

Beyond sponsorship

Sponsorship and investment are the most common ways in which businesses engage with the cultural sector. In 2007/08 £126 million was spent on cultural sponsorship (in-kind and cash). But the nature of the relationship between culture and commerce is changing. Businesses need more creative and flexible arrangements with the cultural sector which achieve a more varied set of outcomes, and those businesses which differentiate themselves now and use culture to do so, will be ahead of the curve.

But what do these new relationships look like? And why should businesses diversify their relationships with culture? What is in it for them?

Sponsorship and investment

Through sponsorship businesses can increase awareness of their brands, grow its reputation among target markets or strengthen ties with a particular community. The primary benefits are around marketing, branding and advertising.

Investment is relatively similar in that it is about financial benefit for you. By investing in the arts, the business is seeking to use the arts as a source of income. For example, Deutsche Bank has an extensive art collection of its own, and the works of art are commodities with a market value. Investment is not just about collecting art though, it can also mean using the artistic process, its features and qualities to inform your products and services hence add a price premium on to them. This link can perhaps most clearly be seen within the creative industries where creative works are sold as services/products but the arts help many other sectors develop competitive products too. For example, BMW considers their cars as “moving works of art that express the driver’s love of quality”.¹

These are just two ways in which the arts can be used by business. However, you don’t buy a computer and only use it for e-mail and to access the internet – there is so much more which you can do with it. And the same goes for your relationships with the arts.

There is so much more...

The arts have a much richer role to play within a modern, competitive and sustainable 21st-century business. The arts are an asset to business, a resource and tool for developing knowledge and other intangible assets, which differentiates a business and provides a unique edge to the operation.

By having a broader relationship with the arts, your business performance can be improved. The arts can deliver impacts and outcomes which will achieve your business objectives at both a staff and organisational level. The key is to unlock the potential of your relationship and Arts & Business is here to help you do that.

These more encompassing approaches and activities are called Arts-Based Initiatives.

¹ Professor Giovanni Schiuma, *The Value of Arts-Based Initiatives – Mapping Arts-Based Initiatives*, 2009

Arts-Based Initiatives

The arts are a trigger for expertise, skills and the emotional and energetic dimensions of individuals and an organisation.

An Arts-Based Initiative (ABI) is an organisational or management intervention using one or more artforms to enable people to undergo an art experience and embed art as a business asset. They tend to be an experiential process which engages people both on an emotional but also a rational-analytical level, through either active or passive participation. The arts used to trigger the emotional and energetic aspects of an organisation but are not intended to transform people into artists; rather the arts create a space for addressing business imperatives especially when creativity, social intelligence and intuition are required.

Sponsorship and investment are just two types of ABIs.

