

Who Will Renew?

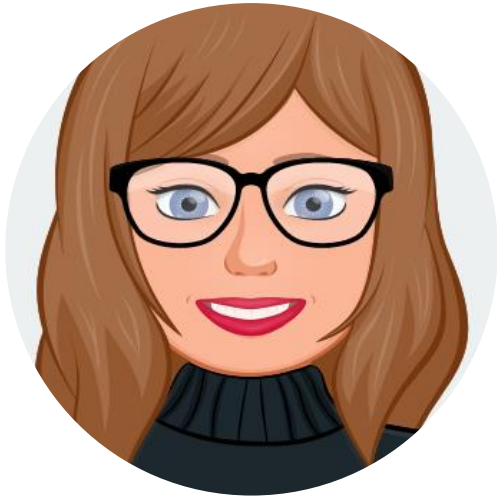
Lessons Learned from Data at The Henry Ford

AMMC 2020 Virtual Conference

the
Henry
Ford

Take it forward.®

Introductions



Catherine McMacken

Manager, Membership
The Henry Ford

Cat McMacken manages the membership program at The Henry Ford, spending each day engaging this critical community to support the institution's efforts to inspire the next generation of innovators, inventors and entrepreneurs.



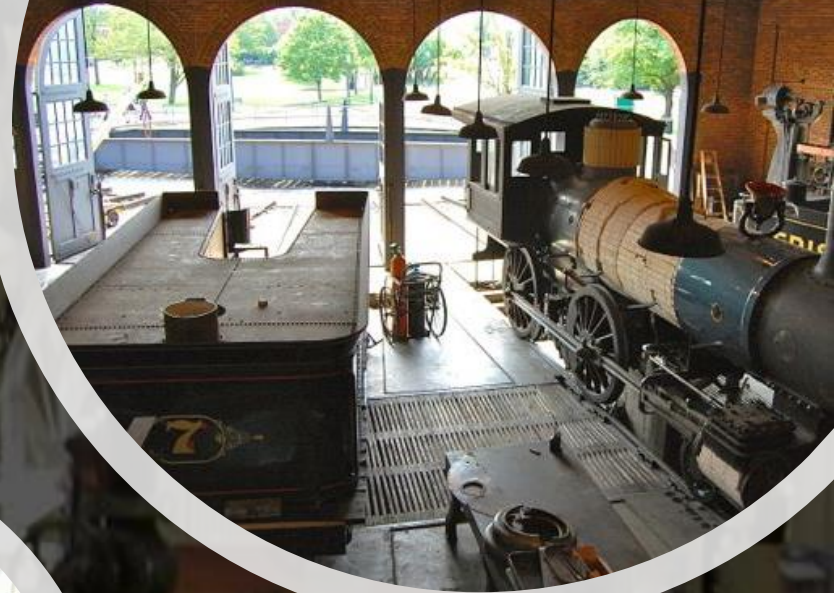
Adam Smith

Data Scientist
SIGMA Data Insights

Adam Smith is a Data Scientist at SIGMA Data Insights, engaged with The Henry Ford creating data visualizations, forecasting tools, and predictive models that have helped to identify actionable insights, improve member engagement, and drive increased profitability.

the Henry Ford

MISSION: To provide unique educational experiences based on authentic objects, stories and lives from America's traditions of ingenuity, resourcefulness and innovation. Our purpose is to inspire others to learn from the past to help shape a better future.



Transforming Business|Through Data



SIGMA Data Insights is YOUR Data-Driven Marketing Analytics Partner



SIGMA
DATA INSIGHTS

For over 30 years, we've been managing, cleaning, analyzing, modeling and interpreting data to produce actionable strategies and plans across omni-channel environments.

Agenda

- Overview
- Data
- What's a Predictive Model?
- Insights
- Applications to Marketing
- Data Analysis for Everyone!
- Wrap-up / Questions

Overview

- **Overall objective:** Increase membership renewal rates
- Create a predictive model to identify the likelihood of individual members renewing
- Tailor communications based on likelihood to renew

Data Available

- **Membership Info**

- Ex: type of membership, tenure

- **Visits**

- Ex: Visits to venues, special events, days since most recent visit

- **Donation**

- Ex: Donation amount, number of donations

- **Email Engagement**

- Ex: opens, clicks

- **Demographics**

- Ex: Age, income, special interests, distance to museum

What's a Predictive Model?

Known Renewal Status



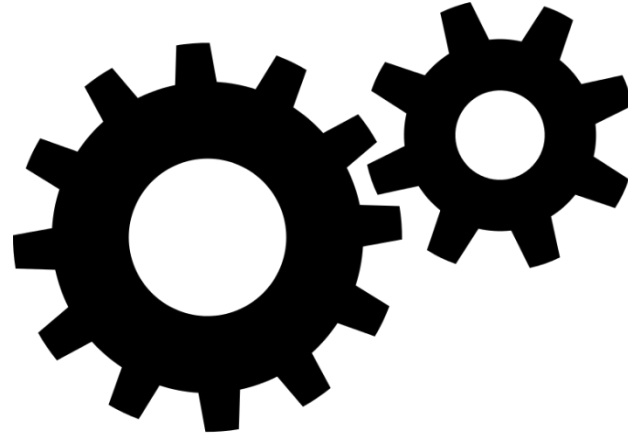
John
Age: 32
Children: Yes
Distance: 5 miles
Renewed



