

**Program Evaluation Detailed Report**  
**Montana Artrepreneur Program**  
**Artists' Sales and Impact on Household Income**  
**2009-2014**

For more information about this report contact



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Funding for the Montana Arts Council's Montana Artrepreneur Program (established 2009) is provided by the State of Montana, the Emily Hall Tremaine Foundation, the LINC Foundation and the U.S. Department of Agriculture's Rural Communities Development Initiative.



Made In Montana,  
a program of the  
Montana Department  
of Commerce

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# Table of Contents

Introduction	2
Executive Summary of Key Findings	3
Sample Success Stories	4
Supporting Data	
Trend in Gross Art Sales: All Respondents	6
Trend in Net Art Sales: All Respondents	7
Trend in Gross and Net Art Sales: MAP Certified Respondents	8
Trend in Average Annual Art Sales	9
Percentage Change in Art Sales	10
Out-of-State Art Sales	11
Gross Personal Income and Income Derived from Art Business in 2014	12
Investments in Art Business	13
Reflections on MAP	14
Economic Activity Generated by MAP Artists	15
MAP Artist Characteristics (Survey Respondents)	16
Stories of Significant Art Sales	17
Stories of Financial Benefit of the Program on Household Economy	27
Stories of Impact on Artistic Practice	32
General Comments from Survey Respondents	37
Sample Survey Instrument	40

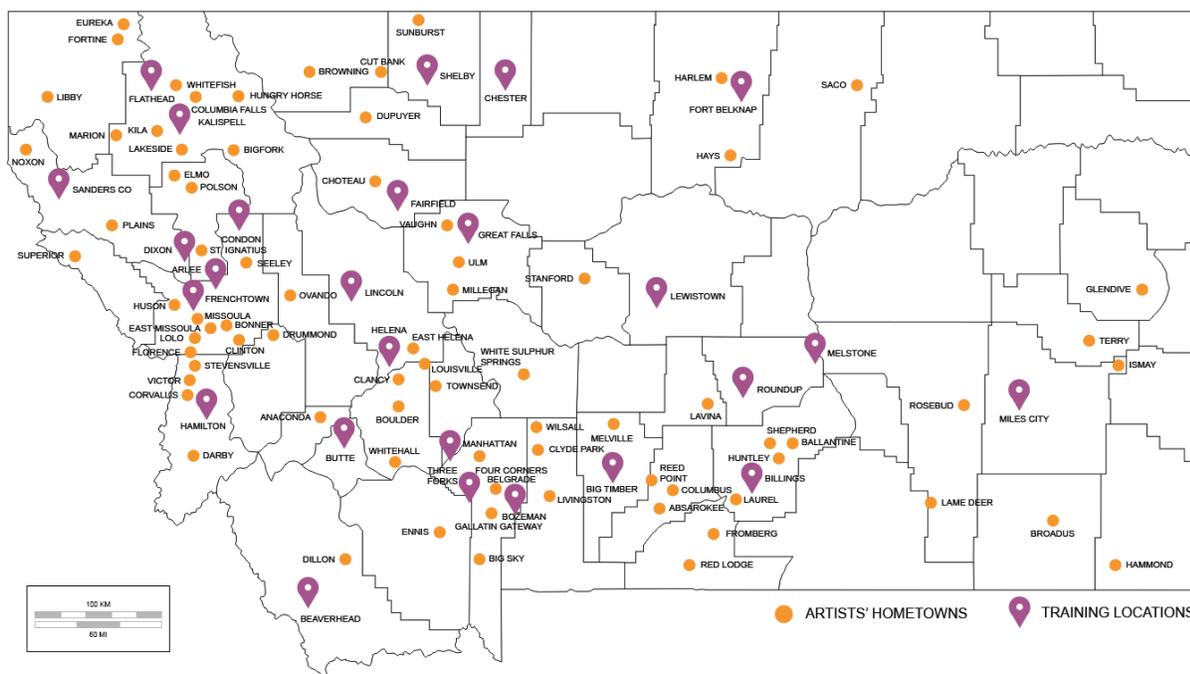
# Introduction

The Montana Arts Council established the Montana Artrepreneur Program (MAP) in 2009 to support individual artists working in rural areas throughout the state who wanted to increase their household incomes through the sale of their art. The basic structure of MAP is a ten-month course of participatory training in a regional cohort of artists, followed by a process of formal certification. With business development as the intended outcome, the certification process requires artists to complete a comprehensive toolkit to become market ready.

In May 2014, Decision Support Partners, Inc. was contracted by the Montana Arts Council to develop a survey to gather data from Montana Artrepreneur Program (MAP) participants from 2009 through April 2013. Following that initial inquiry, the consultant was contracted to augment that first study with 2014 data from the responding MAP artists.

The surveys were intended to help the Montana Arts Council better understand the impact of the program on participating artists and to help inform the future of the program. In 2013, a letter from Arlynn Fishbaugh, executive director of the Montana Arts Council, was sent to 221 artists who had completed the program asking for participation in this evaluation. Both surveys were administered electronically and anonymously by Decision Support Partners. Because the survey was lengthy and required respondents to provide multiple years of financial information (from the time they participated in their formal MAP training through 2014), artists were provided an incentive of \$25 to \$150 to complete the surveys. The amount of the incentive was determined based on the timeliness and thoroughness of the response. In total, 80 artists (36%) responded to the survey and 73% of these artists provided complete financial information as requested.<sup>1</sup>

Each artist was asked to report on data from the year prior to their participation in MAP, as well as for all years following their participation through 2014. For years following participation in MAP the data was averaged across relevant years and totaled for all respondents.



<sup>1</sup> The second survey collecting 2014 data was administered in January 2015. Seventy nine percent of the original survey group responded. This report represents an accumulation of data collected in both efforts. Data from 2013 was applied to the 17 missing cases in 2014, where applicable, and treated as static. Data reported on either survey as zero was calculated as zero. Missing data in all other cases was suppressed and reflected in the valid cases reported.

## **Executive Summary of Key Findings**

**As a result of the Montana Artrepreneur Program (MAP) participating artists in the survey sample have:**

- Generated \$470,837 in net art sales, a 397% increase in net art sales on average since participating in the program.
- Generated upwards of \$2.02 million in gross art sales, which is a 123% increase since participating in the program.
- Increased sales of their art outside of the state of Montana by 44% on average, from years prior to the program to years after participating in the program.
- Reported that in 2014, 37% of their gross personal income of \$1.48 million was derived from their art sales (\$547,553).
- Invested two-thirds of their gross personal income (\$550,333) in their art businesses in 2014, \$306,536 of which was spent in the state of Montana. Artists who invested in their art businesses spent an average of \$7,398.

**MAP artist survey respondents generated economic activity in the areas of:**

- Employed/contracted new or more people for art business (26%)
- Made capital investments in art business (55%)
- Increased state and local business spending (64%)
- Increased customer base (83%)
- Increased inventory for sale (89%)
- Increased investment in art business (81%)
- Increased sales locations and prices for product lines (73%)
- Increased out of state sales and percentage of sales from outside of Montana (59%)
- Rented new space for art business (18%)

**MAP artist survey respondents reported being:**

- More confident in their business management skills (79%)
- More specific and clear on their art business financial goals (78%)
- Actively making art and pursuing their art businesses (75%)
- In progress toward their art business financial goals (71%)
- More satisfied with their art business (65%)

## MAP Certified Artists

Of the 80 artists responding to the survey, 22 have received MAP certification. To become certified, artists must produce a toolkit (a comprehensive set of 35 professional business materials) in order to be deemed “market ready.” The results from MAP Certified Artists are higher in most cases than all program artists responding to the survey. The 22 MAP Certified Artists:

- Generated \$1,064,756 in gross art sales, which is a 157% increase since participating in the program.
- Increased gross annual sales per artist from \$5,766 to \$14,809 on average, with some as high as \$65,483.
- Generated \$261,483 in net art sales, a 649% increase in net art sales on average since participating in the program.
- Increased sales of their art outside of the state of Montana by 87%.
- Reported that in 2014, 45% of their gross personal income of \$364,912 was derived from their art sales (\$162,911).

## MAP Artist Characteristics

MAP artists responding to the survey range from 28 years of age to 74 years of age, with an average age of 54. Approximately 60% have a four-year college degree or higher, and 70% are female. Approximately 20% report racial or ethnic background other than Caucasian, and three out of five artists are from Montana towns outside of the seven largest cities.

## Sample Success Stories

Below are sample success stories reported by artists on the survey.

*Owning an alpaca ranch primarily for breeding and sales during this economic downturn is difficult. By completing the MAP program I learned the skills to get my art out into the buying public. This program by all means, saved the ranch for the last several years. We are now looking at selling the animals and ranch after over 25 years but my art will continue as our primary income other than retirement.*

*My main motivation for participating in MAP was to develop the wholesale side of my business. During my MAP year, I added one (bringing the total to 2!) yarn shop buying wholesale, in Jackson, WY, during the Tour of Excellence. In 2013, I started reaching out to other yarn shops, and picked up another one or two. Then, in late April, I received a phone call from one of the largest yarn shops in Montana, Camas Creek Yarn, in Kalispell. The owner contacted ME and asked to carry my products! She had heard of me via word of mouth (a friend of hers had seen my booth at a fiber festival in Post Falls, ID). I brought my yarns and fibers to her shop the next week, and made the largest sale I had ever made. This was a huge boost to my confidence, and I decided that I would no longer sell to shops on consignment. Additional requests from shops came after that, and the wholesale side of my business has flourished since then.*

*Because of MAP my sales have increased and I have more money to invest in my art without taking out loans or carrying any personal debt. All of the wholesale income I have from my art can be attributed to the MAP program. I was able to develop a product line and an inventory to offer at wholesale to qualified buyers. My retail income has increased after learning more about more accurately pricing my work through MAP's pricing formula.*

*As the numbers reflect, since beginning MAP my sales increased exponentially each year - culminating in sales exceeding \$100,000 last year. Even after meeting all financial obligations (payroll, taxes, operating expenses, etc.) the extra income I earned as a full-time artist - but actually only working part time - gave my family two very important things: extra income that we used to offset the cost of building our new home, and most importantly, it gave me the flexibility to work odd hours, take time as needed to be with our small children, and allowed the family to enjoy time together.*

