



# Tate Members

## Developing Loyalty

# What we'll be covering today

1. Setting the scene
2. Recruiting the right people
3. Getting to loyalty
4. Segmentation
5. Putting it into practice
6. Making it work
7. What do our Members think?



SETTING THE SCENE

# Introducing Tate

To **promote** public knowledge, understanding  
and enjoyment of British, modern and  
contemporary **art**.

**TATE**



**Tate Britain**



**Tate Liverpool**



**Tate St.Ives**



**Tate Modern**



**Tate Modern 2**



1897

1987

1993

2000

2016

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# Tate today

- Over 7 million visitors
- 12.9 million website visits
- 1.2 million Twitter followers
- 700k Facebook likes
- 565k tickets sold for Matisse



# Tate membership today

114,000 memberships

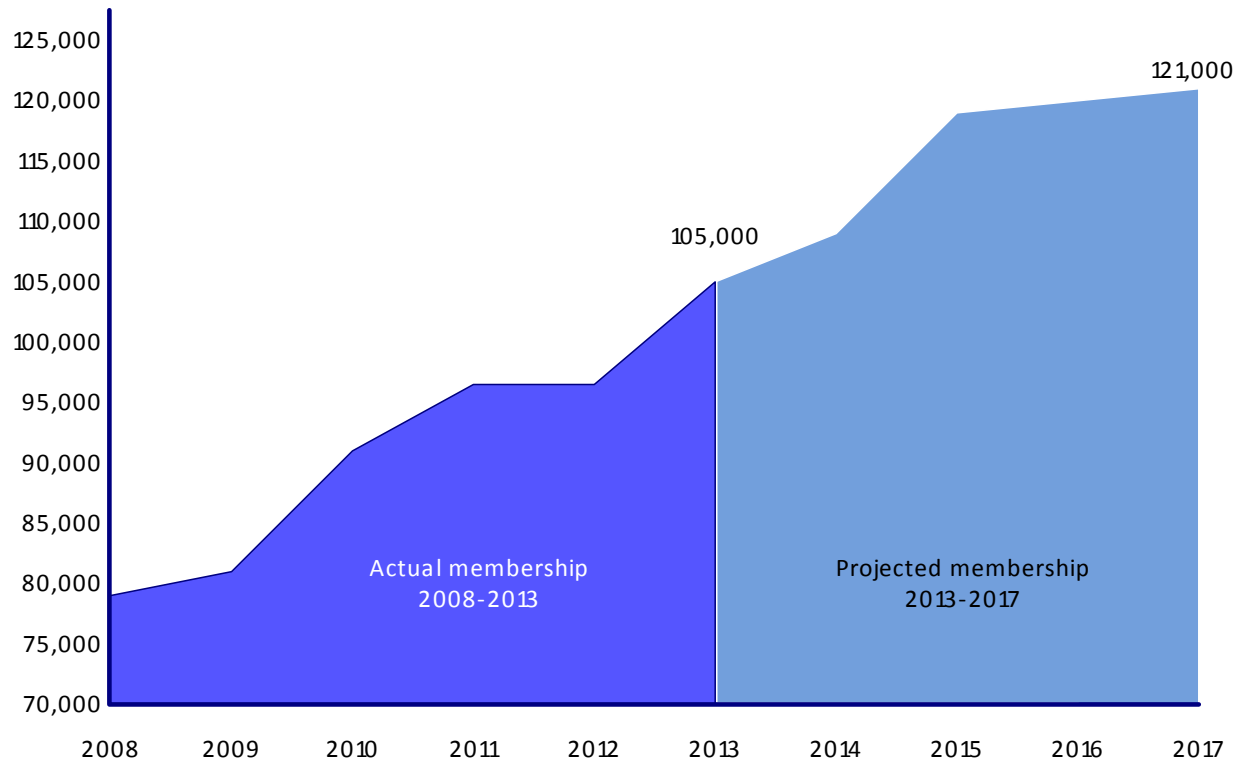
200k Members

197k visits to Matisse

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# A history of Tate membership

