

**AMMC**  
American **Museum Membership** Conference  
Pittsburgh, PA • April 1 – 4, 2019



# What's Next in Membership

Ideas for Developing New Audiences

The logo for fiveseed, with "five" in a dark serif font and "seed" in a blue serif font.

**Rosie Siemer**

Founder + CEO

The logo for AGO, with the letters "AGO" in a bold, red, sans-serif font.

**Nympha Patel**

Director,  
Membership &  
Database Marketing

The logo for Children's Museum Indianapolis, featuring a stylized blue and green wave above the text "CHILDREN'S MUSEUM" in blue and "INDIANAPOLIS" in black.

**Erika Howse**

Director of Museum  
Membership

The logo for Exploratorium, with "expl" in a black sans-serif font, a large black circle, and "ratorium" in a black sans-serif font.

**Sarah Owens**

Membership  
Manager

# Unprecedented Demographic and Attitudinal Change

- Millennials are being underserved by nearly 24%
- Museums are struggling to attract traditionally underrepresented audiences, including Hispanics and African Americans
- Increasing operational costs, sharp declines in attendance, and shrinking membership numbers
- Competition, perceptions, and barriers

fivESEED



## Falk: Visitor Identity-Related Motivations

- **Explorers:** Curious people, learners, expand their intellectual horizons
- **Facilitators:** Truly altruistic, satisfy the needs and desires of someone they care about
- **Experience Seekers:** Want to “collect” experiences
- **Professional/Hobbyists:** Motivated by a specific personal or professional interest
- **Rechargers:** Seeking a tranquil place for reflection and rejuvenation

The logo for FiveSeed, featuring the word "FIVESEED" in a blue, serif font. The text is centered within a white circle that has a thin blue border. This circle is positioned on the right side of the slide, overlapping a dark grey vertical bar that runs down the right edge of the page.

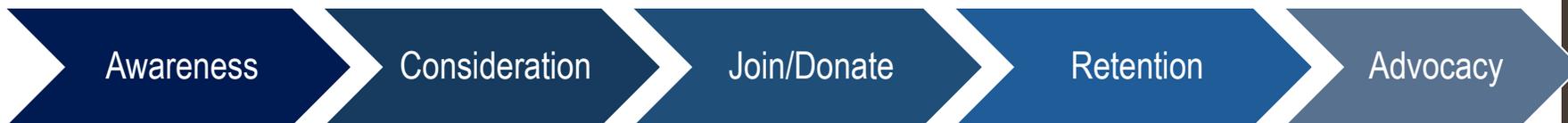
fIVESEED

# Audience Development & Membership

- **AGO:** Leveraging the Kusama Infinity Mirrors phenomenon, the focus is on keeping new audiences engaged (Experience Seekers)
- **The Children’s Museum of Indianapolis:** Introduced dynamic pricing and new outdoor sports facility, reframing membership with a focus on flexibility and convenience rather than a “good deal” (Facilitators)
- **Exploratorium:** Introduced After Dark membership to reach new audiences (Explorers, Facilitators, Experience Seekers)

The logo for FIVESEED is displayed within a white circle with a thin blue border. The word "FIVESEED" is written in a blue, sans-serif font, with "FIVE" in lowercase and "SEED" in uppercase.

fIVESEED



..... The Customer Journey .....



# **Nympha Patel**

Director, Membership  
& Database Marketing

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# Background

## Who We Are

Founded in 1900, collection of nearly 95,000 works. One of North America's **largest** and most **distinguished** art museums.

## Our Mission

We bring people together with art to **see**, **experience**, and **understand** the world in new ways.

## Attendance

- Last fiscal year (as of March 31, 2018) we welcomed over **1,004,400** visitors.

## Membership Program

- Free unlimited admission to the AGO's collection and special exhibitions.
- Ended the 2017/18 fiscal with 59,815 households and represents **107,100** Members. Highest in AGO's history!



Spectacular Events



World-Class Exhibitions



Extraordinary Membership Programs



Innovative Partnerships



AGO Bistro



Unique Engagement Opportunities



ShopAGO



Popular Family Programs

AGO



# WE CHANGE AS OUR CITY CHANGES

We have expanded seven times since 1900

## TORONTO IS CHANGING IN 2028

- One million + more people (approx. 8,000,000)
- 63%+ born outside of Canada
- Toronto among the top 10 wealthiest cities in the world
- 50%+ visible minority
- Diversified economy (with major growth in tech)
- Global alpha city
- Great collections in private hands



**AGO**

# THE AGO STRATEGY

- New, simplified pricing and membership
- More accessible for younger audiences
- Visitor centred hours

