

# Ain't No Party Like A Museum Party

After Hour Programs As Drivers  
For Membership And Repeat Visits



Madeline Clifford

The University of the Arts, December 2017

# Ain't No Party like a Museum Party Because a Museum Party Don't Stop

How Can After-Hour Programs Drive  
Museum Membership and Repeat Visits?

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December 2017

A thesis-capstone submitted to The University of the Arts in partial fulfillment of the requirements for the degree of Masters of Museum Communication.

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## Abstract

This capstone is a summative report for museum professionals looking to engage with adult audiences through after-hour programs, in turn, drive membership and repeat visits among this audience. The capstone theorizes and provides recommendations for sustainability by looking at young adults as potential visitors, members, and future donors. A practicum was completed to evaluate the Franklin Institutes' membership, audience and program evaluation, and to help the Franklin learn how Science After-Hours can drive membership and repeat visitors. The practicum methods were tested at the The Franklin Institutes' after-hours program, Science After Hours, which is an evening event series exclusively for adults 21+ featuring experiments, demonstrations, games, and innovative and engaging science.

## Dedication

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To Benjamin Atkinson, thank you for the immense support through this wonderful but stressful journey known as graduate school.

The lovely Museum Communication ladies—Carly, Elizabeth, and Xiyni—who have made this journey with me. Thank you for all of the encouragement, laughter and friendship.

Finally, thank you to my parents, Lawrence and Diane, for their continued and committed support of my education—even if they do not understand why I want to work in a museum.



## Acknowledgment

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First, I want to express my deepest gratitude to Kelli Buchan and Gerri Trooskin who gave me the opportunity to work with the Franklin Institute on this project. Your inspiration and commitment to the Franklin has been immensely helpful, and made me a better museum advocate and professional.

Special thanks to the Franklin Institutes' External Affairs Department and Mary Beth Lewis, the completion of this capstone could not have happened without their participation and assistance.

I also want to thank Jessica Jenkins whose guidance, knowledge, and critique made my research and project stronger.

Lastly, I would like to thank Dr. Joseph Gonzales, who saw potential in me before I saw potential in myself.

**To the Faculty of The University of the Arts**

The appointed advisors to examine the thesis-capstone of Madeline Clifford find it satisfactory and recommend it to be accepted.

December 11, 2017

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# Executive Summary



## The Franklin Institute

Samuel Vaughan Merrick and William H. Keating founded the Franklin Institute of the State of Pennsylvania for the Promotion of Mechanic Arts on February 5, 1824.<sup>1</sup> Over the years, the museum's name was shortened to the Franklin Institute. The museum's purpose was to honor Benjamin Franklin and advance the usefulness of his inventions. This objective is stated as "In the spirit of inquiry and discovery embodied by Benjamin Franklin, the mission of The Franklin Institute is to inspire a passion for learning about science and technology."<sup>2</sup> Initially, the museum offered classes in mechanics, drafting, and engineering, and promote science and invention in the original building located at 15 South 7th Street, now the home of the Atwater Kent Museum.

In 1930, the museum and the Poor Richard Club began fundraising to build a new museum and memorial hall. And, in 1932, "the cornerstone of the new Franklin Institute was laid at 20<sup>th</sup> Street and the Benjamin Franklin Parkway."<sup>3</sup> The museum opened to the public on January 1, 1934, where it still stands as an iconic piece of the Philadelphia skyline. Today, the Franklin Institute offers "12 world-class permanent exhibits that provide hands-on learning experiences that introduce and reinforce key science concepts in creative and engaging ways."<sup>4</sup> Their programmatic offerings serve a variety of audiences from the underserved youth in Philadelphia to adults looking to revisit the past and learn about the future. For their adult programs, the Franklin Institute offers public lectures, academic symposium, and informal learning opportunities. Even though the Franklin Institute is considered a children's science museum, the institution has been implementing programs aimed at an adult audience looking for a social experience.




## Attracting Younger, Diverse Audiences

Museums have started to implement after hours programs like Science After Hours to attract adult audiences to their institutions. In a recent article, it has been noted that “American adults’ participation in the primary activities such as [...] visiting museums is at its lowest levels.”<sup>5</sup> Therefore, these institutions need to attract Millennials because “they represent the largest generation in human history, and Millennials are also the only generation not visiting these organizations at representative rates.”<sup>6</sup> However, when museums implement programs to attract the Millennials, they should not ignore other generations who have consistently visited and contributed to these institutions. The market trends like transparency, social consciousness, personalization, and connectivity, which are often attributed to Millennials, are growing expectations among multiple viewers.<sup>7</sup>

As traditional visitors are leaving the market, museums are looking for new adult audiences to enter the market. And it should be noted that the number of traditional visitors leaving the market outpaces the number of visitors entering the market, i.e., negative substitution.<sup>8</sup> According to Colleen Dilenschneider, negative substitution is “the driving reason for the decline in attendance to museums, zoos, aquariums, performing arts entities, and other visitor-serving organizations.”<sup>9</sup> Negative substitutions are happening because the “market is growing more diverse, while perceptions of cultural organizations as being places for a *certain kind of person* have remained.”<sup>10</sup> Instead of evolving with the market, museums have been remaining static and waiting for visitors to grow to match their traditional visitor.

Negative substitution correlates with attitude similarities, which “quantify how welcome and comfortable people feel at an organization.”<sup>11</sup> Regarding science museums and centers, visitors view “science” content as intimidating because of a “perceived content language barrier that contributes to [visitors] thinking that science museums/centers may be unwelcoming.”<sup>12</sup> Also, people view science museums and centers as a place for children. The case could be made that adults without children do not feel welcome due to lack of programming. Since couples have children later in life or no children at all, science museums and centers are presented with an interesting engagement dilemma.<sup>13</sup>

Instead of waiting till people have children, science museums must begin to engage adult audiences with and without children in an adult-friendly, social environment. It is important to engage younger adult visitors “early on, building their loyalty over time” because it has become harder to win them over.<sup>14</sup> Museums need to tap into the ever-growing after hours social programs that are preferred by the adult audiences.

A photograph of a woman with long, wavy red hair, smiling and touching a large, reflective metallic sphere. She is wearing a light blue long-sleeved shirt and a blue wristband that says "FRANKLIN INSTITUTE". In the background, other people are visible, and a sign on the wall reads "FRANKLIN INSTITUTE SHOW".

“American adults’ participation in the primary activities such as [...] visiting museums is at its lowest levels.”

-Wallace Foundation



# Science After Hours

To combat this issue, the Franklin has created multiple entry points for adult audiences to engage with the museum. The Science After Hours program offers “an evening event series exclusively for adults 21+ featuring experiments, demonstrations, games, and innovative and engaging science curated by Philadelphia’s premier science museum in collaboration with organizations across the city.”<sup>15</sup> Each evening offers a different topic and theme from concocting cocktails to attending Hogwarts; the program allows visitors the opportunity to explore the Franklin Institute’s exhibit spaces after hours.

Even though the Franklin experiences a high engagement rate, a large number of participants in Science After Hours, the non-member attendees, outnumber the member attendees. Science After Hours is seen as a transactional program; visitors attend Science After Hours for a specific theme, specific activity, or to have science fun at the Franklin. The central Science After Hours participants are non-members who engage with the Franklin and science based on the event’s interest to them. Science After Hours is not viewed as a springboard to visiting the museum at other times or becoming part of the museum’s membership leading these organizations to ask the following questions: what is Science After Hours’ ability to drive membership and repeat visits? When a model is developed to accomplish this, how can other institutions follow this model to increase membership and repeat visits among adult audiences? The capstone project will focus on how after hour adult programs can engage adult audiences into becoming Franklin Institute brand advocates, specifically, but not limited to, members and drive repeat visits.

# Project Overview

The project will explore the motivations of members and non-members who participate in the Science After Hours programs, then analyze the results and provide a recommendation for ways the Franklin can further engage these audiences to the benefit of the museum. For the capstone project, the audiences will be segmented into adult audiences, 21-35, who are interested in experiences over material goods, craving social interaction, and looking to participate in cultural programs after work. The capstone will help the Franklin learn how Science After Hours can drive membership and repeat visitors. To do this, I will learn about two distinct categories of visitors, members, and non-members, and their motivations for attending Science After Hours, their satisfaction with benefits, if the desired benefits are met and general feedback.