Ringo
Age: 43
Children: No
Distance: 59 miles
Lapsed



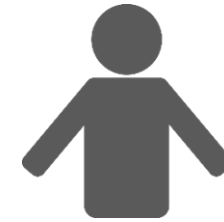
Predictive Model Algorithm



(doing math and identifying patterns)



Unknown Renewal Status (in the future)



Paul
Age: 34
Children: Yes
Distance: 2 miles
77% Probability of Renewing



George
Age: 46
Children: No
Distance: 7 miles
47% Probability of Renewing

Insights & Applications

All Variables in Model

Increases Renewal Rate

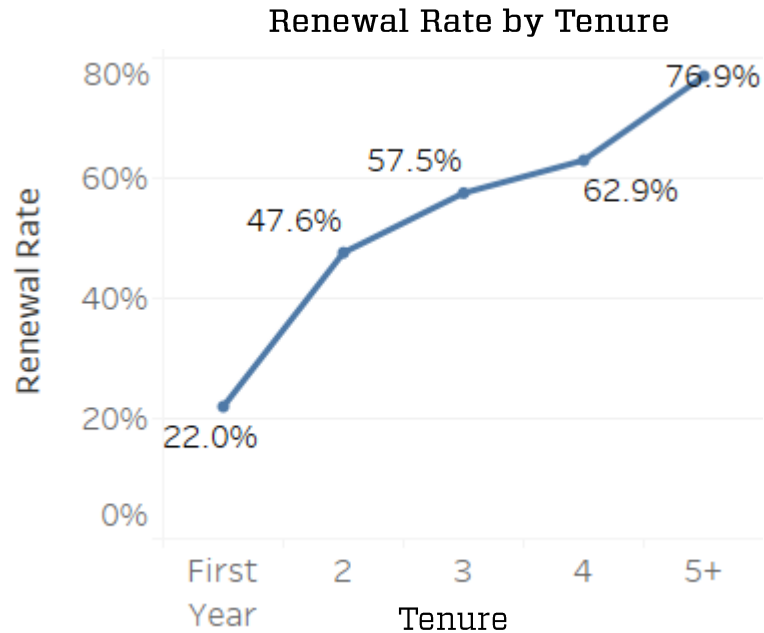
- *Membership Tenure*
- *Total Events Attended in Last Year*
- *Click Through Rate Lifetime*
- *Donation Amount Lifetime*
- *# of Visits in Last Year*
- Age
- Interest in Arts & Crafts
- Interest in Auto Work

Decreases Renewal Rate

- *Days Since Most Recent Visit*
- Distance to THF

The *italicized* variables are those factors that THF can take action on which may impact a member's likelihood to renewal

Tenure



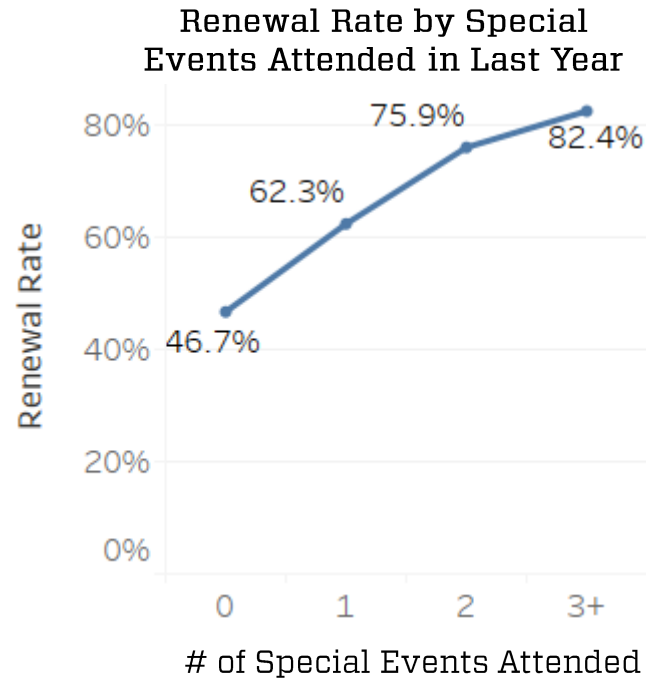
Insight

- Renewing builds a habit!
- There is a large increase in renewal rates between first-year and second year members
- It continues to increase each year that members renew

