

# **Empowering Your Best Ambassadors**

Arielle Bateman, Carnegie Museums of Pittsburgh

Julia White, Washington State Historical Society





## **Arielle Bateman**

- Title: Director, Prospect Engagement
- At Carnegie Museums: 7 years
- My passion: building people and things



# Carnegie Museums of Pittsburgh



- Four museums: Carnegie Museum of Art, Carnegie Museum of Natural History, The Andy Warhol Museum, Carnegie Science Center
- Founded in 1895
- Serve nearly 1.5 million people annually
- More than 31,000 member households
- Just over 1,000 full & part-time employees





## **Julia White**

- Title: Membership and Annual Fund Coordinator
- At the Washington State Historical Society: 5 years
- My passion: Facilitating connections between people and encouraging a sense of discovery



# Washington State Historical Society



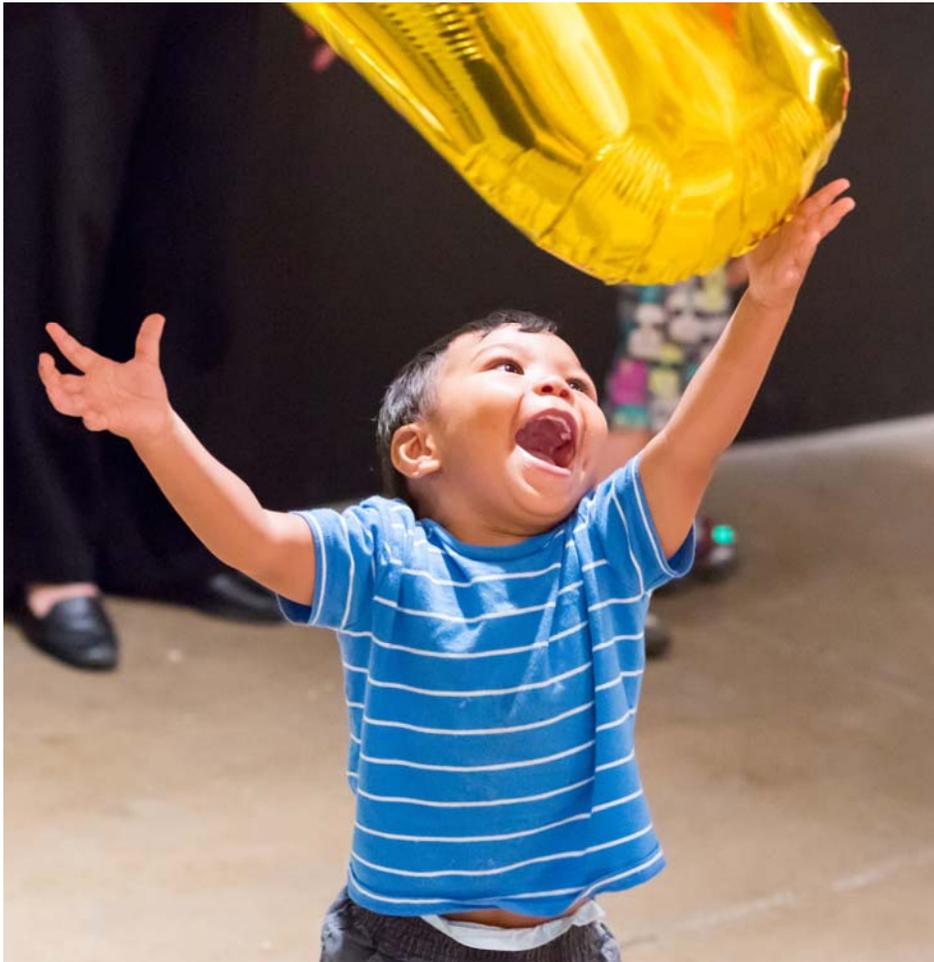
- One museum and a separate research center. A state agency, involved with heritage initiatives across the state
- Based in Tacoma, Washington
- Established in 1891
- 100,000 visitors, including 18,000 students served on field trips
- About 1,700 member households
- Staff of 40-45



# The Challenges We Face

- Departmental silos
- The yours versus mine mentality
- High turnover
- Limited staff





# The Goal

- Collective buy-in: When everyone in your organization
  - Understands your membership program
  - Sees the value of membership for the institution
  - Identifies the value of membership in achieving their goals
  - Recognizes that, no matter their role, they play a key part in the success of membership

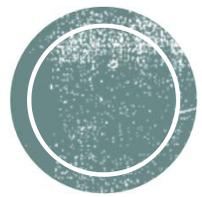




# The Ingredients for Success

- Data-driven storytelling
- Internal feedback
- Collaborative partnerships and training
- Creativity and enthusiasm





# **Data-Driven Storytelling**



# Leverage Data

- What data is available to you?
- What stories can you tell about membership with that data?
- What does each department care about and how can you connect membership with their goals?



