



2014
Annual Report
Drents Museum



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PREFACE

CHAIRMAN OF THE SUPERVISORY BOARD

Management and staff can look back on 2014 with satisfaction. It was a good year, marked by splendid exhibitions, over 150,000 visitors, and good financial results. On behalf of my colleagues on the Supervisory Board of the Drents Museum, I would like to express our sincere thanks to all those who helped to achieve this. Of course this does not only include the staff-members of the museum, but also all the volunteers who make it possible for a relatively small organization to realize an ambition that is far from modest and that transcends its regional context in every respect.

The Board of Supervisors met four times in 2014. In addition, we spent a day together with the management team discussing the more strategic developments the museum wishes to initiate. Moreover, there have been several consultations with the finance department, one of which was attended by the accountant. Lastly, there were two administrative consultations with the Provincial authorities and support was given to the realization of a visitation report commissioned by the Provincial Executive.

The museum is in good condition. That does not mean that it's all plain sailing. Ambitions have been raised considerably in recent years, and this sets great demands on the organization and its staff with regard to quality and flexibility. We are fully confident that this quality is sufficiently present and that 2015 will become another good year. With so many loyal friends of the museum, how can it be otherwise.

For the Supervisory Board

Han Noten, chairman



PREFACE

MANAGING DIRECTOR ANNABELLE BIRNIE

On behalf of all staff and partners of the Drents Museum, I am happy to write the preface for our annual report of 2014.

The Drents Museum gives Drenthe a look at the world and the world a look at Drenthe. With stories about archeology, art and history, we inspire young and old. Ambition, Surprise, Hospitality, Reliability, Entrepreneurship, Cooperation and Quality are our broadly based core values and, hence, the central guideline of the report. The Drents Museum aims to be a successful museum of international appeal to everybody in Drenthe and provide an enriching experience to as many people as possible. And this is what we did in 2014.

First of all, by organizing major exhibitions such as *Mummies* and *Kazimir Malevich* and many other wonderful presentations such as “*Hier Kom Ik Weg*” by Daniël Lohues, *Precious Eggs from the Czars’ Empire*, and the exhibition about Theo Colenbrander. The museum tapped into current events by organizing a presentation of Olympic medals, as well as presentations of the gifts from Jan Kuiper and Ger van Dam and the anniversary celebrations of the Foundation of Fine Arts Around 1900. A special project was *The Largest Dollhouse of the Netherlands*, which we were able to open officially at the end of June 2014 thanks to the support of the Bankgiro Loterij. A total of 150,451 people visited our museum, ranking us among the most frequented museums in the Netherlands. On 28 November our museum had its 160th anniversary. It was a cause for celebration! All inhabitants of Drenthe were invited to visit the museum free of charge and, during the anniversary weekend, there was cake for every visitor.



The upgrade of the organization as a result of the renovation and new development in 2011 led to more complex operational processes that did not match our organizational structure. Therefore, organizational adjustments were made in January to make the museum also able to operate efficiently and flexibly in the future. The efforts made by all staff-members to bring this to a successful end was much appreciated.

In 2014, the Provincial Executive of Drenthe conducted a survey into the museum's performance, a so-called visitation. The museum was happy to cooperate in this. Apart from an assessment of the museum's core tasks, its visitors, collection and scientific expertise, a general assessment was made of, among other things, the museum's long-term strategy and its position in society. According to the visitation committee, the Drents Museum is of great importance because it tells a coherent, relevant and accessible story; it owns a collection that is of great (art) historical importance for Drenthe and the Netherlands; it is easily accessible to the public (facilities and opening hours); it can make use of a nationally and internationally relevant network of museums and expertise for its programming and research; it implements a cultural-educational program throughout the Province; and it clearly serves a touristic (economic) purpose.

The museum has not achieved this by itself, but in cooperation with many partners. The provincial authorities of Drenthe, the Bankgiro Loterij and Stichting Beringer Hazewinkel are important patrons. As our main sponsors, the NAM and Waterleidingbedrijf Midden Drenthe (WMD) have not only contributed means but also expertise in the field of marketing, security and organized events. We are very grateful to them for that, and of course this also applies to our other sponsors. As members of our Business Club or as Friends of the Museum, many have helped to create better opportunities in Drenthe.

In 2015, you will be able to enjoy North-Korean propaganda art in the exhibition *The Kim Utopia*, the intriguing drawings and sculptures by Juul Kraijer and the romantic paintings by the widely acclaimed Glasgow Boys. We hope to meet you there again.

Our thanks go to everybody who contributed to our success in 2014; we look forward to an inspirational 2015.

Annabelle Birnie
Managing Director

1 AMBITION AND SURPRISE



1

For over 160 years, the Drents Museum has inspired visitors with stories about archeology, art and history. The emphasis of our exhibition policies is on archeology. Archeological blockbusters are alternated by exhibitions about art, focusing on international contemporary realism and foreign artists from the late 19th and early 20th centuries. By focusing on surprising and ambitious themes of international stature, the museum draws the attention of a large and varied public. In the Drents Museum you can discover, learn and interpret things.

