

Why Multi-Channel Campaigns Win Every Time









Why Multi-Channel Membership Campaigns?

- We live in a more connected world
- Interact with your audience where they are most comfortable
- Make it easy to reply (multiple channels)
- Reinforce membership message/increase visibility
- They inspire the most responses







Proving the Worth of the Multi-Channel Strategy







Why conduct this test?

- Constantly innovate and optimize SFMOMA's membership acquisition strategy
- Direct Mail (DM) is a more expensive channel and SFMOMA sees lots of online activity
- Worry about traditional DM package fatigue
- Board inquired about online-only campaigns and impact on returns







Challenges

- Tests are a risk increased costs to split data, unsure of how they will perform
- External audiences are directly contacted only via DM rentals/exchanges; email rental is less cost-effective/available, and digital advertising is less controlled

Opportunities

- The risk could pay off revised strategy could lead to higher ROI and cost savings
- Online campaigns can be more reactive and flexible with shorter lead times







Strategy

- Test on best prospects who have both DM and EM addresses on file:
 - Lapsed 2010–2017
 - Multi-exhibition ticket buyers (2+ visits to special exhibitions)
- Conduct test in both Fall 2017 and Spring 2018 Acquisition/Reactivation campaigns
 - SAME test audience to measure impact over time







Strategy (cont.)

- Control group received:
 - Mail piece (2 mail pieces for lapsed)
 - 5 emails in fall; 6 emails in spring
 - Facebook/Instagram digital advertising (fall only)
- Test group received:
 - 8 emails in fall; 11 emails in spring
 - Facebook/Instagram digital advertising (fall only)
- No monetary incentive offer to either group







SFMOMA DM Package Creative—Fall 2017





Mail Package (Control Audiences only)











SFMOMA Online Creative—Fall 2017



Instagram &
Facebook Ads
(Control & Test
Audiences)







Email Series Template (Control & Test Audiences)









SFMOMA DM Package Creative—Spring 2018





Mail Package (Control Audiences only)











SFMOMA Online Creative—Spring 2018



Email Series Template (Control & Test Audiences)







Campaign	Strategy	Response Rate	Average Gift	ROI	
Fall 2017: Institutional	Control: 3 Channels (DM, EM, Social)	1.58%	\$119.68	\$3.11	
Fall 2017: Institutional	Test: 2 Channels (EM, Social)	1.06%	\$109.72	\$8.92	
Spring 2018:	Control: 2 Channels (DM, EM)	1.35%	\$135.25	\$2.36	
Exhibition-focused	Test: 1 Channel (EM)	0.23%	\$102.86	\$1.75	
Combined Totals	Control: DM & Online	1.47%	\$126.56	\$2.71	
Combined rotals	Test: Online only	0.67%	\$108.58	\$5.43	

- Control audiences responded at significantly higher rates
- Control average gifts were 16% larger than Test average gifts overall
- All Test audience metrics decreased from fall to spring
- Without mail production costs, Test ROI can be higher (but was not for the Spring campaign)
- It is clear that a multi-channel strategy including direct mail has a significant positive impact on membership efforts



SIM



Building and Getting Buy-In on the Multi-Channel Strategy







Building and Getting Buy-In on the Multi-Channel Strategy

- Consider the institution's topline goals: memberships vs. ticket sales?
- Is your membership offer time-specific (Member Preview or Party?)
- Institution-wide calendar schedule touchpoints
- Make sure departments are aware of the campaign and able to support when needed
- Remember: all departments are working toward the same goal of supporting your institution!
 - Advocate for prioritizing the membership message







SAM: Intimate Impressionism Matrix

Donortmont	Month	August				September			October			November				December				Jan.				
Department	Week of:	8/3	8/10	8/17	8/24	8/31	9/7	9/14	9/21		10/5	10/12	10/19	10/26	11/2	11/9	11/16	11/23	11/30	12/7	12/14	12/21	12/28	1/4
	Direct Mail																							
Membership	Internal eNewsletter																							
Wembership	Email																							
	Paid Advertising																							
	Direct Mail																							
Marketing	Internal eNewsletter																						1	
	Email																							
	Paid Advertising																							

- Key Dates:
 - Exhibition Opening: October 1
 - Member Preview: September 30
 - Member Mondays: November 16 and December 14
- Membership Efforts: full DM package, 3-part email series, digital advertising (search, social, display)
 - Membership Offer: 10% off membership (redeemable via promo code)
 - Conducted a drop test in DM and EM (pre and post exhibition opening)
- Marketing Efforts: DM postcard, 2-part email series, digital advertising (search, social, display, video)
 - Marketing Offer: Save up to \$5 off tickets







SAM: Intimate Impressionism List Segmentation for DM/EM

Membership

Older single ticket buyers, 50/50 split between Membership and Marketing

- Rental/Exchange/Community Database lists
 - Priority given to membership efforts
- Special Events and Offers List, 50/50 split between Membership and Marketing*
- Lapsed Members (2008 2015)
- SAM's multi-ticket buyers
- Single ticket buyers from most recent year's exhibitions

Marketing

- Older single ticket buyers, 50/50 split between Membership and Marketing
- Four Community Database lists
 - Priority given to membership efforts
- Special Events and Offers List, 50/50 split between Membership and Marketing*







SAM *Intimate Impressionism* Direct Mail Creative









Membership Brochure Cover, Letter, and Carrier







SAM *Intimate Impressionism* Membership Creative





Facebook Link Ad



728 x 90 Display Ad



Twitter Link Ad



thelukenscompany



Why Multi-Channel Campaigns Win Every Time

SAM *Intimate Impressionism* Marketing Creative





300 x 250 Display Ad





61 shares





15 comment



SAM Intimate Impressionism Exhibition Webpages

Membership Webpage



SAVE \$5 PER TICKET! **BUY ONLINE & SAVE**

Ticketing Webpage







SAM: Intimate Impressionism Overall Results

Package	Channel	Response Rate	Average Gift	ROI
Membership	DM	0.93%	\$88.74	\$1.41
Membership	Email	0.25%	\$83.75	\$5.29
Marketing	Direct Mail	1.24%	\$41.93	\$11.28
	Email	0.18%	\$39.72	\$1.83
Both	Paid Advertising	N/A	\$30 for tickets	\$1.02–\$1.36
	Faid Advertising	I WA	\$80 for membership	φ1.02-φ1.30

- Overall, both departments generated positive ROI's across all channels
 - Membership campaign outperformed projections in terms of members and gross revenue
- This multi-channel strategy was regarded favorable by both departments and further increased communication when planning campaigns surrounding special exhibitions
- For paid advertising, TLC reported on direct promo code attribution AND Google Analytics E-commerce tracking, providing ranges for possible ROI in between the two attribution methods:
 - Membership advertising conversions were split: 20% Membership and 80% Ticket Sales
 - Marketing advertising conversions were split: 10% Membership and 90% Ticket Sales







Recap: Why Multi-Channel Campaign Strategy?

One strategy across multiple channels, thus maximizing opportunity to engage prospective customers – on **their terms** (when and where they become a Member)

- Challenges:
 - Complexity
 - Time & Resources
 - Response Attribution
- Benefits:
 - Consistent Message and "Look and Feel"
 - Integrated Departments
 - Increased Branding/Awareness
 - Channel and Platform Preference
 - Data and Increased Results Performance







Any Questions?



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