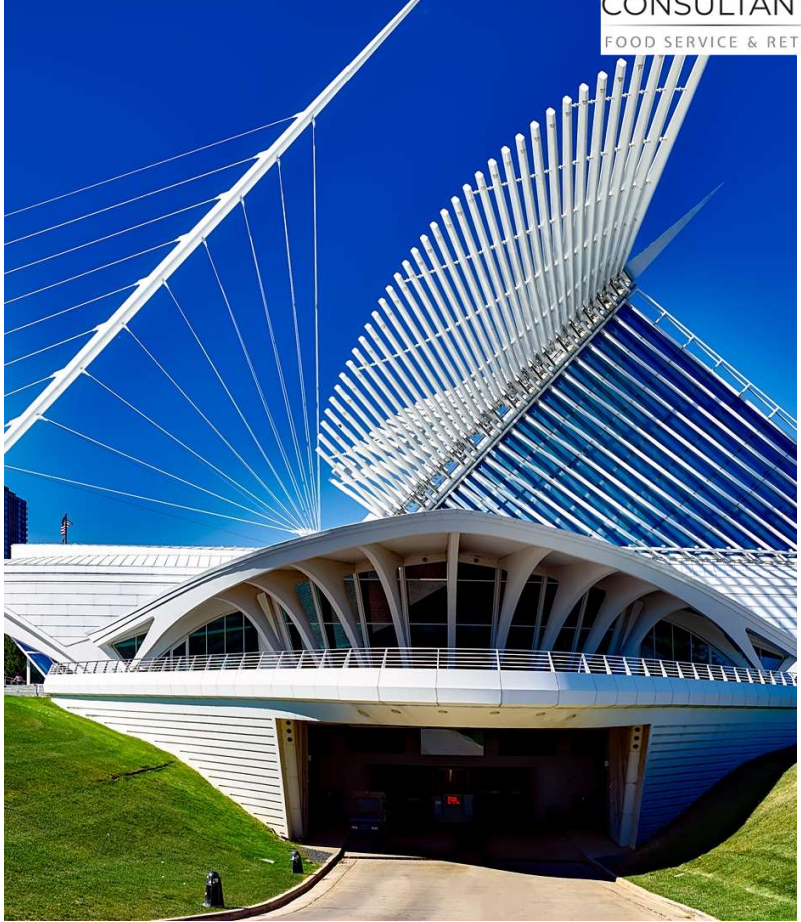


The Art of Balance: Generating Income While Remaining Mission Aligned



Buffalo AKG ■ Milwaukee Art Museum ■ Museum of Contemporary Art San Diego ■ Philadelphia Museum of Art ■ Speed Art Museum

Speakers

Jillian Jones, Deputy Director

Buffalo AKG Museum

Natalie Boten, Chief of Staff

Milwaukee Art Museum

Catherine Surratt, Chief Operating and Business Officer

Speed Art Museum

April Erin Farrell, Chief Advancement Officer, *Interim*

Museum of Contemporary Art San Diego

Valarie McDuffie, Chief Financial Officer

Philadelphia Museum of Art

Tracy Lawler, President

JGL Consultants

Learning Objectives

This session will spur thinking about possibilities in your own food, beverage, event rental or retail programs to either improve financial performance, better connect programs to mission and goals, or map out a strategy to address inefficiencies or inequalities.

1. Café/Restaurant

2. Event Rental Programs

3. Retail Merchandise

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the presentation:



Mission Critical

What is important to your organization?