*In 2014, I wrote a weaving instructional book. This was one of my long range goals when I took MAP. That book is being published in 2016 and in 2015 lead to me recording 3 instructional videos with the parent company that is publishing my book. The first of these videos was released in September 2015 and I am receiving royalty checks for the sales. The first royalty check in 2015 was issued on sales to September 30, 2015 and it was for nearly \$1,000.00. I love royalty checks!*

*In 2014, I wrote a press release to the Bozeman Chronicle's "Get Out" section (Arts Section) which I learned how to do through the MAP class. An article was written about my art business and I received a call from a man who was building a home and wanted to meet me. The project turned into a \$9,500 custom order comprised of a chandelier, three pendant lamps, kitchen backsplash, and a vessel sink for a powder room. The home was a "Parade of Homes" home in Bozeman for the year 2014. I'm still using the job for marketing today.*

*I made several sales in 2015 that brought in a lot of money. My most significant sale from 2015 happened recently with a patron that saw my work at a local distillery. The patron said she fell in love with a series of black and white images I've made depicting various people of all ages, shapes and sizes holding each other. The patron asked if I would be willing to photograph her and her daughter in this style, which does not fall into a classification of modern family portraiture. The work I made from my shoot with this patron was my first significant piece of commission work but it also enriched my body of photographs for this series. It wasn't my biggest sale of the year but it was excellent for building my inventory and also it validated my idea that showing my work in complementary settings (like fine artisan whiskey distilleries, where this patron spotted the series) is just as good as waiting on a gallery to represent my work. I held a successful opening at this establishment bringing in a ton of business for this establishment from all of the people present to view my work. The owner of the establishment was thrilled to have this collaborative event. Because of MAP and especially the tool that asks us to give a list of "Annotated Area Heritage and Cultural Resources" I've been able to seek out places that are not conventional "art" establishments. In the last two years, I was able to sell work in all of these outlier art establishments while at the same time enriching my community with art that celebrates their culture and landscape. These local establishments also experienced a positive impact in sales because of my supporters who came in to see my new work.*

## Supporting Data

Each artist was asked to report on data from the year prior to their participation in MAP, as well as for all years following their participation through 2014. For years following participation in MAP, the data was averaged across relevant years and totaled for all respondents.

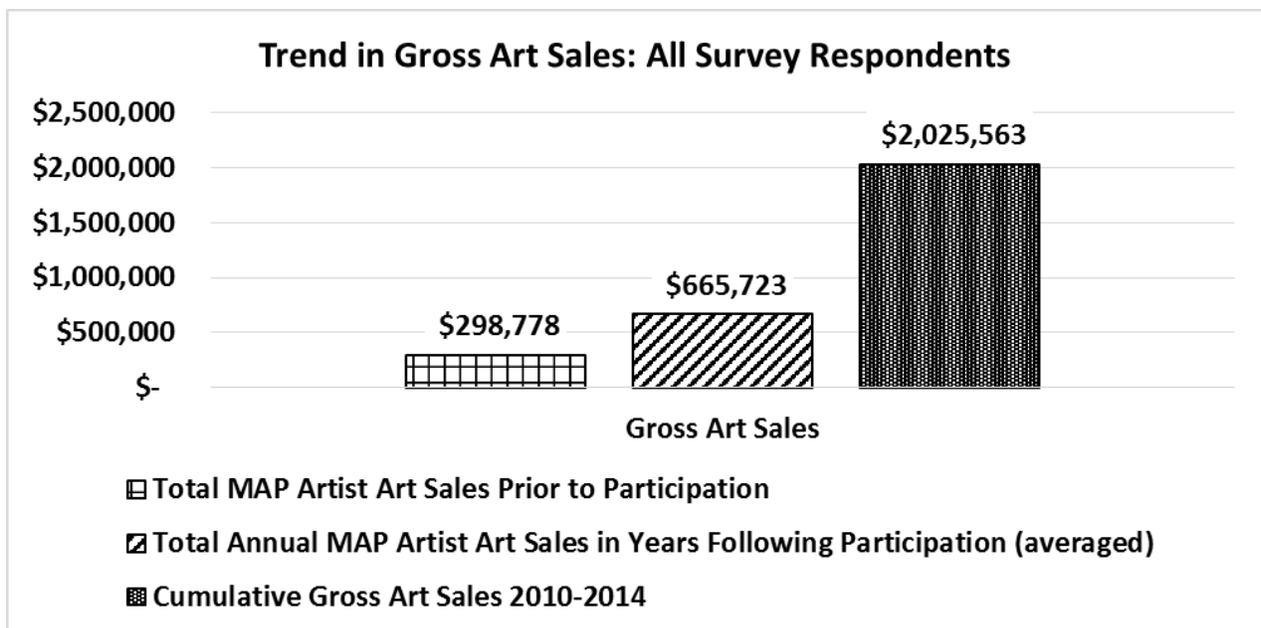
### Trend in MAP Artist Art Sales

Average gross sales for the year prior to MAP participation ranged from \$0 - \$30,000.

Average gross sales for individual artists through 2014 ranged from \$0-\$62,703.

Average gross sales for artists participating in MAP during the year:

- 2009 and reporting on sales through 2014 ranged from \$481 - \$30,212 (two reported zero sales or did not report)
- 2010 and reporting on sales through 2014 ranged from \$204 - \$62,703 (one reported zero sales or did not report)
- 2011 and reporting on sales through 2014 ranged from \$118 - \$40,045 (three reported zero sales or did not report)
- 2012 and reporting on sales through 2014: ranged from \$3 - \$31,394 (three reported zero sales or did not report)



## Net Art Sales: All Survey Respondents

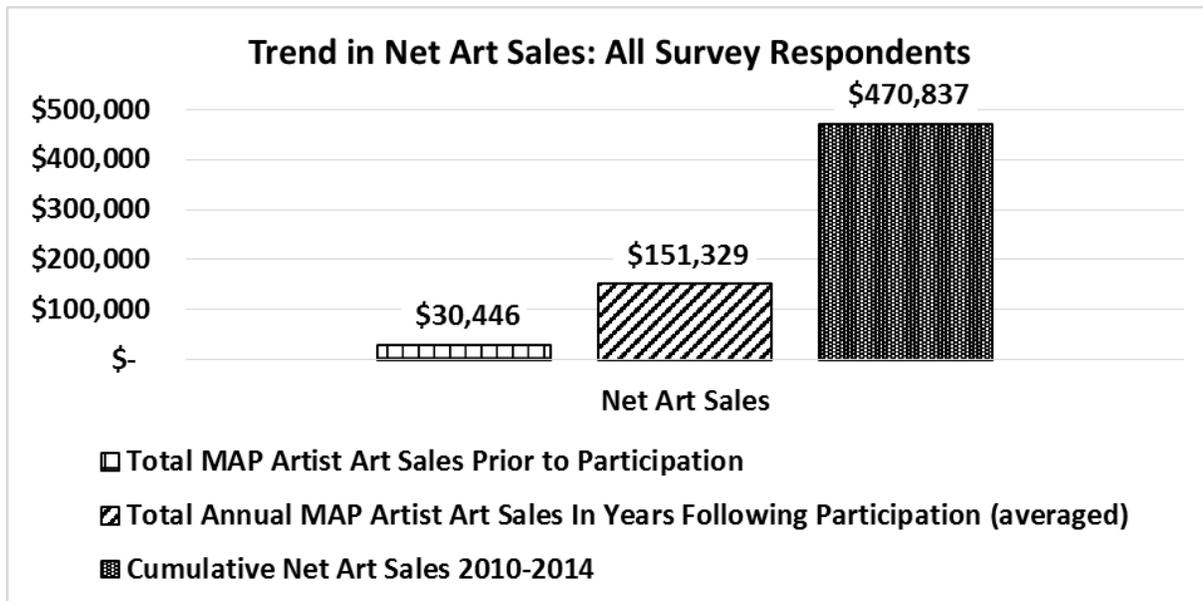
Average net sales for the year prior to MAP participation ranged from: (\$9,564) - \$9,167.

Average net sales of individual artists through 2014 ranged from \$0-\$15,316.

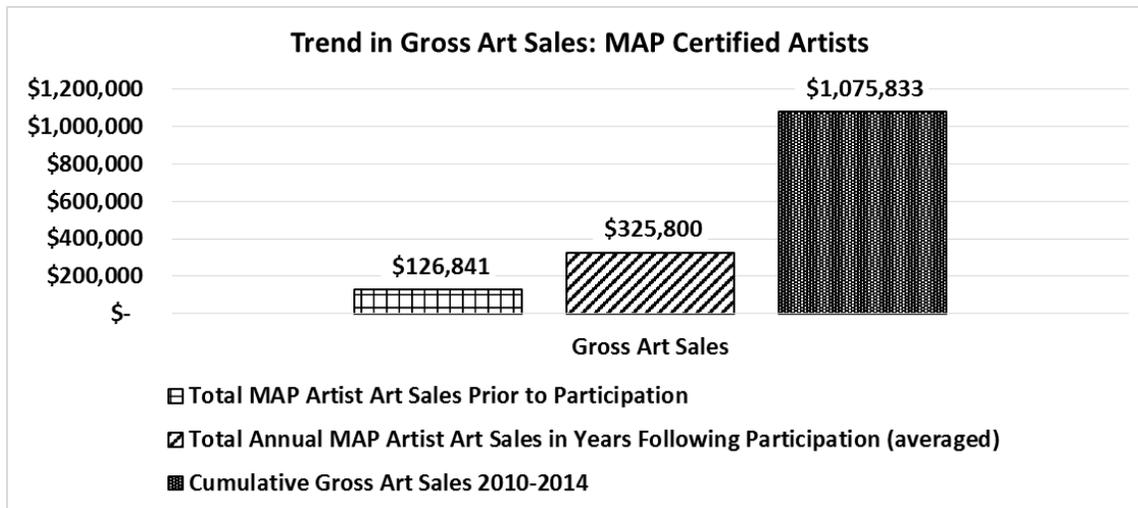
Average net sales for all years following the initial year of MAP participation for artists participating in MAP during the year:

