

Membership Matters: Establishing a Vital Membership Program in Your Museum

By Marianne Bez and Amy Cunningham

The purpose of a membership program in community-based organizations is to make a direct connection between your audience and the programs and services you offer. Members can be the biggest supporters, the biggest contributors—in both time and money—and the best ambassadors for museums. Yet at the same time, membership programs can also be time-consuming, costly, and challenging to maintain.

A growing, enthusiastic membership is a sign of a healthy nonprofit organization. But why is membership important for nonprofit organizations? It is important for five reasons:

1. Members provide a primary audience.
2. Contented members create community goodwill.
3. Members become volunteers, board members, and donors.
4. Members are initial prospects to look to for additional giving.
5. Members are an important source of additional earned income through gift shop sales, site rentals, and the purchase of other goods and services.

It is important for staff and board members to understand that although membership is the foundation of the development pyramid, there are significant differences between membership and fundraising. The granting of specific benefits and privileges distinguishes membership from all other forms of philanthropic support. **Membership** is a relationship between an organization and an individual or

business, in which **tangible benefits are provided in exchange for annual dues. Fundraising**, or philanthropy, involves making a **contribution in return for gratitude** and other intangible benefits. The relationship between an organization and its members varies greatly from that of an organization and its donors and, therefore, the expectations of a member are different from those of a donor. The motivations for individuals to become members are seldom the same as those who contribute. It is possible to be a member and not a donor and vice versa, but it is desirable that most of your members will also be donors.

Museum Membership Challenges Today

Membership is crucial to countless nonprofit organizations and it touches many aspects of work within these institutions. But few employees recognize their role in a successful membership program, and trustees seldom take note of the membership department until there's a problem. These tendencies are especially true for museums, whose staffs face so many other challenges, ranging from deteriorating collections, escalating costs, declining public funding, and meeting the needs of new audiences. It is not surprising that membership can be a low priority for museum administrators today.

The world is changing for museum membership programs. Some historical organizations are experiencing declining enrollments as a result of aging audiences retiring, moving away, or dying. Many museums face the challenge of large numbers of newcomers who are less likely to form allegiances to community institutions or have diverse interests and different needs from those audiences previously served. Museums are further challenged by changes in communications, and many in the field are still trying to maximize the use of new technology to advance their programs and improve communications with members. All of these challenges reinforce the importance of membership. In today's world, membership will succeed only with a systematic approach that has the full commitment and involvement of the board and staff.

Why Do People Join Organizations?

There are many reasons why someone joins a museum or historical society, including financial (free admission), intellectual, and altruistic. Membership programs offer tangible benefits for joining, and the goods and services provided by museums in exchange for membership dues vary widely. The most common are free or discounted admission, publications, members-only events, lectures, parties, museum store discounts, and premiums (such as t-shirts or tote bags). Less frequently cited benefits include travel opportunities, reciprocal agreements with other organizations, free parking, and special volunteer opportunities. More recently, institutions have begun providing screensavers, online audio features, and members-only sections to their websites. Members who join specifically for these benefits are known as

“value members.” In the larger development picture, authors Patricia Rich and Dana Hines note that that tangible benefits serve as a “helpful nudge” to introduce these members to what the organization is doing, with the goal that they get involved on a more substantial level.¹

In addition to value members, people join museums for personal reasons—a sense of belonging; a way to stave off loneliness; the desire to be around similar people, prestige or status; solving a particular problem; or

addressing a specific personal interest. Others enroll for civic reasons—giving back, pride in the community, and the desire to make a difference.²

Understanding why people have joined your organization and an examination of your potential audience and their needs will help you to craft a more effective membership program. Rich and Hines cite Maslow's “Hierarchy of Needs,” a framework that notes five areas of need fulfilled in hierarchical order. The first two levels are basic—food, water, safety, and shelter. The next is the sense of belonging, to which Maslow includes the need for acceptance and relationships, and being part of a group. The higher orders of need deal with esteem and realizing one's full potential (self-actualization). Hines and Rich argue



The National Baseball Hall of Fame and Museum in Cooperstown, NY, provides visitors with many opportunities to purchase memberships while at the museum. Multiple points of purchase and easy processing have resulted in significant success rates, helping the museum to grow its membership to more than 22,000 in just a few years. Presently onsite sales account for almost forty percent of new memberships.