# Where to Start

- What are you collecting now? What can you be collecting?
  - Number of member households
  - Retention (first and multi-year)
  - Annual contributed giving, both membership and annual fund
  - Lifetime giving of current members
  - Member visitation
  - Conversion rate
  - Ticketed income from members
  - Email performance

Note: Member surveys are a great way to start benchmarking yourself.





# Step Up to the Plate

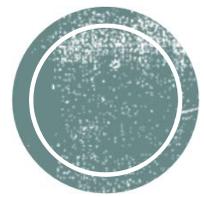
- Connect the dots for them
- Partner data with great success stories for a win
- Know your numbers



# Key Takeaway

- When other organizational stakeholders see how you want to help them advance their goals, you can build that bridge of trust, lay the groundwork for effective collaboration, and start creating membership ambassadors.





**Feedback**





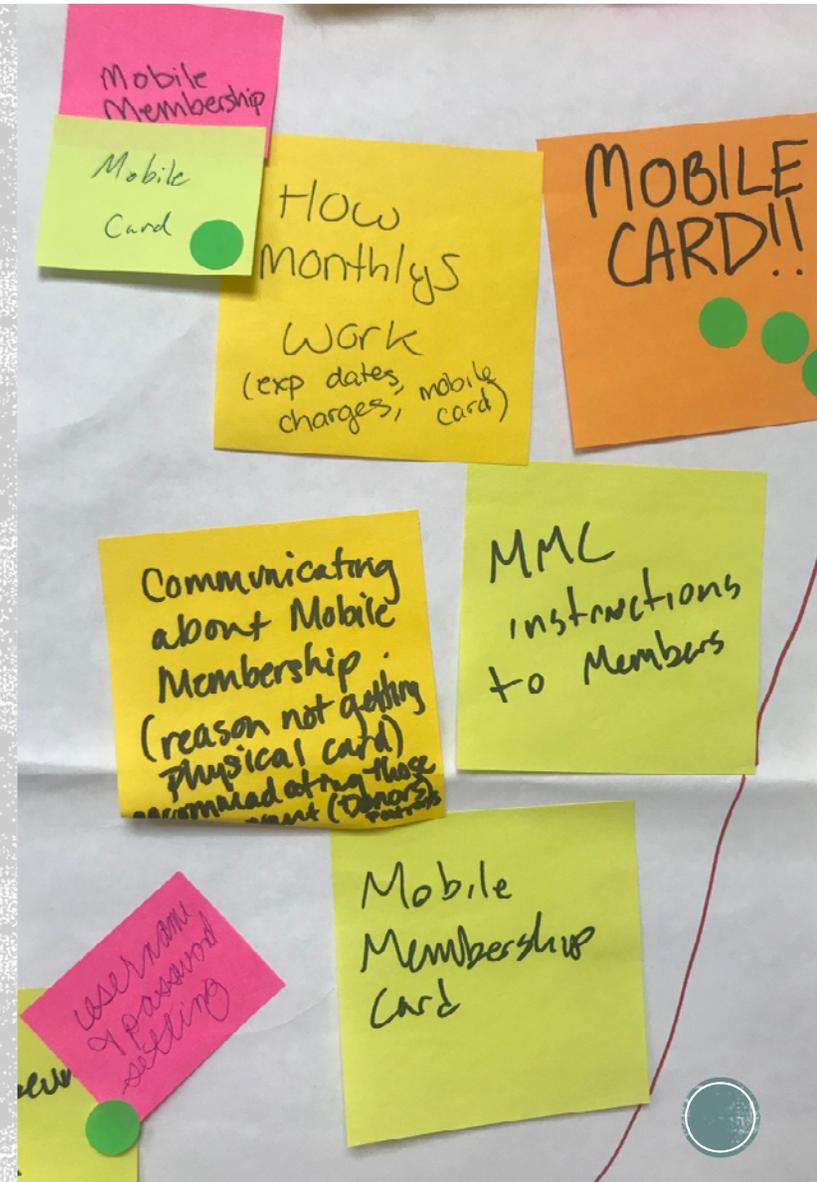
# Internal Feedback

- Appreciation for membership can be buried under
  - Redundant processes
  - Defective products
  - Unclear policies
- How are you inviting feedback
  - From your team?
  - From your department?
  - From across the institution?



