

# Digital Strategies for the Direct Mail World: The Pendulum Swings Back

Dan O'Donoghue

*Manager of Communications, Membership Experience, The Art Institute*

Elisabeth Madeja

*Director of Marketing, Chicago Symphony Orchestra Association*

Doug Hoogstra

*Account Executive, Darwill*

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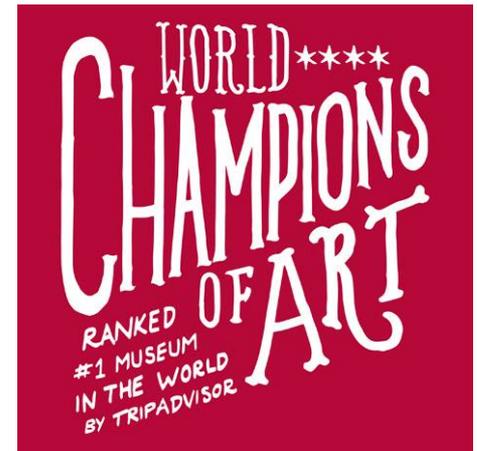


# Digital Strategies in DM World

- Alt postage—“old school social media”
  - Share
  - Like
- Trigger Campaigns
  - Post Event Survey/Member Ask email converted to a DM campaign

# #1 In the World

- The Art Institute was voted the 2015 #1 museum in the world by tripadvisor.com reviewers.
- This generated a focused and unconventional marketing campaign.



# #1 Advertising Campaign

- This included a city-wide campaign that leveraged our most iconic masterpieces and promoted the museum as the “World Champions of Art.”



# Digital Trading Cards

- Online, we promoted MVP cards that provided deeper insights about some of our most iconic works.



**Artist:** Marc Chagall  
**Title:** America Windows  
**Year:** 1977

*These stained glass panels were created in celebration of America's bicentennial.*

*Merges symbols of American history, the Chicago skyline, and the arts.*

*Chagall meant for this piece to be a site of reflection for museum visitors.*

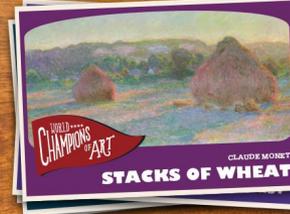


**Artist:** Archibald Motley, Jr.  
**Title:** Nightlife  
**Year:** 1943

*Painting depicts a crowded cabaret in Chicago's Bronzeville neighborhood.*

*Motley unified the energetic image through the use of repeated forms and a burgundy tone.*

*The rhythms of the painting suggest the influence of jazz music.*

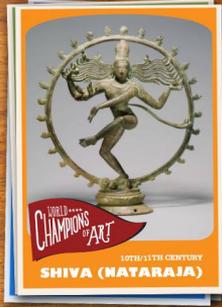


**Artist:** Claude Monet  
**Title:** Stacks of Wheat (End of Summer)  
**Year:** 1890/91

*For Monet, the haystack was a symbol of sustenance and survival.*

*Monet worked on this series both in the field and in his studio.*

*The Art Institute owns the largest group from this series in the world.*



**Title:** Shiva as Lord of the Dance (Nataraja)  
**Country:** India  
**Period:** 10th/11th Century

*Shiva is one of the most important Hindu deities and is known as the destroyer and regenerator.*

*Shiva's dance sets the rhythm of life and death.*

*Shiva's raised right hand means "fear not."*



**Title:** Mask (Mukenga)  
**Country:** Kuba, Democratic Republic of Congo  
**Date:** Late 19th/ mid-20th century

*Masks like this one are worn at funerals of influential men in the Kuba Kingdom.*

*The protruding eyes suggest the all-seeing eyes of the chameleon.*

*The beard-like monkey ruff refers to the powers of the forest.*



**Artist:** Georges Seurat  
**Title:** A Sunday on La Grande Jatte  
**Year:** 1884/86

*Depicts 48 people, 8 boats, 9 dogs, and 1 monkey.*

*One of the first and still best known examples of Pointillism.*

*Seurat's figures were influenced by ancient Egyptian and Greek art.*

# Giant Foam Finger

- To extend the celebration and increase civic pride, we installed a #1 foam finger sculpture around the city.



# Membership's Goal

- Create a unique mailer to members.
  - Engaging
  - Sharable
  - Institutional Pride
  - Trackable



# Trackable Postcard

- Every postcard has a unique bar code.
  - Sender demographics
  - Denote postcard type
  - Destination zipcode

To:

The Art Institute of Chicago is the #1 museum to me because it has:

- must-see masterpieces
- engaging events
- blockbuster exhibitions
- members like me
- all of the above

From:

Photo by Chris Lake.

ART INSTITUTE CHICAGO

FIRST-CLASS MAIL  
U.S. POSTAGE  
PAID  
THE ART INSTITUTE  
OF CHICAGO  
IMB-POSTAGE

The postcard form includes a 'To:' field, a survey question with four checkboxes, a 'From:' field with three lines, and a photo credit. A unique barcode is highlighted with a red box. The top right corner features a postage-paid stamp and three vertical bars.

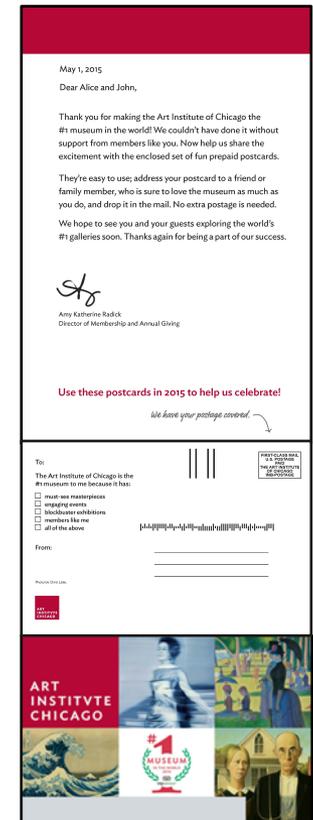
# Alternate Postage Postcards

- We created a self-mailer containing two prepaid postcards.
- Features a message for members to share the "#1 Museum" message to family and friends.