FACTS & FIGURES



EXHIBITIONS

3 international blockbusters



- > **Mummies** – *Life Beyond Death* (4 February through 31 August 2014) with 89,229 visitors
- > **Kazimir Malevich** – *The Years of Figuration* (25 November 2014 through 15 March 2015)
- > **Precious Eggs from the Czars' Empire** – *Faith, Hope and Love* (25 November 2014 through 1 March 2015) with 20,405 visitors (up to 31 December 2014 inclusive)

11 exhibitions



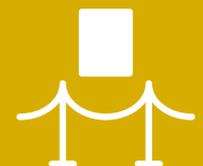
- > **Daniël Lohues** – *Hier kom ik weg* (16 September through 9 November 2014) with 22,337 visitors
- > **Figuration Now** – *50 Years of "Galerie Mokum"* (22 September through 19 January 2014)
- > **Quest for Beauty** – *Sketches and Sketchbooks from Our Own Collection* (8 October through 9 March 2014)
- > **Gift: Collection of Ger van Dam** (25 January through 11 May 2014)
- > **"Atelier Drents Museum"** – *60 Years of the Painters Association of Drenthe* (25 January through 11 May 2014)
- > **Theo Colenbrander** – *Dutch Design Avant la Lettre* (25 March through 28 September 2014)
- > **Aris Kalaizis** – *Wunderbar* (20 May through 31 August 2014)
- > **Hans Hoekstra** – *All of us* (9 September 2014 through 17 May 2015)

- > **RE: ALISME** – *Gift from the ING Collection* (16 September 2014 through 4 January 2015)
- > **Gift from Jan Kuiper** – *Paintings and Works on Paper* (9 September 2014 through 17 May 2015)
- > **George Henri Lantman** (1875-1932) – *Worker in Precious Metals of the Amsterdam School* (14 October 2014 through 1 February 2015)
- > **Treasure of Beauty** – *50 Years of the Foundation of Fine Arts Around 1900* (14 October 2014 through 1 March 2015)

8,5 appreciation score awarded by the public for all public activities



13 presentations



- > **8** acquisition presentations
- > **5** presentations on topical issues

FACTS & FIGURES



ORGANIZED EVENTS

4



major opening events



> **631** guests and Friends of the Drents Museum attended the opening of *Mummies – Life Beyond Death*



> **581** guests and Friends of the Drents Museum at the opening of *The Largest Dollhouse of the Netherlands*



> **609** gasten en Vrienden bij de opening van *Daniël Lohues – Hier kom ik weg*



> **810** guests and Friends of the Drents Museum at the opening of *Kazimir Malevich – The Years of Figuration*

6



minor opening events

52



public activities

119



free introductions

15



special arrangements for

5.026

visitors on the occasion of the following programs

- > Meet-and-greet bij *Figuratie Now – 50 Years of “Galerie Mokum”*
- > Museum Monday in cooperation with BankGiro Loterij
- > Museum Weekend in cooperation with the Museum Association
- > SNN view-days in cooperation with SNN
- > Neighbours Day in cooperation with the Museum Association
- > Granddad and Grandma Day in cooperation with Drenthe Archives
- > Girls Day in cooperation with the NAM
- > Watzkebeurt Quiz in cooperation with the secondary school CS Van Gogh
- > Lecture by Henk Schiffmacher on the occasion of *Mummies – Life Beyond Death*
- > Lectures on mummies in cooperation with Vrije Academie
- > Museum Kids Day in cooperation with the theatre group De Koppoters
- > Cultural Tour at Colenbrander in cooperation with ICO Centre for Art and Culture
- > “Dummie de Mummie” fans’ day on the occasion of *Mummies – Life Beyond Death* in cooperation with the publishing firm Unieboek Spectrum

2 HOSPITALITY



2

Visitors need to feel welcome. They are our guests and we want them to take home a nice memory they would like to share with their relatives, friends and acquaintances – our potential new visitors. The department of marketing & communication always starts to publicize exhibitions and activities well in advance. As the date of an event is approaching, it does so with increasing frequency. During the event, as well as afterwards, the public's attention has to be kept. To achieve that, all means are used, including free publicity and paid advertisements. The guided tours and lectures conducted by the staff-members of the educational department give the museum visit extra depth and meaning.

FACTS & FIGURES



MARKETING AND COMMUNICATION

150.415



**a total of 150,415
visitors in 2014; of the visitors surveyed:**

- > **59%** was female
- > **41%** male
- > **68%** came from outside Drenthe
- > **69%** came specifically for the temporary exhibitions
- > **42%** visited the museum with a partner
- > **19%** visited the museum with friends
- > **62%** was over 55 years old
- > **25%** was 41-55 years old
- > **55%** was cohabiting/married/without children living at home
- > **22%** was single, without children living at home
- > **67%** came by car
- > **25%** came by train
- > **44%** got their information from an article or review

- > **20%** got their information from the website of the Drents Museum
- > **19%** got their information from an advertisement in a newspaper/magazine
- > **17%** got their information from friends/relatives or acquaintances
- > **159,5** minutes was the average time of the museum visits (approx. 2.5 hours)
- > **8,4** (out of 10) was the appreciation score awarded to the museum and its exhibitions
- > **8,7** (out of 10) was the appreciation score for *Mummies – Life Beyond Death*
- > **8,7** (out of 10) was the appreciation score for *Kazimir Malevich – The Years of Figuration*
- > **8,1** (out of 10) was the appreciation score for *Precious Eggs from the Czars’ Empire – Faith, Hope and Love*
- > **8,5** (out of 10) was the appreciation score for the public activities
- > **8,2** (out of 10) was the appreciation score for the public services provided by the museum

- > **8,7** (out of 10) was the appreciation score for the Drents Museum awarded by the visitors of Zoover.nl
- > **46** press releases were sent by the department of marketing and communication

357

articles were published about the museum regionally, nationally and internationally



€ 2.457.217,18

of advertising value, including:

- > **€ 285.338,-** for *Mummies – Life Beyond Death*
- > **€ 65.840,-** for *Daniël Lohues – “Hier Kom Ik Weg”*
- > **€ 103.723,-** for *Kazimir Malevich – The Years of Figuration*
- > **€ 184.452,-** for the acquisition of the hoard of gold coins

