



Transforming Arts Organizations Worldwide

Establishing a Corporate Fundraising Strategy in Europe

JULY 2022

Context for This Project

The Request: This project originally came from a European museum relatively new to corporate fundraising. They wanted to understand the market potential from other institutions, as well as best practices for getting started.

The Approach: In addition to desk research, ABA interviewed 9 institutions across the globe but primarily focused in Europe. Interview questions and interviewees appear on the following two pages.

Questions Answered:

- What is the opportunity for corporate fundraising for museums in Europe?
- How should an organization new to corporate fundraising approach co-creation projects and boost the likelihood a given company will be willing to sponsor a project?
- What pipeline of potential partners should we maintain against a given fundraising goal?
- Where is there the greatest opportunity for sponsored projects for organizations new to corporate fundraising?
- How should we structure our team and measure progress internally?

The research also includes several examples of successful co-creation projects with corporate support.

Research Questions

Primary Question: what are best practices for a museum beginning its corporate fundraising strategy?

Fundraising Overview

- What is the structure of your current corporate fundraising program?
- What are your giving minimums for memberships and sponsorships?
- What led you to develop a corporate sponsorship initiative? How did you start it?
- What is the importance of corporate fundraising in your overall contributed income mix?
- What are the biggest challenges you face in corporate fundraising?
- How do you tie your corporate fundraising programs to your mission and values?

Team Structure

- Who on your team works on corporate sponsorship? Is there a dedicated person for corporate sponsorship?
- Do you feel satisfied with the current team structure? How would you change it if you could?
- Which corporate fundraising tasks take your team the most time?

Corporate Relationships

- How many corporate members/sponsors do you currently have? Do you focus more on local or international (or both)? Why?
- Do you have particular industries of companies who you find to be productive prospects?
- How did you build the relationship with your current corporate sponsors? Did you approach them, or did they approach you?
- Who is typically your point of contact? (CEO, Marketing, HR, CSR, etc.)
- What has been the "way in" for these sponsors? (Events? Employee benefits?)
- How do you identify a strong prospective corporate sponsor?

Benefits Administration

- Which of your corporate benefits seems most used or most valued? Which does not seem to be as valuable?
- Are you satisfied with the ROI on delivering benefits vs. what you receive from corporate fundraising?

Institutions Included in Research

Our survey included conversations and secondary research that included the following museums and performing arts organizations across Europe and the United States.

Italy

Trento

France





Paris

BILBOKO ARTE

EDERREN MUSEOA

MUSEO DE BELLAS

ARTES DE BILBAO

Bilbao

Paris*

Netherlands



Scotland

PEGGY

GUGGENHEIM

COLLECTION

Venice



Dundee

Spain



LENIKU

CENTDE

Santander

BOTÍN

Madrid

THYSSEN-BORNEMISZA MUSEO NACIONAL

Madrid

USA

NEW MUSEUM

New York

*Profiled but not interviewed

Corporate Fundraising:
An Overview

Managing Your Corporate Sponsorship Strategy

Examples From the Field

Four Primary Components of Corporate Fundraising

Sponsorships



Gift Purpose: Supporting a specific event or project

Gift Type: Restricted gift

Main Goal: Marketing and brand visibility, strategic mission

Gift source: Marketing budget

Philanthropy



Gift Purpose: Supporting a specific project or program

Gift type: Restricted gift, often a grant

Main Goal: Supporting a cause in connection with corporate social responsibility

Gift Source: Foundation or grant giving branch

Special Events/ Rentals



Gift Purpose: Donation or membership in order to host their own event

Gift Type: Usually unrestricted gift/ part of membership annual fund

Main Goal: Hospitality and networking by hosting their own events on site

Gift Source: Special events/ corporate relations

Corporate Membership



Gift Purpose: Year-round support with member benefits & access

Gift Type: unrestricted gift/ part of membership annual fund

Main Goal: Employee benefits and engagement, with additional access benefits

Gift Source: HR or other employee-facing branch

Key Evolutions in the Corporate Philanthropy Landscape

Companies expect more from arts sponsorship...

...but you still have power



Companies are increasingly focused on social impact - meaning there are limits to sponsoring "art for art's sake."