Front



Back



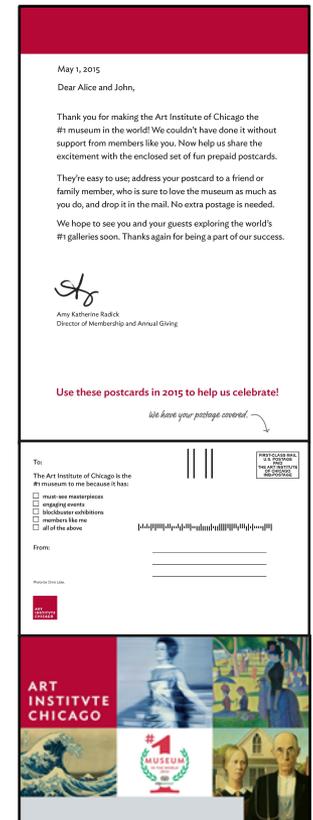
# Alternate Postage Postcards

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- Features a message for members to share the "#1 Museum" message to family and friends.

Front



Back



# Top Section

- Digitally printed
- Personalized message from the director of membership
- Explanation on how to use the prepaid postcards

Front



Back



# Postcards

A

B

Front



Front



Back

To:

The Art Institute of Chicago is the #1 museum to me because it has:

- must-see masterpieces
- engaging events
- blockbuster exhibitions
- members like me
- all of the above

From: \_\_\_\_\_

Photo by Chris Lika

**ART INSTITUTE CHICAGO**

FIRST-CLASS MAIL U.S. POSTAGE PAID THE ART INSTITUTE OF CHICAGO IMB-POSTAGE

Back

To:

Let's not worry about jet lag or lost luggage; join me and travel the globe, without leaving Chicago, at the #1 museum in the world, the Art Institute!

From: \_\_\_\_\_

IMAGE DETAILS, CLOCKWISE FROM TOP CENTER:  
 Gerhard Richter, Woman Shopping in the Distance (Frau im Tropfen-Jahreshaushalt), 1965; Roy L. and Frances R. Friedman Endowment, gift of Janina Foundation; R. Gerhard Richter, Georges Seurat, A Sunday on La Grande Jatte—1894, 1984-86; Helen Birch Bartlett Memorial Collection; Grant Wood, American Gothic, 1930; Friends of American Art Collection; Katsushika Hokusai, The Great Wave off Kanagawa (Kana-gawa no nami uru), from the series Thirty-Six Views of Mount Fuji (Fugaku sanjūshū), c. 1830-33; Clarence Buckingham Collection.

**ART INSTITUTE CHICAGO**

FIRST-CLASS MAIL U.S. POSTAGE PAID THE ART INSTITUTE OF CHICAGO IMB-POSTAGE

Institutional

Encyclopedic

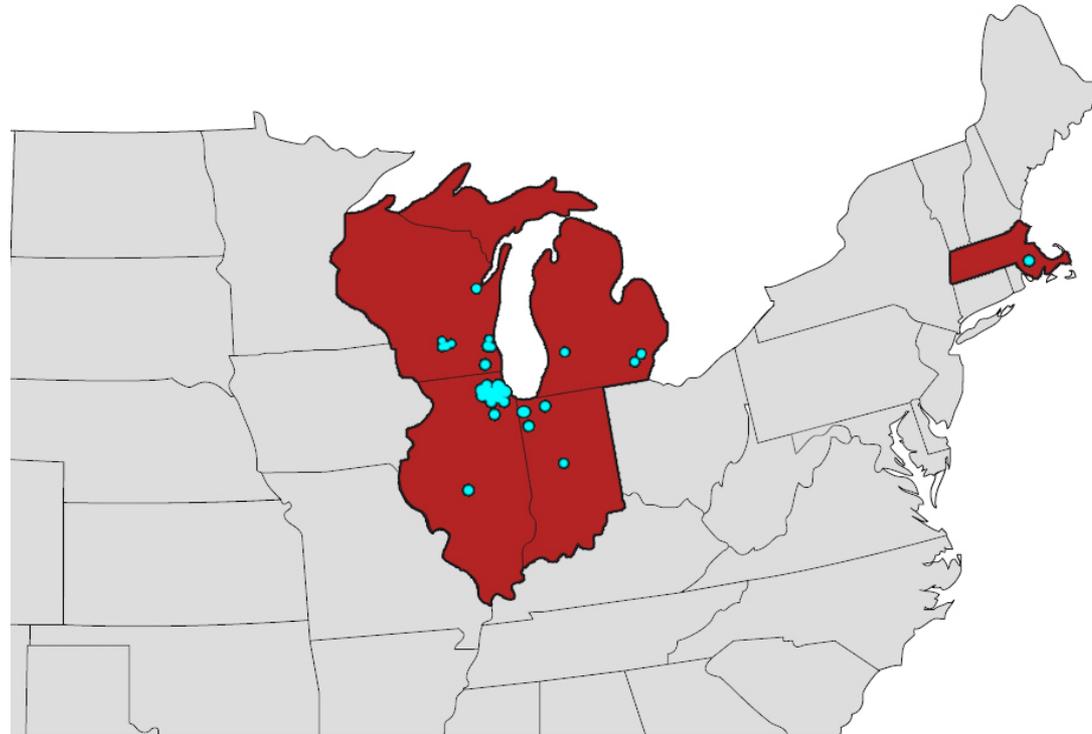
# Print Run and Response

- Printed and mailed **70,448** self-mailers to households in the Chicagoland area.
- We collected demographic information for **316** member amplifiers who mailed **513** cards.
- This compares with our average email forward rate of **256**.