Sustainability

Equity

Creativity

Educational

Relevancy

Longevity

Community

Inclusivity

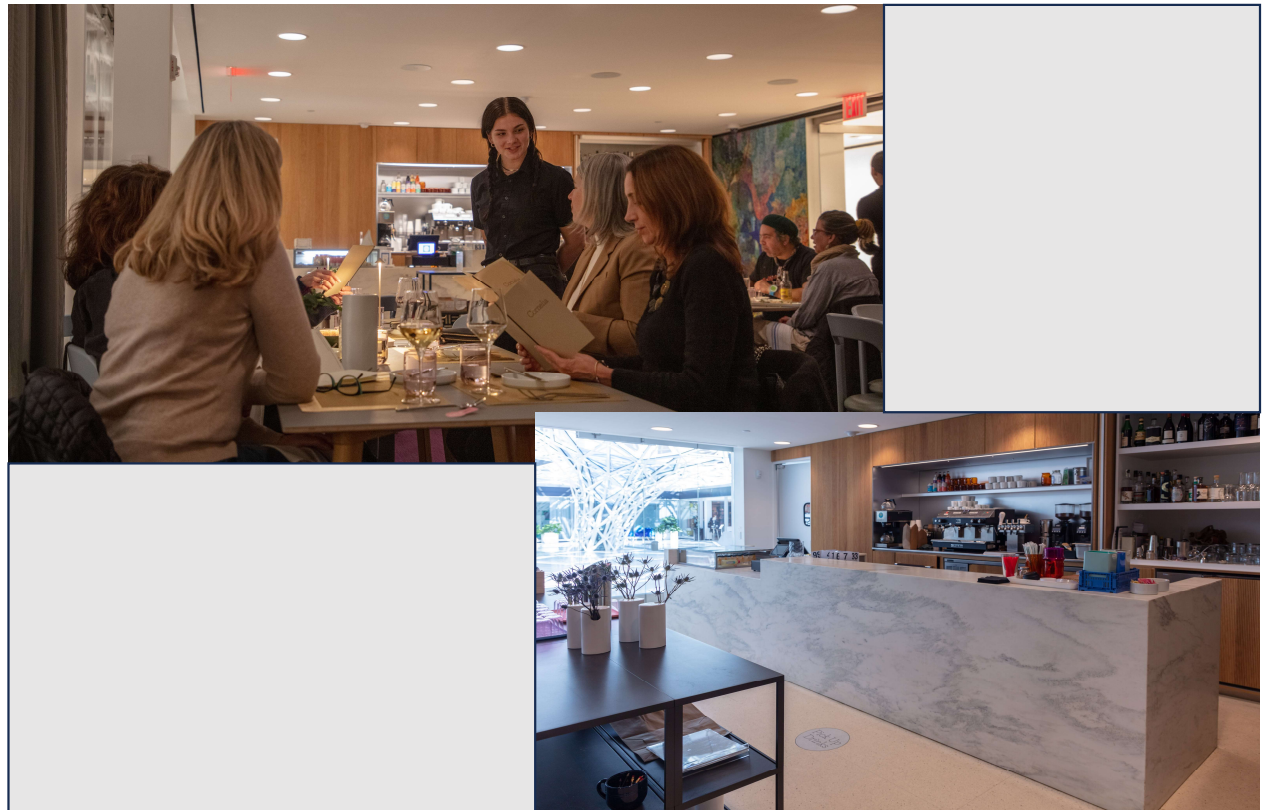


Jillian Jones, Deputy Director, Buffalo AKG Museum



Buffalo AKG : Café / Restaurant

- In-house operation for maximum flexibility
- Coffee/Wine Bar/Events (many types)/Catering
- On the way to being profitable
- The team is key!



Buffalo AKG : Rental Events

- High rental price/limited number of events
- 3 preferred vendors in addition to AKG F&B
- Commissions and in-kind support have been generous
- New rental spaces = 100x previous revenue!



