



20i7

ANNUAL REPORT  
PALACIO  
EUSKALDUNA  
JAUREGIA

## **2017 ANNUAL REPORT**

Palacio Euskalduna Jauregia  
Bilbao

## **CONTENT & GRAPHIC DESIGN**

L:KU Studio  
Bilbao - Barcelona





# ANNUAL REPORT **2017** PALACIO EUSKALDUNA JAUREGIA



1

ACTIVITY



2

FINANCIAL INFORMATION



3

DIGITAL EUSKALDUNA



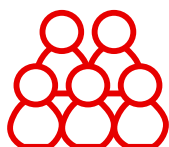
4

MODERNISATION



# PALACIO EUSKALDUNA 2017

## ACTIVITY



**823**

MEETINGS & EVENTS  
& CULTURAL  
PERFORMANCES



**90%**

DAYS OF  
OCCUPANCY



**528k**

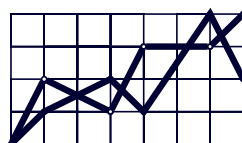
ATTENDEES

## FINANCIAL INFORMATION



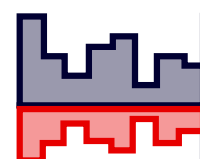
**6,899k**

TOTAL INVOICING



**+2.55%**

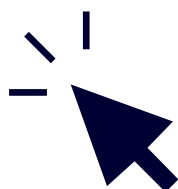
INCREASE IN  
INVOICING



**301k**

OPERATING  
PROFIT (CASH  
FLOW)

## DIGITAL EUSKALDUNA



**485k**

UNIQUE  
VISITORS TO  
WEBSITE



**+76.2%**

ON MOBILE TRAFFIC  
IN 2016



**+10k**

FOLLOWERS  
ON SOCIAL  
NETWORKS



# 455

MEETINGS &  
EVENTS



# 368

CULTURAL  
PERFORMANCES



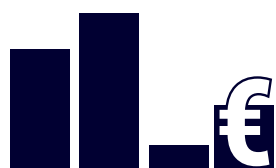
# 4.71<sub>/5</sub>

SATISFACTION LEVEL  
(PERFORMANCE  
ORGANISERS)

# 4.45<sub>/5</sub>

SATISFACTION LEVEL  
(MEETINGS&EVENTS  
ORGANISERS)

## ECONOMIC IMPACT



# 88,458<sub>k</sub>

GDP GENERATED



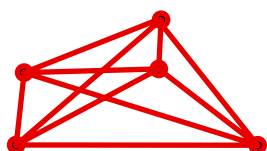
# 6,960<sub>k</sub>

TAX REVENUE



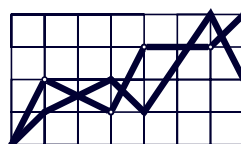
# 1,401

JOBS CREATED



# 5.963<sub>M</sub>

IMPRESSIONS  
ON SOCIAL  
NETWORKS



# +303%

INCREASE ON 2016  
IN SOCIAL NETWORK  
FOLLOWERS



# +49%

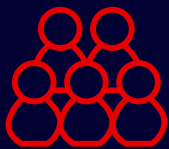
INCREASE IN  
ONLINE TICKET  
SALES





1

# ACTIVITY



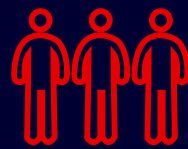
823

MEETINGS & EVENTS  
& CULTURAL  
PERFORMANCES



90%

DAYS OF  
OCCUPANCY



528k

ATTENDEES

# 1.1

## YEAR-ON-YEAR TREND IN ACTIVITY



### 823



MEETINGS & EVENTS  
& CULTURAL  
PERFORMANCES



### 90%



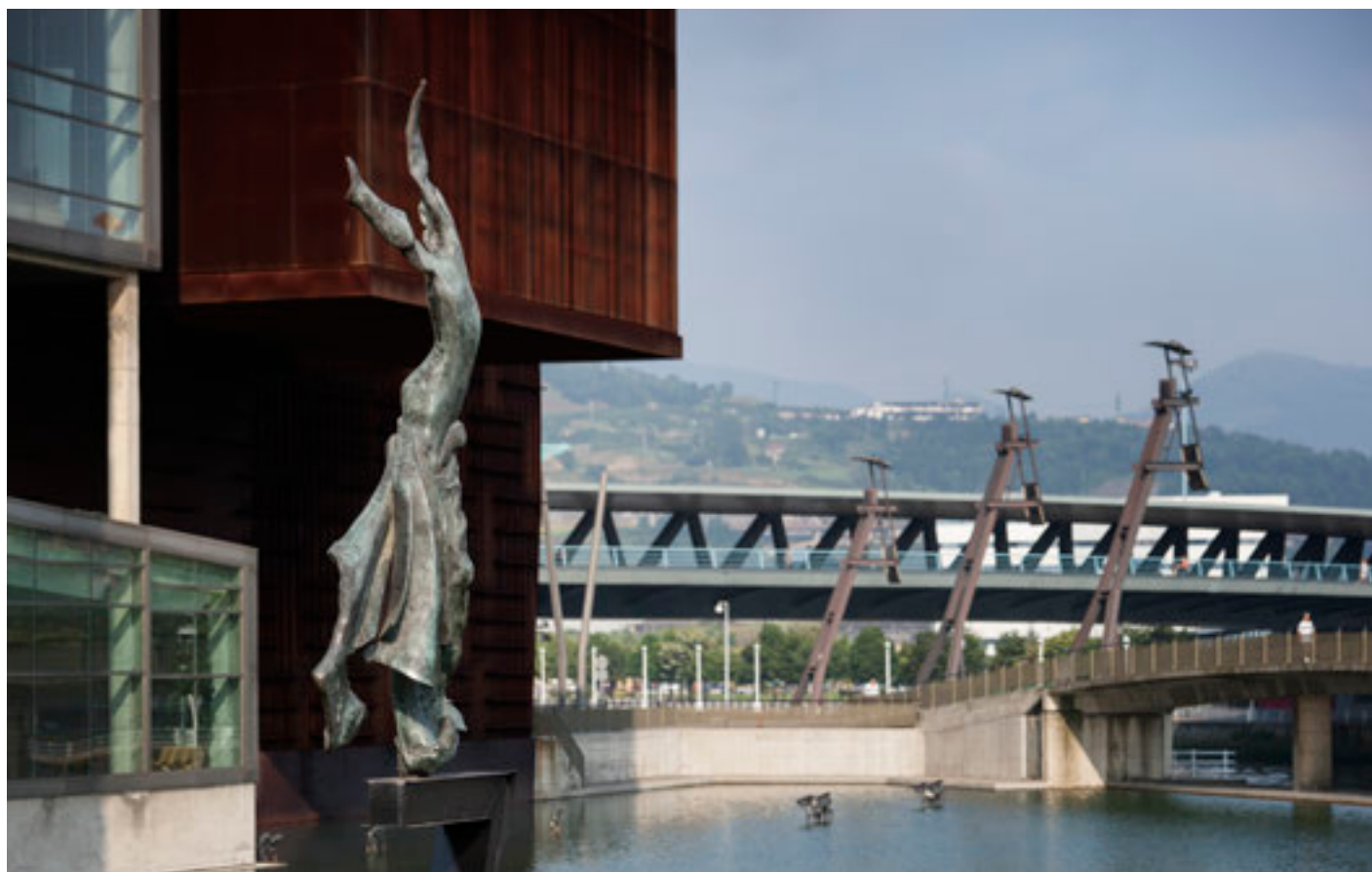
DAYS OF  
OCCUPANCY

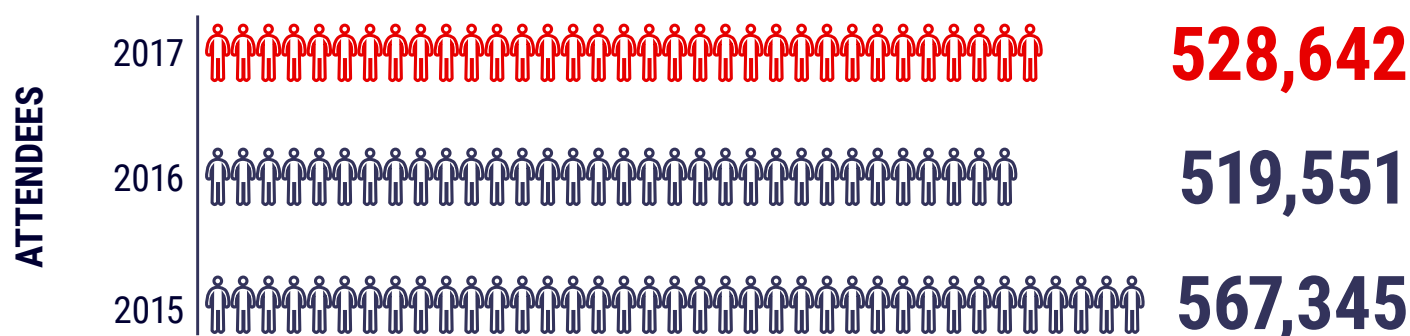
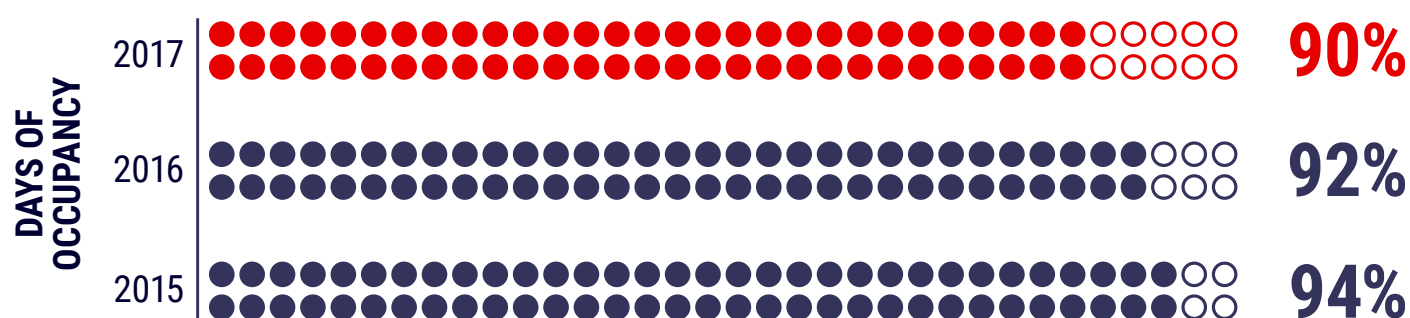
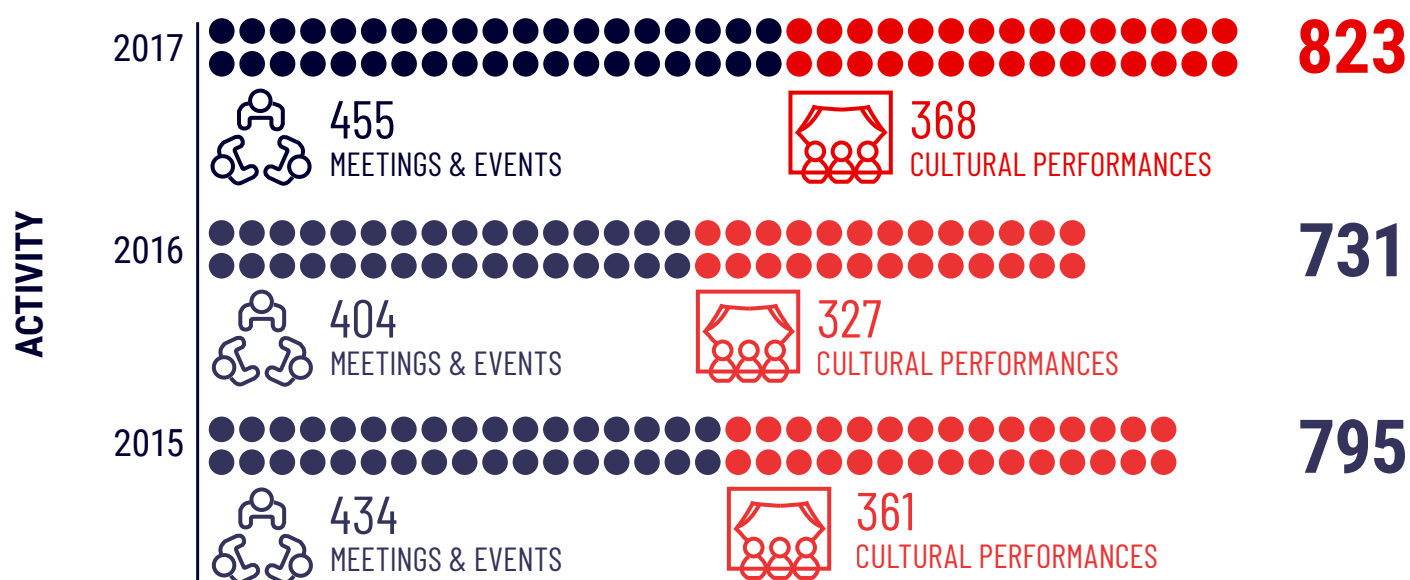