National Baseball Hall of Fame and Museum

that membership organizations offer ways for individuals to meet these higher order needs (although they may not fully understand or articulate this need).³

Planning Your Membership Package

As with all programs and initiatives, an institution must first clearly define and carefully consider the membership program's objectives with respect to the mission of the organization and define the membership package accordingly (benefits, categories, and pricing structure). Whether starting a new program or revising a longstanding one, two rules apply to this important structure on which your membership program rests. First, membership must be cost-effective; the price of each membership category must exceed the cost of the benefits promised. Second, basic level dues should be about double the cost-per-member. As categories increase in value, so should membership income. It is useful to conduct periodic benchmarking to compare the categories, benefits, and prices you offer to those of other cultural organizations that share your audience or your target audience. Be sure to create a price structure that is competitive as well as cost-effective.⁴

Benefits that induce your members to come to the museum, participate in programs and events, or shop and dine help foster a greater connection between the member and the organization. Generally there are two types of benefits, free or discounted merchandise or programs and access to places, people, or information. These range from the basic—admission, program and merchandise discounts, advance ticketing, and publications—to more upscale offerings such as members-only events, special customer services (parking, coat check), professional services (assistance with genealogical research), travel opportunities, and discounts on reproductions of historic photographs or artwork from collections. Many museums also reflect their own personality and mission through creative benefits. The Black River Academy Museum and Historical Society in Ludlow, Vermont, for example, offered coupons for free ice cream cones redeemable at their annual ice cream social. The same society also provides one free entry into their annual quilt raffle.

To create an enticing membership package, remember the following:

- ✓ Keep categories as simple as possible. Clarity of choices and fewer options help streamline the program management.
- ✓ Offer benefits that fit your audience's desires and your organization's culture.
- ✓ Conduct comparative assessments of your membership benefits, categories, and pricing on a periodic basis.
- ✓ Calculate the costs of your benefits annually.

Membership Levels and Categories

A successful membership structure will have well-defined levels with tangible benefit increases at each step. Tiered levels of benefits enable you to employ a "benefits-oriented" sales pitch in membership campaigns and provide incentives for existing members to consider increasing to higher levels. Museums should offer information-based benefits at all levels. Newsletters, calendars, invitations, or journals serve as avenues of communication to your membership and help them to perform an important role as ambassadors to your organization. Articles on local history also fulfill the educational component of a museum's mission. Institutional support is crucial, as one major challenge of a membership program is the reality that staff in other areas of the museum provide many of the promised services. Therefore, make certain to incorporate staff input into the design of the membership benefits.

The most common membership categories are the basic individual (benefits and privileges exclusive to one person) and the family (includes two adults and a certain number of children). According to results reported in the *NEMA News* in 2004, fifty percent of respondents also offer an additional membership category for sub-groups such as senior citizens, students, residents, and educators, among others. In addition, ninety percent of the museums surveyed also offered at least one category above the family level, and many offered several.

When calculating costs, many institutions fail to recognize how member benefits delivered through the work of another work unit impact the overall budget. These connections are particularly critical during periods of membership growth. To ensure that benefits are delivered as promised and remain institutionally feasible, changes in membership, either declining or increasing numbers or adjustments in benefits, must be shared widely throughout the institution. And finally, there is one absolute rule about making changes in benefits, fee structure, or categories. You must tell your members about any changes repeatedly and well in advance of implementation. You may also want to test these ideas on select members before finalizing new benefits. This communication is critical to the ongoing success of the program.

