2012 will go down in the history of the Guggenheim Museum Bilbao as the year of its 15th Anniversary, a period of celebration that closed with very positive results thanks to the generous support we have received, for which I am deeply grateful. With this success comes additional responsibility, which I and everyone at the Museum is determined to shoulder with energy and enthusiasm. Over one million visitors passed through our galleries to see the exhibitions of our Art Program, and approximately 85,000 people took part in the special activities organized to commemorate our anniversary which, as detailed in this report, encompassed a wide variety of disciplines and fields: music, photography, architecture, gastronomy, audiovisuals, fashion, dance, social media, etc. The Museum is now established as a leading institution that caters to the interests and preoccupations of a diverse audience, offering itself as a meeting point that promotes culture in all its forms, as a space where people can enjoy different proposals and be enriched on a personal and intellectual level.

The figures shown on the balance sheet indicate that 2012 was the third best year in the Museum’s history. We welcomed a total of 1,014,104 visitors over the course of the year. The most remarkable numbers were recorded for the David Hockney exhibition, with a massive turnout of 543,398 people. We also received a very positive response in terms of visitor numbers to the shows dedicated to the Austrian Expressionist Egon Schiele, Claes Oldenburg’s ground-breaking work from the 1960s, and the collections of Fundación “la Caixa” and the MACBA in The Inverted Mirror. Meanwhile, the two presentations from the Bilbao Collection offered audiences the chance to continue the chronological overview of the works in the Bilbao holdings and contemplate some of the latest acquisitions.

I would be remiss if I did not point out that, of the many achievements of 2012 set out in this report, one of the most important is the unconditional support that our Corporate and Individual Members continue to provide, many of whom have been by our side from the very beginning. In this respect, the impact of the Museum’s activity on the local economy is also particularly relevant: in 2012, its economic impact was estimated at over 334 million euros in direct expenditure, 45.3 million euros in additional revenue for the regional tax authorities, and the preservation of more than 6,300 jobs.

As the period covered by the 2009–2012 Strategic Plan came to a close last year, a series of meetings were held over the course of 2012 to discuss, analyze and define the Mission Statement, Vision, Objectives, Goals and Initiatives of the Museum for the next strategic period, which will encompass the years 2013 and 2014.

In the 15 years of its existence, this project has managed to connect with the public and benefit from its extraordinary support, thanks to which our degree of financial autonomy has remained very high even in the midst of a global recession. This Museum, which is privileged to call Frank Gehry’s iconic building home, maintains its unswerving faith in the present and future of art and culture, defending the vital role that both must play in the development of our society. For this and many other reasons, we look forward to a bright future and confidently propose a toast to the next 15 years of the Guggenheim Museum Bilbao.
The temporary exhibitions were complemented with two presentations from the Collection, entitled Selections from the Guggenheim Bilbao Collection III and Inhabited Architecture. The former was the third installment of a chronological view of the most significant works from the Bilbao funds; this time centered on Pop Art and its legacy; the latter presented works dealing with the space as a place for existing narratives and for others which are about to be created. Inhabited Architecture served as a context to present, for the first time since they were acquired, some of the most recent pieces to join the Collection.

**PERMANENT COLLECTION**

*Selections from the Guggenheim Museum Bilbao Collection III*
November 20, 2012–October 27, 2013
Galleries 103 and 105
Curated by Álvaro Rodríguez Fominaya
No. of Works: 21
No. of Visitors: 63,439 [until Dec. 31, 2012]

*Inhabited Architecture*
September 20, 2012–May 19, 2013
Galleries 301–304
Curated by Lucía Agirre
No. of Works: 6
No. of Visitors: 237,051 [until Dec. 31, 2012]

In 2012, the Art Program included exhibitions dedicated to three of the most renowned figures of the art of our time. In spring, after having been presented in London, the Museum showed *David Hockney: A Bigger Picture*, which featured Hockney’s large format Yorkshire landscapes made of numerous canvases—a significant installation challenge—as well as some of his most recent works created with state-of-the-art technologies. In fall, a selection from the Albertina Museum in Vienna of one hundred works on paper by Austrian expressionist Egon Schiele was shown in Bilbao. The Art Program also included an exhibition of the groundbreaking work of Claes Oldenburg from the sixties. The show traveled to Vienna, Cologne, or New York and it featured the artist’s most celebrated works, which entered into an enticing and interesting dialogue with the unique exhibition galleries in the Museum’s second floor. The Art Program was completed with a broad view of the art from the second half of the 20th century up to the present in *The Inverted Mirror: Art from the Collections of “la Caixa” Foundation and MACBA*, and the annual exhibition of the educational program *Learning Through Art*, featuring the works created by the children participating in it during the school year 2011–2012.
TEMPORARY EXHIBITIONS