Recommendations

- Specialized communications to first-year members

Special Event Attendance



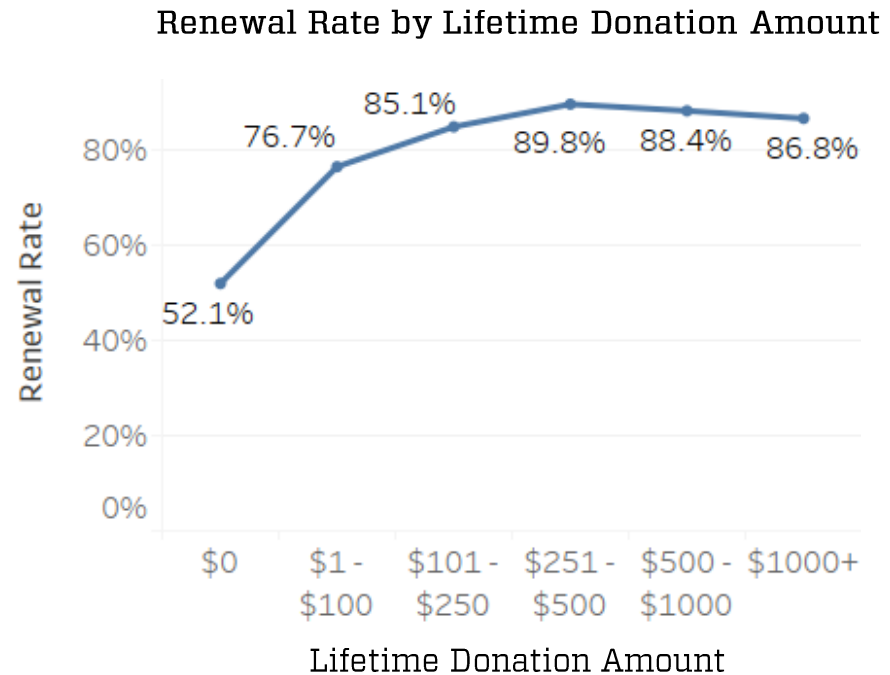
Insight

- Members who attend special events are much more likely to renew
- Members who attend 2+ events are very likely to renew

Recommendations

- Test messaging and incentives to increase total event attendance

Donations



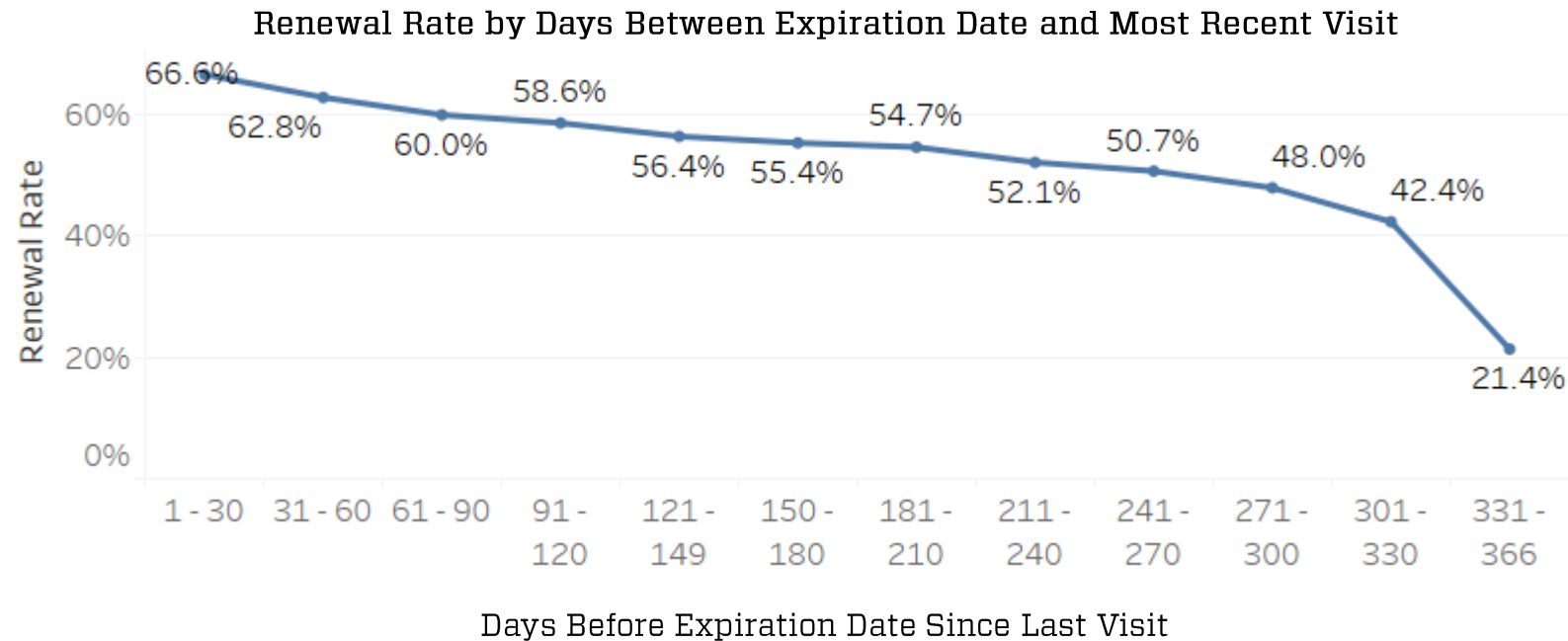
Insight

- People who donate are much more likely to renew
- Even small donations matter

Recommendations

Increase efforts to get members to donate, even small amounts

Days Since Visit



Insight

- Members who visited near the end of their member year are much more likely to renew
- The renewal rate is significantly lower for those who visit only at the start of the member year
- Industry trend discovered that top reason why expired members did not renew was because they “Intend to renew when next visit”*

Recommendations

- Encourage visitation in the last three months of the member year

*Source: “Why Expired Members Do Not Renew Their Memberships To Cultural Organizations,” Colleen Dilenschneider, Know Your Own Bone, Jan 9, 2019.