Buffalo AKG : Retail Merchandise

- Smaller footprint than previous shop
- Highlighting local vendors and makers
- AKG Branded gear is top seller!
- We abandoned an online store; too expensive





Natalie Boten, Chief of Staff, Milwaukee Art Museum



Milwaukee Art Museum: Café / Restaurant

- Staffing challenges and quality control persisted post-Covid
- Transitioned to 3rd party operator in March
- Incremental counter service improvements over the past few months
- Goal of transitioning to full-service dining



Milwaukee Art Museum: Rental Events

- Transition to 3rd party hindered current year's bookings
- With 3rd party operator in place, now expanding internal events team to support sales
- Focus on growing business through corporate events
- Still trying to find balance to number of events and prioritizing mission driven work



Milwaukee Art Museum : Retail Merchandise

- Self-operated
- Moved to entry point location in last few years
- Planning to expand physical footprint
- Profitability historically exhibition store dependent





April Erin Farrell, Chief Advancement Officer, Interim
Museum of Contemporary Art San Diego



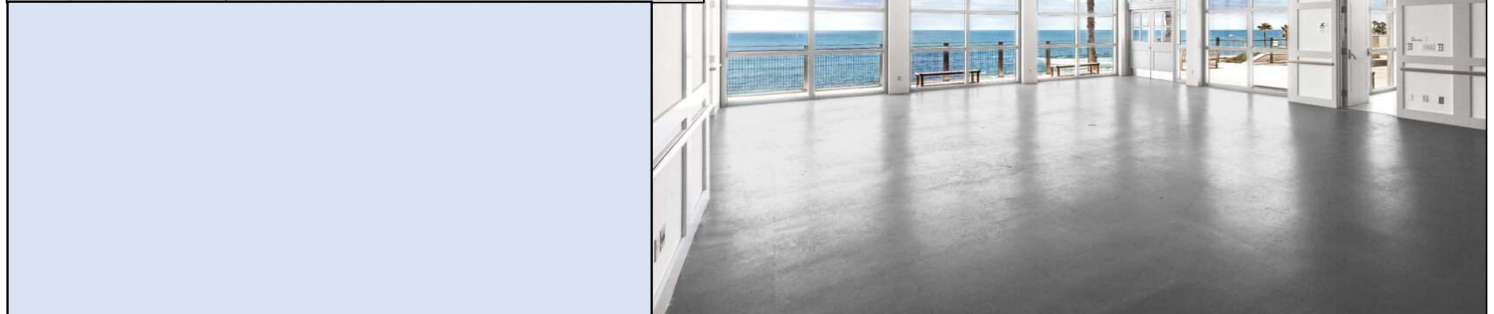
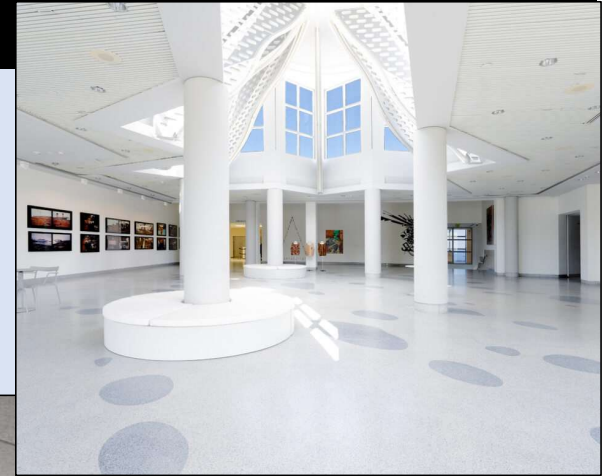
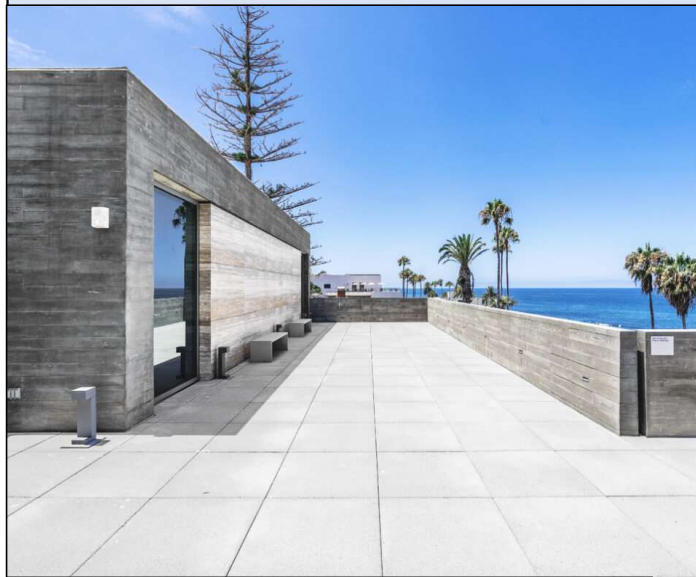
Museum of Contemporary Art San Diego: Café / Restaurant

