



Open for Business

Successful business
and arts partnerships

Research Report 2023

wavelength

creative
partnerships
australia

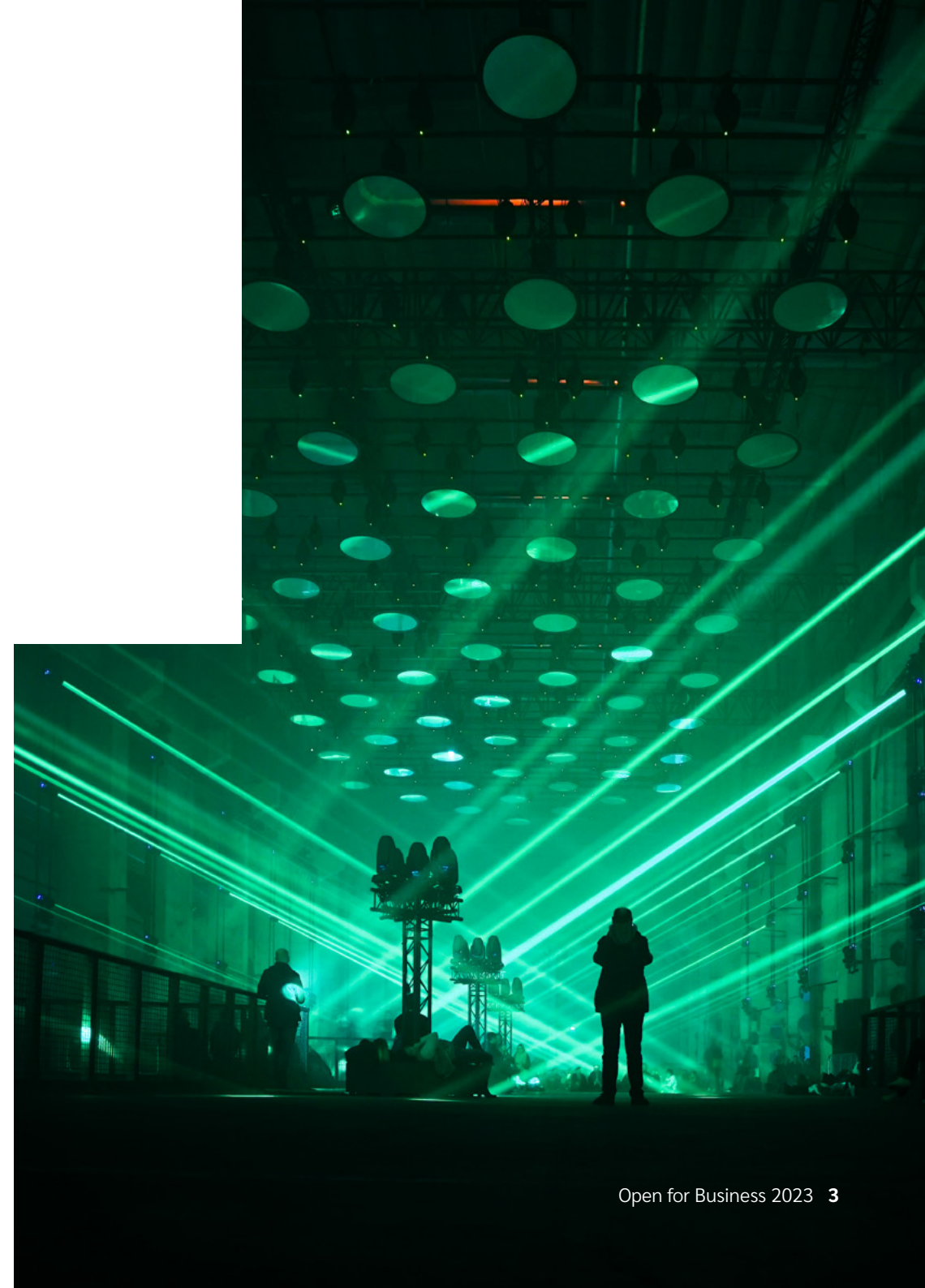
Our Acknowledgement of Country

Creative Partnerships Australia acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters, and community. We pay our respects to them and their cultures; and to Elders both past and present.



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Foreword

Partnerships with business make a significant contribution to the funding of arts and cultural activity in Australia. They can take many forms, including cash contributions, in-kind support and professional advice, and sit alongside both philanthropic and government funding for this sector. Partnerships are highly sought after and valued, often supporting education programs and broad community participation in the arts, which could not happen without it.