### 528<sub>k</sub>



ATTENDEES





# 1.2

## MEETINGS & EVENTS



**T**he data for 2017 are positive in the area of meetings & events, with **455 regional, national and international events, i.e. 12% more activity than in the previous years**, with the standout areas being **healthcare with a 38%, increase and business with 31%.**

Although the overall balance is positive, mention must be made of the **drop of 16% in the number of congresses staged**, due mainly to the reduction in the number of smaller events. However, **in 2017 the venue hosted 6 congresses with more than 1000 attendees.** It is also worth highlighting that the healthcare sector is becoming the biggest source of events, accounting for 36% of the total, followed by political

parties and associations at 23%. The busiest months were June (6 events), September (5) and October (5).

2017 also saw **the signing of commercial agreements that are set to consolidate the meetings & events sector in the future.**

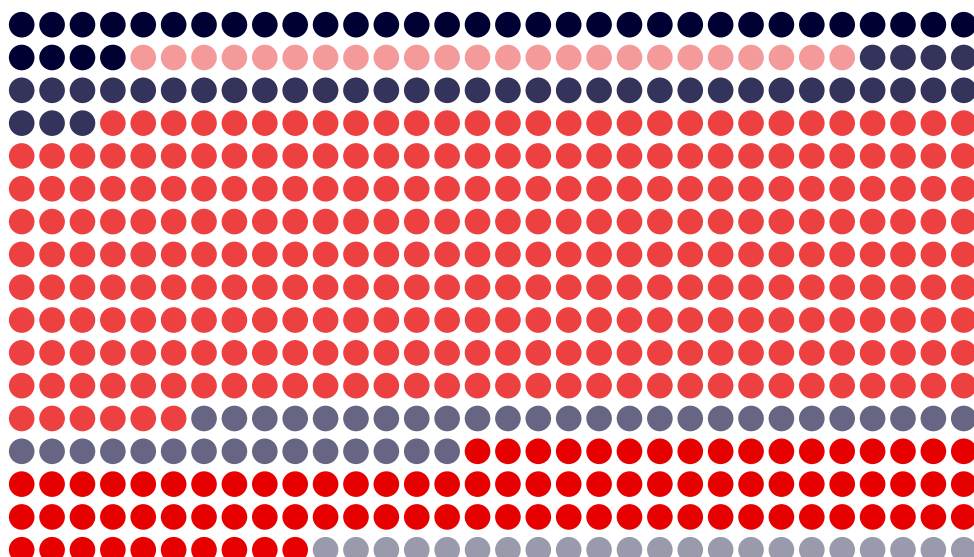
Palacio Euskalduna also reorganised its workforce in line with the sectors of activity that it covers. **Three specialist divisions were set up: congresses, business & culture.**

**455**  
MEETINGS&EVENTS



**12%** • INCREASE  
ON 2016 IN  
MEETINGS&EVENTS

- 30** ● Congresses
- 19** ● Gen. meetings&assemb.
- 34** ● Conventions
- 277** ● Seminars & symposia
- 30** ● Social events
- 53** ● Miscellaneous
- 12** ● Exhibitions

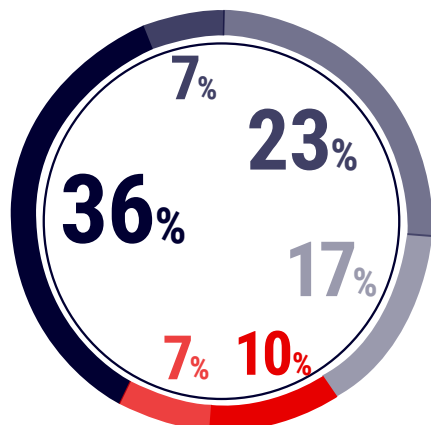




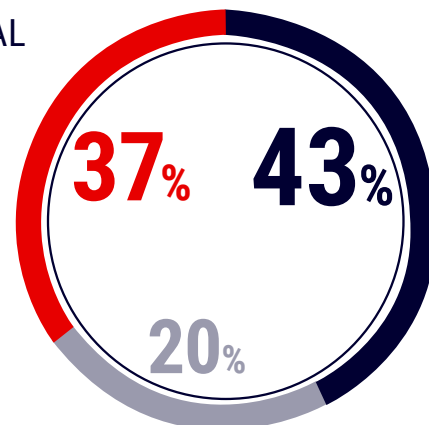


# CLASSIFICATION OF CONGRESSES

## TYPE



## GEOGRAPHICAL SCOPE

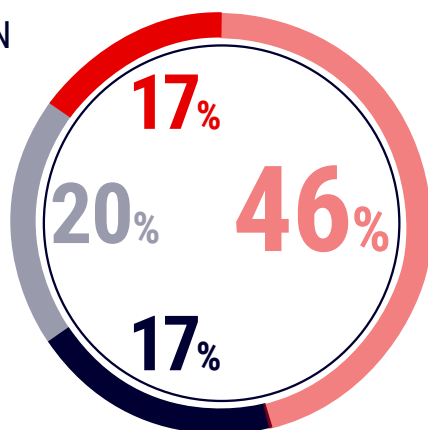


	2017	2016	2015
HEALTHCARE	36%	36%	39%
UNIVERSITY	7%	6%	—
ASSOCIATIONS - POLIT. ORG. UNIONS	23%	8%	13%
BUSINESS	17%	28%	29%
INSTITUTIONAL	10%	17%	19%
MEDIA	7%	5%	—

	2017	2016	2015
INTERNATIONAL	43%	33%	42%
NATIONAL	20%	42%	32%
REGIONAL	37%	25%	26%

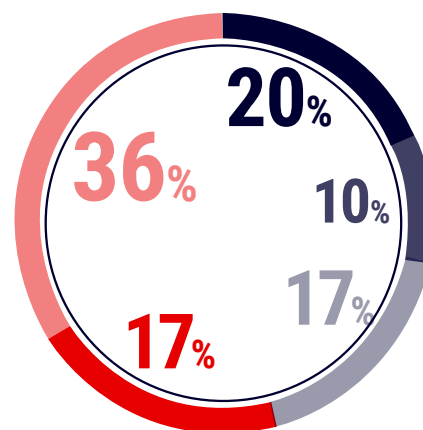


## DURATION



	2017	2016	2015
5 OR MORE DAYS	17%	25%	32%
4 DAYS	20%	22%	16%
3 DAYS	17%	31%	20%
UP TO 2 DAYS	46%	22%	32%

## CLASSIFICATION BY ATTENDEES



	2017	2016	2015
> 1000	20%	17%	26%
UP TO 1000	10%	5%	-
UP TO 750	17%	14%	23%
UP TO 500	17%	8%	6%
UP TO 300	36%	56%	45%





# CONGRESS ATTENDANCE



**T**he Palacio Euskalduna hosted a total of **30 congresses in 2017, 6 of which had more than 1000 attendees.** Stand-out events were:

- >> European Conference on Interventional Oncology. ECIO 2017
- >> 7th International IVI Congress: Reproductive Medicine and Beyond
- >> 53rd National Congress of the Spanish Rheumatology Society (SER 2017)
- >> "El sol" 32nd Ibero-American Festival of Advertising Communication (2017)



**30**

**TOTAL  
CONGRESSES**

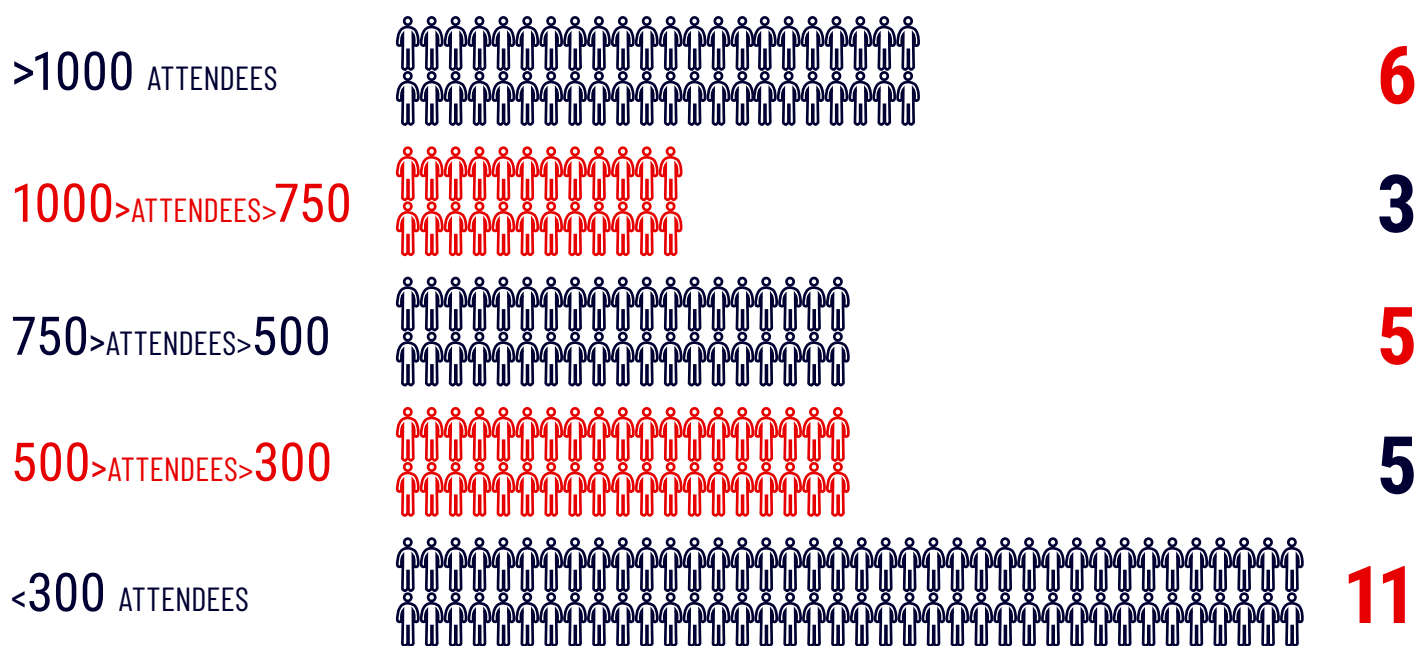


**+50k**

**CONGRESS  
ATTENDEES**



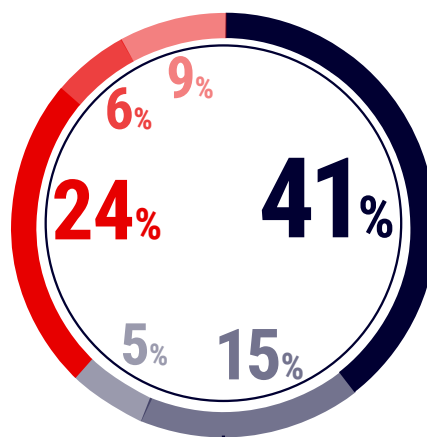




# TYPE OF INVOICING



INVOICING FROM  
MEETINGS &  
EVENTS



	2017	2016	2015
BUSINESS	41%	40%	41%
INSTITUTIONAL	15%	18%	16%
MEDIA	5%	8%	6%
HEALTHCARE	24%	23%	28%
UNIVERSITY	6%	3%	1%
ASSOC. & POLITICAL/UNION ORGANISATIONS	9%	7%	8%



