

On-Site Sales: Five Strategies for Success

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Manager of Member and Guest Relations

High Museum of Art

AMMC: New Orleans

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Five Strategies

1. Goal Setting
2. Staffing Structure
3. Training
4. Communication/Sharing Information
5. Incentives

High Museum of Art

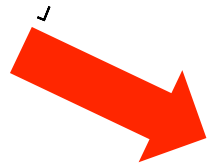
Prior to FY09:

Membership

- Member Tickets
- Customer Service
- Acquisitions

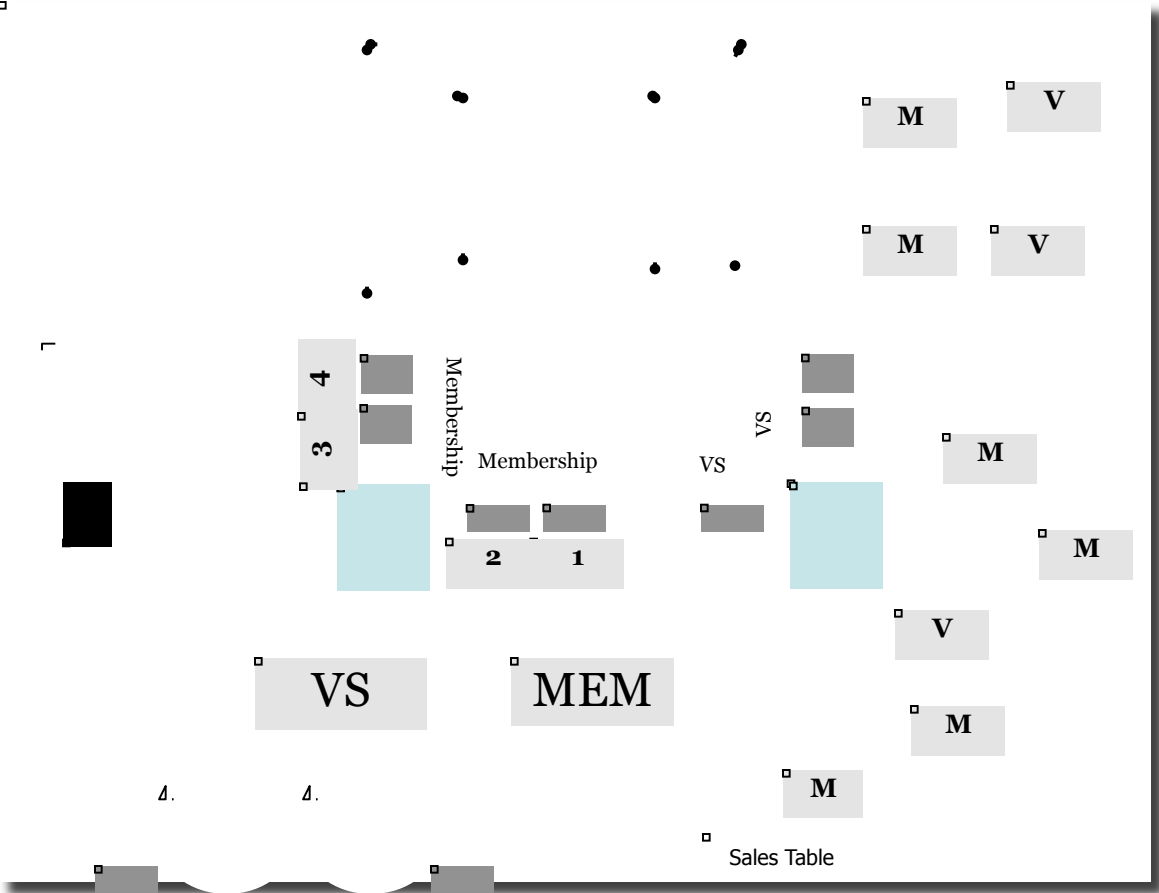
Visitor Services

- Museum Tickets
- Customer Service
- Crowd Control



Admission Desk
Museum Lobby

Prior to FY09



Separate

Communication

Goals

Training

HIGH

High Museum of Art

FY09

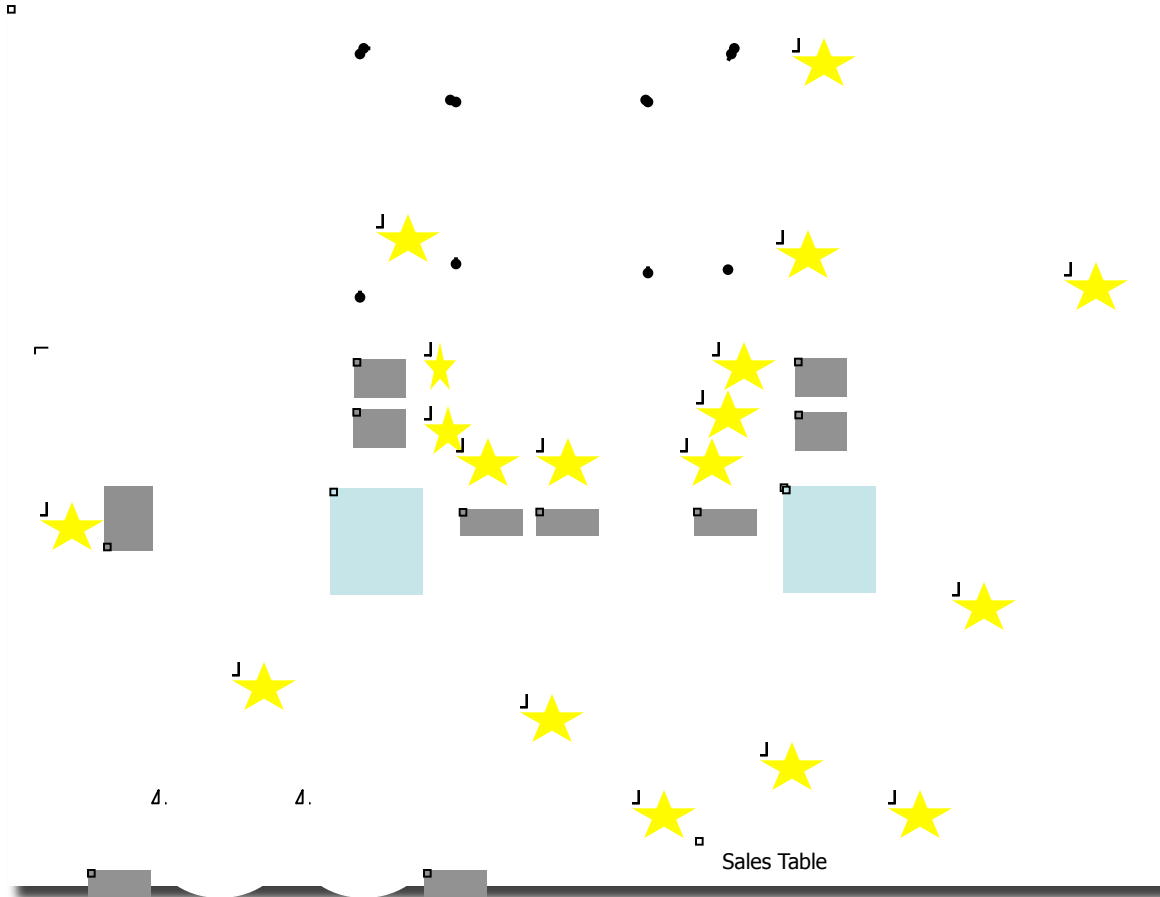
Merge Visitor Services and Membership Departments

Created Member and Guest Relations

- One message
- Cross training
- Same goals/responsibilities
- Accountability/ownership



FY 10



- Signage directs members and guest to specific lines
- Staff rotate positions
- One message

Goal Setting

1) Museum-wide Goals

Total Attendance (*FY10 – 381,083*)

Membership (*FY10 - 50,000 households*)

Museum Advancement (*FY10 - \$6,250,000*)

2) Department Goals

Household Count (*FY10 – 50,000 households*)

Renewal Rate (*FY10 - 50% renewal rate*)

Circles Revenue (*FY10 - \$1M*)

Member and Guest Relations Revenue (*FY 10 - \$1,175,000*)

3) Individual Goals

Staffing Structure