- The Kitchen
- Not Yet Profitable
- Grab & Go vs Seated Dining messaging
- Hours and Location Changes to increase awareness and volume
- Partnership has been great



Museum of Contemporary Art San Diego: Rental Events

- Ability to have multiple events at once
- Tripled our volume
- Short List of Caterers with a focus on representation of ownership, price point and staff



Museum of Contemporary Art San Diego: Retail Merchandise

- Self Operated
- Using The Shop to build new audiences through merchandise partnerships and events
- Local diverse makers
- The Shop as entry point
- Merged with FOH Team





Valarie McDuffie, Chief Financial Officer
Philadelphia Museum of Art



Philadelphia Museum of Art : Café / Restaurant

- Third Party Partner
- Not yet profitable
- Design of café space has been a challenge
- Committed to local sourcing



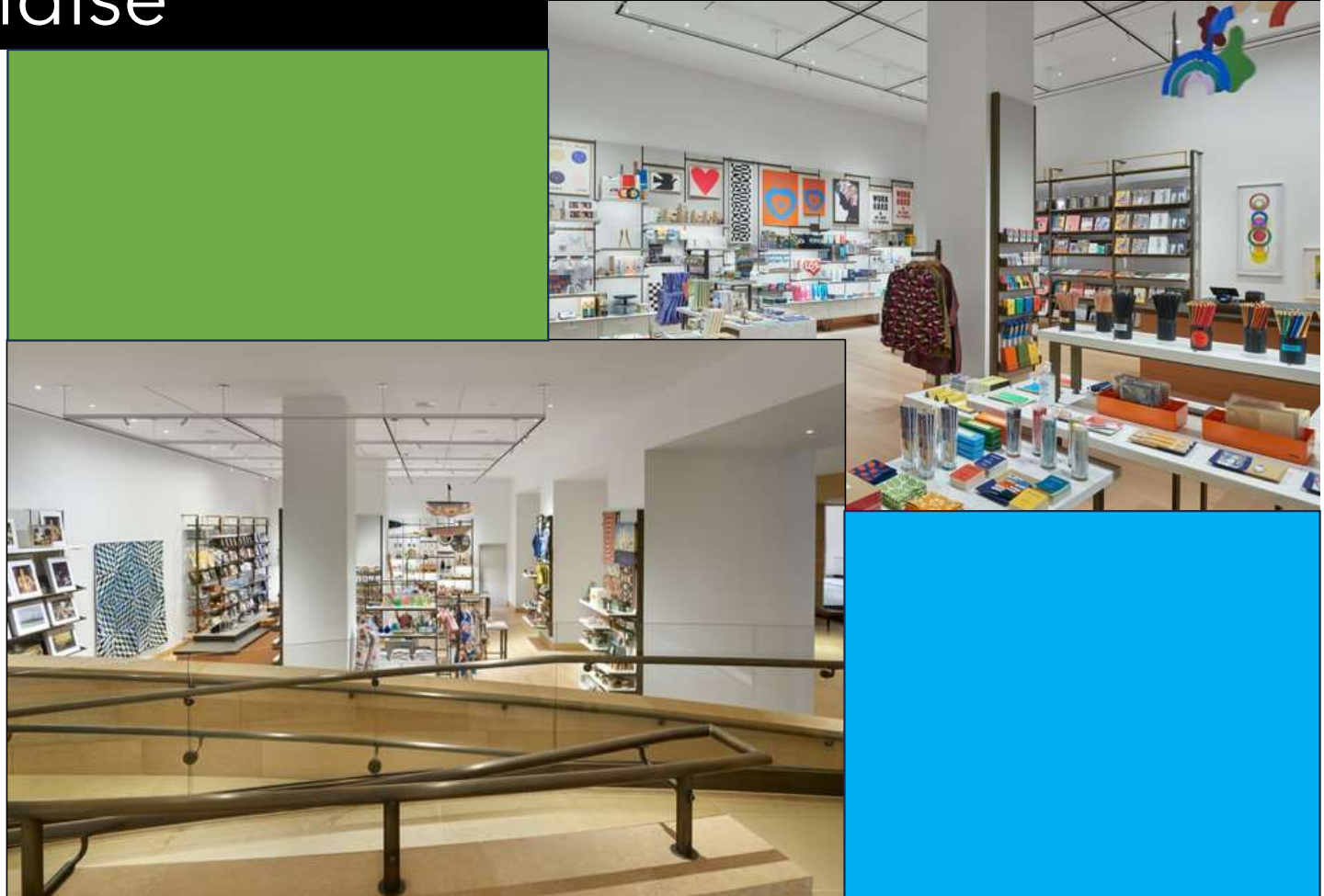
Philadelphia Museum of Art : Rental Events