"The strategy of corporations has changed: they are more focused on conservation and sustainability projects, for example. They also prefer money for social projects that involve the community, projects that are more engaging."



Companies have demonstrated increased expectations of the return on their sponsorship investment.

"Lately, companies are more aware of their expected benefits — it's more transactional in nature. Companies need clear justification for sponsorship."



With increased scrutiny on "artwashing," you can — and should be selective to identify companies that match your values.

"We have a rigorous research policy for any potential corporate partner, focused on identifying any history of greenwashing or scandal at the company."

High-Level Observations of Successful Programs

- Placing heavier emphasis on sponsorship (vs. membership): particularly in Europe, cultural institutions are spending more time on developing partnerships around sponsorship. Membership, while still an important element to have present, is increasingly taking a backseat.
- Turning towards a co-creation model: when working with corporate sponsors, several institutions have adopted a model by which both the institution and the company develop a project with mutual benefit for their strategic goals.
- Evolving your message over time: newer, more regional museums reported a shift over time from focusing on showing the benefit they bring to their region to a message around values for a broader appeal.
- Driving sponsorship through membership: while membership is a smaller aspect of corporate fundraising in Europe, it is still a key way to maintain longstanding relationships with companies that can lead to fruitful project partnerships.
- Building the right skills: certain capabilities are crucial to manage an effective corporate program and go beyond just the corporate fundraising team:
 - Creative co-creation: seeing the opportunity for corporate partnership in a variety of internal projects
 - Idea sharing: facilitating cross-departmental collaboration, especially with curatorial teams
 - Pipeline generation: understanding what makes a strong potential partner with aligned missions
- Developing long-term discipline: as your corporate fundraising grows, it will be important to develop methods for measuring success, to understand your corporate partner journey from member to sponsor, and to maintain discipline around pipeline volume expectations.

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An Overview

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Critical Information For Establishing Strategy

In this section we investigate the critical elements of a corporate fundraising strategy and answer the following questions:



What should the relative contribution of corporate membership, events and co-creation projects be to total funds raised?



How should an organization new to corporate fundraising approach co-creation projects?



How can we boost the likelihood a given company will be willing to sponsor a project?



What pipeline of potential partners should we maintain against a given fundraising goal?



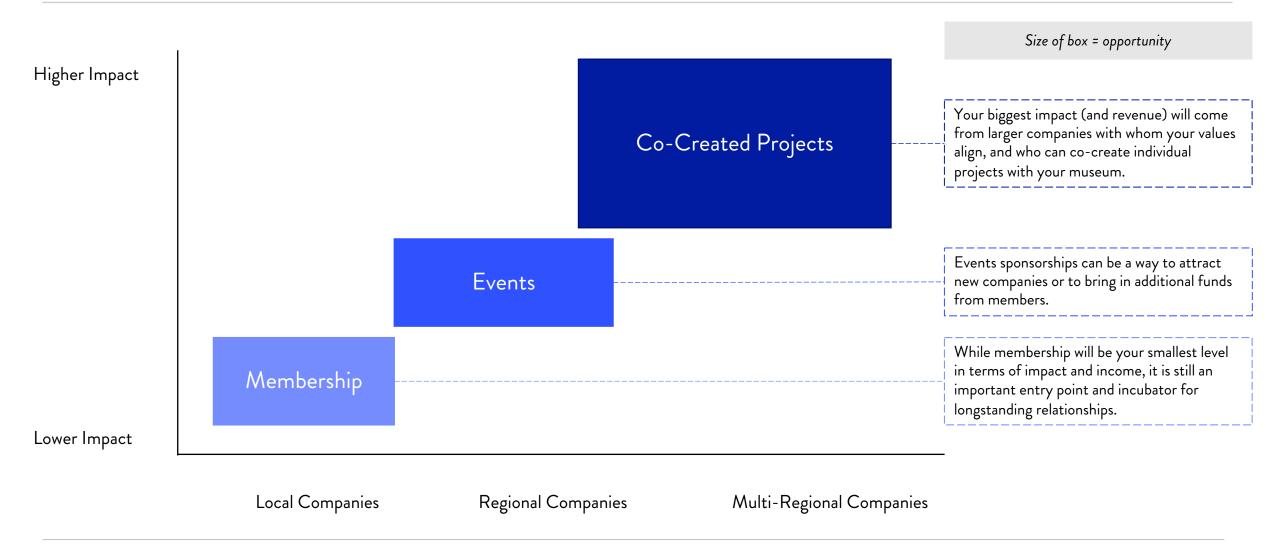
Where is there the greatest opportunity for sponsored projects for organizations new to corporate fundraising?