Making an impact

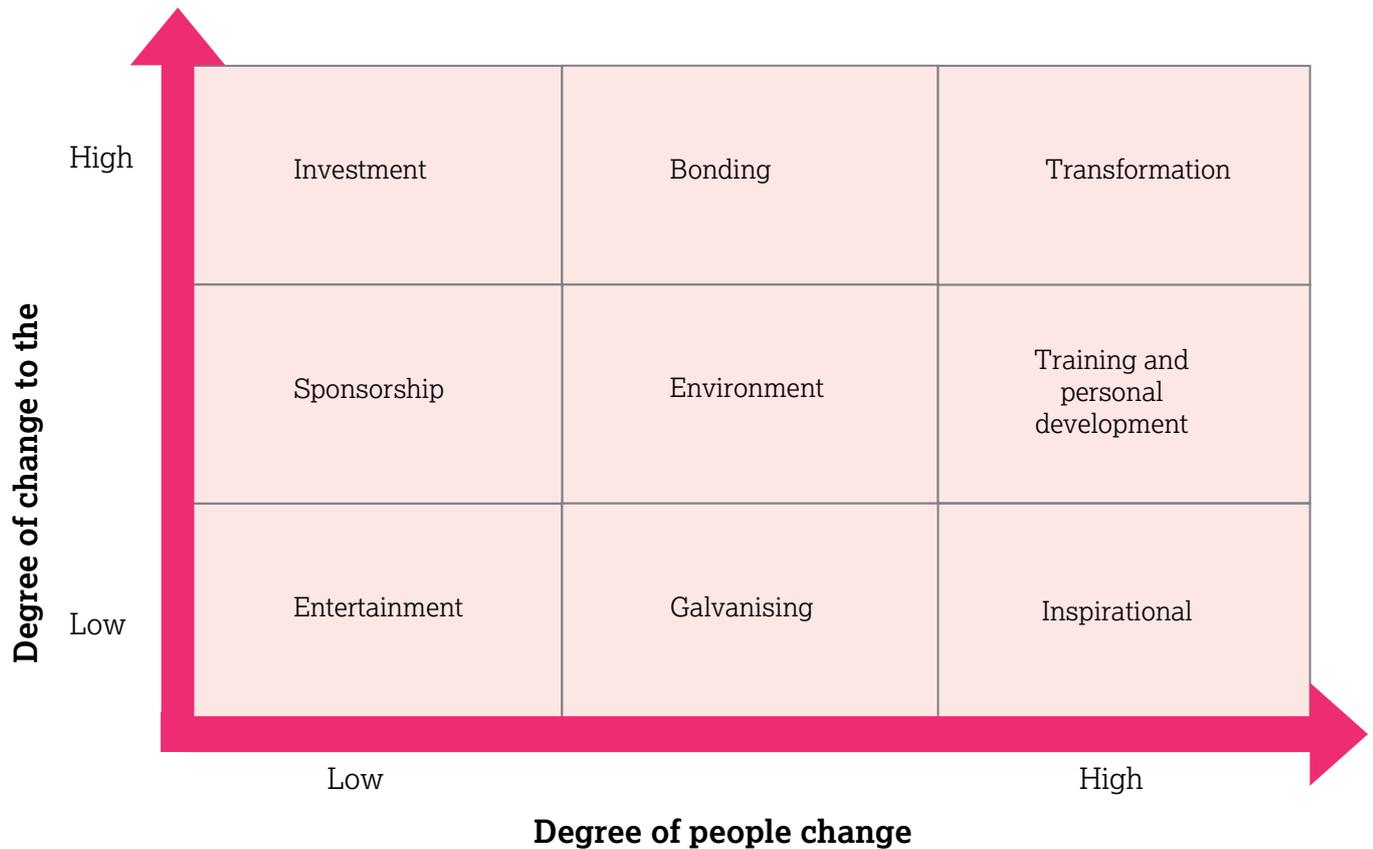
The arts have the unique ability to take people out of their comfort zones and place them in contexts which enable them to explore new perspectives and new ways of seeing themselves and their business. Business relationships with the arts are thought-provoking by their very nature and encourage people to be self-reflective, self-assess and develop new insights into organisational and behavioural issues.

The impact of ABIs is not constrained to the individual though; the arts also offer a social experience for groups of people. As ABIs impact on people at a rational and emotional level, the results diffuse from the individual to the team, through to the organisation and ultimately the public domain (in which the individual lives and the business operates).

Your guide to Arts-Based Initiatives

Arts & Business commissioned Professor Giovanni Schiuma to look into what business outcomes the arts can achieve. An expert who has researched, consulted and taught on knowledge assets, organisational behaviour, performance management, intellectual capital and organisational learning, he has worked for the likes of Lloyds TSB, McDonald's, Accenture, Shell and the Italian government. The Arts Value Matrix he has devised will help you diagnose what support and services your business needs, what type of support the arts can provide you with (whether that be skills, processes or people) and the impact this will have on your business. And Arts & Business can find the right partners/suppliers for you.

None of these categories of ABIs are mutually exclusive. By being more creative and innovative with your existing partnerships, your business can receive extra value from your relationship with the arts.



Transformation

High impact on an organisation and its employees, ideal for organisational change programmes

Business transformation occurs when people change their beliefs, attitudes, behaviours, working practices and an organisation develops its workplace, culture, environment, procedures and routines. Just 60% of organisational change initiatives succeed in achieving their objectives. One of the largest challenges is having your staff on board with these changes and developments. The arts are a well-known tool for establishing a new culture within society, and it can within a business too.

People are inspired and energised to accept and prompt change, which in turn drives organisational renewal. ITV, for example, used

an ABI to support its transformation. As a result of merges with a number of different companies, ITV needed to build a new common culture and vision across the whole organisation. But simply talking about new values was going to be meaningless in delivering behavioural and cultural change; but using a programme of forum theatre workshops, staff were made to reflect on the organisation's behaviours and absorb the new vision into their own day-to-day practices by analysing their own behaviours in a safe and non-stigmatising environment.

So if you are embarking on an organisational change programme, perhaps your relationship with the arts can help you achieve it.