**Admission Model**

- Visitors from a range of ages and backgrounds feel welcome
- Diversity of staff, volunteers, art, programs, audiences

**Diversity & Inclusion**



**Content & Program**

- Exhibitions and public programs are relevant, inclusive and welcoming

**Brand & Audience**

- Brand comes to life and extends a clear invitation to our target audiences



# *Yayoi Kusama: Infinity Mirrors*

## Exhibition Dates:

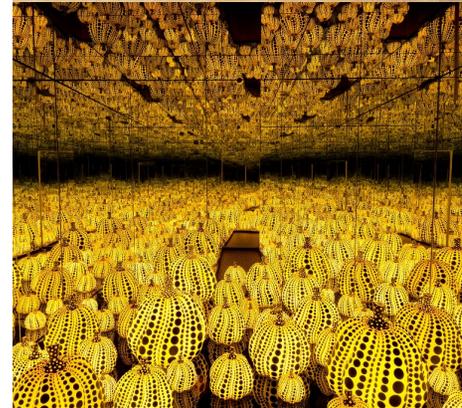
March 3 to May 27, 2018

## Institutional Goals:

- Introduce Canadian audiences to the dazzling work of living artist Yayoi Kusama and celebrate her six-decade long career



Be part of this once-in-a-lifetime exhibition and world-wide phenomenon



# Opportunities & Challenges

A LOT of  
Members

Finite # of  
Member  
Tickets

What does  
this mean?

## The “Membership Reality”

### *Reality Shift*

- “Best chance” of getting tickets – better odds as a Member
- Member tickets are not guaranteed
- Chances of visiting more than once is low
- Members must be “active” at the time of ticket booking + ticket date
  - Shift in early renewals

**AGO**



# Member Direct Marketing Strategy

Mid-OCT, 2017

MARCH, 2018

## Existing Cadence

Renewal Program:  
-Email  
-Direct Mail  
-Outbound Calling

Member Engagement  
Emails

AGO *Insider* (weekly)  
and Bi-Weekly What's  
ON Emails

## Proactive Cadence

Acquisition Email  
Campaigns

Kusama "Info" Email

Advanced Booking  
Window Emails:  
-Mark Your Calendar  
-Reminder



**AGO**

# The Audience Story

## Who visited Kusama?



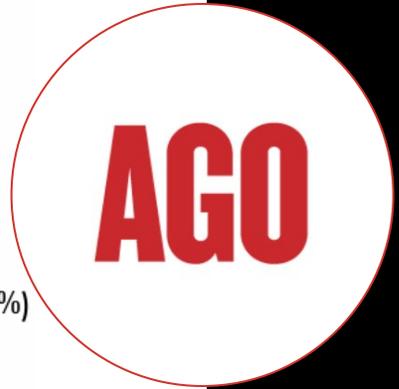
81% had visited the AGO before



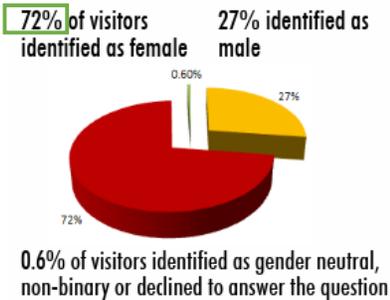
## Kusama visitors...



- Were mostly under 40
- Came predominantly from the GTA
- Were mainly return visitors (81%)
- Spent about 98 minutes in the exhibition
- See most of the AGO's special exhibitions
- Rated the exhibition Superior or Excellent (55%)
- Were more likely to have an East Asian background than for other AGO exhibitions (19% of visitors identified as East Asian)