## Literature Review

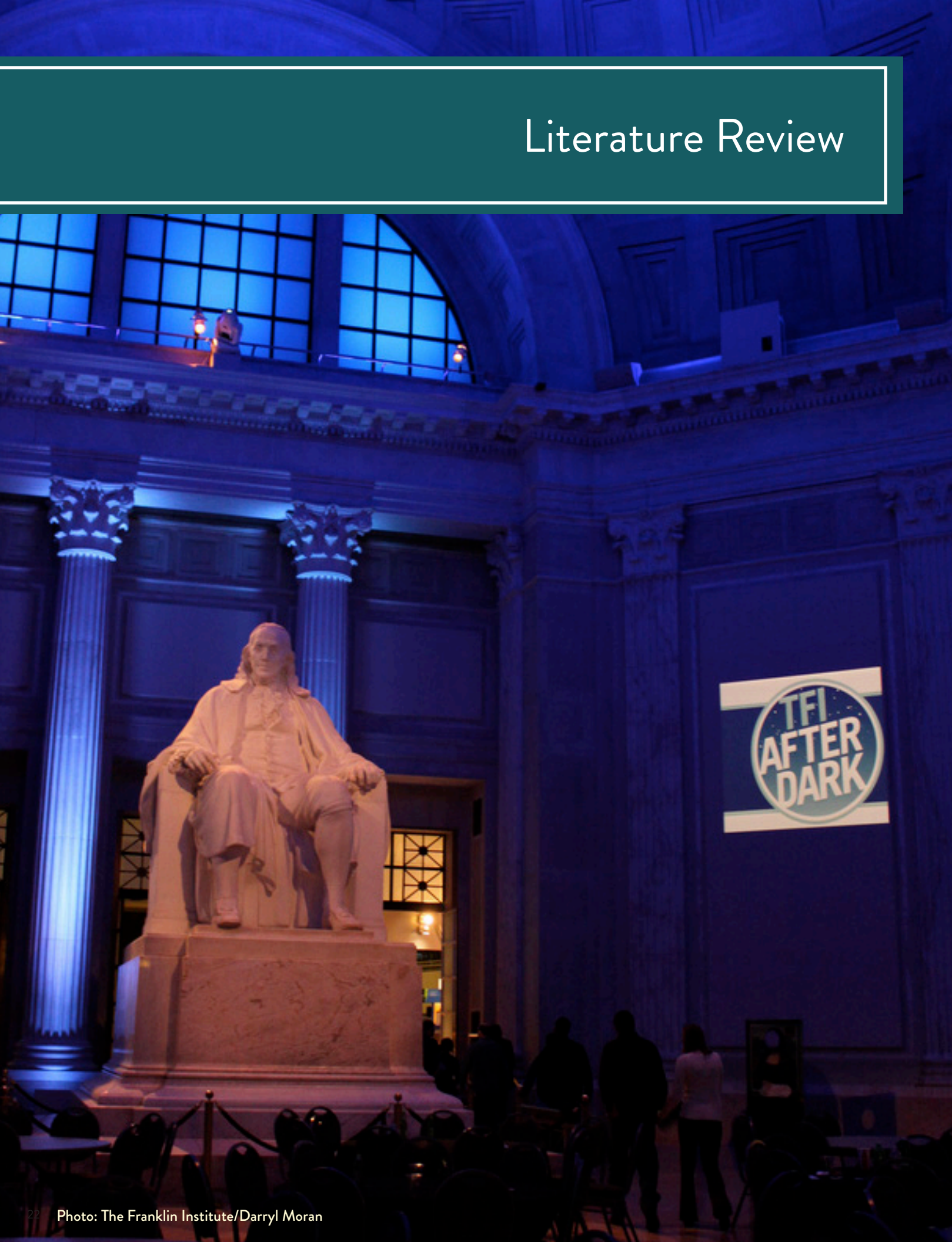
Recently, adult participation has posed a significant problem to museums and non-profits. Consumer trends and motivations for participation and engagement have rapidly changed in the past few years. As younger generations “demand a return on investment from associations and shy away from joining, the more likely that’s going to become the accepted norm for all generations in the future.”<sup>16</sup> Non-profits have become too focused on the Millennials generation because they “are not engaging millennials at representative rates.”<sup>17</sup> However, Millennial-talk is over analyzing trends impacting all generations.<sup>18</sup>

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## Millennial-talk is over analyzing trends impacting all generations.

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According to Dilenschneider, “much of what is happening in the world at large is evident in millennial behaviors and preferences.”<sup>19</sup> Motivations, trends, and consumer behavior associated with Millennials do not belong to them but belong to general adult consumers. Millennials represent more significant social and consumer changes. An adults’ motivation, which is often associated with Millennials, to support museums and other non-profits will be explored in the following sections: mission-driven and value proposition, connectivity, participation and sharing economy, and cost and finances. Also, we will explore how the Isabella Stewart Gardner Museum, Philadelphia Museum of Art (PMA), and the Exploratorium use after hours programs to increase engagement among adults.





are motivating older adult generations, not just Millennials. Consumers in Generation X (1965-1980) “are more likely to say they support human rights and international development causes.”<sup>31</sup> Both Generation X and Y believe “that the ability to directly see the impact of their donation would have a significant bearing on their decision to give.”<sup>32</sup>

Even though this data is from a 2013 report, consumer trends and reports have shown growth in donor support to arts and culture. In Blackbaud’s 2016 fundraising report, researchers found that “overall giving grew approximately 1.0% in 2016.”<sup>33</sup> Consumers are promoting arts and culture because they are finding value in belonging to, helping, and contributing to the organization’s mission.<sup>34</sup> Non-profits need to tap into the consumer’s desire to support institutions that can show its positive impact on the community.

## Mission Driven + Value Proposition

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Adult audiences are motivated to support mission-driven institutions. Consumers do not “much care about an organization’s tax status, [but] care about how well your company or organization does what it claims to be expert at doing.”<sup>20</sup> Consumers who are making decisions “will be inclined to choose based on which company is best known for making a positive impact in the community.”<sup>21</sup> Consumers are driven to support institutions because they find value in belonging to, helping, and contributing to the organization’s mission.<sup>22</sup> Consumers are finding value in the meaning of membership when the institution can show its positive impact on the community.

The mission statement of an association inspires consumers to drive value. Consumers will not “buy from or join an association if they [do not] even understand why they should pay attention or what value the association delivers to them in the first place.”<sup>23</sup> The promise of value is the “most persuasive reason people should notice your association and engage.”<sup>24</sup> Institutions need to acknowledge that they know what consumers want and how they best answer those needs. The mission statement and value proposition “supports members’ rationale for choosing to affiliate with your association, versus another organization, or no association at all.”<sup>25</sup> Also, current trends in membership and donor structure today usually include: “free admission; branded merchandise (mugs, hats, t-shirts), free parking, donor recognition (such as name listed in your program or on a donor recognition wall); and special event invitations.”<sup>26</sup>

These types of benefits are considered extrinsic benefits, which are tangible items, recognition or priority access.<sup>27</sup> While extrinsic benefits work for an older generation of donors, Baby Boomers, these rewards are less likely to motivate current consumers and younger generations.<sup>28</sup> Since most non-profits and cultural institutions rely on an older membership and donor structure, Millennials are stereotyped as the “me, me, me generation,” who do not support charities or donate to museums. There are 32.8 million Millennial donors in the United States, and they give an average \$481 in annual gifts per Millennial. Millennials are not the selfish generation as depicted by older generations.<sup>29</sup> Instead, Millennials, like other adult consumers, are supporting other causes, which provide intrinsic rewards. Non-profits and museums are not tapping into adult audiences’ motivations for giving—intrinsic rewards.

Adult audiences, including Millennials, are more motivated to donate when they support a cause they care about, or when they believe in an institution’s mission, or when they think their contributions are making the world a better place. Intrinsic rewards—feeling good about their donation—not about extrinsic rewards—free parking—motivates these audiences. Cultural institutions need to develop intrinsic rewards to encourage adult audiences to donate to a museum or become a member. As mentioned earlier, there is a trickle-up effect of consumer motivations and trends. Since younger generations are demanding “return on investment from associations and shy away from joining, the more likely that’s going to become the accepted norm for all generations in the future.”<sup>30</sup> Intrinsic rewards and mission-driven associations





Photo: The Franklin Institute/Darryl Moran

## Participation Economy + Connectivity

The participation economy focuses on engaging consumers in product development and the marketing process. Consumers now feel they have a “shared interest in [a] brand’s success.”<sup>35</sup> The participation economy framework is focused on engagement, interaction, engaged participants, personal features, and active creators. Consumers no longer want to be a passive customer; “they want to actively participate, co-create and be included as partners in the brands they love.”<sup>36</sup> Brands, institutions, and associations can turn to social media to understand consumer insight and engage them.

According to the Pew Research Center, 86% of Americans between the ages of 18-29 and 80% of Americans between the ages 30-49 use at least one social media website.<sup>37</sup> A high number of consumers are entrenched in social media outlets. Social media allows consumers to become active participants in a brand. Through social media outlets like Facebook, consumers can rate, share, and provide feedback on their experience. Also, consumers can share their experience with friends through words or pictures, which is engaging other consumers. Social media creates virtual community centers where “everyone has a voice and a vote.”<sup>38</sup> Through social media, museums and cultural institutions can learn from and communicate with their visitors. Recently, museums have been seen as the hubs of human connectivity—sharing experiences with family, friends, and loved ones.<sup>39</sup>

Visitors value spending time with friends and family more than the content of the exhibit, program, or performance.<sup>40</sup> Consumers see cultural organizations as facilitators of social interaction. In a world lived through glowing screens, cultural agencies like museums provide visitors with the chance for in-person social interaction. Consumers and visitors want to share their experiences in-person, with other people, and online, with their online friends. Visitors believe the best thing museums do is connecting them with one another. Also, visitors think, “who [they] are with is more than twice as important as what [they] see.”<sup>41</sup> This is how visitors “want to experience cultural programming.”<sup>42</sup> Our ability to experience connections with others at museums and cultural institutions help visitors “determine reputation and make visitation decisions.”<sup>43</sup> Consumers today “long to be connected, and reward places that connect [them].”<sup>44</sup> Cultural institutions should connect visitors to one another, no matter the age.

