

Data, Reports & Budgets

...OH MY!



Overview

Follow the Yellow Brick Road

Get organized and put data to work for you

Build knowledge base for informed-decision making

Your road map to the Emerald City!

We're off to see the Wizard

Performance-based budgeting

Tips, hints and cautions of the budgeting process

Lions, Tigers and Bears - OH MY



Membership Acquisition

TRUE or FALSE?

*There is no such thing as “too” many
database codes to identify new
membership sales?*



What are the areas from which new members are acquired?

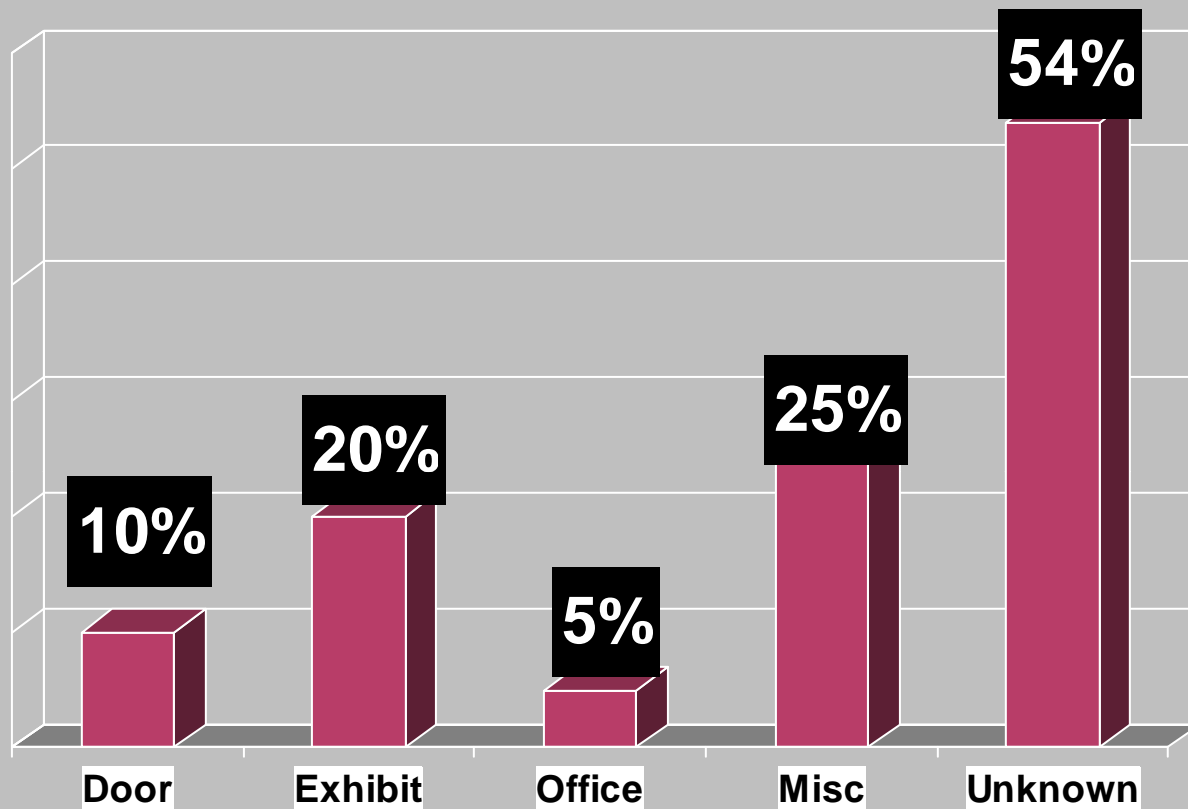
Onsite Sales
Online Sales
Direct Mail/Special Mailings
Special Events
Development Functions
Special Promotions
Corporate Membership
Retail Store
Offsite Engagements
Gift Memberships
Social Media
Other