The Inverted Mirror: Art from the Collections of “la Caixa” Foundation and MACBA
January 31–September 2, 2012
Third floor galleries
Curated by Álvaro Rodríguez Fominaya
NO. OF WORKS: 92
NO. OF VISITORS: 665,901

David Hockney: A Bigger Picture
May 15–September 30, 2012
Second floor galleries
Curated by Edith Devaney and Marco Livingstone
NO. OF WORKS: 137
NO. OF VISITORS: 543,398

Learning Through Art
June 15–September 26, 2012
Gallery 101B
Egon Schiele. Works from the Albertina Museum, Vienna
October 2, 2012–January 6, 2013
Galleries 105–107
Curated by Klaus Albrecht Schröder
NO. OF WORKS: 97
NO. OF VISITORS: 229,683
[until end of exhibition]

Claes Oldenburg: The Sixties
October 30, 2012–February 17, 2013
Second floor galleries
Curated by Achim Hochdörfer
NO. OF WORKS: 299
NO. OF VISITORS: 121,200
[until Dec. 31, 2012]
The interconnections between art education, art interpretation, and visitor experience, always related to the Museum’s art program and architecture, constitute one of the foundations for the educational and cultural objectives of this institution. With such holistic approach to education, in 2012 we continued offering a varied array of innovative and diverse educational programs and materials, both online and carried out in the Museum. These initiatives were designed for students, educators, families, Members, disadvantaged collectives, challenged people, art professionals, and local and international public.

Furthermore, to mark the Museum’s 15th Anniversary, a number of complementary cultural activities were organized with a thematic approach. Spanning different disciplines such as art, architecture, fashion, gastronomy, or music, to mention a few (see elsewhere in this report), these initiatives also included the launch of new creative activities designed for kids, from 3-month-old babies to 10 year-olds, such as Baby Art, an introductory course of architecture for children, or the program The Art Corner, in the Atrium.

Here are some figures about these programs.

**Didactic Activities**

Educational programs addressed to a variety of audiences. They included innovative initiatives such as The Art Corner and the Baby Art program; Learning Through Art, which remained a benchmark in contemporary art education; and a diverse array of complementary activities with a cross-disciplinary and thematic focus.

<table>
<thead>
<tr>
<th>Participants</th>
<th>2012</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schoolchildren</td>
<td>29,410</td>
<td>7</td>
</tr>
<tr>
<td>Educators</td>
<td>3,625</td>
<td>3</td>
</tr>
<tr>
<td>Families</td>
<td>7,818</td>
<td>9</td>
</tr>
<tr>
<td>Social Programs and Accessibility</td>
<td>2,106</td>
<td>7</td>
</tr>
<tr>
<td>Members and general public</td>
<td>68,849</td>
<td>8</td>
</tr>
</tbody>
</table>

**DIDAKTIKA**

DIDAKTIKA is a unique initiative in contemporary art museums designed to help people make the most of and plan their visit to the Museum, as well as to offer different perspectives and approaches to the art program. This initiative took the form of didactic spaces that complemented the contents of the exhibition galleries.

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero Espazioa</td>
<td>74,402</td>
</tr>
<tr>
<td>Didactic Spaces</td>
<td>335,473</td>
</tr>
</tbody>
</table>
Regarding online resources, the Museum offered materials and activities for educators, families, and the general public, such as teachers’ guides, WikiEducators, a virtual tour of the Museum for children, or the specific website sections “Did you know...?” for adults. All these aids allowed people to learn and teach about the art program both in the classroom and at home, i.e., beyond the Museum itself.

<table>
<thead>
<tr>
<th>Users</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Didactic units for Educators</td>
<td>8,817</td>
</tr>
<tr>
<td>Search tool Learning Through Art</td>
<td>12,222</td>
</tr>
<tr>
<td>WikiEducators</td>
<td>16,249</td>
</tr>
<tr>
<td>Children’s Virtual Tour</td>
<td>6,191</td>
</tr>
<tr>
<td>Family games</td>
<td>1,745</td>
</tr>
<tr>
<td>Did you know...?</td>
<td>47,628</td>
</tr>
</tbody>
</table>

Other Resources

Visitors were also able to avail themselves of various tools, materials, and resources to help them tour the Museum on their own with information that enhanced their understanding and enjoyment of the works on view and the architecture of the Museum building.

