

museum enterprises conference

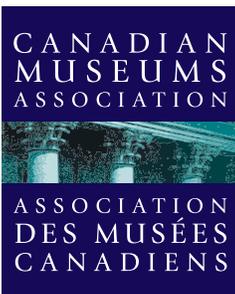
January 24-26, 2019

Toronto Marriott Bloor Yorkville

Celebrating
25
years!

**The one-stop conference that
will help you generate more \$\$\$
and increase visitor satisfaction!**

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museum enterprises conference

January 24-26, 2019

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The one-stop conference that will help you generate more \$\$\$ and increase visitor satisfaction!

As retail experience and visitor engagement professionals, a vital part of our job is to make visitors feel welcomed while maximizing revenue. We ensure that our institutions are relevant and that each and every visitor understands their value and importance to us. The 25th annual Museum Enterprises Conference will focus on best practices, sharing ideas, and how we can work together. The program for MEC 2019 has been designed to expand your business/visitor experience and entrepreneurial skills to maximize the results of museum-based commercial activity in your institution. This is the one-stop conference to help you generate more money and deliver a higher level of visitor satisfaction!

Who Should Attend?

If you are involved in revenue generation, retail and food operations, visitor services, admissions, membership, rentals and special events then this is the Conference for you!

The top 6 reasons why your institution should support your participation in the 25th annual Museum Enterprises Conference:

- Find solutions to issues you currently face.
- Share innovative ideas and best practices with others in the cultural commerce community and learn firsthand what others are doing.
- Discover tools to thrive in this changing economy and business environment.
- Gain valuable information from leaders in our sector.
- Visit the MEC Expo with vendors that understand your visitors and your merchandising needs.
- Network with your colleagues from across Canada!

The value of your attendance at MEC 2019:

- Focus on what you will specifically bring back to your institution as return for the investment.
- Offer to share what you've learned with your colleagues by delivering a short presentation and Q&A upon your return. That way, others in your institution will also benefit from your attendance.

Tips on saving money at the Conference:

- Apply for a **CMA bursary**.
- Watch for seat sales on Canada's airlines.
- Book your hotel room early to be sure you reserve a room at the conference rate.
- Share a room to reduce hotel expenses. Let us know if this is of interest to you.
- Send three or more delegates from your institution and enjoy additional savings of 10% off the registration fee.

Acknowledgements

Thank you to the following individuals, who have all been instrumental in the planning of this conference. They are a group of volunteers who work diligently to develop useful programming to meet your needs!

- Cindy Desrochers — *Finance and Retail Operations Manager, Saint-Boniface Museum*
- Nick Foglia — *Director, Marketing, Communications and Sales, McMichael Canadian Art Collection*
- Nancy Helmers — *Engagement Manager, Art Gallery of Burlington*
- Robert Laidler — *Board Member, Museums Foundation of Canada*
- Sue Lamothe — *Director, Finance and Operations, Canadian Museums Association*
- Constance MacDonald — *VP Programs, Events, Commercial Services, Royal Ontario Museum*
- Sue-Ann Ramsden — *Director, Museum Enterprises, Canadian Museums Association*
- Malcolm Smith — *Retail Sales and Product Development Manager, Canadian Museum of Immigration at Pier 21*
- Michael Wallace — *Executive Director, Theatre Museum Canada*



Accommodation

The **Toronto Marriott Bloor Yorkville** in downtown Toronto is the host hotel for MEC 2019. To book a room at the specially-negotiated rate of \$172 [click here](#).

Or if you prefer, call **1-800-859-7180** and quote the group name: **MEC2019**. Please reserve ASAP and no later than by **January 7, 2019** to guarantee this special rate!





museum enterprises

2019 conference

The one-stop conference that will help you generate more \$\$\$ and increase visitor satisfaction!

THURSDAY, JANUARY 24

8:00 am Registration and Welcome Coffee

8:45 – 9:00 am **Conference Opening**
Karen Bachmann, CMA President

9:00 – 10:00 am **Keynote Address**

How to Maximize Data to Enhance Your Museum Fundraising, Retail and Admissions Programs and Campaigns



Allen Davidov, Environics Analytics

Learn how easy it is to use “big” data in a way you haven’t done before. Pertinent to any size institution, you will learn how to better target your messaging to influence visitors and members, further encouraging them to make a purchase, buy a membership or give a gift in support of your museum or gallery. Whether through a direct mail appeal, cross promotional approach or a face to face ask, data used properly will help!

