

**Shake it up**

**...**

**Change or get left behind**

# Who Are We?



Rebecca Kirkpatrick

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Membership Manager  
Oakland Museum of  
California



Kate Johnson

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Director of Membership  
Asian Art Museum



Jesse Lowenberg

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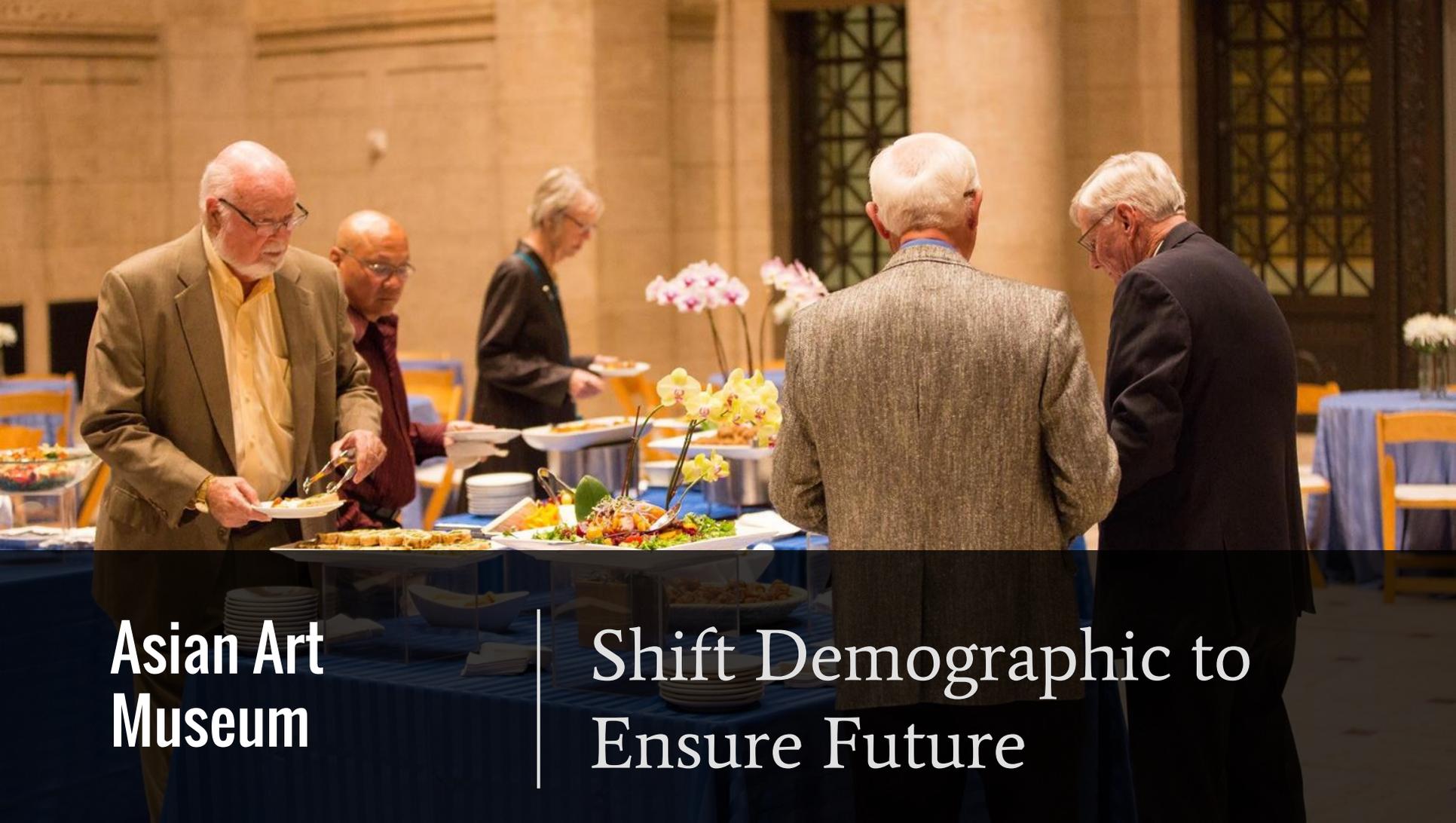
Membership Program Manager  
San Francisco Zoo & Gardens



Oakland  
Museum of  
California

Focus on Target Audiences

photo credit: Marc Fiorito



**Asian Art  
Museum**

**Shift Demographic to  
Ensure Future**



**San Francisco  
Zoo & Gardens**

Refresh Offerings to  
Achieve Goals

# Change Agenda

1. Trust your gut, but don't make assumptions [AKA do your research]
2. Establish a sense of urgency
3. Pick strategic cheerleaders
4. Create your plan of attack
5. Shout it from the rooftops
6. Calendar your success
7. Always in beta
8. Here we go again...