Museums can build relationships with consumers by allowing visitors the ability to share content through social media outlets. Facebook, Twitter, and other social media communities, where consumers are willing to share articles, events, and more with their friend network. Consumers and visitors want to participate in a museum’s brand and share their experiences. Social media outlets have created the new participation and sharing economy that consumers expect companies, cultural institutions, and non-profits to utilize. Also, consumers expect museums to connect them with their friends’ in-person, with other people online, and with their online friends.





Photo: The Franklin Institute/Darryl Moran



## Cost + Finances

Millennials have come to age during a challenging economic time; “fiscal prudence practiced by this segment is more intense versus that of the general population.”<sup>45</sup> Millennials have incurred the “largest college debt, faced the highest jobless rate since the Great Depression [...] [Millennials] have had to scale back on reaching major milestones and hunker down with reality.”<sup>46</sup> In general, consumers in all age groups have become more frugal with their spending due to the 2008 economic recession.<sup>47</sup> During the recession, consumers began to search for the lowest price possible.<sup>48</sup> Even though the economy has improved, consumers did not return to full price retail stores but continued to look at the lowest price possible. And advances in technology drove consumers to search for goods and services at a lower rate. For example, websites like Amazon “have destroyed the pricing ability of many media industries, such as books, movies, and music” because it offers competitive prices, which are usually cheaper than store prices.

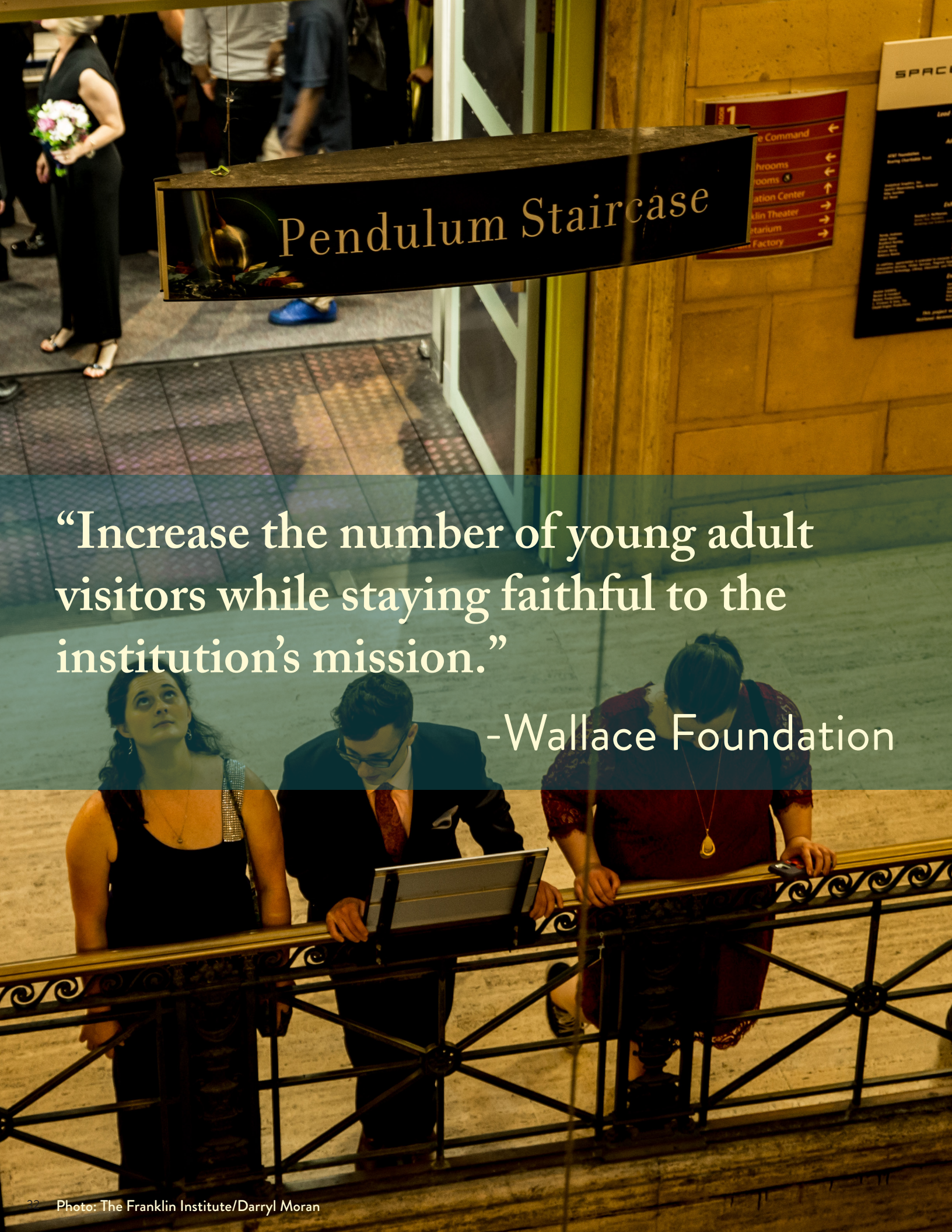
Museums and other institutions need to understand the financial situation and motivation of adult audiences. For younger generations, disposable income is not substantial, so they are meticulous when purchasing products whether that is a museum membership or new clothes. General consumers are thriftier due to the recession and have held onto these trends into 2017.<sup>49</sup> Museums and other institutions should begin to consider the financial difficulties and motivation of younger adult audiences.

Younger generations “are working to balance daily expenses against a modest household income, all with a backdrop of depressed economic conditions.”<sup>50</sup> Adult consumers’ frugality has led them to “watch what they spend, ‘deals and steals’ have become a part of their money-saving arsenal.”<sup>51</sup> Younger generations believe “price is the most crucial factor when it comes to making a purchase decision.”<sup>52</sup> When is the price right for consumers? When the consumer finds value in the purchase, which varies from person to person. As discussed earlier, the consumer drives an institution’s value. When the consumer sees value in the mission, product, or organization, the consumer will choose to support the organization.



Photo: The Franklin Institute/Darryl Moran





“Increase the number of young adult visitors while staying faithful to the institution’s mission.”

–Wallace Foundation

## After-Hour Programs in the Museum Field

The Isabella Stewart Gardner Museum participated in a Wallace Foundation Study in 2011, when the museum desired “to increase the number of young adult visitors while staying faithful to the institution’s mission.”<sup>53</sup> The Isabelle Gardner Museum created an after hours event that targeted 18- to 34-year-olds. In the process of building this event, the Gardner Museum learned that their adult audiences desired personal and interactive experiences. As a part of their *After Hours* event, the museum created a gallery game, which required visitors to interact with other groups. Also, there was group sketching where “staff [members] placed chairs in one of the galleries, along with pads of paper and pencils for sketching.”<sup>54</sup> A volunteer was in the room sketching and invited visitors to join her/him in the creative process. *After Hours* was unique because it is an “after-work event at which attendees would interact with each other and the collection” for 18- to 34- year-olds.<sup>55</sup> The Isabella Stewart Gardner Museum “had never been open in the evening nor targeted this specific audience before.”<sup>56</sup>

The events were hugely popular, and the museum “recruited two hundred and forty-one new members in the program’s first three years.”<sup>57</sup> Visitors were able to interact with those accompanying them to the event, and other visitors, which play on consumers, desire to deepen and create new relationships.<sup>58</sup> By creating unique interactive and social experiences, the Isabella Stewart Gardner Museum said they were able to create a sustainable, long-term relationship with this new audience segment. The museum is participating in a new Wallace Foundation study, which will focus on how the program has evolved over the past ten years. The report will address if the after hours program created sustainable, long-term relationships. However, the report is currently unavailable to the public.

The Philadelphia Museum of Art (PMA) offers two after hour’s programs: “Pay What You Wish Admission” on Wednesday nights and “Friday Nights at the Museum.” On Wednesday nights, admission is Pay What You Wish from 5:00 to 8:45 p.m.<sup>59</sup> Visitors can enjoy the museum after hours and at their own pace. The museum offers Dhyana Yoga classes, and the “Balcony Café is open late, serving fresh snacks, coffee and tea, and wine and beer.”<sup>60</sup> Friday Nights at the Museum admission is \$20 for adults, \$18 for seniors (65 & over), and \$14 for students with a valid ID.<sup>61</sup> According to the PMA, Friday Nights offers “live music and gallery access until 8:45 p.m., [and] cocktails and tapas-style dishes by Starr Catering.”<sup>62</sup> The Friday Nights programs consist of “different musical acts each week and new themes each month, there’s a surprise waiting for you every Friday Night.”<sup>63</sup> Like the Isabella Stewart Gardner Museum, there is no exact report on attendance numbers, and it is unclear how the programs can drive membership. However, these programs must be popular if the PMA continues to offer them.