Applications to Marketing

THF Membership “By the Numbers”



4.29M

Metro Population



~42,000

THF Member HHs



57%

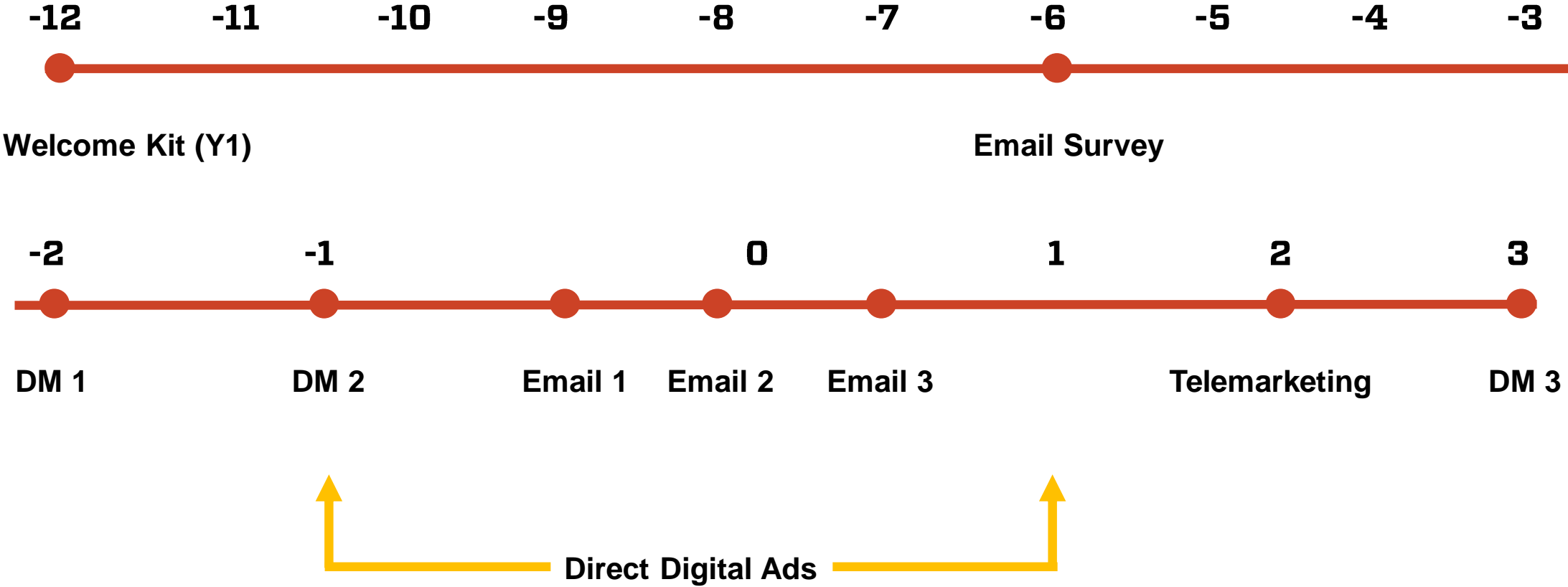
Retention Rate



365 Day

Membership

Former Renewal Cycle Comms.



Time to “Re-Tool”



Step 1: Uncover insights about what variables influence renewal behaviors by building a Retention Model.

Step 2: Build a communications system using insights from the model to develop relationships and drive renewal behavior.

Step 3: Test and Optimize!

Concept: “Member Journeys”



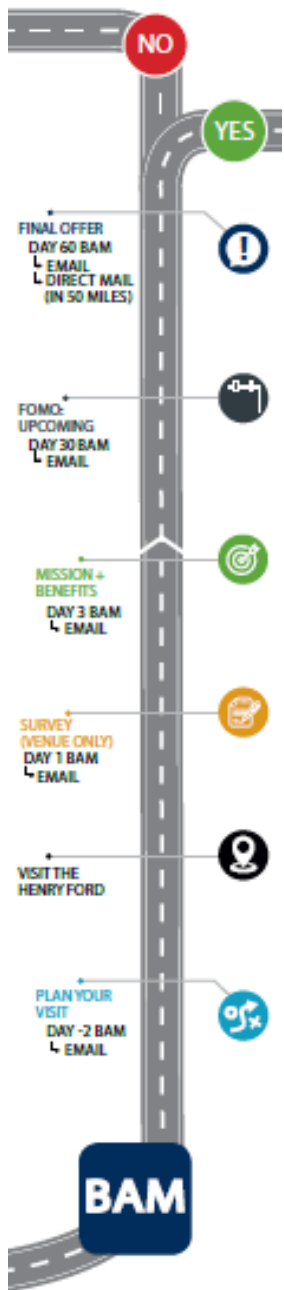
Automated, multi-channel communications plan designed to deepen our relationships with members, increase member retention, and convert more ticket buyers into members.