Trust your gut, but don't make assumptions AKA...

# Do your research

# Start with your questions

How do we reach new target audiences?

Do we have the right structure?

Are we leveraging our assets appropriately?

# Dive in: From dedicated studies to experimentation

## TWO NEW MEMBER BENEFITS!

*Enhance your travel experience today!*



We are happy to announce that OMCA Members at the Patron level or higher (\$600) can now be complimentary members—in any or all—of the Museum's Art, History, or Natural Sciences Guilds.

**Plus,** Donor Forum Members (\$1,250 or more) register early on all overnight travel.



**Don't get bogged down by what you don't know... be empowered by what you do.**

**Establish a sense of urgency**





You'll want to give the gift of membership.



# treasures

Vol. 20, No. 1  
July 2010

October-December 2010  
**At the Asian**  
A Calendar for Members



GIFT OF MEMBERSHIP  
*Calligraphy*



*Mount Fuji*  
and the Seashore

“We have more members in their 100s than in their 20s.”

- 70.1 average member age
- Estimated 6% annual mortality rate
- Plan to grow revenue by 25% within 5 years



# Find strategic cheerleaders

Front Line

Operations

Marketing

Any other relevant  
stakeholders



**R**

- ***Responsible***

- Who is/will be doing this task?
- Who is assigned to work on this task?

**A**

- ***Accountable***

- Who's head will roll if this goes wrong?
- Who has the authority to take decision?

**C**

- ***Consulted***

- Anyone who can tell me more about this task?
- Any stakeholders already identified?

**I**

- ***Informed***

- Anyone whose work depends on this task?
- Who has to be kept updated about the progress?

## New Family Membership

	Kate	Ginny	Meghan	Education	Marketing	Visitor Services
New brochures	A	R	C	I	C	C
Updated website	A	C	R	I	R	I
Cross promotions	A	C	R	I	C	I
Groupon deal	R/A	C	C	I	C	I
Events programming	A	I	R	C	I	I

# Create Your Plan of Attack

**Define What's  
Changing**



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graph LR; A[Define What's Changing] --> B[Create a Timeline]; B --> C[Communicate & Monitor]
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**Create a Timeline**

**Communicate &  
Monitor**

# Define What's Changing

Identify the scope of what needs to be changed

Check in with stakeholders to make sure important details are not overlooked

Ensure that everyone is on the same page

## Create a Timeline

Create a calendar and share it with all relevant parties

Make sure the schedule is realistic and has extra room

Clarify who is responsible for *what* and *when*

# Communicate & Monitor

Keep everyone in the loop

Listen to feedback, be ready to make minor adjustments if needed

Measure results

# Roll it out

<b>MEMBER BENEFITS</b> Good for 12 months	Family \$95	Individual \$75	Senior (65+)   \$60	Teacher/ Student (with ID) \$45	Guest Of Card* \$50
FREE ADMISSION for one named adult.					
FREE ADMISSION for two named adults.					
FREE ADMISSION for one un-named adult <small>*must be purchased with another Membership level.</small>					
FREE ADMISSION for up to 5 of your children/ grandchildren under the age of 18.					
GUEST PASSES - one-time use admission passes.	2	1	1		
RIDE PASSES - one-time use passes for the Little Puffer Steam Train or the Dentzel Carousel.	2	1	1		
PARKING PASSES - one-time use free parking.	2	1	1		
10% DISCOUNT at all Zoo shops, cafes and carts.					
Earn MEMBER REWARDS BUCKS when you buy food and gifts.					
DISCOUNTS on education classes, Zoo camps, and activities for kids and adults.					
Free or discounted admission to more than 120 zoos and aquariums nationwide.					
INVITATIONS to exclusive Members-only events, including sneak previews and meet-and-greets.					
Zoo Views on-line magazine and Animal e-newsletter filled with stories, videos, pictures and the latest animal updates.					
Membership is tax-deductible (consult your accountant).					



