

Sell It! The Art of the Sale Using On-site Sales to Grow Membership

Karen Mariani, Membership Consultants

Kate Gleason, Saint Louis Art Museum

Jennie Swanson, Laumeier Sculpture Park

Phyllis Evans, Abraham Lincoln Presidential Library Foundation



SAINT LOUIS
ART MUSEUM

Laumeiersculpturepark
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MEMBERSHIP
CONSULTANTS

On-site Sales Session Overview

- ▶ Why use onsite sales?
- ▶ Ingredients for the sale
- ▶ How to pitch the sale
- ▶ Your sales team
- ▶ Staff incentives
- ▶ Bring in the Professionals?
- ▶ Calculating conversion rate and other metrics
- ▶ Success!

Saint Louis Art Museum



Saint Louis Art Museum

- ▶ Free general admission; paid special exhibitions admission
- ▶ Annual Attendance - 500,000
- ▶ Number of Members - 15,317
- ▶ On-Site Sales is 20-25% of the membership revenue
- ▶ On-Site Team: Visitor Services/Guest Services staff (reports up through membership) - *new in 2013!*
- ▶ Basic Membership Benefits:
 - ▶ Free or Discounted Special Exhibition tickets

Shopping & dining discounts at museum store & restaurant



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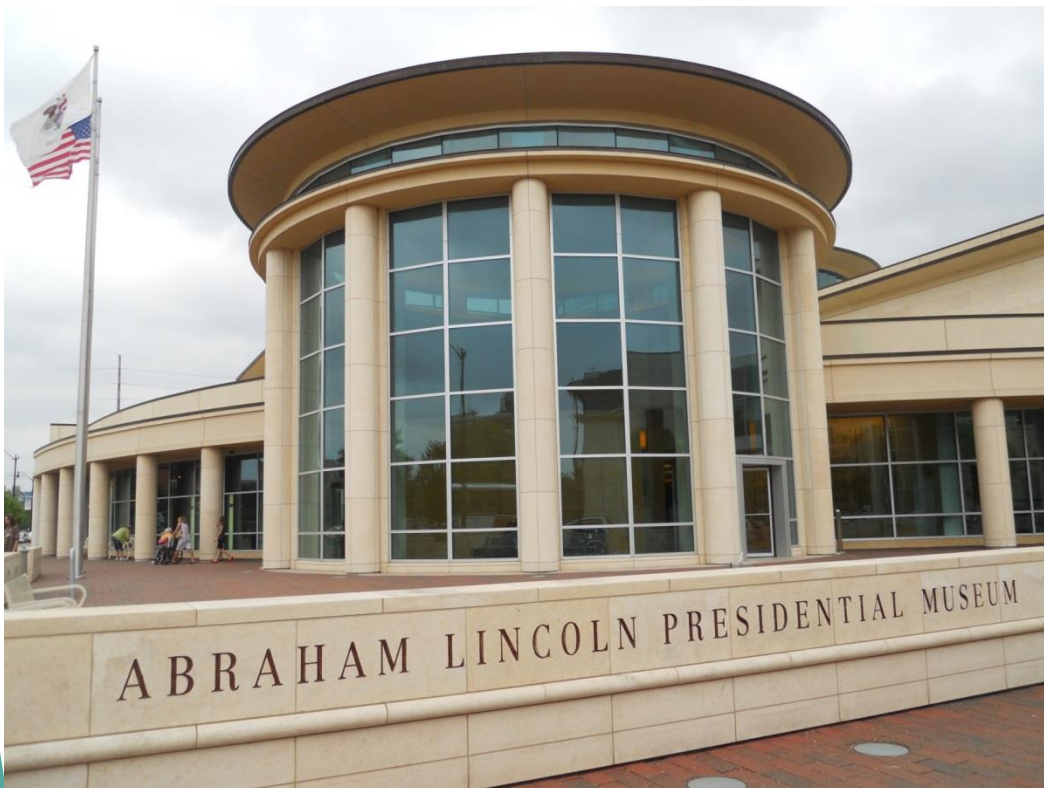
Laumeier Sculpture Park



Laumeier Sculpture Park

- ▶ Free Admission to Park year-round; Art Fair Ticket (Adult = \$10)
- ▶ Annual Attendance to Art Fair - 15,300; to Park - 300,000
- ▶ Number of Members - 952
- ▶ On-Site Sales is 50-55% of overall Membership revenue
- ▶ On-Site Sales Team: Consultant Team, Museum Services staff, Volunteers
- ▶ Basic Member Benefits
 - ▶ Free Art Fair Admission for 2
 - ▶ Discounts on Events at Art Fair - Wine Tasting, Sunday Brunch
 - ▶ Shopping discount at Museum Shop