- 2009 and reporting on sales through 2014 ranged from (\$335) - \$5,398 (three reported zero sales or did not report)
- 2010 and reporting on sales through 2014 ranged from (\$7,509) - \$14,315 (one reported zero sales or did not report)
- 2011 and reporting on sales through 2014 ranged from (\$8,316) - \$15,316 (two reported zero sales or did not report)
- 2012 and reporting on sales through 2014 ranged from (\$5,436) - \$11,697 (four reported zero sales or did not report)

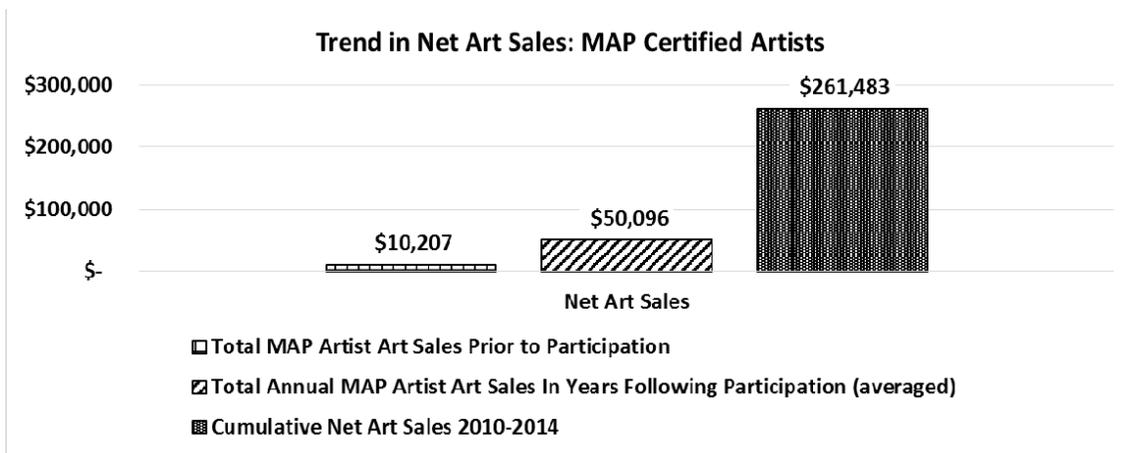
Reasons for loss in net sales range from art expenses exceeding art sales, major capital investments made in art business, and time away from art-making as a business for personal reasons.



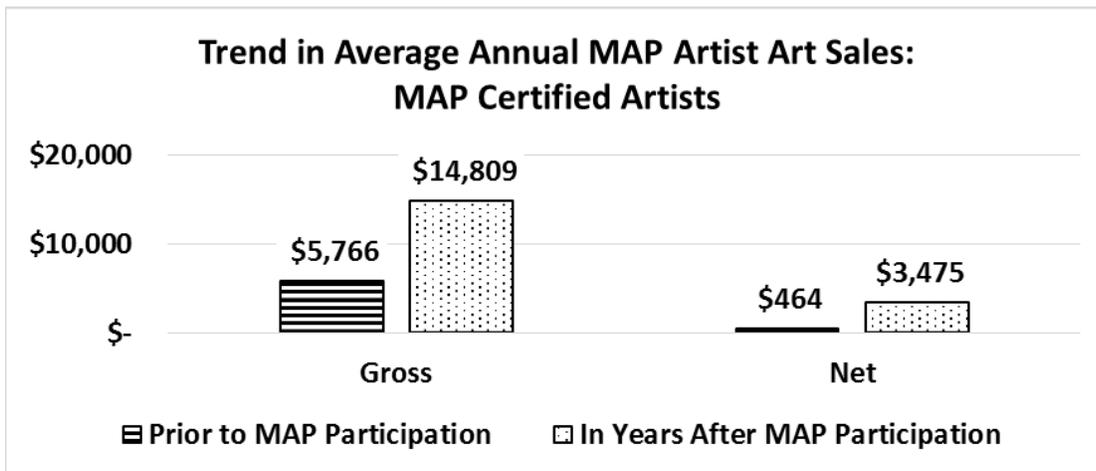
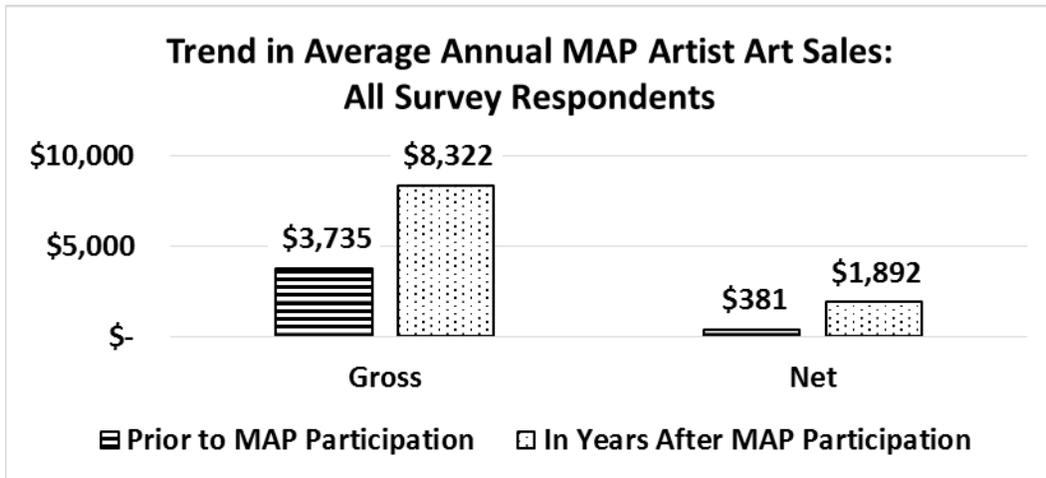
## Gross Art Sales: Certified MAP Artists



## Net Art Sales: Certified MAP Artists

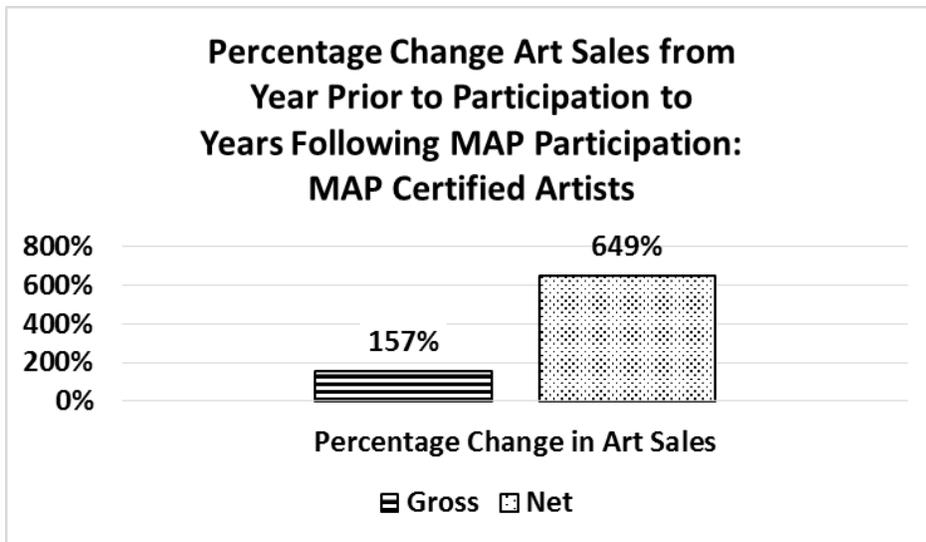
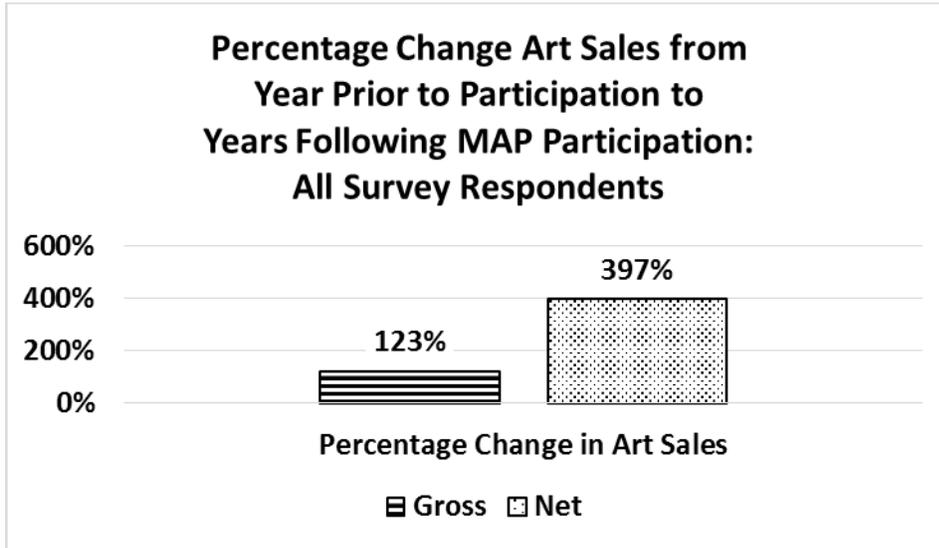