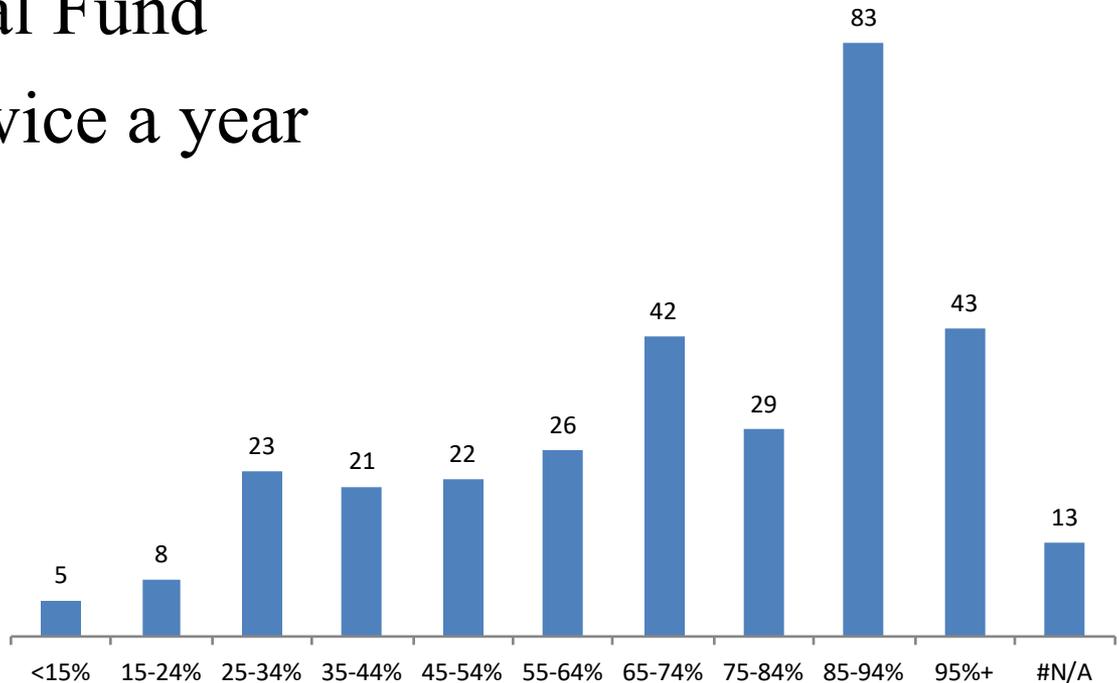
# Trackable Data

- Members sent **513** postcards forwarded to **114** cities in **5** states.



# Amplifier Snap-Shot Data

- Mostly a Member level members
- Give to the Annual Fund
- Visit more than twice a year
- 65+ years old
- < 85% RPS\*
- No preference for either postcard

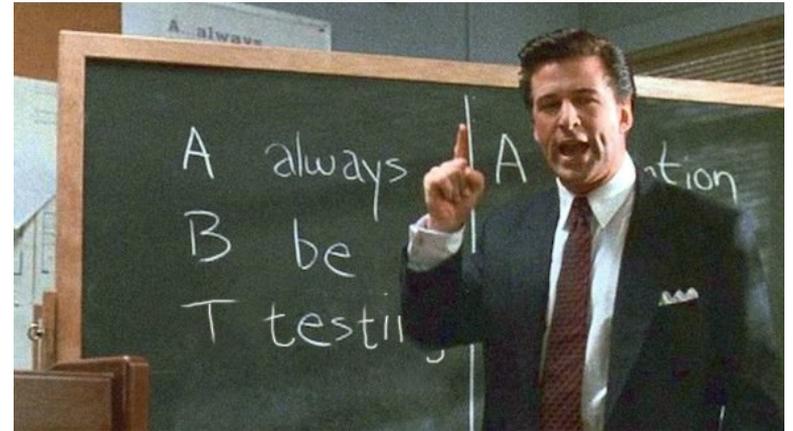


# Ideas to Increase Response Rate

- Include trackable postcard in recurring mailers
  - Member Magazine
  - Member Exclusive Mailers
- Tie to a promotion
  - "Refer a Friend and save 10%"
- Increase Personalization
- Targeted message based on past captured data

# Why we care about tracking?

- A/B testing
- To better understand our members' behavior
- Identify candidates for survey groups
- Locate possible cities and regions for acquisition campaigns or curator visits
- Removes guessing and sets accurate benchmarks



# Alternate Postage

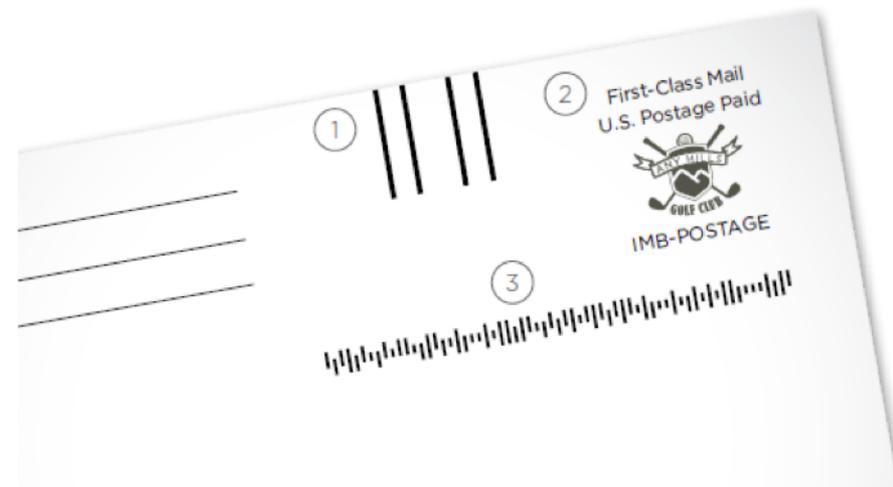
- **Alternate Postage** from the U.S. Postal Service® (USPS®) is a new premium domestic service that combines convenience with the power of mail to build a conversation around a customer's brand.
- To get the conversation started, a business provides their customers, stores, or vendors with prepaid postage on Single-Piece First-Class Mail® letters or postcards.
- Like social networking, **Alternate Postage** empowers the business—and their customers—to share their message.