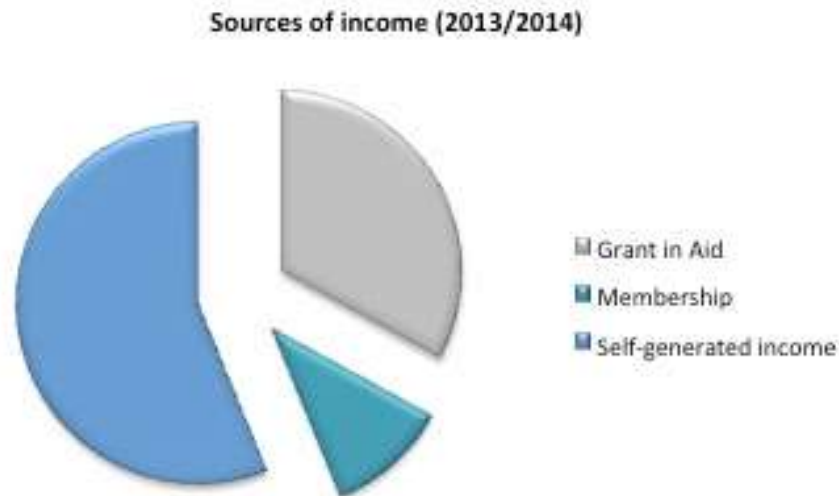
- Introduced in 1958 by Nicholas Serota



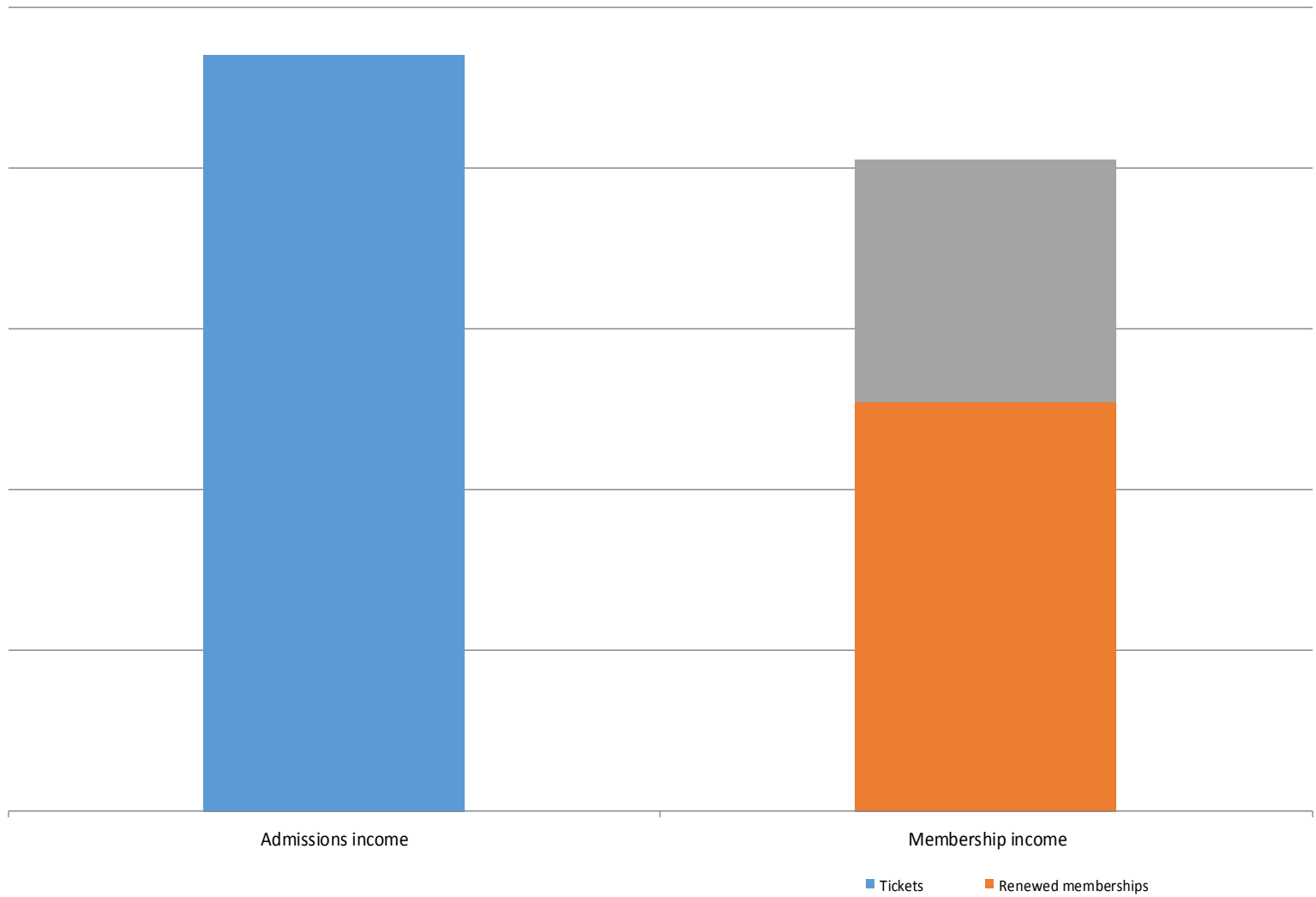


# How membership helps Tate

- Circa. £10million in funds
- £1million in Gift aid
- Tate's strongest advocates
- Highest life time value of all visitors



## Admissions & Membership income





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# Why Become a Tate Member?

- Unlimited, free exhibition entry
- No queuing
- Access to the Members rooms
- Special viewing opportunities
- Exclusive Member events
- Discount in shop
- Help support Tate

# Who are our Members?





# Who are our Members?

41%



58%



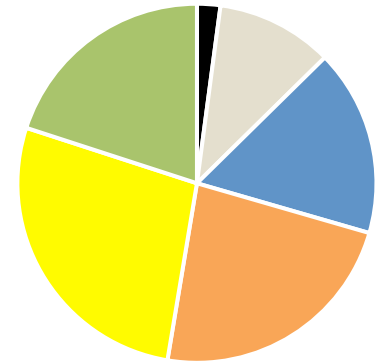
19%



22%



21%



■ 18-24 ■ 25-34 ■ 35-44

■ 45-54 ■ 55-64 ■ 65+



# A few stats

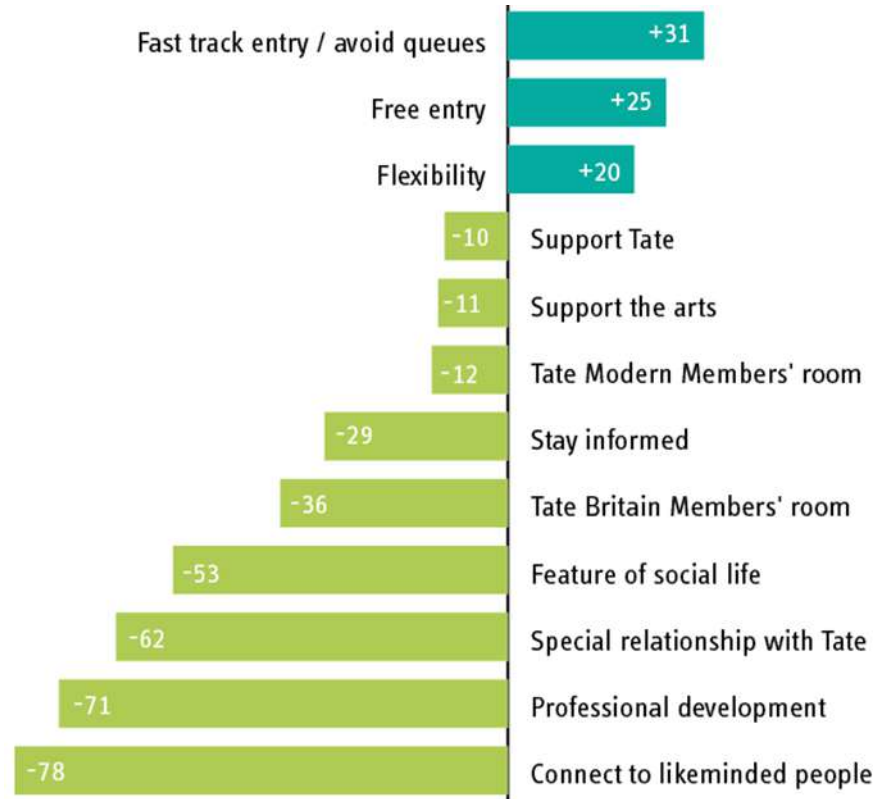
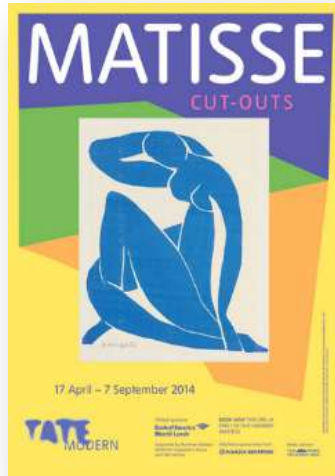
- Approx. 1,000 new membership sales p/m
- Renewal rate of 89.6%
- Direct Debit renewal rate 96%
- 85% of Members on Direct Debit

An aerial, high-angle photograph of a large crowd of people. The people are seen from above, appearing as dark silhouettes against a bright, yellowish-gold background. They are scattered across the frame, some standing, some sitting, and some in motion. The overall tone is warm and somewhat abstract due to the high contrast and perspective.

# RECRUITING THE RIGHT PEOPLE

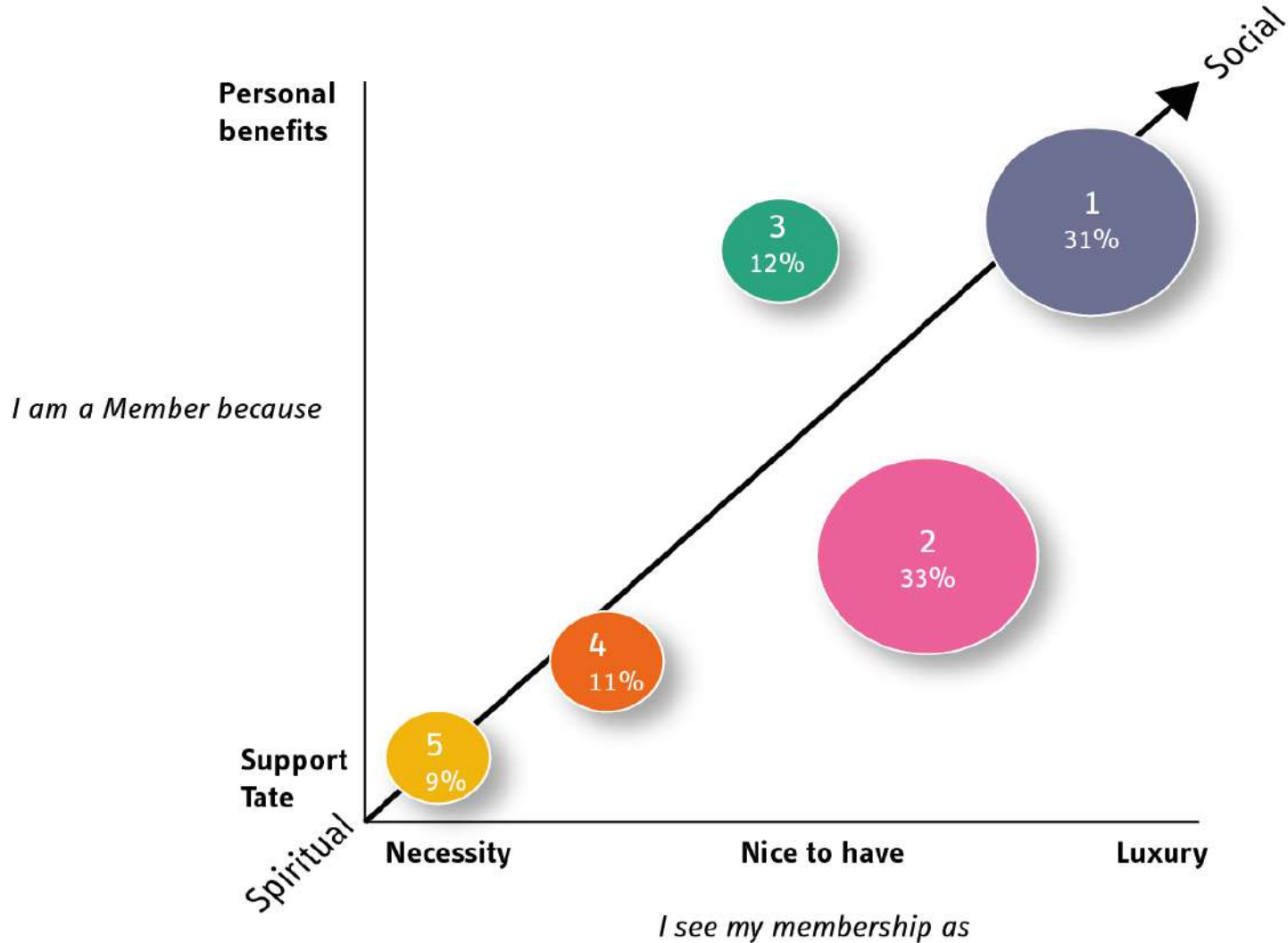
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# What makes people join?