## Average Annual Art Sales Per MAP Artist



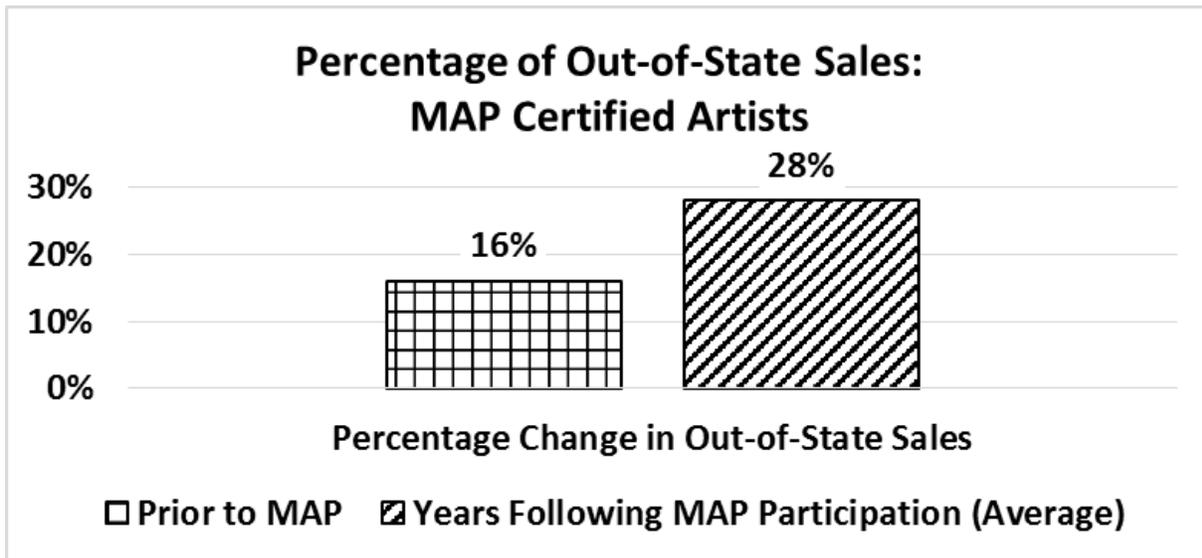
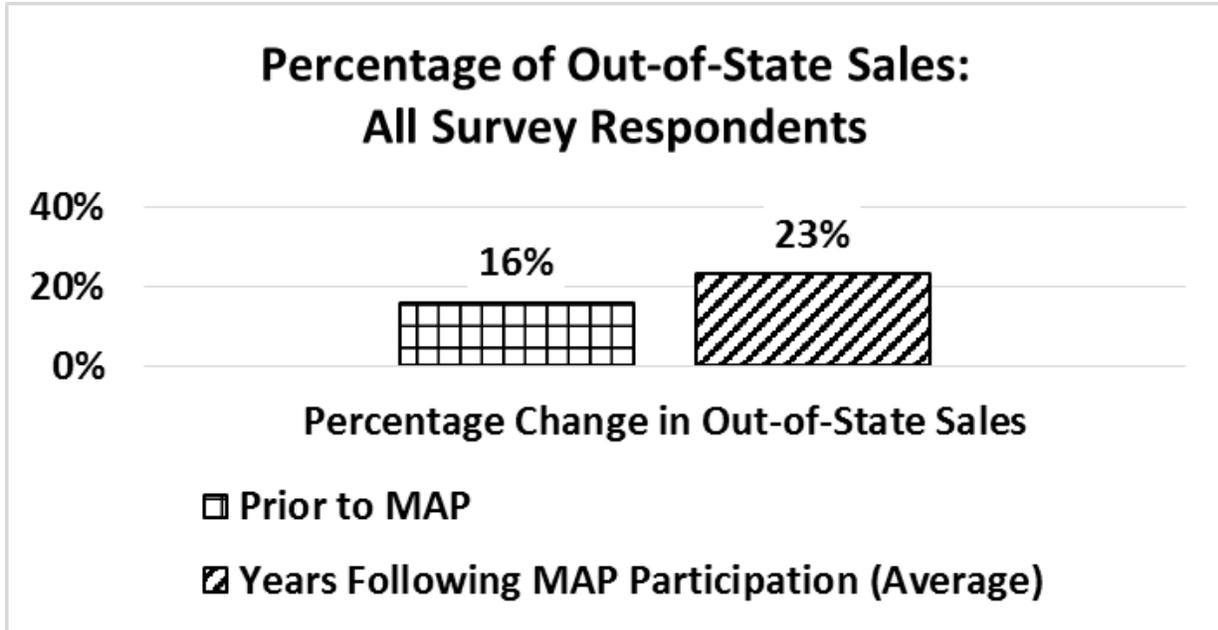
### Percentage Change in Art Sales

Percentage change in art sales from year prior to MAP participation to average annual sales in years following MAP participation.



### Out-of-State Art Sales

On average, MAP artists responding to the survey saw 16% of their sales from outside of Montana before participating in the program and MAP Certified Artists saw 15% of their sales from outside of Montana. For all years after their participation, on average, all MAP artists responding to the survey saw 23% of their sales from outside of Montana and MAP Certified Artists saw 28% of their sales from outside of Montana.



## 2014 Artist Income

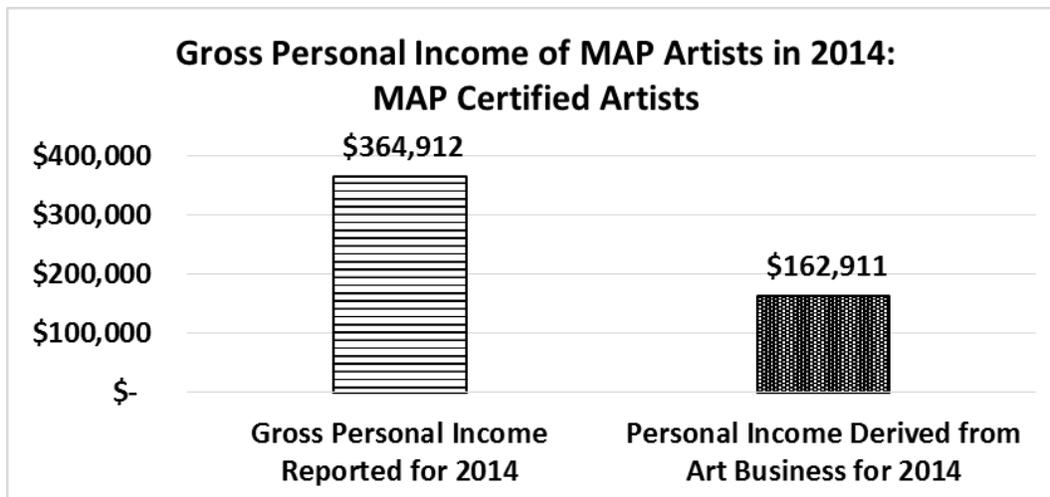
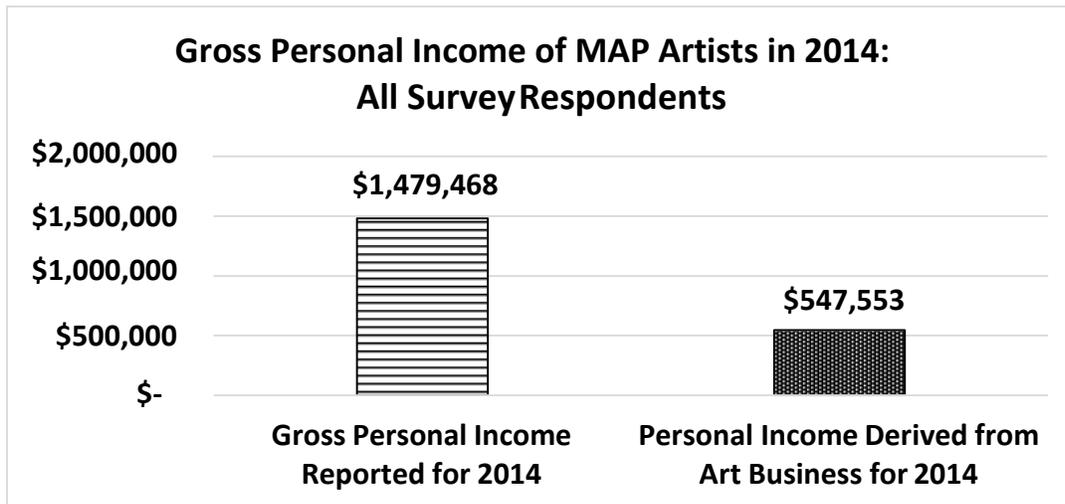
Range in gross personal income: \$495 - \$102,088

Range in percentage of income from art business: 0% - 100%

Total gross personal income generated from art business in 2014: \$547,553

On average, MAP artists responding to the survey reported that 37% of their 2014 gross personal income was derived from their art. This number varied dramatically by artist and across program years.

