GUGGENHEIM BILBAO
INTRODUCTION

In 2015, the Guggenheim Museum Bilbao turned 18, and its coming of age was met with the second highest number of visitors since the Museum’s inauguration in 1997: 1,103,211 people toured the exhibitions that comprised an outstanding art program. Two of the shows (those dedicated to Jeff Koons and Jean-Michel Basquiat) took third and fourth place, respectively, in the ranking of the most visited modern and contemporary art exhibitions in the world, as published by the prestigous magazine The Art Newspaper.

Prominent names from the contemporary art world were featured in the exhibitions of 2015, including Niki de Saint Phalle, Jeff Koons, Jean-Michel Basquiat, and Alex Katz; Kimsooja, Shahzia Sikander, and Ho Tzu Nyen, three artists from Southeast Asia who presented their works in the Film & Video gallery; and the artists in the group exhibitions Making Africa—A Continent of Contemporary Design and Masterpieces from the Guggenheim Museum Bilbao Collection.

In addition to the record number of visitors, the 2015 Annual Report contains many positive milestones that exceeded expectations and rewarded the year’s hard work. For example, 577,266 people participated in the educational initiatives developed by the Museum, which also launched this year the internship program and the artist program in New York directed at students and emerging artists from the Basque Country within the alliance with the Solomon R. Guggenheim Foundation. In addition, the number of Individual Members rose to 16,734, and corporate participation grew as well, with 113 Corporate Members now supporting the Museum as an essential pillar of our financing. In the digital realm, the website received a total of 1,797,238 visits (a 41% increase from last year), with 7,161,266 pages viewed (90% more than 2014). Furthermore, the Museum continues to expand its community on social media, with 206,510 followers on Facebook and 172,350 on Twitter; a 15% and 142% increase from last year, respectively. As in previous years, the Museum carried out a survey to gauge the impact of the Museum’s activities on the economy of the Basque Country, which revealed that Museum operations generated a total expenditure of 363.9 million euros in the Basque Country, garnering the Basque treasuries an additional 49.3 million euros in tax revenue, and contributing to maintain 6,893 jobs. The Museum remains one of the top European cultural institutions in terms of self-financing, which reached 67% in 2015.

In 2015, as part of the Strategic Plan and in celebration of the Museum’s coming of age, the exhibition spaces were conceptually redesigned. In response to the need to have a wider selection of the works from the Museum Collection permanently on view, the organic galleries of the third floor will offer a sample of those holdings. These works will be complemented by exhibitions of art from the first half of the 20th century that will be shown in the classical galleries, as a prologue to the contemporary collection. Thus, the third floor will house the Foundations of Today’s Art. The second floor will continue to show special, temporary exhibitions of great curatorial importance and public impact. And the first floor will be dedicated to Views of Contemporary Art, which will include the works shown in the Film & Video gallery; some of the most iconic pieces from the Collection presented on this floor like Jenny Holzer’s Installation for Bilbao or Richard Serra’s The Matter of Time; and the contents of gallery 105, which will feature exhibitions of a more experimental nature and will also showcase specific periods or aspects in the work of the artists in the Collection.

This year’s review closes with our unwavering commitment to transparency, which the Museum has maintained from the very beginning and was rewarded in 2015 with an important public distinction as the most transparent museum in Spain, according to a ranking by the Fundación Compromiso y Transparencia, in association with the Foro de Cultura y Buenas Prácticas. Although a private institution, the Museum has always been committed to responsible management. This effort has been manifested through the corporate website (a rare resource among museums), which offers important information related to the Museum’s corporate activities, and by the creation of a Code of Ethics and Best Practices at the end of 2015, which reflects the Museum’s dedication to transparency. This self-regulation is an honest response to the public’s genuine concern about the proper functioning and use of public funds and services.

The commitment to our mission to collect, preserve, exhibit, and research contemporary art for a diverse audience continues to be one of our highest priorities in this new era of an ever-changing world. The future is full of challenges that the Museum will face with responsibility and also with a considerable measure of hope.

Juan Ignacio Vidarte
Director General, Guggenheim Museum Bilbao
In the course of 2015, the Museum galleries held exhibitions dedicated to prominent figures of international art from the 20th century and present day.

Niki de Saint Phalle (b. 1930; d. 2002) is one of the most renowned artists of the second half of the 20th century. Throughout her prolific career, Saint Phalle created a complex body of work in various mediums, which was deeply embedded with socio-political issues. The Museum presented one of the most ambitious exhibitions devoted to the art of Saint Phalle thus far.

The unique, unmistakable, ground-breaking work of Jeff Koons has made him one of the most prominent figures of the art of our time. The exhibition dedicated to Koons allowed the public to enjoy, for the first time, a comprehensive retrospective survey of his coherent, structured, profoundly innovative, awe-inspiring oeuvre.