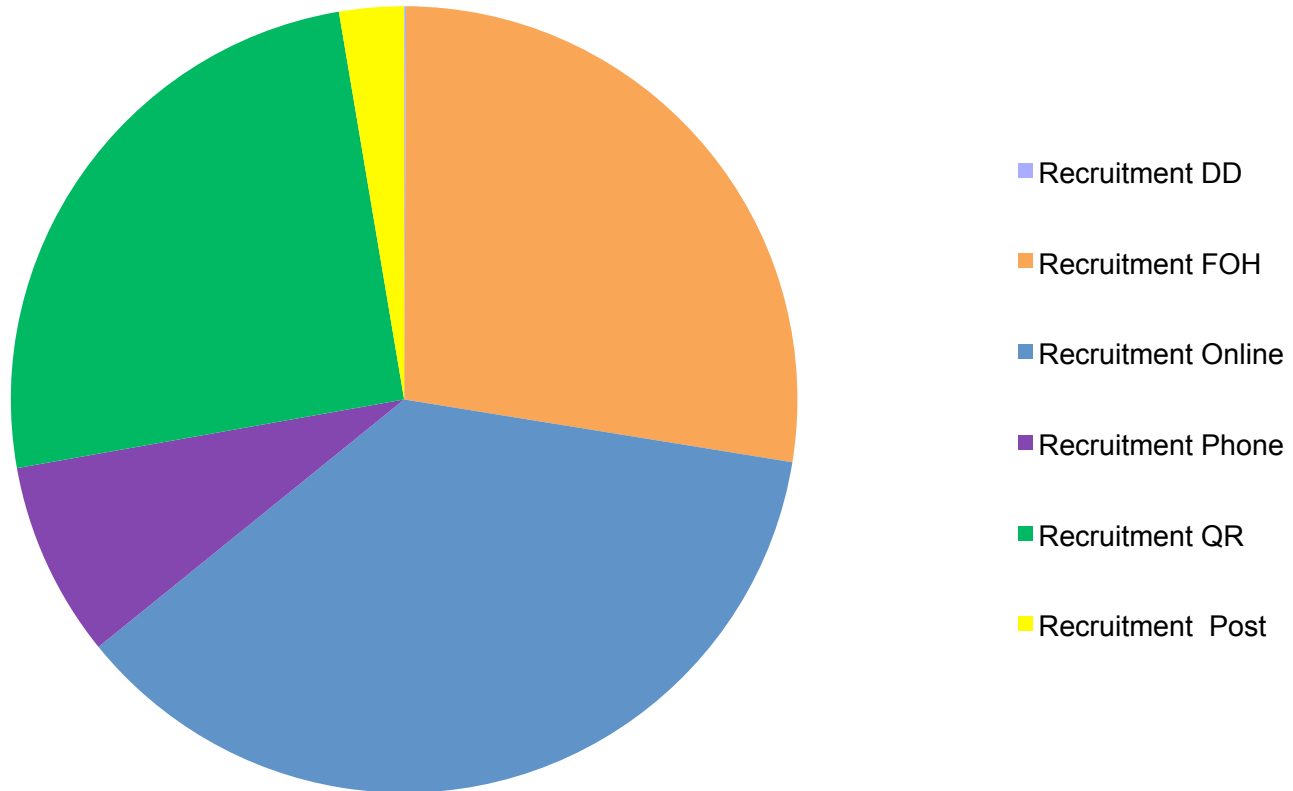




# What makes people join?



# Recruitment channels





Love  
Matisse?

Join as a Member and you can go again and again

Join today in the gallery  
Membership starts from £62

Plus get unlimited free entry  
to all Tate exhibitions including:

Malevich  
British Folk Art  
Mondrian and his Studios  
The EY Exhibition: Late Turner  
– Painting Set Free  
Turner Prize 2014  
Sigmar Polke: Alibis  
Transmitting Andy Warhol

TATE [Tate](#) > [Tickets](#)

## Tickets

Tate Modern

Henri Matisse: The Cut Outs exhibition

Become a Member for as little as £62

- A year's unlimited free entry to all exhibitions at all four Tate galleries
- Access to Members Rooms at Tate Modern and Tate Britain
- Fast-track entry and special viewing opportunities
- TATE ETC. and bi-monthly guides sent to you directly

[Become a Member](#)
[Continue booking](#)

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# Starting the relationship the right way



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GETTING TO LOYALTY

# The first 2 years as a Member

Stage 1

Joiners  
pack

Stage 2

Welcome

Stage 3

Engaging  
with  
content

Stage 4

Reminder  
of benefits

Stage 5

Renewing

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# Stage 1 – New joiners pack