### Personal Income Derived from Art Business in 2014

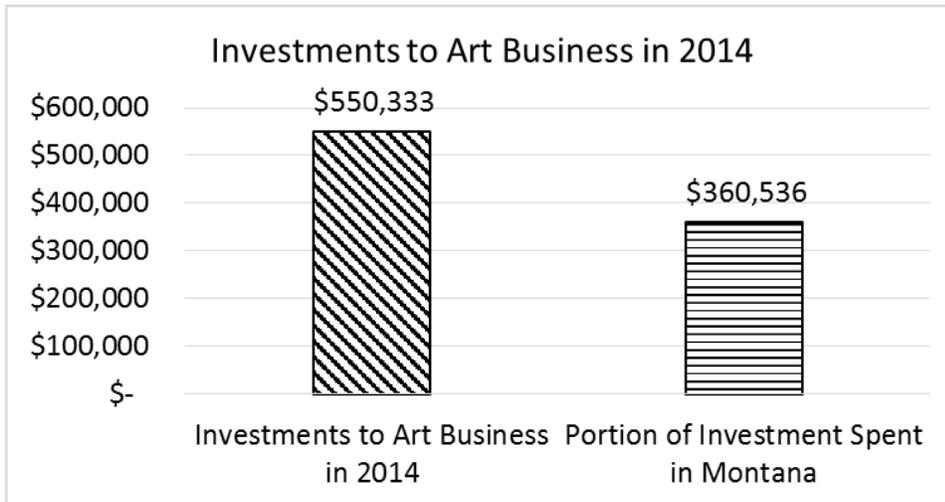


## Investments in Art Business

Range in investment: \$0 - \$58,000

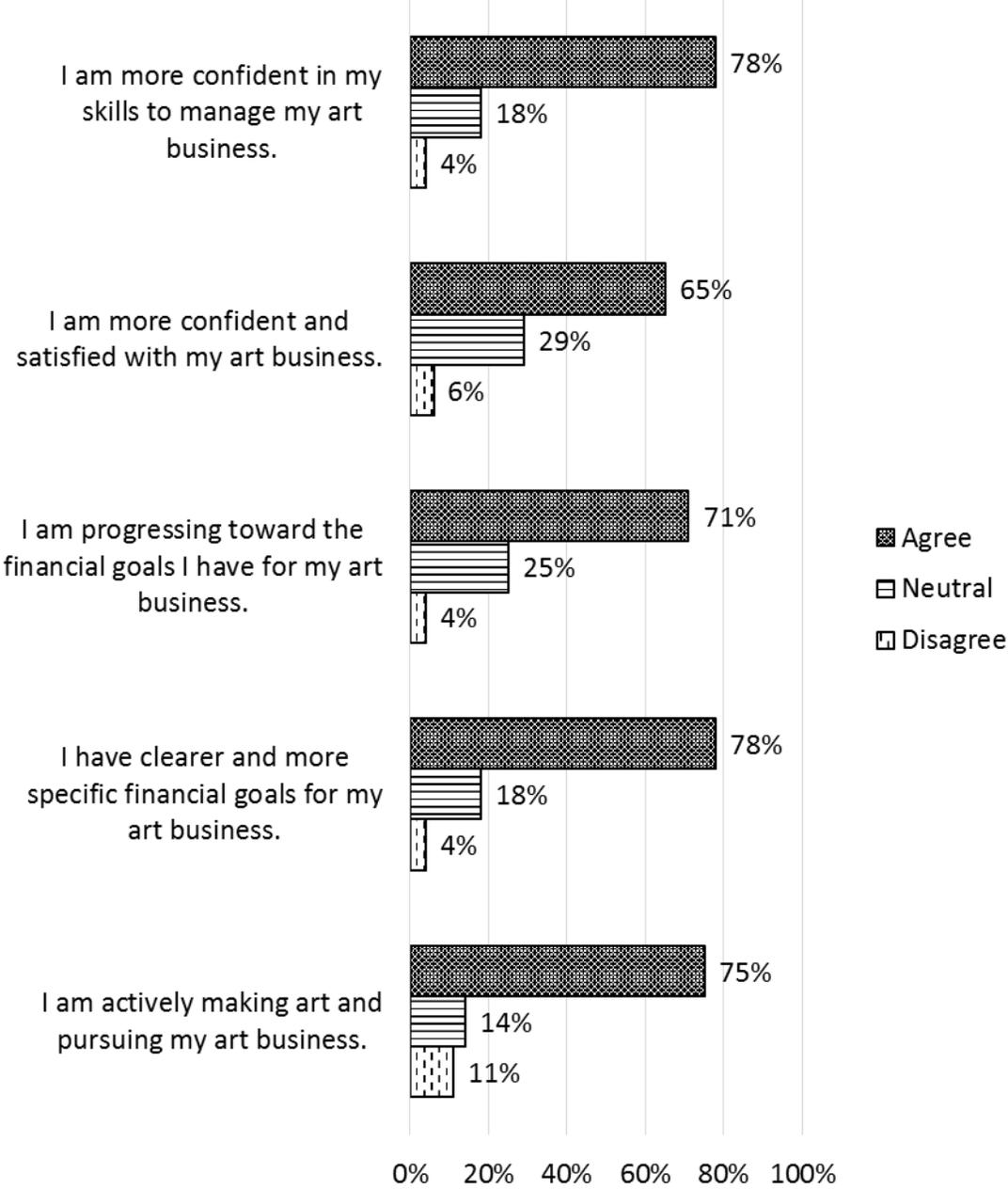
Range in percentage spent in Montana: 1% - 100%

MAP artists responding to the survey reported investing a total of \$550,333 in their art business in 2014, 66% of which was spent in Montana.

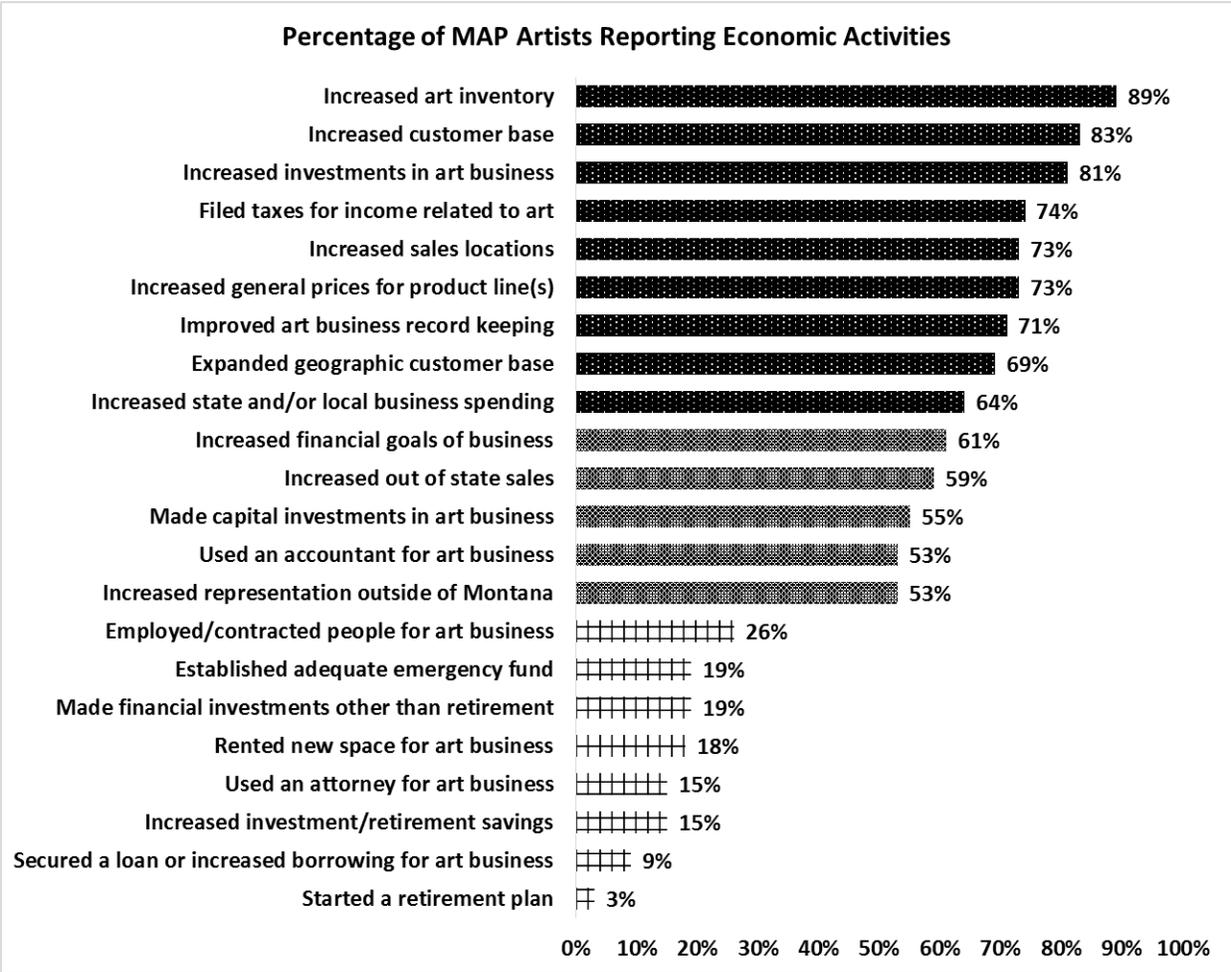


# Reflections on MAP

As a result of your participation in MAP, please let us know how you feel about the following statements relative to your art business. (n=80)



# Economic Activity Generated by MAP Artists



## MAP Artist Characteristics (Survey Respondents)

<b>Male</b>	<b>16%</b>
<b>Female</b>	<b>70%</b>
<b>Not reported</b>	<b>14%</b>
<b>n=80</b>	<b>100%</b>
<b>Age range</b>	<b>28-74</b>
<b>Average age</b>	<b>53.8</b>
<b>n=71</b>	
<b>Associates degree</b>	<b>9%</b>
<b>College degree</b>	<b>39%</b>
<b>High school diploma/ GED</b>	<b>1%</b>
<b>Masters degree</b>	<b>20%</b>
<b>Post graduate degree</b>	<b>1%</b>
<b>Some college or technical school</b>	<b>20%</b>
<b>Not reported</b>	<b>10%</b>
<b>n=80</b>	<b>100%</b>
<b>American Indian or Alaska Native</b>	<b>4%</b>
<b>Caucasian/ White (Non-Hispanic)</b>	<b>81%</b>
<b>Hispanic or Latino</b>	<b>3%</b>
<b>Black/ African American</b>	<b>1%</b>
<b>Asian or Pacific Islander</b>	<b>1%</b>
<b>n=80 (multiple choice)</b>	
<b>Frontier (less than 300)</b>	<b>5%</b>
<b>Highly rural (300-1,499)</b>	<b>13%</b>
<b>Rural (1,500-5,999)</b>	<b>25%</b>
<b>Town (6,000-24,999)</b>	<b>21%</b>
<b>Midsized City (25,000-59,999)</b>	<b>19%</b>
<b>Large City (60,000 or more)</b>	<b>8%</b>
<b>Not reported</b>	<b>10%</b>
<b>n=80</b>	<b>100%</b>

## Stories about Significant Art Sales

The most significant accomplishment was the opportunity to have an exhibition/installation at the Missoula Art Museum. - Cohort I

I made a sale at a prestigious art event - the Western Design Conference in Jackson, Wyoming. At my first public show - encouraged to apply by the MAP program. In addition to making a sale for \$5,200, I had numerous other sales, and won a \$4,000 cash award as voted by people attending the event. This event opened many more doors for me. - Cohort I

I am slowly moving forward. This year I am going out of Montana for shows. \$400 for a piece this summer. - Cohort I

I sell something 1-3 times a year. Last Xmas I sold a painting for \$800 and with that I got to attend an art class in Boulder CO for the same amount. But I sell that few because I don't pursue selling, just to people really interested. - Cohort I

Since the MAP classes I have totally changed my booth display. I have also started making larger sculptural pieces and have even sold one large piece. - Cohort I

I recently completed an artist in residence at Sperry Chalet in Glacier National Park which has resulted in my largest sale to date. - Cohort I

I made a significant sale at Made in Montana---MAP helped me by giving me a free booth the year before. – Cohort I