Given the upheavals in every part of our community due to the Covid-19 pandemic and the consequent reassessment of priorities, we thought it was timely to hear directly from some businesses who partner with the arts about what it is that they value in these partnerships, and what they want more of.

To do this, we identified twelve current business supporters of the arts who were prepared to sit down with our research consultant, Bridget Jones from Wavelength, for an in-depth conversation. The results are both reaffirming and challenging, indicating that business values what arts and cultural organisations can do for them and their communities, but also that they set high standards for these relationships and rely on arts and cultural organisations to deliver for them.

The information and reflections contained in this report are relevant to those who run arts and cultural organisations – boards and CEOs – as well as the staff who directly manage the relationships. Arts and business partnerships can only be successful if partnerships managers are given the full support of their organisations, and it is incumbent on the arts organisation’s leadership to drive this. Professionalism, planning, agility and responsiveness are highly valued by business partners and can only be provided by arts partnerships managers when they are resourced properly and supported by the whole team.

Thanks to all the businesses who participated in these interviews and to Bridget Jones from Wavelength for her advice on this research and for conducting the interviews with charm and

precision. Thanks also to CPA staff, Christina Chiam and Zoe Graham, for overseeing this research, and for being keen champions for the benefits of arts and business partnerships.

We hope that the insights provide both a framework and inspiration for arts organisations to continue to engage with the business sector, for mutual benefit.



Fiona Menzies

Fiona Menzies
Chief Executive Officer
Creative Partnerships
Australia

Executive Summary

This is a challenging environment for arts and cultural organisations and current economic conditions mean that arts partnerships have also been impacted.

The good news is that business wants to stay loyal to their arts partners, even though they have had to tighten their belts. However, business is more focused than ever on value for money and is carefully assessing current and future partnerships for what they bring to their business.

This means that arts organisations need to focus more on aligning their current partnerships to deliver value, and proactively evaluating and re-inventing mature partnerships. Demonstrating the value of a partnership is sometimes not easy, but it is more important than ever. Arts organisations need to bring to life the impact of their work in ways that speaks to business needs.

Business chooses the arts to stand out from competitors and share memorable experiences. They partner with arts organisations and events that will position them in a positive light, enhancing their reputation. They like to offer clients bespoke experiences and connect staff to community. Business needs can be diverse and arts organisations need to work hard to understand each unique business.

People are central to finding, deciding and sustaining partnerships. Business often finds out about new partnership proposals through their own networks, but they still do the analysis before making a decision. They seek alignment and tailored proposals that appeal to business needs and diverse decision-makers. To succeed, arts organisations' partnership proposals need to speak to diverse business functions and interests. Although central budgets are tight, in large companies there may be opportunities and relationships in branch locations or divisions for arts organisations to develop.

Business expects partners to be organised, proactive and flexible. The needs of business is always changing and they like partners who can change with them. Business wants partners who are easy to work with and they need time to make decisions throughout each stage of a partnership. Arts organisations need to deliver on their partnership commitments in a timely way, and at renewal proactively discuss the future and find out how they can help.



