

Re-engineered for Relevance

Assessing and Transforming Membership in 2019

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“The great success of an organization lies primarily in its membership. From this source comes public sentiment and inspiration which must underlie every successful public enterprise. Without a strong membership it is impossible to properly impress, safeguard and guide any great public benefaction.”

Museum Bulletin July 1, 1905



How can we use Membership as a vehicle to connect more audiences to our mission?



Experimentation



Term of Membership
Price Points
Formats and Styles



Organizationally Inclusive



Highlights



- Official Visitor Center of NASA Johnson Space Center
- Owned and operated by Manned Space Flight Education Foundation, a 501(c)(3) nonprofit
- Engages over 250,000 educators and students annually
- One million visitors annually
- Region's #1 attraction for international visitors
- July 20: 50th anniversary Apollo 11 lunar landing

- **Old culture:** an attraction model
- New membership program and strategic timing
 - Rethink the model beyond a transaction
 - Position right benefits at right levels and price points
 - Offer experiences that cultivate relationships at all levels
 - Create a ladder of engagement
 - Involve staff from across the organization
 - Increase overall revenue, retention and loyalty

Attractions Pass

Limited Benefits and Engagement



Admission price: **\$29.95** (age 12+)

Level	Price	Admits
Independence (Individual)	\$34.95 (+\$5)	1

- Free admission and parking
- Member-exclusive communications
- 10% discount at shop, diner and camps
- Exhibit preview parties
- Birthday card signed by astronaut for each child
- 4 guest passes
- Early registration for camps
- Free Smithsonian Affiliate Membership

NEW Membership Structure Strategic Levels and Prices



- Individual \$55 (*similar level was \$34.95*)
- Dual \$90 **NEW**
- Family \$130 (*similar was \$129*)
- Friends & Family \$185 (*similar was \$175*) **NEW**

DISCOVERY CIRCLE

- Supporter \$300 (*similar was \$300*)
- Contributor \$600 (*similar was \$500*)
- Patron \$1,000 **NEW**

Benefits that Engage



Monthly Member Mornings for all

- Early access before opening to the public

Discovery Briefings for mid-levels

- Printed invitations
- *Save the Date* notices
(with upgrade opportunities)
- *In Case You Missed It* content

VIP treatment at the new levels

- Insider views and tours
- Guest speaker Meet-n-Greets
- Access to museum leadership, leading space experts, historians and astronauts



New Discovery Circle members with author Andy Weir, who penned *The Martian*, before a public lecture.

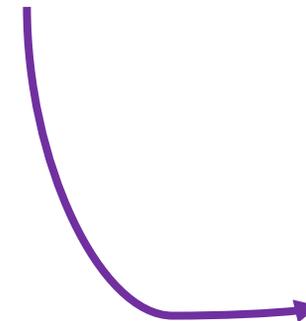
Build Direct Mail Program



- 4 acquisition mailings
- Nearly 2,600 members net positive
- Hover around 0.48% response rate



- 5 renewal mail cycle, launched Nov. 2017
- Assessed results Sept. 2018
- 4 part cycle – Upgrade to “value”



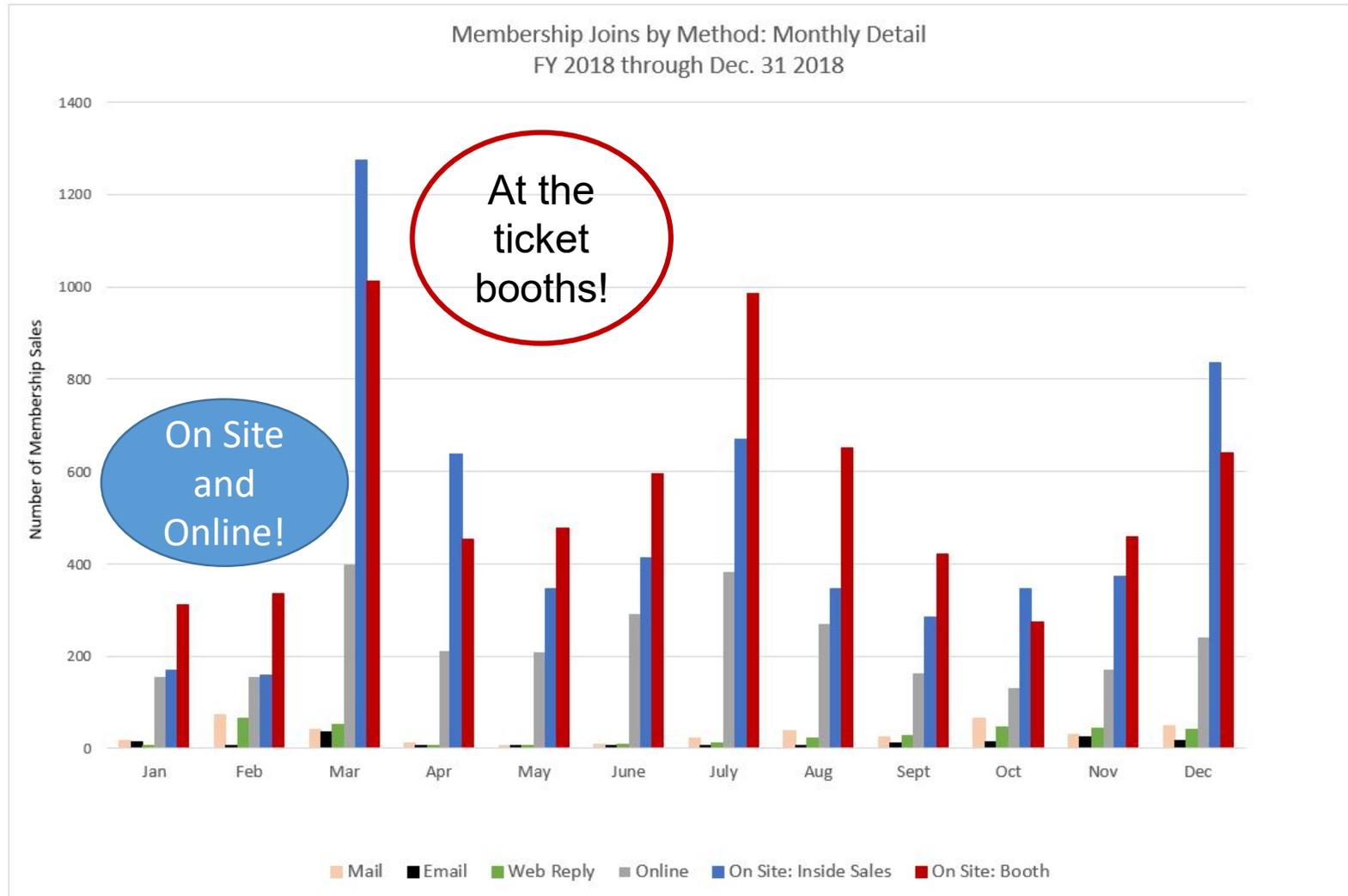
**MEMBERSHIP IS
A GREAT VALUE**
RENEW TODAY!