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# Artist Commission



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# Stage 2 - Welcome process



Day 0  
Web  
confirmation



Day 2  
6 new  
things to  
try



Day 3  
Welcome  
call



Day 7  
How  
support  
helps

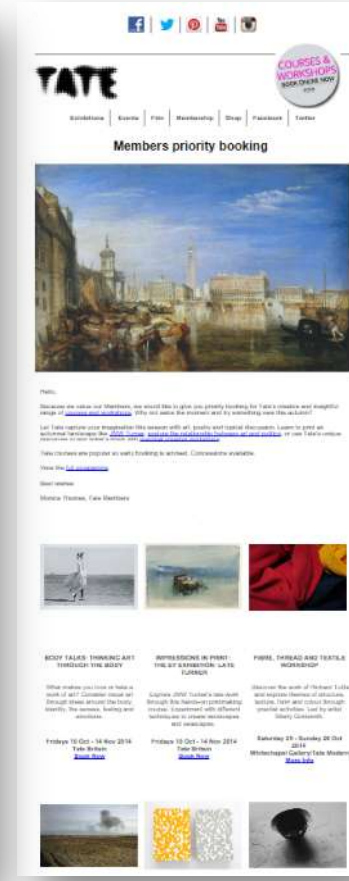


Day 14  
Intro to  
events



Day 21  
Intro to  
online shop

# Stage 3 - Using content to engage



Monthly newsletters

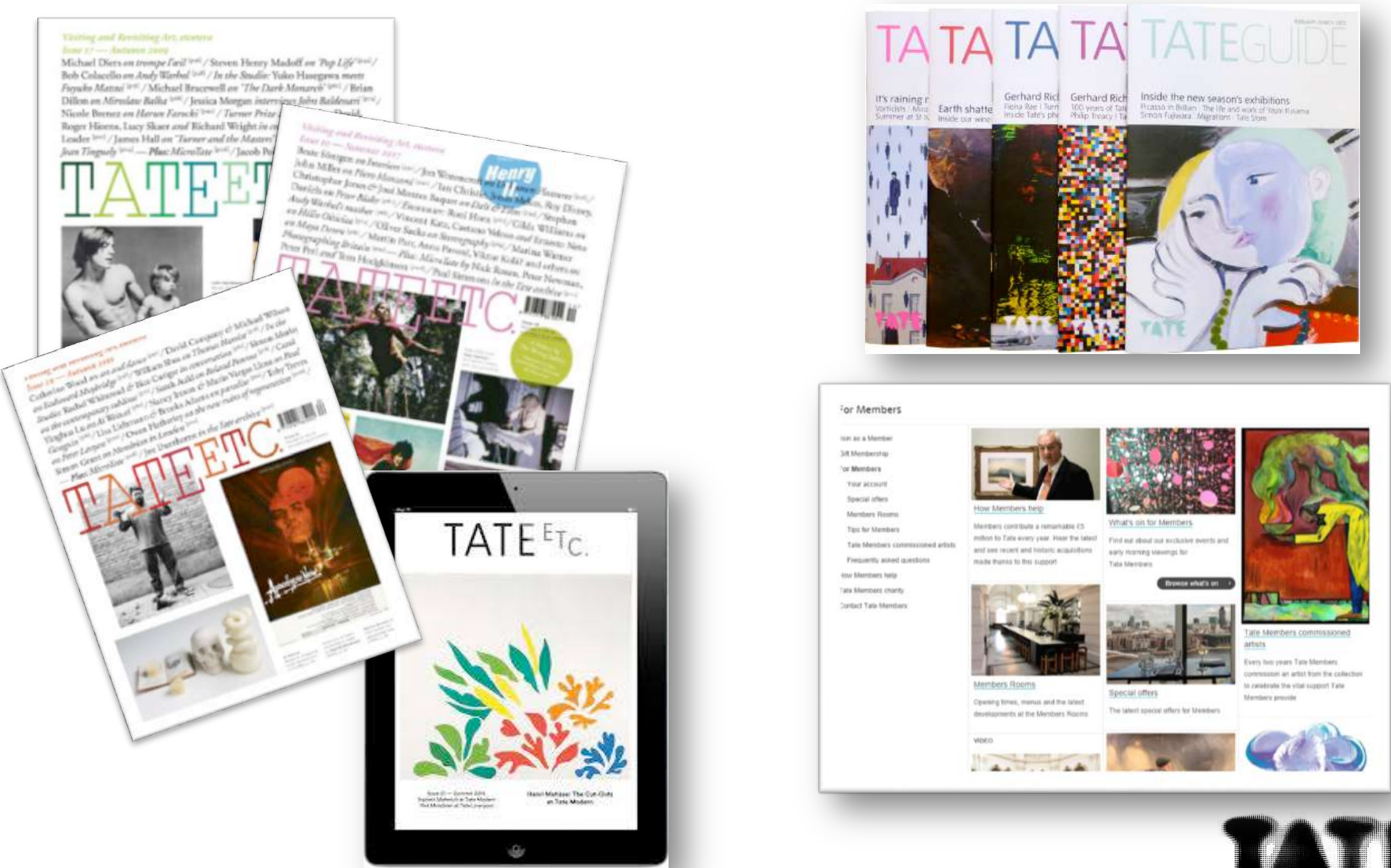
Solus news alerts

Trigger Reviews

Exhibition comms

Courses and events

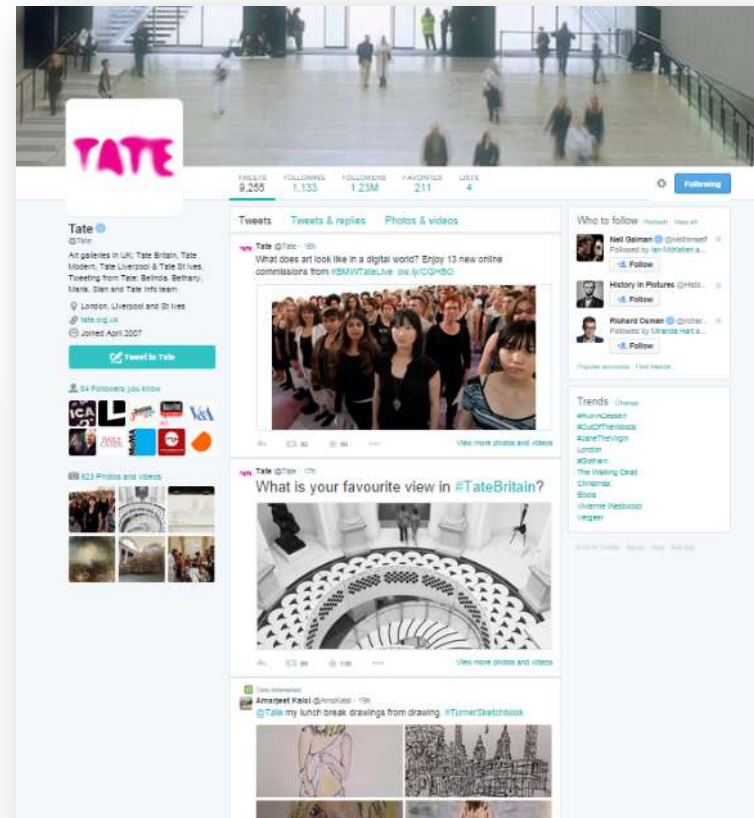
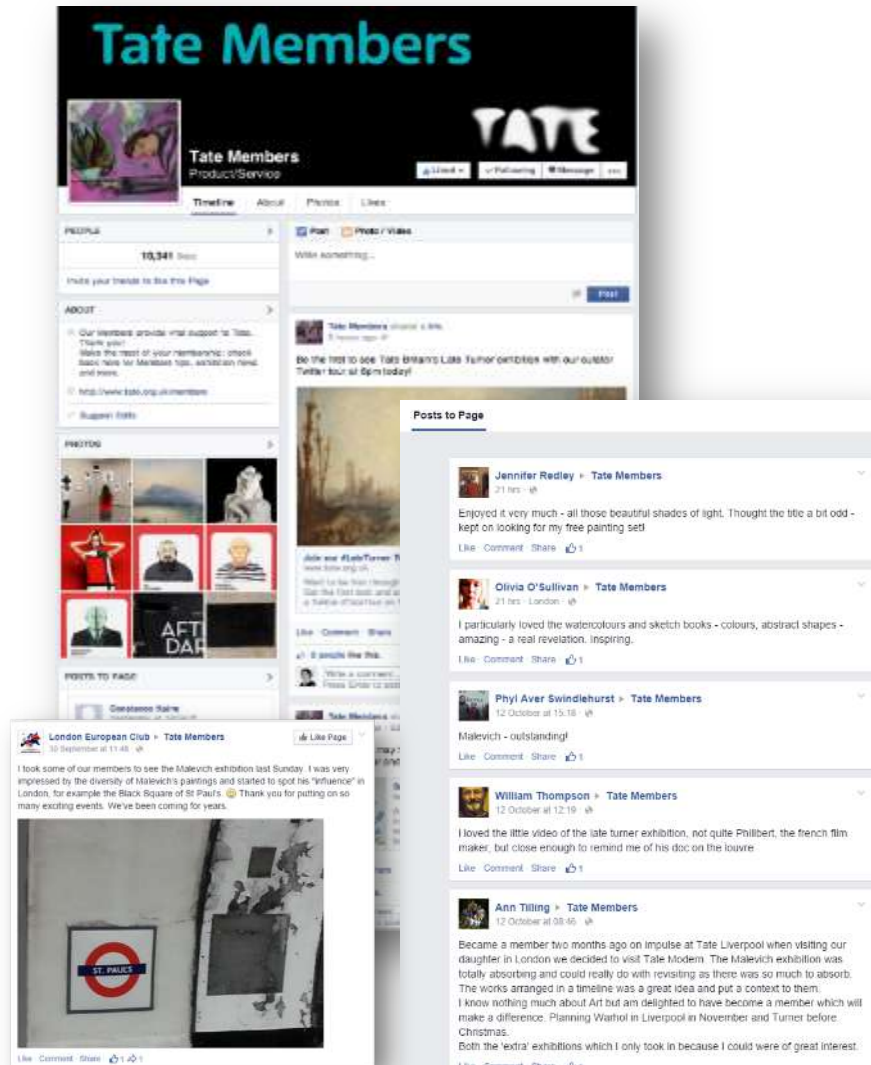
# Stage 3 – Using content to engage