## Who visited Kusama?



58% were Non-members

42% were Members

57% visited in pairs

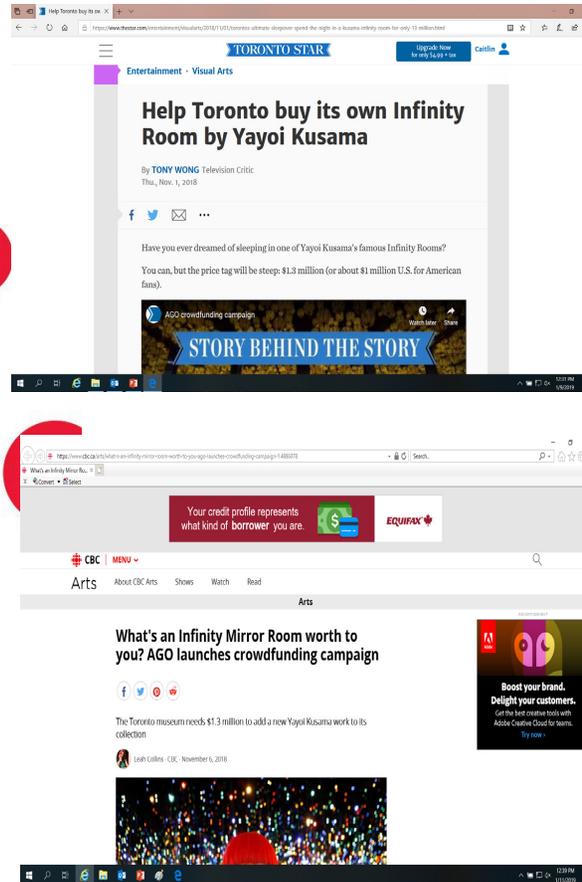


# How Do We Keep Them Engaged?

## #InfinityAGO Crowdfunding Campaign

TOGETHER,  
INFINITY IS  
ACHIEVABLE

#INFINITYAGO



AGO

# How Do We Keep Them Engaged?

## Drive with Content!

The AGO purchased an Infinity Room to be part of our permanent collection

### YAYOI KUSAMA'S INFINITY MIRRORED ROOM - LET'S SURVIVE FOREVER

May 25 - ongoing

Located in the Sigmy Eaton North Gallery on Level 2. Access to the artwork is via Galleria Italia.

This exhibition is included with [General Admission](#).

[Donors' Previews: April 5 - May 24, 2019](#)

[Members' Viewing: April 29 - May 24, 2019](#)

[Opens to the public on May 25, 2019](#)



Thanks to the generosity of the David Yulle & Mary Elizabeth Hodgson Fund and over 4,700 #InfinityAGO donors, Yayoi Kusama's *INFINITY MIRRORED ROOM - LET'S SURVIVE FOREVER* is now a part of the AGO's Collection...forever. [A complete list of donors can be seen here.](#)

AGO

# Case Study: #InfinityAGO Crowdfunding Campaign

November 1 – December 4

Goal: \$1.3 million to acquire  
*Let's Survive Forever (2017)*

Results:

4,709 donors +

David Yuile &

Mary Elizabeth Hodgson Fund

#infinityAGO raised over  
\$650,000 – avg. donation  
amount of \$138



262

23 Comments 30 Shares

AGO

# Case Study:

## #InfinityAGO Crowdfunding Campaign

### Objectives

1. Build our brand and generate buzz
  - Reach of close to 5 million people in digital
2. Engage Young Cosmopolitan audience
  - Our young target segment were the largest group of donors at 33.4%
3. Raise awareness that we are a charity
  - Philanthropic language was used in emails throughout the campaign; formally partnered with #givingTuesday and experienced it's second highest day of donations (both # of gifts + revenue)
4. Data capture
  - 2,296 (50%) donated to the AGO for the first time
5. Test a new fundraising technique
6. Raise money to acquire an artwork



**AGO**

# Case Study: #InfinityAGO Crowdfunding Campaign

## KEY LEARNINGS

- Brand strengthening is so important – builds awareness and reach
- “Affinity” Matters – measuring and cultivating customer affinity to your organization
  - Direct Response Marketing (EM) was most effective channel
  - Don’t be afraid to reach out to your “known” universe
- Create a pipeline to engage with your audiences at various steps within the “Customer Journey”





