discounts	10% store and photos, educational discounts and food and beverage	10% store and photos and educational discounts	10% store and photos and food and beverage	10% store and photos	Education discounts	None
Member events	Special exhibition openings + Special Events + NHM Open House	Special exhibition openings + NHM open house	Special exhibition openings + Special Events	Special exhibition openings	Special Events	None

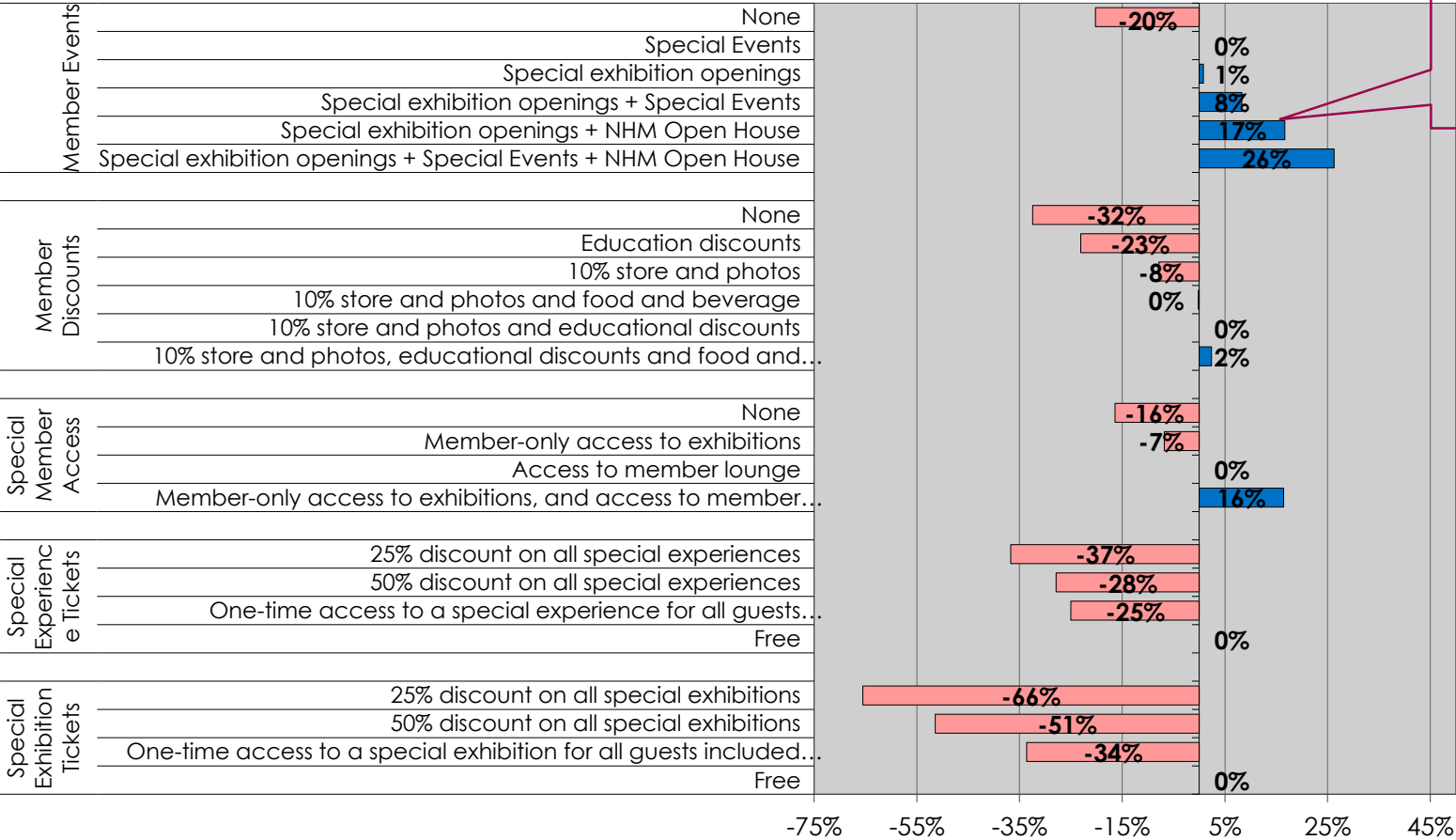


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UTILITY SCORES – RELATIVE COMPARISON OF BENEFIT OPTIONS



Member events most desirable

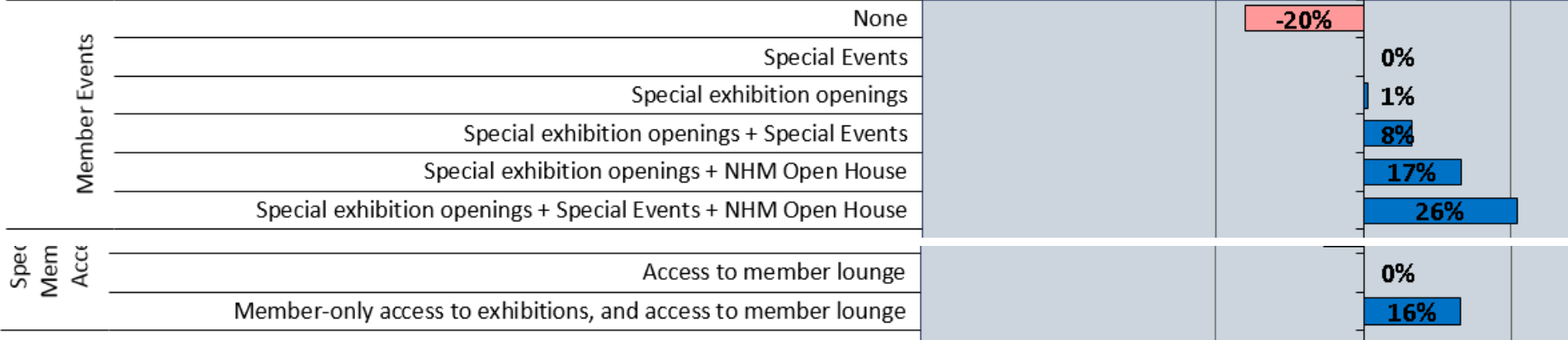


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UTILITY SCORES – RELATIVE COMPARISON OF BENEFIT OPTIONS