Introduction



Purpose of the research

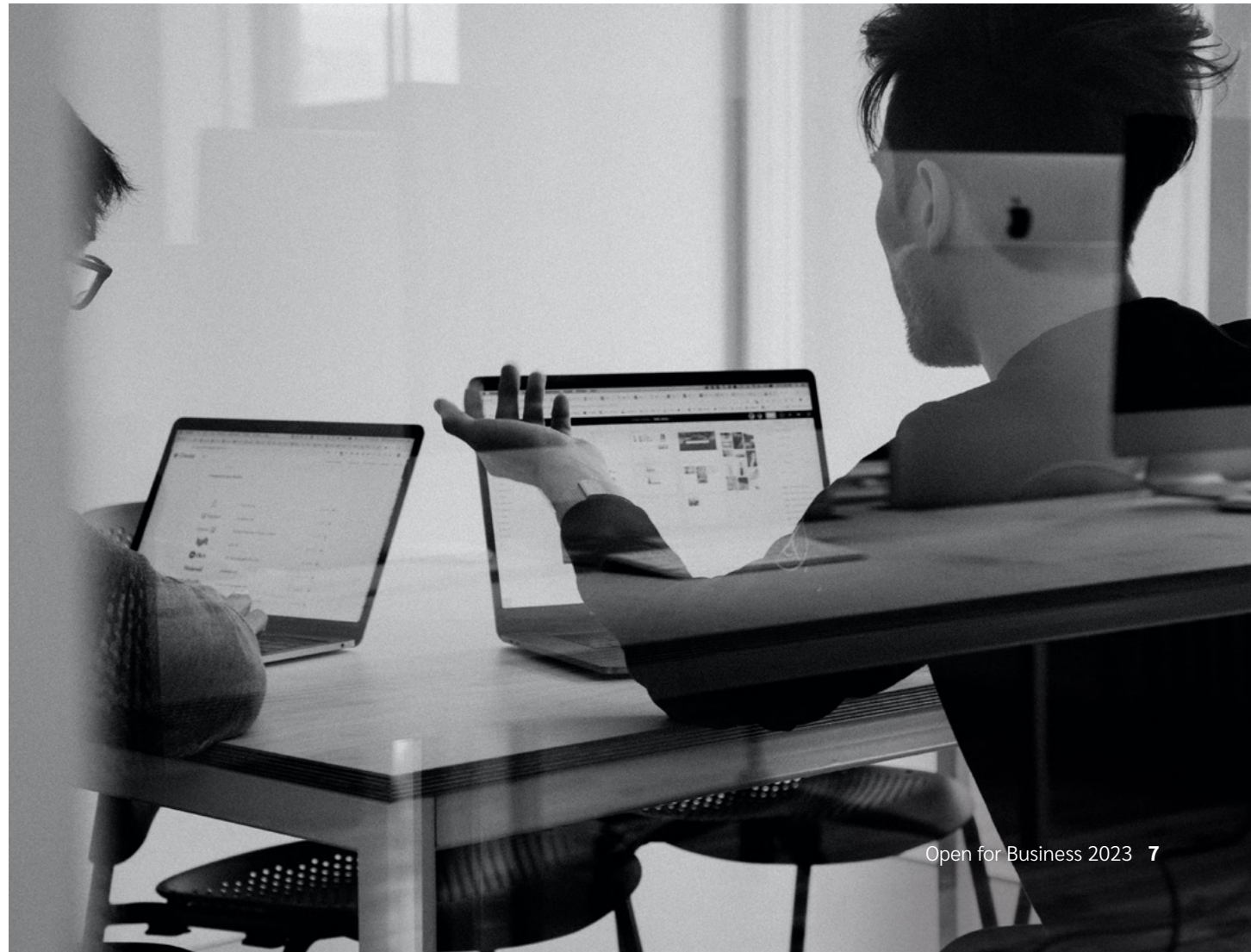
The purpose of this research is to understand key drivers and barriers to success for business and arts partnerships from the perspective of business.

The research highlights what business gains from partnering with arts organisations, factors that encourage partnership longevity, plus some hard truths from business on what could derail the relationship.

By capturing the voice of business, we hope this report will help deepen your organisation's understanding of their needs and empower you to attract and maintain strong business partnerships.

This report is intended for:

- arts and cultural organisations looking to build engagement with the business sector;
- organisations with an established portfolio of partners you wish to solidify and grow; and
- emerging fundraisers who are seeking to understand current partnership trends.



Research & Analysis Method

This study is a snapshot of business and arts partnerships across four key sectors that have long standing relationships with arts across Australia: higher education, financial services, legal services, and energy. This is not intended to be a comprehensive study of arts partnerships across all Australian industry.

The businesses involved were identified by Creative Partnerships Australia as currently sponsoring arts organisations and covering a range of artforms and scales of arts organisations.

The research sample was designed to include a balance of medium and large businesses, as the partnership management and decision-making processes of business are impacted by their size.

The interviewee selected from each business included state and nationally based partnership managers across Corporate Social Responsibility (CSR) and Marketing roles, and executive leaders such as Chairs and CEOs.

Bridget Jones, founder of the research agency Wavelength, designed and conducted this study. Twelve depth interviews of 45-60 minutes were conducted by video conference between 9 December 2022 and 1 February 2023. The interviews were recorded and transcribed for analysis.

| Industry | Medium (<\$1b) | Large (>\$1b) | Total Interviews |
|--------------------|----------------|---------------|------------------|
| Higher Education | 1 | 2 | 3 |
| Energy | 2 | 1 | 3 |
| Financial Services | 1 | 2 | 3 |
| Legal Services | 2 | 1 | 3 |
| Total | 6 | 6 | 12 |



Definitions

For the purpose of this report, the following definitions are used:

Arts Organisations

Organisations or companies whose primary purpose is the production, presentation, development of artistic or cultural products or outcomes. Artforms can include: visual arts, literature including poetry, performing arts (theatre/dance), music, festivals, and museums.

