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Page 2: Tell us who you are!

Q1 Contact Information

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Page 5: Membership

Q9 Project Title

Reinventing OPB Membership Through Culture Change

Q10 What was the overall goal of project, problem it sought to solve or opportunity it sought to leverage? (suggested word count 100-250)

In 2012 we set out to change the culture of OPB Membership and shift the focus from generating immediate revenue to member acquisition and retention. Our goal was to substantially grow a mature membership program and support a dynamic and growing organization facing a rapidly changing media environment.

We purposefully built a change-oriented team with direct marketing savvy, analytic skills, and technical capabilities. The team is creative, curious, skilled, and collaborative and relies heavily on data to drive decisions, testing strategies, and approaches.

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Q11 Describe the activity, what it achieved, and why it was successful. (suggested word count 200-400)

We increased our investment of effort and dollars in member acquisition.

- We implemented a canvassing program in 2014 with a focus on gaining sustaining members. We created analysis to track ROI of program and behavior of donors.
- We shifted the focus of our on-air channels from revenue generation to member acquisition and sustainer conversion, maximizing their effectiveness and efficiency through selection of programs, messaging, and other strategies and offers.
- We used mostly local productions or core PBS programs when producing our own on air breaks. These all contained sustainer focused messages with specific appeals for viewers to join for the first time. All match or challenge funds were used to drive sustainer giving.
- We incorporated member acquisition and sustainer conversion practices into our customer service functions.
- We continuously tested and refined our direct mail acquisition program to include Sustainer offers and to drive the return on our investment.
- We implemented OPB Passport with strong strategy and focus on Sustainer acquisition.

We created a corresponding focus on member retention to increase the ROI of our acquisition programs.

- We gave all Membership staff responsibilities for Sustainer acquisition and conversion to create buy-in and to make the growth of our sustainer program everyone's responsibility.
- We rebuilt our technical infrastructure and revamped all of our operations, streamlining manual gift entry and data uploads, improving systems for premium delivery, and automating processes to support on air fundraising, email, and direct mail. These efforts drive member retention by leaving our people free to do what only people can do.
- We shifted the communications strategy from a reactive and generalized approach to a proactive and personal one that provides information specific to the member before they have to ask for it. This includes a comprehensive Sustainer management program designed to decrease attrition, more timely and frequent gift acknowledgment, customized messaging to donors about premiums and events, and personalized email newsletters designed to reflect our subscribers relationship with OPB and their interests.
- We completely overhauled our Customer Service functions, creating the position of Member Experience Manager to help build a new culture of customer care and developing a more skilled and capable customer service team. We've created comprehensive on-boarding and training for new hires, and implemented technical tools and analytics to track call load, response time, and types of customer service inquiries.

Q12 Tell us any metrics or benchmarks that show the success of project. Please consider quantitative and qualitative data. (suggested word count 100-250)

I've uploaded a document with some charts and graphs demonstrating the positive effects of our reinvention efforts.

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Q13 Tell us how the project leveraged national or local content (primetime, KIDS, pop-out, etc). (suggested word count 100-250)

We regularly leveraged national and local content in every aspect of our messaging – focusing on the core programs loved by our members to encourage support and attract the long term, sustaining dollars that have allowed us to grow exponentially in recent years.

- We used core programs like Nature, NOVA, Masterpiece Theater, the NewsHour and more in our member drives to ensure we were talking with the regular viewer. We developed matches for new sustaining gifts during those programs which regularly led to sustaining gift percentages of over 70% per program. This, along with national pitches for sustainers, has meant that sustaining members through drives now represent 50% of donations, up from 20% just a few years before.
- We leveraged local content like the hugely popular series Oregon Field Guide by creating pitch breaks for that program during drives but also by asking those producers to record member pitches and thank you's out in the field to use during drives. This created a unique feel and gave viewers a glimpse into our crews in production.
- We created content specifically for fundraising. Again leveraging Oregon Field Guide footage, the "Oregon Revealed" series was developed. Featuring breathtaking aerial views of the region, these three programs (premiering in 2013, 2015 and 2018 respectively, have raised nearly \$730,000 for OPB.
- We launched OPB Passport in May 2017 and took full advantage of that content to bring on new members. Our Facebook posts highlighting a specific program available to binge on Passport have had the most fundraising success of all our FB posts (though other posts have had higher engagement). We've also started putting Passport modules in our weekly enews and segmenting those based on if someone is activated, eligible but not activated and non member. We also promote Passport on air with interstitials as well as during member drives (both TV and radio). This fiscal year, Passport is our number one way to bring in new sustainers and tied with on air fundraising for bringing on new members.

Q14 Do you have any supporting materials or items to upload? (optional) **Yes**
