Membership Price Change

Planning, Aligning, and Implementing

Naples Botanical Garden™

BRIAN RUSSO

Director of Membership and Annual Giving

- Joined the Garden in 2018
- Manage Membership program and a team of 6 staff

NAPLES BOTANICAL GARDEN

LOCATION

Naples, FL

Southwest Florida

MISSION

Conserve the plants and habitats of the tropics, cultivate beauty, offer knowledge, and inspire the protection of nature.

ABOUT US

Opened in 2009

170 acres in total

15,000 Member households

260,000 Annual visitors

BACK IN 2021...

STUDY

Cygnus Applied Research
Member/Donor Study
Results given in May 2021

RESULTS

Membership Pricing Change for first time since 2014

WHY

Needed to coincide with General Admission Pricing change

Keep value proposition equitable

THE PLANNING & PROCESS

WHO NEEDS TO BE INCLUDED

Designate a Lead Coordinator

Think about impacted departments

- Visitor Services
- Marketing/Communications
- Education (Tour Guides)

COMMUNICATION PLAN

Who, what, when, where, and how

- Write it down starting from launch date backwards
- Throw every idea in at first

IMPLEMENTING THE PLAN

Designate a Lead Coordinator

Who is assigned to execute what tasks?

Be flexible and ready for unexpected items

PRICING PRE-CHANGE VS CURRENT

Membership Level	Pre-Change Pricing	Current Pricing
Individual	$80	$90
Family	$110	$145
Family & Friends	$200	$265
Contributing	$300	$400
Sustaining	$500	$650
Garden Fellows	$1,000	$1,000

HOW DID THINGS SHAKE OUT

SEPTEMBER 2021

Garden Circle Levels

Contributing
288

Sustaining
174

Garden Fellows
68

SEPTEMBER 2022

Garden Circle Levels

Contributing
253

Sustaining
127

Garden Fellows
90

SEPTEMBER 2023

Garden Circle Levels

Contributing
238

Sustaining
117

Garden Fellows
94

LESSONS LEARNED

- Plan early and get all necessary staff involved from the start – Build Buy -in
- Write your plan down on paper (in pencil)
- Think about current and future acquisitions for discount pricing impacted by the change

THE NEAR DISASTER

Mailed announcement to all Members went into print without the merge fields populated

Missed by myself and graphic designer in proof review

Be extra vigilant in reviewing print and digital pieces associated with this type of announcement

LONGWOOD GARDENS

Melissa Dietrich
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Longwood Gardens