In San Francisco, California, the Exploratorium offers *After Dark*, an “adults-only programming featuring unique guest speakers, great music, specialty films, and one-of-a-kind activities.”<sup>64</sup> Also, *After Dark* offers “over 650 interactive



exhibits exploring perception, art, and science.”<sup>65</sup> Recently, the Exploratorium implemented an After Dark membership, which offers members “access to every After Dark evening, endless immersive exhibits, and all the provocative programming—for less than the cost of three tickets.”<sup>66</sup> The members’ benefits include:

“Unlimited admission to After Dark (50+ per year) and free access to Friday Nights during the summer; skip the line: Special members’ bar access; great savings: 10% discount at the Exploratorium Stores; and personalized membership card and members-only monthly eNews.”<sup>67</sup>

There are two After Dark member levels: Individual and Dual. The Individual membership is \$45 for a year membership with “free After Dark admission for one named adult and the benefits listed above.”<sup>68</sup> The Dual membership is \$85 for a year with “free After Dark admission for two named adults *or* one named adult and one accompanying guest” and the benefits listed above.<sup>69</sup> Unlike the Isabella Steward Gardner Museum and the PMA, the Exploratorium has implemented their After Dark membership. However, I was unable to discuss their After Dark membership, learn if the membership has been a success, and attract new audiences.<sup>70</sup>

After hour programs like the Exploratorium were created to “get a new generation of young people, [21- to- 40-years-old group], buzzing (and tweeting and Instagramming) about museums.”<sup>71</sup> The new generation of young people is not usually excited about museums, but they are passionate about seeing their friends. These after hour programs create robust social environments for these audiences, which allows visitors to think about museums differently. According to Joshua Rupp, Director of Events at the Lincoln Park Zoo, “there is a growth in young adults, young professionals who want more social activities after hours.”<sup>72</sup> Also, after hour’s programs show visitors that museums can be fun, social places a “‘third place’—a concept described by sociologists as a social and inclusive place that’s neither home nor work.”<sup>73</sup> In short, after hours programs have grown because young adult audiences have been looking for more social activities after hours and museums have answered this call.

Another important facet of the after hours programs is scheduling the programs for after work. According to Dilenschneider, “the schedule of a potential visitor plays a leading role in a visitor’s decision to attend a cultural organization.”<sup>74</sup> Dilenschneider has said, “If a visitor-serving organization is not operating when people can or want to visit, then those people aren’t going to visit.”<sup>75</sup> Work schedule has been noted as the significant barrier to visiting cultural organizations.<sup>76</sup> It comes as no surprise that after hours programs have become popular in recent years. The visitors who cannot attend during general operating hours are allowed the chance to participate in after hours events. Museums are making themselves more accessible to more audiences by being opened after the workday. The people who can or want to visit are now able to attend the museum thanks to the after hours program.

These three museums have developed after hour’s programs, which create an experiential and educational experience. Also, the programs build upon the belief that museums are hubs for social interaction. The after hour programs provide visitors the chance to facilitate social interaction by creating an interactive and immersive environment. These evenings are about social interaction; it is about exploring the museums with someone else. The museums offer an alternative way to connect with friends, significant others, family, and other visitors. Instead of attending a happy hour at a bar or going out to eat, visitors can participate in the after hours programs where there is more social interaction and activities.



“If a visitor-serving organization is not operating when people can or want to visit, then those people aren’t going to visit.”

-Collen Dilenschneider



## After Hours Ability to Drive Membership

Adult audiences want institutions to listen and respond to their needs, feedback and general opinions.<sup>77</sup> The Franklin Institute has created a well-rounded engagement strategy, which can be seen in their Science After Hours programming. At the September Science After Hours, *Wizarding School*, there were 2,242 participants made up of 469 members and 1,773 non-members.<sup>78</sup> Even though visitors are engaged in programming, how can the Franklin move visitors from engaged participants to members? One theory is to implement a participation economy and a listening strategy, which allows visitors to share their opinions.

The museum will show that they care about their younger visitors, their feedback, and opinions. According to Fromm and Garton, consumers are willing to invest in an institution as much as the organization invests in the consumer. Simply, museums “need to learn to work with this generation to figure out how [younger generations] can get involved on small levels.”<sup>79</sup> In general, museums should not assume they know what visitors want; institutions should work with any target audience. Science After Hours offers a unique opportunity to gain visitor feedback and opinions about the Franklin. Two distinct groups participate in the Science After Hours events. The non-traditional visitors would never interact with the Franklin if not for Science After Hours. Then there are the “die-hard” Science After Hours fans who only participate in these kinds of events. These two groups of visitors do overlap. Science-After Hours participants can offer exciting and different feedback since their only experience with the Franklin is specialized programming.

Another facet of the participation economy is social media, which allows visitors to share their experience with a wide range of audiences. As mentioned earlier, 86% of Americans between the ages of 18-29 and 80% of American between the ages 30-49 use at least one social media website.<sup>80</sup> Facebook events are accessible to Science After Hours and offer a free word of mouth advertising campaign on a popular social media platform. However, it is impossible to present this information because the information cannot be shared externally.

The ability to RSVP to an event on Facebook allows for a more streamline visitor engagement. Visitors are engaged with the Franklin through Facebook events, which are then shared with their friends. Consumers’ use social media to share their experiences with other people, online, and with their online friends. Also, consumers can share their experience at Science After Hours on Facebook with friends through words or pictures by creating a status that they are attending the event. Science After Hours allows for engagement through Facebook, which can engage all types of visitors.

Since adult audiences, ages 21-35, are frugal, “steals and deals” have become a major aspect of their shopping habits. According to a study by SymphonyIRI, “shoppers are more heavily influenced by a range of money-saving opportunities versus the population as a whole.”<sup>81</sup> The Franklin already offers a “steal and deals” model for Science After







Photo: The Franklin Institute/Darryl Moran

Hours. For “die-hard” Science After Hours fans, there is the Innovators membership, which provides “free admission for two adults to monthly Science After Hours with access to the VIP member lounge.”<sup>82</sup>

For other levels of membership, members receive “discounted tickets and no service fee, one free drink, and access to the VIP Member Lounge with cash bar, extra seating, and exclusive science games and activities.”<sup>83</sup> For the “die-hard” Science After Hour participants, a membership would be beneficial. The Franklin could implement a Science After Hours membership, which would be less expensive than a general membership. The membership would be beneficial for visitors who do not visit the museum enough to use a membership, and for those who feel that there is not enough programming for adults. The Franklin can use the Exploratoriums After Dark membership as a model. The Exploratorium’s After Dark Membership offers two an Individual membership and Dual membership. These memberships include:

“Unlimited admission to After Dark (50+ per year) and free access to Friday Nights during the summer; skip the line: Special members’ bar access; great savings: 10% discount at the Exploratorium Stores; and personalized membership card and members-only monthly eNews.”<sup>84</sup>

The Franklin could create a dual membership level for Science After Hours. The membership could include discounted tickets for one named adult and guest, one free drink ticket, and access to the VIP Member Lounge with cash bar, extra seating, and exclusive science games and activities.

A Science After Hours membership is an entry point into Franklin membership. The institution can cultivate a relationship with its new members through the Science After Hour membership. From here, Science After Hours members have the chance to learn about the higher membership levels before committing. By offering an After Hours membership, the Franklin can turn non-members into members. Science After Hours membership is a way to drive membership and repeat visits using Science After Hours. Visitors believe cultural institutions like museums are hubs of social interaction and connectivity. As mentioned earlier, visitors value spending time with friends and family more than the content of the exhibit, program, or performance.<sup>85</sup> After hour programs like Science After Hours facilitate social interaction among their visitors. As creatures that desire social interaction but live their life through glowing screens, Science After Hours provides the social interaction we crave.

Science After Hours is the perfect environment for social interaction because of its interactive and immersive environment. Visitors can explore and interact with the permanent exhibitions as well as with other science enthusiasts. Also, visitors can take part in special programming based on the night’s theme, such as, building a wand at *Wizarding School* or creating slime at *Spirits*, the Halloween Science After Hours. The whole evening is about social interaction; it is about exploring the museums with someone else. Science After Hours focuses on who people are with instead what they are seeing. Science After Hours offers an alternative way to connect with friends, significant others, family, and other visitors. Instead of attending a happy hour at a bar or going out to eat, visitors can participate in Science After Hours where there are more social interaction and unique activities.

