



American
Public Gardens
Association

GROW YOUR GARDEN

Development & Membership
Symposium 2019

Managing Up to Success

Creating Realistic Membership Plans, Goals and Expectations

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Today's Presenters



Dana Hines, CFRE

Vice President, Membership Marketing

Membership Consultants, *A Gabriel Group Company*



Patricia Rich, ACFRE

Partner

EMD Consulting Group, LLC

- 32 years of serving the Membership Market
- With a start in the botanical garden world at Missouri Botanical Garden
- A full services agency
- Services include all types of membership campaigns – direct mail, digital, telemarketing, membership surveys and comprehensive membership audits and strategic plans
- Served 40+ botanical gardens, arboreta, parks and conservation organizations

Building Organizational Strength since 2002 in
Strategy, Development, Capacity, Building, Leadership

- Worked with more 60 public gardens of all types and sizes with more than 100 projects
- Development and Membership Plans
- Feasibility Studies and Capital Campaigns
- Strategic Planning
- Executive Search
- Board Training
- Compensation Studies
- Financial Planning
- Staff Organizations
- Governance Studies
- Special Projects



Managing Up

“...managing up is the process of consciously working with your boss to obtain the best possible results for you...a deliberate effort to bring understanding and cooperation to a relationship between individual who often have different perspectives.”

- Who is your boss? Or bosses?
- What does your boss value, need and want?
- What is your boss's agenda? Perspective?



Managing Up

- Communicate
 - Know your boss's style
 - Verbal? Written?
 - Charts? Narrative?
 - Projections?
 - Outcomes?
- Have a Plan
 - Show that your work is planned to bring expected outcomes
 - Show what increased capacity could do
 - Show that you know what you are doing
- Have solutions
 - Do not bring problems, bring solutions



Managing Up

NO SURPRISES

UNDER PROMISE AND OVER DELIVER



Educating Staff & Leaders on Membership

Know your numbers!

- Renewal rates
- # of new and renewing numbers this year vs last year
- Sources of new members, and percentages from each source
- Do monthly reporting on key numbers – new, renew, revenue
- Have projections of number of members expected to be sold in each month, and know the expected revenue for that month
- With projections and the numbers above, you will know if you are ahead or behind on this year's membership totals and revenues
- Do Benchmarking with other programs
- Armed with membership stats, you will be the expert! You will have credibility and respect!



Budgeting and Revenue Projections

Budgeting and Revenue Projections are the most important area to be involved and in control of for a membership manager!

Take the lead on projecting your membership totals and revenues for the next budget year.

Know what you were able to achieve this year with your current resources.

If more members and more revenue is expected, **you** are the person to figure out how to make that happen.

Develop several possible versions of projections – current level of investment, additional efforts needed for 5% growth, third version for 10% growth



Budgeting and Revenue Projections

Having Membership and revenue growth requires **more than a magic wand!**

Membership and revenue growth require resources – **it doesn't just happen** by someone telling you to make it happen

Lay out the possibilities – what resources are needed to meet the goals

Don't be the victim of made-up goals!



Managing Expectations

Depending on the Membership situation, help to manage expectations....

If your program experienced significant growth one year (major exhibition, grand opening) membership may decline the year after

More members = more staff

Dues increases will produce more revenue – but if too aggressive, membership totals can suffer

Membership requires consistent and growing investment – **It takes money to make money!**



Debunking Myths of Membership

- Membership Growth is Easy or can be Achieved Without Investment
- Direct Mail is DEAD
- Everything can be Managed Online and via Email instead of Mail
- Social Media and Online Marketing is *FREE* – no budget needed
- Membership has the Magic Wand
- Membership is Stealing Gate Revenue
- On-Site Sales *Just Happen*



Knowing & Sharing the Truth!

- Silos are BAD
- Membership & Marketing Need to Work Together
- Membership needs a Line Item Investment in Digital and Social Media Marketing
- Membership Needs a Budget and Growing Budget to Grow Membership



Garden & Arboreta Stats

Year-End 2017

- 80% saw increase in membership totals
- 77% saw increase in membership revenues
- 29% saw expenditure budgets increase while 63% stayed the same
- 66% acquired more new members
- New Member Acquisition Methods Utilized:
 - 100% On-Site Sales
 - 96% Website
 - 93% Email Campaigns
 - 89% Gift Memberships Program
 - 71% Direct Mail
 - 68% Facebook or Other Social Media Campaign