**Erika Howse**  
Director of Museum  
Membership

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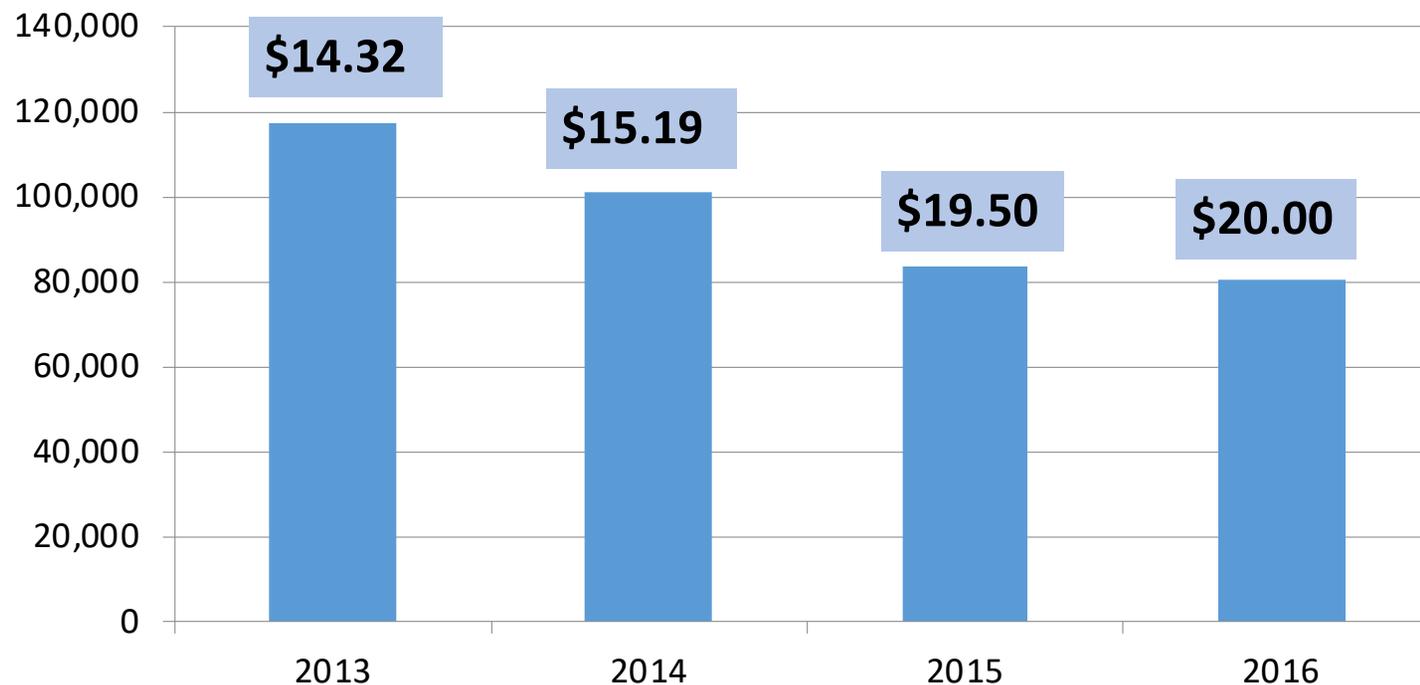
# Background

- Founded in 1925, it's the largest children's museum in the world with a 482,950 square-foot campus situated on 29 acres
- 130,000+ object collection
- Named "One of the 10 Coolest Museums in the World" in 2018 by the New York Times
- 34,800 member households
- More than 1.2 million visitors a year



## 2017: Introduction of Dynamic Pricing

Paid Attendance decline especially by those with a Household Income between \$30K and \$65K



# 2017: Growing Awareness of Expansion

- 2018: The *Riley Children's Health Sports Legends Experience*
- 7.5 acres with 12 interactive sports experiences and 3 indoor exhibits



CHILDREN'S  
MUSEUM  
INDIANAPOLIS®

## Impact on membership

**Expansion** = higher membership prices

**Dynamic pricing** = lower ticket \$ and Box Office conversion

**Value proposition:**  
Membership pays for itself  
in two visits or less!







**Discover something new on every visit.**

The Children's Museum offers five floors of fun, a full schedule of temporary exhibits, and Lilly Theater shows each year. Explore your favorite iconic exhibits as often as you'd like—board a recreation of the International Space Station, explore the work of real scientists in *Dow AgroSciences ScienceWorks*, touch a real dinosaur bone in *Dinosphere*®... and more.

**To see what's new or coming soon, visit [childrensmuseum.org/exhibits](http://childrensmuseum.org/exhibits).**

**Get in the game!**

The 7.5-acre *Riley Children's Health Sports Legends Experience* offers a collection of fun, hands-on, indoor and outdoor experiences designed for all ages—with 12 major interactive sports areas, and temporary and permanent exhibits, including The National Art Museum of Sport.

**To learn more, visit [childrensmuseum.org/sports-experience](http://childrensmuseum.org/sports-experience).**

Member Services: [membership@childrensmuseum.org](mailto:membership@childrensmuseum.org) • P.O. Box 3000, Indianapolis IN 46206-3000 • 317-334-4000 or 800-820-6214

Get started on your year of adventure! Please check your cards and make sure all of the information is correct. For membership questions, or to renew or upgrade, call 317-334-4000 or 800-820-6214. Download The Children's Museum app for free on your smartphone for access to your digital membership card!



## Shopping Cart

Item	Description	Qty	Price
<input type="checkbox"/>	Adult Admission	2	\$45.00
<input type="checkbox"/>	Youth Admission	4	\$72.00
Sub:			\$117.00
Tax:			\$0.00
Total:			\$117.00

Your next visit could be free. Buy a membership today for only \$52 more—your family visits FREE for a year!

Share the love! Add \$5 to help give and gift of the museum to low-income families.