Abraham Lincoln Presidential Library and Museum Foundation



Abraham Lincoln Presidential Library Foundation

- ▶ Paid Museum Admission (Adult = \$15); paid special exhibition admission
- ▶ Annual Visitation - 350,000
- ▶ Number of Members - 6,000
- ▶ On-Site Sales is 60% of overall Membership revenue
- ▶ On-Site Sales Team: Contract sales employees supplemented by Guest Services
- ▶ Member benefits that lead to sales: Free admission, Time Travelers, discounts, etc.

Why Use On-Site Sales?

- ▶ Visitors are great prospects!
- ▶ It's personal: a face-to-face ask to potential members
- ▶ Cost effective: high return on investment compared to other acquisition sources
- ▶ May be your only opportunity to ask
- ▶ May be your only acquisition source
- ▶ Plants the seed

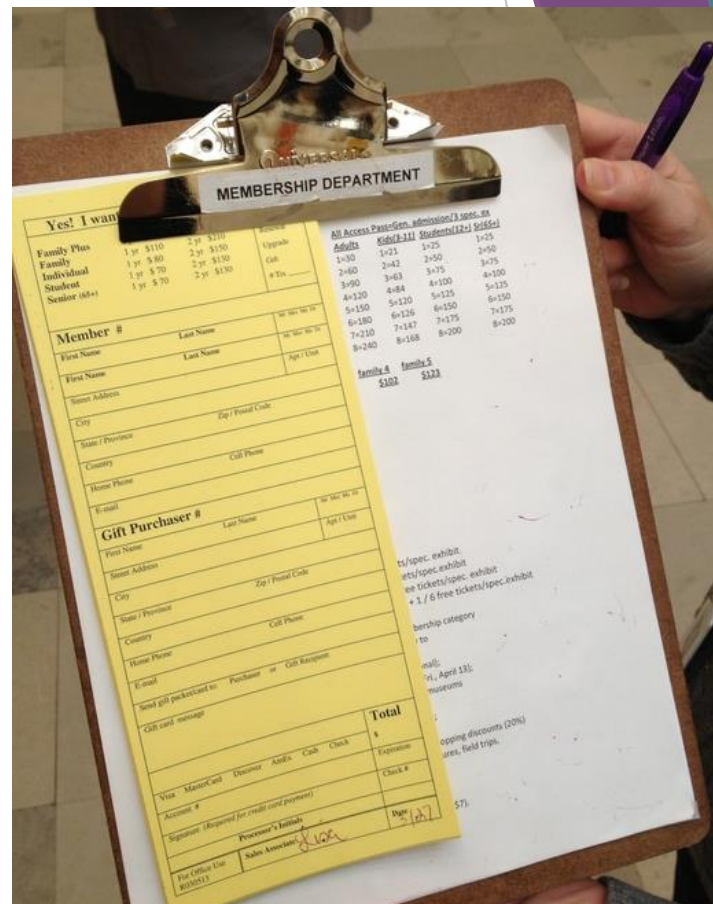
The Ingredients of the Sale

- ▶ Placement & Position
 - ▶ Salesperson should be in front of the desk and first contact with visitor
 - ▶ Take full advantage of lines!
 - ▶ Ticket sales should follow membership ask.
- ▶ Sales Process
 - ▶ Joining should be timely and convenient
 - ▶ New Members are VIPs!



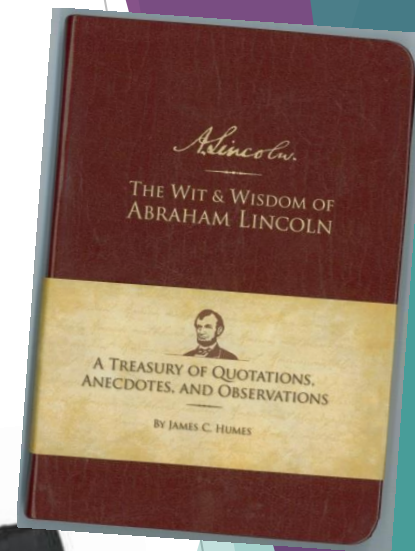
The Ingredients of the Sale

- ▶ Props & Premiums
 - ▶ Signage to “prime the pump”
 - ▶ Visual Cues
 - ▶ Clipboards, buttons, & aprons
 - ▶ Brochures & handouts that “do the math” for visitor
- ▶ Immediate Incentives/Rewards
 - ▶ Free Gift
 - ▶ Magazine, welcome packet
 - ▶ “Today Only” specials



The Ingredients of the Sale

- Free Gifts to help close the sale!