How should we structure our team and measure progress internally?

Three "Levels" of Corporate Partnership





Two Ways To Find Mutual Strategic Interest



As European museums lean away from traditional membership structures based on company interests, the "co-creation" of strategic projects has become a more widespread method for building corporate partnerships. These projects can be developed in two directions.



Finding a partner for your project

Most appropriate when...

Your organization has an existing culture of corporate fundraising

Steps to take...

- Set expectations for all projects: establish that any artistic project can be an avenue for a potential corporate partnership and identify opportunities accordingly.
- Present full project ideas: the development team can use proposals to identify which companies may be strong fits (either from the membership or new contacts) and present them the chance to get involved.



Finding a project for your partner

Your organization is earlier in its corporate fundraising journey

- Learn your funders' strategic objectives early: when presenting your institution to a new potential corporate funder, include discussions of what projects might fit into the company's strategic objectives.
- Find the right point of contact: work together with the appropriate department liaison at your partner company to ensure a mutually beneficial execution of the initiative. The CEO is often the best starting point.

Three Methods of Co-Creation



Creatively Fund Existing Projects: co-creation does not necessarily mean starting from scratch. Think creatively about ways to involve sponsors in the projects that are existing priorities for your institution.

Example: Museo Nacional Thyssen-Bornemisza partnered with the Mandarin Oriental hotel to market a crowdfunding campaign for a restoration project the museum was conducting.

Scale Strategically: identify project categories that your team can templatize and replicate, then combine these in unique ways to make partners feel that they are getting a personalized experience.

Example: Escuela Superior de Música Reina Sofía created a training workshop for one of their corporate partners that they were then able to replicate as a benefit for their other sponsor companies.

Go All In: if you find a company whose values deeply align with yours, a high degree of personalization becomes worth it, as the resulting partnership can be long-term and lead to multiple high-impact projects. These partnerships will require a "top-down" approach, building a close relationship with leadership.

Example: MUSE and Lavazza found a strategic alignment around environmental sustainability that led to a three-year partnership with multiple projects.



How To: Creatively Fund Existing Projects



Identifying projects that can provide unique partnership opportunities can seem daunting, but it is not necessary that you start from scratch. Look to your existing projects and think beyond donations for ways your corporate sponsors can support you.

Possible examples:

- A local hotel providing clients with exclusive access to view the restoration of a painting during their stay, in exchange for a donation.
- A credit card company installing special card readers in the museum that play music or display art related to an exhibit.
- A local shopping center acting as a host for a site-specific installation that increases brand awareness for the museum.

Benefits to the partner:

- Exclusive access for their clientele
- Increased marketing visibility with the audience of the museum
- Alignment with their corporate social values

Benefits to the museum:

- Increased brand awareness with new audiences
- Wider reach for potential HNW donors

Case Example: Thyssen + Mandarin Oriental



When the Museo Nacional Thyssen-Bornemisza began an intensive restoration project of the painting "Chinese Porcelain with Flowers" (1640) by Jacques Linard, they took a unique approach to finding a corporate sponsor to help finance the restoration.

Rather than requesting the traditional direct donation of sponsorship funds, the museum found a partner willing to amplify a crowd-funding campaign to a strategically aligned audience of luxury consumers.

Mandarin Oriental clients are given access to "sponsor a flower," and can then visit the restoration room during their stay at the hotel.

2 How To: Scale Strategically





When partnering with companies on specific projects, the expectations for personalization will be higher. This does not mean, however, that each project must start from scratch. Find ways to "templatize" your work to reduce the lift for your team.

How to do it:

- Start with replicable components: at the start of this process, you may need to take on new, different projects from various corporate partners. After several iterations, you will be able to identify which types of project feel scalable.
 - Create templates by category: take those scalable projects and create templates for each stage, from project plan to internal/external communications.
- Identify where company needs fit into templates: when a company approaches you with a project idea, see if it fits into an existing project type (or, bring your menu of projects to prospective corporate sponsors).
- Say no to one-off requests: if a company wishes to partner with you on something far outside your range, you can say no to projects that will cause strain for your team - and offer an option within your menu.