Promo Code:  [Apply](#)

[Back To Shop](#) [Update Cart](#)



**Buy a membership today for only \$52 more—your family visits FREE for a year!**

[Add to Cart](#)



**BUY AHEAD AND SAVE!**

[Go!](#)



**Members SAVE even more!**

CHILDREN'S MUSEUM INDIANAPOLIS **MEMBER**

**Discovery Builder**

[Buy Now](#)

# Impact On Membership

**Marketing outside of our current visitor base more than ever:**

- Acquisition list purchase with quarterly mailings
- Premium with purchase
- Social ads targeting lapsed members and retargeting web visitors
- Leverage corporate partners to generate awareness and provide special offers

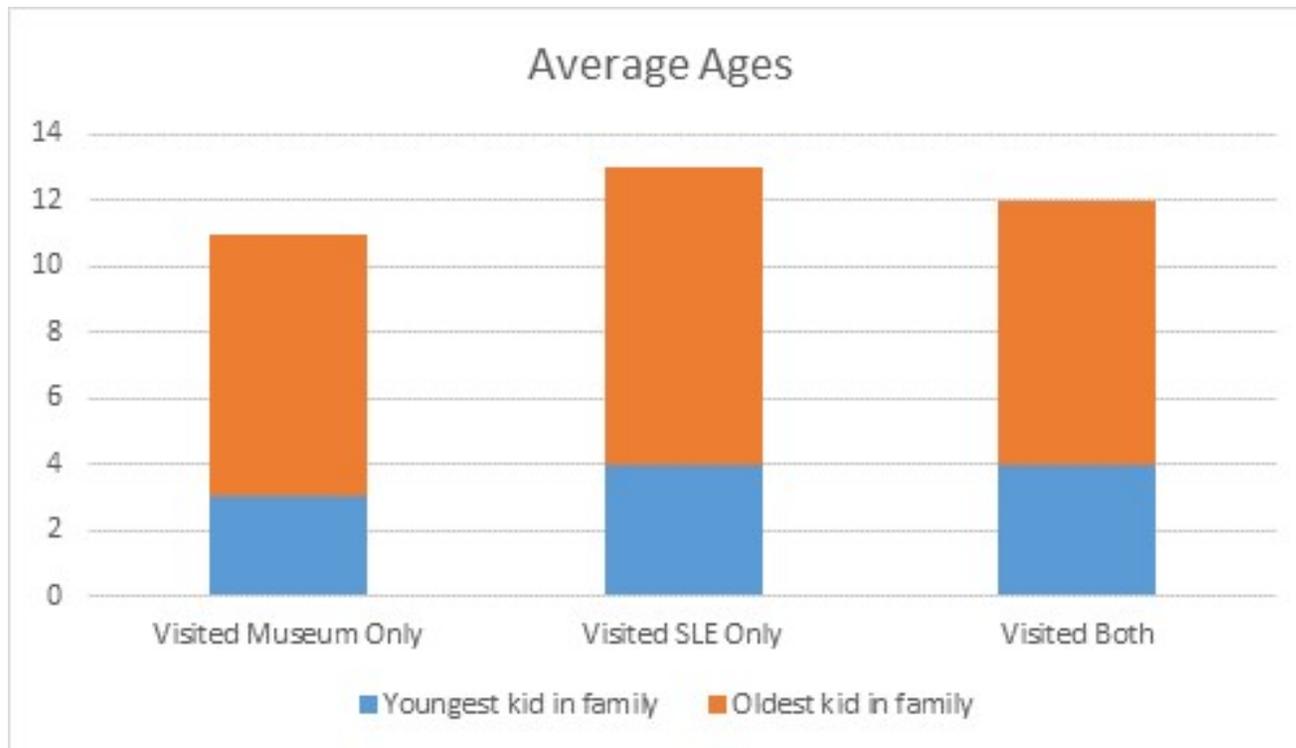


# 2018: Riley Children's Health Sports Legends Experience is Open!

- Overall enrollments increased by 13 percent over last year
- Box Office conversion increased by 3%
- NEW membership web sales increased by 30%
- 24% of renewals were households that had lapsed 1+ years...