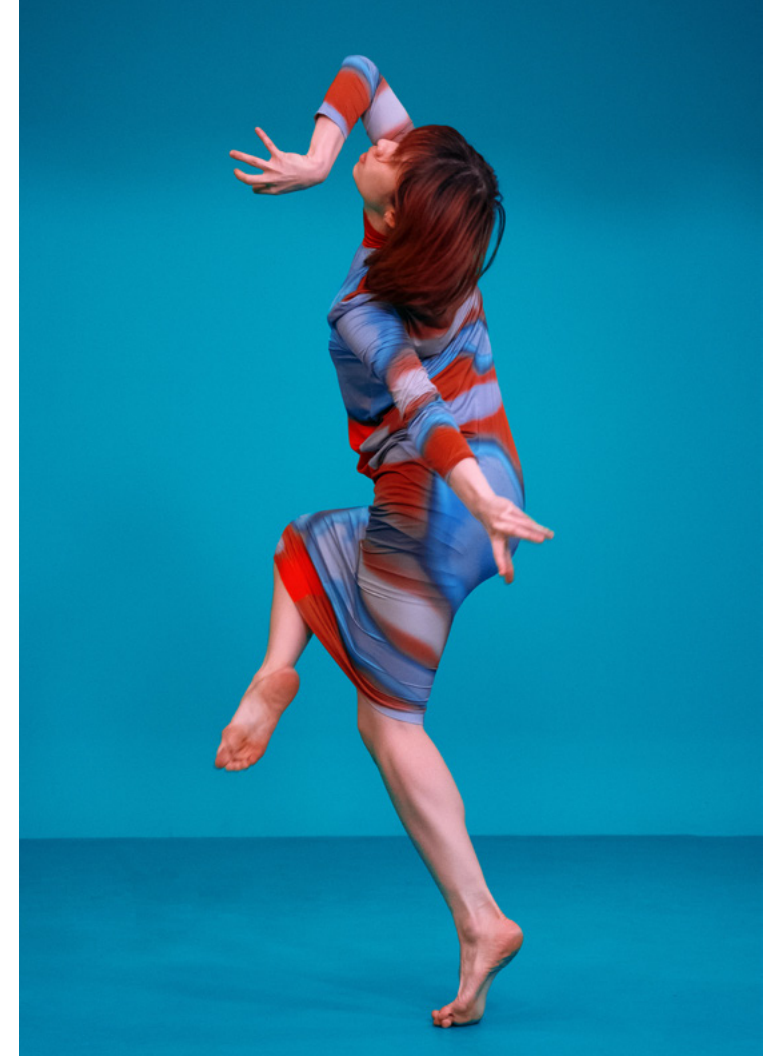
For simplicity, the term ‘arts’ is used as shorthand for ‘arts and cultural’. For example, ‘arts organisations’ refers to ‘arts and cultural organisations’.

Business

In the context of this report, the term ‘business’ refers to the twelve businesses interviewed through this research. The insights and research evidence do not necessarily reflect the views of the entire business sector but offer a sample of perspectives from businesses currently engaged with arts partnerships in Australia.

Business Partnerships

An agreement between an arts organisation and a business or for-profit commercial entity. This includes arrangements referred to as either ‘partnerships’ or ‘sponsorships’ and encompasses cash and/or in-kind support in exchange for benefits such as tickets, events, marketing and other partnership deliverables.



Business Needs

Business Needs

Use this table as a quick reference to the key research insights, further detailed on pages 14-26.

| | Insight One REPUTATION | Insight Two VALUE | Insight Three PEOPLE | Insight Four PROFESSIONALISM | Insight Five RESULTS |
|------------------------------------|---|---|---|--|---|
| What do businesses need? | Business wants to stand out from competitors and share memorable experiences. | Business wants to see value for money, more than ever, as budgets are tight. | People are central to finding, deciding and sustaining partnerships. | Business expects partners to be organised, proactive and flexible. | Reporting and evaluation helps business decide the future of a partnership. |
| What might get in the way? | <ul style="list-style-type: none"> – Experiences that don't connect with target audiences. – Repeating an activation year after year. – Not being informed about the risk of a show offending clients/ community. – Negative press about an arts partner impacting on the reputation of the business. | <ul style="list-style-type: none"> – Business needs not being researched, listened to or addressed. – Unrealistic budget expectations. – Partnerships that cost more than they return to the business. – Off the shelf proposals that are not tailored to the business. | <ul style="list-style-type: none"> – Proposals that don't address the interests of decisionmakers who are not 'arts engaged'. – Language in proposals and reports that only arts 'insiders' understand. – Arts organisation key staff leaving and the transition not being well managed. | <ul style="list-style-type: none"> – Partners who are not open to change or new ideas from business. – Being rushed by partners for signoffs or given too little time to allocate tickets. – Partners who do not keep the business informed of issues. – Partners who do not meet contractual obligations. | <ul style="list-style-type: none"> – Reports that are incomplete and/or do not address the partnership objectives. – Partners who need to be reminded to submit evaluation reports. – Partner's data collection not addressing the stated business needs . |
| Tips for arts organisations | <ul style="list-style-type: none"> – Articulate your point of difference. – Keep your partner informed of programming. – Identify the company's risk appetite. | <ul style="list-style-type: none"> – Understand the business you are approaching. – Sense check their investment capacity. – Clarify objectives & ROI from the start. – Create bespoke proposals. – Review and adapt partnerships over time. | <ul style="list-style-type: none"> – Tailor your communications to the business. – Understand their decision making process and who's involved. – Build relationships and advocates across the business. | <ul style="list-style-type: none"> – Define partnership responsibilities. – Factor in business timelines for approvals. – Schedule regular partnership progress meetings. – Maintain open dialogue and don't be afraid to have difficult conversations. | <ul style="list-style-type: none"> – Ask what success means to the business and how they measure it. – Set KPIs and reporting measurements that reflect the partnership. – Think about different ways to capture and present outcomes. |