Case Example: Corporate Courses at Reina Sofia



Escuela Superior de Música Reina Sofía, recognizing the potential of supporting companies from an HR perspective, developed a management training workshop that uses principles of music to teach leadership, collaboration, nonverbal communication, adaptability, and other key business skills.

With a workshop structure, small tweaks can ensure that the experience feels customized for each corporate partner, while minimizing additional work internally to create brand new content.

How To: Go All In



While scalability is key, sometimes a highly personalized, one-off approach can be worth it if you find a partner whose values are deeply aligned with your own. If both the institution and the corporate partner are willing to make a true investment of time and resources, the result can be an impactful, long-term relationship — one that goes beyond traditional membership models.

Key Steps:

- Match your values: for a partnership to be strong enough to merit a more intensive investment, it must be based on a foundation of shared values. There are several ways to think about whether a company is a values-match with your institution, including:
 - Alignment of social causes you both support
 - Alignment of a higher-order value, such as creativity
 - Alignment of demographic or psychographic audience bases
- Start at the top: when embarking on a long-term partnership that may involve multiple projects, it is crucial to connect first with the CEO, and then find appropriate contacts in different departments. Leverage high-profile members of your staff and board to make connections to these leaders.
- Find their place: for these more intensive partnerships, the doors open for more creative ways to involve a company in your operations. Leverage their expertise when finding their place at your institution. This could take the form of a special advisory board, an exclusive purveyor of services, or even a co-creator of products.
- Don't stop at one: determine a time period for the partnership through a contract, with the understanding that both partners can execute multiple projects within this period.

Case Example: MUSE + Lavazza



When Lavazza was looking for partners in the arts & culture sector who aligned with their sustainability goals, they came to MUSE-a natural fit thanks to their science focus and their own emphasis on environmental objectives.

The details of the partnership include:

- A three-year sponsorship contract
- The renovation and continued operation of the Sustainability Gallery
- Lavazza executives as part of the Sustainability Gallery's advisory board
- MUSE as host of Nuova Lavazza's Sustainable Development Festival

Maximizing the Corporate Partner Journey



Offering involvement in your organization's board is a strategic way to move corporate members into more involved sponsors.

Membership



Board Involvement



Customized Projects

Membership is the easiest point of entry into a relationship with your museum. Companies will often stay at the level at which they join, so it is key to build in opportunities to increase their connection to the institution.

At some organizations, certain levels of corporate membership come with an invitation to join board meetings, allowing CEOs of corporate partners to gain a deeper, strategic understanding of the arts institution they support.

Thanks to the closeness developed during these board meetings, companies with strong strategic or valuesalignment can further their involvement through participation in customized projects.

Relationship Type



Relationship Type



Relationship Type



Questions To Ask Of Your Potential Partners



When speaking with a corporate partner about a potential co-creation initiative, there are questions you can ask to determine if a project is the right fit — or to identify general areas for future partnership.

Identifying Values Alignment Identifying Strategic Opportunities What are the core values by which your company operates? ☐ What are your company's upcoming strategic goals? What role do you want your company to play in the local ☐ Who are your primary audiences or consumers? Are there target community / region / country? communities or audiences for your product that you have struggled to reach? What aspects of your community engagement are you most Which of your company values do you wish you had more proud of? concrete avenues of demonstrating? When are some moments when you have best embodied your core values? What programs or events have your employees found most engaging and rewarding in the past? Where are you looking for partners to help you reinforce your values with customers?

*Once a company has been identified as a strong partner for a project, it will be key to establish a clear protocol for working together, including point of contact, communication cadence, and expected metrics to track. More on metrics on slide 25.

Prospecting: Your Network Is Your Greatest Resource



While many organizations we spoke with conduct research on potential corporate sponsors via publicly available information on companies' strategic portfolios and financial solvency, some diverse methods for connecting emerged in our conversations.



Donors

Existing members of your donor community can be in advantageous positions to recommend potential partners.

"Local legal companies very helpful they know what's happening in the city, who to invite over for dinner."