<table>
<thead>
<tr>
<th>Visitors</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guggenheim Bilbao Guide</td>
<td>459,970</td>
</tr>
<tr>
<td>Audio guides</td>
<td>481,917</td>
</tr>
</tbody>
</table>

Highlights

- February 1: Lecture by Álvaro Rodríguez Fominaya, curator of the exhibition The Inverted Mirror: Art from the Collections of ‘la Caixa’ Foundation and MACBA.
- March 17, 18, 24, and 25; November 17, 18, 24, and 25: Workshops for Museum Members’ children about Louise Bourgeois’s sculpture Maman.
- March 21 and 22: Performance Roses & Beans by Swedish company Bastardproduktion, organized in collaboration with La Fundición Aretoa for the 13th Dantzaldia Festival.
- March 30: Launch of the Guggenheim Bilbao Tours, a unique stroll through the Museum’s hidden corners.
- April 24 and 25: Art Has No Age, a cycle of audiovisuals and talks in the context of the 2nd Art Pedagogies Series, coinciding with the European Year for Active Ageing and Solidarity Between Generations, organized in collaboration with the Instituto de Estudios de Ocio, Deusto University.
- May 4: Experimental performance Exquisite Corpse, organized by LaCuchara Collective for the 5th Arte Hormonado Festival.
- May 15: Lecture by Edith Devaney, co-curator of the exhibition David Hockney: A Bigger Picture and senior curator at the Royal Academy of Arts, London: An Introduction to David Hockney’s Yorkshire Landscapes.
- May 19, 20, 26, and 27; October 20, 21, 27, and 28: Workshops for Members’ children about Jeff Koons’s Puppy, organized with the collaboration of Josean Alija and Slow Food Bilbao-Bizkaia under the title Are Flowers Edible? in May, and about various animals, such as Richard Serra’s snake or Liam Gillick’s cat, in October.
• May 22 and 29; June 5 and 12: Course organized in connection with the exhibition David Hockney: A Bigger Picture taught by Óscar Ciencia: Creative Introduction to the iPad.

• May 30: Screening of the animated feature film Papá soy una zombi, directed by Ricardo Ramón and Joan Espinach, followed by a debate on transmedia animation organized in connection with the 8th AnimaBasaun/AnimaBasque Festival.

• June 1: Performance from the Dantzine section of the ACT Performing Arts Festival.

• June 9 and 16: Didactic tours of the Nerua Restaurant.

• June 12–August 26: Annual exhibition of the educational program Learning Through Art 2011–12.

• June 19: Architecture Symposium Processing Environments AA Bilbao-San Sebastián Visiting School, with the participation of architects such as Iñaki Begiristain, Alejandro Zaera-Polo, Philippe Rahm, or Tonio Kotnik, and artist Marjetica Potrč, organized by the AA Architectural Association School of Architecture London and the Guggenheim Museum Bilbao and sponsored by the City of Bilbao.

• August 1: Creative process featuring renowned stars of the New York City Ballet in the program Works and Process at the Guggenheim.

• September 19 and November 27: Talks by artists Liam Gillick and Pello Irazu about their respective works on view in the presentation from the Collection Inhabited Architecture.

• September 24: Course Managing and Promoting Your Digital Identity, led by Guillermo de Haro and Loreto Gómez and oriented toward the Basque artists who were selected as finalists for the Guggenheim Bilbao Wall project for gallery 103B.

• September 27: Musique d’intérieurs, a musical theater show by Berlin-based group Die Ordnung der Dinge, during the 19th Contemporary Music Festival organized by Kuraia.

• October 2: Beginning of the 2012–13 academic year with the start of workshop-tours for preschool and primary education children, the special program for pre-university art students, and the online programs and materials. Launch of the 2012–13 edition of the program Learning Through Art, with the participation of artists Elsie Ansareo, Naia del Castillo, Iñaki Gracenea, Jorge Rubio, Ibon Garagarza and Maiden López, and the schools CP Judimendi (Vitoria-Gasteiz), CP Zubialde (Zabier, Biscay), CP Arrankudiaga (Arrankudiaga, Biscay), CP Las Virtas (Santurtzi, Biscay), CP Belaskoenea (Irún, Gipuzkoa), CP Arrateko Andra Man (Eibar, Gipuzkoa).

