

## Deloitte Cultural Project Services

### A strategic approach to cultural planning, development and management



The last 20 years have been characterised by a market transformation of the cultural sector creating demand for a new approach

**New museums – both public and private –** have sprung up all over the world, with a significant development of the museum industry in emerging countries (the Middle East, Asia, South America), forcing established and new cultural institutions to be more competitive and better positioned on a global market.

Due to the economic crisis, some governments and sponsors have cut grants to cultural institutions and government policies encourage museums to raise their own funds and generate additional income streams. Governments promote greater autonomy/privatisation of cultural institutions and pressure them to be accountable and use funds even more efficiently.

**Private and public investors** are also increasingly aware of the impact of the cultural sector on the economy. Governments establish 'creative cities/cultural districts' to promote economic development, while corporations and individuals are looking to enter the art market and cultural sector.

In this context, cultural institutions, public authorities and private investors are increasingly seeking advice to improve their competitive position in the cultural sector.

## Deloitte Cultural Projects Services

Deloitte Luxembourg and Deloitte Bilbao together offer stakeholders of the cultural sector a fresh and independent view on the development, implementation and day-to-day management of cultural facilities and projects.

### Strategic planning

- **Cultural plan:** auditing existing resources and contexts, define the mission statement, concept and objectives of cultural facilities
- **Feasibility study:** evaluate the project's financial potential and the market
- **Business plan:** analyse how to achieve the project's financial potential: funding, estimated visitor volumes, revenues and cash flow
- **Economic impact analysis:** understand the economic, social and branding impact of a cultural project

### Implementation

- **Project management:** supervise and administer the implementation of cultural projects
- **Capital raising:** define a fundraising strategy
- **Promotion and marketing strategy:** drive the communications campaign to raise awareness of the project

### Management

- **Process and organization review:** analyse processes, coordination between departments, staff composition and productivity of the main activities
- **Financial health check:** assess the distribution and evolution of fixed / variable costs and of revenues and identify areas of improvement (sponsoring, ticketing, branding, benefits of outsourcing, etc.)
- **Communications and marketing plan:** coordinate marketing and communications campaign, including online strategy
- **Partnership plan:** develop museum collaboration and partnerships to help museums share resources
- **Training:** with our partners and in collaboration with our education practice, we help you train your staff

## Contacts

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