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# Stage 3 – Encouraging dialogue



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# Stage 3 – exclusive events



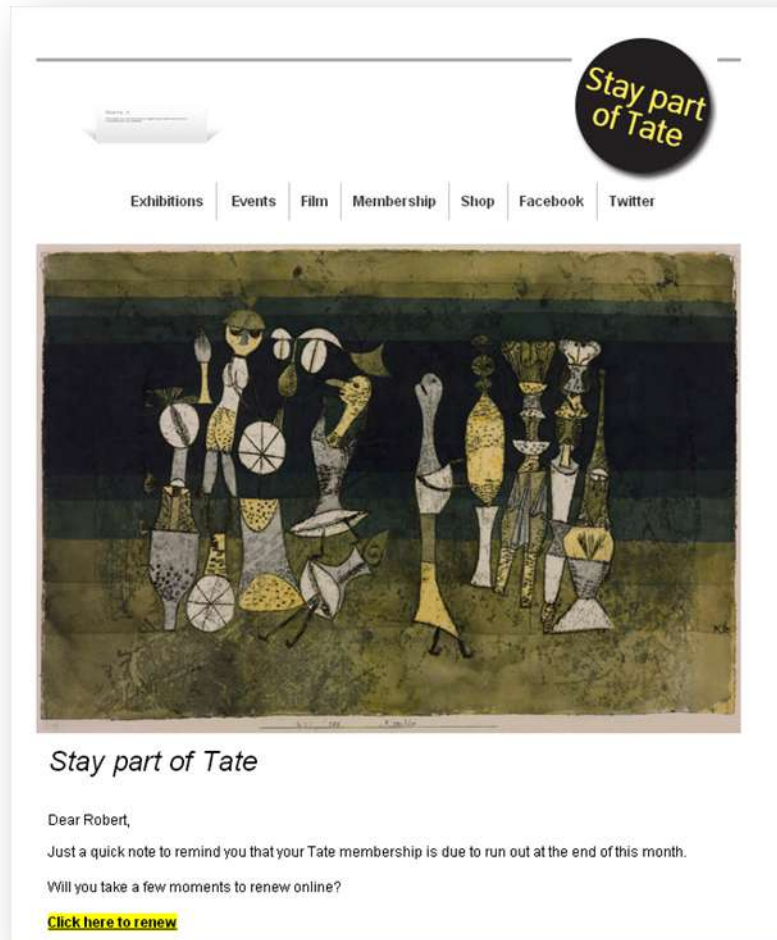
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# Stage 3 – making use of ambassadors



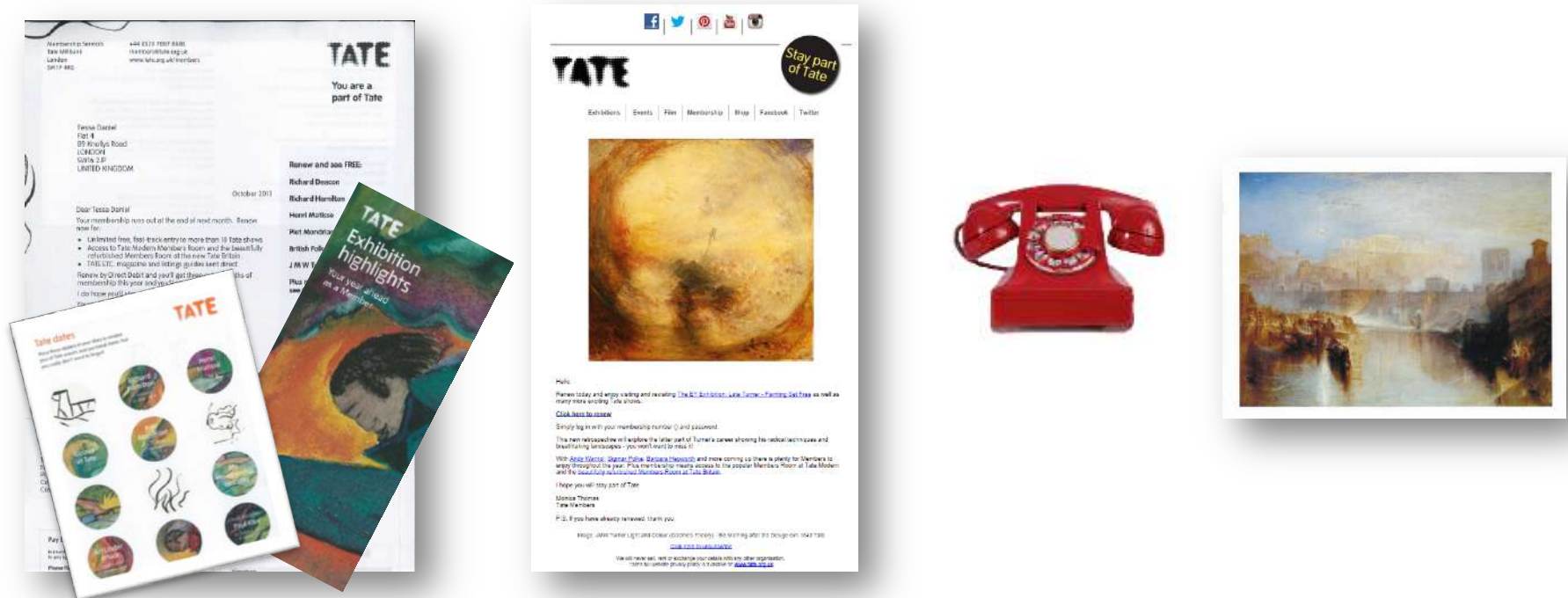
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# Stage 4 – Reminder of benefits



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# Stage 5 - Encouraging renewal



8 weeks  
before  
expiry



6 weeks  
before  
expiry



4 weeks  
before  
expiry



2 weeks  
before  
expiry



Week of  
expiry



2 weeks  
post  
renewal



# The importance of data

We collect...