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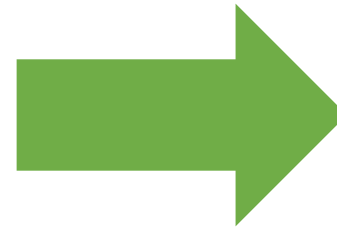
Journey Segmentation Strategy

	2018 Retention Rates	Segment Strategies
Ticket Buyers	N/A	Nurture ticket buyers towards membership. Provide exceptional service for a successful visit, then convert the visit to membership.
Y1	26%	Onboarding All Year: Provide orientation to venues, education about benefits, awareness of mission & impact – interaction throughout the year, and then a huge, big pull into Y2.
Y2	55%	Deepen the Relationship: While we still need to reinforce education about benefits and opportunities, we can start to turn these new members into insiders and lifelong supporters.
Y3+	79%	Gratitude & Renewal Reminders: Refresh communications to continue to thank these loyal members more overtly and continue practice of regular renewal reminders.
Lapsed	N/A	Urgency: Clearly communicate that membership is no longer active and deliver compelling reasons to renew again now, rather than waiting until a future visit.

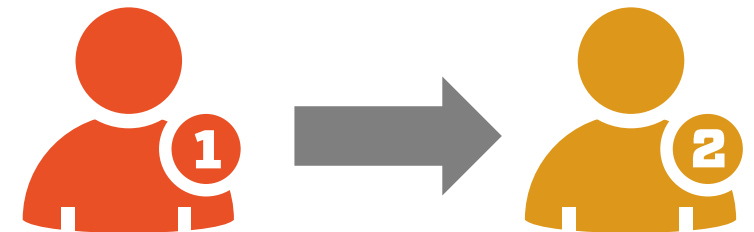
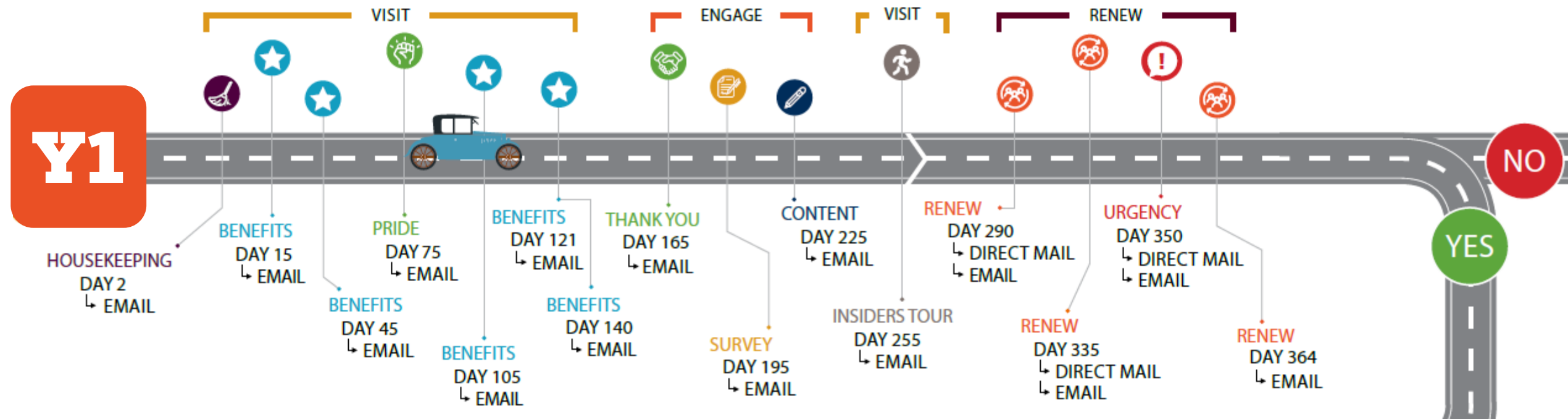


BAM Journey

Nurture ticket buyers towards membership. Provide exceptional service for a successful visit, then convert the visit to membership.



The All-Important First Year



Y1 Creative Examples

MEMBER NEWS



Make the Most of Your Membership

As a new member, you've joined one of the world's largest communities of change-makers. It's all yours to enjoy! From unlimited free visits, discounts on dining, shopping and parking, to exclusive events... and we thank you for your generous support.

If you don't have your membership yet, you'll need to set up your online account to access your discounts and perks. Make sure you enter the same email address you used when you purchased your membership.

For assistance, call 313.933.5081.

[CREATE MY ACCOUNT >](#)

We are so excited to be welcoming you back after our temporary closure to provide the support of the COVID-19 virus. For more information about current openings and how to have a safe and enjoyable visit, please see our [Welcome Back guide](#).



Your Digital Membership Card

Download our mobile app to access a digital version of your membership card. This, like all our apps, is available through the museum's mobile app as a guide and experience with our digital resources.

[DOWNLOAD >](#)

Your purchase helps support The Henry Ford, an independent nonprofit organization celebrating the American experience of innovation, ingenuity and resilience.

Day 2

MEMBER NEWS



Exclusive Event Benefits for Members

Do you know that as a member, you receive special savings on ticket events, plus access to events that only members can attend?

Members always enjoy the opportunity to visit the Ford Motor Museum in Greenfield Village, Ford's historic 28,000-sq-ft building in Dearborn, Michigan, and the Ford Rouge Plant in Dearborn, Michigan. And when you visit the Ford Rouge Plant, you'll have the opportunity to take a tour of the plant.