FACTS & FIGURES



MARKETING AND COMMUNICATION

13 national television broadcasts about the Drents Museum, including:

- > **5** items about the hoard of gold coins in the news bulletins of *NOS Journaal/Jeugdjournaal* and *Hart van Nederland*
- > **1** broadcast about the public activity *The Largest Dollhouse Comes Alive* in the TV talk show *Koffietijd*
- > **1** broadcast about *Mummies – Life Beyond Death* in the TV talk show *Tijd voor Max* and in Germany in *SpiegelTV*

8 national radio reports, including

- > **1** broadcast about “*Hier kom ik weg*” op Radio 2, *Helemaal Haandrikman*

17 regional television broadcasts

27 regional radio reports

214.824 unique visitors of the website www.drentsmuseum.nl

2,31 minutes was the average time visitors stayed on the website

2.849 likes on Facebook

6.846 @DrentsMuseum-followers on Twitter

4.359 persons received the digital newsletter from the Drents Museum

12.753 inhabitants of Drenthe visited the museum free of charge

EDUCATION

- > **23.766** children up to the age of 18
- > **6.245** primary- and secondary school pupils/students
- > **118** school programs for primary- and secondary education, including:
 - > **91** programs for primary education and
 - > **27** programs for secondary education
- > **46** programs for Cultural Mobility (“CulMo”), with **1.926** pupils/students, including:
 - > **920** pupils/students for the CulMo Archeology / Children’s Museum
 - > **1.006** pupils/students for the CulMo Drents Museum / Drenthe Archives, *A Historic Meeting: The Largest Dollhouse of the Netherlands*
- > **70** guided tours, with
 - > an appreciation score of **8.3** (out of 10) awarded by the public
- > **119** free introductions to exhibitions

3

RELIABILITY



3

The Drents Museum is supported by private and public financiers in many ways: (main) sponsors, patrons, subsidy-providers, donors, the Business Club, and the Friends Association. By their financial contributions, they help us realize unique exhibitions and ensure that the collection is properly managed. But, above all, they are our real ambassadors. The success and fame of the museum is passed on to their clients, relations, colleagues and friends.

FACTS & FIGURES



PARTNERS



- > **2** main sponsors: NAM and WMD
- > **2** sponsors: ING and SRC Reizen
- > **2** patrons: BankGiro Loterij and Stichting Beringer Hazewinkel
- > **1** subsidy-provider: Province of Drenthe
- > **45** Business Club members, 6 of whom are new members
- > **1,986** Friends of the Drents Museum

BUSINESS CLUB MEMBERS



- > Ajax Chubb Varel > Alberts Kleve bureau voor grafisch ontwerp BNO > Alescon
- > Alpha Adviesbureau > Art Revisited > Bos&Bos Catering > Bouwmij Hendriks
- > Croon Electrotechniek BV > De Hooghe Kamer > Doornbos Suringar Wiersema Advocaten
- > draaijer+partners > Gemeente Assen > Gemeente Groningen Dienst ROEZ
- > Greving & Greving Opticiens > Hof van Saksen > Hotel de Jonge > Hotel van der Valk
- > ING district Noord-Nederland > JAV Studio's, Koninklijke van Gorcum
- > KLOK Onderhoud- en Afbouwgroep B.V. > Kunst en Cultuur Drenthe
- > Landgoed De Dodshoorn > Leijdsman Electro bv > Litecad
- > Lombard Odier (Europe) S.A. Netherlands Branch > Makro > MTH accountants & adviseurs
- > MTN accountants adviseurs > Ploegmakers beheer b.v. > Rabobank Assen en Noord-Drenthe
- > REIN Advocaten & Adviseurs > RTV Drenthe > SRC-Reizen > 't Suydevelt notariaat
- > Tendenz > Tijdhof Daverschot & De Jong Posthumus > UNP accountants adviseurs
- > VV/Dit is Assen > Visser Assen > Wbooks > Warenhuis Vanderveen Assen
- > Wierda en partners Vermogensbeheer > Wilhelmina Ziekenhuis
- > Zorggroep Drenthe.

FACTS & FIGURES



CO-FINANCERS OF EXHIBITIONS, PERMANENT PRESENTATIONS AND NEW DEVELOPMENT OF THE DRENTS MUSEUM



- > Agentschap NL > Alescon > ANWB Fonds > Art Revisited > BankGiro Loterij
- > Croon Electrotechniek BV > C&W De Boer Stichting > Destic Displays
- > Doornbos Suringar Wiersema Advocaten > draaijer+partners > Eems Dollard Regio (EDR)
- > F.A. Hendriks > Gemeente Assen > Geveke > Gravin van Bylandt Stichting > ING
- > J. Tonckens Jzn Je Maintiendrai Fonds > Koninklijke Van Gorcum > Litecad
- > Ministerie van Onderwijs > Cultuur en Wetenschap > Mondriaan Fonds
- > MTN accountants adviseurs > NAM > Prins Bernard Cultuurfonds > Ploegmakers beheer b.v.
- > Provincie Drenthe > Rabobank > Rijksuniversiteit Groningen > SNN/EU EFRO
- > SNS REAAL FONDS > SSK 1900 > SRC-Reizen > Stichting Albino > Stichting Beringer Hazewinkel
- > Stichting Dioraphte > Stichting Vrienden van het Drents Museum > Stichting Zabawas
- > Tijdhof Daverschoot & De Jong Posthumus > UNP accountants adviseurs > VSB Fonds
- > VV/Dit is Assen > Wilhelmina E. Jansen Fonds > VVNK

4 ENTREPRENEURSHIP



4

The Drents Museum is a cultural enterprise that anticipates market developments, has a strong branding, and offers a unique product. It employs professionals with their own views of the organization. The Drents Museum takes risks in its programming and gives room to creativity in order to keep its pioneering role in a partially saturated market. Good management and financial reserves are indispensable for this. As is an active staff-council.