# How It Works

- Create an account with the post office similar to a BRE account
- Put money in the account
- Each time a piece is scanned, money is pulled out of an account, and the code that was registered is stored in a database that you will get at the end of each month.

## What to include:

- These three elements on each mailpiece:
  1. Facing Identification Mark (FIM)
  2. Permit Imprint Indicia or Picture Permit Imprint Indicia
  3. Intelligent Mail barcode (IMb)



# Effective Uses

- **Referral Programs**

- Track exactly who is sending out referrals, in addition to those who are following through with the offer.

- **Prepaid Postage Postcards in Museum Store**

- Each barcode scanned tells you what postcards are sent and where they are sent
- Able to mail directly from the store or any mailbox anywhere.

# Trigger Campaigns

- Follow up emails after attending events
  - Emails start to get lost
- Use same idea, but new channel to increase revenue



# **Improving Single Ticket Buyer Retention & Building Relationships: “Can we go out again...soon?!?”**

**Liz Madeja  
Director of Marketing  
Chicago Symphony Orchestra Association**



## Background

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- **Chicago Symphony Orchestra Association, founded in 1890, presents over 250 concerts a season at Chicago's Symphony Center/Orchestra Hall; a 2500 seat hall built in 1904.**
- **Concerts consist of over 130 Chicago Symphony Orchestra concerts along with Symphony Center Presents Chamber, Piano Recitals, Visiting Orchestras, Jazz, CSO at the Movies, CSO Family Matinee, Beyond the Score, Art Institute Chamber Series, MusicNOW, Civic Orchestra of Chicago, and a large number of special event/one-off performances.**
  - Annual ticket revenue \$23 million
  - Tessitura user since 2005
  - Extraordinary cross-over among ticket buyers within database



## **Institutional Priority**

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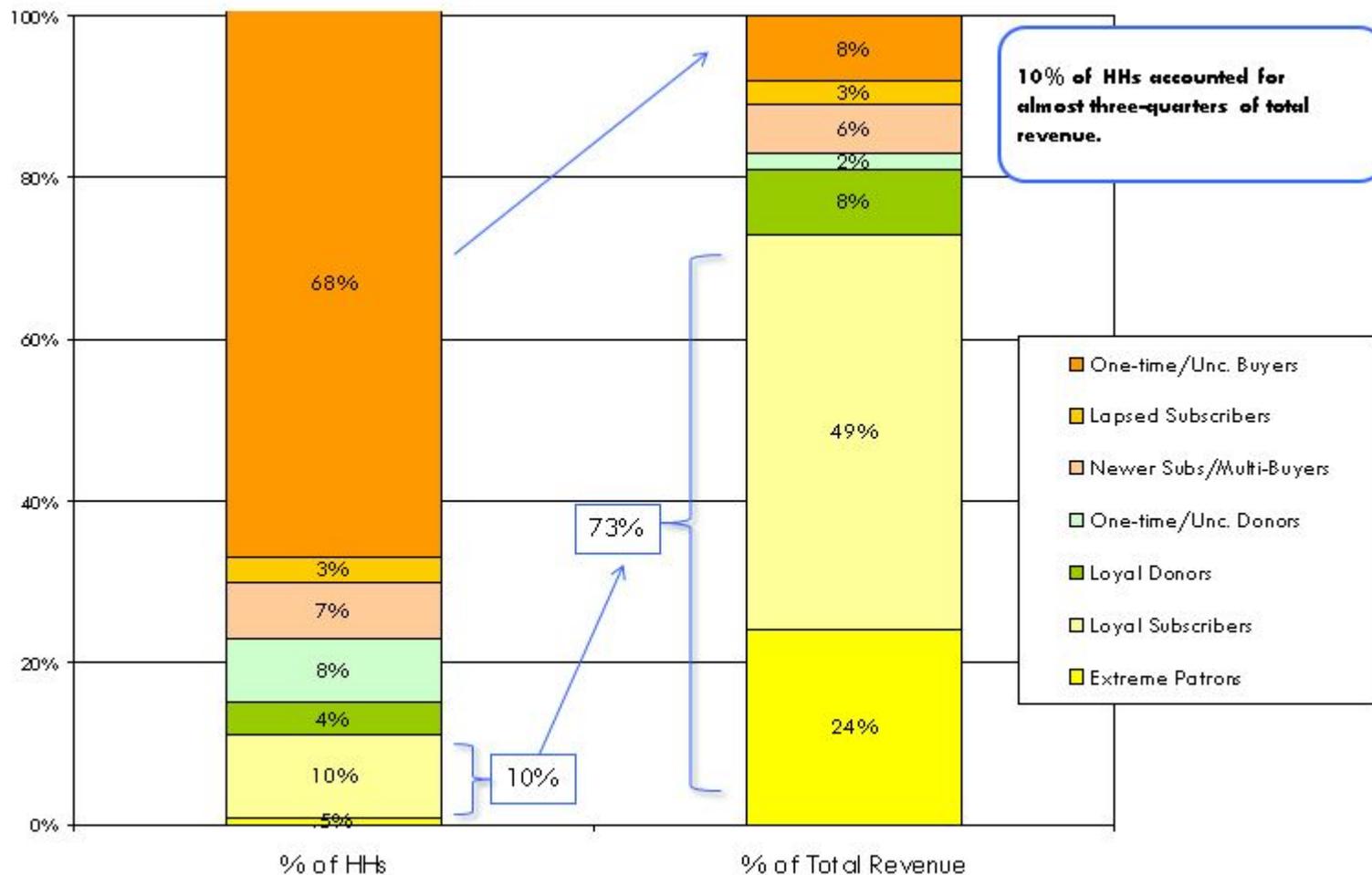
**CSO has strong subscriber database, where can we find more of these patrons? How did they get to be so loyal? How do donations factor into their relationships? What tactics can we employ to spur on loyalty?**

