



New Development Opportunities for Museums

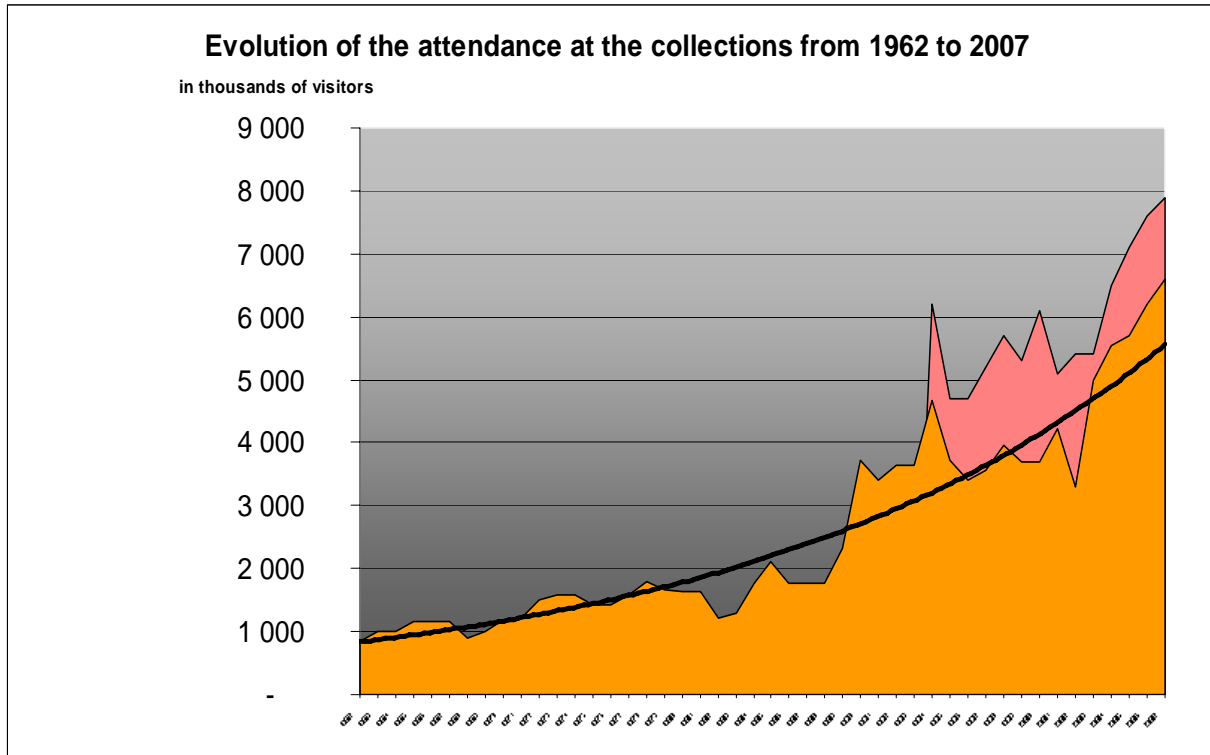
The Case of the Louvre Museum

May 2008

A millennial historic palace and one of the oldest museums in the world



A strong Name Recognition all over the world...



... leading to:

**8,3 million
visitors**

In 2007

(including the exhibitions)

**More than 67%
of the Visitors are
foreigners**

A large variety of Art, organized in eight Curatorial Departments



**Near-Eastern
Antiquities**



Sculptures



Egyptian Antiquities



Decorative Art



**Greek, Etruscan and
Roman Antiquities**



Paintings



Islamic Art



Prints and Drawings

An Art Collection of more than 430,000 Pieces



A unique expertise:

- Art **knowledge**,
- Curator **methodology**,
- Art professional **specialties** (framing, socles, art techniques, art preservation, marbles, etc).