Developing a Membership Profile

Another ingredient of successful membership recruiting and retention is the ability to profile the people who join your museum and who make up your organization's audience. This will aid in finding new members and engaging present ones. The best way to learn about members is to conduct surveys, focus groups, and even informal interviews. Some information also may be gleaned from analysis of your present membership records. Review the zip code

distribution among existing members to determine which areas have the largest concentration of members. Review sign-up or termination dates to help determine if there is a seasonal pattern to your membership. Explore how these patterns relate to events at your museum.

Information about your museum visitors is also helpful. If your museum has a seasonal visitation pattern, remember that summer visitors may represent different demographics than those touring the museum at other times of the year. Do your visitors return randomly or at more frequent intervals? Ask what draws them to the museum initially and what would inspire them to return. Find out if they'd recommend the museum to others.

Before you undertake any research on your own, determine if other organizations in your community have already gathered research that would be helpful

What other information is useful to develop member profiles?

- ✓ Keep categories as simple as possible. Clarity of choices and fewer options help streamline the program management.
- ✓ Geographic breakdown
- ✓ Education level
- ✓ Income level
- ✓ Fields of interest/occupation
- ✓ Gender of the membership decision-maker
- ✓ Age range
- ✓ Marital status

to you. Also consider the possibility of using the talents and skills of a nearby college marketing department, or interns from a museum studies graduate program. Armed with greater understanding of your existing members, their motivations and interests in your organization, and the sources that influence their behaviors, you can create an acquisition plan that identifies prospects for membership and formulates a message that will motivate newcomers to join.

Attracting New Members

Acquiring new enrollees is vital to sustaining a membership program and essential for growth. The key to selling memberships is asking. People rarely join without being prompted. Most acquisition campaigns are not immediately profitable and it is fairly common not to make a profit in the early stages. But the long-term benefits are substantial if new members become renewing members for years. Slow, steady growth is more manageable for smaller organizations; rapid membership increases for all sized institutions can make the delivery of benefits difficult, lower renewal rates in subsequent years, and jeopardize goodwill or support if you fail to meet expectations. It is much easier to recruit new members when staff, volunteers, and board members recognize and endorse the goal. To ensure that the membership

program is an integral part of the museum financially and programmatically, provide progress reports to staff and board members.

A cornerstone to any acquisition effort is the identification of good prospect lists. Begin with prospects you know and exhaust in-house sources of contacts first. Solicit past board members, volunteers, staff members, and friends and associates of each, as well as researchers, collections donors, visitors, and vendors. At special events and staff presentations, identify potential new members. Be compulsive about collecting contact information of individuals and businesses who are interested in your museum. Use registration lists and guest books to collect names and contact information, including phone numbers and email addresses.

Acquisition is the most costly and time-consuming component of a membership program and it is essential to have realistic goals and a well-conceived plan. The most common recruitment techniques employed by museums and historical societies include personal solicitations at the admissions desk and during special events, telemarketing, enrollment via the museum's website, membership drives, advertising, gift membership promotions, and direct mail. For the latter, direct mail specialists recommend testing various elements of a mailing package, such as the language of the cover letter, a special offer, or the use of an incentive, before undertaking a large-scale mailing.

Soliciting Visitors

Museum visitors are an excellent source of new memberships. A New England Museum Association survey reported that over fifty percent of membership sales were made onsite. Invite every attendee at the museum, research library, programs, and special events to join. Incorporate a membership invitation into newsletters, promotional literature, and other mailings. Feature membership opportunities prominently on your website, and be sure to include the website address in all promotional literature and all advertising. Following a special event, send a direct mail letter appeal or e-solicitation to participants who are not members. Cull your lists so that only one ap-

Tips in finding new members determine:

- ✓ What other organizations interest your members?
- ✓ What benefits are valued most?
- ✓ What motivates them to be members?
- ✓ What magazines and publications do your members read?
- ✓ What TV or radio stations do they tune to?
- ✓ What types of information do they search for on the Internet?
- ✓ Do they prefer to receive communications from your museum via mail, email, or phone?

peal goes to each household. Be absolutely certain that you do not mail acquisition letters to existing members. Code your mailings so that when an enrollment comes in, you will know where it originated. Track results from every effort and repeat the methods that work best.