# Feedback Strategies

- Listen carefully
- Brainstorming sessions
- Team-based troubleshooting and problem-solving



# CARNEGIE MUSEUMS OF PITTSBURGH

Take a screenshot or print this transaction summary as proof of membership.

Ms. Arielle G. Bateman  
**TRANSACTION SUMMARY**

Membership Level: Senior (65+)  
Cardholder 1: Arielle Bateman  
Cardholder 2 (if applicable):  
Caregiver (if applicable): Not designated  
Transaction Date: 3/22/19  
Transaction Amount: \$50.00  
Value of Goods and Services: \$15.00

[Print this page](#)

## Customer Service

### Actions Due Today

Currently Due Pending Actions

| Due Date | Case ID | Constituent Name      | Action Note Description      | Health Users |
|----------|---------|-----------------------|------------------------------|--------------|
| 3/14/19  | 103917  | Bardigiani, Patricia  | PE - Card Information        | Batle        |
| 180204   |         | McGregor-Laine, Susan | PE - Not Included            | Batle        |
| 3/26/19  |         | Marcus, Karen         | PE - Duplicate Annual        | Batle        |
| 3/26/19  |         | Carroll, Owen         | PE - Not Payment Information | Batle        |

CARNEGIE MUSEUMS OF PITTSBURGH

**DUAL MEMBERSHIP**

Arielle Bateman

EXP: 3/31/2019

Monthly auto-renewal

Mar 17, 2019

12:58 PM

280225

ASIC

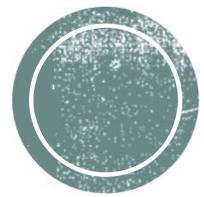
# The Results of Feedback



# Key Takeaway

- Invite feedback, listen carefully, and test solutions to demonstrate that you're responsive and to drive continual improvement.



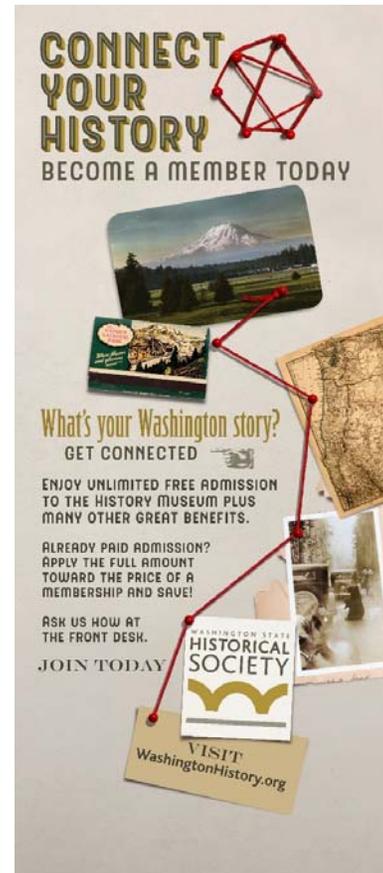


# **Collaboration**



# Case Study: Late Fall 2017

- Started with an acquisition campaign, which included newly designed collateral and displays about membership throughout the museum.
- Met with admissions, talked about program, and their central role.
- Created a guide for our admissions team.
- Incentive and contest initiated for admissions team for that month around major museum event.



# “ Membership is Awesome ”

- Involved other staff, who weren't in admissions but interacted with museum patrons
- Sent out a document to staff called Membership is Awesome—a top ten list of reasons why people would want to become members.
- Consciously shared my enthusiasm for membership with colleagues, and made sure they had the information to be good ambassadors



# Results!



- 292 new memberships between December 1, 2017 and March 1, 2018.
- 96 new memberships during the same period the previous year.



# What worked?

- Laying the foundation – believing in my vision
- Collaboration, listening to and working with colleagues, particularly in admissions.
- Staying positive and engaged.
- Follow through. with colleagues and members.
- Other factors.





## **Be a Team Player**

- If you demonstrate that you're a team player, it provides leverage and relational groundwork for future projects.
- Be game to try new things within reason.



# Key Takeaway

- Foster the feeling that your colleagues are a central part of the success of the membership program and position yourself as a willing collaborator for future initiatives.





# Lessons We've Learned

- Don't beat your head against the wall: Focus on the rewarding partnerships
- Maintain relationships through regular communication
- Practice humility: Ask for help and be open to input.
- Keep up the momentum and focus!
- Have fun. Your positivity will radiate out.