- Streamlined benefits
- Rebranded the program
- Gave each level it's own identity

## SENIOR - \$90

65 years of age and over  
Admission for 2 cardholders

- 1 single-use guest pass
- 1 single-use carousel tickets
- Plus all member benefit

## INDIVIDUAL - \$100

Admission for 1 adult

- 1 single-use guest pass
- Plus all member benefits

## BASIC - \$130

Admission for 2 adults  
and up to 3 children

- 1 single-use guest passes
- 3 single-use carousel ride tickets
- Plus all member benefits

## PATRON FAMILY - \$180

Admission for 3 adults  
and up to 4 children

- 2 single-use guest passes
- 1 single-use parking passes
- 4 single-use carousel ride tickets
- Plus all member benefits

## SUPPORTING - \$250

Admission for 3 adults  
and up to 5 children

- 4 single-use guest passes
- 2 single-use parking passes
- 5 single-use carousel ride tickets
- Plus all member benefits

## SUSTAINING - \$500

Admission for 3 adults  
and up to 6 children

- 4 single-use guest passes
- 4 single-use parking passes
- 6 single-use carousel ride tickets
- Invitation to a special event
- Plus all member benefits

The San Francisco Zoo is happy to offer \$10 off of the Individual, Basic Family, or Patron Family level Membership to the following groups:

- Seniors
- Teachers
- Students
- Military (active or retired)
- Persons with disabilities



www.sfzoo.org

UPDATED 6/15

**Shout it from the rooftops**



HELLO

my nickname is

**Reina**



# Calendar your success

Keep your momentum going by strategically planning for noticeable successes related to your change effort.



# Benefit of celebrating with your colleagues - collaboration



<p><b>GOT IT</b> <b>ART</b></p> <p>Find the daguerreotype image of 11 men by William Shaw.</p> <p>What do the men have in common?</p>	<p><b>GOT IT</b></p> <p>Find the pendant by craft artist Margaret de Patta.</p> <p>What artist colony was she a member of?</p>
<p><b>GOT IT</b></p> <p>Find Pipe City.</p> <p>What were three qualifications for citizenship in Pipe City?</p>	<p><b>HISTORY</b></p> <p>Find the crosses made by the Border Angels.</p> <p>What phrase appears on the crosses?</p>
<p><b>GOT IT</b></p> <p>Find the live termites.</p> <p>What type of stump are they nibbling on?</p>	<p><b>NATURAL SCIENCES</b></p> <p>Find the European Starling in the bird lab.</p> <p>What types of noises do these birds mimic in the city?</p>

PHOTOS: Seng Chen, Matthew Millman (2)

# Benefits of celebrating with your colleagues - creativity + access



Creative edge or slippery slope?

OAKLAND MUSEUM OF CALIFORNIA  
The museum of us.



OAKLAND MUSEUM OF CALIFORNIA

**MEMBER PREVIEW**

**altered state**  
marijuana in california

April 15, 2016 🌿 11am–9pm

Enjoy Member viewing hours for OMCA's newest exhibition *Altered State: Marijuana in California* before it opens to the public. Join the conversation about this provocative plant.

- 🌿 5–9pm enjoy Friday Nights @ OMCA festivities
- 🌿 7:30–8:30pm Q & A with exhibition contributors and experts

This event is hosted in appreciation of the philanthropic support provided by OMCA Members. No RSVP required; simply bring your OMCA Membership card to gain entry.

Altered State: Marijuana in California is made possible in part by generous support from the Oakland Museum Women's Board.

Bring a Buddy! A buddy, that is.  
**ONE-TIME BONUS GUEST PASS**  
April 15, 2016 Only

Clip and present at admissions  
for an additional free guest entry.



# Always in ~~Alpha~~ Beta

Join Today!

Benefits of Belonging

- o 365 days of FREE admission to our zoo, gardens, and playgrounds
- o Expedited entry – skip the ticket line every time
- o Special access to **Members-only events**, including Members' Mornings and exhibit previews
- o 10% discount at all Zoo shops, cafés, and carts
- o Discounts on **children's classes, Zoo Camps, and educational programs for all ages**
- o Complimentary guest and carousel ride passes\*
- o Personalized Membership cards
- o Subscription to our E-Newsletter, **Animail**
- o Discounted admission to more than **100 zoos and aquariums** nationwide

San Francisco Zoo Membership is a tax-deductible donation.  
Thank you for your support!