Direct Mail Campaigns

After onsite sales, direct mail is the most common acquisition method. These efforts can be conducted by your staff or with the assistance of a professional mail house. The mail house can handle all aspects or assist with any portion of your direct mail campaign, ranging from preparation of your prospect list, design and production of the direct mail package, and mailing. But before outsourcing, first consider the volume of the mailing, your staffing levels and their abilities, and cost. You may find that it is financially viable to manage all of the work in-house. If you choose to use an outside firm, which can greatly advance your membership promotion, you should closely monitor their work. Regardless of the size of the mailing, carefully proof all of the literature to ensure its accuracy, and purge the mailing list to omit existing members and other VIPs.

The direct mail package should contain a letter inviting an individual to join, along with the membership literature listing categories and benefits, a response form, and a return envelope. In an increasingly competitive market, it is imperative that your membership appeal stands out among other pieces of mail. Professional design services can also make your appeal attractive enough to lure individuals to open the package and read your message.

In mounting a direct mail campaign, identify other prospects beyond your immediate audience. Reference your membership profile and look for others who fit it. This list might include former members, long-time community residents, owners of historic homes, newcomers, regional businesses, people with connections to board members, seasonal residents involved in the community, and descendants of prominent local families. It is also possible to purchase lists inexpensively, using tax or voter registration rolls. More expensive and refined lists are available commercially, but if you consider outside lists, be analytical about which to use. Ultimately, select lists with valid mailing addresses who closely

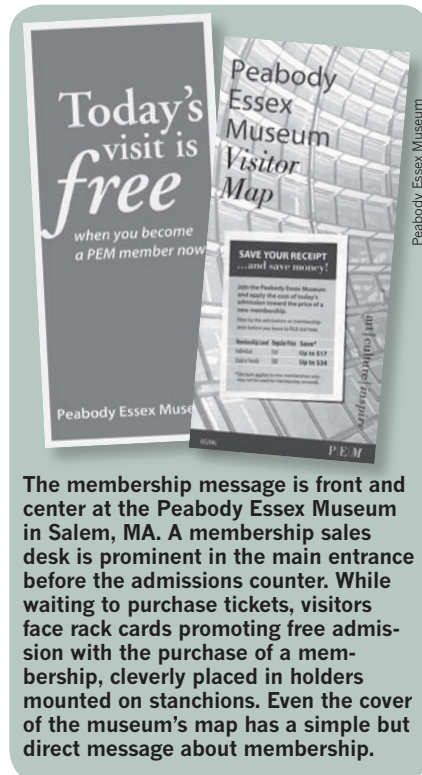
match the demographic profile you are seeking.⁵

The brochure is a crucial aspect of any direct mail campaign. Your brochure should emphasize membership benefits, especially those identified as the ones most valued by current members, and its graphics must reflect the quality of your museum. It is also useful to collect and study membership brochures of other museums and cultural organizations. Remember, this piece may make the museum's initial impression on a potential member. Draft your letter of invitation in an upbeat tone, written as if it's being sent to that specific individual. Focus the letter on

what you've learned through your membership research about what entices your current members or visitors (i.e., an exciting new exhibition or special event).

Small museums should not be daunted by the idea of direct mail. With today's micro-processing capabilities, it is manageable to produce direct mail in-house, mailing a limited number of appeals each week or month, thus making incremental progress. By working continually on acquisition, a museum with fewer staff can experience new membership growth throughout the budget year. Response rates vary at certain times of the year. Be mindful of outside influences that may compete with your membership mailings, such as tax deadlines, major holidays, or other prominent donor campaigns in your community. Study your results and repeat what works.