FINANCIAL ART

It is always a real art for every museum to generate sufficient income by itself to be able to realize good museum projects. Since the Drents Museum turned into an independent foundation in 1998 and was no longer fully subsidized by its subsidy-providers, it became necessary to make extra efforts in order to guarantee the long-term continuity of the organization. In addition to the very substantial annual subsidies received from the Province of Drenthe, the Drents Museum, as a cultural entrepreneur, now realizes a third flow of revenues. Patrons, sponsors, members of the Business Club, and admission fees are of great importance. Commercial revenues are raised by hospitality activities (Grandcafé Krul, function room rentals) and the Museum Shop. In the past year, the museum generated 41% of its budget on its own. The amount of revenue was € 7,610,976. The museum is a healthy enterprise preparing itself for the future by considering various scenarios and options for further financial stabilization and growth. But entrepreneurship is not defined solely on the basis of sound financial policies. It is also about 'seizing' and creating opportunities in the marketplace. For example, the museum is an active player in the exhibition brokerage sector, which is a network of many

national and international players, and the museum also takes a good and realistic view of its hospitality activities and its Museum Shop.



FACTS & FIGURES



Finances



- > **7,4** million euros was the amount of revenues of the Drents Museum
- > **41%** of the total budget was earned by the museum itself
- > **25,428** visitors paid the full admission fee
- > **59,857** Museum-card holders visited the museum
- > **18,645** relation-cards were handed in
- > **38,982** visitors made use of a campaign, including:
 - > 12,753 inhabitants of Drenthe for the free-admission campaign in the context of the museum's 160th anniversary
- > **23,766** young people up to the age of 18 visited the museum
- > **1,083** e-tickets were sold
- > **€ 90,155** of museum revenues came from earmarked ticket sales via BankGiro Loterij

Museum Shop



- > **€ 257.187** of revenues from the Museum Shop
- > **19,530** paying customers of the Museum Shop
- > **€ 1.70** of average spending by each customer
- > **18,695** articles were sold in the Museum Shop
- > **70%** of those surveyed visited the Museum Shop
- > **7.9** (out of 10) was the visitor's appreciation score for the Museum Shop

Grandcafé Krul



- > **47%** of those surveyed visited Grandcafé Krul
- > **€ 46,308** of revenues from Grandcafé Krul
- > **€ 0.97** of average spending by each customer of Grandcafé Krul
- > **7.8** (out of 10) was the visitor's appreciation score for Grandcafé Krul

Function room rental



- > **91** function room rentals, including
 - > **30** times the Abdijkerk (Abbey Church)
 - > **42** times the Statenzaal
 - > **10** times the GS-zaal
 - > **9** times the Trouwzaal (Wedding Room)

FACTS & FIGURES



Standard programs



- > **222** standard programs, including
 - > **17** children's parties
 - > **70** guided tours
 - > **17** weddings
 - > **118** educational programs

Activities



- > **181** activities, including
 - > **6** minor opening ceremonies
 - > **4** major opening ceremonies
 - > **52** public activities
 - > **119** free introductions/lectures

Trade fairs



- > **2** Business-to-Business fairs; promotion days for businesses in Assen and Groningen
- > **3** customer fairs; *Uitmarkt Amsterdam, Kolkend Assen, Alles Kids Emmen*

5

COOPERATION



5

The Drents Museum is firmly rooted in society. Hence it is not surprising that the museum cooperates on all fronts with entrepreneurs, national and international museums, suppliers, media, partners from the educational sector, cultural institutions and sponsors. We not only share knowledge and expertise with our partners, but also forge a warm relationship with them. This cooperation also widens the museum's range of action.

FACTS & FIGURES



Exhibitions



- > **4** international partnerships with international museums
- > **2** exchange projects within the European Exhibition Network
- > **3** collaborative 'outdoor' projects:
 - > The Drents Museum in cooperation with the Amsterdam Public Library, with **6,395** visitors
 - > Atelier Van Lieshout in cooperation with CBK Drenthe
 - > Sculptures of Beatrix in cooperation with Sculpture Park De Havixhorst, with over **25,000** visitors

Collection



- > **329** objects on loan to
 - > **26** institutions
- > **47** institutions received objects on long-term loan
- > **24** loaned objects were returned to the Hague Municipal Museum