# Results



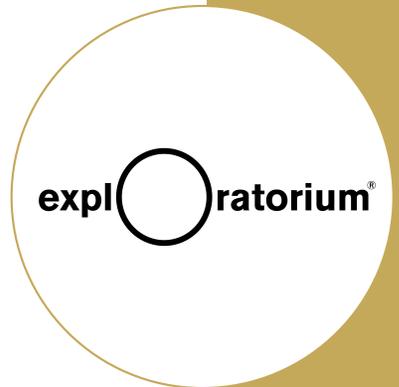


**Sarah Owens**  
Membership Manager

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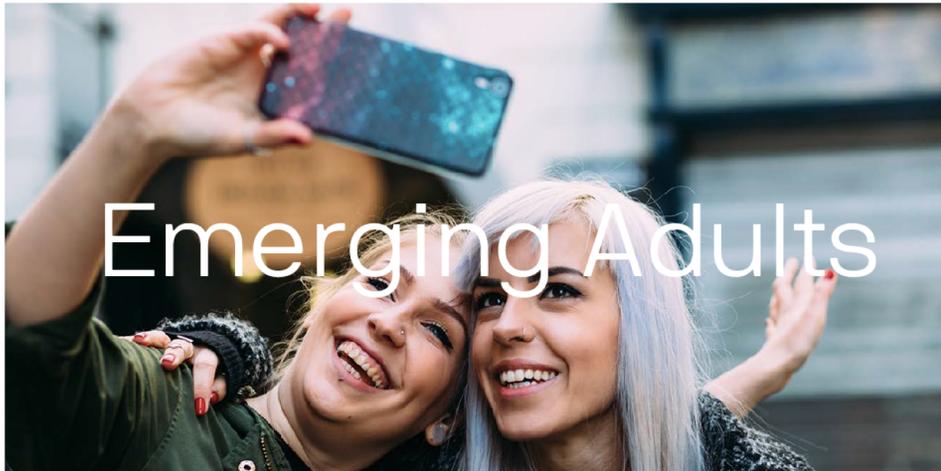
# Background

- Founded in 1969 as a public learning laboratory exploring the world through science, art, and human perception
- Pier 15 has 218,000 sq. ft. with 75,000 sq. ft. of exhibit space
- More than 650 interactive exhibits
- 850,000 visitors; 66,000 yearly adult visitors at After Dark programs
- “One of the 10 Coolest Museums in the World” ~ *The New York Times*, 2018
- Grand opening in 2013 at new location in downtown San Francisco
- 17,000 member households



## After Dark

- Addresses the perception that the Exploratorium is an experience for children
- Became a weekly program in 2013 to reach new after work professional audiences
- Adults-only (18+) programming with a new theme every week (examples: Chocolate, Space Exploration, Fireworks, Sexplorations, Cannabis)
- Features unique guest speakers, great music, specialty films, and one-of-a-kind activities



Emerging Adults

exploratorium®

# A Totally New Product

## Marketing

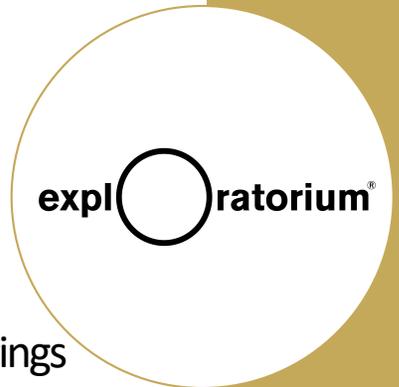
- October 2017 launched new membership program
- Worked with local agency to create integrated campaign, blasted market with After Dark
- Raised After Dark single ticket prices
- Positioned as an entirely separate membership program

## Membership Acquisition

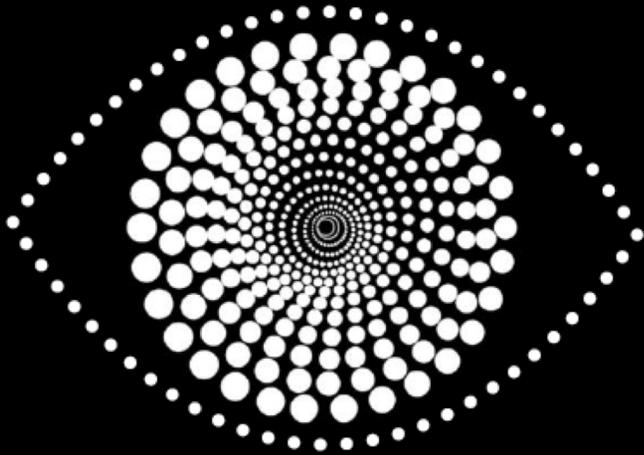
- Mail + digital + social campaign in line with After Dark campaign
- Frontline training
- Worked on programming: balancing non-first Thursdays with 1st Thursday night offerings
- Created new suite of focused membership materials– After Dark membership focused eNews, membership cards, brochures, postcards, and a strong floor presence on our digital monitors and at the membership cart

## IT Support

- Address Siriusware/RE multiple membership technical issues



# MEMBERS SEE MORE AFTER DARK.



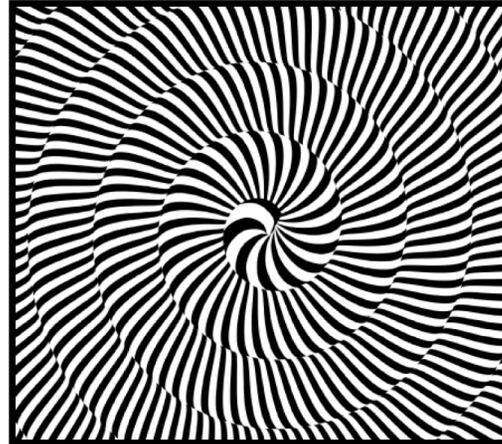
Our new After Dark membership gives you access to all our - worth of mind-blowing Thursday evenings at the Exploratorium for only \$40. Join other adults in experiencing the world through your senses: feel your way through hands-on installations, listen to live musical performances, savor delicious cocktails (skip the line!), and see specialty programs from artists, scientists, and more.