About your Speaker: Allen Davidov is Director of Business Development at Environics Analytics (EA) in the not-for-profit practice. With nearly 20 years of experience, he is responsible for helping charities including museums and galleries, as well as foundations apply EA’s products and services to attract and retain donors, corporate partners and volunteers. Prior to joining EA, Allen successfully led marketing, annual giving, leadership giving and event initiatives at a number of organizations, including Sinai Health Foundation, Habitat for Humanity GTA, Canadian Breast Cancer Foundation, St. John’s Rehab Hospital Foundation at Sunnybrook Health Sciences Centre and North York General Hospital Foundation. Allen is also an active member of the Canadian Marketing Association Not-For-Profit Council. He holds a Master of Business Administration degree from the University of Liverpool, a Bachelor of Commerce degree from Ryerson University and a Creative Advertising diploma from Centennial College.

10:00 – 10:15 am **Networking Break**

10:15 – 11:45 am **General Session**

Learning From Our Mistakes

Facilitator: **Michael Wallace**, *Theatre Museum of Canada*

Experts and neophytes from museums large and small will share stories of innovative visitor service efforts that not only met or exceeded their objectives but also some that misfired, and how they have emerged the wiser. In the second half of the session, participants will share their own stories in small groups, and choose ones to be shared with the wider room. Voting and prizes round out the session. Regardless of the kind or size of museum in which they work, participants will leave the session with valuable lessons learned around innovation, and an expanded network of contacts.

Noon– 1:00 pm **Birds of a Feather Luncheon**

1:15 – 2:30 pm **Breakout Sessions**

❶ **The Final Takeaway: How the Museum Store Experience Successfully Reverberates with Visitors**

Presenter: **Constance MacDonald**, *Royal Ontario Museum*

The museum store is often both the last place a visitor goes and where they can make a purchase that reflects their visit. This session will explore how to enhance the museum store experience through visitor friendly displays, mission-based product selection, and advocacy for its place within the institution.

❷ **Managing on a Shoestring Budget**

Presenter: **Malcolm Smith**, *Canadian Museum of Immigration at Pier 21*; *Panelists TBD*

Small, medium and large museums have this in common: all are expected to deliver meaningful experiences and powerful messages despite limited budgets and team players. How do you stay relevant and creative on a dime? Through a presentation of case studies, our panelists will share their secrets on how to use creative ideas and genuine processes to develop meaningful visitor experiences.

2:45 – 4:00 pm **General Session**

Money, Money Money... Retail at the Newly Opened Royal Alberta Museum

Presenter: **Kim Gray**, *Royal Alberta Museum*

With the capacity of earned income having reached its limit, nothing could have been more welcome than the plans to relocate the museum to a central downtown location. Hear how the RAM's much broader and more custom oriented product line have positively affected the RAM's bottom line.

4:00 – 7:00 pm **CMA EXPO and Reception**

MC: **Nancy Helmers**, *Art Gallery of Burlington*

Meet suppliers and artisans whose products range from apparel and fair trade products to jewellery and decorative accents. Join your colleagues and valued exhibitors in an entertaining icebreaker *Two Truths and a Lie* that's sure to be loaded with lots of laughs. Tell two interesting facts and one fib about your organization, then let your colleagues pick which one isn't true. Send your truths and lie to nancy@agb.life with a photo or logo or join the fun at the reception.

RETAIL FRENZY at its best! Here's your chance to win wonderful prizes! Spend time visiting each exhibitor who will give you a code to enter into the conference app to earn points. The more points you have accumulated by 6:30 pm on Thursday, January 24, the better your chance will be to bid on the prizes. **YOU MUST BE PRESENT TO WIN!**