Explore more with another year
of fantastic benefits and privileges!

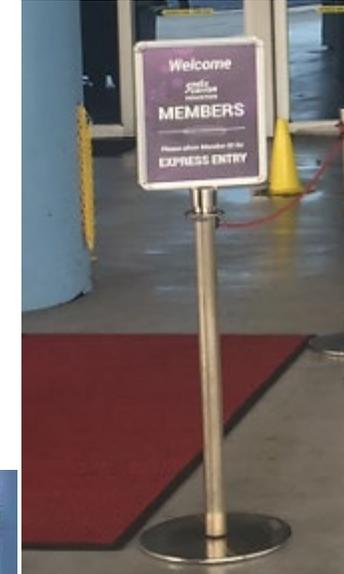
Don't lose your VIP access!

- Express Entry
- Monthly Member Mornings
- Exclusive exhibit events
- Priority boarding for the NASA Tram Tour

Where to focus next?



Promote Throughout the Visit



Encourage Organization-wide Involvement



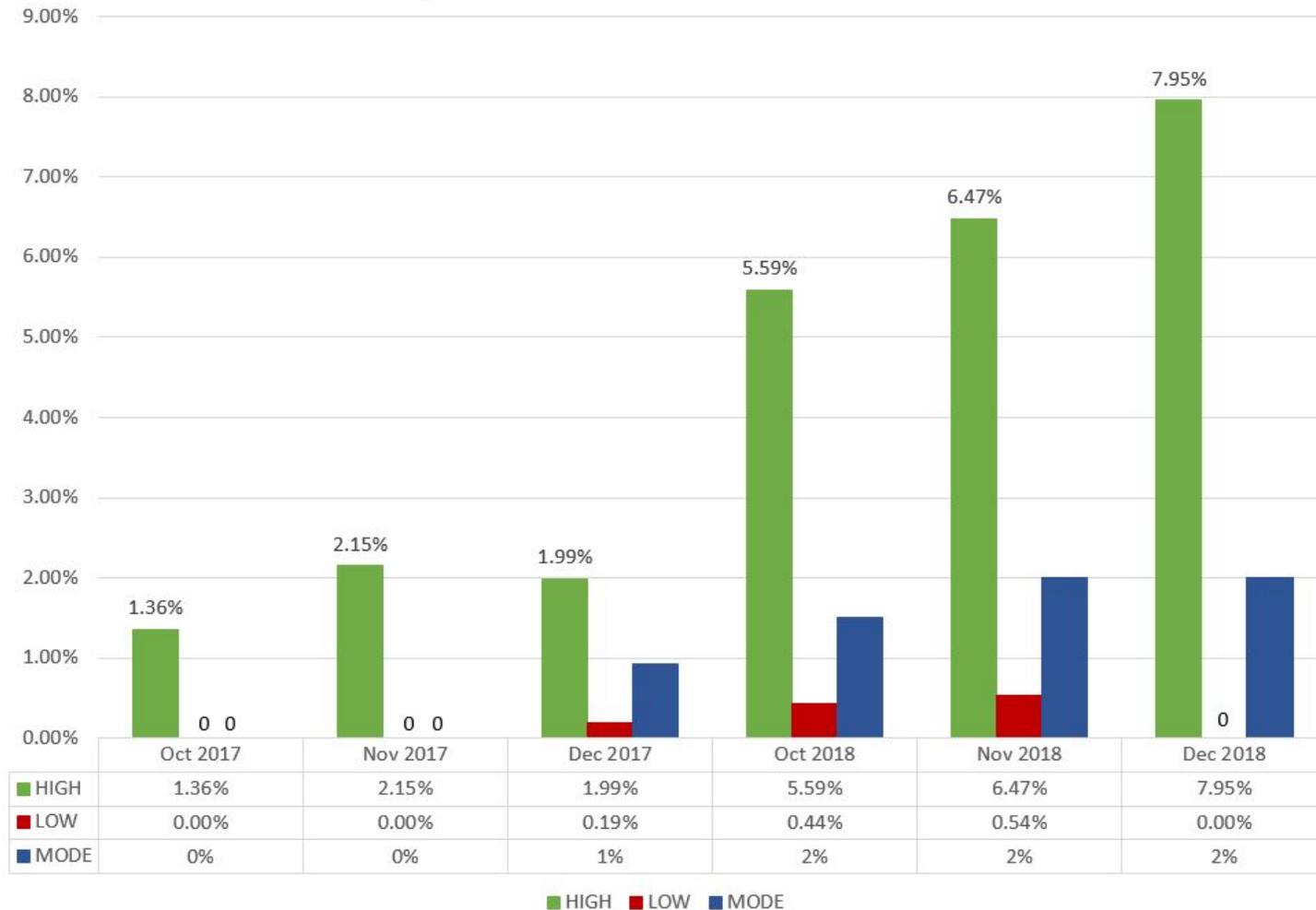
- Member lanyards and totes
- Frontline training and engagement
- Marketing and retention materials
- Consistent reporting and distribution
- Frontline training and engagement (again!)
- Incentivize: March contest
- The Board