- Open for external rentals
- Multi-Event types (i.e. weddings)
- Exclusive third-party partner



Philadelphia Museum of Art : Retail Merchandise

- Self – operated
- Break even operation
- Committed to local sourcing



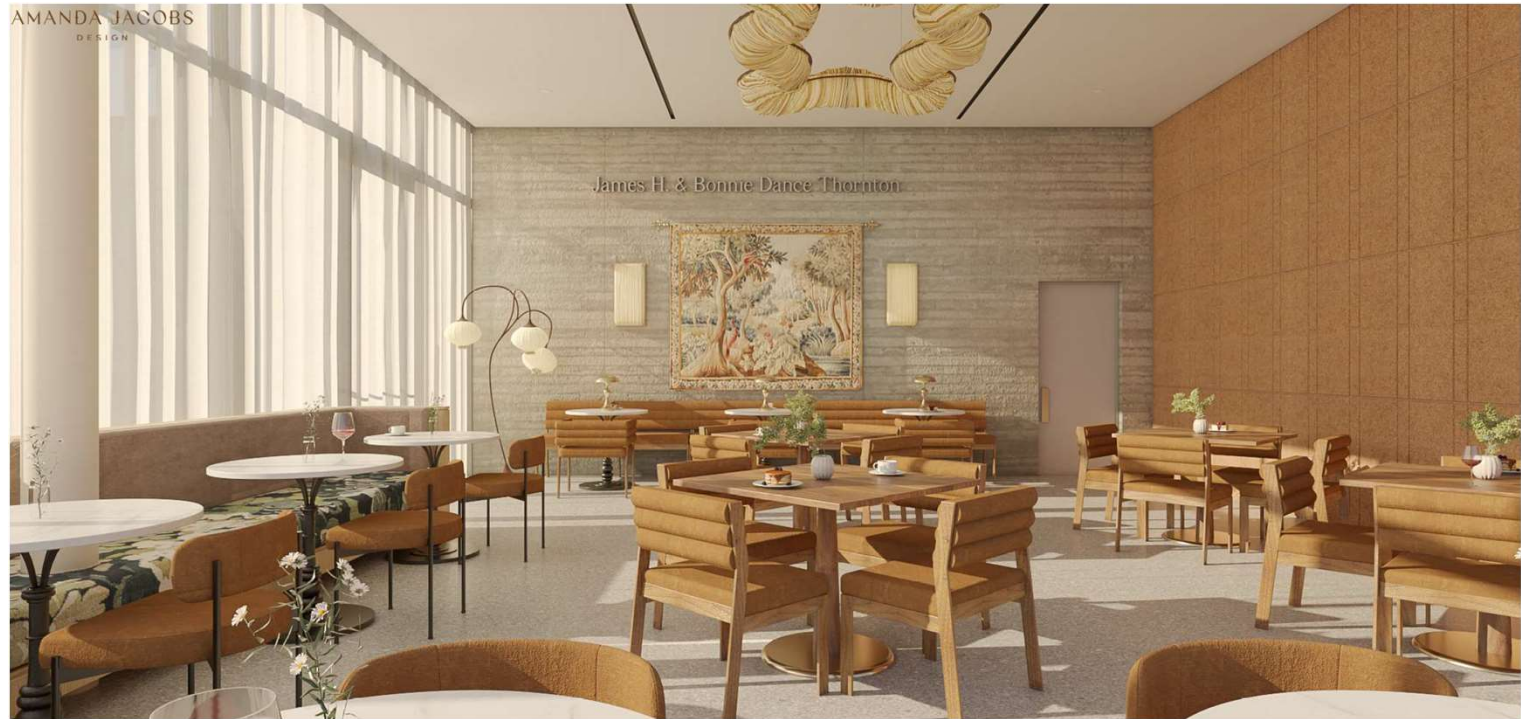


Catherine Surratt, Chief Operating and Business Officer,
Speed Art Museum



Speed Art Museum: Café / Restaurant

- We are currently remodeling the space and transitioning to a new provider. Local, woman-owned, and black-owned
- Food will be accessible to all audiences-board, students (we are adjacent to University of Louisville), families and community
- Exploring adding hours to accommodate these audiences



Speed Art Museum: Rental Events

- Exclusive caterer, same as café
- Booked every weekend April-October for weddings, this is bulk of rentals
- Destination for local fundraising events



Speed Art Museum: Retail Merchandise

- Just finished a complete remodel
- Developing an assortment of merchandise that is local, unique and fair-trade
- Museum-operated



Discussion Questions:

Café and Visitor Food Service

1. How have your food and beverage activities supported any DEAI initiatives?
2. Has your organization enhanced its sustainability initiatives in your food and beverage operations?
3. How do you measure your success? Is it by financial returns or customer feedback? Does financial performance meet leadership expectations?