- Exhibition visits
- Members room visits
- Shop spend
- Catering spend
- Email addresses
- Email behaviour





**SEGMENTATION**

# Objectives of the model

1. Deepen engagement
2. Better cross-selling and up-selling
3. Identify people with a propensity to donate, leave a legacy, upgrade to Patrons
4. Inform reactivation strategies

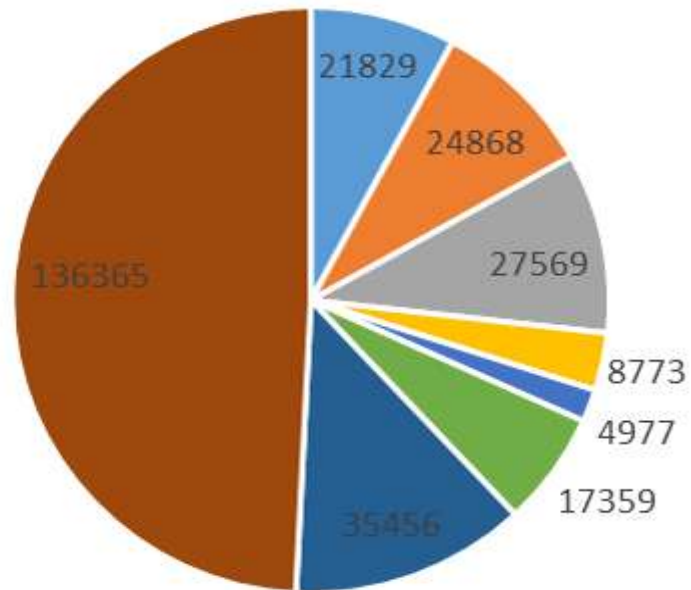
- # TATE



# Method – step 2

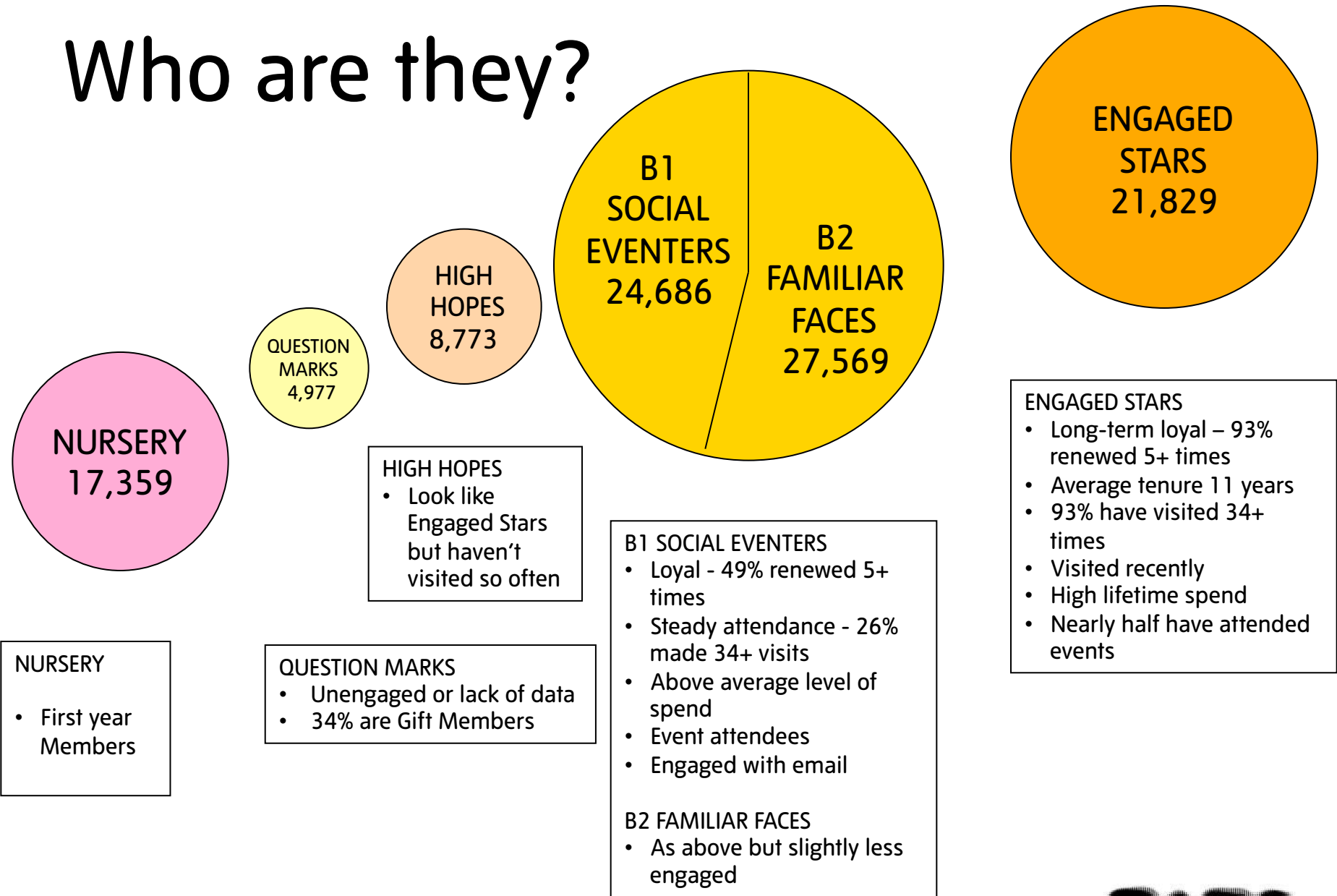
- Entire active and lapsed membership database scored:
  - Engagement 1-100
  - Philanthropy 1-100

# Outcome



- A Engaged Stars
- B1 Social Eventers
- B2 Familiar Faces
- C High Hopes
- D Question Marks
- E Nursery
- F Tuning Out (lapsed)
- G Done & Dusted (lapsed)

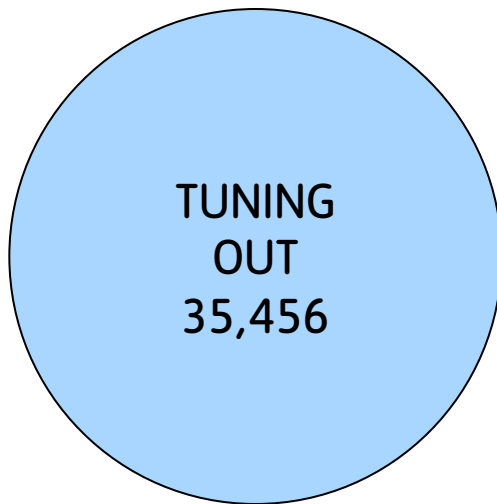
# Who are they?