Incentivize On-Site Sales



4th Quarter New Member Conversion Rate: Year over Year

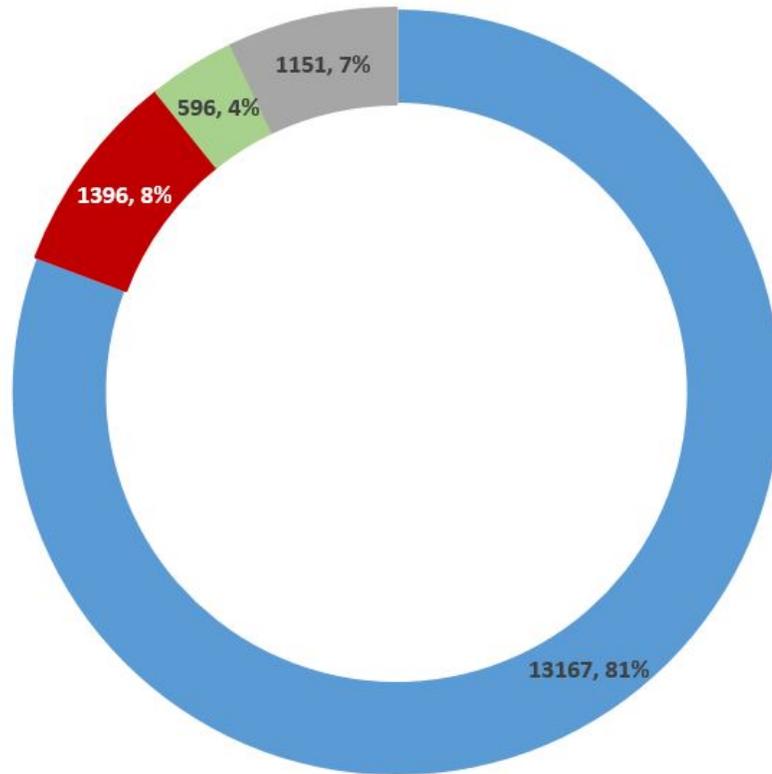


Mode: the difference between 200-400 memberships per month!