Jean-Michel Basquiat (b. 1960; d. 1988) quickly became a prolific artist and a cultural celebrity. His fame grew with exhibitions throughout North America and Europe. Using a novel approach, the Museum offered an exhibition focused on the diverse themes explored by the artist, including works created by Basquiat together with other artists, like Andy Warhol, with whom he had a deep friendship.

Landscape is one of the main themes in the work of Alex Katz, one of the most unique voices in American art. The Museum showcased the artist’s approach to this subject over different phases in his career, spanning from the 1980s to his latest paintings of monumental landscapes. The works included in the exhibition revealed Katz’s mastery over the pictorial medium, as well as the absolute clarity and power of his vision.

Making Africa—A Continent of Contemporary Design unveiled new directions that design, in its broadest sense, is taking in Africa, encompassing all creative activities used to “build” a new, different continent. The exhibition revealed how design is accompanying, and even accelerating, political and economic change on the African continent through close dialogue with disciplines like art, illustration, cinema, photography, architecture, and urban design. As in past years, the program Learning Through Art culminated in an exhibition of the most important works of the 143 participating schoolchildren, between the ages of 6 and 12. The collaboration between Museum educators, schoolteachers, and artists Elssie Ansareo, Naia del Castillo, Maider López, Itxaki Gracenea, Ainhoa Ortells, and Jorge Rubio resulted in the works displayed during the summer in the new educational space.

Additionally, the Film & Video gallery showcased audiovisual works from contemporary artists, namely Kimsooja’s Thread Routes (2010—), Shahzia Sikander’s Parallax (2013), and Ho Tsu Nye’s The Cloud of Unknowing (2011). Since November, the third-floor galleries have housed an exhibition dedicated to the most noteworthy holdings from the Museum’s Collection, which as of this year, will have a permanent presence in the Museum, as explained elsewhere in this Annual Report.
PERMANENT COLLECTION

Masterpieces from the Guggenheim Museum Bilbao Collection
From November 27, 2015
Third-floor galleries
CURATED BY Lucía Agirre
NO. OF WORKS: 31
NO. OF VISITORS [as of Dec. 31, 2015]: 78,189

TOP: Two of the panels comprising Francesco Clemente’s cycle La Stanza della Madre, 1995–97. BOTTOM, LEFT: Three canvases from Georg Baselitz’s Mrs Lenin and The Nightingale, 2008. BOTTOM, RIGHT: Sculptures by Jorge Oteiza Metaphysical Box by Conjunction of Two Trihedrons. Homage to Leonardo (Caja metafísica por conjunción de dos triedros. Homenaje a Leonardo) and Empty Box with Large Opening (Caja vacía con gran apertura), both 1958.

Mark Rothko, Untitled, 1952–53. Oil on canvas, 299.5 x 442.5 cm. Guggenheim Bilbao Museoa
TEMPORARY EXHIBITION

Niki de Saint Phalle
February 27–June 7, 2015
Third-floor galleries
CURATED BY Camille Morineau and Álvaro Rodríguez Fominaya
NO. OF WORKS: 184
NO. OF VISITORS: 290,849

Exhibition organized by the Guggenheim Museum Bilbao and la Réunion des Musées Nationaux – Grand Palais with the participation of the Niki Charitable Art Foundation

TOP: View of gallery 206, with works by Niki de Saint Phalle.
TEMPORARY EXHIBITION

Jeff Koons: A Retrospective
June 9–September 27, 2015
Second floor and gallery 105
CURATED BY Scott Rothkopf and Lucía Agirre
NO. OF WORKS: 95
NO. OF VISITORS: 493,730


Sponsored by
Fundación BBVA

105 Gallery dedicated to Jeff Koons’s series Pre-New, The New, and Inflatable; in the image, pieces from The New. BOTTOM, FROM LEFT TO RIGHT: Gazing Ball (Farnese Hercules), 2014, and Popeye, 2009–11
TEMPORARY EXHIBITION

Jean-Michel Basquiat: Now’s the Time
July 3–November 1, 2015
Third-floor galleries
CURATED BY Dieter Buchhart and Álvaro Rodríguez Fominaya
NO. OF WORKS: 104
NO. OF VISITORS: 538,475

Organized by the Art Gallery of Ontario in collaboration with the Guggenheim Museum Bilbao

Sponsored by

IBERDROLA

TOP: Works by Jean-Michel Basquiat in this gallery include Number 4, 1981, on the left, and Untitled, 1982, on the right.
BOTTOM: Two views of gallery 304 with photographs and films about Jean-Michel Basquiat

View of one of the galleries dedicated to the Jean-Michel Basquiat exhibition; on the left, The Ring, 1981
TEMPORARY EXHIBITION

Alex Katz. This is Now
October 23, 2015–February 7, 2016
Gallery 105
CURATED BY Michael Rooks and Petra Joos
NO. OF WORKS: 34
NO. OF VISITORS [as of December 31, 2015]: 166,658

Organized by the High Museum of Art, Atlanta, in collaboration with the Guggenheim Museum Bilbao.