In addition to direct mail, many organizations have used incentives, trial memberships, and discounted memberships to attract new members. Other methods include selling memberships on your website or recruitment events designed for the sole purpose of promoting membership. Some historical associations conduct membership drives using volunteers, an effort that requires coordination and training so that the "sales team" imparts the correct message and the knows the correct way to solicit new members. Gift membership promotions can be especially successful in the final quarter of the year. Packaging, which could include a sample publication, an inexpensive item from the museum gift shop, and wrapping with a bow, can make gift membership an attractive purchase. Before you consider these options, research the success rates of others with experience. Whatever lure you use, it must fit your organization's style and budget and evoke a response in potential members.



The membership message is front and center at the Peabody Essex Museum in Salem, MA. A membership sales desk is prominent in the main entrance before the admissions counter. While waiting to purchase tickets, visitors face rack cards promoting free admission with the purchase of a membership, cleverly placed in holders mounted on stanchions. Even the cover of the museum's map has a simple but direct message about membership.

How Do You Keep Members Interested in Your Museum?

After you've been inundated by responses to your membership acquisition campaign the work just begins. Start by acknowledging new members *promptly* with a welcome letter that includes an introductory

Whatever methods you use in selling memberships, it is vital to keep track of the following:

- ✓ Total number of appeals or contacts made in each sales campaign
- ✓ When the prospects were contacted
- ✓ Length of time after solicitation until response was received
- ✓ Number of members and levels of membership joined
- ✓ Source of prospect name
- ✓ Rate of response

message, an invitation to visit the museum, and a membership card. Find ways to honor members, not just with the traditional membership receptions or exhibition previews, but consider how to show appreciation for members every time they cross your museum's threshold. At major events, provide a membership entrance so members do not wait on admission lines. Offer members advance ticketing for popular exhibitions and programs.

Deliver membership benefits on time and with pleasure. This step

often requires the cooperation of coworkers in other areas of the museum. Educate your peers as to the importance of membership and be sure to acknowledge their role in its success.

New technologies such as websites, e-vites for special events and receptions, voice-mail, Internet-based surveying, and bar-coded identification cards are being incorporated into membership programs. Many museums offer e-newsletters rather than or in addition to printed versions. The Brookfield Zoo in Chicago provides an e-newsletter every other week as well as a choice of three self-selected thematic versions of their electronic newsletter, Behind the Scenes, Conservation, or Family. Communicating regularly through event publicity, letters, e-communications, publication, and other means will keep members interested and involved. They will feel invested in your organization and be more likely to renew. Building a relationship with your members will result in a program driven by loyalty and affiliation rather than merely benefits. Tapping into passion and core beliefs enables an institution eventually to convert members into reliable long-term devotees.

How Do You Succeed in Retaining Members?

The renewal process helps to ensure that existing members retain their dues-paying relationship with your organization. Neil and Phil Kotler suggest, "Renewal rates are an annual market test in which members 'vote' on whether the product is worth the cost or involvement." When calculating renewal rates, separate first-year renewals and expect these rates to be lower than those of longer-term members. Awareness of these rates will be helpful in budgeting renewal income and knowledge of what sources yield the most long-term members will help you allocate staff time and membership acquisition resources. A total renewal rate of seventy to seventy-five percent is good, as is a first-year renewal rate of sixty-five percent.⁶

To encourage members to renew before their expiration date, renewal notification should be sent early. Multiple renewal notifications will increase your response. Careful tracking will enable you to calculate how many notices are cost-effective or necessary to maintain target renewal rates. Most museums send at least three renewal notices for each expiring membership, ranging from sixty days before to thirty days after the expiration date. The standard renewal mailing includes a cover letter, a pre-printed remittance envelope, and a response form. The essence of your membership message should be repeated along with payment options, categories of membership, and associated benefits. Some museums are experimenting with e-reminders and even telephone voice messaging to urge members to renew online, eliminating paperwork and postage.

