

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

Deloitte Luxembourg



Vincent Gouverneur
Partner | A&F Leader
+352 451 452 541
vgouverneur@deloitte.lu



Adriano Picinati di Torcello
Directeur
+352 621 230 057
apicinatiditorcello@deloitte.lu

Deloitte Bilbao



Ana Andueza Amann
Partner | Public Sector
+34 639 76 18 27
aandueza@deloitte.es



Nerea Martiatu
Manager
Tel: +34 607 651 535
mmartiatu@deloitte.es

Deloitte is a multidisciplinary service organisation which is subject to certain regulatory and professional restrictions on the types of services we can provide to our clients, particularly where an audit relationship exists, as independence issues and other conflicts of interest may arise. Any services we commit to deliver to you will comply fully with applicable restrictions.

Due to the constant changes and amendments to Luxembourg legislation, Deloitte cannot assume any liability for the content of this leaflet. It shall only serve as general information and shall not replace the need to consult your Deloitte advisor.

About Deloitte Touche Tohmatsu Limited:

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/lu/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.