[LEARN MORE >](#)

We are so excited to be welcoming you back after our temporary closure to provide the support of the COVID-19 virus. For more information about current openings and how to have a safe and enjoyable visit, please see our [Welcome Back guide](#).



Never Miss an Event or Exhibit

Make sure you never miss an event, exhibit, or special offer. Our mobile app will notify you when you're near an event or exhibit. Download our mobile app to access a digital version of your membership card. This, like all our apps, is available through the museum's mobile app as a guide and experience with our digital resources.

[SELECT PREFERENCES >](#)



Free Events For Members



Exclusive Members-Only Events

Day 45

The Henry Ford

October 2 at 2:24 PM

Don't miss out on your membership benefits.



CLEVELAND AVE

28 57


Free admission to the museum and village. [Learn More](#)



Free parking. [Learn More](#)

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MEMBER NEWS



Free Guest Visits

of the world's coolest museums is right around the corner. Keep making the most of it with unlimited free visits, discounts on dining, shopping, and more.

Your membership expires for two free visits. [LEARN MORE >](#)

Membership Expiration Date: 11-20-2020

Membership Number: TFS17

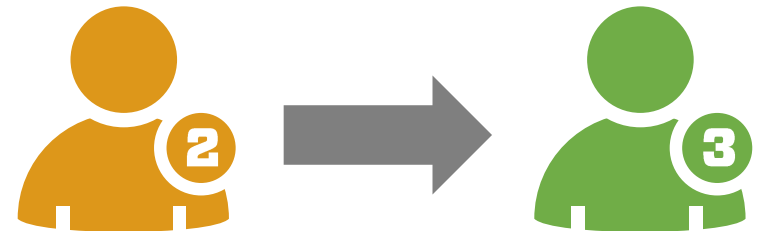
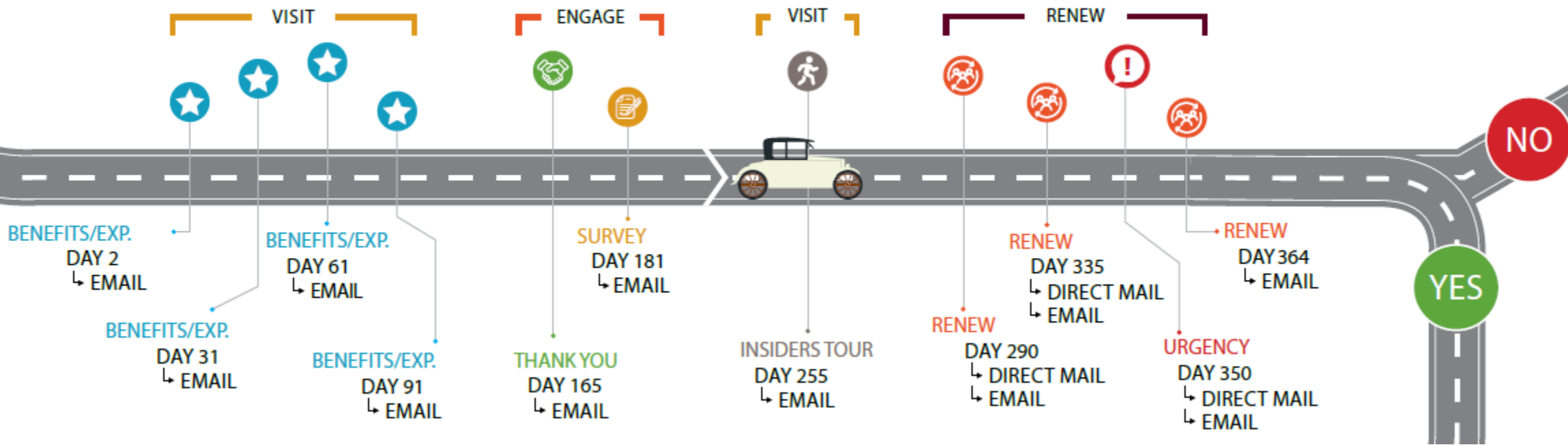
[RENEW AND SAVE >](#)

Your purchase helps support The Henry Ford, an independent nonprofit organization celebrating the American experience of innovation, ingenuity and resilience.