Data Tells the Story

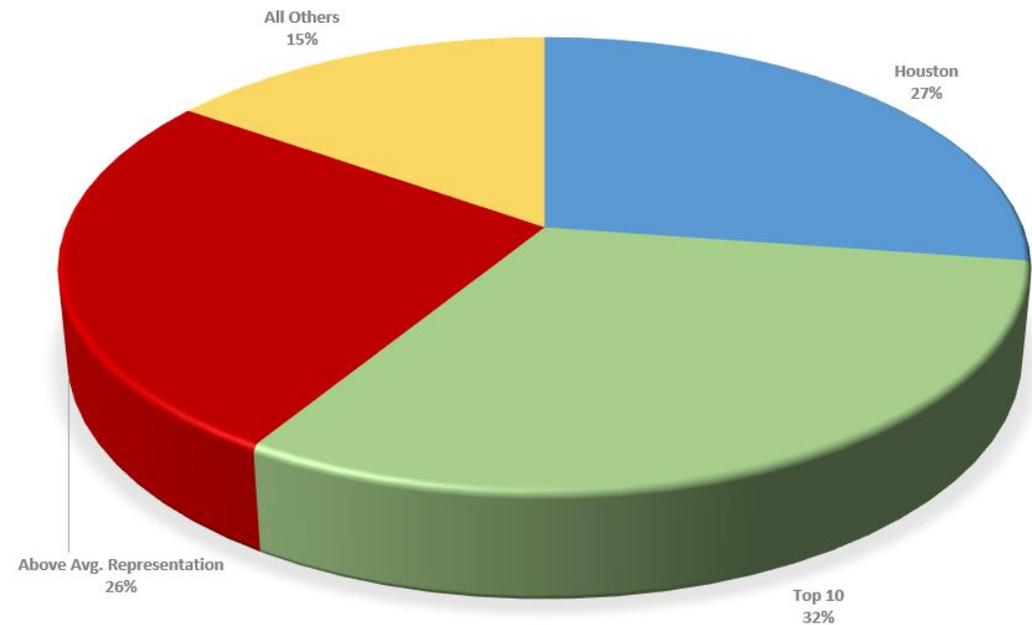


Members by Location: Dec. 31 2018 Active Households



■ Texas ■ Next Top 10 US States ■ Int'l ■ All Others

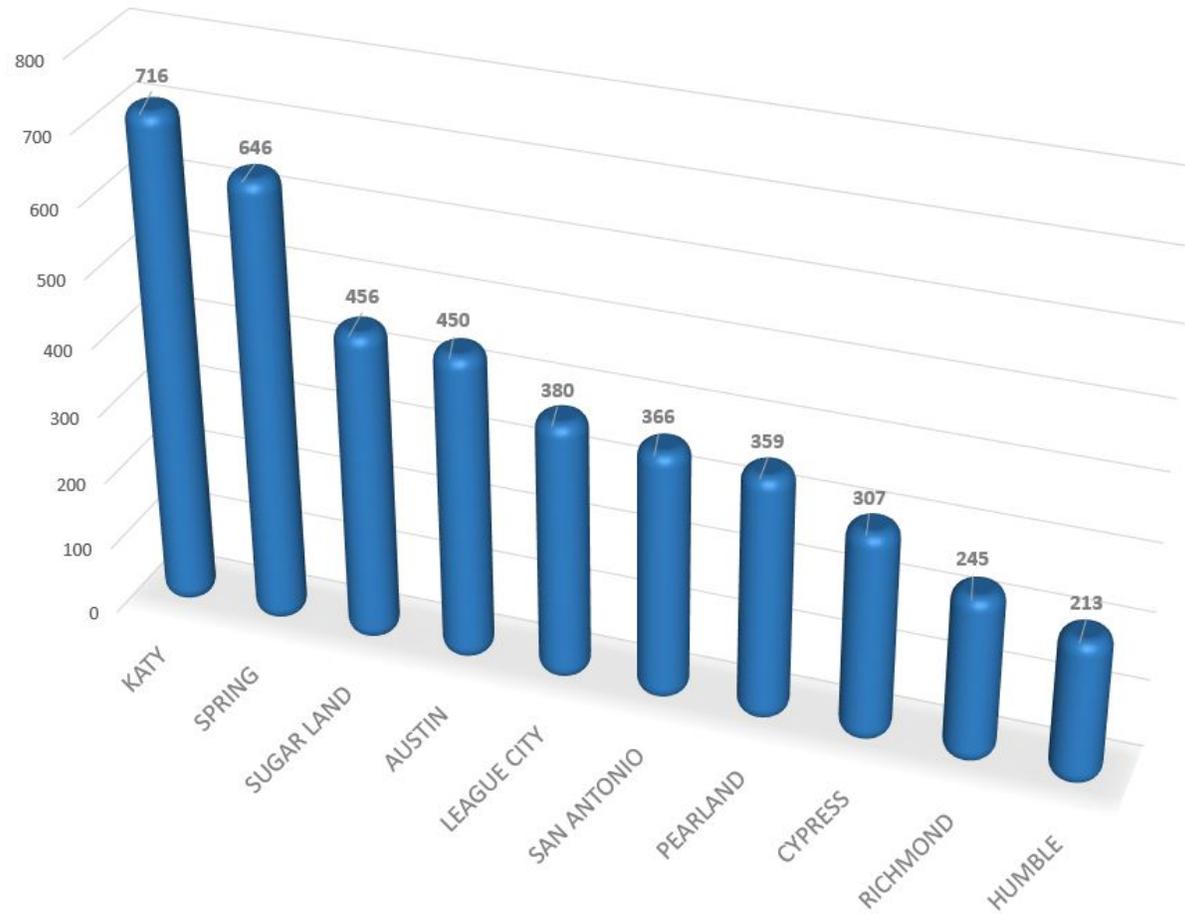
Member Households by City in TX



Data Tells the Story



Top 10 Cities in TX: Member Households as of Dec. 31 2018



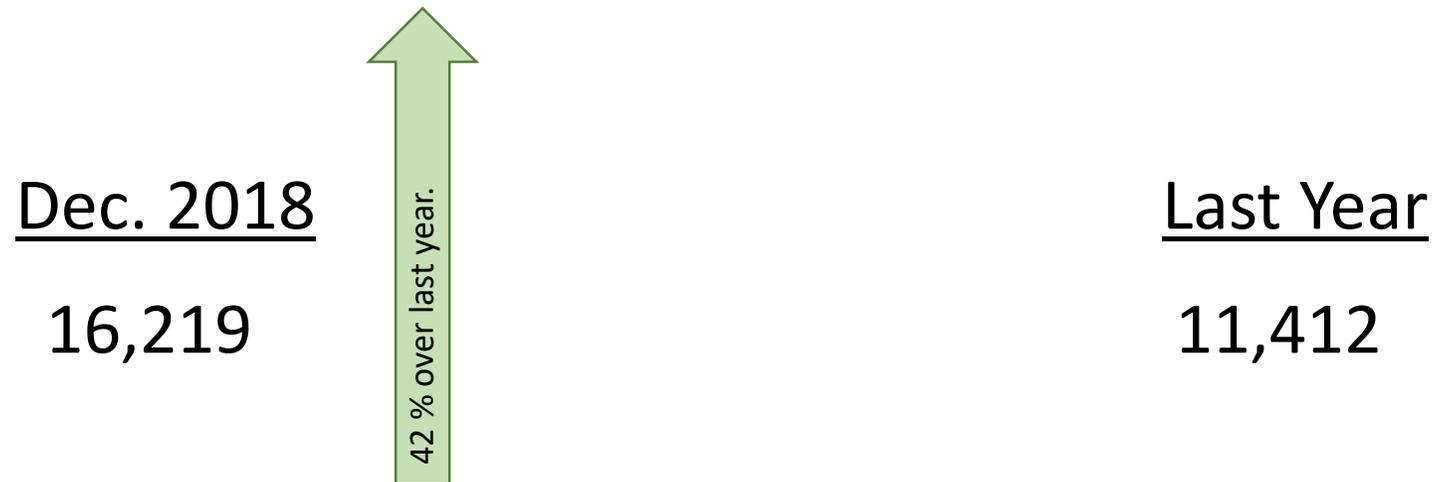
Deliver on Engagement



- Monthly Member Mornings
 - Continues to grow (100+ in the first hour)
 - NASA Johnson Space Center speakers
 - Photo opps
- Calendar of Events
 - Paper and digital
- [Member Appreciation](#)
- E-Newsletter
 - 6,280 email addresses Q4 2017 (approx. 55%)
 - 12,360 emails in Q1 of 2019 (76%)



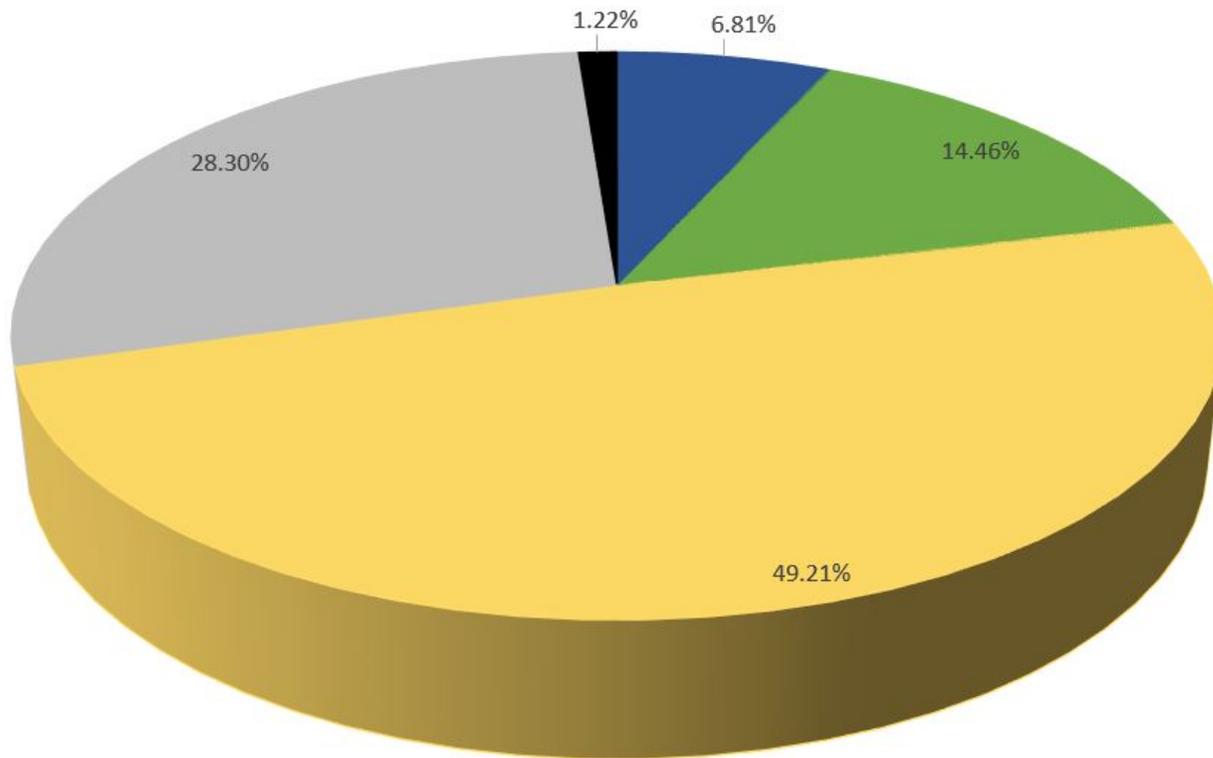
Total Memberships (12-month active households*):