Renewal time also presents an opportunity to upgrade members to higher categories. Use the renewal



Membership sales via direct mail campaigns require careful planning and creative design. Eye-catching samples designed by DateProse Direct for the Phoenix Zoo impel recipients to open rather than discard it.

message to invite members to increase to the next level of membership. In your phrasing, convey a sense of urgency and be encouraging—"If you renew today, your benefits will continue uninterrupted." Mention an upcoming event or a new exhibition. Alter the message in each succeeding reminder to reflect greater urgency as the expiration date approaches. As

TIPS FOR MEMBERSHIP SUCCESS

Everyone's plan for membership is different according to the institution's specific needs, but the following tips apply to most museum membership programs:

1. **ASK, ASK, ASK** — People are not likely to become members unless they are asked. Mention membership at all events, exhibits, lectures, in your newsletter, and on your website. Most museums have circles of friends and volunteers who would gladly join if it were brought to their attention.
2. **Collect addresses whenever you can** — People who have been “consumers” at your institution, whether touring exhibits or attending a lecture, are the best bet for becoming members. Prominently display a guestbook and ask visitors to sign. If you have a display at a convention or event, have them sign up to get a chance to win something, such as a book published by your institution or a tee shirt with your logo.
3. **Send regular renewals** — Whether on a quarterly or monthly basis, send prompt and multiple renewals. Each member should get at least three renewal notices before being dropped from the membership rolls. Remember that lapsed members should be asked to join again.
4. **Eliminate life memberships** — Anyone who is so engaged and invested in your organization that they want become a member for LIFE is engaged and invested enough to pay dues every year.
5. **Communicate changes in advance** — If you decide to make changes to your membership fees or benefits, let your members know about these changes often and well in advance. You might use it as an opportunity for a membership drive or early renewal—“renew or join before June and save \$10.”
6. **Figure out what your membership program actually costs your institution.** Consider staff costs and postage. Do your dues reflect that?
7. **You must constantly find new members** — Even with a great annual retention rate of eighty percent, you must recruit twenty percent each year to keep your membership numbers steady.
8. **Keep 'em happy** — It is more costly to recruit new members than it is to keep current members. Make them feel like an important part of your organization by:
 - Welcoming new members, through an event or with a small token
 - Communicating through a newsletter or mailing at least quarterly
 - Delivering the benefits you promise
 - Recognizing members at events

with acquisition, it is equally important to keep track of the response rate for each mailing or renewal technique. Renewal tracking will help you establish an understanding of the patterns that emerge in the process. Multiple factors influence membership renewal, including benefits offered, frequency of benefits, visits to the museum, treatment of members, quality and regularity of communications with the organization, personal finances, and change of interest, health, age, or relocation.

It is important to analyze renewals and use this information to inform succeeding renewal efforts. Those members who do not renew after the final notice are commonly known as lapsed members. The records of lapsed members should be coded as inactive and their benefits ceased. If significant numbers of members (especially from higher categories) are

not renewing, it may be time for research to determine how your museum is not meeting expectations. Surveys, focus group discussions, or other interviews with lapsed members can provide helpful feedback. Also, most membership-based institutions find it cost-effective to conduct at least one campaign annually targeted to soliciting lapse members to rejoin. Sample forms for tracking campaign progress and gathering production costs can be found in the *Nonprofit Membership Toolkit* listed among the references.

Making Membership Part of the Overall Institutional Thinking

It might seem easy to let your membership program just glide along. In reality, however, membership needs constant care and attention. Maintaining and increasing your membership requires planning

and resources. Ongoing program assessments, benchmarking other programs, and consistently tracking results are necessary to stay current and sound.

Membership touches all aspects of museum work and can succeed only with support across your organization, especially at the top. Constant consideration of the institutional mission and its tie to your membership will keep your program on course.