Overall, the framework and theories for how can Science After Hours drive membership and repeat visits focuses on three broad topics: the participation economy and social media, steals, and deals, and that it is a hub for social interaction. The participation economy and social media is the ability of visitors and consumers to share their experience, feedback, and opinions. Steals and deals are making sure the price is right and offering discounts. With the 2008 recession, consumers have become more frugal in their spending and are looking for the best deal.<sup>86</sup> Finally, consumers see museums as hubs for social interaction. Visitors expect museums to connect them with others.<sup>87</sup> Visitors come to museums and specifically Science After Hours to spend time with friends, families, and significant others.



# Audience Evaluation Report



## Evaluation Overview + Goals

The Franklin wanted to learn what is Science After Hours ability to drive membership and repeat visits. The Franklin created and implemented two surveys, one for members and one for non-members, to learn if Science After Hours can drive membership and repeat visits. Also, the surveys will prove the information from the literature review about consumers and market trends. The survey is being used as a tool to educate the capstone project by inviting participants to share their motivations for becoming members, satisfaction with current benefit levels, how to possibly reframe benefits, motivation to attend other adult programs, and general feedback. The results of these surveys will help the Franklin learn about the current constituent base, develop strategies to increase conversion of non-member visitors to member visitors on-site, evaluate the current membership program based on visitor needs/wants, and how to use Science After Hours to increase membership and attendance to other adult programs.

The central question of the survey was “How can Science After Hours drive membership and repeat visits?” Within this question, the Franklin wanted to learn:

What motivates adult visitors to become members?

What is holding them back from becoming a member?

These questions were chosen to learn about visitors’ motivations, perceptions, and knowledge of Franklin’s membership program.



# Methodology

Since the Franklin Institute wanted to access their visitors’ and members’ motivations for becoming members and attending Science After Hours, the evaluation was conducted via in-person survey. Volunteers, from the Franklin’s External Affairs department, used iPad tablets to administer the surveys. The surveys were created using Survey Monkey to allow for more accessible data collection and analysis because the evaluation process took place during a brief time frame— Tuesday, September 26, Tuesday, October 31, and Tuesday, November 28. The evaluation team was only capable of surveying during three Science After Hours events.

A pilot survey was launched on September 26, 2017, at the Science After Hours: *Wizarding School*. The September Science After Hours proved visitors desire to share their feedback about their experience with the program, their desired member benefits, the programs offered at Science After Hours, and the obstacles to membership. There were four volunteers from the External Affairs department helping visitors participate in the survey. Two volunteers were located near the bar on the second floor by the information desk, while one volunteer was in the member’s lounge, and the other volunteer was roaming the general museum.

After receiving feedback and questions from visitors about the survey, the survey was edited for the next program, Science After Hours: *Spirits*. The second draft of the survey focused more on Science After Hours ability to drive membership and repeat visitors. A stronger connection between the museum program and membership was made during this process. And, there was more overlap between questions for members and non-members. The data for the demographic questions were combined into one chart whereas the *Wizarding School* survey members and non-members demographic answers were separated. On October 31<sup>st</sup>, Science After Hours: *Spirits*, an updated version of the survey was implemented. The volunteer team for Science After Hours: *Spirits* consisted of a surveyor in the member’s lounge and a surveyor wandering around the museum. When analyzing the results, the number of member versus non-member participants is skewed, unlike *Wizarding School*. Of those surveyed, 36 were non-members, and six were members. Even though the survey team was tiny, it was able to interview 42 visitors. As usual, the majority of visitors were enthusiastic to share their feedback.

The Franklin implemented discount offers in the pre- and post-event email blast, placed a membership appeal on the events schedule, and offered information about the members’ only discounts at the entrance to the member’s lounge. These member appeals were to learn more about Science After Hours ability to drive membership. With the help of Ben Harmer, Marketing Coordinator, the Franklin created and sent a general pre-event email (Appendix 1), two non-member pre-event emails, and a post-event email.

The Franklin used A/B testing to test the two new membership appeals. The first pre-event email message offered





10% off membership the day of the event. The membership appeal contained information about members getting VIP treatment at Science After Hours—discounted tickets (and no service fees), one free drink at every Science After Hours event, and access to the VIP Member Lounge (Appendix 2). The second pre-event email message offered a savings of \$15 per membership, receive a free drink ticket (a \$7 value) at the VIP Member Lounge, save \$5 on future Science After Hours tickets, and receive other exclusive benefits for workshops, special exhibitions, and more (Appendix 3). Then the post-event email message focused on the Innovators membership. For only 12 payments of \$25 per month, receive two free tickets to every Science After Hours, unique invitations, and more throughout the year (Appendix 4).

According to Harmer, “the pre-event showed mixed results, overall clicks were higher in the original version (17.81%).”<sup>88</sup> In the new messaging, the ‘free drink’ message, the total numbers of clicks was 14.9%.<sup>89</sup> However, the new content block featuring the membership appeal captured more attention, 12.3% of the total click activity, while the original version received 3% of the clicks.<sup>90</sup> The new message in the post-event email received 36 clicks of the total 196.<sup>91</sup> Even though the new messaging only converted one person, I believe the new messaging was still a success because the content block captured more attention for the membership appeal. Also, the content block introduced non-members, who may not know anything about membership, to the Franklin Institute’s membership program. The first step to converting non-members to members is to introduce them to membership.

On November 28, Science After Hours: *Hollywood*, the volunteer team consisted of a surveyor in the member’s lounge and a surveyor wandering around the museum. The November Science After Hours was the smaller, regarding participants, during the project period. When analyzing the results, the number of survey participants is significantly lower than the other Science After Hours. Since the November Science After Hours was less crowded, there were fewer lines and more visitors interacting with the activities, which posed a problem for the survey team.

Overall, the Franklin achieved a sample size of 118, which can be broken down into subgroups of members, non-members, and participants in specific Science After Hour events. During the survey period, there were 2,242 participants at *Wizarding School* with 469 being members and 1,773 being non-members. At the October Science After Hours, *Spirits*, there were 1,102 with 163 being members and 939 being non-members. For the November Science After Hours,

*Hollywood*, there were 306 participants with 70 being members and 236 being non-members. I have established the number of possible survey participants at 4,321 with a margin of error of +/- 9.

The survey administration times took place according to the following schedule:

Tuesday, September 26—Science After Hours: *Wizarding School*

Tuesday, October 31—Science After Hours: *Spirits*

Tuesday, November 28—Science After Hours: *Hollywood*

These dates were chosen because the evaluation report is focused on Science After Hours and its ability to drive membership and repeat visits. The surveys took place once a month at the Science After Hours event. Since the project was due in Early December, the data was only able to be collected at three events listed above. The collected data, analysis, and recommendations were based on three events and will not present statistically significant material. However, the evaluation report will serve as a starting point for the Franklin Institute. I have offered to continue the evaluation project as a volunteer after I complete my capstone in December.





## Anticipated Outcomes

Before conducting the surveys, I had developed expected outcomes based on what the Franklin Institute wanted to learn. For the question, how can Science After Hours drive membership and repeat visits? Science After Hours program can be used as an entry point for membership. The Franklin can create a subscription plan for Science After Hours as an entry point to membership. Adults have visited the Franklin and attended Science After Hours for a social experience. Consumers expect cultural institutions to create social experiences for them. Adult audiences are motivated by intrinsic values to become members; they became members because they believe it is personally rewarding. Barriers to membership are that the one-time price is too expensive, there are no installment payment plans, and visitors are unaware of member benefits. These are anticipated outcomes that the Franklin and I can use to evaluate our assumptions at the beginning of the capstone with the results collected at the end of the capstone.







## Science After Hours Data Narrative

The following data samples are from the Science After Hours *Wizarding School*, *Spirits*, and *Hollywood*. There was a pilot survey used at *Wizarding School*, which was the first Science After Hours event. After this program, the team began to edit the pilot survey to focus more on the relationship between Science After Hours and membership and to create a more comprehensive study. The second and final survey concentrated on Science After Hours ability to drive membership and repeat visitors, which was used for *Spirits* and *Halloween*.

Overall, 39.32% of respondents said they were members, and 60.68% said they were not members. The non-member group is exceptionally high because Science After Hours is viewed as a transactional program where visitor purchase a ticket to participate in the event. It comes as no surprise that non-members outnumber members. Science After Hours attracts more non-members whose only interaction with the Franklin, more than likely, is Science After Hours. These visitors come to the Franklin once a month to participate in Science After Hours. Non-members believe membership would not benefit them.

In total, 45.65% of members have a Dual membership, and 26.09% of members have an Innovators membership. 39.14% of Franklin's members became members to support science and the mission of the Franklin. Another 43.48% of respondents became members for free general admission; 39.13% became members to receive the member's discount to Science After Hours. For non-members, 49.30% would like their membership to last a year, whereas 35.21% would like a six-month membership. 51.22% of non-members said free general admission would motivate them to become members. Then 39.02% of non-members said discounted Science After Hours tickets would motivate them to become members. However, non-members overwhelmingly, 78.05%, said they would become a member as a way to support science and the mission of the Franklin.