Partnership Phases & Insights

Partnership Phases & Insights

The below table maps out the five key insights against relevant stages of the partnership lifecycle from research through to reporting and evaluation. Use this as a guide as you work through the partnership process to ensure you consider key business needs and risks at each stage.

| | Insight One REPUTATION | Insight Two VALUE | Insight Three PEOPLE | Insight Four PROFESSIONALISM | Insight Five RESULTS |
|--|--|-------------------------------------|-------------------------------------|--|-------------------------------------|
| PHASE ONE Pre-planning | Now is the time to get your organisation 'partnership ready'. Do you have a proposal template ready to be customised? Is your organisation sufficiently resourced? For these and other tips on how to be Partnership Ready, click here . | | | | |
| PHASE TWO Identify & Research | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |
| PHASE THREE Approach & Discovery | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| PHASE FOUR Propose & Negotiate | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| PHASE FIVE Agreement & Contract | | | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| PHASE SIX Implementation & Stewardship | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| PHASE SEVEN Reporting & Evaluation | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

Insight One: Reputation

Business wants to stand out from competitors and share memorable experiences.



Insight One: Reputation

Business wants to stand out from competitors and share memorable experiences.

Summary

Business partners with the arts because it enhances their brand and helps to build their reputation amongst their clients, staff and the community. There is something unique about the arts that helps it stand out from sports and social causes – the arts can offer memorable customer experiences that are innovative, diverse, and always changing. Business also likes to show their support for communities by supporting artists and getting staff involved in arts experiences or events through their arts partnerships. Arts partnerships can be a point of pride for staff and can help attract new talent.

Research Evidence

Key drivers of the business sector include building and growing market presence. Business seeks out trusted arts brands to partner with, to help them achieve business objectives. One of the most sought after outcomes of arts partnerships is brand positioning and connecting with targeted audiences or communities. Business partners with arts organisations that will position them in a positive light, sharing the limelight of the arts organisation's reputation.

Business will seek out arts partners that are aligned to their company values and objectives. They choose arts organisations that appeal to their clients, community, management or staff. Those

looking to reach new markets seek out partners who already have their target audience's attention so they can reach them through the partnership.

Arts programs engage audiences in experiences that they can't get anywhere else and can bring communities together to tell their stories. Business is attracted to the ability of the arts to reinvent itself. Business wants to find new ways to engage their customers and clients to keep them excited – the last thing they want is to roll out the same activation every year.

Unique arts experiences help business to stand out from competitors but can be a lot of work to achieve. Business puts a lot of work into developing bespoke partnerships and are looking for organisations who are willing to put in the work, and are open to creating something new together. Working together this way is a risk for both partners but if it gets the right buzz with clients then it is well worth the effort. Business does not want to invite their clients to something disappointing or the same experience as their competitors.

In an increasingly tight labour market, business considers how to attract and retain the best talent. Staff may also be motivated by working for a business that supports the arts in their community and the opportunity to do pro bono or volunteer work.

Business considers the risks of its partnerships. Business seeks to protect their reputation by researching potential partners and their leaders to make sure they are aligned with their company values and pose no reputational or financial risk. Business understands that the arts can be provocative and they seek to be briefed on any potential activity likely to cause negative PR, client or community response.