Engagement

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# Lapsed Members



TUNING OUT

- Lapsed within 24 months



DONE & DUSTED

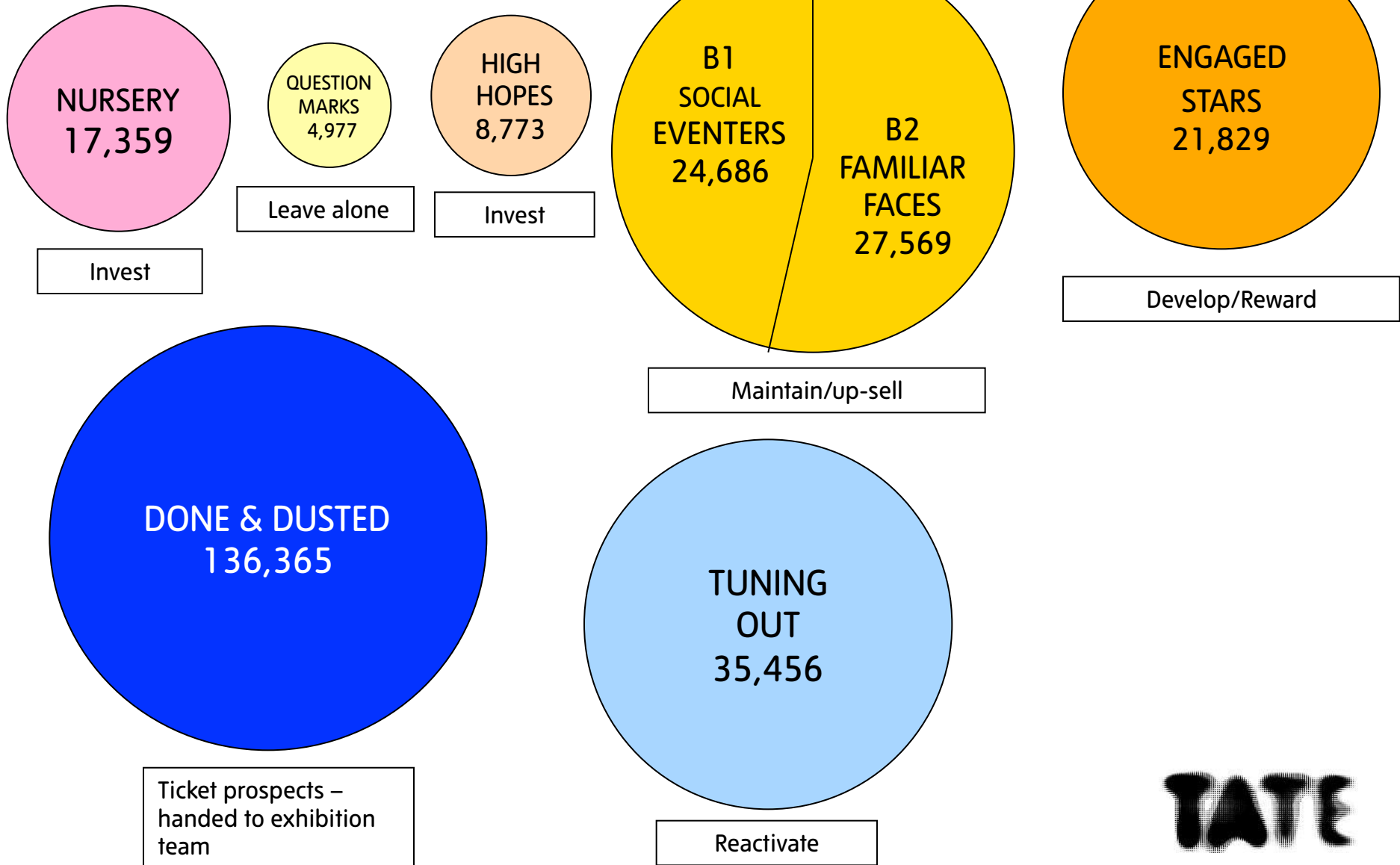
- Lapsed more than 24 months ago



# PUTTING THE MODEL INTO PRACTICE



# Strategy for each segment



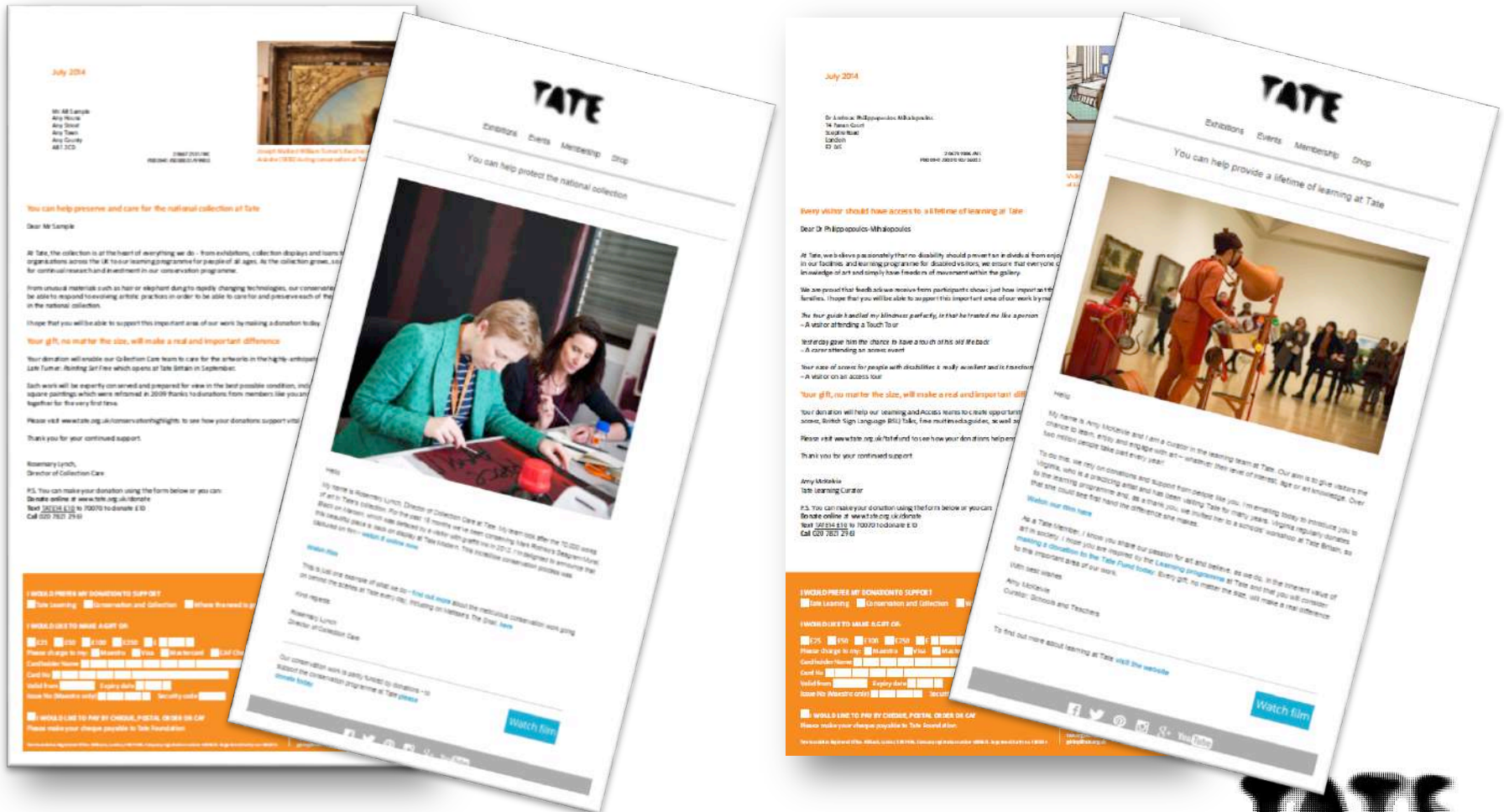
# Recognising potential: cross-selling



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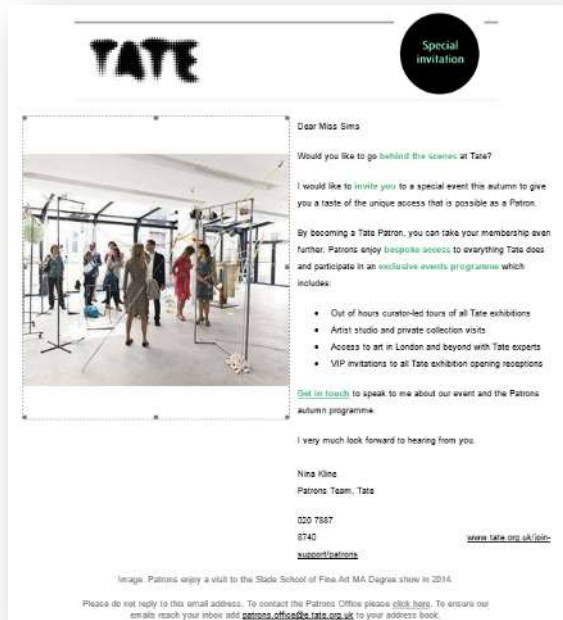