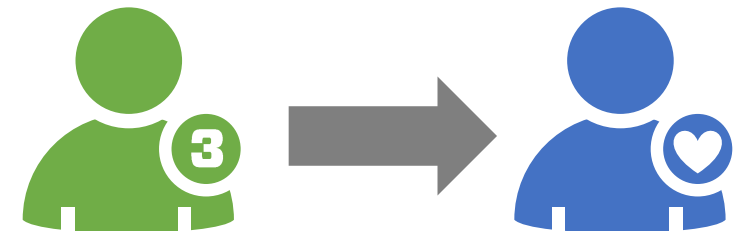
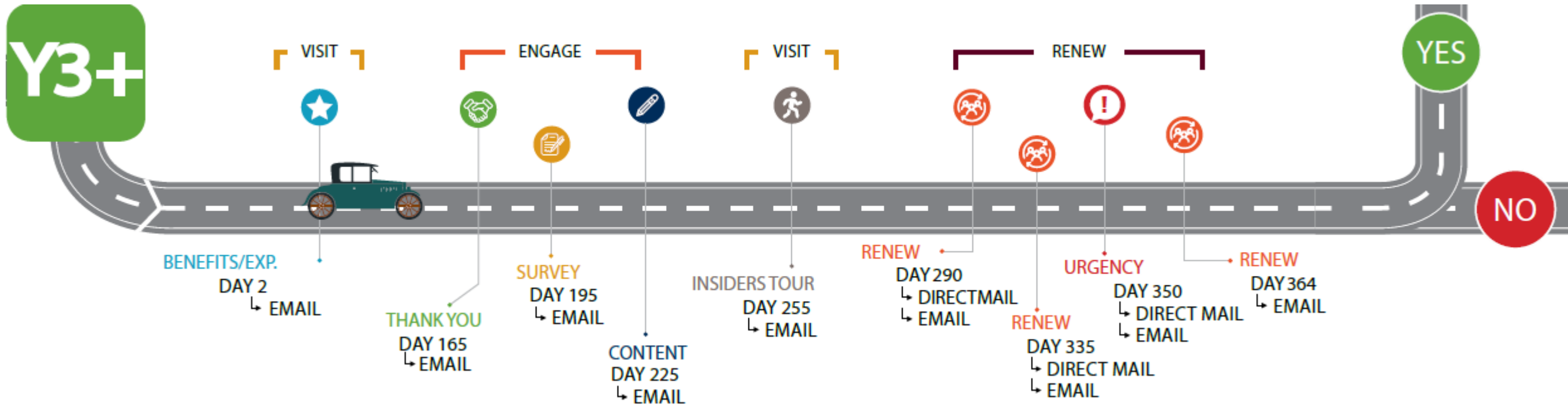
Day 364

Year 2: We're Getting There

Y2

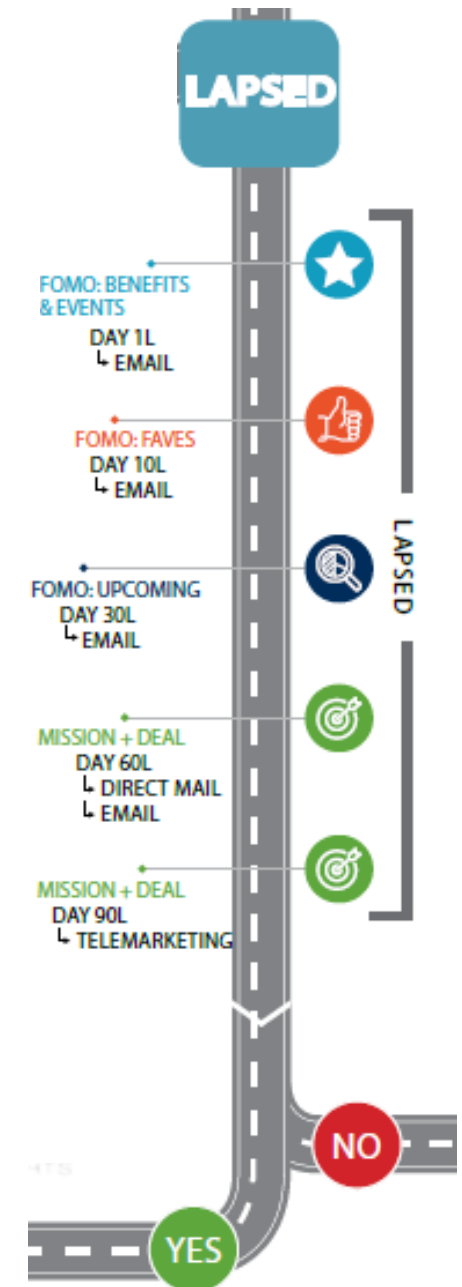
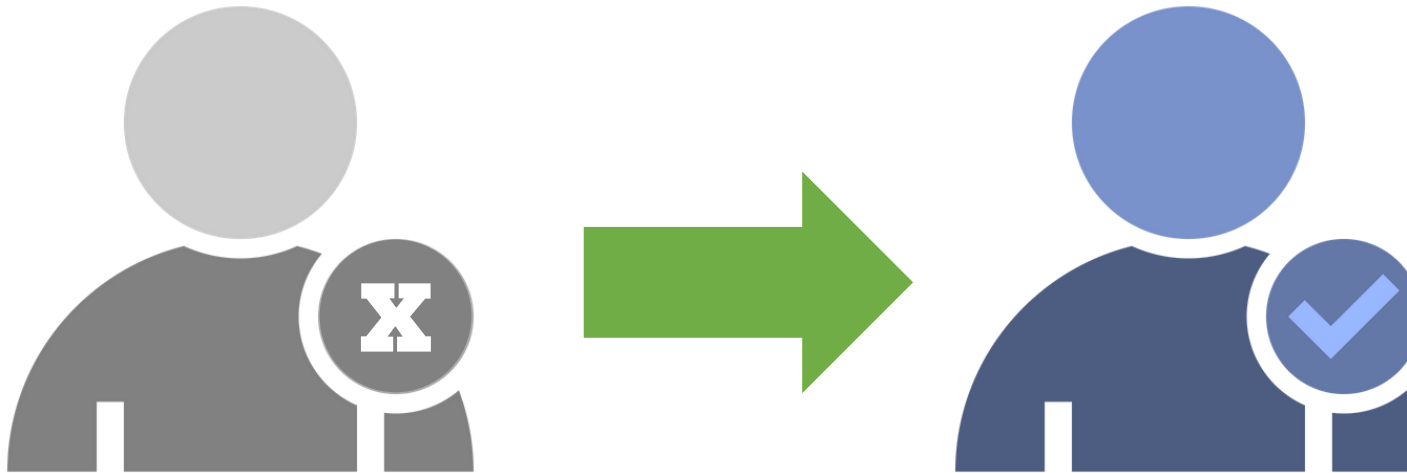