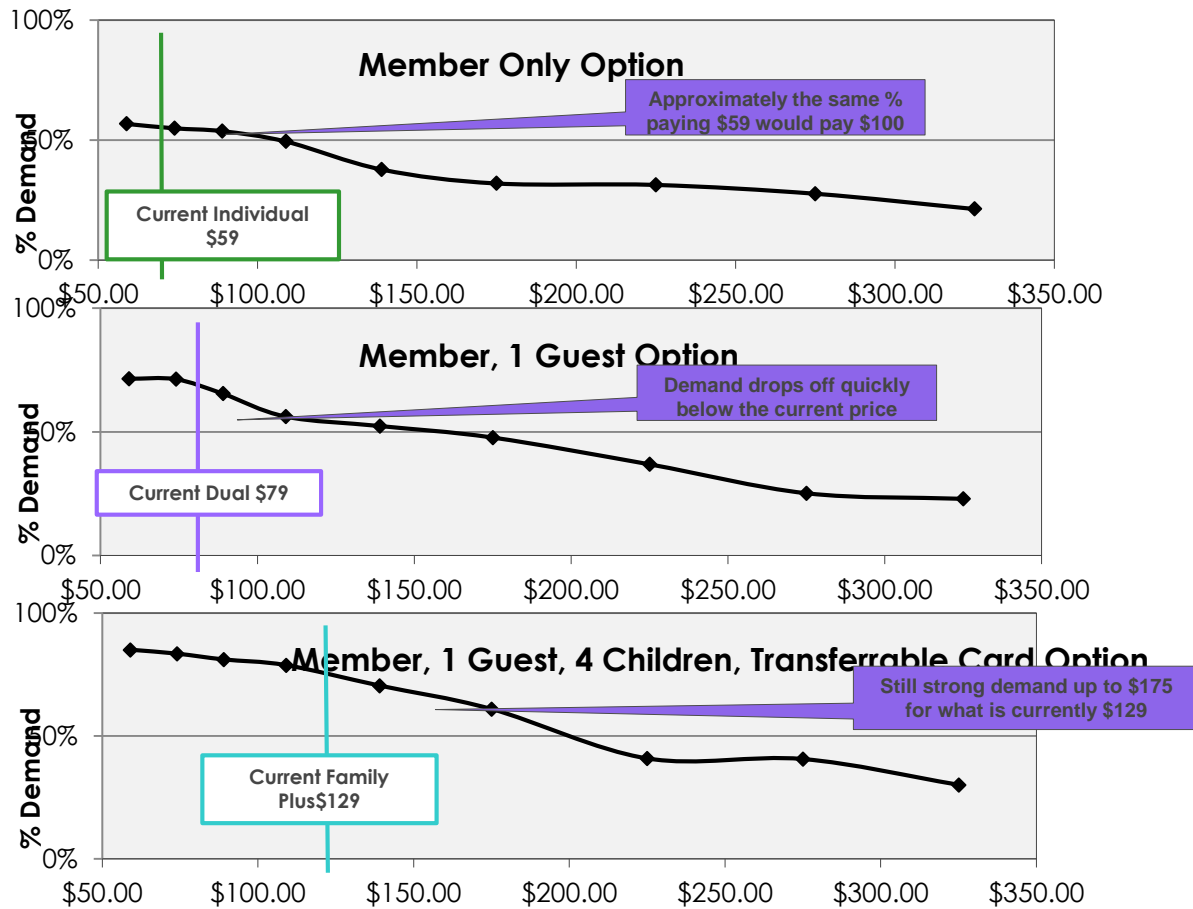


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MEMBERSHIPS ARE CURRENTLY UNDERPRICED BY APPROXIMATELY \$30-\$75.



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SAMPLE CONJOINT QUESTION (DIFFERENT PROJECT)

At renewal, which would you choose?

You may place your mouse over any term in blue to be reminded of the details/definition.

Remember, ALL memberships include:

- Unlimited free admission for the designated number of members
- And, many other **general benefits**

	Plan A	Plan B	
Number of Members	One	Two	I would not renew
Guest Benefit	1 extra person is allowed with the membership (with member)	10 single-visit guest passes per year (with or without member)	
Additional Member Opportunities	Members-only "influencer" opportunities	Members-only social events, in addition to exhibition opening events	
Priority Member Access	Designated members-only viewing hours	Access to a members-only elevator and express entry line into special exhibitions AND designated members-only viewing hours	
Member Access to Special Exhibitions	No special member access to special exhibitions	Designated members-only viewing hours during the final week of all special exhibitions	
Store/Restaurant Discounts	20% off at the MuseumStore and 10% off at the Restaurant	10% off at the MuseumStore and Restaurant	
Price per Year	\$125	\$150	
	<input type="radio"/>	<input type="radio"/>	