A Conservatoire of Museological Professions

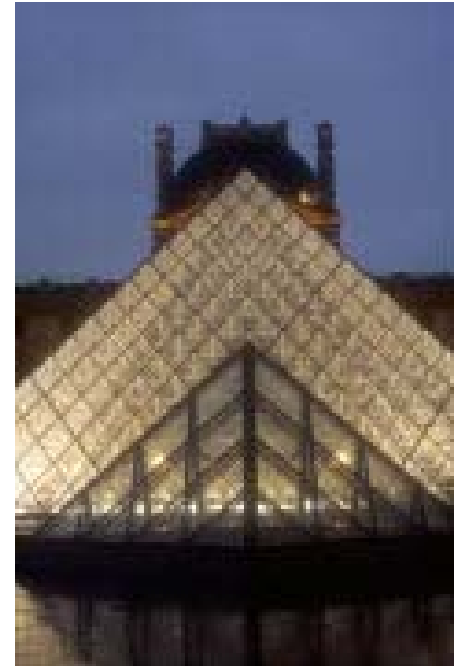


How to value the Louvre Intellectual Assets for the Abu Dabi Project

A two-step Method :

- A **Benchmark Approach** with a worldwide comparison of the Cultural Sector and of the Luxury Sector
- A **Valuation Method** based on Elementary Immaterial Components (Trademark, Human Capital, Know-How, etc.)

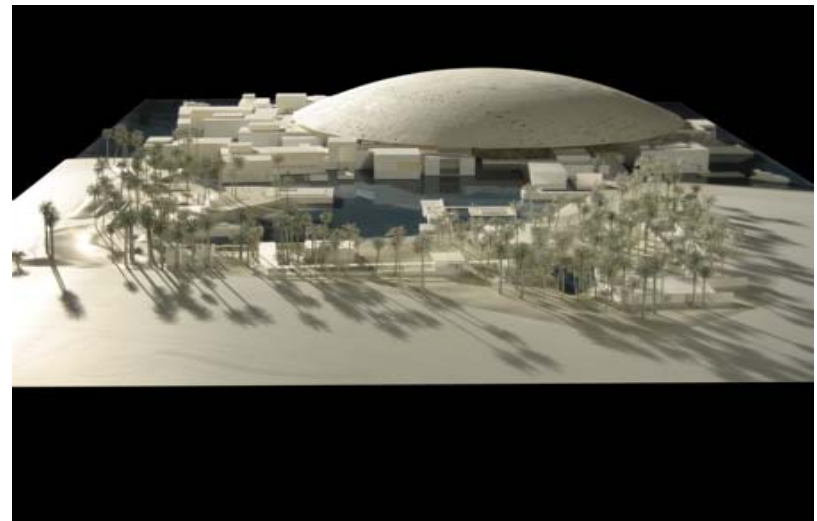
and necessarily ...
... a good negotiation



The Louvre in Abu Dhabi

A **30-year partnership** with the United Arab Emirates:

- A **brand licensing contract** : €400M
- **Art loans** with other French museums : €195M
- **Exhibitions** : €190M
- **Sponsorship**: €25M
- **Art Specialized Services** to help building the new National Museum of Fine Arts in Abu Dhabi : €160M



Is Intellectual Asset already accepted for Cultural Aspects?

Quite a **debated Subject...**

- Herald Tribune : Abu Dabi targets long-term prosperity
- Figaro: Fragonard au désert
- Le Monde : Quand le Louvre s'exporte à prix d'or
- Die Zeit : Empörung über « Wüstenlouvre »
- Télérama : La marque Louvre
- Capital : Naissance d'une multinationale de la culture

Why to deal with Intellectual Assets?

- Intellectual Value, *per se*, of The Louvre is a **difficult and theoretical question**... with no strong answer

- On the other hand, it is **meaningful** when there is :
 - A creditworthy Demand (Client)
 - A precise time of the evaluation
 - A specific deal to agree on

- A necessary substantial **return on investment** to the main negociator

Intellectual Assets: A new Development Model?

- **New Centers** keen on developing well-funded Cultural Projects (Middle-East, China, Honk-Kong, Singapore,...)
- In the **French budget-cut context**: an additional resource to allow the development of Cultural policies
- The opportunity to **contribute to Cultural Diversity** through different Cultural models