



**STRONGER ARTS
AND CULTURAL
ORGANISATIONS
FOR A GREATER
SOCIAL IMPACT**

Business Models in Arts and Cultural Organisations

Welcome

Business Models in Arts and Cultural Organisations: Barriers to and Perspectives on Change

If you are a senior staff member or manager of an arts or cultural organisation, please spare 20 minutes to complete this survey.

Your response will inform our research and recommendations to the European Commission and other bodies about the future of support for cultural organisations looking to improve their sustainability through adapting their business models.

For this research, the term 'business model' is a way of mapping out everything your organisation does and how it connects.

The survey asks about:

- Information about your organisation
- Your current income and funding sources
- The changes you have made to improve your sustainability
- What is leading to making these changes and what gets in the way

We know that managers of cultural organisations are extremely busy. But it is only through surveys of this type that we can build up a picture of how the cultural sector is adapting to the changing external environment. We are seeking only one response per organisation. It should take no more than 20 minutes to complete, but may take a little longer if you use the comment boxes to provide additional information. Please note, you will need to complete the survey in one sitting as it cannot be saved half way through.

The results of the survey will be shared with professional bodies, particularly funders and development organisations. We will produce analysis and recommendations which we hope will ensure the support and development opportunities available to professionals working in the arts and cultural sector are relevant to their needs.

Any comments you make in the survey used in publicly-available publications will not identify you. If we use your comments, they will be followed by brackets that will include a description of your organisation, your job title and the date you responded to the survey. For example: (Regional Theatre Company Spain, Managing Director, September 2017). This will help people understand your comment but your profile and

details will not be made public.

This survey is part of a European-wide project called Creative Lenses which is researching business model change in the arts and cultural sector. The research is led by the University of the Arts London as part of a consortium which includes Trans Europe Halles and IETM and is funded by the European Commission's Creative Europe programme. If you would like any more information about the project please visit <https://creativelenses.eu>.

Many thanks for taking the time to complete the survey.

University of the Arts London, on behalf of the Creative Lenses consortium



*** 1. Independent cultural organisations may receive funding or other forms of support from central, regional or local government but their management is separate from these bodies. Would you say your organisation is independent?**

- Yes
- No
- Don't know



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We are only seeking information from independent cultural organisations for this survey. Many thanks for participating.



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Organisation information

2. What is the name of your organisation?

3. What is your role? Please tell us if you carry out more than one.

4. Where is your organisation located?

5. Where is your organisation based? (If you have more than one location, please answer for your largest venue or office)

- Capital city or city with over 1 million inhabitants
- City with between 500,000 and a million inhabitants
- City with between 100,000 and 500,000 inhabitants
- City or town with between 50,000 and 100,000 inhabitants
- Town with between 10,000 and 50,000 inhabitants
- In an area with less than 10,000 inhabitants



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Organisation information

6. What is your legal structure? Please be specific. For example, if you are a charity it is useful to know whether you are a charitable trust or a charitable company. We invite you to use your own description, as we know the terminologies for legal structures are country-specific.

7. Is your organisation not-for-profit or for-profit? By 'not-for-profit' we mean organisations who do not distribute profits to their owners or shareholders.

- Not-for-profit
- For-profit
- Other - please specify

8. How many full time equivalent (FTE) employees do you have? *Full-time is defined as working 35 hours a week or more.*

9. How many of your employees (headcount) are part-time? *Part-time is defined as working less than 35 hours a week.*

10. How many volunteers and other unpaid staff (e.g. unpaid interns) do you have working regularly for your organisation?

11. What is your organisation's annual turnover (total income)?

- Up to €50,000
- Up to €100,000
- €100,000 - 250,000
- €250,000 - 500,000
- €500,000 - 1 million
- €1 - 2 million
- Over €2 million

12. Are you an cultural venue or performing arts organisation?

- Multi-disciplinary cultural centre/space
- Performing arts organisation
- Both a performing arts organisation and a venue
- Neither

13. Which art forms do you produce, host or commission? *Please tick all that apply.*

- Theatre
- Dance
- Music
- Multidisciplinary Arts
- New Circus
- Literature
- Film/Video
- Media Arts
- Community Arts
- Visual arts
- Street Art
- Conferences
- Debates
- Other (please specify)

14. Please summarise the goals/mission of your organisation in two sentences



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About your activities and where your income comes from

15. Do you earn or receive income from the following sources? If so, how much of your total income is from this source?

	Yes. Less than 10%.	Yes. Between 10 and 25%.	Yes. Between 25 and 50%.	Yes. Between 50% and 75%.	Yes. More than 75%.	No. We do not earn income from this source.	Don't know
National, regional or local government funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European Union funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual donations and crowdfunding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate Sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trusts/Foundations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education, teaching, training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artist fees or fee for performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fee for producing commissioned work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sale of works of art (in gallery, shop)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rent (for example rent of studio space, offices or equipment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Income from outsourced services such as café or bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes. Less than 10%.	Yes. Between 10 and 25%.	Yes. Between 25 and 50%.	Yes. Between 50% and 75%.	Yes. More than 75%.	No. We do not earn income from this source.	Don't know
In-house sales of food and drink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales of goods (not works of art)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Royalties from intellectual property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consultancy and other fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. If you selected 'other' above, please specify.