A strong membership program can strengthen your museum on many levels including financially, programmatically, and in audience development. A robust membership translates to audiences for programs and exhibitions, volunteers and collections donors, goodwill, and a foundation for successful fundraising. A growing and enthusiastic membership is a tangible sign of a healthy nonprofit organization and well worth the investment of time and resources.

References

- Adams, G. Donald. *Museum Public Relations*. AASLH Management Series. Nashville, TN: American Association for State and Local History, 1983.
- Browne, Charlie. "Mission, Members, and the Marketplace," *NEMA News* 21, no. 3 (spring 1998): 2.
- Cilella, Jr., Salvatore G. *Technical Leaflet 209: Fundraising for the Small Museum*. American Association for State and Local History, 2000.
- Davis, Terry L. and Kenneth M. Wolfe, J.D., P.A. *Technical Leaflet 223: Planned Giving*. American Association for State and Local History, 2003.
- Kotler, Neil and Philip Kotler. *Museum Strategy and Marketing: Designing Missions, Building Audiences, Generating Revenue and Resources*. San Francisco, CA: Jossey-Bass Publishing, 2003.
- Lord, Barry and Gail Dexter Lord. *The Manual of Museum Management*. Lanham, MD: AltaMira Press, 2001.
- Moe, Barbara Windle. *Technical Leaflet 221: Process Benchmarking for Museums*. American Association for State and Local History, 2003.
- "Museum Membership Programs." *NEMA News*, Vol. 27, No. 4, (summer 2004): 1-17.
- Rich, Patricia and Dana Hines. *Membership Development, an Action Plan for Results*. Sudbury, MA: Jones & Bartlett Publishers, 2006.
- Robinson, M.M. *The Nonprofit Membership Tool Kit*. San Francisco, CA: Jossey-Bass Publishing, 2003.
- Sadowski, Laura J. *Technical Leaflet 208: Using the Gift of History to Promote Your Organization*. American Association for State and Local History, 2000.
- Snyder, Beatrice. "Museums and Membership." *NEMA News* 3, no. 3 (spring 1998), 1, 4-5.
- Szczesny, Barry A. "Are Museum Memberships Tax Deductible?" *Museum News* (November-December 2003): 27-29.
- Trenbeth, Richard P. *Membership Mystique: How to Create Income and Influence with Membership Programs*. Rockville, MD: Fund Raising Institute, 1986.
- Wallace, Margot A. *Museum Branding: How to Create and Maintain Image, Loyalty, and Support*. Lanham, MD: AltaMira Press, 2006.
- Marianne Bez is a consultant in membership, planning, and public relations. She can be reached at mbez@stny.rr.com. Amy Cunningham is education director at the Vermont Historical Society. She can be reached at amy.cunningham@state.vt.us.**

¹ Richard P. Trenbeth, *Membership Mystique: How to Create Income and Influence with Membership Programs* (Rockville, MD: Fund Raising Institute, 1986), 44-54; Patricia Rich and Dana Hines, *Membership Development: An Action Plan for Results*, Aspen's Nonprofit Management Series (Gaithersburg, MD: Aspen Publishers, 2002), 77.

² Marianne Bez, "Membership: The Base of the Development Pyramid: Expanded Outline" (Cooperstown, New York, 2000), 2; Beatrice Snyder, "Museums and Membership" *NEMA News* 3 (Spring 1998), 1; Trenbeth, *Membership Mystique*, 15.

³ Rich and Hines, *Membership Development*, 16.

⁴ To learn more about benchmarking see Barbara Windle Moe, *Technical Leaflet #221: Process Benchmarking for Museums*, American Association for State and Local History, 2003.

⁵ Questions to consider include: Where did the list originate?; How recently names have been added and what is the frequency of their updates?; What are the list's demographic characteristics? Also ascertain if you are purchasing a one-time use or if you can mail to these prospects more than once.

⁶ Neil Kotler and Philip Kotler, *Museum Strategy and Marketing* (San Francisco: Jossey-Bass Publishers, 1998), 292.