Marketing & Communicatie



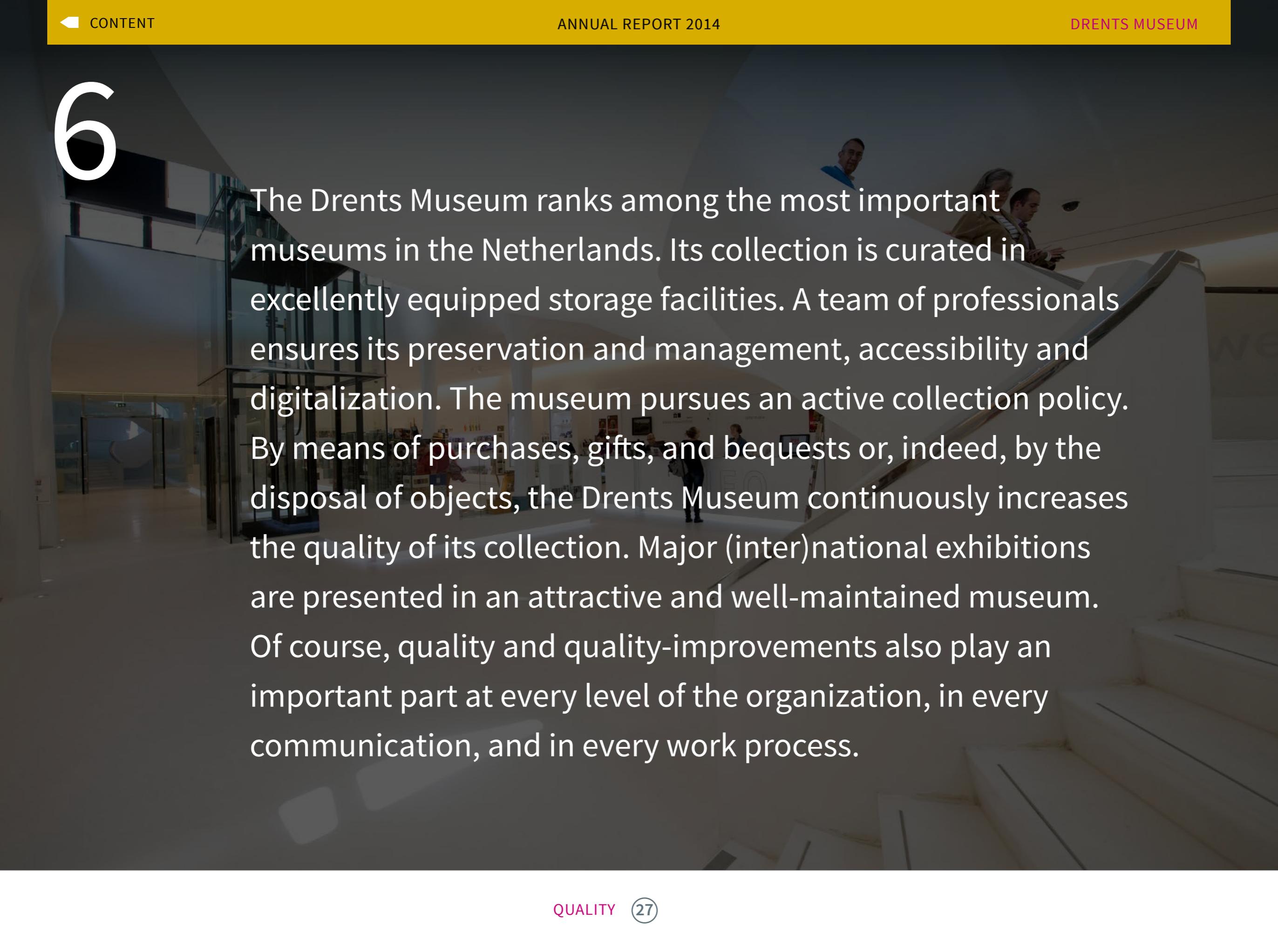
- > **16** joint promotion campaigns with i.a. BankGiro Loterij, Postcode Loterij, NS, SRC, NMV Museumkaart, Rabobank, Zorggroep Drenthe

6

QUALITY



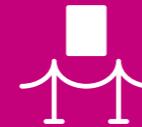
6



The Drents Museum ranks among the most important museums in the Netherlands. Its collection is curated in excellently equipped storage facilities. A team of professionals ensures its preservation and management, accessibility and digitalization. The museum pursues an active collection policy. By means of purchases, gifts, and bequests or, indeed, by the disposal of objects, the Drents Museum continuously increases the quality of its collection. Major (inter)national exhibitions are presented in an attractive and well-maintained museum. Of course, quality and quality-improvements also play an important part at every level of the organization, in every communication, and in every work process.

FACTS & FIGURES

Collection



Approx. 90,000 objects, including:

- > approx. **22,000** objects on loan from the Foundation for Fair Arts Around 1900 (SSK 1900)
- > **68.000** objects from the Provincial collection (of which **84%** has been digitally recorded)

The collection consists of:

- > approx. **13,500** objects regarding Archeology
- > approx. **33,000** objects regarding the Cultural History of Drenthe
- > approx. **40,000** objects regarding Art 1885-1935
- > approx. **2,500** objects regarding Contemporary Realism

There were approx. 1,990 acquisitions:

- > approx. **1,600** acquisitions for Archeology
- > **119** acquisitions for the Cultural History of Drenthe
- > **179** acquisitions for Art 1885-1935
- > **90** acquisitions for Contemporary Realism

329 objects were given on loan to:

- > **26** institutions for temporary exhibitions
- > **47** institutions got long-term loans from the Drents Museum

Building



The museum complex of the Drents Museum comprises:

- > **4.600 m²** of exhibition- and public spaces
- > **4** function rooms for commercial rental
- > **5** lifts and **2** stairlifts

Staff



- > **47** permanent staff (33.9 FTE)
- > **9** payroll staff (4.3 FTE)
- > **22** trainees
- > **10** on-call staff for the Museum Shop and for guided tours
- > **2** work-experience positions
- > **32** volunteers
- > **3.04%** absenteeism due to sickness (vis à vis 4.0% nationally)

APPENDICES

APPENDIX 1

PERFORMANCE INDICATORS AND ACHIEVEMENTS IN 2014

Provincial performance indicator

Recognizable and distinctive cultural identity by the preservation and development of the tangible and intangible heritage.

Achievements in 2014

1 A precondition for good collection management and the ability to perform at an international level is that the public spaces and storage facility of the Drents Museum are compliant with current climate- and safety standards

Also, the follow-up measures in the event of calamities, both in the public spaces and in the storage rooms, have to be guaranteed within the museum organization.

In 2014, we operated at an international level. The public spaces and storage facilities of the Drents Museum comply with current climate- and safety standards.