• October 9 and 16: Lecture by Josep Casals Navas, entitled The Culture of the ‘Finis Austriae’: Polarities and Affinities; and by Helena Perete entitled Egon Schiele: A Tormented Genius, to mark the exhibition Egon Schiele: Works from the Albertina Museum, Vienna, sponsored by the Austrian Cultural Forum.

• October 23 and November 9: Talks by chef Josean Alija, 15 Years Cooking in the Museum: Evolution and Dissemination of Knowledge, and by Ferran Adrià, Cooking as Language, followed by the screening of the documentary Documenting Documenta: El Bulli in Kassel.

• October 25 and 31: Workshop-talk with dance and choreographer Beatriz Setién and experimental dance session with dance and choreographer Izaskun Santamaría, both participants in the 15th BAD Festival.

• October 30: Conversation with artist Claes Oldenburg and Achim Hochdörfer, curator of the exhibition Claes Oldenburg: The Sixties.

• November 10: Concert-talk Hugs from Music... Egon Schiele, organized in collaboration with Ensemble Kuraia.
• November 17: Workshops, talks, and tours under the title Isabel Muñoz: World Travels, organized in collaboration with Unicef in connection with the Spanish photographer’s project Childhood.

• November 17–December 2: Exhibition Childhood, a selection of Isabel Muñoz’s works in gallery 103Bi.

• November 29: concert Being the Brother of an Abstract Entity by the band Macromassa, as part of the 11th International Experimental Art Festival MEM.

• December 12: Presentation and screening of the documentary A Journey to Eden, by Finnish director Rax Rinnekangas, inspired by Basque artist Vicente Ameztoy’s Eden, with music by Pascal Gaigne.

• December 17–January 6: Special holiday activities, such as a clue hunt and drawing game, workshops for Members’ children; the fairytale show Grimm’s Forest, offered by LA MAQUINÉ; audiovisual Sensational, by Imaginart company; or the puppet show Blue Bird, by the Anita Maravillas company.

As part of the educational programs’ social outreach, the Museum continued to organize activities for children hospitalized in Cruces and Basurto hospitals, as well as off-site talks given by volunteers at associations for senior citizens and women, recreational clubs, and drug abuse rehabilitation centers.

The program Connect with Art continued to offer various possibilities and ways of visiting the Museum, such as guided tours, audio guides, educational spaces, and an app for iPhone and Android.

• The Baby Art program, conceived for babies ages 3 to 12 months; the introductory course to architecture MAUSHAUS: From Your Room to Your City, for children ages 5 to 10; and The Art Corner in the Museum Atrium to stimulate creative of children ages 2 to 8, were the new programs designed for kids in this year.

15th Anniversary Celebration Activities

Fifteen years after the opening to the public on October 19, 1997, the Guggenheim Museum Bilbao celebrated in 2012 its anniversary through a varied program of activities featuring art, dance, fashion, gastronomy, architecture, or performing arts, among other disciplines, with a total of over 50 initiatives.

No additional funds were necessary for these programs thanks to the support received from local cultural organizations. Over 85,000 people enjoyed these celebrations, which also received excellent coverage in the media. The main events and activities are listed below:

Celebration Initiatives

• 15th Anniversary logo, used in all Museum activities and communications during 2012.

• Carnival Party, with the 1970s and 1980s as theme.

• Bilbao Stores, a decorative design incorporated in over 250 display windows in Bilbao shops, with the collaboration of Bilbao Ekintza.

• “Guggenheim Bilbao + Tours,” a unique guided tour through the hidden spaces of the Museum.

• “Puppy’s new clothes,” a new, special floral cloak of over 38,000 blooms (begonias, impatients, lobelias, petunias, French marigolds, and yarrows) that restored the sculpture to its original wild, organic appearance.

• Happy Birthday, Museum!, an activity by the schoolchildren participating in the annual program Learning Through Art, where they reflected creatively on how to celebrate the anniversary.

• Promotional campaign for teens under 18 offering free admission on weekend afternoons.

• Promotional campaign for Members, who were allowed to bring two guests on weekend afternoons.
In November launch of the Museum’s new website, which received the Buber Award to the Best Corporate Website of 2012.

Open-house weekend, October 20–21 with a record turnout of visitors.

New “Individual Founding Member” card for those who have remained in the Individual Members Program for 15 years.