Acquisition Source Codes

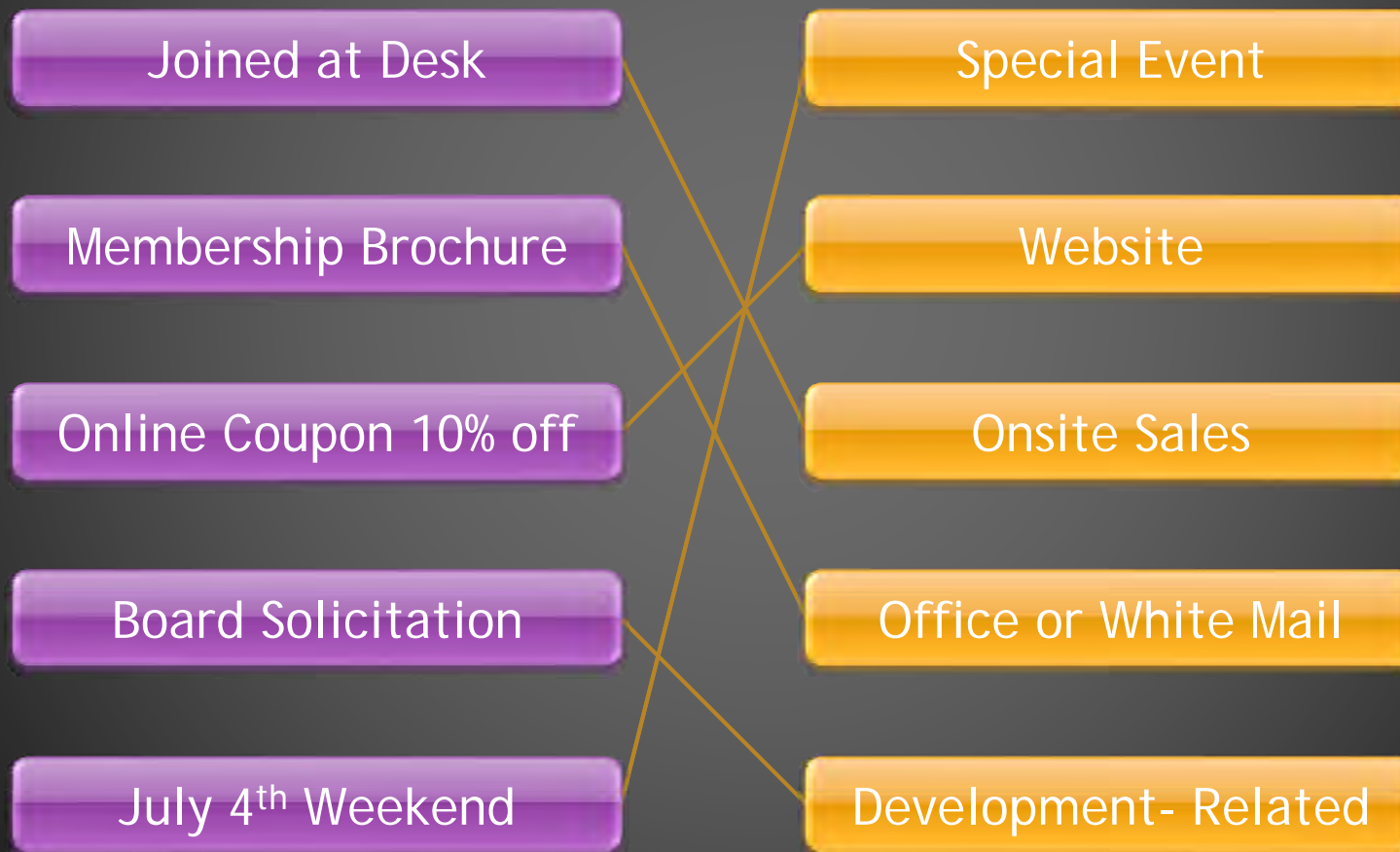
Honor/Memorial	1	Individual	5	Individual	1
Individual	1	Gift Membership	17	Gift Membership	17
Gift Membership	33	PreColumbian Society	1	PreColumbian Society	1
Womens' Committee	4	donation	1	donation	1
Maya Weekend	9	PreColumb. Society	1	New--Source Unknown	25
PreColumbian Society	2	New--Source Unknown	33	Phone Inquiry	1
expired renewed	2	Phone Inquiry	9	Board-Solicited	3
New--Source Unknown	45	Board-Solicited	5	Members' Event	5
Phone Inquiry	20	Events Calendar	3	Donated Membership	1
Board-Solicited	4	Web Page-Gen. Mus.	2	Summer Camp	1
Chinese New Year	1	Arch and Bible	1	Etruscan/Roman Gall.	2
Pubs Catalogue	2	Alumni Census mailin	7	Young Friends	18
Events Calendar	8	Roman Glass CGS	1	Event Requirement	4
Maya Weekend	1	Donated Membership	4	Unknown	15
Wom. Comm. Tours	3	44 Eyes Participant	18		-----
Beer Event	1		-----	Totals	202
Board Member Solicit	1	Totals	181		=====
Web Page-Publication	3		=====		
Web Page-Gen. Mus.	9				
Friend of Ban Chiang	1				
Canaan & Anc. Israel	11				
Donated Membership	1				
East Wing Campaign	1				
Third Thursday	1				
Birth of Art	1				
Arch and Bible	8				
Alumni Census mailin	1				
Unknown	10				