6 regular/full time positions

- Customer Service Supervisor
- On-Site Supervisor
- Ticketing Coordinator
- 3 Senior Representatives (leads)

15 – 20 temporary/part time positions

- \$9 to \$10 per hour
- commissions (7% new and upgrade; 3.5% rejoin; 2% renew)

Training

New Hire Training: 3 days + 2 weeks

- Day One: History, Culture, Vision/Mission, Expectations
- Day Two: Job Responsibilities (Nuts & Bolts), Customer Service, Sales
- Day Three: Tessitura (database), Ticket Sales

- 2 weeks: Shadowing existing staff, theory into practice

Training

Ongoing: at least once a month

- role playing
- customer service
- sales

*conversion opportunity is a part of every ticket transaction

**make training relevant to your museum

Training

Customer service training search

Sales training search

Articles (www.about.com)

by Susan Ward

- *6 Sure Ways to Increase Sales: Shift Your Sales Focus for Increased Sales*
- *8 Rules for Good Customer Service: Good Customer Service Made Simple*

Communication/Info

Monthly Media Calendar

Press Releases

Weekly Updates

Staff emails

Talking Points

Current Promotions

Incentives

Gift cards

Lunches

Tickets

“Time Off” coupons

“Next Steps”

Determine Direction

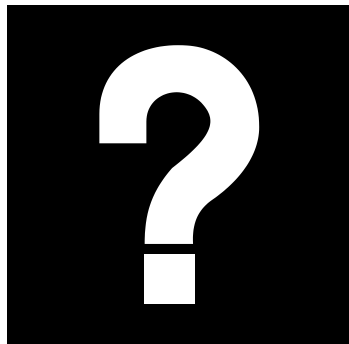
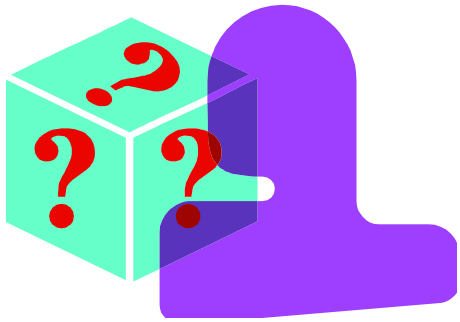
Evaluate Current Structure

Assess Resources

Create A Plan

Implement

Q & A



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