Art
• Guggenheim Bilbao Wall, a contest for young Basque creators. The five selected artists for gallery 103B were Eduardo Hurtado, Álvaro Gil, Zuhar Iruretagoiena, Alain Urutas, and Irantzu Sanzo/Cristian Villavicencio.

• Lectures by artists featured in the 2012 Art Program: Michelangelo Pistoletto, Pello Irazu, Liam Gillick, and Claes Oldenburg.

• Limited edition graphic work by Alex Katz within the Museum’s initiative to encourage collecting among the Individual Members.

Fashion
• Guggenheim Bilbao T-Shirts, created by Biscay designers Ailanto, Ion Fiz, Jota + Ge, Mercedes de Miguel, and Miriam Ocáriz. The designs were part of the Visitor Services staff uniform during the summer.

• Ion Fiz fashion show “Fizzisimo” Fall/Winter 2012–13 to mark the brand’s 10th anniversary.

Dance
• Good night, Piazzolla, to mark the White Night, organized by the Fundación Bilbao 700.

• Roses & Beans, experimental performance of Swedish company Bastardproduktion, within the 13th Dantzaldia Festival, organized by La Fundición Aretoa.

• Works and Process at the Guggenheim, fifth production featuring the stars of the New York City Ballet who performed classical choreographies and new pieces.

• ACT Festival 2012 and BAD Dance Festival.

Photography
• Photography contests on the social media “Puppy turns 15” and “A Bigger Picture of the Guggenheim Museum Bilbao.”

• Isabel Muñoz: World Travels, photography workshops for children and young people, complemented with a selection of images and audiovisuals from the project Childhood. Photos by Isabel Muñoz, in gallery 103B.

Gastronomy
• Are Flowers Edible? workshops combining art education and nutrition for children ages 3 and 12.

• Talks by Ferran Adrià and Josean Alija about their creative processes.

Architecture
• Architecture Symposium Processing Environments, about the work of international artists and architects, organized in collaboration with AA Architectural Association School of Architecture London.

Music
• Museum Night, an evening event to celebrate The International Museum Day with a blend of art and music.

• ABAO-OLBE, a collaboration with the Asociación Bilbaina de Amigos de la Ópera in a didactic program for the Members’ children in the
opera The Toyshop, and also at Opera-Berri. Nabucco, which offered discounts and avantages to members.

- “Ainhoa Arteta Sings Strauss,” end-of-season concert of the Bilbao Symphony Orchestra.

- Bob Dylan concert outside the Museum.

- Women’s Nights, a cycle of concerts featuring five leading ladies of music: Patti Smith, Wanda Jackson, Nneka, Cocorose, and Julieta Venegas.

- “Guggenheim Bilbao Nights,” a program of jazz in the Museum during the Bilbao Festival Week.

- Art After Dark Festival, with DJs spinning inside the Museum while three live bands played outside.

- Musique d’intérieurs a musical theater production of Die Ordnung der Dinge, from Berlin, a blend of music, performance, theater, and video.

- Hugs from Music, a concert of Arnold Schönberg’s Chamber Symphony no. 1 (1906) followed by a talk by José Luis García del Busto.

- Mikhail Rudy’s multimedia performance of Modest Mussorgsky’s Pictures at an Exhibition, to mark the Museum’s Annual Dinner.

- Concert of Víctor Nubla, from Macromassa, a pioneering 1970s experimental band, as part of the MEM Festival.

Audiovisuals
- Art Has No Age, a cycle of audiovisuals about the inclusive power of learning, the appreciation of art at any age, and intergenerational experience.

- AnimaBasauri/AnimaBasque and Arte Hormonado Festivals.

Technology
- A Creative Introduction to the iPad, a course about the iPad’s creative possibilities as applied to artistic mediums such as photography, drawing, and video.

During 2012, a total of 1,014,104 persons visited the Museum, 5% more than in 2011. The figure rose noticeably following the opening of the exhibition David Hockney: A Bigger Picture on May 15.

The summer figures were especially important, as in July and August 291,621 people visited the Museum, 9% more than during the same months in the previous year. In September 102,335 came to the Museum, 30% more than in September 2011.

The geographic origin of visitors was similar to that in previous years, with foreigners rising 2 points as compared to 2011. Overall, 2012 registered the second best summer quarter in the Museum’s history in terms of visitor numbers.
The Museum is considered by the Individual Members as a place to meet, enjoy numerous activities, and share moments, such as those in the program “Lagunartean—Among Friends.” Over 34,000 visits and nearly 2,400 participants in the guided tours evidenced the interest and support of Members.