Board Members

Several museums shared that members of their board were influential in connecting them with corporate partners.

"Our board chair used to be on the city council, and she's really dialed into what's happening locally."



Chambers of Commerce

Positive relationships with your chamber of commerce or city council are key to building your local network.

"We have a strong partnership with our city council and the local universities"

A Potential "Year 1"



Based on our interviews, we have developed a mock timeline for a potential first year of corporate fundraising, assuming a goal of 10 organizations in pipeline for memberships and co-created projects.

Start Y1

Develop strategic membership tiers: almost all participants shared how difficult it is to move corporate members up in giving levels, so ensure that your lowest level will provide you significant financial return.

Begin dual prospecting: identify local companies to join your membership, while simultaneously beginning to research regional/national companies who share strategic values for co-creation projects.

GOAL: OUTREACH TO 80-100 ORGANIZATIONS

Interviewees reported a typical conversion rate of 5-10%, so at least 100 contacts will be needed to maintain an active pipeline of 10 partners

CEO outreach: have organization leadership support with outreach efforts to company CEOs for initial introductions. Eventually, points of contact in marketing and HR departments will be necessary for day-to-day relationships but starting at the top is key.

Close agreements with clear outcomes: whether you are welcoming a company into a membership or creating a strategic partnership around a project, closing a deal will require clearly outlining the ways in which you will partner, timelines for your contracts/renewals, and stated desired outcomes from working together.

End Y1

The Opportunity of Employee Engagement



While many arts organizations partner with companies' marketing departments for corporate fundraising initiatives, there is a growing number who have found that HR is an effective in-road.

There are a wide range of helpful employee benefits your institution can help corporate partners offer to their staff members. Here are some we saw in the field, and how to make them special:

- Private tours: this is a common benefit offering and an easily scalable option for any museum, as one educator can accommodate many visitors.
 - Tip: tie private tours to special moments, such as company anniversaries or employee recognition days.
- Training courses: there are many leadership and creativity lessons to be learned from the arts, even for companies in different fields. Leverage your expertise to offer workshops.
- On-site visits: bringing presentations of your art to a company is a great way to reach potential new audiences who may not have taken the step to visit your halls.
 - Tip: take the opportunity to speak with employees in a more organic setting to understand their interests and further inform the benefits you can offer.



Benchmark: Corporate Sponsorship Teams



Institutions we interviewed had a variety of team structures, but one finding became clear: many are working successfully with only a small number of personnel resources dedicated to corporate funding.

Organization	# of Corporate Fundraising Employees *does not include individual giving	Role Breakdown
Organization 1 (Museum)	1.2	Team Lead (20% of time in Corporate) Project Manager (full-time dedication to Corporate) Additional prospecting support from Director & Board Chair
Organization 2 (Museum)	2	Manager of Corporate Partnerships + administrator Additional support from learning, audience, and media teams
Organization 3 (Museum)	2	Manager of Corporate & Memberships + assistant Additional support from events team and seasonal interns
Organization 4 (Museum)	3	Chief of Marketing, HR, & Fundraising Manager of Corporate + external consultant for prospecting
Organization 5 (Museum)	3	Corporate Project Coordinator Team member focused on administrative benefits Team member focused on production benefits
Organization 6 (Performing Arts)	11	5 PR Officers – ticket/backstage tour sales 6 Sponsorship Officers – corporate relations

Overall, most corporate fundraising managers found that their team of 2-3 was sufficient. Where they would desire more time/resources would be in dedicated time for prospecting.

Fostering Internal Communication



Especially when developing co-created projects with corporate partners, it is crucial to build a culture where members of all departments at your organization are thinking creatively about how to involve companies in their work.

Key tactics for cross-departmental collaboration include:

- Emphasizing impact: set the foundation for corporate fundraising by making sure all team members across the organization understand the concrete impact these funds and partnerships can have for your institution the earlier the better.
- Establishing structure: make it easy for all teams to participate in corporate fundraising by creating a submission document for potential projects that includes all information the development team needs (timelines, photos, descriptions, etc.).
- Setting key deadlines: set dates throughout the year when project proposals are due to help manage volume and keep a steady pipeline of potential opportunities.
- Sharing in success: when projects succeed, let your organization know! Share internal communications around the continued impact of corporate partnership projects to keep motivation and investment high.