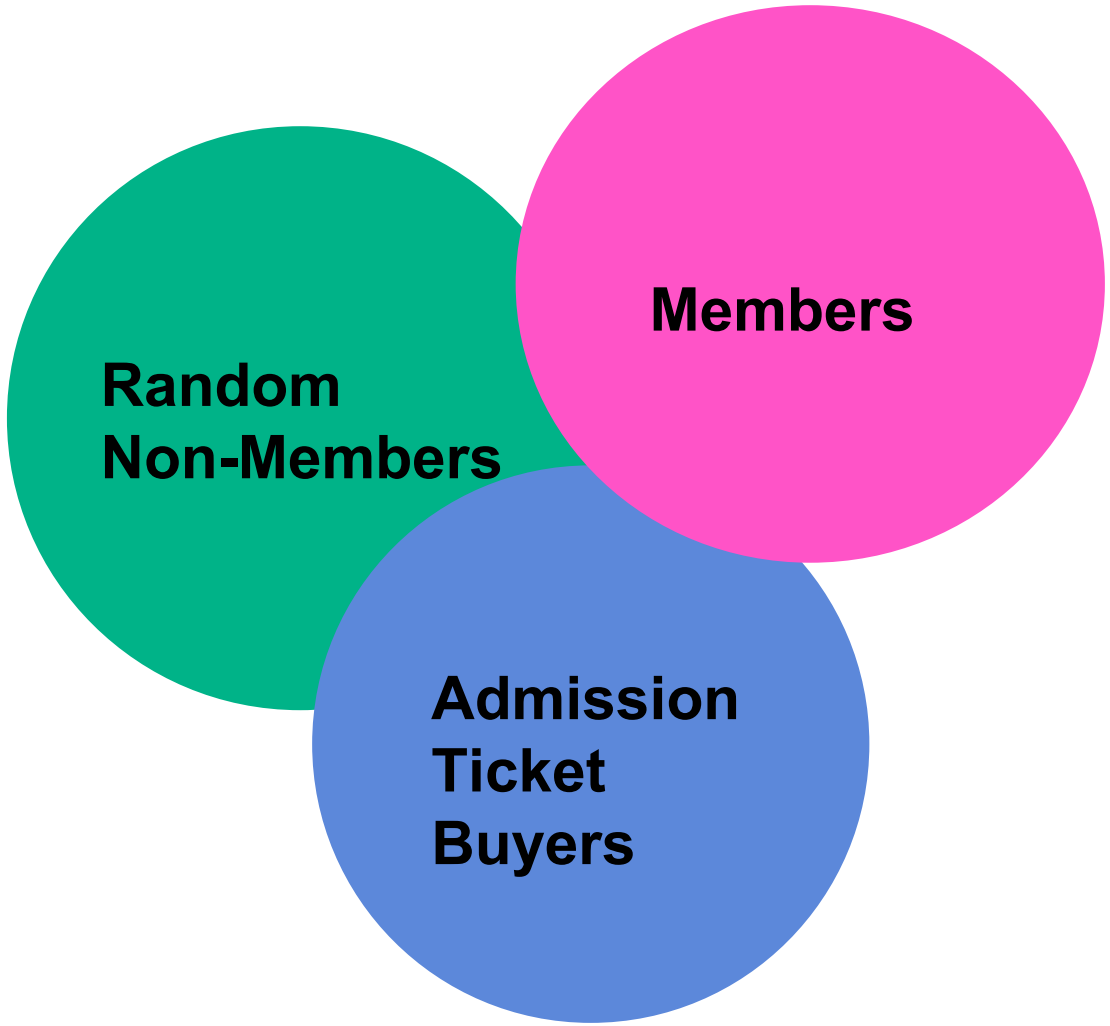
By the Numbers

$14m	Membership revenue goal
1.5m	Total annual visitation
750,000	Member visitation goal
77,400	Member households, *current*
80+	Guest Admission front-line staff
11	Average Member visits per year
5	Seasons to explore
3	Membership Team members
1	Amazing place


Opening Fall, 2024

Define Impact (What/Who)

- Price Points
- Benefits
  - Member Reservations
  - Christmas Event Ticket Fee
  - Complimentary Guest Tickets



Genesis Brand Insights, LLC

Methodology

- Discrete Choice Modeling (DCM),
  also known as Choice-based Conjoint Survey
  - *Provides very accurate estimates of market share*
  - *Flexibility in measuring various Membership benefit configuration options*
  - *Statistical Reliability: 95% sampling confidence of total Members +/- 5%*

Defining Test Variables

			5 Levels				
Variable 4	Price:		1	2	3	4	5
	5 Levels		Lower	Base / Today	Up1	Up2 / Target	Up3
	Nested within Membership Type		Lowest		Mid	Higher	Highest
1	Gardens1		$75.00	$90.00	$105.00	$120.00	$135.00
2	Gardens2		$120.00	$145.00	$170.00	$195.00	$220.00
3	Gardens5		$165.00	$200.00	$235.00	$270.00	$300.00
4	Gardens Preferred		$265.00	$315.00	$365.00	$415.00	$465.00
5	Gardens Premium		$480.00	$575.00	$670.00	$765.00	$860.00