17. Does your organisation do the following things? Please indicate whether you do them now and whether you have started doing them within the last five years.

	We have always done this	We have started doing this in the last five years
Create live performances	<input type="radio"/>	<input type="radio"/>
Create artworks which are not performed live - e.g. recorded music, a visual art piece or installation	<input type="radio"/>	<input type="radio"/>
Commission new work	<input type="radio"/>	<input type="radio"/>
Programme arts/cultural activities	<input type="radio"/>	<input type="radio"/>
Develop and engage with audiences	<input type="radio"/>	<input type="radio"/>
Curate a temporary or permanent space for arts/cultural activity	<input type="radio"/>	<input type="radio"/>
Provide free cultural events	<input type="radio"/>	<input type="radio"/>
Curate a space for socialising	<input type="radio"/>	<input type="radio"/>
Create entertaining experiences	<input type="radio"/>	<input type="radio"/>
Manage a venue (theatre, dance house, cultural centre etc)	<input type="radio"/>	<input type="radio"/>
Develop cultural activities for corporate customers	<input type="radio"/>	<input type="radio"/>
Run workshops or courses for paying customers	<input type="radio"/>	<input type="radio"/>
Manage and letting a workspace or a co-working space (studios, offices etc.)	<input type="radio"/>	<input type="radio"/>
Outsource café or bar	<input type="radio"/>	<input type="radio"/>
Manage café or bar as part of organisation	<input type="radio"/>	<input type="radio"/>

18. Do you find there is conflict between the commercial and non-commercial activities your organisation delivers/manages?

Yes

No



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19. You have said that you find a conflict between the commercial and non-commercial activities your organisation delivers/manages. Please give us an example of this conflict and describe how you dealt with it.



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20. You have said that you do not find a conflict between the commercial and non-commercial activities your organisation delivers/manages. Why do you think this is?



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About change to your business model

The term 'business model' is a way of mapping out everything your organisation does and how it connects. It describes:

- what you put into your organisation (e.g. resources, skills, relationships, time)
- your activities
- what you achieve by doing them (e.g. financial, cultural, economic and social benefits) and
- who you engage with (e.g. funders, artists, partners, collaborators, audiences).

Different organisations combine these into their own, unique 'business models'. They have different strengths and focus on different elements.

The main purpose of thinking about the business model is to help organisations see connections between everything they do, so that opportunities for change become more visible.

21. Would you say your organisation pursued business model change in the last five years? We define 'business model change' as alterations of any scale to the components listed above. Change may be small-scale or transformative.

- Yes
- No
- Don't know

22. If yes, what were the main drivers for business model change?

	Not a driver	Minor driver	Major driver
Changes in audience preferences or behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes in audience demographics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New artistic or cultural trends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change in level of public subsidy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes in type of funding available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supportive/committed staff and volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A culture which is compatible with risk taking/experimentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of your audiences, visitors or customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A shared vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strong leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

23. What are the main barriers to business model change?

	Not a barrier	Minor barrier	Major barrier
Audience preferences or behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audience demographics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding limitations or arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too busy to make changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No long term strategic planning in place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lacking skills required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lacking an evidence base (audience research and information) on which to base new decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No clear vision or purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

24. In the last five years have you made any of the following changes in your business model? Please briefly explain the change and why you decided to pursue this for each.

	We have not changed this	We have changed this
They way you generate income from audiences who pay directly	<input type="radio"/>	<input type="radio"/>
Please briefly explain the change and why you decided to pursue this.	<input type="text"/>	
The way you generate income or get funding from public or private bodies	<input type="radio"/>	<input type="radio"/>
Please briefly explain the change and why you decided to pursue this.	<input type="text"/>	
Your use of digital technology for marketing and communications or for internal processes	<input type="radio"/>	<input type="radio"/>

We have not changed this

We have changed this

Please briefly explain the change and why you decided to pursue this.

The way you use your assets (e.g. property, resources, time, relationships, skills) to generate income

Please briefly explain the change and why you decided to pursue this.

The composition of your work force (e.g. number of volunteers)

Please briefly explain the change and why you decided to pursue this.

The way you work with artists

Please briefly explain the change and why you decided to pursue this.

Which art forms you engage with

Please briefly explain the change and why you decided to pursue this.

The number or depth of partnerships for co-production, co-promotion and other forms of co-operation

Please briefly explain the change and why you decided to pursue this.

Your approach to audience development (what you offer to existing audience members and how you develop new audiences)

Please briefly explain the change and why you decided to pursue this.

25. Focusing on helping you to improve the long-term sustainability of your organisation, what would be the most useful areas for training, advice or guidance?

26. If you have any other comments or questions, please enter them in the space below.



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Thank you!

Thank you for completing this survey.

Your responses will help us to understand how arts and cultural organisations are adapting to a changing environment. The results of this survey will help professional bodies and funders develop support for the sector, with a view to improving the sustainability of arts and cultural organisations in the long-term.

27. Please enter your email address if

- ... you would like to receive a copy of research report
- ... you would be happy to be contacted to take part in future research on these themes

Email



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