Several works by Alex Katz in the image above, from left to right, three oil paintings made in 2008: Reflection 7, Sunset 1, and Sunset 1, as well as preparatory studies. OPPOSITE: TOP: Gold and Black V and January 3, both from 1993. BOTTOM: My Mother’s Dream (7:45 pm Monday, 7:45 pm Tuesday, 7:45 pm Wednesday, 7:45 pm Thursday), 1998, and 10:30 am, 2006.
TEMPORARY EXHIBITION

Making Africa—A Continent of Contemporary Design
October 30, 2015–February 21, 2016
Second-floor galleries
CURATED BY Amelie Klein and Petra Joos
NO. OF WORKS: 255
NO. OF VISITORS (as of December 31, 2015): 129,706

An exhibition of the Guggenheim Museum Bilbao and the Vitra Design Museum

One of the galleries in the multifaceted exhibition Making Africa—A Continent of Contemporary Design

Works from the exhibition on African design. TOP LEFT: Graffiti by Docta (Amadou Lamine Ngom) on one of the Atrium walls. TOP RIGHT AND BOTTOM LEFT: Several pieces in gallery 202. BOTTOM RIGHT: Detail of works in gallery 209
FILM & VIDEO

Gallery 103
NO. OF WORKS: 5

Kimsooja
CURATED BY Álvaro Rodríguez Fominaya
NO. OF VISITORS: 360,873

Shahzia Sikander
Parallax, 2013
July 16–November 22, 2015
CURATED BY Álvaro Rodríguez Fominaya
NO. OF VISITORS: 519,807

Ho Tzu Nyen
The Cloud of Unknowing, 2014
December 3, 2015–April 24, 2016
CURATED BY Lucía Agirre
NO. OF VISITORS [as of December 31, 2015]: 68,394


TEMPORARY EXHIBITION

Learning Through Art
June 23–September 20, 2015
ARTISTS: Elsise Ansareo, Niaa del Castillo, Iñaki Gracenea, Maider López, Ainhoa Ortells, and Jorge Rubio
PARTICIPATING CENTERS: CP Otxarkoaga and CP Beirinetxe, Bilbao; CP Kueto, Sestao; CP Arrateko Andramari, Ebar; CP Ramiro de Maeztu, Oion; and CP Lamuza, Llodio.
NO. OF VISITORS: 416,677

Sponsored by
The educational programs of the Guggenheim Museum Bilbao in 2015 had the following highlights:

• The Guggenheim Museums in Bilbao and New York launched a new internship program in New York for students and a program for emerging artists from the Basque Country. This initiative was part of the renewal of the Management Agreement between the Guggenheim Museum Bilbao and the Solomon R. Guggenheim Foundation, signed in December of 2014, which strengthens the partnership between the institutions via new projects.

• Social outreach activities continued to include initiatives like the volunteer program and off-site talks; the Sana y Crea (Heal and Create) program for children at the hospitals of Cruces and Basurto; tours for the elderly, groups at risk of social exclusion, and people with disabilities and/or special needs; and the program ModernizARTE con BBK y Guggenheim Bilbao at senior centers, managed by BBK Obra Social. In addition to these, the Museum launched a new educational program in the therapeutic-educational day care center of Ortuella that provides holistic attention for children and adolescents with psychiatric disorders.

• Art education in English continued with the activity for adults Let’s Go to the Movies in collaboration with the British Council, and Books Alive!, designed for children.

• The new In Focus program was also introduced, offering new didactic spaces and special activities to complement exhibitions in gallery 105 in order to offer audiences an in-depth understanding of the artists included in said shows.

• Finally, in response to the current demand, school visits were extended during July, and the beginning of the 2015–16 school year was moved to September 15.

Participative Programs

The Museum’s participative educational programs target a wide variety of audiences. In addition to activities for families, the general public, and schoolchildren—including the Learning Through Art program and exhibition as well as the new summer tours for schoolchildren—, these activities also comprise social outreach initiatives like those mentioned above.

<table>
<thead>
<tr>
<th>Participants</th>
<th>2015</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schoolchildren</td>
<td>29,982</td>
<td>7</td>
</tr>
<tr>
<td>Educators</td>
<td>3,635</td>
<td>3</td>
</tr>
<tr>
<td>Families</td>
<td>8,225</td>
<td>10</td>
</tr>
<tr>
<td>Social programs and accessibility</td>
<td>3,662</td>
<td>8</td>
</tr>
<tr>
<td>Individual Members and general public</td>
<td>71,216</td>
<td>8</td>
</tr>
</tbody>
</table>

DIDAKTIKA space designed for the exhibition Niki de Saint Phalle

DIDAKTIKA

This unique initiative, unmatched by any other contemporary art museum, is designed to help visitors plan and prepare their time at the Museum and view the exhibitions of the art program from multiple, enriching perspectives. These educational spaces complement the information in the galleries and are set up in adjacent areas.