Results



Joins by Type: Summary
FY 2018 through Dec. 31 2018



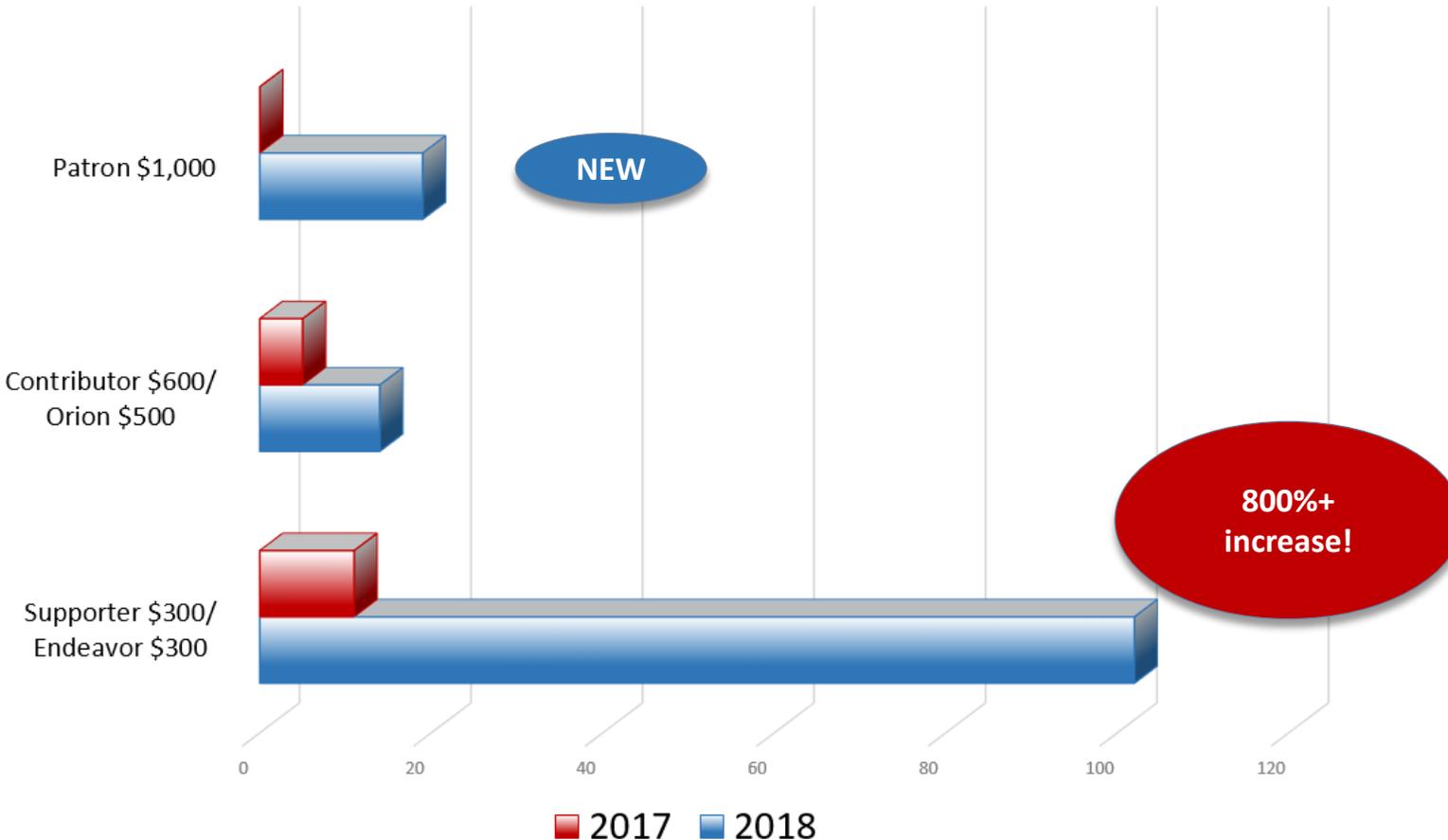
■ Individual ■ Dual ■ Family ■ Friends and Family ■ Discovery Circle

Family/Friends & Family level memberships continue to dominate, owning 77.5% of the pie.

Individual level membership has declined 30 percent since Jan. 1 2018, in line with expectations for the new household structure.