New in 2012

Within the activities scheduled to mark the 15th anniversary, the Museum acknowledged the support of 5,000 Friends who have remained in the Individual Members’ Program since the beginning. To this end, a new member category, “Individual Founding Member,” was issued and handed handed out to them during their Exclusive Open House, which was attended by 1,800 Members.

In 2012 and on the occasion of the acquisition for the Bilbao Collection of eleven works by Alex Katz from his series Smiles, the Museum added a new work to the Collectors Program thanks to a special collaboration with Katz, who created a limited edition of his work Black Hat (Vincent), 2010, which he presented to the Members in November.

### Highlights

- On February 15, coinciding with the ARCO Madrid art fair, the Honor Members Advisory Committee held a meeting attended by Ms. Pilar Aresti, Chairwoman, Mr. Plácido Arango, Ms. Alicia Koplowitz, Mr. Eduardo Becerril, Mr. Guillermo Caballero de Luján, Mr. José María Junquedella, Mr. Juan Torres, Mr. Alejandro Aznar, Mr. David Álvarez, and Mr. Alfonso Basagoiti.

- Free guided tours of the exhibitions offered exclusively for Members (February 28 and March 2 and 4, May 27 and 29 and June 1, October 16, 19, and 21, November 13, 16, and 18).

- “Lagunartean—Among Friends” guided tours followed by lunch or dinner at the Bistro Guggenheim Bilbao on February 23, March 15, May 24, June 7, September 27, October 11, and November 8.

- Exhibition soirées hosted by the shows’ curators: Álvaro Rodríguez Fominaya (January 27), Edith Devaney (May 11), Klaus Albrecht Schröder (September 28), and Achim Hochdörfer (October 30).

- Raffles to win invitations to temporary exhibition vernissages and backstage passes for concerts or exclusive Christmas offers at the Museum Store.

- Carnival party on February 17 against the backdrop of a presentation of works from the 1970s and 80s from the Bilbao Collection.

- Cultural outings for all Museum Members: ARCO Madrid, February 17; Ancient and Modern Rome, March 1–4; Art and Architecture in Bordeaux and Bayonne, October 5–7; and a trip to Vienna to celebrate the Klimt anniversary year, October 24–28.

- To mark the 15th anniversary, Members were able to bring two guests free of charge every Saturday and Sunday afternoon during the second half of the year.

- Members-only Open House on December 17, with guided tours, activities for children, shows, and prizes.

- Collaborations: discounts, special activities, and perks for Members offered by the Arriaga Theater, the Bilbao Symphony Orchestra, the Leisure Studies Institute at Deusto University, the Bilbao Association of Friends of the Opera (ABAO-OLBE), and the Getxo International Jazz Festival.

- New, more accessible and intuitive Members section on the recently launched website with a private area offering news flashes and information of interest.
The Corporate Members Program of the Museum was privileged to obtain in 2012 the support of 117 companies distributed in the different categories: Strategic Trustees, Trustees, Corporate and Media Benefactors, and Associate Members. Despite the fact that firms and corporations have generally been adversely affected by the economic crisis, it is remarkable to note that the decrease in support to the Museum has happened mainly in the lower category of the Program, while the upper ones remain in extraordinary numbers.

Besides the structural support the Museum receives from the business world through the Program, other formulas make it possible for firms to collaborate with the Museum in the organization of exhibitions and activities. In 2012 all four Strategic Trustees of the Museum sponsored projects—BBK, Fundación BBVA, Iberdrola, and ArcelorMittal—while other corporations gave their support in temporary exhibitions, activities, and events that were held during the year, as reflected in the following chart.