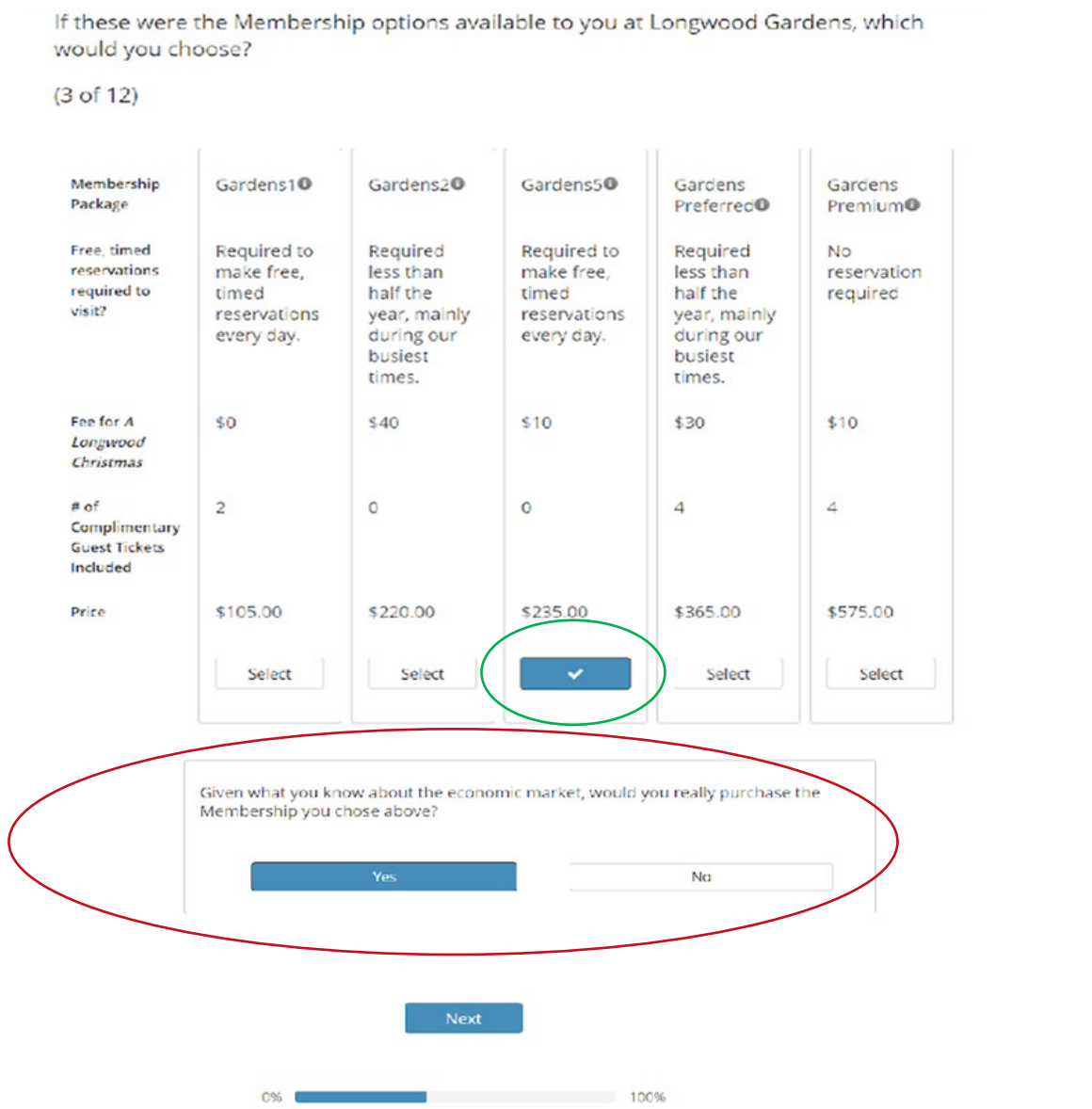
Additional Variables

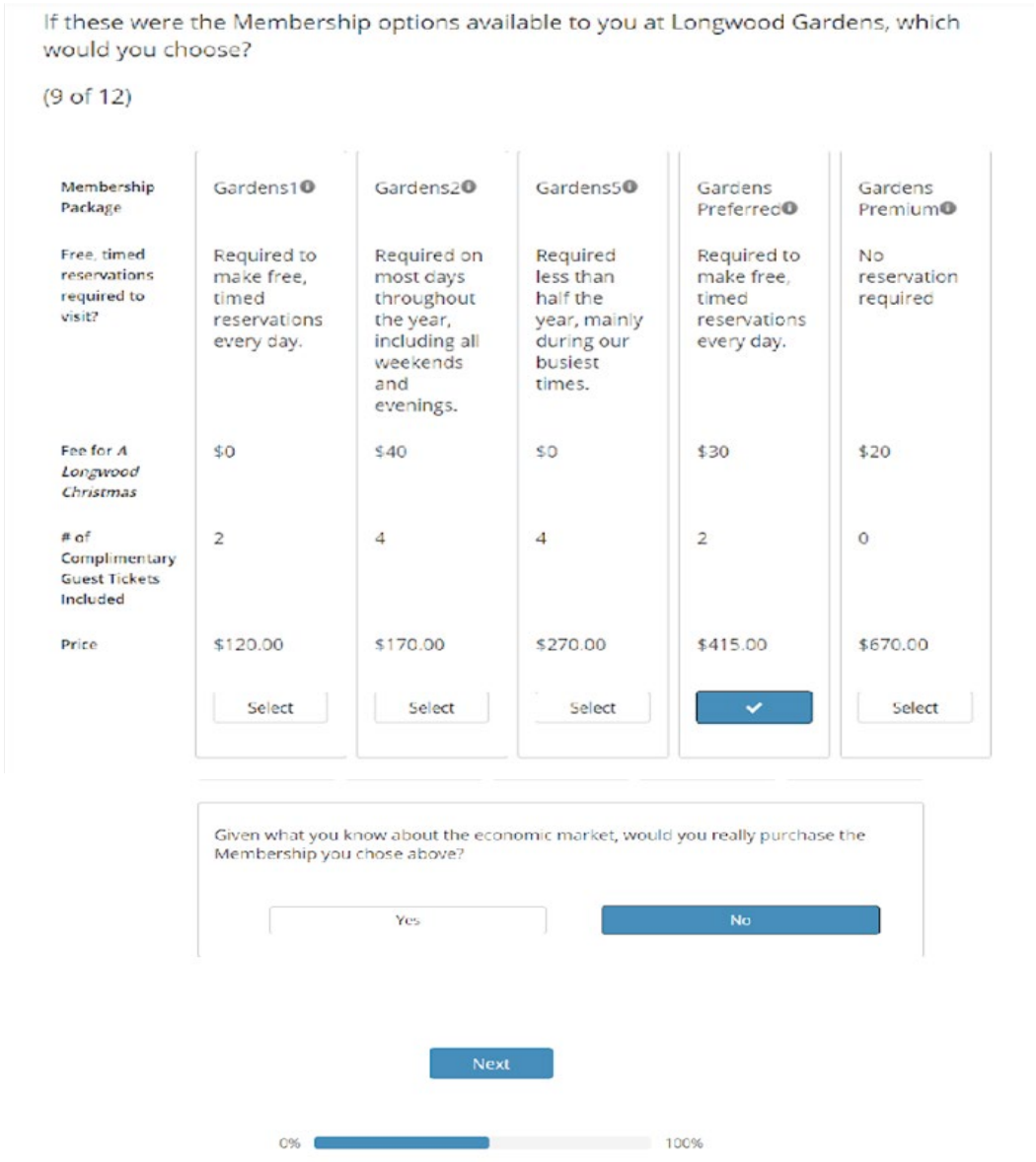
Variable 2	Free Reservations
	3 Levels
	Level Descriptions
1	Gardens1-Gardens Preferred Members are required to make free, timed reservations to visit less than half the year, mainly during our busiest times. The other times, Members can visit simply by showing their Member card. Gardens Premium do not require reservations.
2	Gardens1-Gardens Preferred Members are required to make free, timed reservations to visit on most days throughout the year, including all weekends and evenings. The other times, earlier in the day on weekdays, Members can visit simply by showing their Member card. Gardens Premium do not require reservations.
3	Gardens1-Gardens Preferred Members are required Gardens1-Gardens Preferred Members are required to make free, timed reservations every day. Gardens Premium do not require reservations.