**\$40 - Individual Membership**  
Free After Dark admission for one adult for 1 year.

**\$80 - Dual Membership**  
Free After Dark admission for two adults for 1 year.

After only three visits, the membership pays for itself. Join today, and see for yourself.

exploratorium **AFTER DARK**



# MEMBERS SEE MORE AFTER DARK.

**Endless evenings:**  
Unlimited admission to After Dark (50+ per year) and free access to Friday Nights during the Summer (a family-focused program open to all ages).

**Skip the line:**  
Special member bar access and members-only entrance.

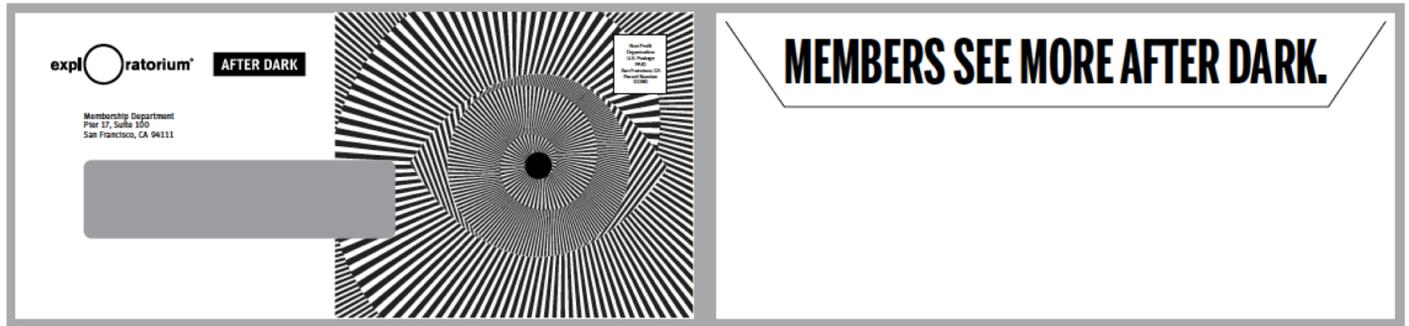
**Great savings:**  
10% discount to Exploratorium Stores.

**Plus:**  
Personalized membership card and members-only monthly eNews.

**For more information:**  
member@exploratorium.edu or 415.528.4321.

exploratorium **AFTER DARK**





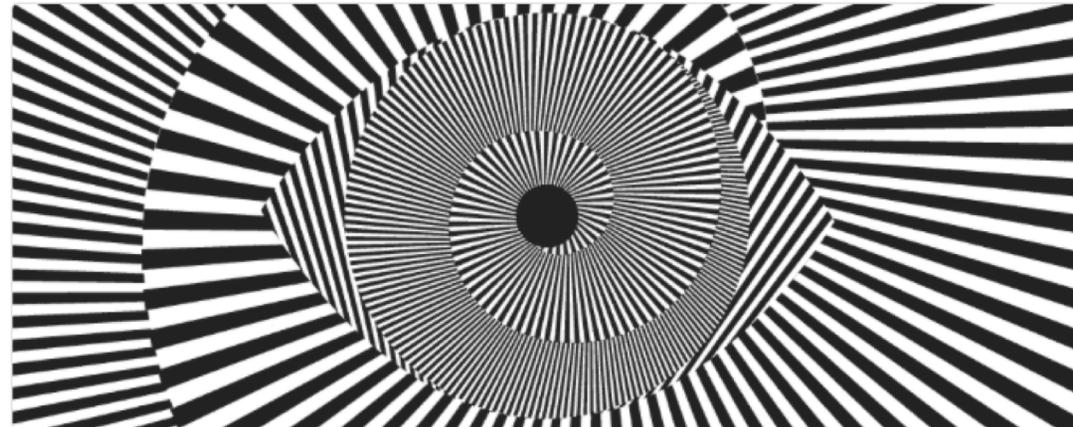
Become a Member

After Dark Membership

Member Events

Membership FAQ

May Is for Members



## Members See More After Dark.

[Become an After Dark member](#) →

Become an Exploratorium After Dark member and join a like-minded community of the engaged, inquisitive, and adventurous.