<table>
<thead>
<tr>
<th>Exhibition / Program / Activity</th>
<th>Sponsors</th>
<th>Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Matter of Time</td>
<td>ArcelorMittal</td>
<td>&quot;la Caixa&quot; Foundation</td>
</tr>
<tr>
<td>The Inverted Mirror: Art from the Collections of &quot;la Caixa&quot; Foundation and MACBA</td>
<td>&quot;la Caixa&quot; Foundation</td>
<td></td>
</tr>
<tr>
<td>David Hockney: A Bigger Picture</td>
<td>Fundación Iberdrola</td>
<td>NEC, Apple</td>
</tr>
<tr>
<td>Egon Schiele</td>
<td>Heineken</td>
<td></td>
</tr>
<tr>
<td>Egon Schiele Lectures</td>
<td>Austrian Cultural Forum</td>
<td></td>
</tr>
<tr>
<td>Claes Oldenburg: The Sixties</td>
<td>Fundación BBVA</td>
<td>Terra Foundation for American Art</td>
</tr>
<tr>
<td>Guggenheim Bilbao Wall</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Connect with Art Program: app for Smartphones, audio guides, guided tours, and educational spaces</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Social Programs: educational visits to disadvantaged collectives and activities in hospitals</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Shared Reflections Program</td>
<td>Fundación Vizcaino Aguirre</td>
<td></td>
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<tr>
<td>WikEducators</td>
<td>BBK</td>
<td></td>
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<tr>
<td>Learning Through Art</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Guggenheim Bilbao Nights</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Art After Dark</td>
<td>BBK</td>
<td></td>
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<tr>
<td>Corporate Film Forum</td>
<td>Adecco</td>
<td>Ysiot (Domecq Bodegas), Deusto Alumni</td>
</tr>
<tr>
<td>Visitor Services</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>Carnival Party</td>
<td>BBK</td>
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<tr>
<td>Corporate Film Forum</td>
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<td>Visitor Services</td>
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<td>Carnival Party</td>
<td>BBK</td>
<td></td>
</tr>
<tr>
<td>15th Anniversary: Bilbao Stores</td>
<td>BBK</td>
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<td>15th Anniversary: Puppy Photography Contest</td>
<td>BBK</td>
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<td>Stars of the New York City Ballet</td>
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<tr>
<td>Annual Dinner</td>
<td>BBK</td>
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<td>Christmas Activities for Children</td>
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<tr>
<td>Members’ Exclusive Open-House</td>
<td>BBK</td>
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The Corporate Members Program of the Museum was privileged to obtain in 2012 the support of 117 companies distributed in the different categories: Strategic Trustees, Trustees, Corporate and Media Benefactors, and Associate Members. Despite the fact that firms and corporations have generally been adversely affected by the economic crisis, it is remarkable to note that the decrease in support to the Museum has happened mainly in the lower category of the Program, while the upper ones remain in extraordinary numbers.
During 2012, over 70 special events were held in the Museum, mainly in the Atrium, Auditorium, and Vestibule. As usual, these spaces were occupied not only with the Museum’s activities and programs, but also with social events such as cocktail parties, dinners, award ceremonies, and product presentations, or more professional events such as business encounters, shareholders meetings, or gatherings with the media.

The presence of the Guggenheim Museum Bilbao in the media across the world maintained extraordinary levels in 2012, which reaffirms the consolidation of the Museum as a first-rate institution and strengthens its contribution to the projection of the image of the Basque Country outside.

Making the most of the activities of the Museum during the anniversary year and projecting an image of innovation were the main aims of the communication and marketing strategies of the Museum in 2012, offering visitors a unique cultural and educational experience.

### No. of references 2012

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>International Press</td>
<td>4,593</td>
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<td>Spanish Press</td>
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<td>Spanish TV</td>
<td>454</td>
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<td>Spanish Radio</td>
<td>462</td>
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<tr>
<td>Internet</td>
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<td>Visits to the Web</td>
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<td>Press Visits</td>
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The actions designed to maximize the spread of the exhibitions in the art program and the special activities to mark the Museum’s anniversary generated a 11% increase in media impact as compared to 2011, both nationally and internationally, with 20,868 news items published and with an estimated value of nearly 30 million euros.

In the art program, David Hockney: A Bigger Picture was the exhibition with the highest number of media references, thus contributing to making the 2012 summer quarter the second best in the history of the Museum in terms of visitors. Also noteworthy were the references obtained by the exhibitions opening in fall: Egon Schiele and Claes Oldenburg: The Sixties.

Among the 50 plus programs that the Museum held to mark its anniversary, the Guggenheim Bilbao Wall Project, the concert cycle Women’s Nights, Bob Dylan’s concert, or the October events were the ones that received the highest impact both in the Basque Country and in Spain. Consequently, the number of press references increased by 11% and its economic value also rose by 15% as compared to the previous year.

The marketing strategies developed on the website, which received 1,453,878 visits, on the social media, through e-mail marketing actions and advertisements on digital media, in the press, radio, television, and the posters and banners in the city contributed to attract new visitors and to foster repeated visits.
During 2012, the Museum’s retail activities achieved extraordinary figures, which brought about an increase in total sales of 23% as compared to 2011.