<table>
<thead>
<tr>
<th>Users</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero Espazioa</td>
<td>37,000</td>
</tr>
<tr>
<td>Didactic spaces</td>
<td>423,548</td>
</tr>
</tbody>
</table>
Online Resources

Online activities and materials for educators, families, and the general public—such as educators’ guides, a virtual tour for children, or the web section Did You Know?—included in the exhibition microsites—are designed to help teach and learn about the art program in the classroom and at home, beyond the Museum’s walls.

<table>
<thead>
<tr>
<th>Users</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Didactic units for educators</td>
<td>23,921</td>
</tr>
<tr>
<td>Learning Through Art search tool</td>
<td>17,924</td>
</tr>
<tr>
<td>Virtual tour for children</td>
<td>2,686</td>
</tr>
<tr>
<td>Did You Know…?</td>
<td>16,480</td>
</tr>
</tbody>
</table>

Other Resources

Museum visitors can also avail themselves of various tools, devices, and materials to help them tour the Museum on their own, offering them information that will enhance their understanding and enjoyment of the works on display and the building’s architecture.

<table>
<thead>
<tr>
<th>Visitors</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guggenheim Bilbao guide</td>
<td>437,680</td>
</tr>
<tr>
<td>Audio guides</td>
<td>544,177</td>
</tr>
<tr>
<td>Gallery Hosts</td>
<td>107,594</td>
</tr>
</tbody>
</table>

Selected Activities

- **January 28, February 24, March 25, April 29, October 28, and November 25:** Let’s Go to the Movies!, an activity designed from an interdisciplinary perspective where video clips, shorts, animated movies, and art documentaries are screened in English and discussed with teachers from the British Council.
- **February 18, March 20, May 17, June 20, December 24, and 31:** Activation of Yoko Ono’s work Wish Tree for Bilbao.
- **February 24:** Niki de Saint Phalle, Private Life/Public Life lecture by Camille Morineau, exhibition curator, and Bloum Cardenas, board member of the Niki Charitable Art Foundation.
- **March 3 and 5; March 10 and 12; September 29 and October 1; October 6 and 8; October 27 and 29; November 3 and 5; November 10 and 12; November 17 and 19:** Orientation sessions and free access for educators to the exhibitions Niki de Saint Phalle; Jean-Michel Basquiat: Now’s the Time; Alex Katz, This is Now; and Making Africa—A Continent of Contemporary Design.
- **March 4 and 11; June 17 and 24; September 23 and 30; November 4, 11, 18, and 25; December 2 and 9:** Shared Reflections Program, led by members of the Museum’s curatorial and education departments.
- **March 5:** Niki de Saint Phalle, Shots From a Woman Artist conference, given by Patricia Mayayo, professor of Art History at the Universidad Autónoma, Madrid.
- **March 13:** A Talk with Kimsooja, a conversation between the artist and Álvaro Rodríguez Fominaya, curator of the presentation Kimsooja. Thread Routes.
- **March 21, 22, 28, 29 and November 21, 22, 28, 29, May 23, 24, 30, 31 and October 24, 25, 31:** Puppy and Spider workshops, in connection with the works by Jeff Koons and Louise Bourgeois, respectively, exclusively for Individual Members’ children.
May 29: Round table Art and Advertising. Creative Parallels, organized in collaboration with El Sol Advertising Festival, with filmmakers Borja Cobeaga and Kike Mailllo and publishers Luis Miguel Messianu and Manuel García (also moderator).

June 9: Conversation of artist Jeff Koons and art historian and independent curator Norman Rosenthal.

June 22–July 24: Weekly summer workshops for children from 3 to 10 years old, concerning the work of Jeff Koons and Jean-Michel Basquiat.


July 23 and 25: Dance performance by Keigwin + Company, as part of the program Works & Process at the Guggenheim.

October 7: Dance performance and creative process by Dantzaz Korpainia, in collaboration with Itzaz Galili, as part of the project Áureo.

October 17, 18, 24, and 25: Basquiat Marathon, for kids over 14, organized in connection with the works of Jean-Michel Basquiat. Now’s the Time. Activities included Discovering Bilbao’s Street Art, led by artist Erb Mon; Create a Mural Outside the Museum, with the artists from DK Muralismo; and the screening of the film Downtown 81.

October 21: Conversation between artist Alex Katz and Michael Rooks, curator of the exhibition Alex Katz, This is Now and Wieland Family Curator of Modern and Contemporary Art.

October 26: Start of the educational program Learning Through Art 2015–16, with artists Elssie Ansareo, Naia del Castillo, Maider López, Manu Muniategiandikoetxea, Ainhoa Orteiza, and Jorge Rubio, and public primary schools Unibarri from Bilbao, Vista Alegre from Sestao, Virgen de la Guía from Portugalete, Leka Enea-Anaka from Irún, and Padre Orbiso and Santa María from Vitoria-Gasteiz.

November 19 and 26: Tours and reflections about the work of Alex Katz and the relationship between art and nature, given by artists Juana García Pozuelo and Lucía Ontzain, respectively, as part of the program In Focus.