Year 3: Home Free! (Mostly...)



Lapsed Journey

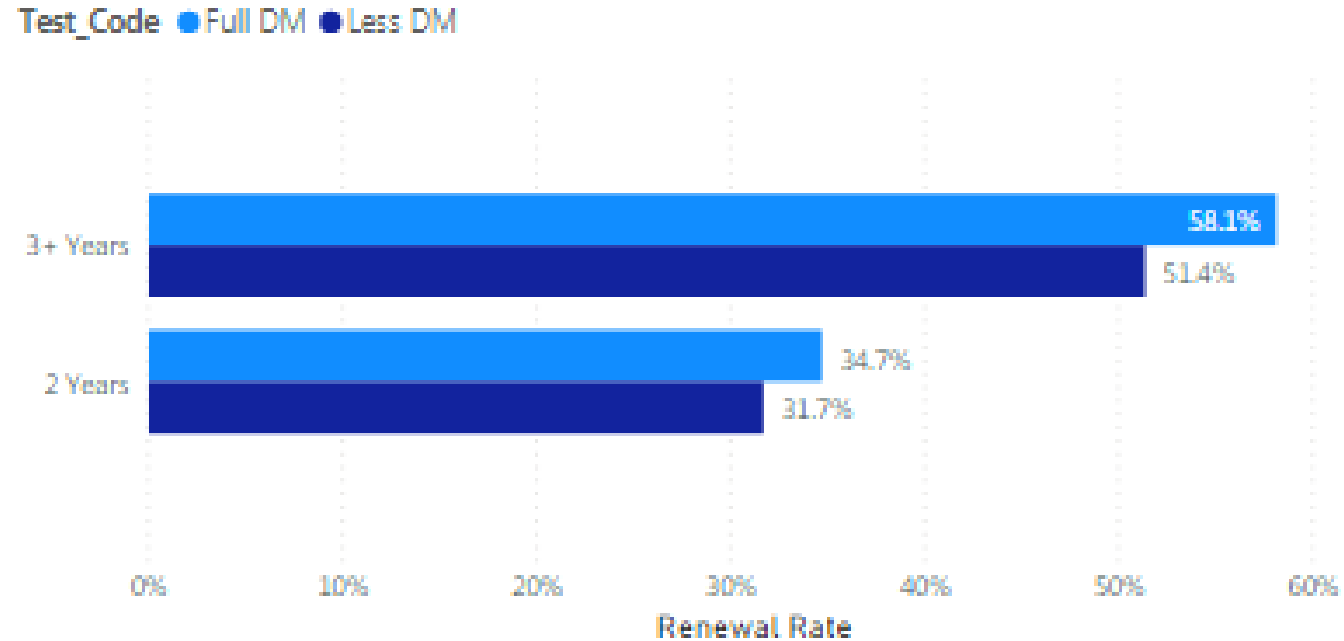
Urgency: Clearly communicate that membership is no longer active and deliver compelling reasons to renew again now, rather than waiting until a future visit.



Insights from the Retention Model

- Tenure!
- Driving multiple visits throughout the year
- Driving a visit at the end of the membership year
- Driving visits to our ticketed events
- Clear/bold CTAs in emails to drive Click-thru Rate
- Driving donations
- Strategic discounting
- Limiting direct mail to members within 50 miles (saves \$\$\$) on BAM

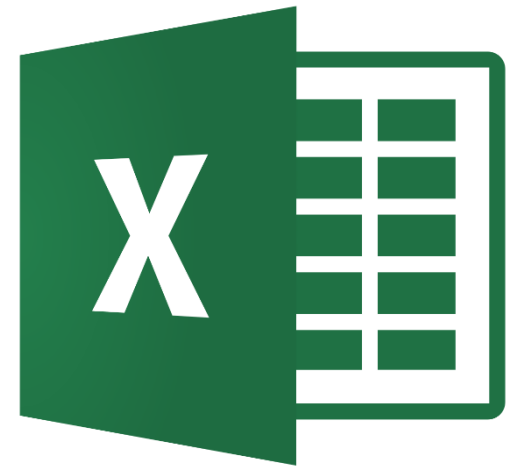
Test & Optimize



*As of 7/27/2020 we decided to send Full DM to tenure 1 and are continuing the test with tenures 2 and 3.

This is awesome! How can I do it?

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Thank you!

Questions?

Keep In Touch!



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