In 2014, I wrote a weaving instructional book. This was one of my long range goals when I took MAP. That book is being published in 2016 and in 2015 lead to me recording 3 instructional videos with the parent company that is publishing my book. The first of these videos was released in September 2015 and I am receiving royalty checks for the sales. The first royalty check in 2015 was issued on sales to September 30, 2015 and it was for nearly \$1,000.00. I love royalty checks! – Cohort I

I sold an oil painting for \$800 in 2014 and used that money to pay for a two-week art class/retreat in Boulder CO. It was the first time I was in a large painting group. – Cohort I

In 2015 I was commissioned to do a large project for a hotel in Jackson Wyoming. The commission paid \$48,000. I was found through my website which has been in place since the MAP program. MAP prepared me to know how to make a formal presentation of my work to the owners of the Wort Hotel. – Cohort I

My most significant opportunity was having a show at a shop in Whitefish, MT while working on MAP certification. - Cohort II

They have all been small to date. - Cohort II

The most significant sale I made was a one person afternoon showing at a bar/restaurant in which I made \$400 in sales in comparison to doing a three day art festival. The intimate setting demonstrated that my work was better received when I can add my enthusiastic personality to the social gathering. - Cohort II

Not technically a sale, but I was approached by a well-known, name brand to produce a high volume of my product (100,000+ units). However, their price point expectations were more on par with doing business in China than with an American craftsman. They ultimately went with

the Chinese option. Have ultimately now done a lot of business with big name retailers/manufacturers. - Cohort II

I have not had an opportunity to actively pursue a career in art. This summer I did sell a coffee table and end tables that were displayed in a MAP art display. If it had not been for MAP, I would not have painted the tables and there wouldn't have been any place to display them. - Cohort II

Secured representation in a gallery in one of my preferred towns. - Cohort II

A client bought 3 nice paintings and a commissioned piece. This was the result of having my art in a gallery that I approached after MAP with confidence. The client told me she was all over the state to many galleries and fell in love with one of mine that embodied the Montana landscape that she was looking for. - Cohort II

For me, the most significant sale was at a show I had at a large ranch store in New Jersey. It came on the heels of a hurricane that caused much damage and even without electricity, people still came to see my art. Sales were good and I established a wholesale account. One of my personal goals was to have my hats in NYC. This accomplished that goal. - Cohort II

This year (2014) I sold a single piece for \$1,700 through a gallery. That is the most I have ever sold my work for. - Cohort II

I worked with a client on a number of custom pieces this past year. She was involved from design to wood selection to finish. The creation of custom pieces is very satisfying to me. - Cohort II

MAP helped guide my focus on finding the correct niche market for my product. I have since exploited that market and have consistently sold out my monthly inventory, every month, within minutes of posting them for sale on my e-commerce platform. – Cohort II

I had a really nice sale out of my gallery. Because of MAP I had an inventory of the quality and the professionalism to get into a gallery of very high caliber. – Cohort II

2015 was a pivotal year for me and my business. I was able to stop working my second job in June and concentrate solely on my photography. What I discovered was that not only should I be pursuing my art, but my commercial photography as well. This epiphany changed everything. Instead of supplementing with a J.O.B, I am now supplementing with what I am trained to do, photography. This change has also allowed me to put the time and effort into my art work. I made the biggest sale of my career, a commissioned piece that sold for \$2,300. In 2016, I am taking another leap and have signed a contract with a publishing company to produce limited edition and open end prints for corporate and hospitality clients. I also believe that the upswing in the economy has helped propel me in my commercial work. – Cohort II

I sold a dresser that I had painted in 2014 for \$440. MAP has not been active in the Bitterroot since 2014 and I have missed the camaraderie and support. In fact, I have lost contact with most of the artists which is unfortunate. MAP helped me understand the steps necessary to have a successful business, but it is still very difficult for me.

I sold several pieces that are now on Park Avenue in New York City. MAP played no role in that sale. – Cohort II

I have sold one bracelet through MAP. - Cohort III

I had the opportunity through MAC to attend and exhibit at the Made in Montana Tradeshow hosted in Helena in the spring of 2013. After creating a wholesale catalog, and presenting it to the wholesale consumer at the tradeshow, I received over \$1,000 in wholesale orders after the show. I can't thank MAC enough for extending that opportunity to MAP artists. It made my spring season's income. - Cohort III

I have an opportunity to sell out of state. My biggest problem is organizing my time to make the jewelry. - Cohort III

Sale of a painting to the permanent collection of the Ravalli County Museum. - Cohort III

Large wholesale order (\$1,610) to a well-known local jewelry artist/store in Whitefish, Montana. This is a great opportunity to establish a wholesale account and it provides great exposure for my jewelry. - Cohort III

For me, people talking about their purchases are the best way of promoting my sales... to sneezers who spread the word. One friend showed my product to friends and they wanted one too. - Cohort III

Second participation in Red Ants Pants Festival 2014 sales of \$805. - Cohort III

An increase in large, custom items. - Cohort III

I was recently accepted into and exhibited at the 35th Annual Celebration of Craftswomen - a national juried exhibition of women artists - held in San Francisco, California! It was a huge honor for me and a grand opportunity to show and sell my work with amazing women artists from all over the nation. I would never have had the courage to apply, a body of work to exhibit, or a presentation I could be so proud of had I not learned about elevating my business of art through MAP. - Cohort III

I have gained a couple new galleries carrying my work in other areas, and plan on adding a couple out of state galleries this year. - Cohort III

We opened our Gallery (a goal in which the MAP caused you to considered short term and long term) which provides a better way of making sales and increased our sales. - Cohort III

I approached my employer to work as a contractor art facilitator. That brought in \$100 extra per month doing something I enjoyed immensely. Having professional marketing materials and goals I was able to get many small teaching jobs as well. - Cohort III

I sold a necklace for \$100 and this sale was so important because I was able to establish my trademark. The sale was an out of state transaction, therefore it met one of the last requirements. - Cohort III

One of my most daring, top-dollar, signature pieces sold at the 2013 MAP Gathering. An affirmation of my style, my materials, and direction. - Cohort III

My main motivation for participating in MAP was to develop the wholesale side of my business. During my MAP year, I added one (bringing the total to 2!) yarn shop buying wholesale, in Jackson, WY, during the Tour of Excellence. In 2013, I started reaching out to other yarn shops, and picked up another one or two. Then, in late April, I received a phone call from one of the largest yarn shops in Montana, Camas Creek Yarn in Kalispell. The owner contacted ME and asked to carry my products! She had heard of me via word of mouth (a friend of hers had seen my booth at a fiber festival in Post Falls, ID). I brought my yarns and fibers to her shop the next week, and made the largest sale I had ever made. This was a huge boost to my confidence, and

I decided that I would no longer sell to shops on consignment. Additional requests from shops came after that, and the wholesale side of my business has flourished since then. - Cohort III

I believe it was the scarves. I sold 5 @\$100 each plus 20 @ \$75 each for a total of \$2,000. I was surprised when I realized that they were all gone except two gifts and the three that I kept for myself. - Cohort III

S.L.A.M. Festival sales, 2013. - Cohort III

I sold an \$800 painting to a repeat customer, plus he has bought some framing from me as well. I also have an opportunity to show one of my large leather sculptures with an interior designer who sells to clients with large log western designed homes. - Cohort III

My most significant sale was a piece that sold at the First Strike Night Auction this year (2014) for \$16,000; 8 times its value. As a direct result of this sale, I am now in four new galleries and am getting calls for prestigious invitational shows. The opportunities that this one sale has given me are amazing. - Cohort III

I have acquired a collector who in 2013 purchased over \$2,000 of my work. She saw my work in a local store and special ordered huge prints for her home. - Cohort III

2014 I gained a large account in Washington. - Cohort III

My most significant sale was my first "out of town" craft show, which I attended this year (2014). Participation in MAP gave me the confidence to apply for juried shows outside my home town comfort zone. While I just broke even (given the added expenses of lodging, food, travel expenses), the entire experience was well worth it. I learned a lot, and will be expanding my participation to other areas of Montana (and hopefully some adjoining states) in the next few years. - Cohort III

I sold a large piece from the Hockaday Museum, for the retail price of \$2,700. I made contacts at the museum. - Cohort III

I had a teaching engagement that was cancelled, and I signed up late for the Made in Montana Tradeshaw 2013 in Helena. Because I was prepared, thanks to MAP and a year of experience, I went to the show and set up my booth. At the show, I enjoyed a visit by the Director or Retail Glacier National Park Lodges, who works for Xanterra Parks & Resorts, Inc. She put me on contact with the Visual Merchandising Coordinator for Xanterra. As a result, I created two exclusive product lines for Glacier National Park and these and more of my items were displayed for sale at Lake McDonald Lodge Gift Shop and Many Glacier Lodge Gift Shop. While this is good for my business, what relates this story to MAP is this: Each week the Visual Merchandising Coordinator sends me a pdf of an inventory report. It shows the present inventory on hand and how many items have sold. I then write the order and the Visual Merchandising Coordinator produces a Purchase Order. I am honored that the Visual Merchandising Coordinator trusts my business integrity and allows me to be a part of their sales process. - Cohort III

I was able to gain gallery representation, where I recently sold 4 paintings to one collector. In addition, I have created prints and cards that are now being sold in multiple locations and on my Etsy store. - Cohort III

I attended the Las Vegas wholesale show and picked up clients in 4 states with continued re-orders. It was a great experience! - Cohort III

My most significant sale is the quick finish piece I did at Western Masters last year. The Great Falls Tribune snapped a picture of the event and wrote a blurb as "One To Watch". This press has led to recognition of my artwork, increased sales, and several invitations to other prestigious shows outside Montana. - Cohort III

I sold my signature tapestry at the Kalispell gathering for \$5000. The person who bought it is the president of the Flathead Valley Community College where the event was held. - Cohort III

I have had three sales. One was a piece that isn't what I have concentrated on. Perhaps I will do more in that medium! - Cohort III

I have been a vendor at the Red Ants Pants Music Festival for the past 3 years. 2013 gross sales there were a little over \$300, 2014 was \$800, in 2015 I sold a little over \$1,000...increased attendance accounts for some of this increase, but I do credit the MAP with significantly improving my marketing skills, and my ability to spend more time producing pottery and less time administering the business. – Cohort III