Structure with Ladder of Engaging Experiences Encourages Upgrades

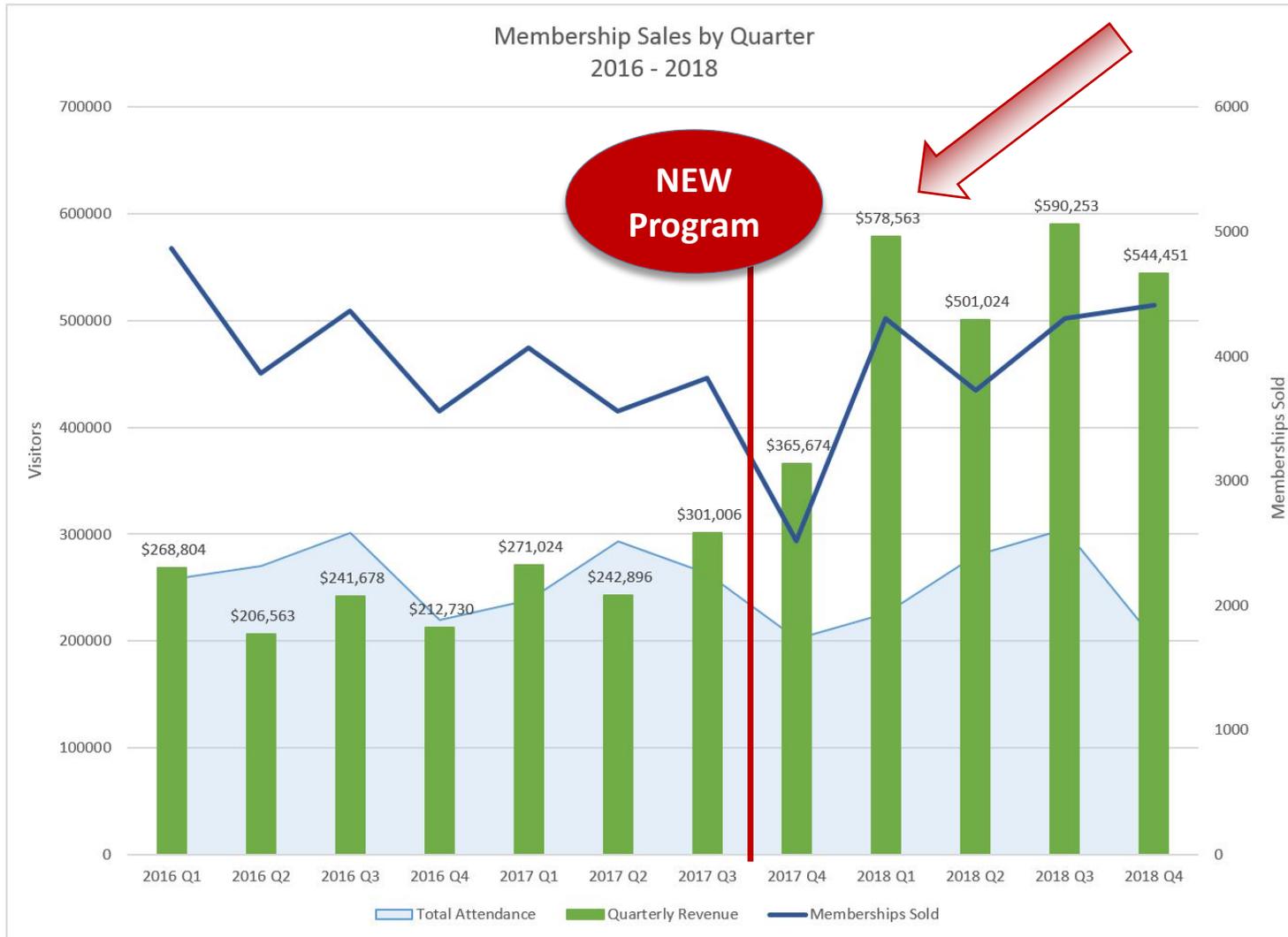
Mid-level Comparison
12-month actives as of March 31



Snapshot 6 months in to the new program.

In this same time period '18-'19, nearly 18% of new Discovery Circle members are upgraded renewals from last year.

Results: Revenue



Q1 2018 58% increase over Q4 2017

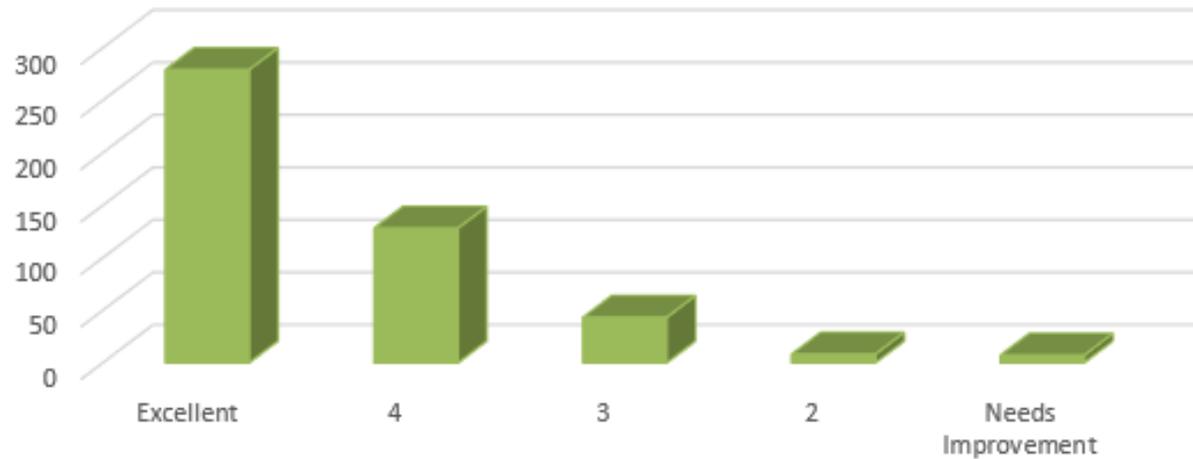
2018 Membership Revenue increased to \$2.2M

- 87 percent increase over 2017

How do they rate their membership experience?

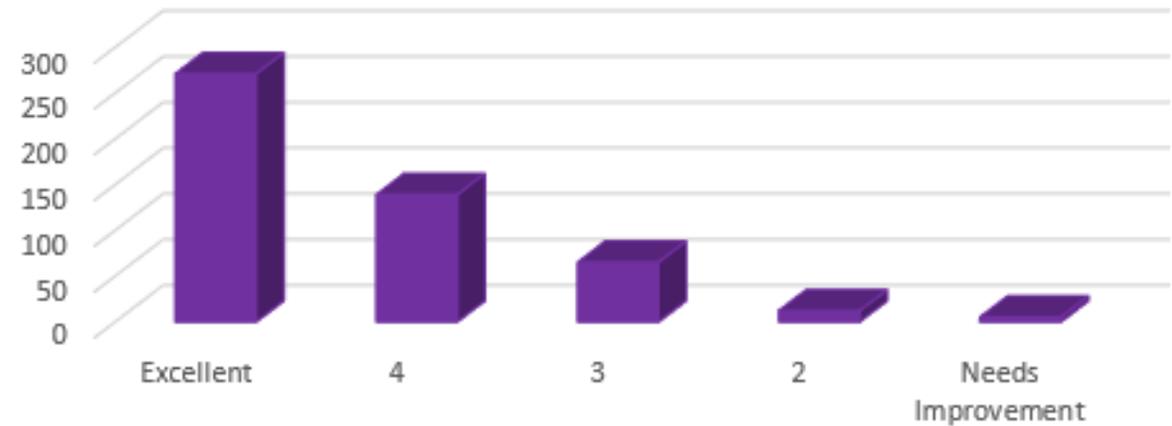


Membership VALUE Rating



80.6% rated 4 or 5
Needs Improvement = 1.4%

Membership SERVICE Rating



81.2% rated 4 or 5
Needs Improvement = 1.0%

Lessons Learned and Future Directions

- Be ready for the unexpected: Hurricane Harvey
- Plan for a strategic launch: timing and investment
 - Acquisition direct mail
 - New renewal program
 - Delivery of benefits is a promise kept
- Top down and bottom up
 - Eliminate silos and put the focus on the member
 - Communicate with frontline crew...frequently
 - Visibility is vital
- Don't underestimate the importance of infrastructure and reporting systems
 - Constantly check systems
 - Data, data, data
- Cultivation and relationships a key component like any other philanthropic engagement.
 - Listen to what they need, how they want to engage

Re-engineered for Relevance:
How can we use Membership as a
vehicle to connect more audiences to
our mission?