\* Quantity varies based on membership Level. All Membership benefits are subject to change



Effective 7/8/2015



# Here we go again...

Prioritize your changes





February 19, 2015  
Asian Art Museum  
#TheFloatingWorld

SEDUCTION

[www.asianart.org](http://www.asianart.org)

S N A P  
fiesta

# Asian Art Museum Membership

## Let's Connect



## Get Connected



**MEMBER \$89**  
**SENIOR MEMBER \$69**

(Fully tax deductible)



- All core benefits
- Unlimited, free admission for two adults
- One member card



**MEMBER PLUS \$119**  
**SENIOR MEMBER PLUS \$89**

(All but \$15 is tax deductible)



- All Member benefits
- Unlimited, free admission for four adults and all children under 18
- Two member cards
- Guest pass for unaccompanied friends



**MEMBER PREMIUM \$179**  
**SENIOR MEMBER PREMIUM \$135**

(All but \$15 is tax deductible)



- All Member Plus benefits
- Free admission to 800 museums around the country
- Invite to an exhibition Opening Reception
- Consultation Days (where you can ask a curator about your artworks)
- Special gift

### DISCOUNTED LEVELS:

- Out of Region \$60
- Teacher \$50
- Student \$50

# LUNAR

SOCIETY



# Recap

Research

Pick strategic  
cheerleaders

Shout it from  
the rooftops

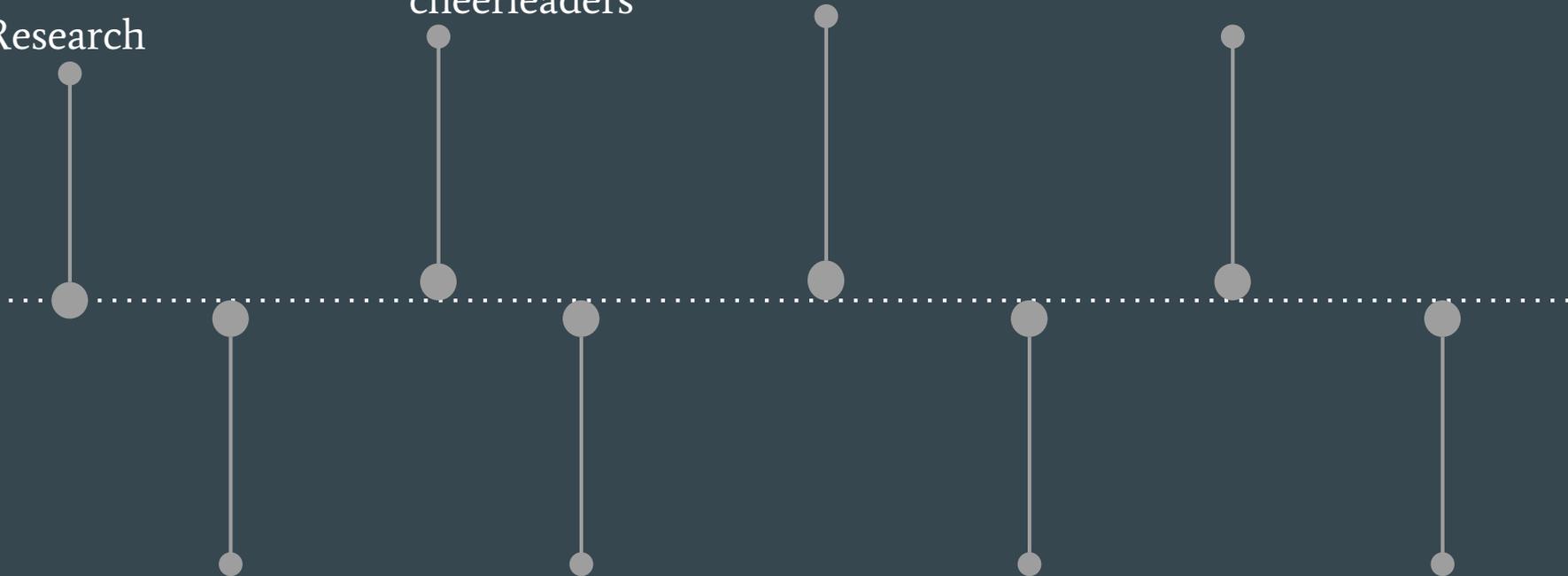
Always in Beta

Establish  
Urgency

Create your plan  
of attack

Calendar your  
success

Change again!



# References/Resources

Kotter, J. P. (1995). Leading Change: Why Transformation Efforts Fail. (cover story).  
*Harvard Business Review*, 73(2), 59-67.

# Thank you!

Questions?