4 of 15



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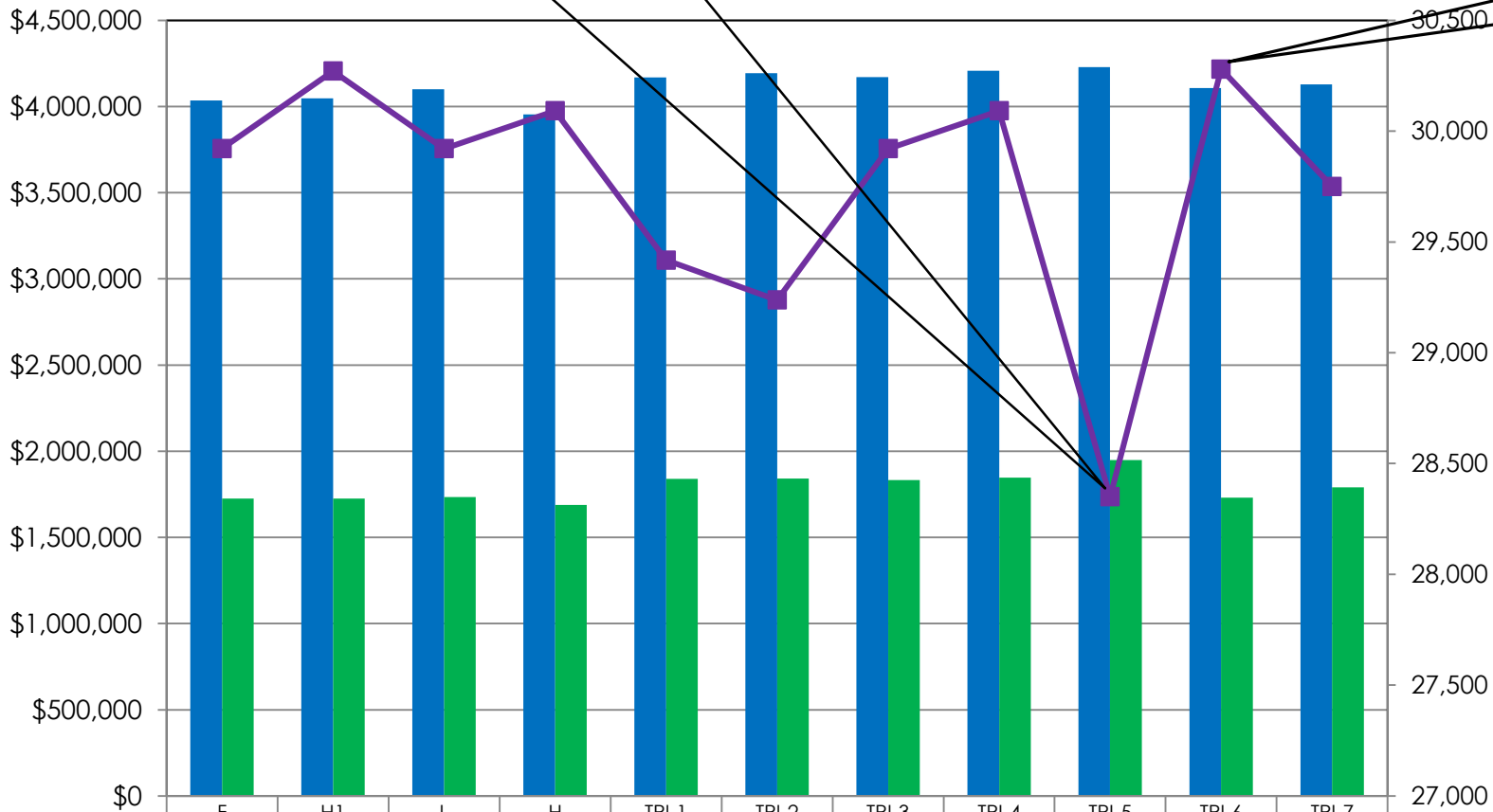
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Financial Analysis – Measuring Revenue, Costs, and Membership Take up

Gross & net income at peak, but membership is lowest

Peak membership



Gross Income	\$4,035,493	\$4,046,785	\$4,100,142	\$3,954,719	\$4,168,516	\$4,193,786	\$4,170,837	\$4,207,225	\$4,227,966	\$4,106,497	\$4,127,419
Net Income	\$1,726,089	\$1,725,455	\$1,734,092	\$1,688,487	\$1,840,277	\$1,841,959	\$1,831,975	\$1,846,398	\$1,948,667	\$1,730,651	\$1,791,266
Members	29,921	30,271	29,921	30,091	29,417	29,238	29,921	30,091	28,350	30,279	29,750

KEY FINDINGS

- Memberships may be **underpriced**.
- Demand has price sensitivity but is driven largely by **value**. Members first seek value and then look to price.
- Create **segmented** membership offerings that align with membership needs.
- Examine the membership program **holistically**. Adjustments to one benefit and/or price affects all memberships.
- The choice of which membership to choose (including none) is a **relative** decision - patrons do not make decisions in a vacuum.



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