2 The Drents Museum uses an acquisition- and disposal policy to improve the manageability and usability of its collectio

Hence acquisition also implies the simultaneous task of deaccession, by disposal, transfer or

exchange. The Drents Museum disposes of pieces from the collection that do not represent any cultural value. For this purpose, the Drents Museum submitted a plan in 2013, while in 2014 further arrangements were made regarding its implementation.

In the years up to 2014, the museum selected 4,753 objects for deaccession in accordance with the national LAMO guideline. In August, the Provincial Executive agreed to adhere to this guideline and to dispose of these objects. 600 objects were handed over to other museums, 360 objects went to historical associations, and 45 sets of objects were transferred to the Government Department for the Preservation of Cultural Heritage (Monumentenzorg). Of all the remaining objects, nearly 100 objects were handed over to the artist Danielle Kwaaitaal, who is going to do a project with these objects in 2015 and 2016. The 2,800 objects still remaining were put up for sale at an auction. The proceeds from this auction were earmarked for the improvement of the collection.

3 The Drents Museum improves ¹ the visibility of the collection by giving objects on loan to museums and to institutions that are not museum-related

It does so by actively making the collection available for permanent and temporary exhibitions in museums. It also provides objects on loan to institutions that are not museum-related, provided that there are safeguards regarding the security and physical preservation of the objects. The Drents Museum increases its flexibility as much as possible regarding the requirements for the transfer of loans and passing on the costs.

The Drents Museum made 329 loans available to 26 institutions for temporary exhibitions. That is more than in the year 2013. There were 47 institutions with long-term loans. No additional temporary loans were requested by museums in Drenthe.

¹ Bottom-line is the number of objects to be given on loan in 2013: 300 objects distributed among 30 institutions.

4 Digital access to collections offers big opportunities to the public and the creative industry

The public will get as much access to the Drenthe-related collection as possible. In 2014, 1/8th of all 11,807 objects of the Provincial collection due for digitalization were registered digitally, that is 1,476 objects². For public purposes (i.a. Museumplus), high-quality photos of 9,000 objects had been made digitally accessible by the end of 2014. The Drents Museum is working on the free accessibility of metadata of the entire collection linked to the Digital Museum Collection of the Netherlands³ and Europeana⁴. Linked databases facilitate the use by third parties and saves costs.

The collections of the Drents Museum have been subdivided into four main collections: Cultural History of Drenthe, Archeology, Art 1885-1935, and Contemporary Realism. The entire collection comprises approx. 90,000 objects, including approx. 22,000 loans from the Fine Arts Foundation (“SSK”) and 68,000 objects from the Provincial collection. Of the objects from the Provincial collection, 84% has now been digitally registered (13,000 objects). This percentage has remained unchanged vis à vis 2013. During the past year, the focus was mainly on the careful registration of objects earmarked for ‘deaccession’. Of course, new

acquisitions were immediately registered, and this was also the case for outgoing loans. Via museaindrenthe.nl and the Digital Museum Collection of the Netherlands at dimcon.nl, approx. 2,300 objects from the collection became available online. On Europeana.nu, 2,053 objects could be found.

² Based on the overview and price quotation for Drents Museum Collection Digitalization, A. Birnie, 28 November 2012.

³ The Digital Museum Collection of the Netherlands aims to make the museum-based heritage in NL accessible to the public.

⁴ Europeana is a portal site that makes collections of European libraries, museums, archives and multi-media houses accessible.

5 The Drents Museum is developing as the museum about the history and identity of Drenthe

This is shown in its temporary exhibitions, in the coherence of its permanent presentations, and in the experience of visitors. Mid 2014, *The Largest Dollhouse of the Netherlands* was completed and presented in the *Ontvangershuis* enabling visitors to put themselves in the position of its early

inhabitants and experience the period-rooms of the house.

By organizing The Largest Dollhouse of the Netherlands, the exhibition “Hier Kom Ik Weg” with guest curator Daniël Lohues, the exhibition “Atelier Drents Museum” by the Painters’ Association of Drenthe (“DSG”), and treating the inhabitants of Drenthe to free admission during the anniversary year, the Drents Museum has emphatically given its own interpretation of the history and identity of Drenthe.

6 Wherever possible, the Drents Museum provides free temporary storage facilities to the four museums recognized in the 2009-2012 Culture and Museum Agenda as being of province-wide significance

See: the administrative coordination report of 12 March 2010.

In 2014, the museum provided storage facilities to Museum De Buitenplaats. Due to the increase of the museum’s own collection and its limited storage space, there is currently no room for other collections.

Provincial performance indicator

Art- and cultural exhibitions of distinctive quality, by making culture accessible to a large and diverse public and by promoting its participation

Achievements in 2014

7 The Drents Museum attracts at least 150,000 visitors, including 7,500 primary- and secondary school pupils/students attending an educational program

In 2014, the Drents Museum attracted 150,415 visitors. From primary and secondary schools, 6,245 pupils/students visited the museum. 1,929 pupils/students visited the museum via the CulMo program.

8 Het Drents Museum presenteert internationale tentoonstellingen en evenementen van hoge kwaliteit

The Drents Museum organized fourteen expositions, including three international blockbusters and eleven exhibitions. In addition, the museum collaborated in three ‘outdoor’ exhibitions. The public awarded the museum and the temporary exhibitions a score of 8.4 (out of 10), and the public activities got a score of 8.5 (out of 10).

9 The Drents Museum provides cultural-educational programs for primary and secondary education compatible with educational attainment targets and teaching guidelines

The national program Cultural Education with Quality 2013-2016 aims at structurally integrating cultural education with primary school curriculums. Local and provincial governments as well as the national government contribute financially to the Drenthe-related program. For Drenthe-based primary schools this means that in 2013-2016 they have an extra ⁵ 10 to 16 euros per primary school pupil to spend on their own cultural education plans. This means that schools will be operating in a more question-oriented way and partly also on a more individual basis. In Drenthe, Compenta ⁶ acts as the intermediary organization between the cultural and educational sector.