December 5: Talk by artist Ho Tzu Nyen in connection with the screening of his work The Cloud of Unknowing.

December 12: It’s Going to Get Worse and Worse and Worse, My Friend, by Belgian dancer and choreographer Lisbeth Gruwez, as part of the 26th Dantzaldia Festival.


December 17–20: Performance and creative process of the contemporary dance piece Òskara, by Kukai Dansa (Jon Maya) and Veronal (Marcos Morau). This was the result of the Basque group’s residency program and a complement to the exhibition Masterpieces from the Guggenheim Museum Bilbao Collection.

Baby Art, for babies from 6 to 24 months, was offered every Sunday with great success, while the Art Corner, designed for children from 2 to 8 years old to learn about and enjoy making art while adults visit the Museum, was offered during Easter week, summer, and Christmas, in response to increased demand during those popular vacation times.

As part of the project DIDAKTIKA, the Museum designed educational spaces with tools and key resources to help visitors make the most of their tour of the exhibitions. The orientation room, Zero Espazioa presented contents related to those shows while simultaneously housed small-format activities.

The program Connect with Art continued to offer several ways to tour the Museum, through guided visits, audio guides, educational spaces, and a smartphone app.

The Museum Gallery Hosts encouraged public participation, offering information about the art on view, the Guggenheim Constellation, the history of the Guggenheim Museum Bilbao, and more.
In 2015, the Museum topped the million-visitor mark for the seventh time and celebrated its coming of age with the second highest number of visitors—1,103,211—in its history, exceeded only in 1998, the Museum’s inaugural year. The summer months, as well as September and October, were the best in the Museum’s 18 years of operation. The appeal of the art program, supported by high quality exhibitions, commanded this great turnout.

The breakdown by place of origin is similar to last year, with a higher percentage of visitors coming from abroad (63%). Countries such as France (19%), the United Kingdom (8%), Germany (7%), and the United States (6%) stand out from the rest. Visitors from the Basque Country increased from last year, rising to 14%, while visitors from the rest of Spain made up 23%.

With 16,734 Friends at the end of 2015, the Individual Members Program remains a valuable asset to the Museum. The figure increased from last year, and the Program continues to ratify the local community’s wide support for the Museum. Moreover, in 2015, 2,202 people benefitted from the Erdu initiative, launched to reach out to unemployed citizens by providing free access to the Museum.

The Museum organizes multiple activities every year, geared specifically to Individual Members. With every temporary exhibition, they are offered free guided tours in several languages and at different times. Those for Niki de Saint Phalle’s exhibition took place on March 24, 27, and 29; the tours in connection with Jeff Koons’s show were given on June 19, 21, and 23; the visits on Jean-Michel Basquiat occurred on September 22, 25, and 27; and those for the Making Africa exhibition took place on November 17, 20, and 22. With every show, the Museum strives to highlight the keys to the artworks in order to enhance the Members’ visits and provide opportunities for them to meet with other Members. Therefore, tours including lunch or dinner were organized through the program Lagunartean that took place on March 12, June 18, and November 12.

International Members also enjoy exclusive tours before the opening of each temporary exhibition led by their respective...
curators. On February 23, curators Camille Morineau, Álvaro Rodríguez Fominaya, and Bloum Cardenas (granddaughter of the artist and member of the Board of the Niki Charitable Art Foundation) guided a private tour of Niki de Saint Phalle’s exhibition. On Sunday, June 7, Lucía Agirre and Scott Rothkopf offered their view on Jeff Koons: A Retrospective. Álvaro Rodríguez Fominaya and Dieter Buchhart led a guided tour of Jean-Michel Basquiat: Now’s The Time on July 1. Additionally, Alex Katz revealed the key ideas of his exhibition on October 21, and on November 28, Amelie Klein and Petra Joos shared highlights from the show Making Africa. The preview for Masterpieces from the Guggenheim Museum Bilbao Collection took place on November 25 led by its curator Lucía Agirre.

Once again, the partnership with cultural institutions, such as the Teatro Arriaga and the Bilbao Symphony Orchestra, allowed the Museum to offer Members special benefits and discounts on specific performances. Individual Members can also buy discounted tickets to other museums, such as the Bilbao Fine Arts Museum, the Basque Museum, and the Valencia Institute of Modern Art, as well as those included on the ARTpass card.

Individual Members were able to enjoy various cultural outings as well. Destinations included India, within the VIP program of the India Art Fair (January 29–February 8), Florence and Tuscany, with a tour of Niki de Saint Phalle’s Tarot Garden (April 29–May 3), and Columbia, for the ARBO art fair (September 26–October 4), after a trip through Medellín and Cartagena.

The Advisory Committee of Honor Members met on February 25, coinciding with the ARCO Fair in Madrid, and on October 29, for the Annual Dinner and the opening of Making Africa.