Research Quotes

“We've looked for things that are a little different, nuanced and not quite as mainstream. And, where we get a bit more noticed.” *Decisionmaker, Law Firm, Medium Size*

“Well, it's just such unique fun...people love seeing something different every year and being exposed to really diverse shows.”
Marketing/Partnerships Manager, Bank, Medium Size

“We're a cultural fit. They're brilliant at what they do. I think they epitomise the highest quality of an artistic institution and all the qualities that we'd like to think we represent in our law firm.”
Decisionmaker, Law Firm, Medium Size

“These are all initiatives that allow us to reinforce our brand messaging of community and giving back.”
Community/Public Affairs Manager, Energy, Medium Size

Insight Two: Value

Business wants to see value for money, more than ever, as budgets are tight.



Insight Two: Value

Business wants to see value for money, more than ever, as budgets are tight.

Summary

Business wants help from partners to achieve their goals. They look for alignment with their company values and objectives. Proposals need to demonstrate an understanding of the business itself and how the partnership will achieve business objectives. Proposals that are ‘off the shelf’ are quickly dismissed.

Even companies who are committed arts supporters need to assess the value and return on investment of their arts partnerships. Budgets for partnerships are tighter – there is less money to spend these days so most businesses are focusing on maintaining current partnerships and only seeking out new partners if they have the funds and need to fill a gap. Business wants to be loyal to their current partners but are under more pressure than ever to demonstrate value for money to management.

Research Evidence

The economy has been under pressure and business budgets are tight, so many businesses do not have the same level of funds for partnerships. Businesses want to be loyal to their current partners and so will be less open to new partnerships until business conditions improve. However, business may still seek out new partners when their strategy changes, there is a gap in their portfolio, or an existing partner no longer meets their needs.

Business wants to stay with well established arts partnerships through challenging times – whether it is a recession, COVID disruptions, or operational issues. Business does not want to be ‘fair weather friends’ and are usually looking to maintain partnerships over the years.

When business is under financial pressure, the marketing and partnership budgets can be ‘the first to go’. This means business is putting their current partnerships under more scrutiny – and the value these partnerships offer to the business has to be justified. Sometimes, for longstanding partnerships, the business is not clear about their purpose or what they bring – and this can lead to a full evaluation and refocusing to align with current business objectives. If a partnership is inflexible and does not show a good return on investment, then it is not likely to survive.

Business is looking for a good return on investment from all of their partnerships. Even those passionate about supporting the arts think carefully about what a partnership will bring to their business. Branding and recognition are still important, however the value that business seeks from partnerships is more about engagement and less about seeing their logo on a program.



Insight Two: Value

The partnership proposals that stand out demonstrate an understanding of the needs of the business and show how the arts organisation is aligned. Business receives lots of ‘off the shelf’ approaches for partnerships which do not show any understanding of their objectives or their partnership guidelines. They don’t have time to review them all carefully and so can quickly discard these proposals as time wasters.

When assessing new partnership proposals, business usually considers how many other partners an organisation has and who they are. They seek to understand where their business will sit within the portfolio and how ‘visible’ they will be. Business often seeks to be the only partner in their industry category – for example: to be the only professional services company or banking partner. Business wants to understand the number and types of benefits available including bespoke partnership activations. For some, the arts can be seen as offering better value than sport, and medium sized arts companies can offer better value than large ones.

Business partnership managers get stressed when their budgets are reduced and can find conversations with current and prospective partners more challenging. Business wants partners to ask about their available budget and be open to working within that. They do not like it when a partner doesn’t appreciate the financial pressure that their business is experiencing – or when a proposal is based upon an unrealistic ask. Business partnership managers are also looking for non-cash ways their business can contribute to a partnership – such as pro bono work, staff volunteering, and access to facilities.

Business understands that the arts is doing it tough and some genuinely want to help - but they will not usually form a new partnership just because an organisation is in financial need. Business always needs to see value and be convinced that the partnership will help them achieve their own objectives – which usually includes memorable engagement with customers, staff or community.

Research Quotes

“When the portfolio reduces, like it has recently, we’re not really in a position to be looking for additional partners.”

Marketing/Partnerships Manager, Bank, Medium Size

“Until recently we were just giving the (arts organisation) that money and the feedback from within the university was, how’s that money working for us? What’s it doing to meet our goals?”

Community/Public Affairs Manager, University, Large Size

“I think people see it as a lot of ephemera. Like, oh that’s great, that’s kind of a warm and fuzzy. But to get the money from them, you have to say, well actually here are the business benefits.”

Community/Public Affairs Manager, Bank, Large Size

“It’s not necessarily about us having our name up in lights with this organisation. It is much more about surprise and delight in terms of the experiences we can provide for our clients.”

Marketing/Partnership Manager, Law Firm, Large Size

Insight Three: People

People are central to finding, deciding and sustaining partnerships.