# YEAR-ON-YEAR COMPARISON

455 •  12% • INCREASE ON 2016 IN MEETINGS&EVENTS



## TYPE OF EVENT

### CONGRESSES

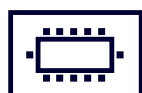
Congress with > 1000 attendees

Congress with up to 1000 attendees

Congress with up to 750 attendees

Congress with up to 500 attendees

Congress with up to 300 attendees



### GEN. MEETINGS

Large meetings (room 2200)

Medium-sized meetings (room 600)

Small meetings (room 150)



### CONVENTIONS

Conventions of up to 150

Conventions of > 150



### SEMINARS & SYMPOSIA

Seminars & symposia



### SOCIAL EVENTS

Social events



### MISCELLANEOUS

Miscellaneous



### EXHIBITIONS

Exhibitions

### TOTAL MEETINGS & EVENTS

2017	2016	2015
<b>30</b>	<b>36</b>	<b>31</b>
6	6	8
3	2	-
5	5	7
5	3	2
11	20	14
<b>19</b>	<b>17</b>	<b>18</b>
6	7	5
3	2	2
10	8	11
<b>34</b>	<b>21</b>	<b>19</b>
11	5	6
23	16	13
<b>277</b>	<b>249</b>	<b>271</b>
277	249	271
<b>30</b>	<b>23</b>	<b>23</b>
30	23	23
<b>53</b>	<b>41</b>	<b>54</b>
53	41	54
<b>12</b>	<b>17</b>	<b>18</b>
12	17	18
<b>455</b>	<b>404</b>	<b>434</b>





# MEETINGS & EVENTS



## CONGRESSES

### MARCH

>> XII jornadas católicos y vida pública en el País Vasco

### APRIL

>> European conference on interventional oncology. ECIO 2017

>> XVI Congreso de especialidades veterinarias

### MAY

>> 7th international IVI congress reproductive medicine and beyond

>> XLIII congreso nacional de la sociedad española de reumatología SER 2017

>> El sol.32 festival iberoamericano de la comunicación publicitaria 2017

### JULY

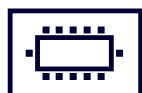
>> International summer school on deep learning

### SEPTEMBER

>> Bizkaia zientzia plaza, ciencia show, NAUKAS

### OCTOBER

>> EBF 2017 european buiatrics forum



## GENERAL MEETINGS

### MARCH

>> Junta general de accionistas del BBVA 2017

### APRIL

>> Junta general de accionistas de Iberdrola 2017

>> Junta general Grupo Vocento

### JUNE

>> Junta preparatoria de socios de trabajo de Eroski

### OCTOBER

>> Asamblea general ordinaria del Athletic Club



## SOCIAL EVENTS

### FEBRUARY

>> XXXIX edición gala Deia kirol sariak

>> Celebración del centenario del colegio de médicos de Bizkaia

>> Entrega de diplomas de ingenieros 159. Promoción de ingenieros industriales, 23. Promoción de telecomunicaciones

### MAY

>> Ceremonia de entrega de diplomas UPV-EHU de la 44ª promoción grado de medicina, 27ª grado de odontología y 3ª del grado de fisioterapia

>> XIV concurso de narrativa para escolares. Fundación Ramon Rubial

### JUNE

>> Nahiko! topaketa 2015-2017

>> Batxiler bigarren mailako ikasleen agurra - Begoñazpi ikastola 2017

>> Colegiatura y banquete anual Colegio Abogados 2017

### SEPTEMBER

>> Begoñako Andra Mari irakasleen unibertsitate eskolako diplomen banaketa 2017

### OCTOBER

>> Acto de memoria y reconocimiento al empresariado vasco víctima del terrorismo. CONFEBASK

### NOVEMBER

>> Conferencia don Pasquale Fineco

>> Premios Cluster de alimentación de Euskadi

### DECEMBER

>> Bikain ziurtagirien banaketa



## SEMINARS & SYMPOSIA

### MAY

- >> X jornadas de enfermería del País Vasco
- >> Encuentro empresarial CEBEK 2017 la función social de la empresa y su papel en la sociedad
- >> Global innovation day 2017 the time is in your hands

### JUNE

- >> II Bilbao mentoring conference
- >> 4ª edición foro estrategia topagunea 2017 estrategia empresarial
- >> Biscay ESG global summit 2017

### JULY

- >> Learn to trade curso de inversión y trading para principiantes con José Manuel Torres
- >> Ponencia mentes expertas. Ponente Victor Koppers

### OCTOBER

- >> 3ª jornada de innovación social
- >> DPA forum. Diseño, proyectos y arquitectura
- >> IX edición "Lo que de verdad importa Bilbao"
- >> Foro culture for a better world

### NOVEMBER

- >> Jornada inaugural de la XVII semana de la ciencia, tecnología e innovación 2017
- >> Closing event of the "European Week 2017"
- >> XV foro Mutualia Noviembre 2017. Nueva ley de autónomos

### DECEMBER

- >> Jornada experiencial de emprendimiento - Blue BBVA Challenge 3ª edic.
- >> VIII jornadas de psicología laboral
- >> Nazioarteko mendiko zinemaldia. Bilbaomendi film festival
- >> Lecciones de Bilbao. Conversaciones en torno a la transformación. Acto inaugural. Diálogo entre alcaldes
- >> IV foro concursal del TAP
- >> La empresa y el cierre fiscal de 2017



## EXHIBITIONS

### JUNE

- >> III salón del manga y cultura japonesa de Bilbao

### OCTOBER

- >> Pokemon Spain October 2017
- >> Expokiolak 2017

### NOVEMBER

- >> 10ª edición salón inmobiliario de viviendas y decoración de Euskadi -SIE- 2017
- >> FIG Bilbao, festival internacional de grabado y arte sobre papel

### DECEMBER

- >> Fun&serious game festival 2017
- >> Exposición Rolls-Royce, un siglo de estilo

The list of events is not exhaustive ●

# MEETINGS & EVENTS



## CONVENTIONS

### JANUARY

- >> Convención área comercial seguros Santa Lucía 2017
- >> Skoda Poland
- >> Digital day Leroy Merlin

### FEBRUARY

- >> Innovation summit ISDIN
- >> Quorum turismos 2017. Mercedes
- >> Convención de Agencias Reale
- >> Convención directivos Kutxabank 2017

### MARCH

- >> Convención anual de la dirección territorial de Caixabank en el País Vasco y Cantabria
- >> Presentación in-wash Roca baños

### APRIL

- >> Samsung dealer convention
- >> Presentación Tony & Guy peluquería

### MAY

- >> Jornadas comerciales EDP B2B 2017

### JUNE

- >> L'OREAL 2017 semifinal colourtrophie
- >> Encuentro empower ENDESA

### NOVEMBER

- >> Jornadas profesionales PFIZER







## MISCELLANEOUS EVENTS - OTHERS

### FEBRUARY

- >> Eit food-show cooking
- >> Foro expectativas económicas - El Correo

### JUNE

- >> Bizkaia summer jaia social fest

### SEPTEMBER

- >> Puertas abiertas Open House Bilbao

### OCTOBER

- >> Cantábrico. Los dominios del oso pardo. Fundación BBVA
- >> Programa "Dial Tal Cual"

### NOVEMBER

- >> Alex Txikon - Everest, un reto sobrehumano
- >> Oleotour Jaén
- >> Programa emisión estatal "La ventana" de Carles Francino con motivo del Fair Saturday

The list of events is not exhaustive ●



# 1.3

## CULTURE



**T**he Palacio Euskalduna offered the following in 2017: a broad range of cultural events for all audiences, including ballet, operetta, opera, theatre, jazz, musicals, etc. **In all there were 368 performances, 12% more than in 2016, resulting in an increase of 4% in invoicing.**

In its cultural events programme, the Palacio Euskalduna complex opened two new venues in 2017 to extend its range still further: **the Euskalduna Urban Hall and Euskalduna Outdoor**. It must be mentioned in this regard that the reorganisation of the centre's workforce resulted in the setting up of a division specialising in the arranging of entertainment performances.

This increase in events was paralleled by an increase in audience numbers, which rose to **325,730 people**.

# 368

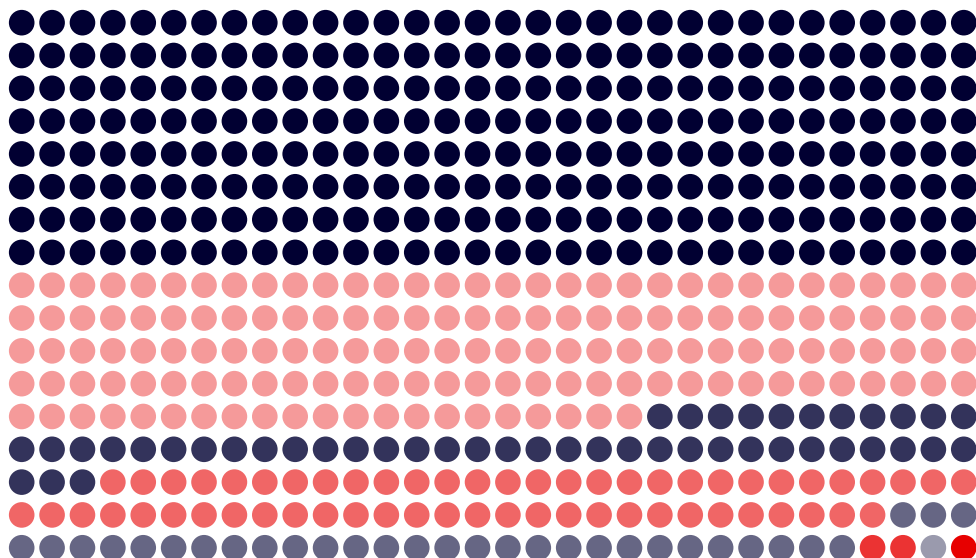


# 12%



**INCREASE ON 2016  
IN CULTURAL  
PERFORMANCES**

- 177** ● Auditorium
- 105** ● Theatre hall A1
- 31** ● Hall A3
- 17** ● Hall A4
- 2** ● Hall A2
- 34** ● Barria Hall
- 1** ● Euskalduna Urban Hall
- 1** ● Euskalduna Outdoor

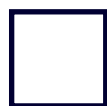




# YEAR-ON-YEAR COMPARISON OF PERFORMANCES



	2017	2016	2015
<b>AUDITORIUM</b>	<b>177</b>	<b>166</b>	<b>170</b>
Orchestral concerts	60	56	56
Band concerts	11	10	10
Classical music concerts & recitals	4	3	3
Musika - Música	17	15	16
Opera	20	23	25
Ballet & Dance	8	14	9
Operetta	4	3	4
Other concerts & recitals	16	14	17
Theatrical performances	35	22	26
Performances & entertainment at social events	2	6	4