- CSO participates in 2009 Oliver Wyman Study national survey of single ticket buyers for orchestra concerts.
- Analysis of CSO Patron Database through Elliott Marketing Group 2010 to find out what loyalty is at the CSO
- CSO participated in 2011 League of American Orchestras Prescott & Associates Patron Growth Initiative studying national trends of patrons relationships with Orchestras

**Build Life-Long Patron Relationships**

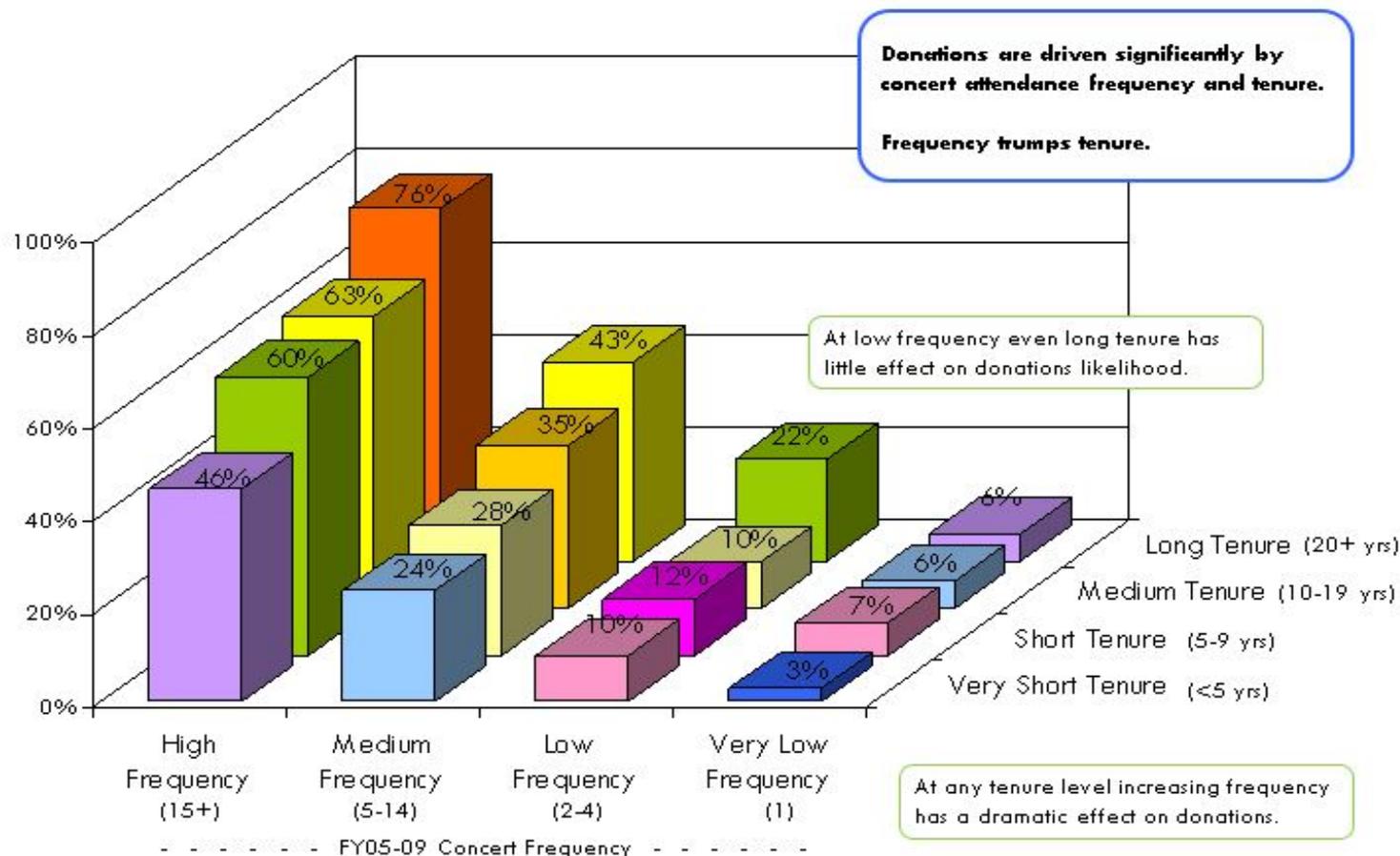


# Building Life-Long Patron Relationships





# Building Life-Long Patron Relationships



Base: Buyer clusters; FY05-09 database donations.