FRIDAY, JANUARY 25

9:00 am – 4:00 pm **Offsite Mobile Workshop**

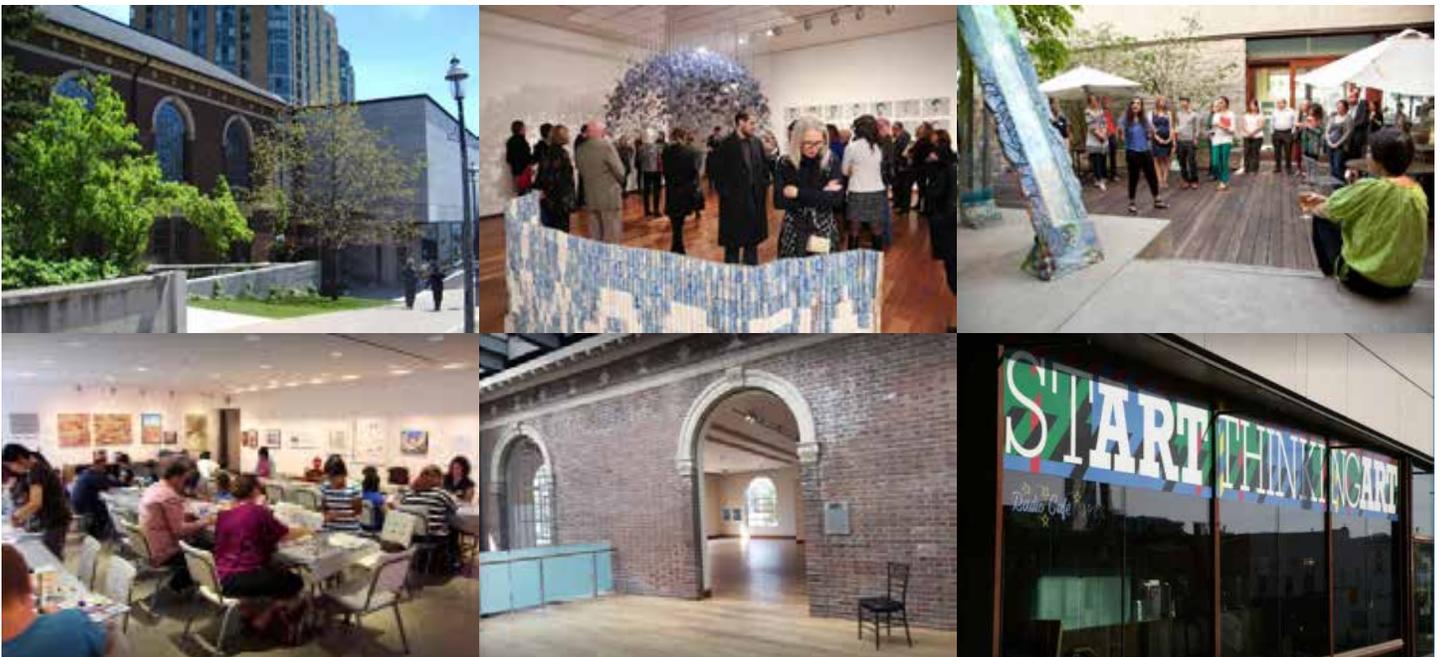
MacLaren Art Centre

See how others do it! Enhance your training with our full-day workshop.

Heading north, we will visit The **MacLaren Art Centre**, the regional public art gallery serving the residents of Barrie, Simcoe County and surrounding area. Their mission is to engage and enrich the immediate and larger community by providing innovative and relevant contemporary visual arts programming. Housed in an award-winning building in downtown Barrie, this cultural and architectural landmark combines a renovated 1917 Carnegie library with a contemporary addition by Hariri Pontarini Architects. The complex includes multiple galleries, an education centre, a sculpture courtyard, café, gift shop and framing department. The Gallery presents a year-round programme of exhibitions, art education activities and special events. A cornerstone of culture for Barrie, the MacLaren adds to the social, intellectual, creative and economic fabric of this community; it is a central meeting place, a destination for visitors from across the province, and a catalyst for downtown revitalization contributing to the city's success. Activities planned during the Study Tour include guided exhibition tours, behind-the-scenes building and collection tours, a hands-on art activity, framing demonstrations and presentations on fundraising events, the gallery shop and facility rentals. Lunch in the café is included. Delegates will be transported by motor coach to and from the MacLaren Art Centre, returning to the Toronto Marriot Bloor Yorkville at approx. 4:00 pm.

Fee: \$150 (The Offsite Mobile Workshop is not included in all-inclusive registration fee.)

Registration for daily registrants to attend the Off-site Mobile Workshop may be available, space permitting for a **fee of \$150.00**.