<b>THEATRE HALL A1</b>	<b>105</b>	<b>85</b>	<b>95</b>
Orchestral concerts	18	22	24
Classical music concerts & recitals	-	1	-
Musika - Música	15	16	16
Ballet & Dance	3	2	5
Other concerts & recitals	3	4	4
Theatrical performances	64	37	44
Performances & entertainment at social events	2	3	2



<b>HALL A3</b>	<b>31</b>	<b>36</b>	<b>49</b>
Other concerts & recitals	9	8	8
Musika - Música	14	16	16
Theatrical performances	8	12	25



<b>HALL A4</b>	<b>17</b>	<b>16</b>	<b>16</b>
Musika - Música	17	16	16

**BARRIA HALL**

Musika - Música

Other concerts &amp; recitals

Theatrical performances

**HALL A2**

Classical music concerts &amp; recitals

Musika - Música

**EUSKALDUNA URBAN HALL**

Other concerts &amp; recitals

**EUSKALDUNA OUTDOOR**

Performances &amp; entertainment at social events

**TOTAL CULTURAL PERFORMANCES****34**

12

2

20

**2**

2

-

**1**

1

**1**

1

**368****12**

-

-

12

**12**

-

12

-

-

-

-

**327****20**

-

1

19

**11**

-

11

-

-

-

-

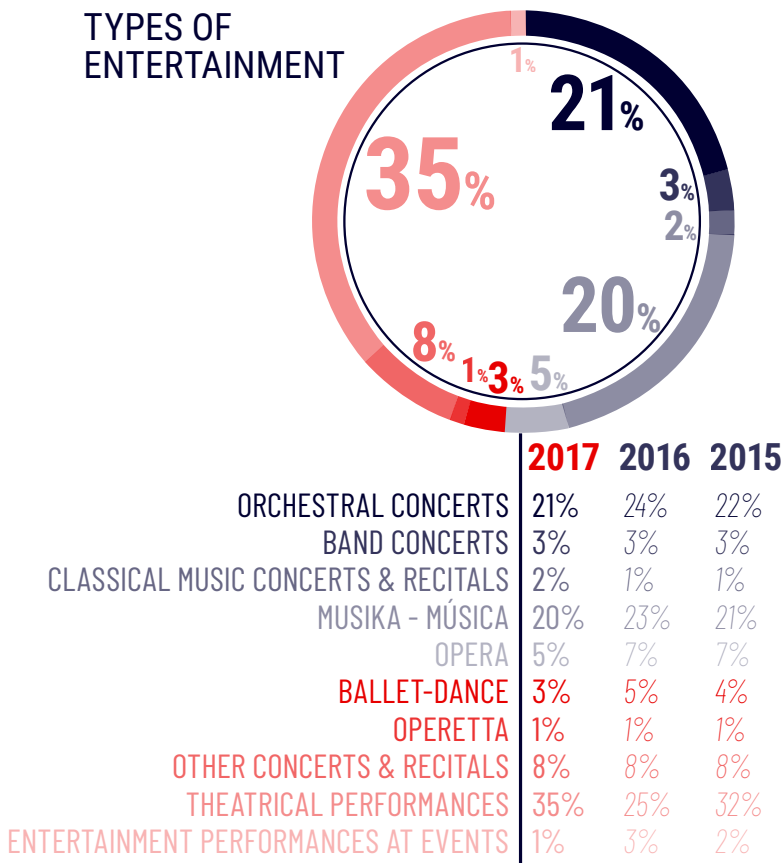
**361**

# TYPES OF ENTERTAINMENT

**T**he Palacio Euskalduna centre offers a broad range of cultural events, **including opera, ballet, music & other musical shows that extend the range of cultural events in Bizkaia.**

This range of entertainment is aimed at the general public, but also at family audiences & children. 2017 stood out in particular for the success of the performances staged in Basque.

The figures show that **the most frequent type of performance was theatre (127), maintaining the upward trend of recent years (83 in 2016 & 114 in 2015)**, followed by orchestral concerts (78), concerts in the Música-Musika programme (75), other concerts, recitals and classical music performances (37), opera (20), band concerts and ballet/ dance (11 each), performances & entertainment at social events (5) and operetta (4).





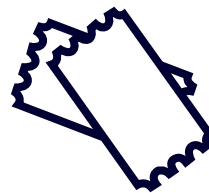


# TICKET SALES



**T**he revenue from **ticket sales through the centre's own channels increased 20% on 2016**. In all over €4,600,000 was invoiced, compared to €3,616,000 in 2016 and €4,266,000 in 2015.

New times bring new ways of purchasing/selling tickets. New technologies are being used more and more in ticket sales at the Euskalduna centre: 2017 saw a **20% increase in sales of tickets** via the centre's own website: **[www.euskalduna.eus](http://www.euskalduna.eus)**



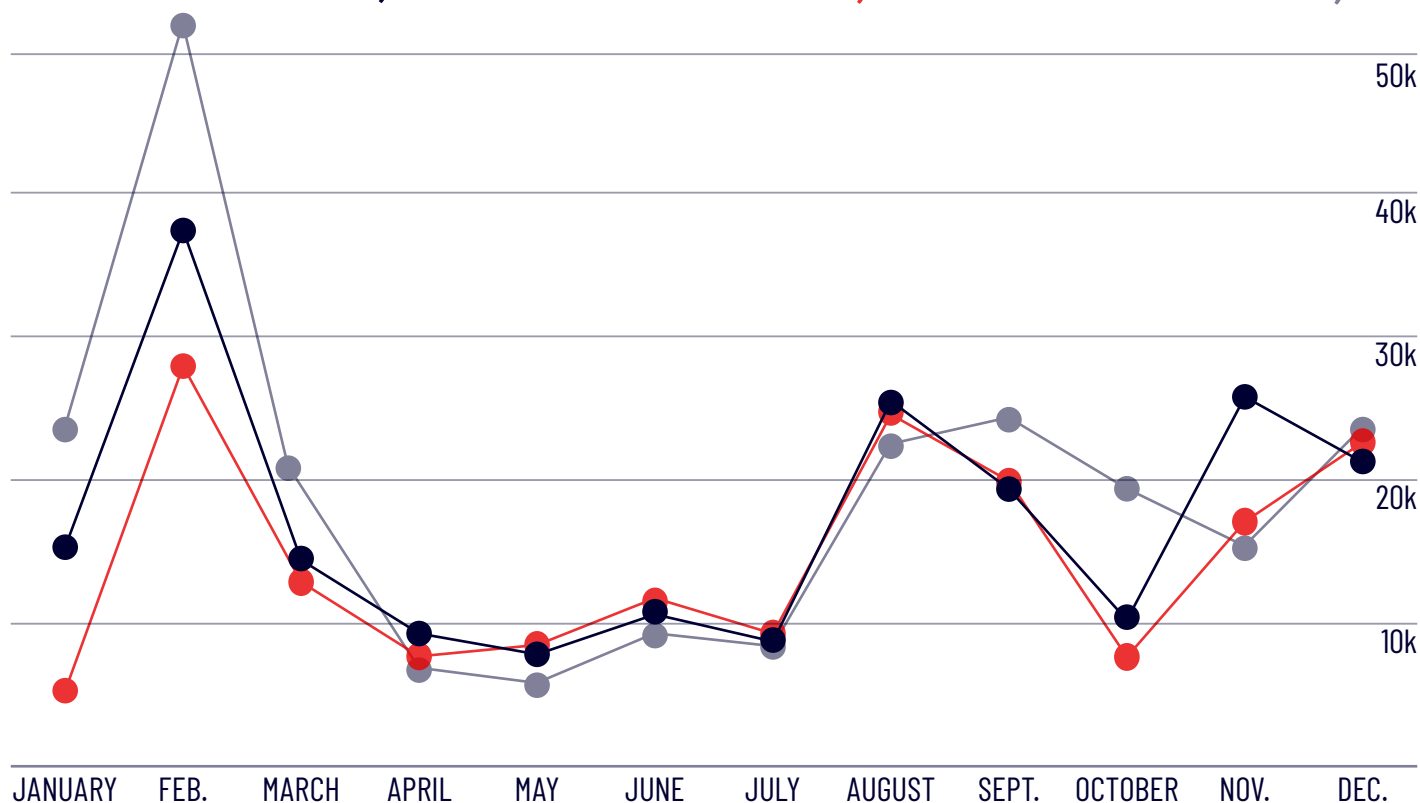
## 208<sub>k</sub>



### TICKET SALES

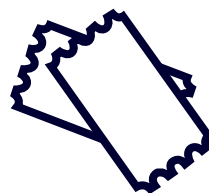
## TREND IN TICKET SALES

**2017** TOT. 208,923    **2016** TOT. 182,103    2015 TOT. 239,370



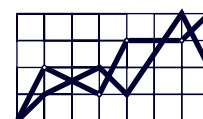
\*\* General sales via Euskalduna centre channels (euskalduna.eus), not including BOS, OSE, ABAO & external channels.





**4.6M€**

●  
**INVOICING  
FROM TICKET  
SALES**

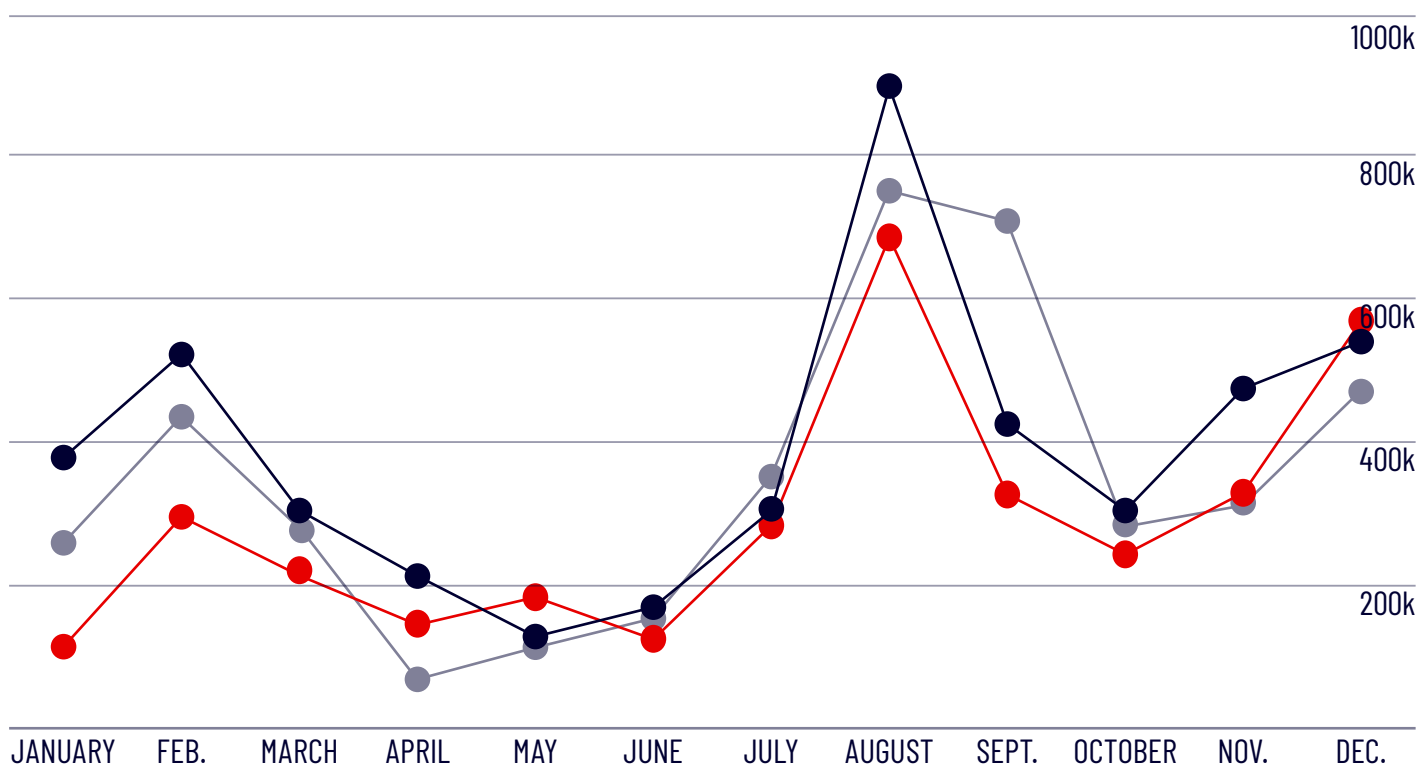


**+20%**

●  
**INCREASE ON  
INVOICING IN  
2016**

## TREND IN REVENUES

**2017** TOT. 4,628K€   **2016** TOT. 3,616K€   **2015** TOT. 4,226K€



# REGULAR SEASONS



**E**uskalduna has **five high-quality regular seasons** among its broad programme of cultural events each year, organised by the following bodies:

- >> **BOS** (Bilbao Symphony Orchestra)
- >> **ABAO** (Bilbao Association of Friends of the Opera)
- >> **OSE** (Basque Symphony Orchestra)
- >> Musika - Música (**Fundación Bilbao 700**)
- >> **BilbaoMusika**



# 5



**REGULAR  
SEASONS**



# THANK YOU VERY MUCH!



**B**ilbao *musika* - *eus*



# STAND-OUT CULTURAL EVENTS



## CLASSICAL MUSIC

### CONDUCTORS

- >> Andrew Gourlay
- >> Carlos Miguel Prieto
- >> Michael Nesterowicz
- >> Erik Nielsen
- >> Lorenzo Viotti
- >> Robert Howarth
- >> John Axelrod
- >> Johannes Debus
- >> Ainars Rubikis
- >> Hans Graf
- >> José Ramón Encinar
- >> Paul Daniel
- >> Jun Märkl
- >> Andrey Boreyko
- >> Juan José Ocón
- >> Valery Gergiev
- >> Alexander Sladkovsky
- >> Marco Comin
- >> René Jacobs
- >> Daniel Reuss
- >> J. Rafael Pascual-Vilaplana
- >> Yaron Traub
- >> Eliahu Inbal

### SOLOISTS

- >> Ivo Pogorelich
- >> Denis Matsuev
- >> Alexandra Soumm
- >> Hiroo Sato
- >> Asier Polo
- >> Benjamin Grosvenor
- >> Nicholas Angelich
- >> Pinchas Zucherman
- >> Joaquín Achúcarro
- >> Miren Urbietta-Vega
- >> Sophie Karthäuser
- >> Roberto Arónica
- >> Ángela Meade
- >> Roman Burdenko
- >> Simon Keenlyside
- >> Simón Orfila
- >> María Bayo
- >> Gregory Kunde
- >> Anna Pirozzi
- >> Vincenzo Constanzo
- >> Carmen Gianntasio
- >> Carlos Chausson
- >> Jessica Pratt

## OPERA

- >> "Stiffelio" (G. Verdi)
- >> "Don Giovanni" (W.A. Mozart)
- >> "Andrea Chénier" (U. Giordano)
- >> "I Masnadieri" (G. Verdi)
- >> "Don Pasquale" (G. Donizetti)

## ORCHESTRAS

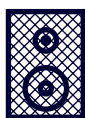
- >> Bilbao Orkestra Sinfonikoa
- >> Orquesta Sinfónica de Euskadi
- >> Euskal Herriko Gazte Orkestra (EGO)
- >> Banda Municipal de Música de Bilbao
- >> Banda Municipal de Txistularis de Bilbao
- >> Orchestre National Bordeaux Aquitaine
- >> Strauss Festival Orchestra
- >> Cinema Symphony Orchestra
- >> Orquesta Sinf. Teatro Mariinsky de S. Petersburgo
- >> Orquesta Sinfónica Estatal de Kazan
- >> Orquesta de Gartnerplatz de München
- >> Orquesta Barroca de Helsinki
- >> One World Symphonic Orchestra
- >> Orquesta Sinfónica Estatal Ucraniana
- >> Orquesta Sinfónica de Galicia
- >> Orquesta Sinfónica del Principado de Asturias
- >> Janáček Philharmonic Orchestra Ostrava
- >> Orquesta Sinfónica de Navarra Pablo Sarasate
- >> Orquesta Ciudad de Granada
- >> Wiener Kammer Orchester

## CHOIRS

- >> Coro de Ópera de Bilbao
- >> Sociedad Coral de Bilbao
- >> Coro del Conservatorio de la S. Coral de Bilbao
- >> Gaudeamus korala
- >> Coro de Cámara Ars Poliphonica

## RECITALS

- >> Cecilia Bartoli
- >> Daniella Barcelona y Leo Nucci



## MODERN MUSIC

- >> José Luis Perales
- >> Salvatore Adamo
- >> Dani Martín
- >> Antonio Orozco
- >> Ara Malikian
- >> David Bustamante
- >> Vanessa Martín
- >> Robe Iniesta
- >> Raphael
- >> Loquillo
- >> India Martínez
- >> Gatibu
- >> Mikel Erentxun
- >> Merche



## THEATRE

- >> Les Luthiers "iChist!"
- >> "El amor sigue en el aire"
- >> "Viejóvenes"
- >> El Brujo "El Asno de Oro"
- >> El Mago Sun "Magic Spectacular"
- >> "La Casa de Bernarda Alba"
- >> "Toc Toc"
- >> "Ya no me ves #elchicoinvisible"
- >> "El Test"
- >> "Cartas de Amor"
- >> "Como en la casa de uno ...ningún sitio"
- >> "50 Sombras de Andreu 2"
- >> "Cabaret Chihuahua"
- >> "El amor es pa ná"



## BALLET / DANCE

- >> Moscow State Ballet "El Cascanueces". "El lago de los cisnes"
- >> Royal Russian Ballet
- >> Russian Classical Ballet "La Bella Durmiente"
- >> Ballet Nacional Ruso "El lago de los cisnes"
- >> "Carmen" de Salvador Tavora
- >> Estudio Ballet Clásico Teresa González Ardanaz
- >> Estudio Ballet Iñigo Fidalgo
- >> Estudio de Danza Nuria y Rakel
- >> Campeonato D'Zanp



## OPERETTA

- >> El Caserío
- >> La Tabernera del Puerto



## CHILDREN'S SHOWS

- >> Cantajuego "La Fiesta de mi pueblo"
- >> Festival Clan "Ven a mi cumple"
- >> Pica Pica Navidad Navi
- >> Pinotxo hariekin lotu Gabe
- >> "Bella y Bestia - El Musical"
- >> "Oliver Twist - El Musical"
- >> Pirritx, Porrotx eta Marimotos "Borobilean"
- >> Payasos Txappitel



## MUSICALS

- >> Dirty Dancing

# 1.4

## SATISFACTION LEVELS

**U**nder its quality & continuous improvement policy Palacio Euskalduna measures and analyses organisers of and attendees at meetings, events & cultural performances.

**In all cases the results for 2017 are better than those for 2016.**



### ATTENDEES

2015

2016

2017



### ORGANISERS

2015

2016

2017



### MEETINGS&EVENTS

4.62

4.57

**4.62**<sub>/5</sub>

4.48

4.42

**4.45**<sub>/5</sub>

### CULTURE

4.68

4.53

**4.61**<sub>/5</sub>

4.47

4.38

**4.71**<sub>/5</sub>









# 2

## FINANCIAL INFORMATION



**6,899<sub>k</sub>**

TOTAL INVOICING



**301<sub>k</sub>**

OPERATING  
PROFIT (CASH  
FLOW)



**88,458<sub>k</sub>**

GDP GENERATED

# 2.1

## OPERATING ACCOUNTS. YEAR-ON-YEAR TREND



**T**he Euskalduna centre ended 2017 with an **operating profit** (positive EBITDA) of **€301,691.18**, a highly positive figure which means that the trend of earlier years was maintained in 2017.

This means that once again this year there was no cause to resort to public subsidies.

**The increase of 2.55% in revenues** enabled us to offset the increase in expenditure that resulted from rises in local taxes and the launching of strategic projects for the centre.

Along with the operating profit made, we must also consider the **economic impact** of operations at the Euskalduna centre for the **Basque GDP**, which has been calculated as **€88.45 million** according to the international auditing firm Deloitte.

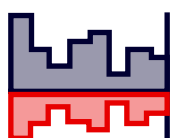
**This enabled us to maintain 1401 jobs and generate tax revenues for the public treasury of €6,960,755.**





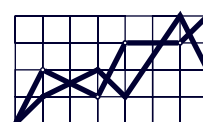
# 6,899<sub>k</sub>

**TOTAL  
INVOICING**



# 301<sub>k</sub>

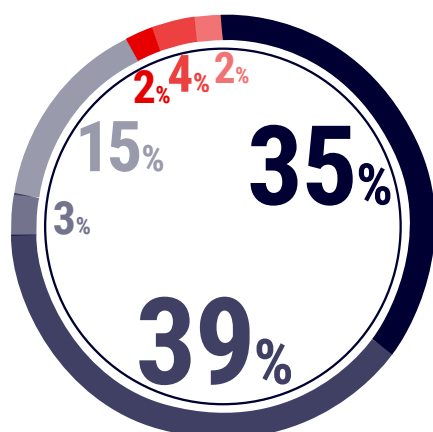
**OPERATING  
PROFIT (CASH  
FLOW)**



# +2.55%

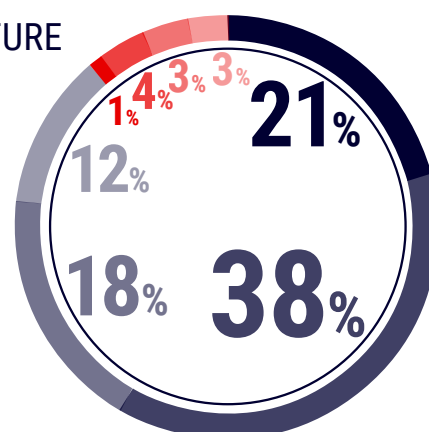
**INCREASE IN  
INVOICING**

## INCOME



	2017	2016
CULTURAL ACTIVITIES	35%	35%
CONGRESS ACTIVITIES	39%	40%
BOS REVENUE RENTAL	3%	3%
CONCESSION HOLDERS	15%	16%
OTHER FINANCIAL OPERATING	2%	2%
INCOME	4%	3%
TICKET SALES	2%	1%
OTHERS	0%	0%

## EXPENDITURE



	2017	2016
PERSONNEL	21%	23%
EXTERNAL SERVICES	39%	37%
MANTEINANCE & REPAIRS	18%	19%
SUPPLIES	12%	13%
INSURANCE PREMIUMS	1%	1%
ADVERTISING & MARKETING	4%	3%
TAXES	3%	2%
OTHERS	2%	2%