I sold a large, custom oil on canvas piece this past year. My largest painting up to this point and my largest price point. MAP gave me information and methods that allowed my confidence and business to grow and make this possible. – Cohort III

While not a specific sale, in both 2014 and 2015 I made enough at each show I participated in to cover costs and provide a small profit. This was due to my having a "coffee cup" item (one that may be boring to make, but sells with enough regularity it covers costs). – Cohort III

Through my abilities learned in the MAP program I was able to negotiate an exclusive contract with a restaurant in Columbus, MT to only have my art there. The sales have been amazing selling 12 pieces in a little over a year the previous year. I was able to approach the owners and let them know that twice a year I would pull out and we allow other artists in for that month period of time. I shared with them that I would be more than willing to manage that for them, and do necessary paperwork to protect them liability wise, which they were not doing before. Also to have guidelines so that whoever is hanging their art in there would know what was expected of them and how it should be hung. They had a few very bad experiences, which did not reflect well on their restaurant. We have developed a wonderful working relationship, and I have helped their restaurant look amazing and they don't have to manage that part of it any more. It's like having my own gallery in Columbus with no overhead. I am paying them a very fair commission and everyone is happy. Also able to work with the National Wild Turkey Federation, and for 2016 have done their "print of the year" going all around the state to be auctioned off at 11 auctions throughout the state. Next year they want a Limited Edition print from me, so that has been very exciting, and they are doing the leg work for me and traveling and more people are seeing my work. – Cohort III

I have made multiple sales to a collector in Arizona. This person follows my work on Facebook, my website, and through my Montana galleries and shows. I would not have the online presence I have without MAP, so I credit all of those sales to MAP. – Cohort III

I have made two sales to a publisher in France, one is the book jacket blurb for the reprint of James Crumley's French editions. The other is a photograph of James Crumley for the publisher's personal collection. In addition to my own work, I also sell Lee Nye's collector images as part of Nye Imagery, Ltd. Also donated, one of Lee's major pieces to the Missoula Art Museum. I believe the major contribution MAP gave me was the negotiation skills in terms of the art business. It might be a good idea to add a section on basic contracts and developing provenances of one's work. – Cohort III

MAP has played an important part in previous sales. Unfortunately due to illness I was unable to move towards my goals for 2014 and 2015. I am on the mend and looking forward to implementing the MAP tools. Such an amazing program and inspiration!

Currently developing art farm product through the ranch so product is in the development stages and there is no income to report from that. But very active in pursuing this goal. – Cohort III

In 2015 I was invited to participate in a group show at the Waterworks Gallery in Miles City. This was because of my MCAM membership. I feel MAP was important in helping me see the value of doing this, in spite of some doubts about the likelihood of sales. The show has not happened yet, but already it has given me a focus for new work. – Cohort III

I made a \$500 sale for a painting commission in 2015. I also began teaching a continuing education drawing class and have 2 private students I teach from my home studio. I am also teaching painting and drawing from the local community art studio. I feel that MAP provided a solid outline and comprehensive framework to start me thinking about myself as a surviving artist with business acumen. It gave me the awareness and demands actual tools to build a micro-entrepreneurship if you want it. I feel that each year I teach or sell art, compounds. This began with MAP. I didn't apply for a business license until MAP. So everything I am doing now is because of MAP. – Cohort III

I got a call from an out-of-state business person who came to the studio and purchased almost \$25,000 worth of my art on the spot to outfit a new (second) home they are building here in Montana. – Cohort III

I am the chairperson for a professional art show for the local art association and sold one painting in 2014 and 2015. I sold two pieces at the Paris Gibson Art Auction in 2015, with one in the live auction that sold off or more than my set price. MAP has helped me be as professional as possible. – Cohort III

I sold my first two \$3,000 paintings. I would have never had the nerve to put that high of a price tag on one of my paintings had I not taken the MAP program. – Cohort III

MAP has been invaluable, both in investment in my own business, but also in the art community of Montana. In the last year, I've grown my wholesale and gallery clientele from 2 small businesses carrying my work in only the Flathead Valley in 2014, to 8 throughout the state of MT in 2015. I could not have done it without the program, as the gallery owners I picked up in 2015 would not have known about me or my work without MAP. – Cohort III

I was contacted by a retail shop in San Diego that heard about my yarn from a customer who visited Montana. They said they wanted to carry my yarns, and they would like to feature me as their Indy Dyer of the month, starting in a few weeks. This was no problem because I had everything all ready to go, thanks to MAP: yarn with professional labels, images telling my story, no problem tracking all of the pieces that I sent on consignment, and that were returned later (there were some discrepancies, that my accurate book-keeping allowed me to straighten out). I also had the confidence and knowledge to put the terms of the agreement in writing, giving me peace of mind. This was a major effort on my part to meet their needs to allow them to feature me, yet it went smoothly and quickly. I can't imagine how I would have managed this before MAP. – Cohort III

As a result of the tools I learned in the MAP, I was approached by 2 galleries interested in carrying my art. Currently I have several pieces on display in an art gallery in Missoula, MT. – Cohort III

I have been working more than full-time and have had limited time to pursue my art business. MAP, however, has always driven home the philosophy that success is rooted in relationships. While I have not traveled with my work or represented my work in any of the traditional manner typical to my business, I have diligently maintained a relationship with one specific client for whom I have provided three commission pieces this year totaling \$3,000. – Cohort III

The principles I learned through the MAP program enabled me to more effectively use my website to draw more out-of-state customers, who tended to purchase higher dollar items. – Cohort III

I completed a commissioned weaving that hangs in a church in Missoula. It was well received, and I continue to receive compliments for the piece. I appreciate the sense of community this work has created, and I was well paid for my efforts. - Cohort IV

I sold a \$3,000 painting + smaller ones + prints. An encouraging start! - Cohort IV

I recently had two art shows, one was my individual solo show in Polson, MT and I did very well in selling the pieces I had displayed. The other one was with a group of artists and I also did very well selling at that one too. I have had an increase in clients wanting my art recently. - Cohort IV

I had an exhibit at the Western Masters Art Show & Sale this past spring. I met the owner of a Salt Lake City-based gallery who liked my work. Two months later, the gallery contacted me because they had a collector who was interested in buying five of my paintings. Only four of them were available but I sent them in prices and he bought all four! To make it even better, we were flying out of the country and were able to pull all the painting details and prices easily from an iPad. Prior to taking MAP, I wouldn't have had all this information defined, ready, and accessible to send to a gallery on such short notice! - Cohort IV

I recently found a gallery home for my art works. Repertoire Art and Design in Missoula has agreed to display and sell my sculptures. I hope to expand from there with other galleries in strategic locations. - Cohort IV

Thirteen custom wall sconces totaling \$6,800 and custom chandelier, pendant lights, glass tile and sink order for a Parade of Homes installation totally \$8,500. Both jobs installed in the summer of 2014. Both jobs were direct results from articles written about me in local newspapers. - Cohort IV

I sold an abstract painting from my show at the Holter Museum. The show was a result of networking in Helena's art community, but MAP did help me conceive and price the pieces. - Cohort IV

Commission for a large ranch in Southern California: My work is ranch and western oriented, the commissioning ranch owners saw my work, ordered 2 prints, and subsequently the commission. - Cohort IV

I became involved with the MAP program in Butte, MT, where I grew up. After graduating in graphic design at MSU Bozeman in 2007 and going through the MAP program in 2013, I was confident enough to acquire a position of Marketing and Public Relations Coordinator at the Yellowstone Art Museum in Billings, MT. While I'm still pursuing my art on the side, this new position has provided me with a firsthand look at the operations of a community non-profit contemporary art museum as well as a way to connect with people in the art community. - Cohort IV

To me, the most SIGNIFICANT thing is not a particular sale, - though the volume of sales IS going up, - but the CONFIDENCE that I AM AN ARTIST. It is confidence that has allowed me as a "folk artist", a "fiber artist" to pursue new venues. I have entered 3 new art shows in the state, and am currently a success in these. I also am in 3 Montana museum gift shops, which was part of my stated goal during the MAP class. My next goal is being worked on which is to be in a gift shop in Yellowstone National Park, and am also about to pursue an interior designer in Jackson Hole, WY., with my hand-woven table runners and new line of hand-woven down pillows. Bottom line? CONFIDENCE. (With realistic goals, purpose and record-keeping!) - Cohort IV

My most significant volume of sales has been made through a local shop who promotes my work to their customers. - Cohort IV

I was juried into an art show in Jackson. I believe that MAP provided me with the instruction and tools to properly apply for the show. Also, I am currently designing a calendar with my art to be purchased in bulk by a business in eastern Montana. - Cohort IV

Opportunities to take part in local art shows. - Cohort IV

Having my work shown in a gallery has been very rewarding and a profitable experience for me. I had only been showcased in coffee shops and small clothing stores before my experience with MAP, after taking the class I gained so much exposure by perusing other avenues to sell my work. Currently, I am looking for other gallery representation. - Cohort IV

I sold a painting last year (2013). It was a medium sized abstract acrylic painting. The subject matter wasn't really part of the direction of my current work, but it did open up some space for my new work. - Cohort IV

I'm really only seriously getting going, but I did sell one painting this year for \$640 :-)! - Cohort IV

Through our studio we have an annual studio sale with a part of the proceeds benefiting a scholarship. In 2012 we raised \$600 but through implementing better advertising and misc. business practices after MAP we doubled attendance and earned \$2,200 for the scholarship. - Cohort IV

At the end of my MAP experience in 2013, I participated in the annual gathering with other MAP artists in Hamilton. In a juried show, a museum in Hamilton made a large purchase from several artists and one of my pieces was selected for this public collection. It is a huge, huge deal for my resume because it gives me a validity and strengthens my chances in applications to future shows. The purchase also bolsters my perception in the eyes of serious art collectors. Finally this purchase helps my applications to finding resources to fund projects because it shows that I'm a serious artist with a long future ahead of me. Collectors and institutions purchase work from artists with staying power and this purchase is proof of my path as an artist. The value of art never depreciates, so the piece will continue to give back to the institution. This was not my biggest dollar-amount sale of the year (my other sales went to private collectors) but for validation as a legit artist, it was a huge deal. After moving back to Montana in 2011 and starting my art business here in my home state, this purchase is a huge part of building my resume and credentials. It wouldn't have happened without my participation in MAP. - Cohort IV