## Building Life-Long Patron Relationships

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**Immediate tactic improve retention of Single Ticket Buyers, primarily “New-To-File” (NTFs)**

- **For any given season, CSO only retaining on average 11% of NTFs out of a potential 16k households**
  - Oliver Wyman:
    - Only 1 in 10 buyers returns after their first attendance. But get that buyer to attend twice, and retention increase to 4 in 10
    - Not doing enough to “date”, we ask patrons to marry us after a first date.
  - John Elliott: “Buyers do not become your customers until they make a second purchase.” The majority of multi-time buyers within the CSO database made their second purchase within twelve months of their first.



# Initial NTF Retention Program

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## 2011/12 Season

- Post-concert Survey email to CSO Main NTF households including comeback offer
- Monthly postcard mailing done in-house to CSO Main NTF

## 2012/13 Season

- Post-concert Comeback Offer email to CSO Main NTF households
- 2X per month postcard mailing to be more timely to CSO Main NTF

## Major Challenges:

- **Opt-in Email Policy inhibiting response rate**
- **Extremely time-consuming process for limited staff**
- **Timing of direct mail offers was not ideal**
- **Only hitting CSO Main**
- **Needed more testing on comeback offers**



# Improved and Expanded NTF Retention Program

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## 2013/14 Season

- Took the NTF post-concert postcard mailing process out-of-house and enlisted the help of Darwill
  - Postcards now mailed within 3-5 days of concert attendance
  - Expansion of postcard mailing program to all product lines using variable imagery on the front
- Continuation of post-concert Comeback offer emails to all NTF households

## 2014/15 Season

- Continuation of NTF post-concert postcard mailing to all product lines with more AB testing of offers
  - Tested three offers and made them available for all upcoming concerts:
    - Fall A/B: 15% vs 20% discount
    - Winter A/B: 15% vs. 30% now/15% later
    - Spring A/B: 30% now/15% later vs. 20% now 10% later
  - Tested and updated text to use variable data and incorporate patrons names
- Continuation of post-concert Comeback emails to all product lines that mimic the AB tests along with reminder emails of deadlines



# Database Set-Up & Methodology

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## Database Set-up

- **Establish consistent definition of NTF**
  - For a given season, any patron who makes their first-ever ticket purchase to Symphony Center and has no prior ticket history in any product line
- **Patrons are marked in Tessitura with a “NTF” attribute, giving both the fiscal year and product line of first purchase**
  - Automatic script runs nightly to apply attribute to new buyers
  - Data hygiene extremely important
  - Attribute helpful in reporting

## Methodology

- **New-to-file patron attends first concert**
- **Monday morning CSO staffer pulls all attendees from weekend with NTF attribute, product line, and variable data, uploads excel list to Darwill.**
- **Postcard in mail within 1-2 business days**
- **Same NTF list used for Comeback offer email which is sent Monday morning.**



FAMILY



CSO MAIN



JAZZ



SPECIALS



MUSICNOW



SCP CLASSICAL





# NTF Postcard Sample



**CHICAGO SYMPHONY ORCHESTRA**  
**RICCARDO MUTI** *Zell Music Director*  
220 South Michigan Avenue, Chicago, IL 60604

First Class Mail  
U.S. Postage  
**PAID**  
Chicago, IL  
Permit No. 4113

## THANK YOU, WILLIAM!

We're glad you joined us at a concert for the first time. We would love to hear about your experience. Email us at [patronservices@cso.org](mailto:patronservices@cso.org) or call 312-294-3000 and let us know what you thought.

**SAVE 30% now**  
**or SAVE 15% later**

Use promo code NEW30/15 and save 30% from now through 4/13/2015 or save 15% from 4/14/2015 through 5/14/2015.

**CSO.ORG • 312-294-3000 • CODE: NEW30/15**

This offer is subject to availability. Cannot be retroactively applied.  
Excludes rental events and performances at the Morton Arboretum.