These numbers were the result of the higher number of clients and of the development of new lines of articles; among them, those specifically conceived for the temporary exhibitions that were devoted to artists David Hockney, Egon Schiele, and Claes Oldenburg, as well as new items that form part of the Guggenheim Bilbao brand.

In order to improve customer satisfaction and service, a new line of ecological merchandise was introduced. Hand-made in Finland with natural woods, these products are exclusive for sale at the Guggenheim Bilbao Store/Bookstore.

The Museum publishing activity in 2012 encompassed high quality books to accompany the temporary exhibitions of the year. The new titles for 2012 were:

- **David Hockney: una visión más amplia**, exhibition catalogue in Spanish [304 pages].
- **Claes Oldenburg: los años sesenta**, exhibition catalogue in Spanish [320 pages].
The list of awards, nominations, and prizes received by the Guggenheim Museum Bilbao in 2012 is the following:

- **Sustainability Award,** given during the 2nd Premio Empresarial Bizkaia Sarea 2012 (Bilbao, March 29).
- **Descubrir el Arte Prize,** awarded by Unidad Editorial to the Trajectory of the Museum (Madrid, June 28).
- **Certificate of Excellence,** awarded by Tripadvisor 2012.
- **Gorabide Award,** a prize from the Biscay Association of Mentally Challenged People on the occasion of their 50th anniversary (Bilbao, September 13).
- **Buber Award 2012** to the Best Corporate Website during the 10th Internet & Euskadi Buber Sariak (Donostia-San Sebastián, November 29).

The Museum took part in multidisciplinary forums that offered the opportunity to present its special management model and play an active role in a fruitful intellectual exchange with other international museum institutions. Among them, this year Juan Ignacio Vidarte, Director General of the Museum, took part in the summer course “The Grand Tour of Museums,” organized by the Fundación Amigos del Museo del Prado in collaboration with the Universidad Complutense, Madrid, on July 4.

The new Museum website, revamped in 2012 and redesigned to be device-sensitive.

**VIP Visitors**

In 2012 the Museum welcomed 161 VIP visitors from various paths of life: representatives of the arts and letters, such as Literature Nobel Prize Winner 2010 Mario Vargas Llosa or Hervé Barbaret, Director General of the Musée du Louvre; of politics and public institutions, such as Michael D. Higgins, President of Ireland, Spanish Minister of Justice, Alberto Ruiz Gallardón, or Ángel Juanes, President of the Spanish National Courts; of the business world, such as Craig Kennedy, President of The German Marshall Fund of the United States; or Luis Miguel Gilpérez, President of Telefónica España; and of the show business and music worlds, like filmmaker Bernardo Bertolucci, actress Susan Sarandon, and singers Bob Dylan, Julieta Venegas, or Patti Smith.
At the end of 2011 the Guggenheim Museum Bilbao updated the economic impact study which was first carried out in 1998 and revised in 2001 and 2006. The new analysis applied the concept known as the “triple bottom line” (TBL or 3BL), a framework for sustainable businesses that evaluates three different dimensions of a company’s performance: economic, environmental, and social. Thus, in addition to estimating the impact of the Museum’s activities in terms of the wealth generated for the Basque Country, the study also examined how they impacted on the social, artistic, cultural, and environmental spheres. The Museum’s economic and environmental performance was re-evaluated in 2012 according to the parameters established in the study, but the social, artistic and cultural aspects will be re-examined at a later date, given that their assessment is qualitative and changes are difficult to detect in the short term.

With regard to the economic impact:
• The total demand generated by the Museum’s activities in 2012 amounted to Eur 334.1 million.
• Through its activities, the Museum has helped generate Eur 294.6 million in GDP, which works out to 0.44% of the Basque Country’s regional GDP and Eur 135.50 per Basque citizen.
• The Museum has helped maintain 6,324 annual jobs, which represent 0.62% of the labor force.
• It has generated an additional Eur 45.3 million in revenue for the Basque treasury and tax authorities, 0.40% of the total amount collected by the provincial treasuries.

With regard to the environment, the Museum strives to reduce its environmental impact, preserve the ecosystem, respect nature and implement eco-efficient initiatives. In this area, the study highlighted the following impacts in 2012:
• Energy optimization and reduction of water (12.5%), electrical power (2%) and gas consumption (6%).
• Selective waste disposal and reduction: valued at 500 bins of paper, 250 bins of plastic, and more than 1,650 kg of oil.