We host unforgettable experiences designed to inspire, delight, and challenge you. Touch, see, play, listen, dabble, and drink. Come together to expand your world every Thursday night, and see how After Dark—and you—are transformed every time. Enjoy a year of access to every After Dark evening, endless immersive exhibits, and all the provocative programming—for less than the cost of three tickets.

**Benefits include:**

- Endless evenings: Unlimited admission to After Dark (50+ per year) and free access to Friday Nights during the summer.
- Skip the line: Special members' bar access.
- Great savings: 10% discount at the Exploratorium Stores.
- Plus: Personalized membership card and members-only monthly eNews.



**After Dark**

See for yourself every Thursday night.



**After Dark Member Lounge**

Drop in all night long on a chill oasis just for After Dark members.

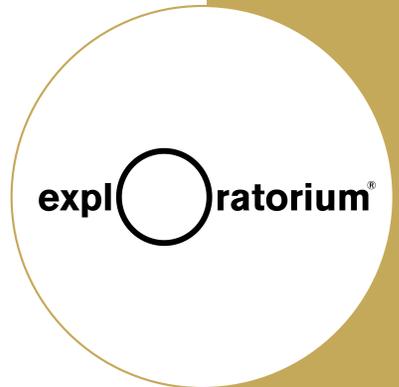
**MEMBERSHIP COMPARISON CHART**

	After Dark Individual \$45	After Dark Dual \$85	Dual Explorers \$99	Family Explorers \$149	Family Explorers + Caregiver \$199	Insiders \$249	Supporters \$350	Sustainers \$650
After Dark Admission	1	2					2	4
Adult Daytime Admission	1	2	2	2	3	4	8*	8*
Child's Daytime Admission				4	4	4	8*	8*
After Dark Bar Access	●	●					●	●
10% Off Exploratorium Stores	●	●	●	●	●	●	●	●
Members-Only eNews	●	●	●	●	●	●	●	●
Exhibition Previews	●	●	●	●	●	●	●	●
Members-Only Parties	●	●	●	●	●	●	●	●
Discounted Guest Tickets			●	●	●	●	●	●
Discounted Tactile Dome Tickets			●	●	●	●	●	●
Discounted After Dark Tickets			●	●	●	●	●	●
\$10 Gift Certificate to Exploratorium Stores							●	●
Gift from the Exploratorium Stores								●
Invitations to Select Donor Events								●

\* 8 total including children

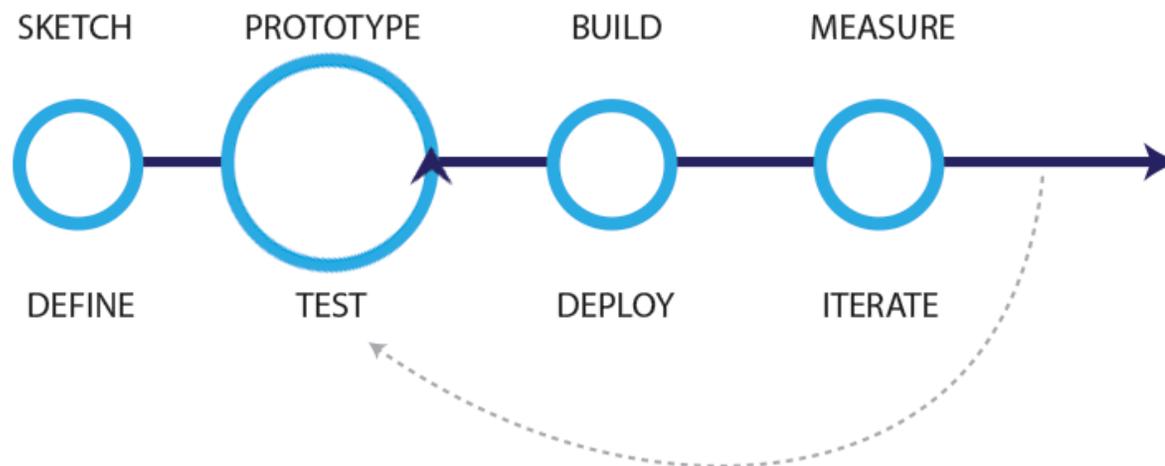
## Results (So far!)

- Increase in attendance and revenue
- Increase engagement with important adult audience
- Build the Development/Membership pipeline
- Differentiate Exploratorium from other Thursday night venues
- Very little overlap between Daytime and After Dark members



# Experiment Early and Often

- Be more responsive to audiences' needs and motivations
- Use validated learning to test new ideas



**fiveseed**

# Questions



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