Insight Three: People

People are central to finding, deciding and sustaining partnerships.

Summary

Business often hears about proposals through their own senior managers. Decision-making usually involves lots of people, so proposals need to speak to various business functions and interests. The relationships that develop during a partnership are valuable – strong relationships are the glue that holds a partnership together during tough times.

Research Evidence

Business expects partners to be professional and relationships that are built up over time are key. The people who engage in partnership work for arts organisations are often very likeable, talented and charismatic, and these qualities are also valued by business. The artistic leaders of arts organisations often bring a cachet which business leaders can find appealing. For example, the contribution of an artistic director in partnership planning can lead to the transformation of a partnership. Arts partnership staff are critical in forming close working relationships with their business counterparts. When arts leaders or partnership staff leave, this can damage the relationship, if not managed carefully.

It is a lot of work to find a new partner and develop a good working relationship – so it is important to business to make the right choices.

One of the main ways that business learns about potential partners is when they are proposed by a senior manager or board member. While it can help an arts organisation to have a senior advocate within the company, the business will still critically assess the partnership opportunity to ensure it meets strategic objectives.

Business and arts partnerships are managed by a variety of professionals including marketing, community and public relations teams. The focus of the team gives an indication of the objectives of partnership in that business. For example, if the contact sits within a community engagement division, the partnership will be driven by the company's CSR/ESG objectives.

Business partnership professionals lead the assessment of a partnership opportunity and advocate for the partnership to decision makers. They are often heavily invested in the success of a partnership. Therefore, if partnership issues arise, they can feel personally accountable or compromised.

Most partnership decisions are made with the involvement of several staff, and layers of management before a final decision is made. This means that the proposal needs to appeal to a wide range of people – and persuade those who are not 'arts engaged' of its business value. Proposals that do not address business objectives or that use language meant for 'arts insiders' can put off decision-makers who might otherwise be supportive.

When business budgets are tight, or the leaders are unsympathetic to the arts, there may still be opportunities with specific areas of the business that can make their own partnership investment. Large companies usually have delegated decision making for partnerships specific to a business location or division.

Research Quotes

“My advice would be to go into conversations with a good understanding of the business.”

Marketing/Partnerships Manager, Bank, Medium Size

“Do not just put out your stock standard package... really ask and listen about what the (company) would be wanting out of that partnership.”

Community/Public Affairs Manager, University, Large Size

“We really have to strike that right balance between acknowledging a senior person's desire, and wanting to be part of it, and making sure that it is appropriate for the business.” *Marketing/Partnerships Manager, Financial Services Firm, Large Size*

“Bearing in mind that the person that you are dealing with day-to-day is not the ultimate decision maker.”

Community/Public Affairs Manager, Bank, Large Size

A tall building with a facade of blue and orange panels, viewed through a metal grid. The building is the background of the slide, and the metal grid is in the foreground, creating a pattern of squares and rectangles. The colors of the building's facade are a mix of blue and orange, with some windows visible. The overall image has a modern, industrial feel.

Insight Four: Professionalism

Business expects partners to be organised, proactive and flexible.

Insight Four: Professionalism

Business expects partners to be organised, proactive and flexible.

Summary

In a competitive environment, business chooses to partner with organisations that are easy to work with. They value partners who are organised, proactive and flexible. Business can be slow moving at each stage of the partnership process and need time to get value from the partnership during its delivery. Flexibility is a quality that business looks for from the beginning – they want to collaborate on opportunities and be able to trust that when issues arise they can pivot with their partner. The needs of business are always changing and partnerships need to re-invent themselves to survive.

Research Evidence

Large businesses work differently to most arts organisations. They can be slow moving and complex to navigate. They like a planned approach, so they know what to expect and have time to do their jobs properly. Business needs to involve a range of internal stakeholders to deliver the partnership, which can take time to achieve. Some business feel they don't always get enough lead time to leverage key opportunities such as allocating event tickets to staff and clients which reduces their value. Even businesses that understand that arts organisations operate with limited resources find it difficult when tight turnaround times mean they cannot realise the value of the partnership.

Flexibility is a quality that business looks for right from the beginning of a partnership. Business wants arts organisations to consider their needs as the springboard for partnership ideas and iterate from there to find a joint solution. Opportunities and issues always come up along the way. One sign of a good partnership is when business can casually approach their arts partner to discuss an idea or a change and know that it will be openly received.

The needs of a business partnership may change with leadership, strategy, operating conditions, and outside events like COVID-19. This means that the partnership and its deliverables need to change too. Business admires the way some arts organisations responded proactively to the pandemic, creatively re-engineering agreements to continue achieving their desired business objectives.