SATURDAY, JANUARY 26

8:30 am Registration and Information

9:00 – 10:00 am **General Session**

Yayoi Kusama: Infinity Mirrors The Exhibition with Infinite Opportunities

Herman Lo, Director, Visitor Experience, Art Gallery of Ontario

The *Yayoi Kusama: Infinity Mirrors* exhibition was presented at the AGO (Art Gallery of Ontario) from March 3 to May 27, 2017. The exhibition provided visitors with the opportunity to experience six of Kusama's most iconic kaleidoscopic environments, alongside large-scale, whimsical installations of over 60 key paintings, sculptures and works on paper from the early 1950s to the present. The six Infinity Mirror Rooms, five you enter and one you peek into, were designed by the artist to be brief immersive experiences. Guests had a limit of 20 to 30 seconds in each room and wait times for each room was approximately 20 to 30 minutes. Two to three people entered each room at a time. The Kusama exhibition was unlike any exhibition the AGO has presented before. The demand for the exhibition was extremely high and interest for the exhibition started well in advance of opening day. During online sale dates, as many as 70,000 people waited in the virtual queue at one time to purchase tickets. Hundreds of people lined up outside the Gallery each day for the opportunity to get same-day tickets. This session gives attendees a behind-the-scenes look at how the AGO planned and operated this unique experience. You will hear about the strategies developed and tactics deployed from the *Yayoi Kusama: Infinity Mirrors: The exhibition with Infinite Opportunities* and learn how the highest level of visitor service was delivered and how simple tactics implemented can be use at your own institution!

About your Speaker: Herman Lo is the Director, Visitor Experience at the Art Gallery of Ontario (AGO). He is a skilled visitor services, marketing and sales professional with proven expertise in event planning and execution, creating engaging campaigns, fostering excellent customer experience, relationship management and the development/implementation of successful sales strategies. He joined the AGO in 2012 and brings a wealth of experience from working in marketing and communications roles at several prominent cultural institutions in Toronto. In his current role, he leads and directs all administration, managerial and performance-based aspects of the AGO's Visitor Experience (VE) functions including strategic planning and execution of the VE goals related to achieving the AGO's strategic priorities, exhibitions, programming and brand commitments. He manages a team responsible for pro-actively influencing and developing new ideas to improve and enhance the member & visitor experience. He leads the development and implementation of an overall visitor centric strategy and program for enhancing Gallery services for all visitors.

10:00 – 10:15 am Networking Break

10:30 am – 12:30 pm **Breakout Sessions**

1 **Creating a Strategic Plan for Your Museum Store**

Facilitator: Barbara Crowhurst, Retail Makeover

Most successful businesses have a strategic plan in place to guide them and keep them from putting time and resources into unproductive or expensive missteps. In this session, you'll learn how to create a two to three year strategic plan for your store, referencing your museum's strategic plan for a broad vision and providing both the short and long term goals for your store. Steps relating to product development, training and staff development, special shop events, the physical store improvements, etc., will be covered. Join Barbara Crowhurst as she relates her journey through the strategic plan process and perhaps helps you avoid some pitfalls.

About your Facilitator: Barbara Crowhurst is one of North America's leading retail business coaches. She is also a writer, international speaker and trainer. Her comprehensive and detailed approach to retail comes from years of working in the industry. Her career has taken her from working with some of the largest corporate retailers in North America to consulting with thousands of independent retail specialty stores. Barbara's company is leading the way with innovative services such as retail business coaching sessions. Barbara's comprehensive Retail Business Makeovers, Retail Makeover University on line and Retail Store Design have become the retail industry's sensation. Her message to retailers, "Effective retail is in the detail"

② Visitor and Customer Service Standards – Going for 100%



Facilitator: Theresa Syer, *Syer Hospitality Inc.*

You are museum professionals who will engage your visitors, making them feel welcomed, and appreciated for choosing your venue. The design of the experience has to impact the perception your visitors have of your museum. Only when you can exceed their expectations, are you able to deliver a truly great visitor experience.

Today's visitors do not talk, tweet or recommend your museum based on your customer service. On the contrary, it's based on their overall visitor experience. When it's compelling, unique, authentic and touches them on an emotional level, they'll not only remember it, but will tell everyone why they need to experience it too.

This session will help you identify fresh and innovative ideas to design a visitor experience that stands out from the crowd. You'll visualize the experience from your visitor's perspective and understand why everyone across each museum touch point needs to make the visitor experience their priority. This will cultivate a more personalized and engaging experience with your visitors, creating lucrative word of mouth discussions and new and repeat business for your museum(s).