# BREAKDOWN OF BALANCE SHEET



€ **6,899k**  
TOTAL INCOME

€ **6,598k**  
TOTAL EXPENDITURE

	2017	2016	DIFFERENCE	%
<b>TOTAL INCOME</b>	<b>6,899,732.64</b>	<b>6,728,443.17</b>	<b>270,615.34</b>	<b>2.55%</b>
Income from culture	2,428,303.14	2,338,496.71	89,805.77	3.84%
Income from meetings & events	2,694,819.36	2,724,294.82	-29,475.46	-1.08%
BOS venue rental	214,261.56	214,261.56	-	-%
Income from concession holders	1,063,682.36	1,059,059.51	4,623.17	0.44%
Other operating income	128,796.80	125,068.63	3,728.17	2.98%
Financial income	235,932.11	191,332.20	44,599.91	23.31%
Income from ticket sales	129,306.15	67,713.02	61,593.13	90.96%
Other income	4,630.84	8,216.72	-3,585.08	-43.63%
<b>TOTAL EXPENDITURE</b>	<b>6,598,041.46</b>	<b>6,327,426.12</b>	<b>270,615.34</b>	<b>4.28%</b>
Personnel costs	1,388,256.34	1,462,370.87	-74,114.53	-5.07%
Ext. serv. (service prov. contracts)	1,089,508.31	960,880.64	128,627.67	13.39%
Ext. serv. (work by other firms)	1,209,712.21	1,165,360.20	44,352.01	3.81%
Maintenance & repairs	1,211,486.45	1,216,312.17	-4,825.72	-0.40%
Supplies	771,973.68	805,601.30	-33,627.62	-4.17%
Independent professional services	178,773.67	98,269.52	85,671.60	87.18%
Insurance premiums	58,184.64	59,578.47	-1,393.83	-2.34%
Advertising & marketing	248,949.6	217,715.86	26,924.46	12.37%
Other expenses & services	132,395.58	121,055.05	10,482.54	8.66%
Taxes	207,341.90	143,588.76	63,753.14	44.40%
Financial expenses	100,141.23	69,506.13	30,634.10	44.08%
Extraordinary expenses	1,317.67	7,187.15	-5,869.48	-81.67%
<b>FINANCIAL OPERATING RESULT</b>	<b>301,691.18</b>	<b>401,017.05</b>	<b>-99,325.73</b>	<b>-24.77%</b>

- The result for the financial year is -€1,325,259.04. After depreciation, amortisation & capital subsidies to the tune of 1,626,950.22€.







# 2.2

## ECONOMIC IMPACT



**88,458<sub>k</sub>**

GDP GENERATED



**6,960<sub>k</sub>**

TAX REVENUES

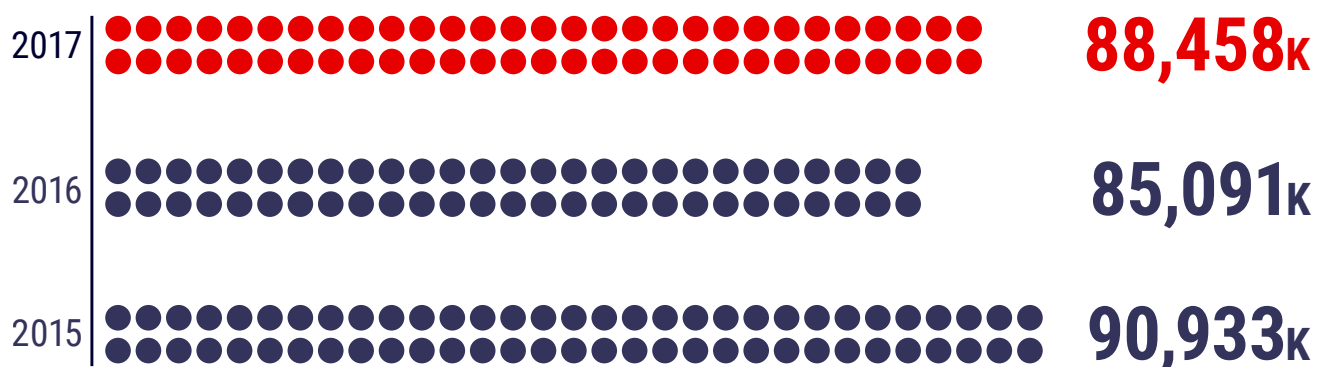


**1,401**

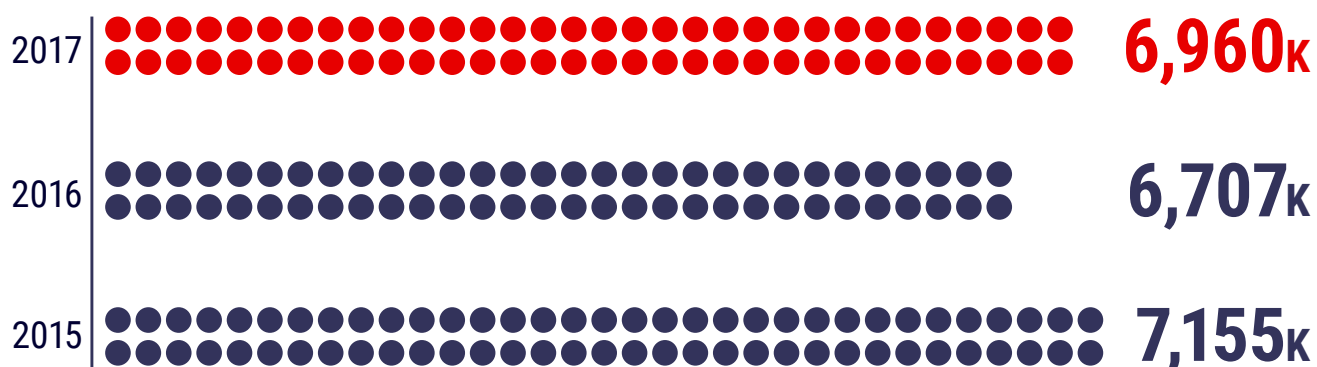
JOBS CREATED



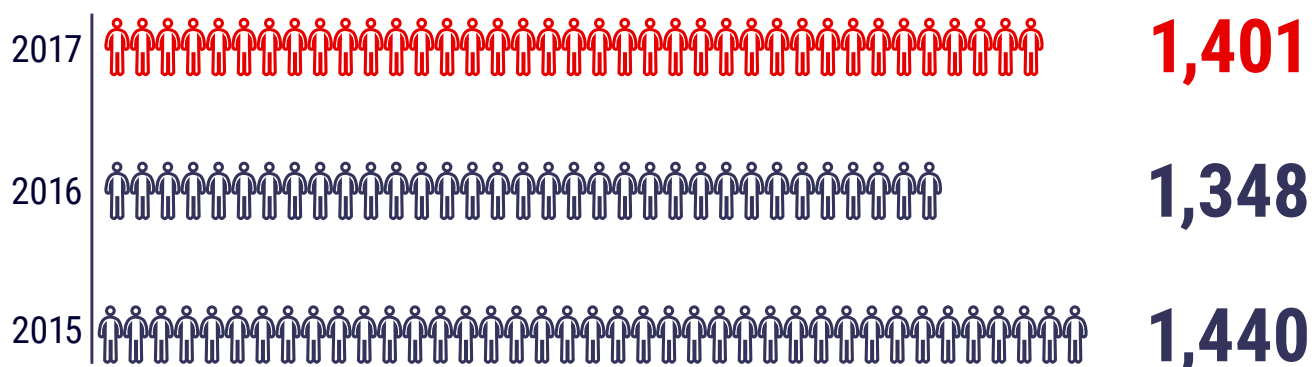
## GDP GENERATED



## TAXES



## JOBS





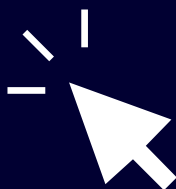
# 3

## DIGITAL EUSKALDUNA



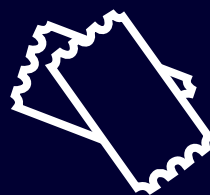
**+10<sub>k</sub>**

FOLLOWERS  
ON SOCIAL  
NETWORKS



**485<sub>k</sub>**

UNIQUE  
VISITORS TO  
WEBSITE



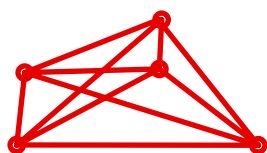
**49%**

INCREASE ON  
TICKET SALES  
[www.euskalduna.eus](http://www.euskalduna.eus)