Make the Sales Pitch

- ▶ Use eye contact and a smile; greet and engage
- ▶ Know your benefits
- ▶ Ask questions and listen - you'll learn what approach to take!
 - ▶ Cost vs. Value: "Do the Math"
 - ▶ Philanthropy/Affinity
 - ▶ Time savings (join & jump the line!)
 - ▶ Upgrade current members



“Thanks, but no thanks”

- ▶ Be prepared for “No”
- ▶ A plan for a membership sale:
 - ▶ **While visitor is still onsite:** “Apply the cost of admission towards membership”
 - ▶ **After the visit:** Language printed on parking stubs, ticket, coupons.
- ▶ Collect email and address for follow-up communication



Staff & Training

- ▶ Finding the right people
 - ▶ People who *want* to do on-site sales
 - ▶ People who are not afraid to approach visitors and make the ask
 - ▶ Paid staff, contractors or volunteers
 - ▶ Hourly rate or commission based
- ▶ Regular training & up-to-date sales manual are important!
 - ▶ Prior to each major event, campaign or exhibition
 - ▶ Utilize role playing, quizzes and contests
- ▶ Training a variety of different audiences to work together
 - ▶ Consider all frontline team: shop, restaurant, volunteers



Staff Incentives

- ▶ Variety of possible incentives that can be used
 - ▶ Commissions (\$ for each membership sold)
 - ▶ Rewards for the most sold or largest single gift acquired
 - ▶ Group rewards for goals met - cash or prizes
 - ▶ Daily, weekly, monthly
 - ▶ Based on number sold or conversion rates
 - ▶ Surprise bonuses
- ▶ Boosts morale, motivation, and healthy competition



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Bring in the Professionals!

- ▶ Extra manpower during high-traffic events
 - ▶ Grand openings
 - ▶ Blockbuster exhibitions
 - ▶ Holiday weekends
 - ▶ Festivals and special events
- ▶ To start (or jumpstart) a sales program
 - ▶ Let the experts train your staff by example
 - ▶ Keep sales going in times of turnover/transition
 - ▶ To make the case for further investment



Things to consider when outsourcing

- ▶ Cost - includes hourly rates, commissions, travel, administration and supplies
- ▶ Process - how the sales team fits into sales process
- ▶ Attitudes - not punishing your internal team
- ▶ End-of-day reconciliation and reporting
- ▶ Testing - measure ROI to make sure it's worth it

Measuring Conversion Rates

- ▶ Several ways to calculate:
 - ▶ All visitors → members
 - ▶ ‘Convertible’ visitors → members (subtract groups, students, children, current members, etc.)
 - ▶ Households → members (divide total attendance by average party size)
 - ▶ Exhibition/festival ticket buyers → member
- ▶ Choose the best method for your institution, then stick to it!
- ▶ **Example: 1400 memberships sold / 35,000 visitors = 4%**

2%-4% is a typical conversion rate goal



Conversion rates for our institution

Institution	Admission/Ticket Price	Conversion Rate
ALPLF	Admission: \$15 adult	2-4% of Convertible Audience to members (Remove bus groups; children; current members, etc.)
LSP	Art Fair Ticket: \$10 adult	4.82% of Art Fair ticket buyers to members
SLAM	A) Admission: Free B) Exhibition Ticket: \$10-\$14 adult	A) Less than 1% of all free visitors to members B) 4% all exhibit ticket buyers to members

Other Metrics

- ▶ **Sales/hour or Sales/day**
 - ▶ especially during ‘blitz’ situations
 - ▶ essential to calculate when working with outsourced staff
- ▶ **Average gift size**
 - ▶ On-site sale average gift often less than other sources
- ▶ **Renewal rates of “on-site” members vs. other sources**
 - ▶ On-site members often renew at a lesser rates than other sources
 - ▶ First-year members who joined on-site are the toughest to renew... be prepared with a plan!

Must haves for successful on-site sales

- ▶ Training
- ▶ Solid team (with option to bring in professionals)
- ▶ Strong offer with immediate incentives
- ▶ Smooth and timely processing
- ▶ Goals & measurements
- ▶ Buy-in
 - ▶ Frontline, management, and other departments