Garden & Arboreta Stats

Year-End 2017

- Number of Members:

- 50% Under 5,000
- 7% 5,000 to 10,000
- 25% 10,001 to 25,000
- 14% 25,001 to 50,000
- 4% over 50,000

- Geographic Location:

- 11% Northeastern US
- 0% East coast US
- 14% Southeastern US
- 21% Midwestern US
- 11% Mountain States US
- 18% Southwestern US
- 21% West coast US
- 0% National
- 4% International



Garden & Arboreta Stats

Year-End 2017

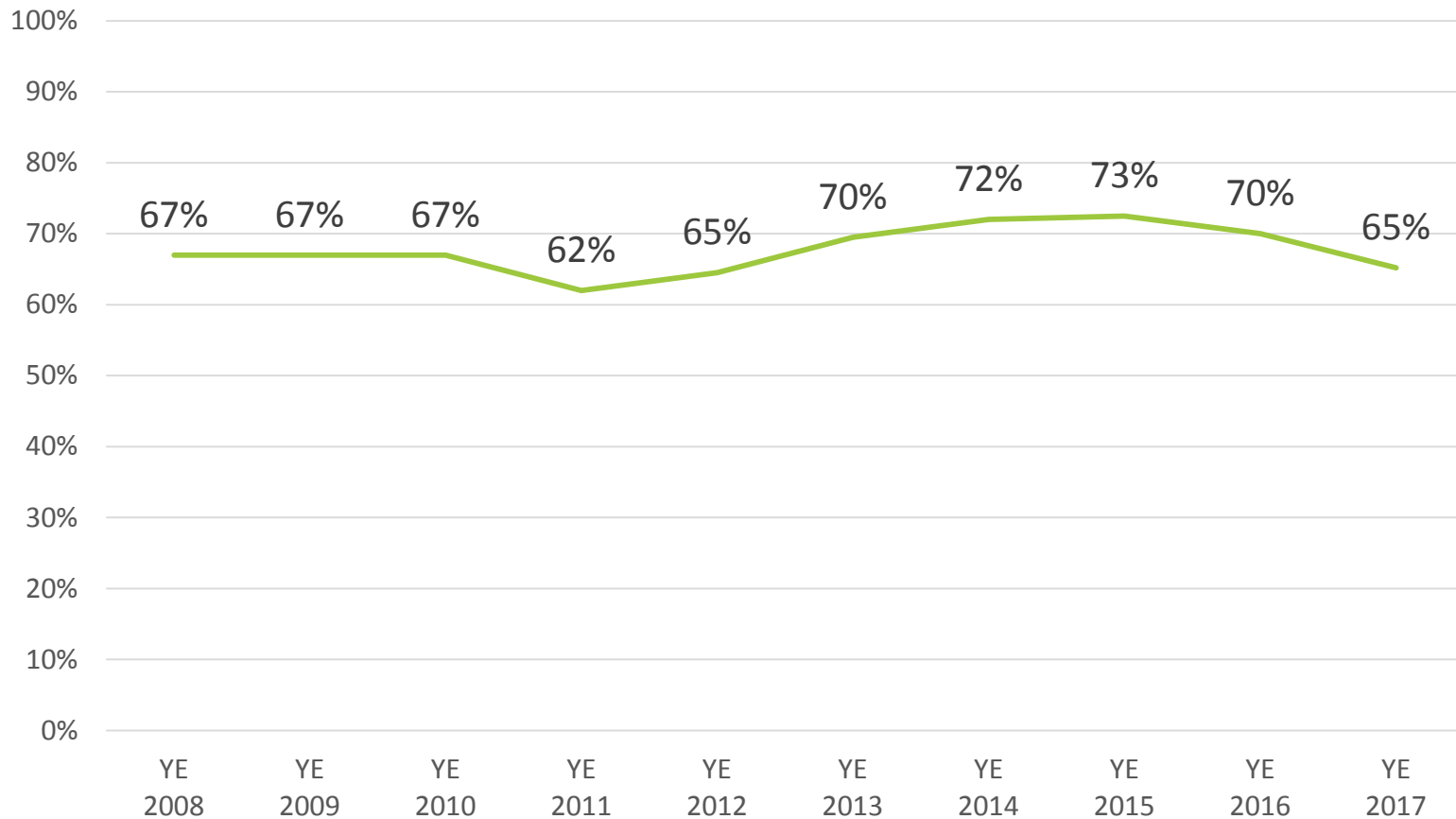
- 81% changed dues, categories and/or benefits within two years
- Changed:
 - 89% Dues
 - 26% Categories
 - 52% Benefits
- Utilized following tools before making dues, categories and/or benefit changes:
 - 58% Cost Benefit Analysis of dues, categories, and benefits
 - 54% Benchmarking studies of your peer institutions
 - 38% Membership Survey
 - 35% Pricing study
 - 15% Conjoint analysis of members' preferences
 - 8% Focus groups