Totals	271				



Over 50% of revenue can't be identified by the initiative or origin (how achieved)

1) Bundle codes into meaningful clusters



2) Knowledge built by tracking the details

Month	Direct Mail			On-Site				Comps		Phone			Events		Promotions					Unknown	Month Total		
	Fall Mail	Personal Solicit	Brochure Gen. Acq.	Adm	Store	Museum Visitor	Aft Hrs	Staff Comps	Auct. Winner	Phone	Box Office	Internet	Valentine Promo	Spring Serata	Gift	Fenway Disc.	Mother's Day	Prom Discount	Other				
July				18						1	1	10										36	
Aug		1		21				2	2	4		24						1				3	60
Sept		1		29			15			8	1	30										10	97
Oct				16			4			3	2	15										3	46
Nov		1		21			6	1	6	4		23										5	67
Dec		1		15			1	1	3	16	1	24								10		7	79
Jan		1		32			5	1	2	4		24		4								2	75
Feb				28		1	9	1	1	8		15		41								1	149
Mar		3		23			0	1	3		4	23										2	73
Apr																							0
May																							0
June																							0
Total	0	8	0	203	1	0	40	7	19	48	9	188	45	0	0	0	0	11	0	33	682		

Performance & trends measured by clusters

New Membership Sales by Origin/Source								TOTAL
MONTH	DM	Website	Promo.	Comps	Events	Phone	Unknown	NEW SALES
July								
Aug	2	20	0	3	0	3	4	32
Sept	3	27	0	3	0	0	1	34
Oct	1	17	2	3	0	9	5	37
Nov	22	40	0	3	0	9	0	74
Dec	19	27	0	8	0	3	2	59
Jan	22	96	4	23	0	16	2	163
Feb	1	33	0	2	24	7	4	71
Mar	1	39	0	4	34	7	3	88
Apri	4	36	0	3	2	7	7	59
May	78	32	0	16	4	11	3	144
June	9	43	0	21	4	4	5	86
	12	46	0	12	0	15	2	87
Total	174	456	6	101	68	91	38	934
	19%	49%	1%	11%	7%	10%	4%	100%

Onsite Membership Sales

Who is not an “eligible” prospect to join?

- A. School and Tour Groups
- B. Free Admission, Comps Passes (2/1 passes)
- C. Transaction Visitors (admission or other areas)
- D. Current Members
- E. Advance Purchase Sales



Renewal Statistics

How many should you know (track/measure)

Five

- 1) Response during the cycle
- 2) Overall Renewal Rate
- 3) Renewal Rates by Level
- 4) New Members Renewal Rates
- 5) Long-term/Multi-year Members



Renewal Response During the Cycle

Expires March	Ind	Senior	Dual	Support	Cont	Long Term Friend
R1 sent Feb	22	35	23	10	6	19
R2 sent Mar	13	27	10	3	2	7
R3 sent Apr	6	6	1	2	1	1

Position by EXPIRATION MONTH, **not action month**

Track number of members billed (# non renewed)