At renewal time, business appreciates when partners proactively discuss the future of the partnership and ask how they can help. Some partnerships last more than twenty years and may predate the current leadership of an organisation. These partnerships have lasted a long time by continually reinventing themselves.

Business partnership managers often have a demanding workload and therefore appreciate when arts partners proactively help them meet the partnership commitments and let them know if they are behind. They do not want to have to remind partners about what they agreed to deliver.

Research Quotes

I was looking for their flexibility; their creativity in developing opportunities to collaborate, and their willingness to give us more than tickets. I wanted them to become a business partner with us.”

Marketing/Partnerships Manager, Law Firm, Large Size

“It was actually an initiative of the (arts organisation). They came to us and said, what about this? And we thought, fantastic!”

Marketing/Partnerships Manager, Bank, Medium Size

“It felt like the relationships weren't maintained... we felt like we were just one of the sponsorships that ticked over year on year.”

Marketing/Partnerships Manager, University, Large Size

A low-angle, upward-looking photograph of several modern skyscrapers. The buildings are constructed with glass and metal facades, reflecting the soft light of a sunset or sunrise. The sky is a clear, pale blue. The perspective creates a sense of height and architectural scale.

Insight Five: Results

Reporting and evaluation
helps business decide the
future of a partnership.

Insight Five: Results

Reporting and evaluation helps business decide the future of a partnership.

Summary

Demonstrating the value of a partnership is sometimes not easy, but it is more important than ever. Arts organisations need to find new ways to bring to life the impact of their work in a way that speaks to business needs. Business often finds it difficult to quantify the value that partnerships bring to their business. They depend upon partners to provide them with useful data on their partnership goals. The quantitative measurement of brand impact and audience experience can be resource intensive and is sometimes not a business priority. This means that qualitative feedback is an increasingly important way of showing decision-makers the impact of a partnership.

Research Evidence

Business needs to know the outcomes of a partnership to help decide whether to continue. They usually go through a process of assessing whether the partnership achieved its objectives and share this with management. An evaluation report should be a shared effort between the business and the arts organisation. Some business and arts partners also hold an annual evaluation meeting to examine what worked, what could be improved, and identify opportunities for the following year.

A compelling evaluation report is more likely to lead to partnership being continued, while a report that is incomplete can damage the case for renewal. Yet sometimes business finds it hard to get the necessary data from an arts partner.

For most of the businesses interviewed, the evaluation of a partnership is about how well it has met the business objectives but they still need to see key metrics like event attendance and engagement. Most see partnerships as enhancing their brand and reputation but only one business interviewed attribute arts partnerships directly to sales.



Insight Five: Results

Business has different expectations and needs for evaluating a partnership – it depends on the purpose of the partnership. Some require hard data while others are comfortable with anecdotal feedback. For example, of the businesses interviewed:

- Large consumer marketing teams are most likely to have the resources to conduct quantitative measurement of the impact of a partnership on their brand.
- Medium sized professional services firms with corporate clients are most likely to be comfortable with word of mouth feedback on events, while large companies are more likely to survey using the net-promoter metric.
- Community partnerships were least likely to need quantitative measurement as they were often seen to have intrinsic value.

Most business interviewed admitted they found quantitative measurement of partnership impact difficult and did not have any easy solutions. Some felt they did not have sufficient resources to measure partnership impact properly and in times of tightening budget this is not seen as a priority.

In the context of limited data, anecdotal feedback from participants about an arts experience becomes more important. One interviewee stated that vox pops of event participants helped business decision makers better appreciate the impact and value of the partnership.

Research Quotes

“We can’t attribute a direct sale, but those measures of brand awareness, and particularly when we see an increase in brand trust, that’s something that’s really important for us.”

Marketing/Partnerships Manager, Energy, Medium Size

“Whether it’s an event or a show or a dinner, did it resonate with our clients and our staff?”

Decisionmaker, Law Firm, Medium Size

“With all of our partnerships we do a fairly in-depth analysis post event. We spend a lot of time brainstorming what worked, what didn’t work.”

Marketing/Partnerships Manager, Bank, Medium Size

“We did vox pops videos with people at the end of that workshop. That was the best thing we could have done because people said such amazing things and because there was a face and a real person ... I used them to get my line of authority across it, because they don’t come to these events.”

Marketing/Partnerships Manager, University, Large Size



Open for Business 2023

Creative Partnerships Australia would like to thank research participants for their time and contribution.

For more resources on business and arts partnerships, visit creativepartnerships.gov.au

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