Garden & Arboreta Stats

Year-End 2017

Median Renewal Rate





Garden & Arboreta Stats

Year-End 2017

Membership increase from last year

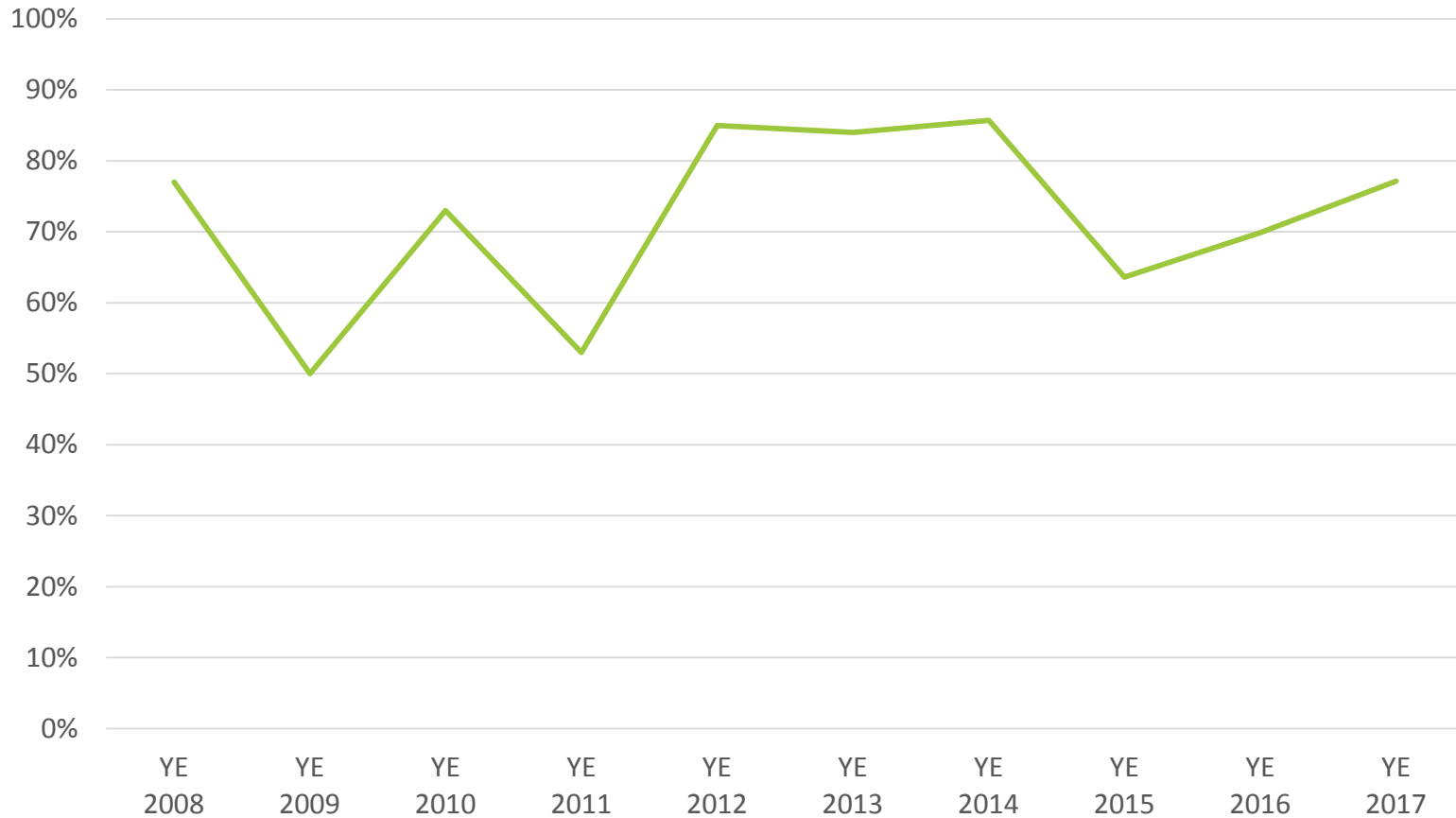




Garden & Arboreta Stats

Year-End 2017

Increased Revenue over last year

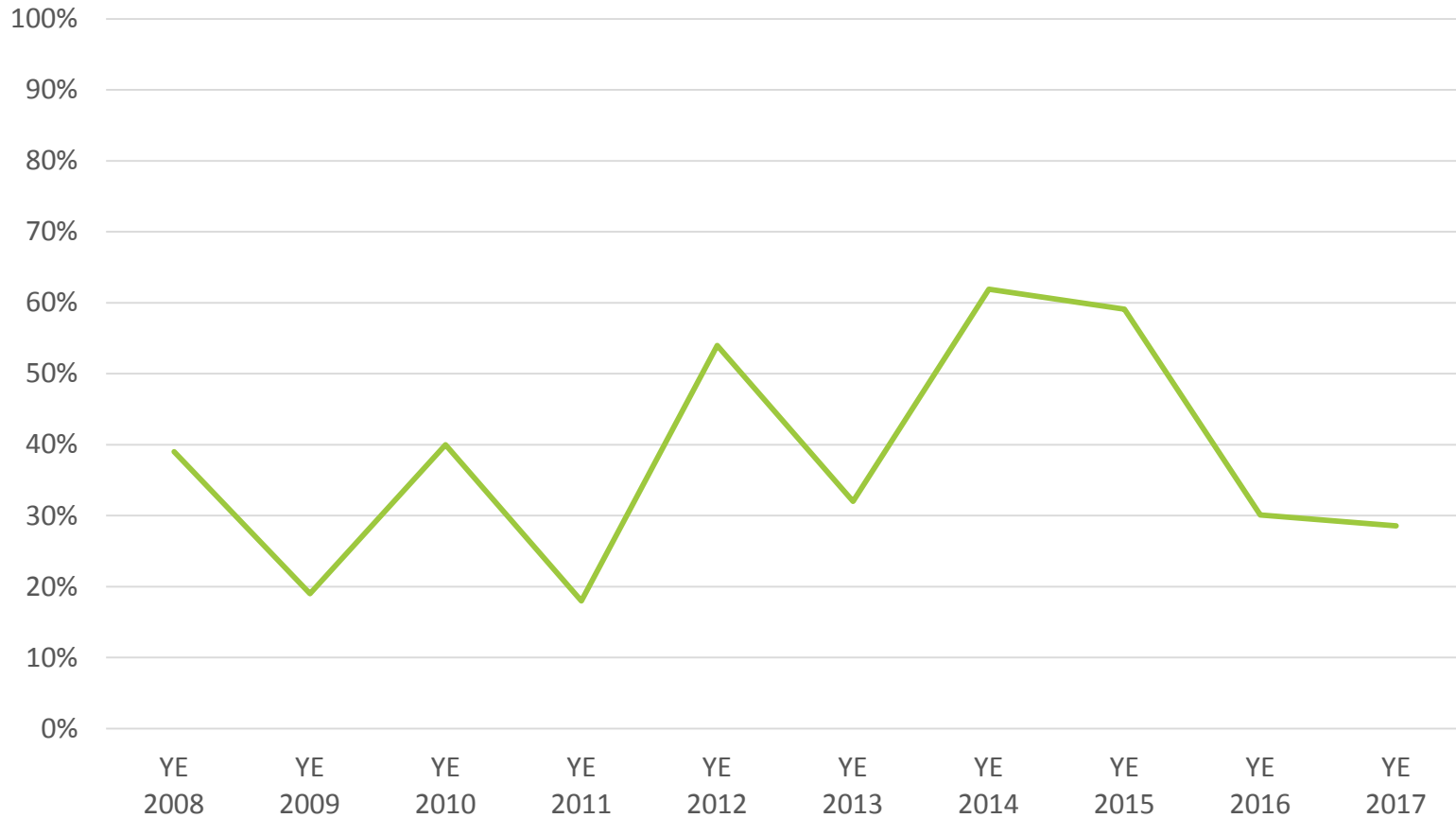




Garden & Arboreta Stats

Year-End 2017