In 2014, 118 different school programs were developed and made available for both primary and secondary education, viz. 91 programs for primary education and 27 programs for secondary education.

- ⁵ Annual contribution from the provincial and local governments per primary school pupil, in addition to the existing annual contribution from the national government of EUR 10.90 per pupil for cultural education in primary education. The amount of the additional contribution depends on the amount of the contribution made by the local government.
- ⁶ The newly formed foundation Compenta (the 4 art centres and the Department of Art & Culture) has submitted the CemmK subsidy application to the Culture Fund (“Cultuurfonds”). The foundation ensures that schools can report their questions, requests for support, and applications for cultural education via one front door.

10 The Drents Museum caters not just for members of our own society, but also for foreign visitors

Foreign-language speakers should also be able to understand the information, advanced study-material, and the experience which the Drents Museum offers to its visitors. This applies to both the temporary (international) exhibitions and the permanent presentation of the museum collections in Drenthe.

In 2014, the Drents Museum introduced a German and Chinese website for its foreign visitors, in addition to the English version. On the occasion of the temporary exhibitions

Mummies, Kazimir Malevich, and the Precious Eggs from the Czars' Empire, English and German flyers were distributed. On the occasion of Mummies, there were also English exhibition texts.

11 The Drents Museum offers its visitors a properly guided cultural experience during permanent presentations and temporary exhibitions through new media and digitalized (master)pieces.

The visitor information system MuseumPlus provides visitors with a competently guided cultural experience during permanent presentations and exhibitions by using new media and digitalized (master)pieces. By using this system – a collaborative project with Groningen University (“RUG”) – visitors can receive information about the objects by means of texts, graphics and film footage. The museum has no WiFi coverage, which makes it difficult to offer other types of media. The museum also believes in the collective exchange of information via museum labels and free introductions. These help to create more interpersonal contacts and a more intense experience in the museum. The story told will be remembered better.

12 The Drents Museum provides information to various interest groups, e.g. by offering individual (audio)tours with (background) information to people who are interested to learn more during the temporary exhibitions.

The free introductions offered by the Drents Museum have now become a well-known feature to museum visitors. On Thursday- and Sunday afternoons, museum docents were ready to receive visitors and, by means of a multimedia presentation, tell them more about the backgrounds of Mummies, Kazimir Malevich, and Precious Eggs from the Czars' Empire. On request they also conducted guided tours.

13 Visitors of the Drents Museum award the museum a satisfaction score of 7.5 (out of 10) or higher :

1. as their overall appreciation,
2. for the quality of the temporary exhibitions,
3. for its public services,
4. for the information given during the permanent and temporary presentations.

The public was very positive about the museum and the exhibitions in 2014 and awarded them an appreciation score of 8.4 (out of 10) for this. The average satisfaction score for the exhibitions was 8.5. Mummies and Kazimir Malevich got a score of 8.7 and Precious Eggs from the Czars' Empire got a score of 8.1. Public services of the museum were given a rating of 8.2. Visitors of Zoover.nl gave the Drents Museum a score of 8.7, and this put the Drents Museum in third place on the final ranking list of most appreciated museums of the Netherlands.

14 The educational sector awards a satisfaction score of 7.5 (out of 10) or higher to the didactic quality of educational programs and public services

Schools are satisfied about the educational programs offered by the Drents Museum. This becomes apparent from the many positive reactions the museum has received from schools and from the positive evaluations made by the Department of Art & Culture of the Province of Drenthe.

15 The Drents Museum shares its know-how with fellow-museums on an amicable basis; as for the strengthening of the infrastructure of museums in Drenthe, this specifically concerns the exchange of expertise (i.a. regarding managerial decisiveness and operational skills) at the request of the Drenthe-based museums in the (digital) Platform Drentse Musea.

In 2014, the Drents Museum was very active in sharing its know-how and experience with other museums, both at the international and the national level. In 2014, the Drents Museum was actively involved in the activities of the Drenthe Museums Platform (Platform Drentse Musea), of which Managing Director Annabelle Birnie is vice-chair. She is also vice-chair of the Drenthe Museums Federation (Federatie Drentse Musea). Members of our museum staff regularly receive colleagues from other museums whom they provide with information and operational support. For instance, with regard to Human Resources, collection registration, management and maintenance of the collection, and insurance policies.

16 The Drents Museum joins forces with other collection-based institutions in a demonstrable way and is of value in the network in its own collection fields, for the purpose of achieving better revenues and quality.

It concerns:

1. Cooperation in linking the collections, to avoid duplication in the acquisitioning and to promote generous loan policies.
2. Policy coordination with chain partners, basically in the form of a joint presentation policy and educational programs.

In 2014, the Drents Museum cooperated with, among others, Museum de Buitenplaats. In the municipality of Assen, the Drents Museum cooperates with i.a. Culturele Hart Assen (Drents Museum, Drents Archief, ICO Drenthe, Theater De Nieuwe Kolk, CBK Drenthe, and Bibliotheek Drenthe). Managing Director Annabelle Birnie, Facilities Manager Johan Vos, and Head of Human Resources Jeanette Roorda participated in “DOD” (the consultation body of Drenthe-based executives), which constitutes an association of five Drenthe-based heritage institutions (Drents Museum, Drents Archief, Stichting het Drents

Landschap, Hunebedcentrum, Herinneringscentrum Kamp Westerbork). Moreover, Annabelle Birnie is vice-chair of the Drenthe Museums Platform (Platform Drentse Musea). Regarding international cooperation, the Drents Museum is a co-founder and member of the European Exhibition Network (E.E.N.), whose objective it is to encourage the associated European museums to keep each other informed about all plans in order to achieve exchange or cooperation. In addition, there has been cooperation with various international partners in 2014 within the context of Mummies, Kazimir Malevich, Precious Eggs from the Czars’ Empire, The Glasgow Boys (2015) and, lastly, Mayas (2016).