In this high energy session you'll learn:

1. What a differentiated visitor experience means today;
2. What makes your visitor experience predictable and learn to do something that's unpredictable;
3. Specific tips, techniques, and tools to leverage your visitor experience making it unique to your brand;
4. How to deliver a visitor experience worth bragging about;
5. How to think strategically about word of mouth opportunities.

About your Facilitator: Theresa Syer is excited to be back at MEC this year. A highly sought after consultant, she is one of today's most influential voices on delivering the customer experience. She is a dynamic speaker who shares a fresh approach that concentrates on the human factor and creating strong emotional connections with customers. Her highly entertaining and information-filled messages have transformed how businesses connect and engage their customers.

She's fuelled with a wealth of knowledge gained from her 35 year hotel and hospitality career. She was the Regional Director of Sales & Marketing with GGS, Hotel Management Company in Japan, where she worked with brands such as Sheraton, Hyatt, Omni and Ramada. Her industry experience includes leadership roles with a regional airline, tourism bureau and travel agency.

As well as a Certified Speaking Professional, she is recognized for her vibrant, often humorous addresses along with her unapologetic optimism and contagious enthusiasm. She has the ability get the buy in from her attendees, leaving them with renewed energy, insight and the confidence to provoke change from within.

A successful entrepreneur, Theresa is the founding partner of the Syer Hospitality Group Inc., leading experts in Customer Experience Management. Her strategies and methodologies have helped convert organizations from product or service driven models to customer-centric cultures.

12:30 – 1:45 pm..... **Luncheon & Update on the CMA Museum Retail Consortium**

Enjoy lunch with your colleagues and learn what's been happening with the CMA Retail Consortium Program.

2:00 – 4:30 pm..... **Workshop**

Delivering a Visitor-Centred Museum Experience

Facilitator: Brian McAlonie



Today, cultural institutions and heritage organizations face stiff competition from a wide variety of potential visitor activities: shopping, outdoor recreation, attending sporting events and music concerts, visiting theme parks, going to the theatre or a festival, dining out and much more. Moreover, in the 21st century, museums have also had to come to terms with the ubiquitous use of smartphones, social media, global internet connectedness, and on-demand entertainment services, which have all affected visitor attendance and memberships. So, what are cultural institutions to do in this new world order? The critical ingredient lies in delivering a visitor-centred museum experience. Focusing on meaningful visitor engagement as a vital outcome changes museums from being inward-looking organizations focused on their collections to outward-looking focused on their visitors and the role they can play in their lives. The collection is still at the heart of the museum experience, but what is at the heart of the museum is the visitor. How do you create a visitor-centred museum experience? An essential step is for the museum to cease being product-led and become visitor-centred in approach taking into account the personal context of the visitor by meeting and exceeding their wants, needs, expectations, and preconceptions.

Specifically, the workshop will address how each of the following vital elements blends to create a visitor-centered museum experience:

- Mission and vision
- Board and executive staff
- Visitor services
- Exhibitions and programming
- Website, social media, and technology
- Memberships, sponsors, and donors
- Earned income opportunities
- Return visitation

The workshop's first-half will focus on a review of current visitor-centred museological theories and best practices, and end with the introduction of a methodology that practitioners can use in their institutions. In the second half of the workshop, participants will use the visitor-centred methodology in "real-world" scenarios to create and develop visitor-centred museum experiences along with their fellow peers.

About your Facilitator: For over 25 years, Brian McAlonie has utilized his broad range of expertise in the museum, design, and communications fields to assist clients with creating engaging and profitable visitor service experiences. Combining an M.A. in museum studies from the University of Leicester, England and his vast professional experience, Brian assists cultural institutions and heritage organizations with visitor experience planning to help them build sustainable audiences and revenues, and long-term institutional viability. Brian's expertise focuses on board and staff visioning and strategic planning facilitation, brainstorming and ideation, and assisting institutions with interpretive planning, exhibition design, and earned income potential. Brian speaks regularly to various international and national museum professionals and was an adjunct professor for the museum studies M.A. program at SUNY Buffalo State. Brian is also currently writing a book for Roman & Littlefield publishers on visitor experience planning.

4:45 pm..... **Closing Remarks**

5:00 – 6:30 pm..... **Closing Reception**