Example Tactic: Establishing a Corporate Fundraising "Catalyst Team"



A small team composed of representatives from different departments allows for focused communication around a specific goal, while making sure all teams' views are heard and valued.

When the Rijksmuseum was embarking on its grand reopening in 2013, director Taco Dibbits formed groups of 5-7 employees from different departments, each tasked with a different, specific project within the new vision.

Each group had a chair, a project manager, and a three-month deadline to complete their task. Operating under this restriction led to inventive approaches to develop new ideas — which were then implemented over a longer period.

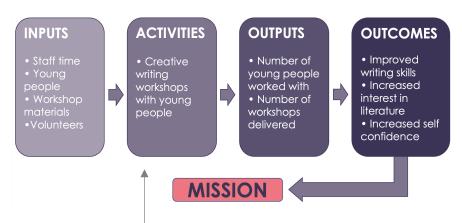
Focus on Metrics That Impact Decision-Making



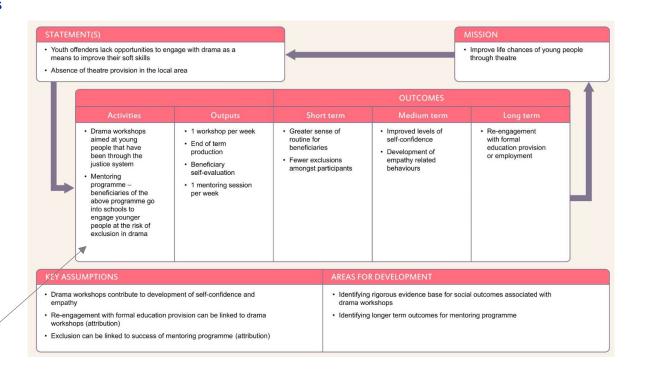
Before implementing a partnership project, define the goals and outcomes with all parties involved, focusing early resources on the metrics that will impact your decision-making the most. It's better to track fewer things consistently and make changes based on metrics rather than track many things and not act on them. This ensures that throughout the lifetime of the program, everyone is working towards the same goals.

Example Measurement Approach from Nesta UK Investment Companies

Measuring impact and summarizing it is important to show values-minded corporate partners. There is little agreement on how to measure social impact, but there are larger buckets of the types of metrics arts organizations can begin tracking. Here we show an example of how Nesta UK measures impact.



Nesta suggests focusing impact measurement on a single activity rather than entire portfolio



6 Takeaways For Your Organization



VIPs Have Power

Have prominent individuals at your organization — directors, curators, board chairs —send invitations to CEOs to take part in corporate partnership.



Travel The Org Chart

Start your connection with a company through its CEO to ensure an overall strategic alignment but a marketing and/or HR contact is crucial for the more tactical partnership elements.



Closing Takes Time

Interviewees shared that the typical corporate partnership takes around one year to close, from outreach to agreement.



Leverage Your Board

A seat at the board can be a highly effective way to bring corporate partners even closer to your organization — either your existing governing group or special corporate advisory boards.



Work In Values

While memberships are often transactional agreements, they can still carry aspects of your mission. Naming member tiers after your values keeps some focus on philanthropy.



Listen To Your Team

Identify individuals already on your team who have corporate backgrounds — they will understand the benefits most valuable to companies and employees.

1

Corporate Fundraising:
An Overview

2

Managing Your Corporate Sponsorship Strategy 3

Examples From the Field

Creating Spaces for Networking





One of the most valuable roles an arts institution can play for its corporate partners is as a networking facilitator, allowing CEOs and other company leaders access to other high-profile individuals.

"Guggenheim Intrapresae" Peggy Guggenheim Collection





The "Guggenheim Intrapresae" is a select group of corporate supporters who have the opportunity to share in networking, special visits, and programs at the museum. They are treated with the same care and manner as high-net-worth individuals.

The group is framed around the shared value of "the pursuit of inclusivity, social responsibility and impact, innovation, corporate welfare, social practice and attention to future generations."

Corporate Patrons Event MUSE





At MUSE, corporate partners are thanked annually with a themed gala event in the museum's halls. The party has a different theme each year, which ties back to current exhibitions and projects at the museum.