Provincial performance indicator

Creating a stronger business climate and leisure industry by the use of art and culture

Achievements in 2014

17 The Drents Museum attracts at least 75% of its visitors from outside Drenthe

In 2014, 68% of the museum visitors came from outside Drenthe. As a result of the campaign concerning the museum’s 160-year anniversary, by which all inhabitants of Drenthe were allowed to visit the museum free of charge, this percentage was lower than usual.

18 The Drents Museum attracts at least 60% of its visitors from those who come to Assen/Drenthe specifically for the museum or, as the case may be, for its temporary exhibitions

In 2014, 69% of museum visitors came specifically for the temporary exhibitions.

19 The Drents Museum ensures that its collection can be accessed online via both AnnoDrenthe.nu at locations in Drenthe that are of cultural and touristic value, and via relevant websites such as www.drenthe.nl

Among the locations of cultural and touristic value are the (potential) World Heritage site “Koloniën van Weldadigheid” (Veenhuizen/ Frederiksoord) and (the Geopark) “De Hondsrug”.

The Drents Museum featured on the website of Marketing Drenthe (drenthe.nl) with its blockbusters (Mummies, Kazimir Malevich, and Precious Eggs from the Czars’ Empire), and on the website of the Drenthe Museums Platform (museaindrenthe.nl) with stories behind the objects of the collections. In addition, it added the new objects from the collection of Art 1885-1935 to the international digitalization project Partage Plus of the heritage portal Europeana.eu.

20 The Drents Museum plays a role in realizing the desired growth of long-term tourism and tourist spending in Drenthe

The Drents Museum gave an extra boost to the special arrangements offered to inhabitants of Drenthe and tourists, which arrangements had been developed in 2012 in cooperation with Drents Landschap, Marketing Drenthe, and commercial parties.

The Drents Museum created an extra boost by offering free admission to the inhabitants of Drenthe during its anniversary year. In addition, in cooperation with Drents Archief and Herinneringscentrum Kamp Westerbork, the museum organized an information afternoon for all tourist accommodations in Drenthe about exhibitions and special events. Also, the Drents Museum featured on the website of Marketing Drenthe (drenthe.nl) with its blockbusters Mummies, Kazimir Malevich, and Precious Eggs from the Czars’ Empire. Moreover, there were consultations with Marketing Drenthe, Landal Green Parks, Emmen Zoo, and the Veenhuizen Prison Museum.

APPENDIX 2

2014 ANNUAL REPORT & ACCOUNTS

Balance sheet as of 31 December 2014
(after profit appropriation)

		Assets 2014	Assets 2013
Fixed assets			
1. Tangible fixed assets		18,755	24,937
Short-term receivables			
2. Accounts receivable	425,820		989,599
3. Internal Revenue, receivable sales taxes	90,687		68,679
4. Sundry receivables	563,653		51,919
		1,080,160	1,110,197
Stock			
5. Stock of museum-shop at cost price		139,137	120,026
Liquidities			
6. Cash, bank- and giro balance		946,638	1,492,132
Total assets		2,184,690	2,747,292
Capital and reserves			
7. General reserve	402,422		221,835
8. Addition in 2014	0		180,587
	402,422		402,422
9. Reserve earmarked for maintenance	130,000		130,000
10. Reserve earmarked for exhibitions	101,465		0
		633,887	532,422
Provisions *			
11. Provision for maintenance		136,565	473,101
Short-term liabilities			
12. Accounts payable	484,875		300,200
13. Current projects	475,949		1,142,376
14. Vacation pay due	61,291		61,291
15. Amounts due	392,122		237,903
		1,414,238	1,741,770
Total liabilities		2,184,690	2,747,292
		Liabilities 2014	Liabilities 2013

APPENDIX 2

Profit & Loss Account	Realized 2014	Estimated 2014	Realized 2013
Proceeds			
16. Subsidy from Drenthe Province	4,359,567	4,371,497	4,260,718
17. Admission fees	796,367	915,000	1,897,176
18. Shop sales	256,187	450,000	620,439
19. Catering revenues and facility rentals	68,766	125,000	119,464
20. Acquisition for collection management	872,071	1,097,555	215,719
21. Sale and sponsoring for temporary exhibitions	446,578	595,000	870,351
22. Public events	37,416	60,000	61,633
23. Public relations	10,042		4,051
24. Sponsoring and sundry proceeds	763,982	315,750	459,468
Total income	7,610,976	7,929,802	8,509,019
	Realized 2014	Realized 2014	Realized 2013
Expenses			
25. Personnel costs	1,977,641	1,975,068	1,859,770
26. Sundry personnel costs	188,339	101,750	404,709
27. External personnel	706,489	673,850	881,062
28. Museum shop, procurement and costs	161,618	285,000	389,058
29. Costs of catering and facility rentals	3,599	10,000	19,623
30. Collection management and acquisition	919,605	1,364,055	676,539
31. Exhibitions	1,224,670	1,258,104	1,684,169
32. Public events	7,843	7,500	5,109
33. Public relations	138,237	108,500	151,972
34. Accommodation	1,842,598	1,821,125	1,844,891
35. Organization	325,998	309,850	276,296
36. Sundry expenses	12,877	15,000	5,231
Total expenditure	7,509,513	7,929,802	8,198,432
Profits	101,463	0	310,587