An overwhelming, 61.97% of non-members noted the high price and one-time cost of membership as a barrier to membership. Then 26.76% said they do not know enough about membership to purchase one. Other participants, 26.76%, said there is not enough programming for an adult to purchase a membership. And 22.54% of participants said they do not visit the museum enough to need a membership. 63.41% of non-members as compared to 8.70% of members said discounted parking in the Franklin garage would prompt them to become a member. Members, 43.48%, and non-members, 46.34%, responded that supporting the community was a motivation to purchase a membership.

Of the all the participants surveyed, 38.14% said they learned about Science After Hours through Facebook. Another 34.75% of participants said they learned about Science After Hours from attending another Franklin Institute event. 63.56% of participants' main reasoning for coming was to spend time with friends, family, and others. 56.78% of all participants said hands-on activities are an essential part of Science After Hours. Another 31.36% of participants said it is



essential to have either live shows or musical performances at Science After Hours. In the past twelve months, 40.68% of all participants attended one to five Science after hours, and 38.14% of all participants visited the Franklin.

The majority of all participants, 58.47%, were between the ages of 21-30. Another 23.73% were between the ages of 31-40. Of the members surveyed, 39.13% were between the ages of 31-40 and 32.62% were between the ages of 21-30. The overwhelming majority of non-members, 73.24%, were between the ages 21-30. Another 14.08% of non-members were between the ages of 31-40. When analyzing the ages of members and non-members, members skew older. The members between the ages of 31-40 are more likely to have a Dual or Innovator membership. According to the data, seven members between the ages of 21-30 had a Dual membership; three members between the ages of 21-30 had an Innovators membership. Nine members between the ages of 31-40 were dual members; seven members between the ages of 31-40 had an Innovators membership. Overall, membership, especially the Innovators membership, which is targeted to visitors' ages 21-40, skews older.



Photo: The Franklin Institute/Darryl Moran





Photo: The Franklin Institute/Darryl Moran



# Recommendations



Science After Hours does have the ability to inform visitors of membership. There are short and long-term recommendations, which are based on the Franklin's internal resources to implement them. The short-term recommendations, which can be applied sooner than the long-term recommendations. The long-term recommendations will require further research and more internal resources to overcome challenges. A short-term recommendation is creating more touchpoints for membership sales at Science After Hours. As seen in the evaluation, 25.35%, of the participants surveyed said they are not members because they do not know enough about membership. Also, current members, 39.13%, were motivated to become members of discounted Science After Hours tickets. 39.02% of non-members said discounted Science After Hours tickets would drive them to become members. The Franklin should optimize their internal communication and use Science After Hours to grow membership. In general, internal communication is not optimized, which is making it harder for the institution to increase membership. The Museum Outreach and Programs department control the email blasts.

Currently, the pre- and post-event email blasts for Science After Hours do not focus on membership. The emails are focusing on marketing the next Science After Hours events, the post-event survey about the participants' experience, and another programming. Based on my experience working here, I suggest improving internal communications between the Marketing, Membership, and Museum Programs and Outreach departments. Membership and Museum Programs and Outreach should work together to drive membership using Science After Hours. These offices can align their goals of increasing membership and repeat visits at Science After Hours through the marketing materials. As seen in the A/B testing of the new membership appeal content block, Science After Hours does have the ability to drive membership.

When the Franklin implemented a new content block featuring membership for *Spirits*, the appeal captured more attention than the original version. The new membership appeal block received 12.3% of the total click activity, while the original version received 3% of the clicks.<sup>92</sup> The new message in the post-event email received 36 clicks of the total 196.<sup>93</sup> The new messaging in the post-event and the content block proved to be successful at capturing more attention for the membership appeal. The Franklin should continue to use the new membership appeal block to inform visitors of membership and its connection to Science After Hours.

Membership and Museum Programs and Outreach should work together to educate visitors about membership, especially those visitors who would not ordinarily explore membership if it were not for the pre- and post-event email. These emails offer the opportunity to inform visitors about membership. The membership content block can address different motivations for becoming members, such as, free general admission and discounted Science After Hour events. If visitors are intrigued by these benefits, they can follow a link to learn more about membership. The Franklin should continue to use the new membership content block. As mentioned earlier, the new appeal captured more attention, 12.3% of the total click activity, while the original version received 3% of the clicks.<sup>94</sup> The new content block captured more attention for membership and educated more visitors about membership.

A short-term recommendation is to research the conversion of non-members to members at the event. As seen in the email blast, we were able to convert one visitor. However, Science After Hours event can be used to create touchpoints for member conversion. Besides having information about membership at the member's lounge, the Franklin use the information desk and the events schedule as touchpoints for membership. Visitors ask questions about show locations, the event's agenda, and general question heavily uses the information desk. The information desk is one of the few places where visitors are heavily engaged with the Franklin staff. The information desk provides a touchpoint for membership, which does not take away from the visitor's experience. Also, the schedule for Science After Hours, which visitors



receive at the event, is another place to push for membership. On the schedule, there can be a content block discussing membership, specifically the Science After Hours benefits. As seen in the email blast, the ‘free drink’ message was popular and drew attention, 14.9% of clicks. A content block focusing on visitor’s motivations to become members, their favorite aspects of Science After Hours, or placing a “steals ‘n’ deals,” can be a successful touchpoint for membership at Science After Hours.

A long-term recommendation for membership touchpoints is creating a specific banner for Science After Hours member’s benefits. Again, the banner should address the “steals ‘n’ deals” of Science After Hours benefits because visitors are interested in discounted tickets to the event and free drinks. The banner could be placed near the member’s lounge, which draws an enormous amount of non-member attention. As visitors are approaching the member’s lounge, the banner could be strategically placed to gain visitors attention.

Another touchpoint for membership is the Science After Hours surveys, which create a conversation with visitors about membership. During the evaluation experience, visitors felt comfortable sharing their opinions on membership price, benefits, and concerns. By talking to audiences, the Franklin can gain critical insight into visitors’ expectations for Science After Hours, membership and other programs. The surveys create conversations about membership between the Franklin and its visitors. The surveys serve as another touchpoint to introduce visitors to membership.

Another short-term recommendation is to use their social media accounts to address adults’ motivations to become members. To drive repeat visits, the Franklin should continue to promote Science After Hours through their Facebook events and their email blasts. As we saw in the surveys, some participants 38.14%, learned about Science After Hours through Facebook. Science After Hours is a transitional opportunity that does not necessarily entail membership. Some visitors are not members but are still attending Science After Hours.

In general, adult audiences are interested in Science After Hours because it offers an alternative social experience to share with their friends, family, and significant others, which the survey showed. The Franklin should continue to use Facebook to drive knowledge of Science After Hours, which can lead to repeat visits. The Franklin will post the new Science After Hours events on their old events page—on the October event; the Franklin shared the November Science After Hours event information. If visitors interacted with the October Facebook event, they also received notification about the November event.

Facebook has proven to be a satisfactory form of marketing for the Franklin. This social media platform offers the opportunity to create brand awareness and spreading by word of mouth the available membership programs. It is widely believed that Facebook users do not want to see membership appeals in their feed. However, this is untrue. Facebook users and consumers, in general, are motivated to support non-profits mission-driven institutions. Facebook has proven to engage the most visitors for the Franklin Institute. The Franklin can start to implement membership appeals like those in their email blast on Facebook. The Franklin can use their Science After Hour events to educate people on membership and help drive membership. Based on the survey responses Science After Hour participants learn about the events through Facebook and would purchase a membership to receive a discount for future events.

A long-term recommendation for social media is to evaluate its ability to drive visitor engagement. The Franklin should begin to assess their use of social media platforms like Facebook and its ability to drive visitor engagement. The Franklin can compare visitor engagement with the Science After Hour event page to the number of tickets sold. As noted above, 38.14% of participants learned about Science After Hours through Facebook. Social media is a valuable marketing tool today. By studying the engagement rate versus attendance rate, the Franklin can learn how successful is their Facebook marketing. During the evaluation, the Franklin should explore different options to communicate their events on Facebook.



Photo: The Franklin Institute/Darryl Moran



Depending on the research, the Franklin can find their social media communication can be improved. Currently, the Facebook events are incredibly vague with little information about the activities. The Franklin should research the success of their messaging. The messaging should be related to visitor’s motivations for attending Science After Hours.

A long-term recommendation is to implement a Science After Hours membership. For adult audiences especially those in the audience segment of ages, 21-35, believe the onetime cost of membership is too expensive, 61.97%. The non-members said they do not visit the museum enough to use a membership, 22.54%, and that there is not enough programming for adults, 26.76%. Other visitors reported not knowing enough about what membership entails is an obstacle to membership, 25.35%. The Franklin could circumvent these issues by creating a specific membership for Science After Hours like the Exploratoriums After Dark Membership.