Museum Friends can obtain benefits to the activities organized by the Museum, such as talks with artists and curators, debates, activities for children and adults, the program Shared Reflections, creative sessions, courses, and workshops. As usual, the year concluded with the traditional Members-only open house, held on December 15. On this day, Members could visit the lesser known areas of the Museum, such as maintenance, registrar, and conservation. They also had the chance to participate in graffiti workshops and creative sessions dedicated to the appreciation of aromas, gift decoration, and Christmas centerpiece design. Moreover, Arte Fusión Títeres offered a show for children whereas The Sey Sisters from Ghana performed for the attending Members.

The Corporate Members Program allows the Museum to establish ties with companies, corporations, and institutions that identify with and share the values of the Guggenheim Museum Bilbao. At the end of 2015, the Program surpassed the number of Members from last year, with 113 companies in the different categories: Strategic Trustees, Trustees, Corporate and Media Benefactors, and Associate Members. Corporate support is therefore still very high and remains an essential part of the Museum’s funding model, even in today’s challenging times for the patronage of the arts.

As in the past, several companies sponsored the Museum’s art program and activities, most notably the four Strategic Trustees: BBK, Fundación BBVA, Iberdrola, and ArcelorMittal. This support, together with a variety of standing or one-off collaborations in activities and services, allowed the Museum to maintain a dynamic, diverse program.
In addition to the Museum’s activities, different spaces in the building may also host corporate events. After visiting hours, the Atrium, the Vestibule, the Auditorium, Zero Espazioa, and the Educational Area are made available for events organized by companies and institutions. On special occasions, the Museum’s exterior spaces can also serve to host important events, as was the case for the Red Bull Cliff Diving competition, which for its second consecutive year took place on the La Salve Bridge with the Museum as a unique backdrop.

Finally, in 2015, a total of 87 private events were held at the Museum, maintaining a similar number to last year.

<table>
<thead>
<tr>
<th>Exhibition / Project / Activity</th>
<th>Sponsors</th>
<th>Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Matter of Time</td>
<td>ArcelorMittal</td>
<td></td>
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<tr>
<td>Jeff Koons: A Retrospective</td>
<td>Fundación BBVA</td>
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<tr>
<td>Jean-Michel Basquiat: Now’s the Time</td>
<td>Fundación Iberdrola</td>
<td>Impossible Project K-tuin</td>
</tr>
<tr>
<td>Connect with Art: app, audioguides, guided tours, and exhibition-specific educational spaces</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Social programs: tours for collectives and activities in hospitals</td>
<td>BBK</td>
<td></td>
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<tr>
<td>ModernizaARTE con BBK y Guggenheim Bilbao</td>
<td>BBK</td>
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<td>BBK Jazz Guggenheim Gauak</td>
<td>BBK</td>
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<tr>
<td>Shared Reflections Program</td>
<td>Fundación Vizcaína Aguirre</td>
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<tr>
<td>Corporate Film Forum</td>
<td>Adecco Ferrovial Servicios</td>
<td>Ysios (Pernod Ricard Bodegas), Deusto Alumni</td>
</tr>
<tr>
<td>Annual Dinner</td>
<td>Ixo grupo</td>
<td>Pernod Ricard Bodegas, Coca-Cola Iberian Partners</td>
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<tr>
<td>Visitor Services</td>
<td>Prosegur</td>
<td></td>
</tr>
<tr>
<td>Members-only open house day</td>
<td>Coca-Cola Iberian Partners, Illycaffè, Bistró Guggenheim Bilbao, Hotel Silken Amaiur Plaza</td>
<td></td>
</tr>
<tr>
<td>Children’s Christmas activities</td>
<td>BBK</td>
<td>Bizkaiko Foru Aldundia, Diputación Foral de Bizkaia</td>
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</table>
During the year the Guggenheim Museum Bilbao celebrated its 18th anniversary, it maintained a high media profile, being featured (directly and indirectly) in 21,574 new stories, mainly in Spain, the United States, Italy, France, Germany, and the United Kingdom. This presence is valued at 32,752,419 euros.

The art program received significant coverage, a fact that is maintained over the years. Thus, the exhibitions that received the most national and international coverage in 2015 were *Jeff Koons: A Retrospective*, *Jean-Michel Basquiat: Now’s The Time*, *Niki de Saint Phalle*, and *Making Africa—A Continent of Contemporary Design*.

In addition to the temporary exhibitions, other topics related to the Museum’s activities that attracted significant media attention, particularly in foreign countries, were the architecture of the Museum designed by Frank Gehry, the Museum as a tourist destination, its gastronomic offer, and the “Bilbao effect.” Regarding corporate information about the Museum, news focused on the increase in visitors and the Guggenheim Bilbao’s award as the most transparent museum in Spain.

### The Art Program in the Media
- *Niki de Saint Phalle*: 627 mentions, 211 in international media
- *Jeff Koons: A Retrospective*: 1,118 mentions, 420 in international media
- *Jean-Michel Basquiat: Now’s The Time*: 675 mentions, 175 in international media
- *Making Africa—A Continent of Contemporary Design*: 505 mentions, 267 in international media

Overall, these exhibitions and the rest of the art program were featured in 587 news items in international media, valued at 3,900,000 euros.