# Encouraging philanthropy

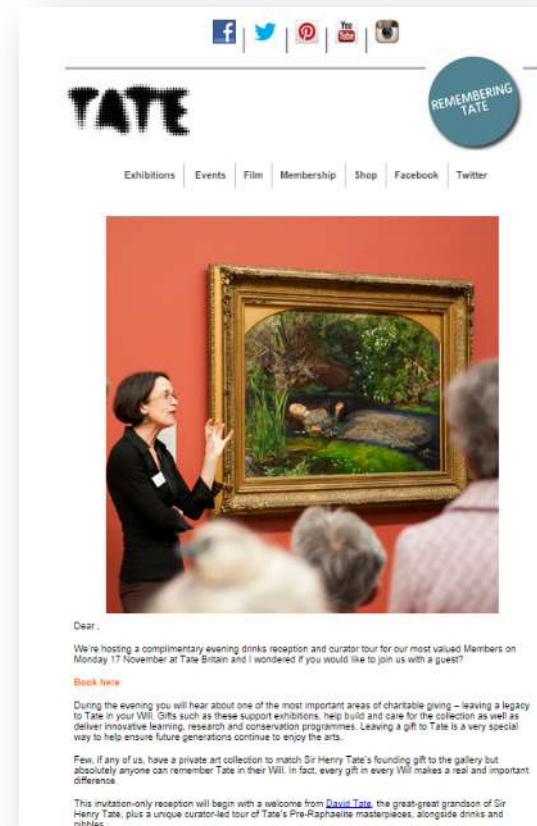




# Recognising potential: upselling



Patron – invite to taster event



Legacy – invite to  
afternoon tea and tour

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# Reactivating lapsers

Phase 1 – calendar of future exhibitions

Phase 2- email

Phase 3 - postcard

Phase 4  
email



Dear  
Jan Sneyd,  
I thought I would get in touch to remind you that the most beautiful exhibition in the world, The Gilt-Clubs, opens at Tate Modern on 17 April. Over 120 of Turner's most beautiful and innovative paintings will be brought together for the first time in this groundbreaking exhibition – I am sure you will agree this one is not to be missed.  
If you fancy a chance to see this stunning exhibition, not to mention our stellar on-and-offering line-up including the likes of Rembrandt, Turner, Manet and Pollock, free, as often as you wish, then why not re-join as a Tate Member today?  
Here's your chance to enjoy a year of brilliant art. I do hope you will join us again.  
Best wishes,  
Jan Sneyd  
Chair, Tate Members  
To re-join today visit [tate.org.uk/members](http://tate.org.uk/members) or call +44 (0)20 7887 8888

Delivered by  
**2** ROYAL MAIL  
POSTAGE PAID  
KIPPER

**TATE**

Registered Charity 262802



£35,000

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# MAKING IT WORK



# How it works internally

Membership

Membership  
and Ticketing

Exhibition  
Marketing

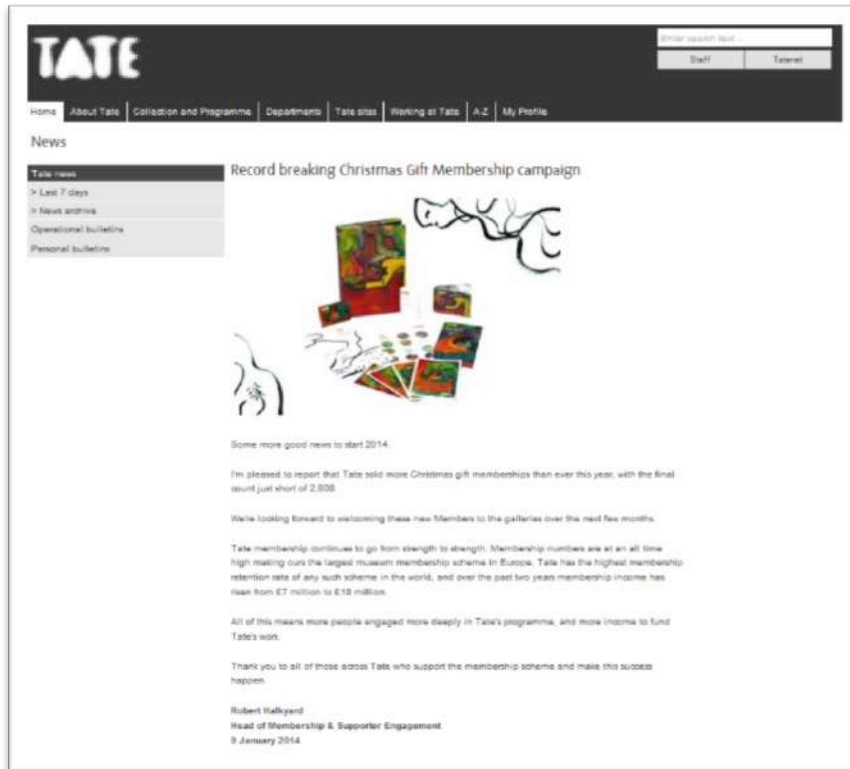
Visitor  
Experience



# How it works internally

- Combined targets
- Joined up reporting
- SLA's between internal departments
- In-house vs out-sourcing
- Internal advocacy

# Internal advocacy



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**WHAT DO OUR  
MEMBERS  
THINK?**

# We get continual feedback...

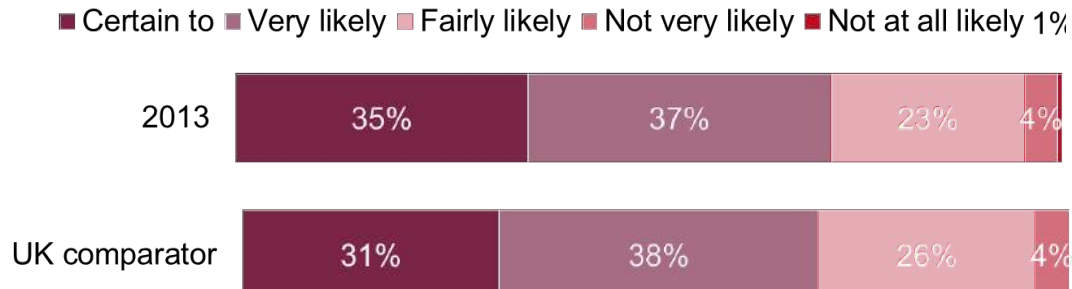


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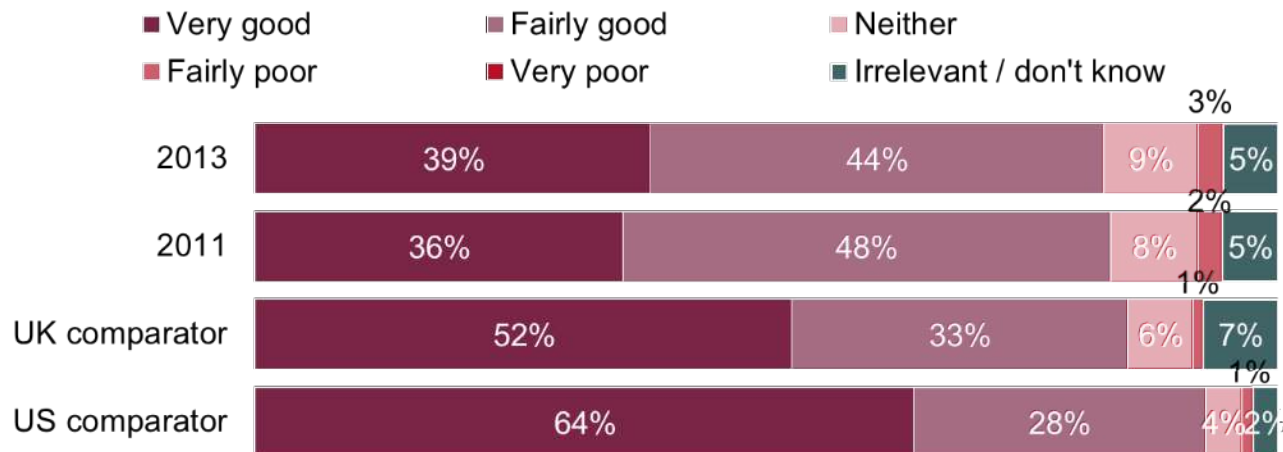


# ...and more structured results

## Propensity to recommend:



## Value for money:



# Next Steps

## 1. Rolling out new communications plans:

Ongoing lapseders programme

Rewarding loyalty

## 2. Reporting, testing and learning

## 3. Tate wide segmentation

## 4. Move to CRM focus throughout Tate



**ANY QUESTIONS?**

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