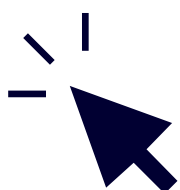
# 3.1

## YEAR-ON-YEAR DIGITAL TREND



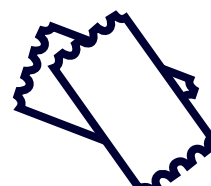
**5.963<sub>M</sub>**

IMPRESSIONS ON  
SOCIAL NETWORKS



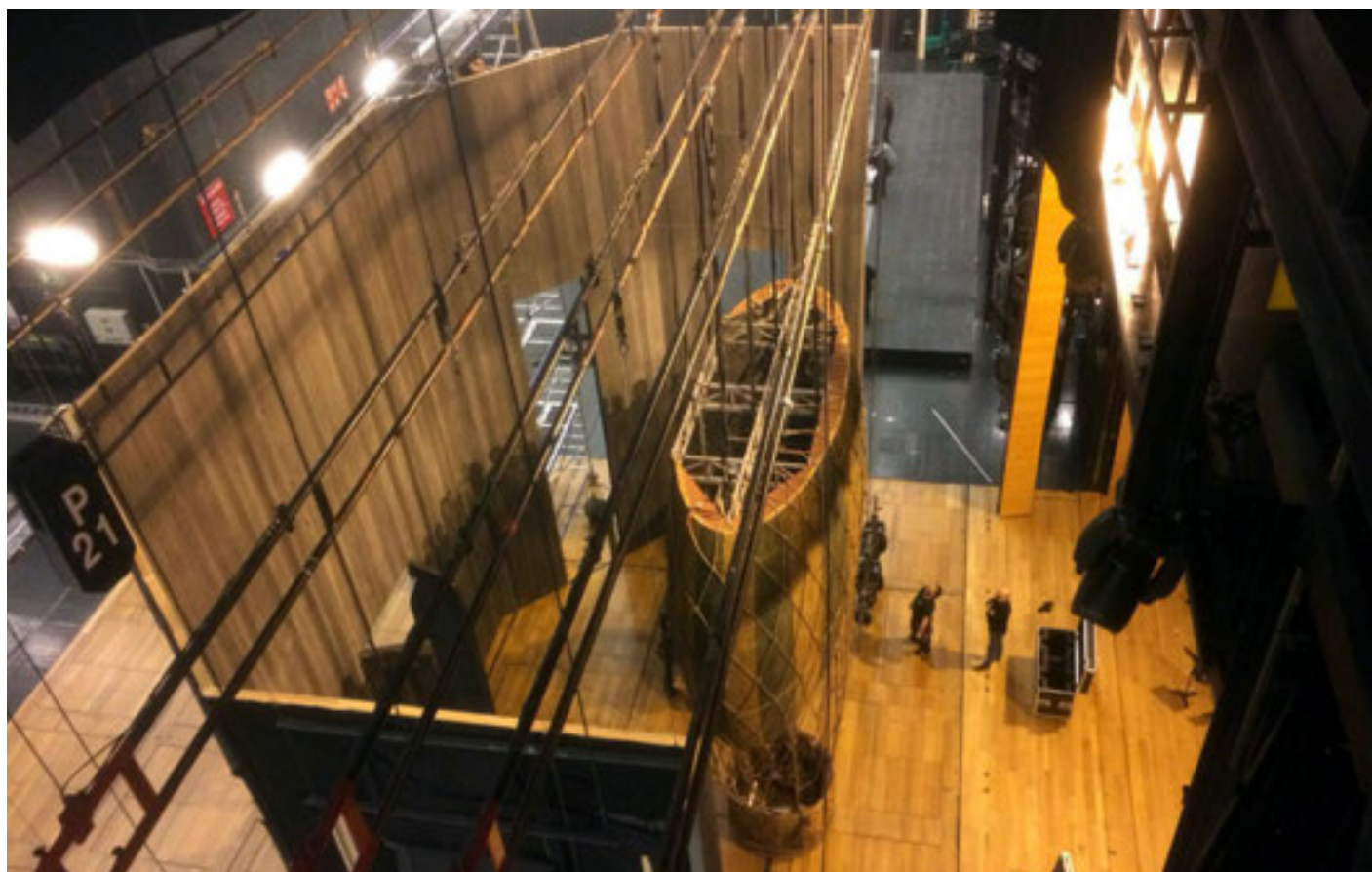
**485<sub>k</sub>**

UNIQUE VISITORS  
TO WEBSITE

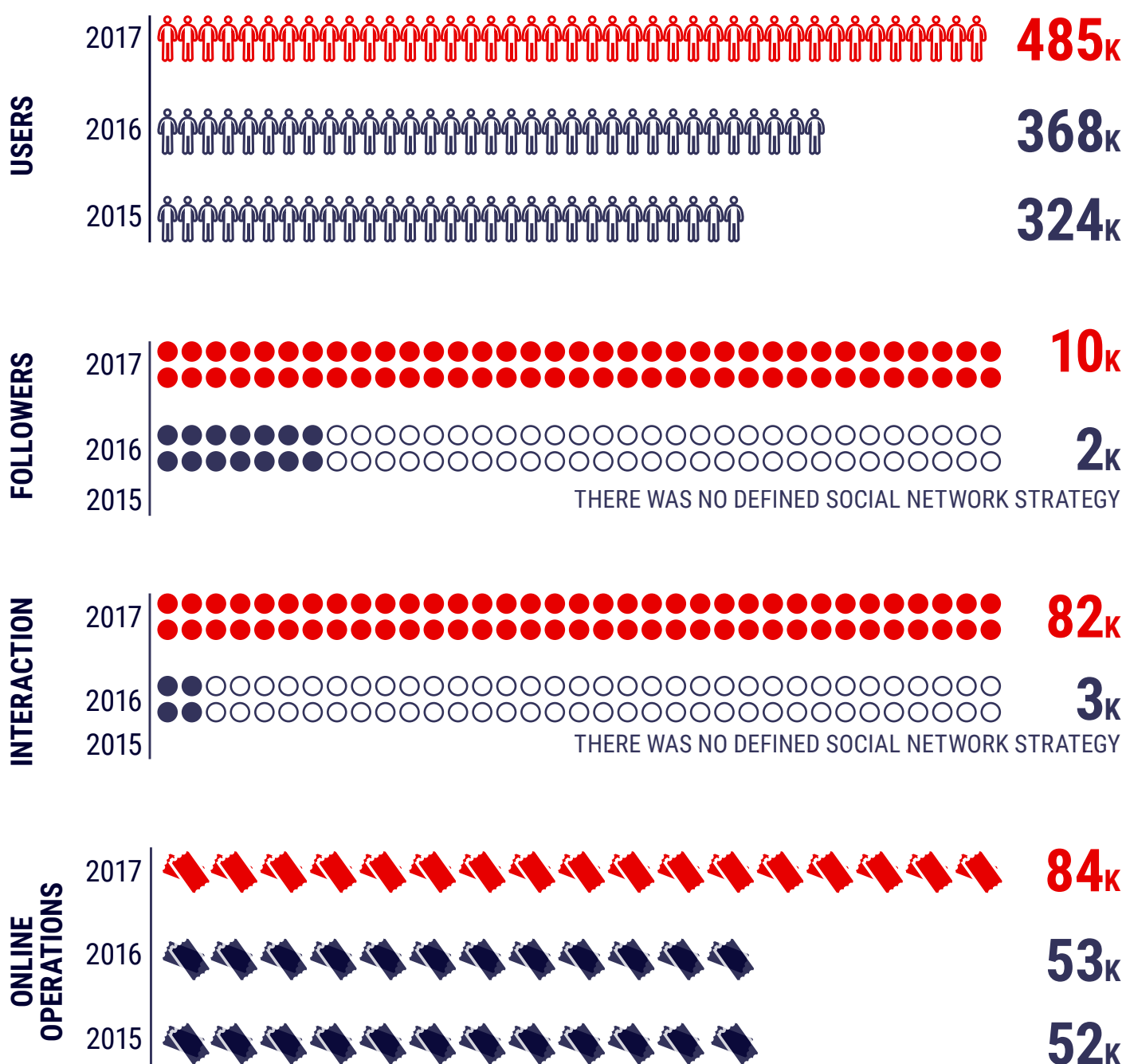


**84<sub>k</sub>**

ONLINE SALES  
[www.euskalduna.eus](http://www.euskalduna.eus)







# 3.2

## WEBSITE



**T**he website of the Palacio Euskalduna centre ([www.euskalduna.eus](http://www.euskalduna.eus)) was one of the drivers for communicating its operations. This goes for both providing information on shows and offering other services to businesses & other groups.

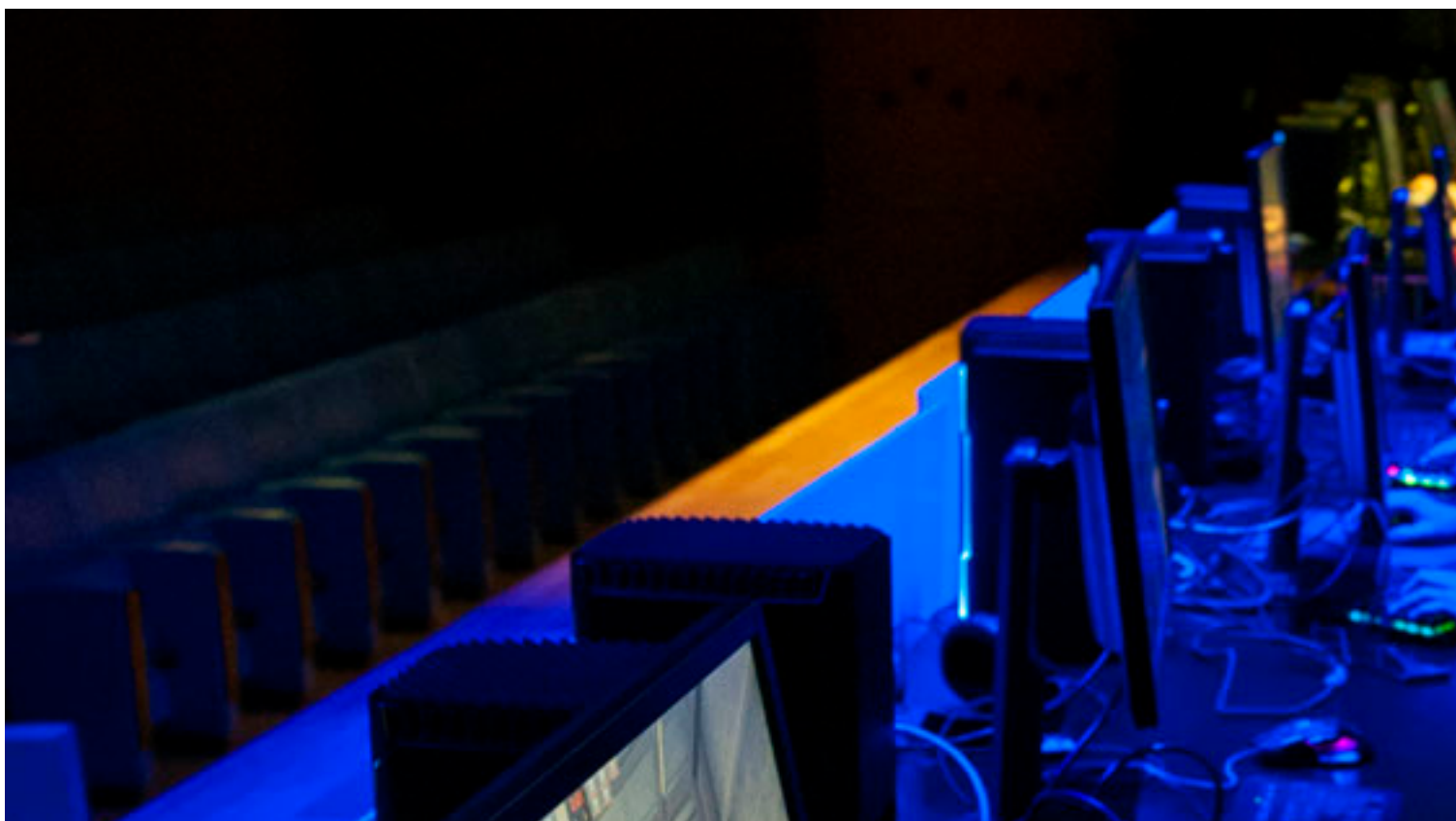
In general terms, the number of visitors to the site was up by 40% on the figure for 2016, which translates as over **785,000 sessions** with 485,528 unique users. Growth was greatest in the months in which campaigns were run (Aste Nagusia and Christmas): +51% in August and +21% in December. Mobile data traffic also increased in 2017.

In fact mobile devices were the most frequent means used to access the site with an increase of 76.29% in its use.

>> Over **485k visitors to the website** viewed 3,669,129 pages.

>> The **average duration** of visits was **over 4 minutes**, evidencing great interest in the information available on the site.

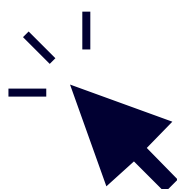
>> In 2017 mobile data traffic was up by 76.18% on 2016, with 447,206 sessions. Sessions from computers were up by 7.19% to 258,487 and those from tablets were up by 22.58% to 79,399.





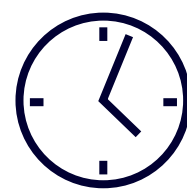
**+76.29%**

●  
UP ON MOBILE  
TRAFFIC FOR 2016



**485<sub>k</sub>**

●  
UNIQUE VISITORS  
TO WEBSITE



**4<sub>MIN</sub>**

●  
AVGE. DURATION  
OF VISIT



# 3.3

## SOCIAL NETWORKS



**T**he social network accounts of the centre reached **over 5,963,000 impressions** in 2017. With **over 10,000 followers**, social networks are a direct channel for communication between the centre and the public.

>> The number of **Twitter** followers doubled in 2017 to 915. The impressions generated by tweets posted by the official account totalled 669,405, and generated **20,000 interactions**.

>> The **Facebook** account gained 6,832 followers in the year, bringing it up to 8,126. Between organic & sponsored

visits, there were a total of **5,161,791 impressions & 57,377 interactions**.

>> With 47 updates, the centre's **LinkedIn** profile has **107 followers**.

>> The videos on the Euskalduna **YouTube** channel were viewed 129,344 times and shared 47 times. The channel has **38 subscribers**.

>> The centre's official **Instagram** profile has 960 followers and logged **3,881 interactions** in 2017.

>> Videos on **Vimeo** achieved 3,341 views.

>> The **Flickr** profile, on which 474 photos are posted, has 8 followers.





8,126

FOLLOWERS



915

FOLLOWERS



129,344

VIEWS



107

FOLLOWERS



960

FOLLOWERS



4.5

EXCELLENT RATING

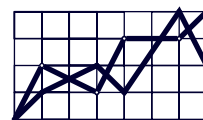


# TREND IN SOCIAL NETWORKS



**T**he data on social network activity are very good when viewed over time, with an increase in followers of over 300% on the figure for the previous year (1,783 in 2016 and 10,033 in 2017)

The trend is especially positive on **Facebook**, with a **year-on-year increase of almost 500%**. **Twitter** was up by **125%**. Special mention must be made of the 3rd quarter of 2017, when Facebook follower numbers doubled.