### Marketing Campaigns
The marketing campaigns devised to promote the art program contributed not only draw visitors to the Museum but also to reinforce the Museum’s brand and international visibility.

**Niki de Saint Phalle**
- 40 inserts in press and specialized magazines, 162 radio spots, and 38 occurrences of the spot on ETB (Basque TV), with over 58,000 impressions in digital media in Spain and France.

The exterior campaign included muppis and a videowall at the Bilbao Airport for a month, publicity on Bilbao urban buses for four weeks, and 300 banners on the main streets of the city. Finally, one of the most interesting actions was street marketing, which consisted of reclaiming the presence of women on the streets of Bilbao. With strong support from the public, this action was featured in the most important media and also had a large impact in social networks.

### Number of mentions 2015

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<table>
<thead>
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<tbody>
<tr>
<td>International media</td>
<td>2,660</td>
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<tr>
<td>Spanish press</td>
<td>4,123</td>
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<tr>
<td>Spanish radio and TV</td>
<td>975</td>
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<td>National and international mentions</td>
<td>21,574</td>
</tr>
<tr>
<td>Visits to the website</td>
<td>1,797,238</td>
</tr>
</tbody>
</table>
Jeff Koons: A Retrospective
55 inserts in press and specialized magazines, 231 spots on local and national radio, 39 occurrences of the spot on ETB (Basque TV), more than 40,000 views and 27,000 visits to the exhibition’s microsite online. A large exterior campaign was carried out, with banners on the main streets of Bilbao, 15 oppis in the Metro, publicity on the Bilbao tram for four weeks, advertisement on bicycle taxis in Donostia-San Sebastian during the month of July, and presence of ads for the Jeff Koons and Jean-Michel Basquiat shows at the Bilbao airport. Additionally, a social media campaign incorporated uploaded photographs of visitors to the Museum, with the option to participate in a drawing of the exhibition catalogue, signed by Jeff Koons.

Jean-Michel Basquiat: Now’s the Time
28 inserts in press and specialized magazines, 300 banners on the main streets of Bilbao, publicity on the Bilbao tram, together with the Jeff Koons exhibition, as well as advertisements at the Bilbao Airport in large oppis in the arrival lounge.
Furthermore, there were more than 3 million impressions in digital media, and the social media campaign generated 25,871 visits, with a high number of positive comments about the exhibition.

Making Africa—A Continent of Contemporary Design
52 inserts in local and national press as well as specialized magazines, more than 300 spots on local and national radio, as well as a spot on Basque TV and digital media. 2.5 million impressions occurred through a digital media campaign carried out in Spain and France, generating 43,570 visits to the website and more than 61,000 views of the spot. Outside the Museum, 124 oppis were installed at bus stops, advertisements were placed on five Bilbao buses, and 38 muppis were used for the trams in Vitoria-Gasteiz. Publicity for the show was also installed at the Loiu airport, with two light boxes, 10 muppis, and a videowall.

Internet and Social Media
• 1,797,238 visits to the website.
• 234,195 views of the spots on social media.
• 206,510 Facebook fans and 172,350 Twitter followers. The Museum maintains its place as fourth Spanish museum on social media.
• In 2015, the Guggenheim Constellation totaled 1,474,902 Twitter followers and 986,695 Facebook fans.
The Store/Bookstore’s success in sales and customer service and satisfaction in 2015 can be attributed to three main factors:

• The consolidation of the new space, whose current location increases its visibility, allows all visitors to have ready access to the retail area, and facilitates the flow of people. Thanks to all these factors, there was an important increase in the number of customers as well as higher sales revenues.

• The appeal of the art program, which made it possible to produce a diverse offering of articles related to the exhibitions, thereby generating extraordinary economic return and also contributing to portray an image of quality and exclusiveness.

• The diversification of revenues from the Store/Bookstore beyond visitor-generated sales, which was complemented with actions like a Christmas campaign, which aimed to integrate the Museum Store/Bookstore into the city’s shopping areas.

Finally, the development of the online sales, which featured an enlarged Store catalogue, enhanced the buyer’s experience and made the purchasing process simpler and more intuitive.

The following titles were published in 2015:

• Niki de Saint Phalle, exhibition catalogue; two separate editions in Spanish and English, 368 pages each

• Jeff Koons: A Retrospective, exhibition catalogue, Spanish edition, 308 pages

• Jean-Michel Basquiat: Now’s the Time, exhibition catalogue, Spanish edition, 240 pages


In addition, the Museum published the following documents through digital media:

• Strategic Plan 2015–2017, published through the Museum’s corporate website, in Basque, Spanish, and English

• Annual Report 2015, published through the Museum’s corporate website, in Basque, Spanish, and English

• Code of Ethics and Best Practices, published through the Museum’s corporate website, in Basque, Spanish, and English
The Guggenheim Museum Bilbao operates under a combined public/private management model that is reflected in the composition of its Board of Trustees, comprising representatives of thirty-plus private institutions and the Founding Trustees: the Basque Government, the Provincial Council of Biscay, and the Solomon R. Guggenheim Foundation. One of the cornerstones of this model is achieving the highest possible amount of self-funding. On average the Museum is able to generate approximately 70% of its funding needs, a degree of self-financing that is very rare among both Spanish and European art institutions that makes the Guggenheim Museum Bilbao a benchmark.