The
Nelson-Atkins
Museum
of Art

Kansas City: BBQ, Jazz, Fountains and Shuttlecocks



The
Nelson-Atkins
Museum
of Art

The Nelson-Atkins Museum of Art



“Art still has truth. Take refuge there.”
– Matthew Arnold

The
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of Art

Brands, Brands, Brands

The
Nelson-Atkins
Museum
of Art

young
FRIENDS of ART

FRIENDS of ART

SOCIETY of FELLOWS

BUSINESS COUNCIL



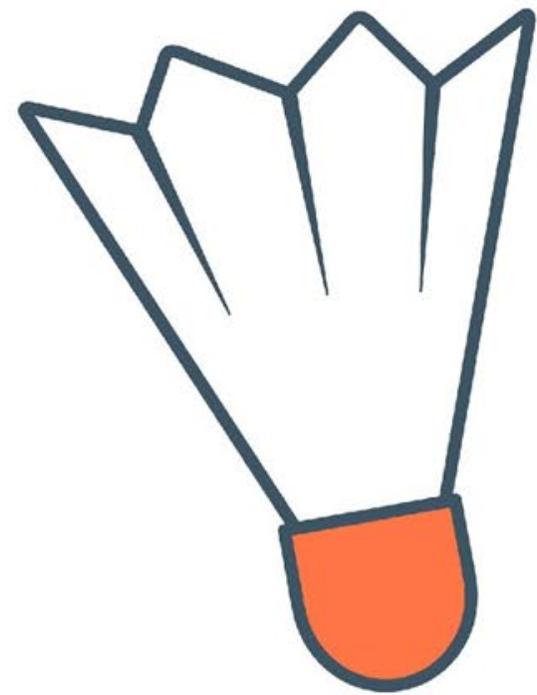


ART & SOUL

a membership rebrand

ART & SOUL

**ART &
SOUL**



Here, in your hometown,
lives one of the greatest art collections in the world -
one that has inspired generations - that has been the
center of art and culture for almost a century.

**The Nelson-Atkins Museum of Art,
*the art and soul of Kansas City.***

Visiting the museum as a child with your school or
family, the inspiration that it sparked in you created
memories that last a lifetime, made it a part of what it
means to call Kansas City home.

Now as a member, you are the *most important part* of
the museum family. And with your membership
you're not just loyal to your museum. You're giving
back to your community.



Emphasizing Impact



BECAUSE OF YOU...

562

THOUSAND

Annual visitors



THOUSAND

Works of art in
our collection

\$3.5

MILLION

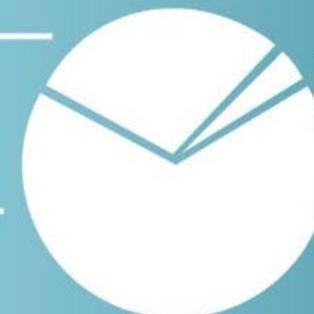
Funds raised
through
membership
contributions

8,000

Individuals enrolled
in education classes

18,000

Participants in school
tours and workshops



1,200

Participants in
teen programs

**EDUCATION
REACH**



Artworks on loan
across the globe

Spent with
Missouri
companies
in 2017

\$8.75
MILLION

\$1.5
MILLION

Tax dollars returned to
Missouri through federal
grants in the last 5 years



ALL MEMBER BENEFITS



FREE parking

10%

DISCOUNTS

- Museum Store
- Rozzelle Court Restaurant
- Quay Coffee
(museum location only)



FREE featured exhibition tickets
(number depends on member level)



Members-only tour:
Know Your Museum

ART&SOUL

Kansas City Experience discounts



20%

DISCOUNTS

Education classes

Enhancing Benefits



New programs:

- Museum Unseen
- Family Date Night
- Art Insiders
- Corporate Employee Night



Increased reciprocal networks



Added community discounts

- Monarch Coffee
- 96.5 the Buzz

A Robust Marketing Campaign



Onsite:

- Digital Screens
- Parking Garage Signs
- Street banners
- Elevator messaging
- All new printed materials



In the Community:

- Neighborhood posters
- Digital billboards
- Social Media posts
- Hired influencers
- Radio & TV spots