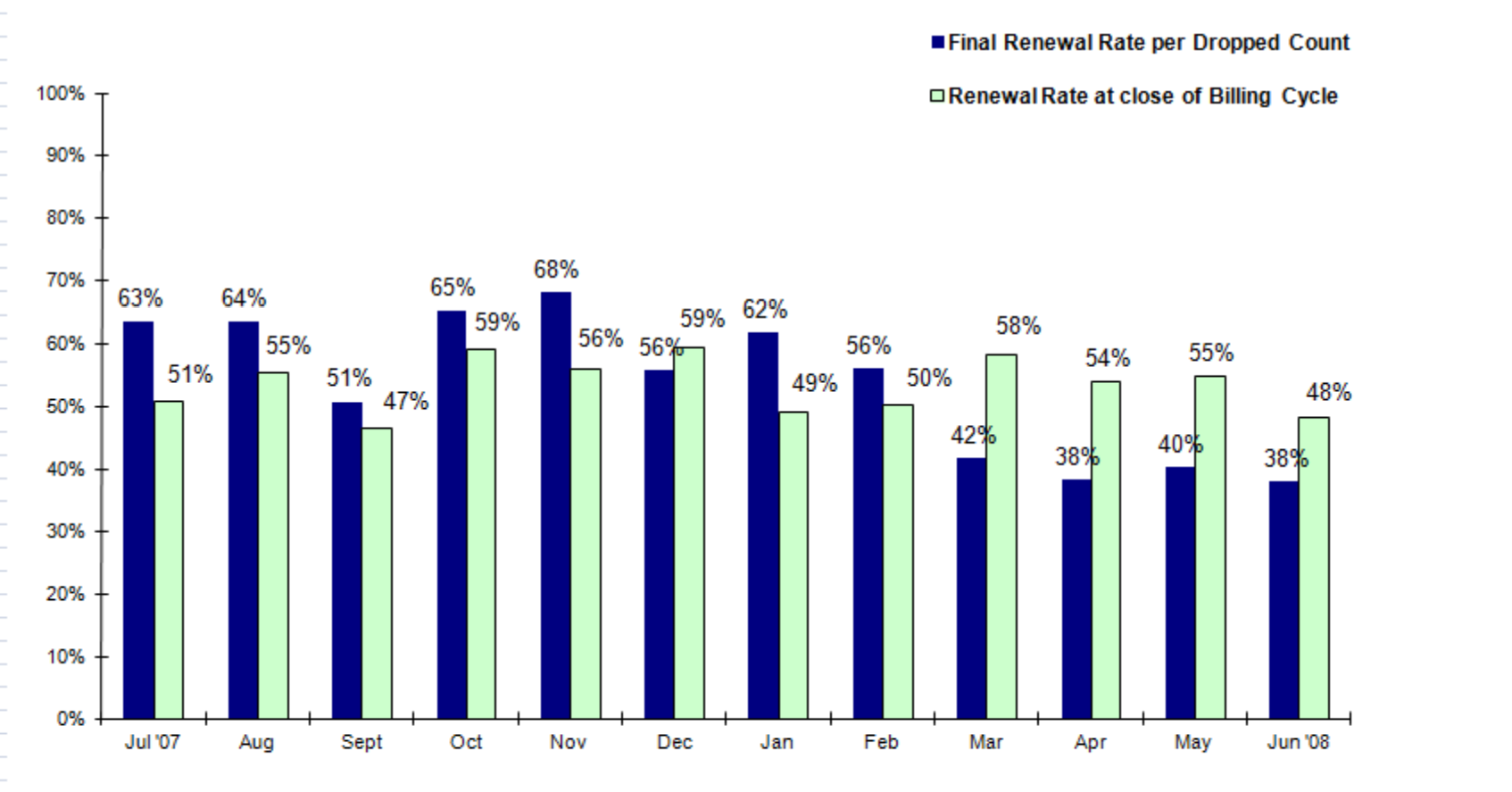
Count is **decreasing** due to members who renew

Electronic Version Horizontal Format

- Identify response per 30 days
- Determine monthly fluctuations
- Build a renewal profile per expiration month & full year