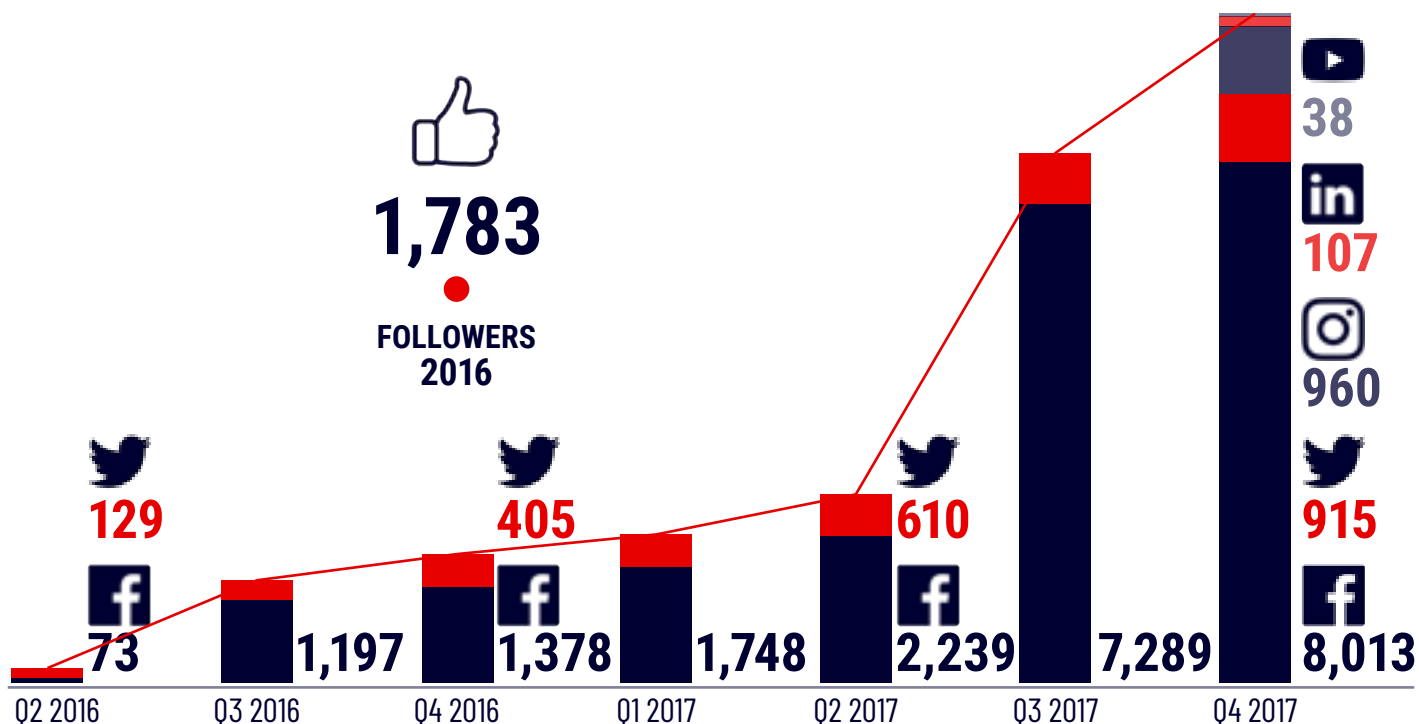
**+303%**

**SOCIAL MEDIA  
FOLLOWERS ON 2016**



**10,033**

**FOLLOWERS  
2017**



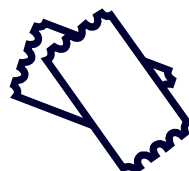


# 3.4

## ONLINE TICKET SALES VIA EUSKALDUNA.EUS

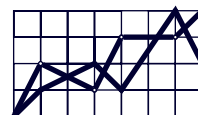
**T**he sale of tickets for shows at the centre via its own website ([www.euskalduna.eus](http://www.euskalduna.eus)) were up on the figure for 2016 by **nearly 28,000 tickets**.

This increase is attributable not just to the fact that **there were more shows** but also to the cut in VAT applicable to cultural events and the efforts made to update and digitise services at the centre.



### 84k

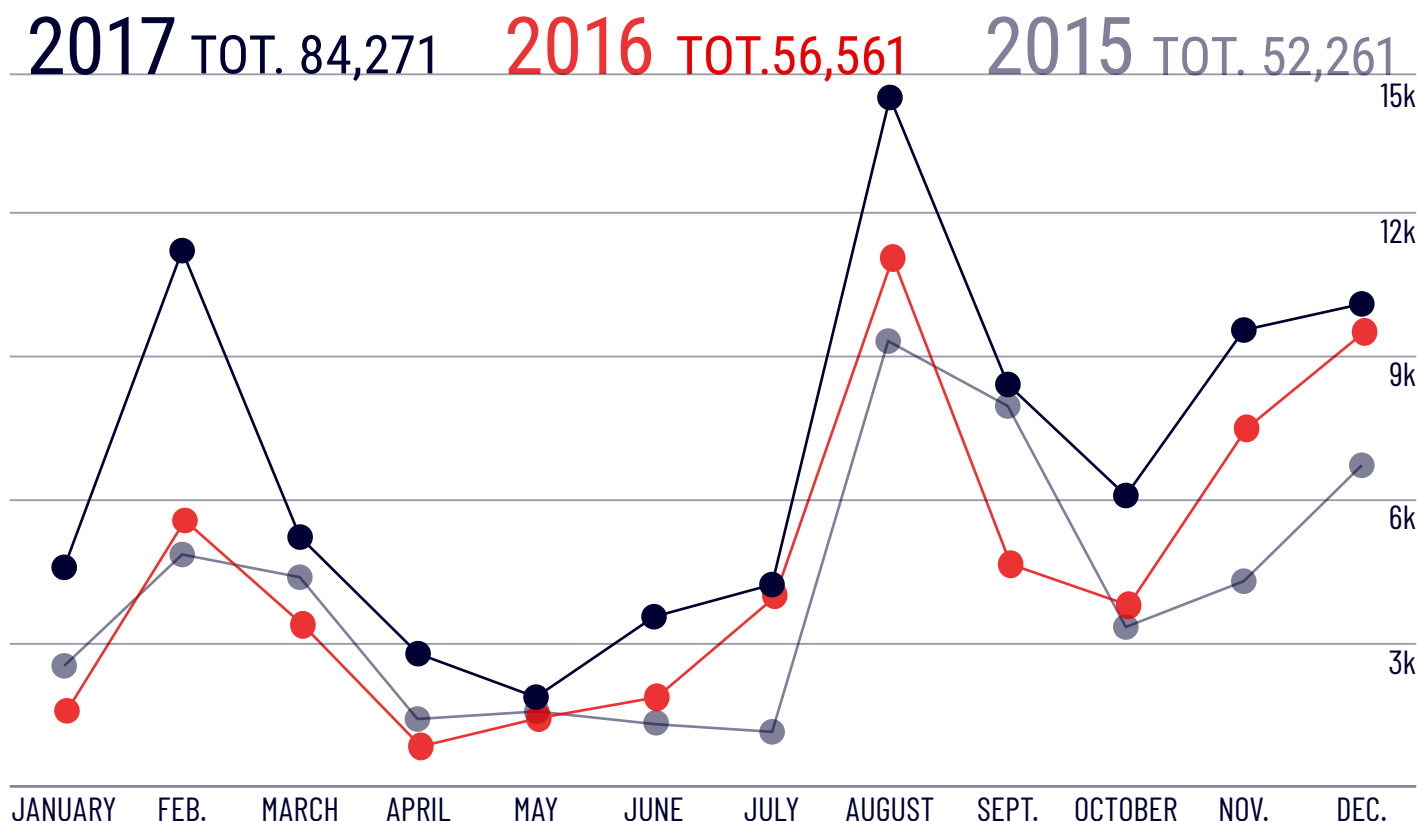
ONLINE SALES



### +49%

TICKET SALES ON 2016  
[www.euskalduna.eus](http://www.euskalduna.eus)

### TICKET SALES - [www.euskalduna.eus](http://www.euskalduna.eus)











4

MODERNISATION



# 4.1

## EUSKALDUNA MODERN BUILDING



**S**eeing to adapt to new market requirements, enhance its position and anticipate future demands, the Euskalduna centre has implemented a project to modernise and adapt its facilities.

The aim is to **improve mobility inside the building, modernise some halls and areas with cutting-edge technology and help make the building more flexible** in its uses.

Work began in the summer of 2017 with the demolition of walkways in the atrium of the auditorium to increase visibility and clear the way for future work.

Work also began on the architectural design of future refurbishments and to analyse how the space can be digitised with a view to incorporating Digital Singing.



# 4.2

## NEW AREAS FOR ACTIVITY



**G**reater flexibility in the use of space and the activities that can be staged is one of the keys for the future in the Meetings & Events sector and in the staging of cultural activities.

To that end, new services have been marketed, including particularly the following:

>> **Euskalduna Outdoor**, with the pond area being used for large-scale outdoor activities.

>> **Euskalduna Urban Hall** as a multi-purpose, accessible venue in an urban setting.

>> **Euskalduna Business Terraces**, with customers being offered new, attractive settings for high value-added activities.



# 4.3

## NEW RANGE OF CULTURAL EVENTS



**T**he Euskalduna centre offers a wide range of entertainment, mainly in the form of music, but new activities are to be added with a view to opening up opportunities for performers, creative artists and local performing arts groups.

In this context, cooperation arrangements have been set up with **the Pabellón 6 de Bilbao** group and work has commenced on the **Izar & Star Jazz programme**. This line of cooperation is being extended to other groups in fields such as dance and modern music.





# 4.4

## BUSINESS DIGITALISATION



**T**he centre has begun a programme to digitise its business systems cultural performances and for meetings & events.

The idea is to implement a cross-sectoral, **project-based management** system as a specialist service for customers.

The use of **smart business systems**, the setting up of **management systems** for event venues, the modernisation of **corporate management systems** and the introduction of integrated tools such as **CRM or BI** are just some of the technological changes that the centre is beginning to undertake.





# 4.5

## F&B SERVICE LINES



**G**astronomy is an essential distinguishing trait of Bilbao and Bizkaia as a destination and an important aspect for the Meetings & Events area, so work is ongoing to improve the services offered by the centre in the different areas of F&B.

Accordingly, the call for bids to run the gourmet restaurant at the centre was won **by Grupo Azurmendi, led by Eneko Atxa**, which already runs restaurants with 4 Michelin stars in Bizkaia. A process of continuous improvement and adaptation has also been implemented in regard to the gastronomic

formats offered by the **Catering service**.

To offer a more rounded experience to audiences who come to see performances at the centre, **the number of bars in the performance venues** themselves, including authorising the consumption of beverages during performances if the format and the performer permit it.



# 4.6

## OPENING UP TO SOCIETY



**T**he Euskalduna centre in 2017 joined in major activities undertaken in the city, seeking to add value to those activities and consolidate the centre as a benchmark institution in the territory. The initiatives in question include:

>> **"Gau Zuria"** by Fundación Bilbao 700. June 2017

>> **Ateak zabalik.** by the Provincial Council of Bizkaia to bring the public closer to the buildings and spaces of Bizkaia. August 2017.

>> **"Open House Bilbao"**, showing off emblematic buildings in Bilbao. September 2017

>> The **"Fair Saturday"** cultural solidarity project. November 2017



**OPEN HOUSE BILBAO**



**Fair Saturday**