1  
Mr. William F. Jenkins  
520 Old Wausau Rd  
Stevens Point WI 54481

Global Sponsor of the CSO



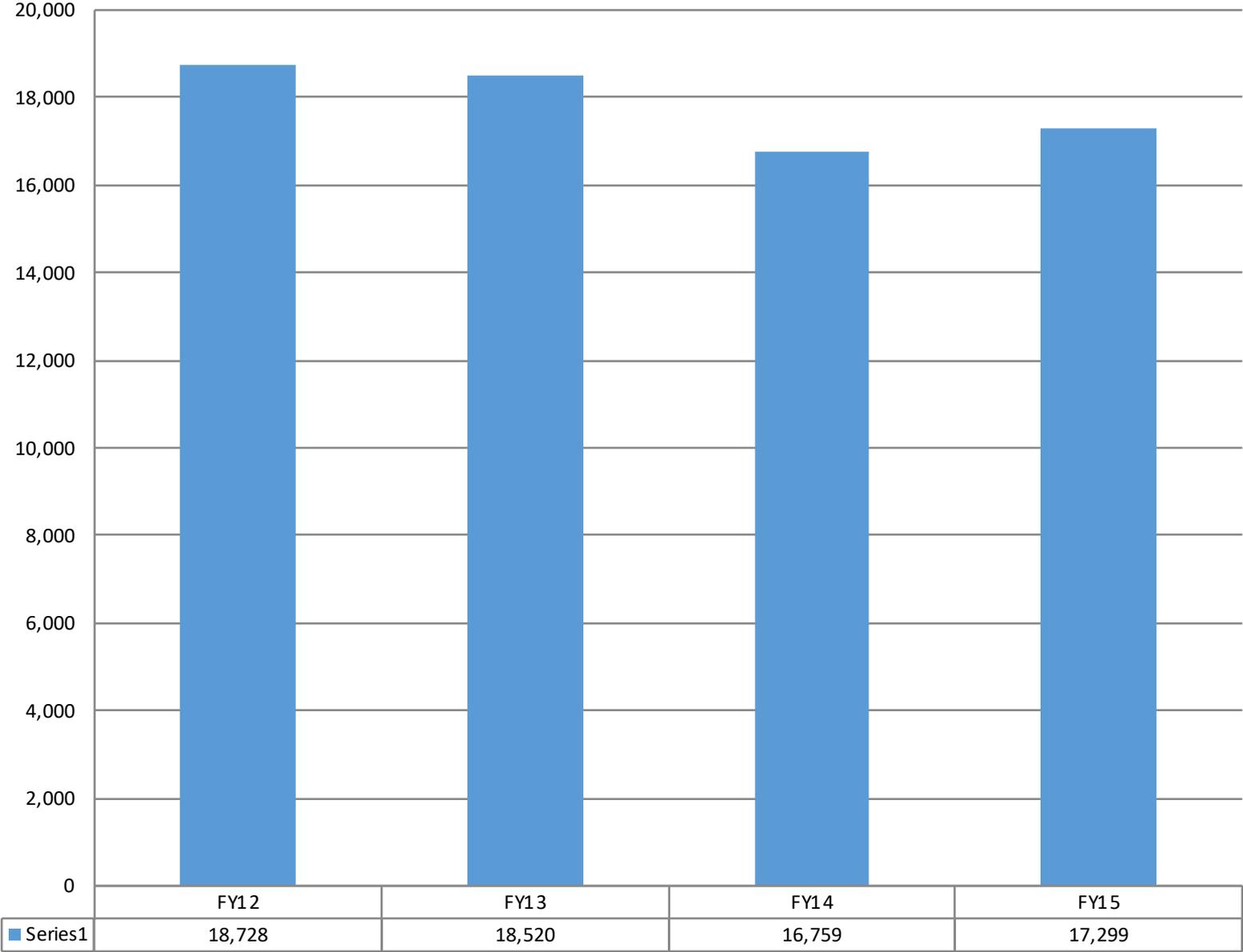


# **FY15 DATA & Results**

## **New Ticket Buyer Retention**

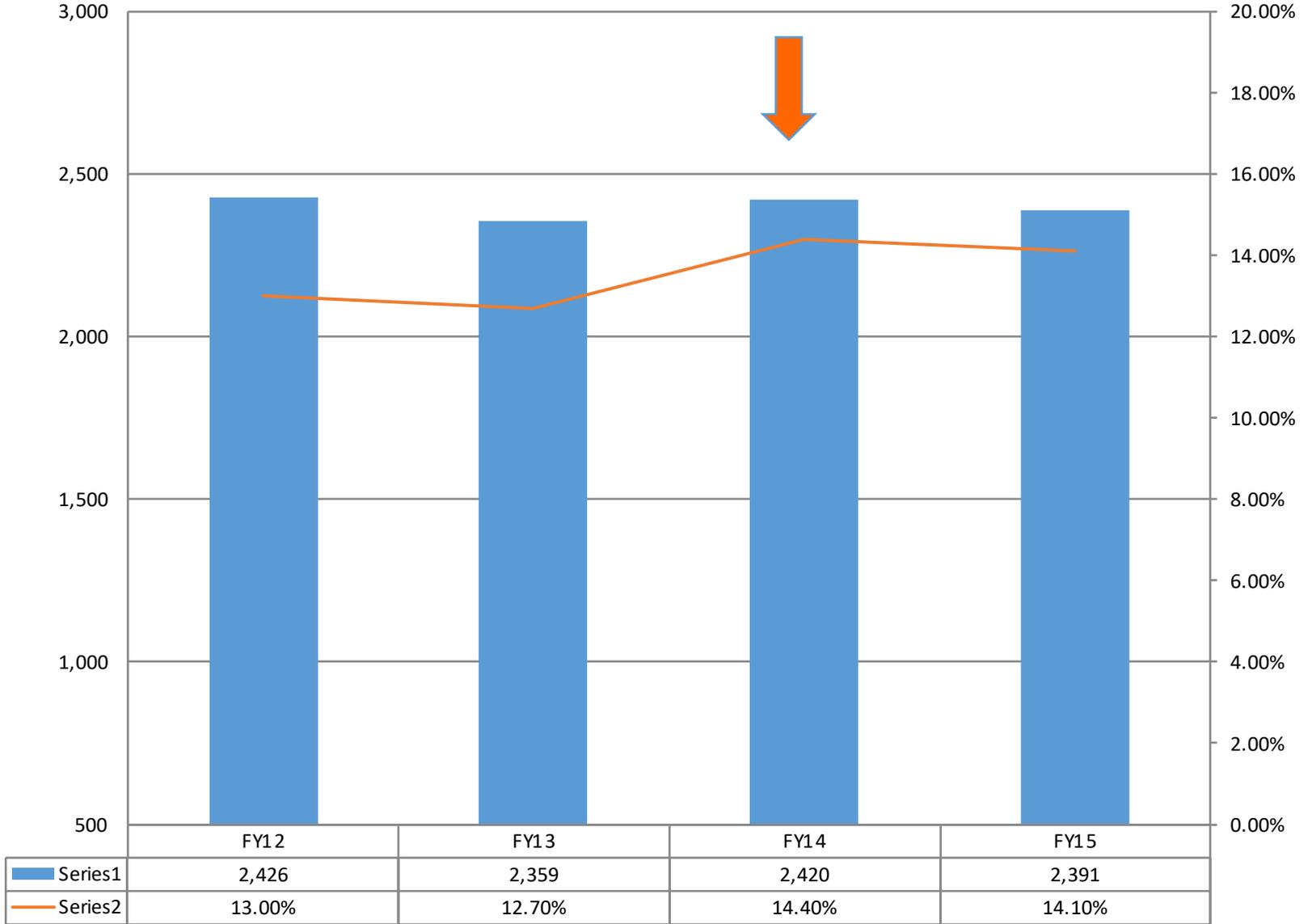


# Total NTF Households



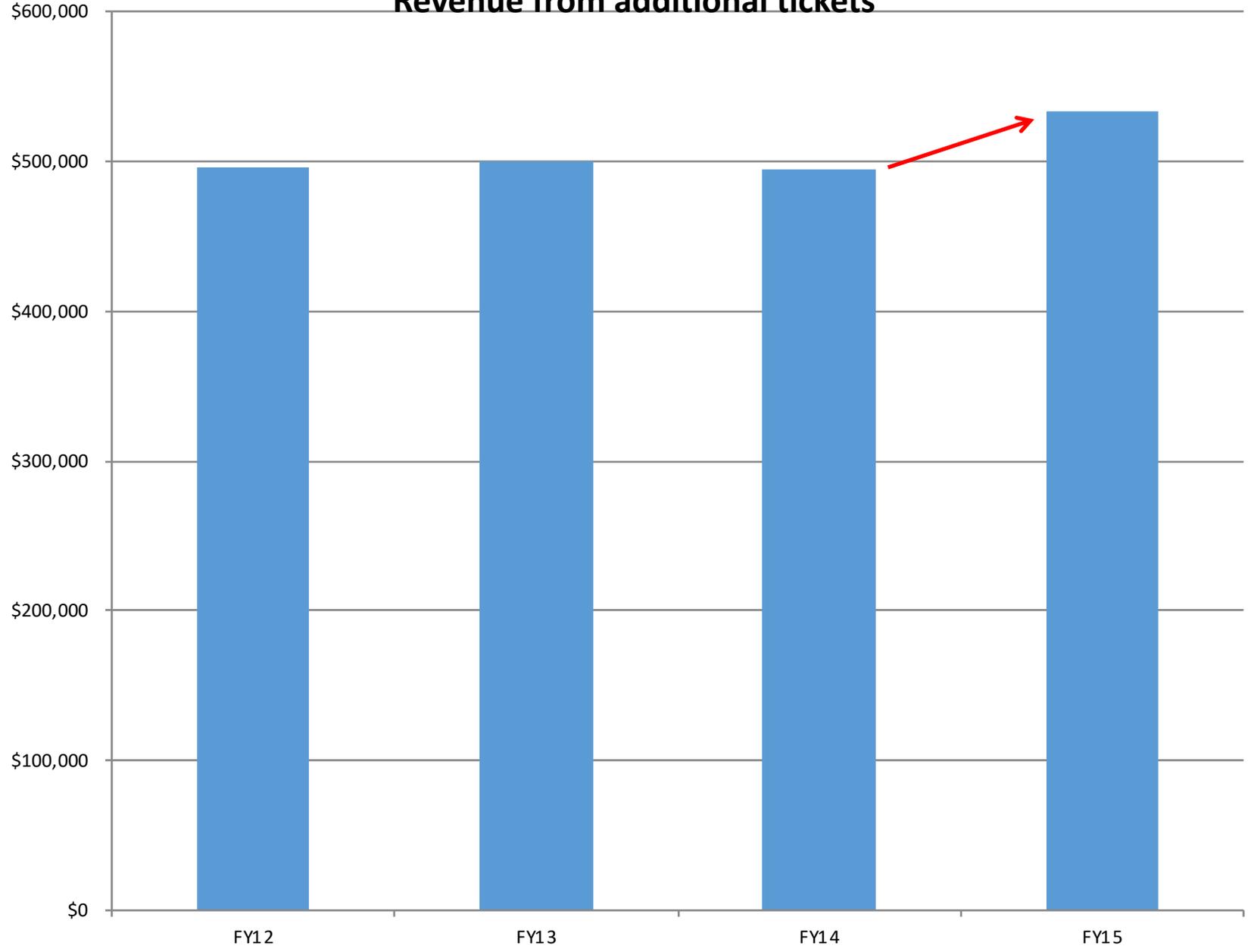


# NTF Households Retained





## Revenue from additional tickets





## 2014/15 Season Postcards and Offers

Average response rate: 1.68%

Total quantity mailed: 12,729

Total Expenses: \$18,960

	NEW 15	NEW 20
AVG % Converted	<b><u>14%</u></b>	11%
\$ Spent	\$27,640	<b><u>\$30,689</u></b>
# Tickets	470	<b><u>483</u></b>

	NEW 15	NEW 30/15
AVG % Converted	9%	<b><u>12%</u></b>
\$ Spent	\$25,602	<b><u>\$26,341</u></b>
# Tickets	417	<b><u>449</u></b>

	NEW 30/15	NEW 20/10
AVG % Converted	<b><u>11%</u></b>	9%
\$ Spent	<b><u>\$45,527</u></b>	\$33,791
# Tickets	<b><u>829</u></b>	637



## Next Steps

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- **Expansion of follow-up efforts for NTFs**
  - Targeting of those NTFs that do not respond to offers with quarterly follow-ups through both email and postcards
  - Targeting of those that do respond with incentives to add-on 1-2 more concerts at a significant savings to move them into multi-buyer category
  - More robust efforts made for Fall NTFs
- **Expansion of postcard program to Reactivation campaigns of lapsed segments**
- **Better case being made for brand marketing budget now that we have an improved and tested plan for getting a patron to return**
- **Still working on how to engage Special concert patrons who have limited choices on what might make them come back.**
- **Need to improve the reporting aspect of this campaign with more automation; remains very manual process**
- **We still tread carefully on offers, telemarketing/telefunding and what we put in front of these patrons because for now...**



## Final Thoughts

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**“We don’t have to get married tomorrow,  
I just want to see you again.”**

**Questions?**