Throughout the night, CEOs and heads of marketing have the opportunity to mix and mingle over dinner while participating in exciting activities (past events have included attractions such as silent discos).

Values-Based Projects



Several arts organizations shared that companies are increasingly prioritizing sponsorship opportunities with a clear social impact. At Opéra National de Paris, the corporate offer has taken a new, values-based approach in response to these changes.

Campaign: "My Responsible & Committed Opera"

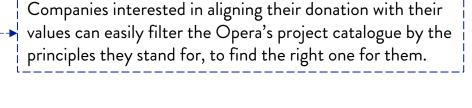
The projects

Discover the information on our projects listed below. Some of them are already funded by corporate sponsors and major donors, who have been committed to us for many seasons and we would like to thank them most sincerely



















Each project is distinct and targeted, and has its own page that outlines the proposed details and impact, with an easy button to begin your company's support.

Mixing Social & Corporate Values



Companies have multiple strategic focuses that can benefit from a cultural partnership. At Palais de Tokyo in Paris, both strategic and social values are highlights of their corporate fundraising offering.



Benefits To Corporate Strategy:

Envigorate your corporate identity

Enjoy exceptional visibility across all print and digital communications related to your chosen project and host unique events for your clients and prospects.

Boost your employer branding

Connect your employees with our programming and make your support a vector for cohesion and corporate wellbeing. Create content for your corporate communications.

Benefits To Social Responsibility:

Trailblazing, sensitive, effervescent, the Palais de Tokyo is Europe's largest art centre : a cultural destination like no other, where the impossible takes root.

Further your social impact

Offer guided tours and tailored workshops to the charities and associations you support.

Thinking Outside The Philanthropy Box



When corporate social responsibility (CSR) budgets are limited, some museums turn to the marketing department. Finding strategic ways to partner that draws in new marketing audiences for a company can be of huge value — and make the decision to spend easier.

New Museum + Apple: The [AR]T Initiative



When the New Museum partnered with Apple on an augmented reality art piece, the benefits were four-fold.

Benefits to the New Museum

With the virtual installations on view at Apple stores around the world, the Museum expanded its reach to new audiences and demonstrated its forward-thinking nature as an arts institution.

Benefits to Apple

By partnering with an esteemed museum, Apple could draw in new audiences and give its new technology a stamp of artistic authenticity and authority.

Benefits to Artists

The New Museum curated a group of artists with whom it had long-standing relationships to create the virtual art, giving them commissions and the opportunity to experiment with new, boundary-pushing technologies.

Benefits to Technologists

Apples AR technologists who supported artists in realizing their works also received a commission on the pieces, plus the opportunity to creatively enhance their field of work.

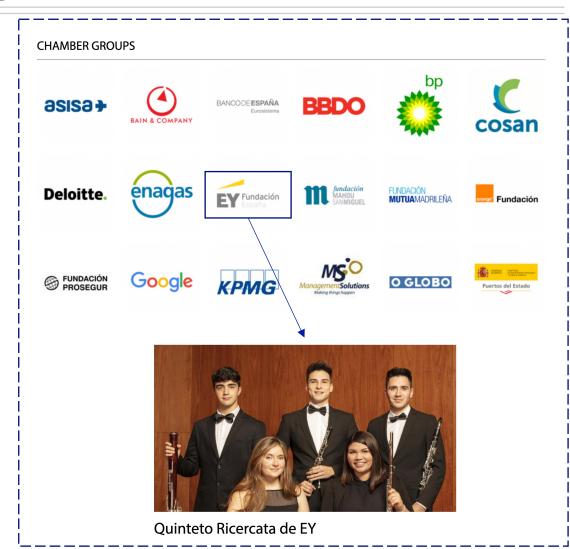
Beyond Sponsors: Naming Rights & Philanthropy



At Escuela Superior de Música Reina Sofía, companies have the opportunity to add their name to the following elements by providing a donation or sponsoring their cost:

- Performance and academic chairs
- Orchestral ensembles
- Chamber groups
- Tuition subsidies
- Instruments

While classically naming rights have often been reserved for buildings, exhibits, and concert series, there are many possibilities for the named sponsorship of more discrete elements of your organization's artistic offering.





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