Variable 3	A Longwood Christmas Fee
	5 Levels
	For *A Longwood Christmas*
1	$0
2	$10.00
3	$20.00
4	$30.00
5	$40.00

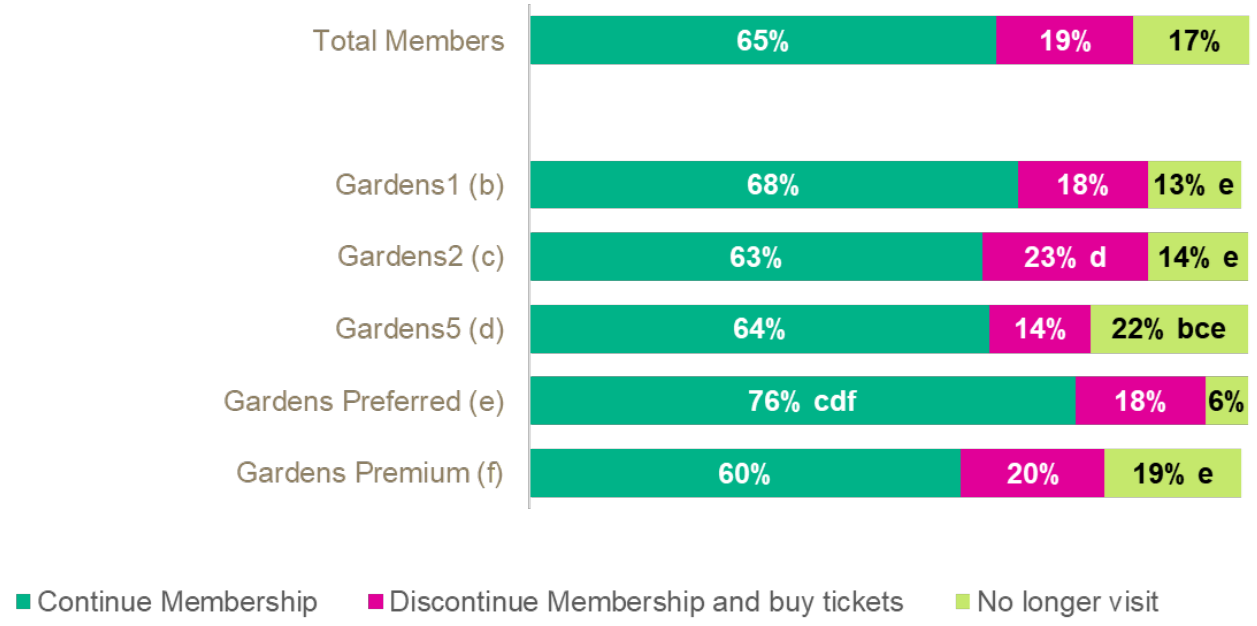
Variable 5	Complimentary Guest Tickets
	3 Levels
1	None
2	2 Complimentary Tickets Included
3	4 Complimentary Tickets Included