Budgets Increased over last year

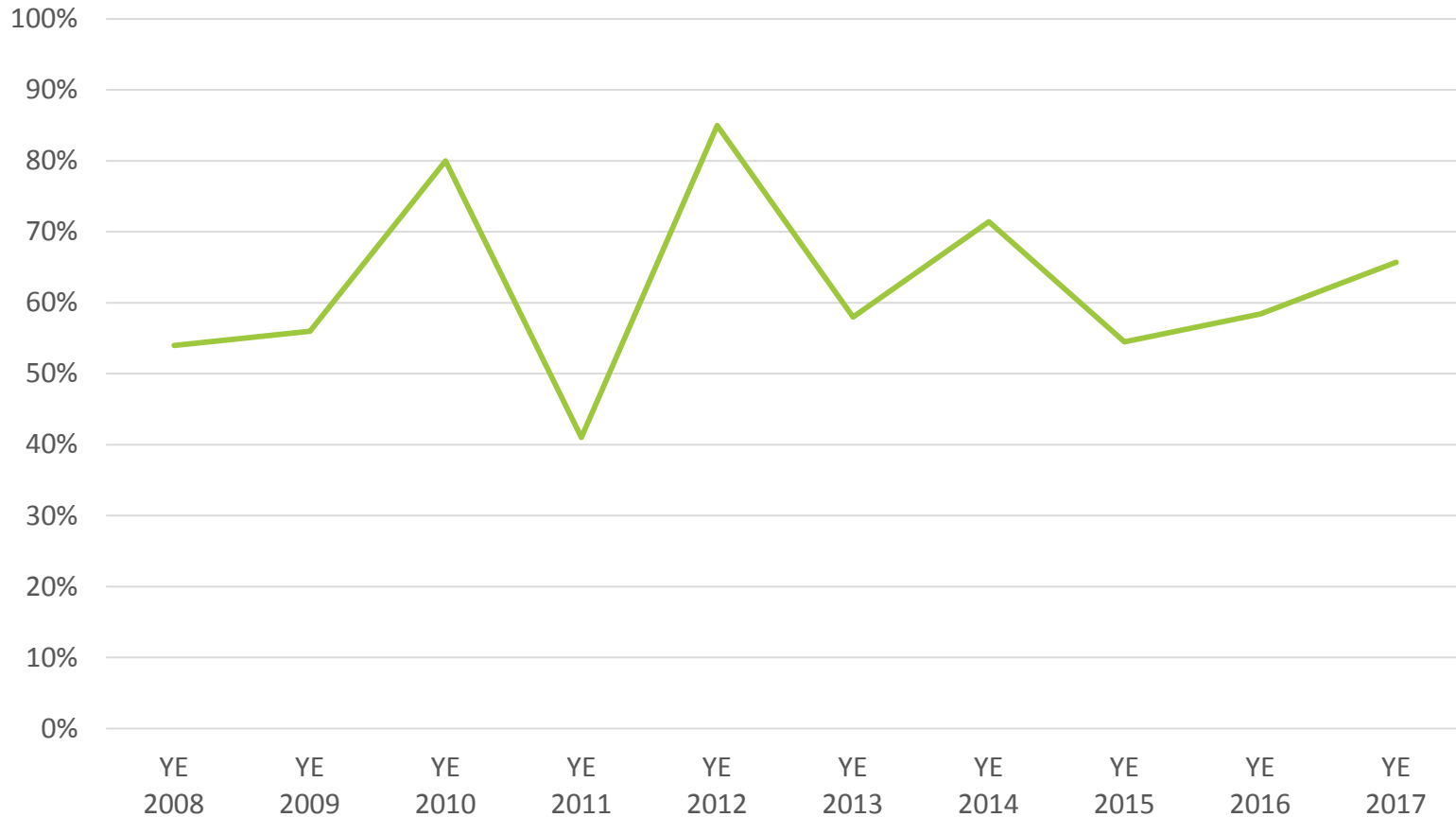




Garden & Arboreta Stats

Year-End 2017

More new members this year than last year





Garden & Arboreta Stats

Year-End 2017

- Membership Longevity:

- 21% Less than 1 year
- 11% 1 to 2 years
- 43% 2 to 4 years
- 11% 5 to 10 years
- 14% over 10 years

- Annual Salary:

- 11% Under \$30,000
- 14% \$30,000 to \$40,000
- 36% \$40,001 to \$50,000
- 7% \$50,001 to \$60,000
- 11% \$60,001 to \$70,000
- 11% \$70,001 to \$80,000
- 0% \$80,001 to \$90,000
- 7% \$90,001 to \$100,000
- 0% \$100,001 to \$125,000
- 0% Over \$125,000



Thank You!



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