The Exploratorium’s After Dark Membership offers two membership levels: Individual and Dual. The Individual membership is \$45 for a year membership with “free After Dark admission for one named adult.”<sup>95</sup> The Dual membership is \$85 for a year with “free After Dark admission for two named adults *or* one named adult and one accompanying guest.”<sup>96</sup> The Franklin could create a dual membership level for Science After Hours. The membership could include discounted tickets for one named adult and guest, one free drink ticket, and access to the VIP Member Lounge with cash bar, extra seating, and exclusive science games and activities.

A Science After Hours membership would be beneficial for visitors who do not visit the museum enough to use a membership, and who feel that there is not enough programming for adults. These visitors will more likely attend the Franklin once a month for Science After Hours. Without a membership, they are unable to enter the member’s lounge, which draws an enormous amount of attention. By offering an After Hours membership, the Franklin can turn non-members into members. The After Hours membership can be an entry point into Franklin membership. The institution can cultivate a relationship with its new members through the Science After Hour membership. From here, Science After Hours members have the chance to learn about the higher membership levels before committing.

A short-term recommendation is to continue to survey and address a new membership program. Visitors like and want to share their experience with the museum and have been open to the survey process. By talking to audiences, the Franklin can gain critical insight into visitors’ expectations for Science After Hours, membership and other programs. The survey will be an important source to learn about implementing a Science After Hours specific membership. Implementing a new membership program is demanding; it is important to create a membership with benefits visitors will want. The Franklin should gain visitors feedback on the benefits and price before implementing it. The Franklin can continue the project by surveying visitors at Science After Hours to learn about visitors’ wants, needs, experience, and expectations.

A long-term recommendation is to continue to research after hour programs, best practices, nerd culture, and market trends. Further research will need to be conducted to make specific Science After Hours remains relevant to the changing market. Additional research will be required to learn about the best practice of other after hour programs. When the Isabella Stewart Gardner Museum case study is published, a recommendation would be to research how their program has continued to increase membership among visitors ages 18-34. Another recommendation is to speak with the Exploratorium about their After Dark membership to learn if the membership has proven successful. Also, it will be essential to learn about their visitors, their view on the membership, and if the Exploratorium has research supporting their After Dark membership.

Another long-term recommendation is to research “nerd culture.” Visitors do participate in Science After Hours

of the social experience. However, “nerd culture” has influenced visitors’ decision to attend Science After Hours. The Franklin should research the link between “nerd culture” and Science After Hour themes, which motivate visitors to attend. As seen at the sold-out Wizarding School, the event is trendy because it is associated with Harry Potter. The Franklin should further research the connection between “nerd culture” as themes for Science After Hours and how it influences a visitor interest in the event.

Here are some best practices based on other museums after hour events:

- Create themes around “nerd” culture and finding the link between “nerd culture” and visitor motivation
- Facilitate social experiences among visitors
  - Create an activity and game, which requires visitors to interact with other groups
- Continue to evaluate visitor’s motivation to become members, barriers to membership, and desired benefits
- Offering “steals ‘n’ deals” for younger audiences with stressful financial situations
- Understanding younger generations want to support the Franklin, but it is not financially feasible
- Be aware of the market trends and how they influence visitors, attendance to Science After Hours, and motivations to support museums



## Conclusion

The goal of this Museum Communication capstone was to learn what is the After Hours programs ability to drive membership and repeat visits among adult audiences, specifically ages 21-29 and 30-35. After years of remaining static and waiting for visitors to grow to become the traditional visitors, museums have realized they need to change to match the growing diversity of the audience they need to attract. Currently, there is a significant “decline in attendance to museums, zoos, aquariums, performing arts entities, and other visitor-serving organizations.”<sup>97</sup> The new diverse consumers hold the “perceptions of cultural organizations as being places for a *certain kind of person* have remained.”<sup>98</sup>

Museums like the Philadelphia Museum of Art, the Isabella Stewart Gardner Museum, and the Exploratorium, have created after hour programs as points for adult audiences to engage with the museum. In this case study, the Franklin Institute created Science After Hours, a program that offers “an evening event series exclusively for adults 21+ featuring experiments, demonstrations, games, and innovative and engaging science curated by Philadelphia’s premier science museum in collaboration with organizations across the city.”<sup>99</sup>

As Gerri Trooskin, the Director of Museum Programs and Outreach at the Franklin Institute, said Science After Hours was created to fill the educational void for adults. Before Science After Hours, there was no adult education program with a social experience except for the Philadelphia Science Festival. The Franklin Institute saw the gap in programming and began to develop Science After Hours, which has proven to be successful at engaging adults of all ages. Through an audience evaluation report of Franklin’s Science After Hours, it was clear the program was attracting a multi-generational mix of people.

In short, this exercise proved that after hour programs could drive membership and repeat visits. When planning after hour programs like Science After Hours, it is recommended to continue surveying, implementing a new Science After Hour membership, experiment with membership appeals on social media and the email blasts, and optimizing internal communications between the Marketing, Membership, and Museums Program and Outreach departments.





# Appendix 1 - General Membership Appeal

Check out the **full program guide** to see all of this evening's activities.

## Members get VIP treatment at Science After Hours!

Members enjoy exclusive benefits tonight and at subsequent Science After Hours events such as:

- Discounted tickets (and no service fees!)
- 1 FREE drink at EVERY Science After Hours event
- Access to the VIP Member Lounge

*See you in the lounge!*

Science After Hours was awarded *Philadelphia* magazine's Best of Philly® 2017 - Best Geeky Fun



Best Geeky Fun



# Appendix 2 - 10% Off Membership

Check out the **full program guide** to see all of tonight's activities.

*Save 10% on Membership today!*

**Members get VIP treatment at Science After Hours!**

Members enjoy exclusive benefits tonight and at subsequent Science After Hours events such as:

- Discounted tickets (and no service fees!)
- 1 FREE drink at EVERY Science After Hours event
- Access to the VIP Member Lounge

[Learn More >>](#)

**BECOME A MEMBER**

**Use code MBR10**  
For 10% off membership

Science After Hours was awarded *Philadelphia* magazine's Best of Philly® 2017 - Best Geeky Fun



**Best Geeky Fun**



# Appendix 3 - \$15 Off Membership Email

Check out the **full program guide** to see all of tonight's activities.

*Become a member and your first 'spirit' is on us!*

**Save \$15 receive a FREE drink ticket!**

Save \$15 with promo code MBSAH17 and receive a FREE drink ticket (a \$7 value!) at the VIP Member Lounge! Plus, save \$5 on future Science After Hours tickets, and receive other exclusive benefits for workshops, special exhibitions, and more!

[Learn More >>](#)

**BECOME A MEMBER**

**Use code MBSAH17**  
For \$15 off membership

Science After Hours was awarded *Philadelphia* magazine's Best of Philly® 2017 - Best Geeky Fun



**Best Geeky Fun**



## Appendix 4 - Innovators Email

**Take a short survey for a chance to win  
TWO FREE TICKETS to Science After Hours!**

We take your feedback seriously and make changes to the event  
based on what we learn from you!

**TAKE THE SURVEY**

### **Love Science After Hours?**

Become a member of The Innovators yearly membership program for only 12 payments of \$25 per month, and receive 2 FREE tickets to every Science After Hours, special invitations, and more throughout the year! Attend November's **Hollywood** and December's **Ugly Sweater Party** FREE.

[Learn More >>](#)



# Appendix 5 - Pilot Survey

## ALL PARTICIPANTS

- Q1. Are you a member of the Franklin Institute?
- a. Yes
  - b. No

## MEMBERS

- Q2. What membership level are you? (Circle one)
- a. Dual (\$85)
  - b. Innovator (\$300)
  - c. Family (\$140)
  - d. Family MAX (\$199)
  - e. Other (please specify)
- Q3. What prompted you to become a member? (Select all that apply?)
- a. Wanted to get a member's discount to a specific event
  - b. Way to support science/mission of TFI
  - c. Way to support community
  - d. Because I like to bring my kid(s)/niece(s)/nephew(s)/grandkid(s) here
  - e. Free general admission
  - f. Discounted Science After Hours tickets
  - g. Discounted parking in TFI garage
  - h. Discounted Tuttleman IMAX and Franklin 3D Theater tickets
  - i. Other (please specify)

Q4. How appealing do you find the following potential future member benefits? Please rate from 1 to 5, with 1 being 'not at all appealing' and 5 being 'extremely appealing'.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Science After Hours: \$10 ticket and cash bar					
Access to other special events like exhibition openings					
Advance knowledge to other special events					
Increased discount on parking (currently \$5)					
Purchase Science After Hours ticket bundle					
Discounted ticket prices (currently \$15 for members and \$20 for non-members)					
Reserved tickets to limited capacity shows					

- Q5. What was your main reasoning for coming?
- a. Spending time with friends/family/others, seeing my child learning new things
  - b. Seeing rare/uncommon/valuable things
  - c. Gaining information or knowledge, enriching my understanding
  - d. Imagining other times and places, feeling a sense of belonging, recalling my childhood experiences/my travels/other memories
  - e. Other (please specify)



Q6. How important is it that Science After Hours includes the following offerings to visitors? Please rate on a scale of 1 to 5, with 1 being ‘not at all important’ and 5 being ‘extremely important’.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Hands On Activities					
Take Home Activities					
Live Shows					
Photobooth					
Musical Performances					
Quizzo					
Other (please specify)					

Q7. How did you hear about the Science After Hours? Check all that apply.