Training and personal development

High impact on staff and medium impact on the organisation

The aim of training and personal development programmes are to develop specific competencies within your staff. There are specific skills, expertise and competencies which the arts have that businesses need to be successful - such as presentation, communication, listening, storytelling, improvisation and body language. The arts are experts in these areas, regularly needing to engage a diverse audience by these techniques alone. Artists can teach business professionals these skills. For example, Pret a Manger used a team of actors to improve 300 of their Managers' customer service skills through role play scenarios. As a result of the arts-based training, sales and profitability increased.

Environment

Medium impact on both the organisation and its employees

This is perhaps the most traditional form of businesses using the arts but its impact is not necessarily fully understood. Essentially based around the beautification of the business' environment, displaying works of art helps to generate a perception among staff about the organisation which can increase satisfaction levels and maybe alter behaviour if employees are encouraged to reflect on the art too. Scottish Widows, as part of their arts-based initiative programme, displayed some of the work produced in the programme. As a result, 45% of employees said they would recommend Scottish Widows as an employer. It is becoming increasingly well recognised that the working environment plays a major role in business performance, especially those in the knowledge economy.

Inspirational

High impact on staff but low impact on the organisation

An artist needs inspiration to be able to work, but art also inspires the receiver/viewer. Art drives people to reflect on who they are and who they would like to be through processes of self-assessment, self-reflection and self-discipline, while building self-confidence and self-esteem; as a result new behaviours can emerge. Rarely do ABIs inspire staff in isolation, inspiration tends to occur through other arts-based activity e.g. personal development activity. However, inspiration is an important added value and asset driver which the arts can bring to a business.

Bonding

High impact on the organisation and medium impact on its employees

Two Council departments were merged as part of a re-organisation. The two teams needed to bond because they had both lost previous co-workers, were taking on new responsibilities and needing to work with new people. By bringing in Circus Space to teach new skills to the newly formed team, such as juggling and flying trapeze, they had a common ground for conversation and collaboration. Any barriers which may have existed were knocked down as the new team were forced to interact in order to complete the tasks and learn the new skills successfully. The nature of the circus skills meant that not only did they have to rely on one another (in a physical as well as an emotional sense) but they also had to reflect on the role of the individual within the group's performance. Art practices and processes used for bonding can provide a perfect analogy for business practices. By involving all staff in the process of understanding organisational behaviour they are able to translate key organisational values into day-to-day life.

Galvanising

Medium impact on people but a low impact on the organisation

Like the ‘inspirational’ category, galvanising tends not to be an objective in its own right but one of several impacts generated from art-based activity. The arts stimulate and can make people passionate. Art, therefore, taps into the emotional and mental energy of people. Through galvanising activity a mood change or tension for action can be created but that mental energy has to be translated into business activities for any lasting impact to take place. For example, Nestlé’s marketing team took part in a Dragon’s Den/Apprentice style initiative with the aim of trying to generate new product ideas. Participants were coached on their pitching skills before going in front of a live panel to present their product ideas. The rest of the team evaluated their performance and learnt from others’ successes and failures. This ABI created energy which was then channelled into a concrete business activity.

Entertainment

Transient impact on both the organisation and its employees

A common aspect to a sponsorship arrangement is the giving of free/discounted tickets/entrance to the sponsored performance, exhibition, show etc. The value this ABI drives is pleasure, enjoyment and fun. Although the impact is not long-lasting it does drive satisfaction levels and can stimulate people. Therefore, if you wish to entertain your staff the arts provide a platform for this in a stimulating manner. There is also entertainment from the perspective of corporate hospitality which can help build networks – but again the impact on the business itself tends to be fairly transient.

What Arts & Business can do for you

So, how do you get the most out of your relationship with the arts and culture?

Arts & Business is ideally placed to advise and support businesses in developing these new kinds of collaborations. Our consultancy service helps you realise the potential of an arts partnerships by identifying opportunities and forging new partnerships that last and prosper. We can:

- Audit a brand’s existing cultural activity
- Investigate the marketplace for new cultural opportunities
- Develop and executing a cultural strategy
- Activate and diversifying sponsorships for the best return on investment and impact on your organisation
- Create bespoke cultural projects
- Evaluate projects and partnerships.

Our experience and contacts in the cultural world mean we can offer you expert and impartial advice on the best partnership for your needs.

Our clients include American Express, AXA PPP Healthcare, Bank of New York Mellon, The Cooperative, Glenfiddich, JTI, Lexus, Liberty Property Trust, Lloyds TSB Commercial Finance, Old Mutual, SEGRO and Scottish Widows.

To find out what working with culture can do for your business contact David Holland at david.holland@artsandbusiness.org.uk

To read the full report on the value of Arts-Based Initiatives please visit www.artsandbusiness.org.uk/central/research