members
thrive &
inspire

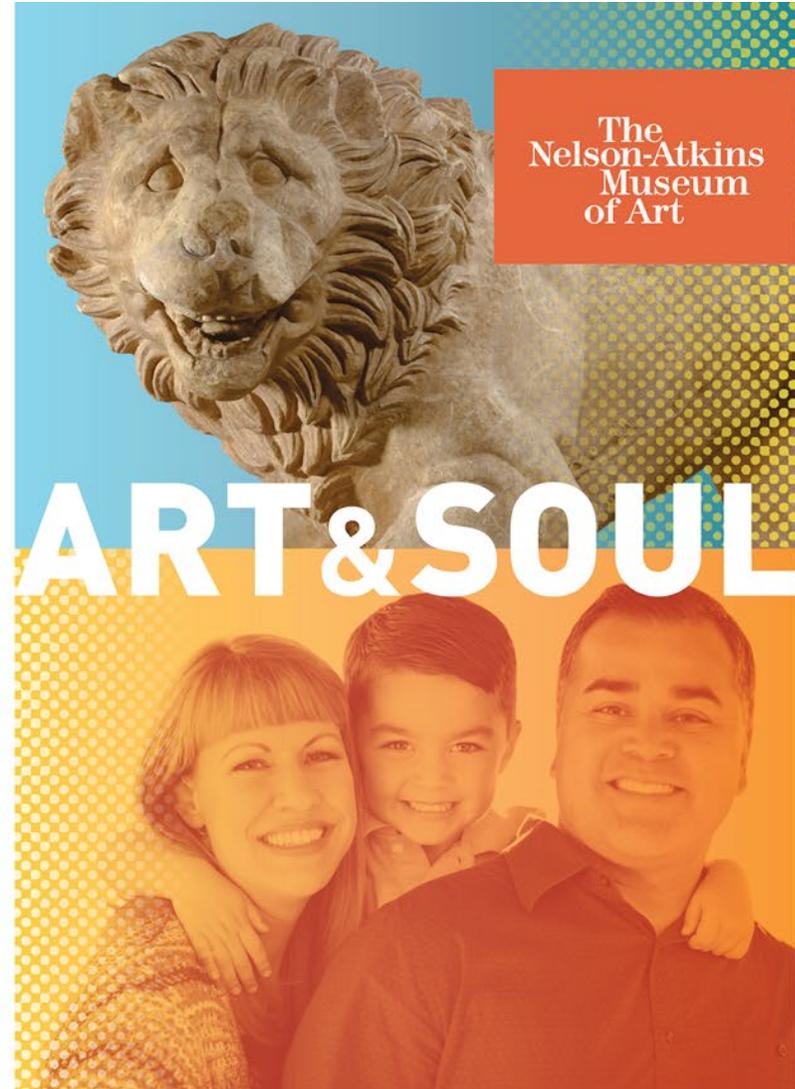


**ART &
SOUL**



Join

Membership Welcome Packet





ART & SOUL

Young Friends of Art



Next generation support

As a part of Kansas City's next generation, Young Friends of Art members are offered endless opportunities for modern mingling, community engagement, and to celebrate the arts. Being a part of YFA is more than just a happy hour. It's a place for young professionals age 21-35 to explore the vibrant local art scene and engage with the museum in a way that fits their lifestyle.

EXCLUSIVE YFA BENEFITS



Complimentary
drink tickets



E-vites to YFA
exhibition
celebrations



Discounts at
Monarch Coffee

Collective impact

As the largest group of Nelson-Atkins supporters, Friends of Art make an enormous collective impact on our nonprofit museum—and the whole community. Passionate and engaged, our FOA members' support through annual memberships helps ensure the museum remains a thriving, growing, ever-changing source of artistic inspiration to all who enter.

EXCLUSIVE FOA BENEFITS



FOA-only tour:
Museum Unseen



Member preview days



Invites to FOA
exhibition
celebrations



ART & SOUL

Friends of Art





ART & SOUL

Society of Fellows



Legacy-makers

The Society of Fellows are legacy-makers who invest in the future of the Nelson-Atkins, helping shape this cultural anchor of Kansas City. Their generous philanthropic support and personal involvement help ensure free access to the renowned collections, cultural festivals, scholarly lectures and more to half a million visitors each year.

EXCLUSIVE SOF BENEFITS



Travel opportunities



Invitations to

- Gallery Jam
- Collector's Home Showcase
- Exhibition celebrations



Recognition in Annual Report of Gifts



Access to museum curators



Cards for the whole family

Communicating Gratitude

TOUCH THE ART

You read that right! Join museum guides for a personal experience with *The Gates of Paradise*—with gloves, of course!

Drop-in Times

Thurs & Fri, 6-8 pm
Sat & Sun, 1-4 pm

MORE



QUAY COFFEE

Quay Coffee is open in the Bloch Building with a full menu of drinks and pastries!

Hours are 8 am-5 pm, Wed-Sun. Members enjoy a 10% discount on drinks.

MORE

MEMBER SPOTLIGHT

JE Dunn has been a Business Council member for 29 years.

Through a recent donation, the museum was able to conserve two silver *Thrones with Footstools* from India.

We are so grateful for the generous support of our corporate donors. Thank you JE Dunn, for helping us grow and thrive!

TELL US YOUR STORY

We want to hear from you!

Take a few minutes to share you museum memories and get entered to win a free gift!

MORE



info



**ART &
SOUL**



The
Nelson-Atkins
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of Art

JOIN

ARTandSOULkc.org

Tessitura Updates



The
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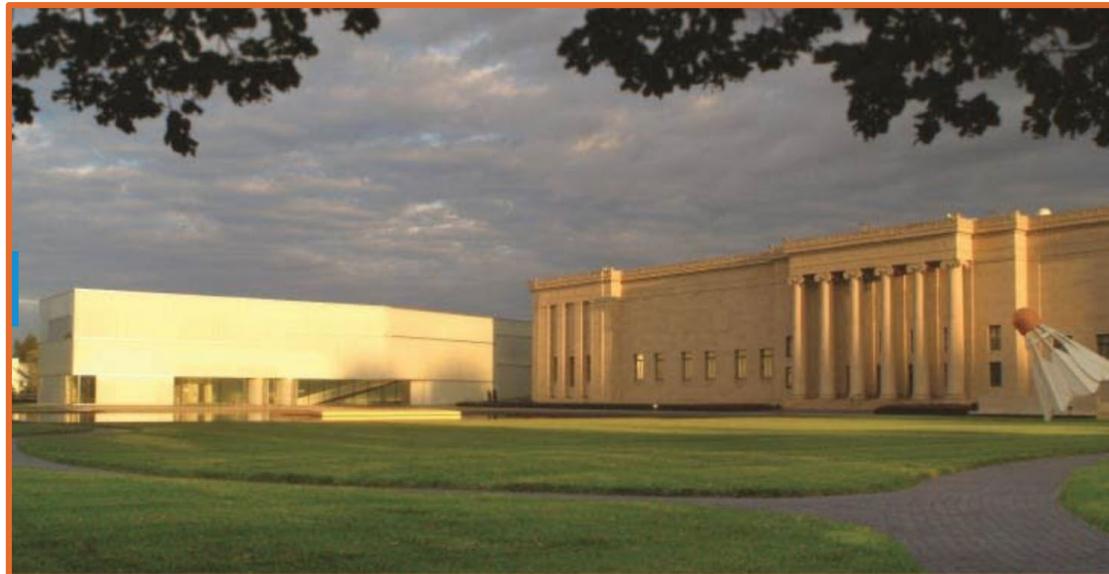


Results

Very Good!

A small dip in our Friends of Art category - but correlate this to a blockbuster exhibition last year.

The change resonates and is everywhere. “Art & Soul” is now printed on all membership collateral and part of our conversations and messaging.



The
Nelson-Atkins
Museum
of Art

THANK YOU!

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Assessing and Transforming Membership in 2019

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