Examples of our DCM Tasks





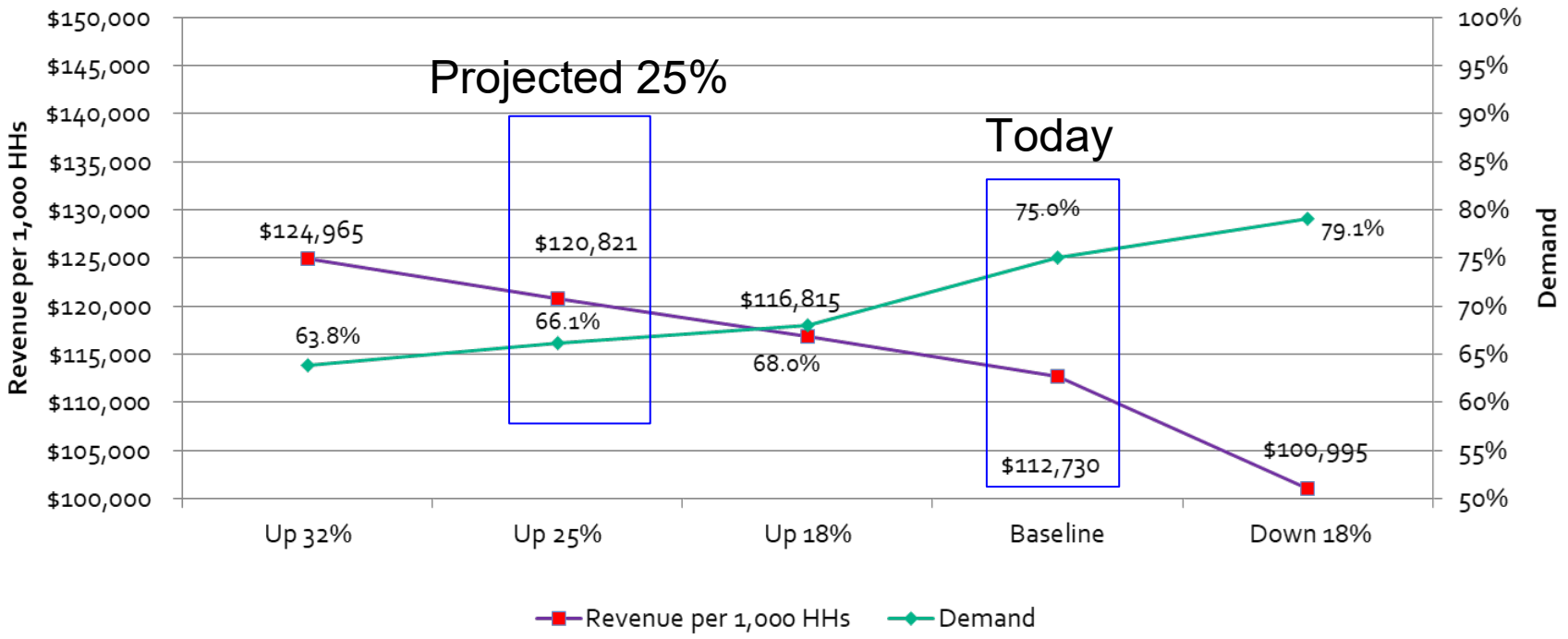
Membership Market: Future Membership Interest with Proposed 2024 Pricing



Lowercase letters indicate statistically significant differences at the 95% confidence level

Member Prospects: Base Case Membership Pricing

If Membership prices increase 25%, the rate of new Memberships will slow slightly but the revenue from new Member Prospects will increase 7%.



Lessons Learned

Define Info Needed
– What (Benefits/Price)
– Who (Members, Admission Ticket Buyers, Non-Members)

Discrete Choice Modeling DCM),
known as Choice-based Conjoint Survey
–Comparing multiple benefits options and multiple price points on multiple audience types
–Include Admission prices for comparison

Invite
–Use the word “Study” vs “Survey”
–Messaging: Share the Why
–Send from your organization’s email

Randomize Member Invites
to ensure all Membership levels are equally represented

Steps to Create a Random List

Add a new column with your excel sheet, column name: Random_Number

In the first cell underneath your title row, type "=RAND()"

Press "Enter," and a random number will appear in the cell

Copy & Paste the first cell into the other cells in this column

Once each row contacts a random number, sort the records by Random_Number column

SurveyMonkey by momentive

Statistically Valid Sample Size

Population	±3%	±5%	±10%
500	345	220	80
1,000	525	285	90
3,000	810	350	100
5,000	910	370	100
10,000	1,000	385	100
100,000	1,100	400	100
1,000,000	1,100	400	100
10,000,000	1,100	400	100

Member Communications Plan

Pre-Rollout February, 2024

- Systems Team is ready
- Staff Trainings start
- FAQs and Talking Points
- Review Terms & Conditions Policy
- Drafts of Member communications

Rollout March-May, 2024

- All Members who expire July, 2024 to Sept, 2024 notified of price increase starting May 9
  - Series of emails and letters sent March and April
- Special comms to Gardens Premium Members (change of benefits)
- May 9 launch new prices
  - Updated all web and printed comms
  - Track Member sentiments and renewal behavior for the next 3 months closely
  - Launch Summer Acquisition

Thank you!

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