4. Self operation vs. Contract Operation: Benefits and challenges of each.
5. Is there an effort to develop outside café or restaurant traffic? Has it been successful?



Discussion Questions: Event Rental Programs

1. Community accessible meeting space is a hot topic: how have you addressed it?
2. Is there a limit to the number of events you want to book?
3. Who sells your event space? Do you track close rates and similar metrics?
4. How do you position event rentals in your market? Are you seeking to be top of market?
5. Do you allow early load in? How do you balance concerns with the visitor experience against those of income generation?
6. Do you allow other not for profits to host their galas or fundraisers in your space? Political events?



Discussion Questions:

Retail Merchandise

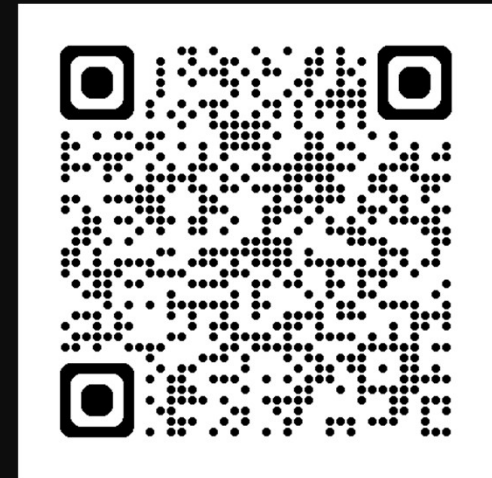
1. How have your retail activities supported any DEAI initiatives? Do you feature local products?
2. What is the greatest challenge you face when it comes to mission alignment and revenue generation?
3. How do you ensure product featured in the store is unique and ties to the museum?
4. How important is branded merchandise to your retail program?
5. Have you found success with your on-line store? Any social media promotions?
6. What data do you track for your retail program? Capture rate? Check Average? Inventory turns?





Questions

Thank You!



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