EXP. MONTH	FIRST Appeal			SECOND Appeal			THIRD Appeal		
	Bill	# Resp	%	Bill	# Resp	%	Bill	# Resp	%
Jul '07	69	19	27.5%	50	9	18.0%	41	12	29.3%
Aug	82	23	28.0%	59	29	49.2%	30	4	13.3%
Sept	110	27	24.5%	83	25	30.1%	58	7	12.1%
Oct	110	26	23.6%	84	35	41.7%	49	11	22.4%
Nov	108	29	26.9%	79	36	45.6%	43	12	27.9%
Dec	171	37	21.6%	134	58	43.3%	76	28	36.8%
Jan	139	37	26.6%	102	38	37.3%	64	7	10.9%
Feb	204	53	26.0%	151	30	19.9%	121	23	19.0%
Mar	101	11	10.9%	90	36	40.0%	54	18	33.3%
Apr	133	26	19.5%	107	40	37.4%	67	10	14.9%
May	128	45	35.2%	83	29	34.9%	54	9	16.7%
Jun '08	110	26	23.6%	84	31	36.9%	53	7	13.2%
Total	1,465	359	24.5%	1,106	396	35.8%	710	148	20.8%

Benefits of an Electronic Tracking System



Lions, Tigers and Bears...OH MY!

Next Steps




- Tracking by EXPIRES MONTH
- Building Profiles
- Adjusting the Renewal Sequence

Membership Budgeting




- Performance drives your revenue projection
- Performance differs among TYPE of transaction
New Sales, Renewing (and rejoining) Memberships
- Use tracking tools to quantify performance
based on history and similarities in new year.



Budgeting NEW Onsite Membership Sales

- Conversion Rates
- Attendance 
- Eligible Prospects 
- Special Exhibition and/or Events Schedule 
 - Scale of exhibition and duration?
 - Projected Attendance during exhibition?
 - Additional Ticketing Charge?
 - Similarity to a prior year?

Budgeting NEW Direct Mail Membership Sales

- Special Exhibition and/or Events Schedule 
- Size of mailing (number of prospects) 
- Response Rates 
 - By mail and phone (direct)
 - Back-end Analysis* (indirect)

*DM response rate by all methods to reflect DM impact on OTHER sources

Budgeting NEW Online Membership Sales

- Annual Profile (%) to new sales annually
- New Technology (e-marketing) 
- Base of Non Member Email Prospects 
- Special Exhibition and/or Events Schedule 
 - Greater publicity?
 - Higher online traffic?
 - Use of direct mail to drive sales?
 - Similarity to a prior year?

Budgeting Renewing Membership Sales

- Determine number of memberships by the end of the current year (base on renewals in next year)

Fiscal Year: July - June ... but budget preparation in March

Month	# Active Members
July	
Aug	
Sept	
Oct	
Nov	
Dec	
Jan	
Feb	
March	

Counts for April - June? Must be estimated

- Includes NEW sales (to come)
- Renewal in process



Focus on Action, Not the Math

RENEWAL INCOME: Dual/Family Member															
GREEN: consider these dates like Action Months - when you will be PROCESSING renewals															
Expires Month	# Billed	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	TOTAL	Renewal Rate
Mar-11	89	1	-	-	-	-	-	-	-	-	-	-	-	1	1%
Apr-11	98	3	1	-	-	-	-	-	-	-	-	-	-	4	4%
May-11	88	9	3	1	-	-	-	-	-	-	-	-	-	12	14%
Jun-11	68	14	7	2	1	-	-	-	-	-	-	-	-	23	34%
Jul-11	55	8	11	6	2	1	-	-	-	-	-	-	-	27	49%
Aug-11	67	11	10	13	7	2	1	-	-	-	-	-	-	44	65%
Sep-11	30		5	5	6	3	1	0						20	65%
Oct-11	64			10	10	13	6	2	1					42	65%
Nov-11	70				11	11	14	7	2	1				46	65%
Dec-11	62					10	9	12	6	2	1			40	65%
Jan-12	137						22	21	27	14	4	1		89	65%
Feb-12	153							24	23	31	15	5	2	99	65%
Mar-12	44								7	7	9	4	1	28	64%
Apr-12	87									14	13	17	9	53	61%
May-12	93										15	14	19	47	51%
Jun-12	93											15	14	29	31%
Jul-12	26												4	4	16%
		-	-	-	-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	-	-	-	
	1,324	45	36	37	36	39	53	67	66	67	57	57	48	608	
		R1	R2	R3	R4	R5									
		60 days prior	30 days prior	Exp. Date	30 days After	60 days After	Prior to Drop	TOTAL							
		16%	15%	20%	10%	3%	1%	65.0%							

Arriving at the Emerald City!