In 2015, the Museum’s activities were funded in part by the significant contributions of 113 corporations and institutions; Museum operations were also supported by 16,734 Individual Members. Public grants amounted to 11,280,000 euros—contributed by the Basque Government (4,515,000 euros), the Provincial Council of Biscay (6,515,000 euros), and the City of Bilbao (250,000 euros)—. A collaboration agreement was signed with the latter on May 28, 2015 to secure the aforementioned grant.

In late 2011, the Guggenheim Museum Bilbao updated the model for calculating its economic impact in order to incorporate new parameters for sustainable businesses using the "triple bottom line" (TBL or 3BL) approach, which evaluates three different dimensions of a company’s performance: economic, environmental, and social. Consequently, in addition to estimating the impact of the Museum’s activities in terms of the wealth they generate for the Basque Country, the yearly analysis also examines how they affect the social, artistic, cultural, and environmental spheres in the medium term.

The economic impact results in 2015 were as follows:

- Total direct expenditure generated by the Museum’s activity: 363.9 million euros
- GDP generated: 321 million euros
- Annual jobs maintained: 6,893
- Additional revenue for the Basque treasuries: 49.3 million euros

Gallery 306, with several panels from Francesco Clemente’s cycle Mother’s Room (La stanza della madre, 1995–97) as part the show Masterpieces from the Guggenheim Museum Bilbao Collection
One of the most relevant actions of the Guggenheim Museum Bilbao in 2015 was the creation of a Code of Ethics and Best Practices. With its approval by the Board of Trustees in December 2015, one of the six Initiatives of the Strategic Plan 2015–2017 was accomplished, realizing the growing concern in society for the proper use of public funds and services. In this sense, the Museum advances its good management practices, working from a commitment to service and towards voluntary transparency. This effort began in 2011 with the creation of the Museum’s corporate website, a tool that provides access to relevant information about the Museum’s management and operations. For this practice, the Fundación Compromiso y Transparencia recognized the Guggenheim Museum Bilbao as the most transparent museum in Spain in 2015.

The Code of Ethics expresses the action principles and best practices that, from a responsible and ethical perspective, preside the individual and collective behavior at the Museum. These guidelines have been forged in the course of the Museum’s activity over the years, and many of them were already expressed in the operating procedures, plans, programs, certifications, and general management policies of the Museum.

Taking the Mission Statement and Values of the Museum as a starting point, the Code of Ethics provides a canon of behavioral standards that revolve around ethical concepts like integrity, transparency, honesty, the elimination of physical and sensory barriers, and nondiscrimination. The Museum strives to be an integrating force, bringing art closer to society and fostering values of respect, tolerance, and diversity.

In 2015, the Guggenheim Museum Bilbao added the following distinctions its awards and honors:

- Certificate of Excellence 2015 from TripAdvisor
- Top Choice 2015, awarded by the tourism website lianorg.com. February 17, 2015
- Bizkaia Argia-Ilustre de Bizkaia prize, granted by the Provincial Council of Biscay. March 26, 2015
- Most transparent museum in Spain, according to a ranking by the Fundación Compromiso y Transparencia in collaboration with the Foro de la Cultura y Buenas Prácticas. June 18, 2015
- Igualdad en la empresa (Equality in the company) prize, awarded by the Spanish Ministry of Health, Social Services, and Equality. June 23, 2015
- Additionally, the Guggenheim Museum Bilbao received the efr Certificate in the Proactive Category B+ for reconciliation of work-family, and the Three-Star Seal from Gosasun, a socio-economic movement launched by Innobasque to encourage healthy lifestyle habits.
Throughout 2015, the Museum received 164 visits from prominent personalities from sectors like politics and government, including the ex-president of Mexico, Ernesto Zedillo; the Minister of Labor, Employment, Social Economy, and Economic Solidarity of Luxemburg, Nicolas Schmidt; and the ex-prime minister of Finland and Vice-president of the European Commission for Jobs, Growth, Investment, and Competitiveness, Jyrki Katainen. From the world of science, the Museum received a visit from the Nobel Prize winner in Chemistry, Jean-Marie Lehn. From the business sector, visits were made by Christian Barré, President of Pernod Ricard Bodegas; Laurence Graff, President of Graff Diamonds; or Carlos Escotet, President of Banesco Internacional. In addition, the Museum was toured by personalities from the world of literature and culture, such as writers Dan Brown and Lydie Salvayre, winner of the 2014 Goncourt Prize, or film directors Pedro Almodóvar, and George Miller.
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