- a. Facebook
- b. Twitter
- c. The Franklin Institute website
- d. Email
- e. Radio
- f. Attended a previous Franklin Institute event
- g. Word of Mouth
- h. E-blast
- i. Other (please specify)

Q8. How many other Science After Hours have you attended in the past 12 months?

Q9. Other than Science After Hours, how many times have you visited the Franklin Institute in the past 12 months?

Q10. What is your age?

- a. 21-30
- b. 31-40
- c. 41-50
- d. 51-60
- e. 61-70
- f. Over 70
- g. Prefer not to answer

Q11. With which of these groups do you identify? (Select all that apply)

- a. Black or African American
- b. Asian
- c. White or Caucasian
- d. Hispanic or Latino/a
- e. American Indian or Alaska Native
- f. Native Hawaiian or other Pacific Islander
- g. Prefer not to answer
- h. Other (please specify)

Q12. What is your gender?

- a. Male
- b. Female
- c. Non-binary
- d. Prefer not to answer

Q 13. What is your zipcode?

NON-MEMBERS

Q14. If you were to become a member, how long would you want your membership to be?

- a. 6 months
- b. 1 year
- c. Multi-year

Q15. If you were to become a member, what existing benefits would be most appealing to you? Please rate from 1 to 5, with 1 being ‘not appearing at all’ and 10 being ‘extremely appealing’.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Science After Hours: \$10 ticket and cash bar					
Access to other special events like exhibition openings					
Advance knowledge to other special events					
Increased discount on parking (currently \$5)					
Purchase Science After Hours ticket bundle					
Discounted ticket prices (currently \$15 for members and \$20 for non-members)					
Reserved tickets to limited capacity shows					



Q16. How important is it that Science After Hours includes the following offerings to visitors? Please rate on a scale of 1 to 5, with 1 being ‘not at all important’ and 5 being ‘extremely important’.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Hands On Activities					
Take Home Activities					
Live Shows					
Photobooth					
Musical Performances					
Quizzo					
Other (please specify)					

Q17. What is an obstacle to becoming a member? (Select all that apply)

- a. Price--one time cost too expensive
- b. No installment payment plan
- c. Commitment--1 year too long
- d. Location/Transportation (TFI/city hard to get to)
- e. Not enough programming for adults
- f. I don’t know enough about what membership entails
- g. I don’t visit the museum enough to use it.
- h. Other (please specify)

Q18. How did you hear about the Science After Hours? Check all that apply.

- a. Facebook
- b. Twitter
- c. The Franklin Institute website
- d. Email
- e. Radio
- f. Attended a previous Franklin Institute event
- g. Word of Mouth
- h. E-blast
- i. Other (please specify)

Q19. What was your main reasoning for coming?

- a. Spending time with friends/family/others, seeing my child learning new things
- b. Seeing rare/uncommon/valuable things
- c. Gaining information or knowledge, enriching my understanding
- d. Imagining other times and places, feeling a sense of belonging, recalling my childhood experiences/my travels/other memories
- e. Other (please specify)

Q20. How many other Science After Hours have you attended in the past 12 months?

Q21. Other than Science After Hours, how many times have you visited the Franklin Institute in the past 12 months?

Q22. What is your age?

- a. 21-30
- b. 31-40
- c. 41-50
- d. 51-60
- e. 61-70
- f. Over 70
- g. Prefer not to answer

Q23. With which of these groups do you identify? (Select all that apply)

- a. Black or African American
- b. Asian
- c. White or Caucasian
- d. Hispanic or Latino/a
- e. American Indian or Alaska Native
- f. Native Hawaiian or other Pacific Islander
- g. Prefer not to answer
- h. Other (please specify)

Q24. What is your gender?

- a. Male
- b. Female
- c. Non-binary
- d. Prefer not to answer

Q25. What is your zipcode?



# Appendix 6 - Final Survey

## ALL PARTICIPANTS

- Q1. Are you a member of the Franklin Institute?
- a. Yes
  - b. No

## MEMBERS

- Q2. What membership level are you? (Circle one)
- a. Dual (\$85)
  - b. Innovator (\$300)
  - c. Family (\$140)
  - d. Family MAX (\$199)
  - e. Other (please specify)
- Q3. What prompted you to become a member? (Select all that apply?)
- a. Wanted to get a member's discount to a specific event
  - b. Way to support science/mission of TFI
  - c. Way to support community
  - d. Because I like to bring my kid(s)/niece(s)/nephew(s)/grandkid(s) here
  - e. Free general admission
  - f. Discounted Science After Hours tickets
  - g. Discounted parking in TFI garage
  - h. Discounted Tuttleman IMAX and Franklin 3D Theater tickets
  - i. Other (please specify)

Q4. How appealing do you find the following potential future member benefits? Please rate from 1 to 5, with 1 being 'not at all appealing' and 5 being 'extremely appealing'.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Science After Hours: \$10 ticket and cash bar					
Access to other special events like exhibition openings					
Advance knowledge to other special events					
Increased discount on parking (currently \$5)					
Purchase Science After Hours ticket bundle					
Discounted ticket prices (currently \$15 for members and \$20 for non-members)					
Reserved tickets to limited capacity shows					

## NON-MEMBERS

- Q6. If you were to become a member, how long would you want your membership to be?
- a. 6 months
  - b. 1 year
  - c. Multi-year
- Q7. What would motivate you to become a member? (Select all that apply)
- a. Wanted to get a member's discount to a specific event
  - b. Way to support science/mission of TFI
  - c. Way to support community
  - d. Because I like to bring my kid(s)/niece(s)/nephew(s)/grandkid(s) here
  - e. Free general admission
  - f. Discounted Science After Hours tickets
  - g. Discounted parking in TFI garage
  - h. Discounted Tuttleman IMAX and Franklin 3D Theater tickets
  - i. Other (please specify)



Q8. How appealing do you find the following potential future member benefits? Please rate from 1 to 5, with being ‘not at all appealing’ and 5 being ‘extremely appealing’.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Science After Hours: \$10 ticket and cash bar					
Access to other special events like exhibition openings					
Advance knowledge to other special events					
Increased discount on parking (currently \$5)					
Purchase Science After Hours ticket bundle					
Discounted ticket prices (currently \$15 for members and \$20 for non-members)					
Reserved tickets to limited capacity shows					

- Q9. What is an obstacle to becoming a member? (Select all that apply)
- a. Price--one time cost too expensive
  - b. TFI does not provide an installment plan/pay a small fee once a month
  - c. Commitment--1 year too long
  - d. Location/Transportation (TFI/city hard to get to)
  - e. Not enough programming for adults
  - f. I don’t know enough about what membership entails
  - g. I don’t visit the museum enough to use it.
  - h. Other (please specify)

ALL PARTICIPANTS

Q10. How important is it that Science After Hours includes the following offerings to visitors? Please rate on a scale of 1 to 5, with 1 being ‘not at all important’ and 5 being ‘extremely important’.

	1 - Not appealing at all	2	3 - Neutral	4	5 - Extremely Appealing
Hands On Activities					
Take Home Activities					
Live Shows					
Photobooth					
Musical Performances					
Quizzo					
Other (please specify)					

- Q11. How did you hear about the Science After Hours? Check all that apply.
- a. Facebook
  - b. Twitter
  - c. The Franklin Institute website
  - d. Email
  - e. Radio
  - f. Attended a previous Franklin Institute event
  - g. Word of Mouth
  - h. E-blast
  - i. Other (please specify)

- Q12. What was your main reasoning for coming?
- a. Spending time with friends/family/others, seeing my child learning new things
  - b. Seeing rare/uncommon/valuable things
  - c. Gaining information or knowledge, enriching my understanding
  - d. Imagining other times and places, feeling a sense of belonging, recalling my childhood experiences/my travels/other memories
  - e. Other (please specify)

Q13. How many other Science After Hours have you attended in the past 12 months?

Q14. Other than Science After Hours, how many times have you visited the Franklin Institute in the past 12 months?



Q15. What is your age?

- a. 21-30
- b. 31-40
- c. 41-50
- d. 51-60
- e. 61-70
- f. Over 70
- g. Prefer not to answer

Q16. With which of these groups do you identify? (Select all that apply)

- a. Black or African American
- b. Asian
- c. White or Caucasian
- d. Hispanic or Latino/a
- e. American Indian or Alaska Native
- f. Native Hawaiian or other Pacific Islander
- g. Prefer not to answer
- h. Other (please specify)

Q17. What is your gender?

- a. Male
- b. Female
- c. Non-binary
- d. Prefer not to answer

Q18. What is your zipcode?



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