Through our studio, my business partner and I raised almost 4 times more in scholarship monies than the year before. Our scholarship to the winning student was \$2,200 and we each

believe this was a result of a tighter focus and stronger marketing practices from the MAP program. - Cohort IV

I was able to participate in the Made in Montana show where I made my first Wholesale sale. While it was not significant from a money standpoint, it helped me to see what selling wholesale could mean to my business. - Cohort IV

The most significant sale in terms of dollar amount is \$2,600 at this point. I also was commissioned for a couple pieces in the \$2,000 price range. This is a price tag I would have never imagined putting on a piece of my work prior to the MAP program. The most significant opportunity to date is being awarded a solo show at the Bozeman Public Library Atrium in 2015 for 2 months. This is a large space that hundreds of people visit each day and it will require that I have an inventory of at least 25 medium/large paintings for this show. - Cohort IV

I think that in general this year 2014, (the following year after participating on MAP, and I have to add that the year I participated in Map (2013) my sales were minimal because between MAP and my job I had very little time to create and market art). I see a consistency in my art sales that I hadn't in the past, MAP also gave me the tools and confidence to participate in shows and get it "out there". I think also the confidence I gained while participating in MAP as well as my experience with a mentor improved the quality of my art tremendously. - Cohort IV

MAP pushed me to sell my art at shows, which previously I had been scared to do. I participated in the MADE show in Missoula, and about 6 months later I got an e-mail from someone who saw my items and wanted me to make her some custom pieces. She came and picked them up and then purchased 6 other pieces from me! You never know what opportunity will arise or what is waiting for you after the show is over. For me, it's been fabulous. – Cohort IV

My financial numbers don't look great, but I feel like I am finding a balance between my art, and my hugely increased need to have to take care of myself since I am recently divorced. I am finding a way to still do my art, and have been slowly finding ways to have other people sell it for me. I have recently met a rep that may make a large account available to me, and I feel like I could not have presented myself as well as I did without the MAP tools. – Cohort IV

In 2015 my art sales increased by over 200% from 2014. I began showing and selling nationally and I got a painting accepted into the CM Russell auction. The biggest role I believe MAP played in my success was developing a great network in the business. – Cohort IV

I increased my gross income in 2015 by \$3,000 and doubled the sales of a "common, lowly dishtowel". The significance is because I have learned through MAP the significance of "story" and marketing something for its value to the customer. I.e., it adds color and beauty to wake up to, (we are in our kitchen EVERYDAY); it has value because it lasts and lasts; it is a pleasure to use and dries dishes/glassware better than any other towel; giving it as a gift shows we have good taste and creativity. – Cohort IV

In 2014 I sold a \$1,100 and a \$1,000 painting in 2015 on top of a \$950 and other few original paintings my gross art sales jumped to over \$12,000 - because I started doing art shows regularly. I expect and hope this figure to at least double in 2016 as I keep learning the business. – Cohort IV

I was hired to create two murals for a private home in Bozeman, MT. MAP gave me the business acumen to know what to charge, how to document my work, what expenses to track and how to track them, and the ability to say yes to the endeavor even though it included travel and an overnight stay while still making a profit. – Cohort IV

I opened my own studio/gallery in Sept 2014. The majority of my art sales in 2014 were the result of opening this business. My retail business is open 6 days/week 6 hours per day. In 2015, the net sales at my gallery were \$116,000: 80% of this was my own art and 20% was from art I sell on consignment. – Cohort IV

In 2014, I wrote a press release to the Bozeman Chronicle's "Get Out" section (Arts Section) which I learned how to do through the MAP class. An article was written about my art business and I received a call from a man who was building a home and wanted to meet me. The project turned into a \$9,500 custom order comprised of a chandelier, three pendant lamps, kitchen backsplash, and a vessel sink for a powder room. The home was a "Parade of Homes" home in Bozeman for the year 2014. I'm still using the job for marketing today. – Cohort IV

MAP encouraged me to go outside my comfort zone. As a result I had a few small pieces sell in a gallery. - Cohort IV

MAP has been the driving force behind my confidence and strategy when I think about how I approach both the business side of my studio practice, and the goals and objectives I have for my work. In 2015, I showed at a new venue and was warmly received and consistently complimented for my professional presentation and readiness. ALL of this knowledge came from the MAP program and the many talented and generous artists I have met through MAP. – Cohort IV

I made several sales in 2015 that brought in a lot of money. My most significant sale from 2015 happened recently with a patron that saw my work at a local distillery. The patron said she fell in love with a series of black and white images I've made depicting various people of all ages, shapes and sizes holding each other. The patron asked if I would be willing to photograph her and her daughter in this style, which does not fall into a classification of modern family portraiture. The work I made from my shoot with this patron was my first significant piece of commission work but it also enriched my body of photographs for this series. It wasn't my biggest sale of the year but it was excellent for building my inventory and also it validated my idea that showing my work in complementary settings (like fine artisan whiskey distilleries, where this patron spotted the series) is just as good as waiting on a gallery to represent my work. I held a successful opening at this establishment bringing in a ton of business for this establishment from all of the people present to view my work. The owner of the establishment was thrilled to have this collaborative event. Because of MAP and especially the tool that asks us to give a list of "Annotated Area Heritage and Cultural Resources" I've been able to seek out places that are not conventional "art" establishments. In the last two years, I was able to sell work in all of these outlier art establishments while at the same time enriching my community with art that celebrates their culture and landscape. These local establishments also experienced a positive impact in sales because of my supporters who came in to see my new work. – Cohort IV

My business is service oriented and sales are related to my number of "bookings". With MAP's training, I have developed a consistent customer base and the discipline to reach capacity with those bookings. This success has allowed me to increase my pricing and, in turn, my hourly wages. – Cohort IV

I am wholesaling cards with more frequency. They are selling. MAP gets all the credit for this. – Cohort IV

I have sold pieces that were \$150 dollars, which is significant for me because I make jewelry. Most of my pieces are half of that. Map taught me how to price my art taking into account the

amount of time it takes to make the piece and the materials. This helped me price the piece, and I may have to readjust how much I charge as my materials are rising in price. – Cohort IV

# Stories about Financial Benefit of the Program on Household Economy

Increase in sales volume. - Cohort I

There was little change for the family financial status. However, for my art business, I invested in storage space and upgraded my studio by redoing the roof. - Cohort I

As a single parent, 100% of my income is derived from my art. Without the MAP program and the encouragement of the leaders of the program, I would have been unprepared to be successful with my art. - Cohort I

I am aware of every expense and the value of my time. - Cohort I

I have learned a lot with MAP, met local artists and have done a few shows. My style of painting I feel does not match what the state produces and sells. I do abstract subject matter. I just don't push it here. - Cohort I

Since MAP we now have a pottery budget. I have been a full time potter since 2007. The MAP program has help more in the physical aspect of our business. - Cohort I

To date, I have not had a significant improvement in my personal economy. I am still in the process of putting all the business components into place. It has been a rather long process of creating a website, branding, creating appropriate paperwork and marketing materials. The MAP program was terrific for educating me as to the things I needed to be professional in my art practice, however, it has taken a long time to implement them. - Cohort I

The MAP certification process was very expensive for my household. I have not recouped this expense and have not had the funds to grow my business. - Cohort II

I think forcing myself to look at the business of art was the most valuable benefit of MAP despite the fact that I have not devoted more time to it due to a death in the family. - Cohort II

Changes that attributed to participating in the MAP program have been presentation and documentation of my work. - Cohort II

As the numbers reflect, since beginning MAP my sales increased exponentially each year - culminating in sales exceeding \$100,000 last year. Even after meeting all financial obligations (payroll, taxes, operating expenses, etc.) the extra income I earned as a full time artist - but actually only working part time gave my family two very important things: extra income, that we used to offset the cost of building our new home, and most importantly it gave the me the flexibility to work odd hours, take time as needed to be with our small children, and allowed the family to enjoy time together. - Cohort II

So far MAP has had no impact on my financial life. - Cohort II

Absolutely none! It took me most of the winter which is the time I use to make ware, so put me behind and am still catching up, by next spring I will finally be caught up, hopefully. The financial impact was loss in sales due to lack of product. - Cohort II

I have not seen a financial benefit yet. However I have finally been accepted into some important shows and galleries. Hopefully the financial benefit will become a reality in the next year or two. - Cohort II

I have expressed gratitude many times. Owning an alpaca ranch primarily for breeding and sales during this economic downturn is difficult. By completing the MAP program I learned the skills to get my art out into the buying public. This program by all means, saved the ranch for the last several years. We are now looking at selling the animals and ranch after over 25 years but my art will continue as our primary income other than retirement. - Cohort II

I'm still spending more than I am making with my Art, however there has been a steady increase in sales and I am confident the tables are about to turn. - Cohort II

MAP had little impact on my financial life. - Cohort II

MAP neither helped nor hindered my art business. It took time. It also cost me financially for lodging. - Cohort III

After MAP, I have become very much aware of tax season, and the benefits of keeping up in records and budget reconciliation! It's very easy to get behind in business taxes. The work done to organize and facilitate a small business budget is not only beneficial throughout the year, but especially so when tax time comes around! It's also so much easier to create "light at the end of the tunnel" with an arts career when finances are directly related to goals for the year. With a road map of past monies spent, it's very easy now to decide which endeavors are worth the investment. - Cohort III

I haven't made a lot of money yet but that is my fault not MAP's. MAP has given me the tools I need to be successful with my craft but I have a long way to go to make that happen. One thing they emphasized is passion. I enjoy what I do but I am not passionate about it. Therefore I get distracted with other "things". - Cohort III

Helped supplement my retirement income. - Cohort III

The MAP program taught me how to price my jewelry at fair and marketable prices which will help turn my business into a self-sustaining and eventually a profitable business. - Cohort III

Total introduction as to how retail works and how I need to fit into their system as a knowledgeable component - Cohort III

MAP gave me skills needed to better market my pottery, taught me the value of diversity in marketing...taught me to feed one aspect of my business with the others. - Cohort III

Pricing structure was the most important aspect and that which had the most impact upon the personal/household economy. - Cohort III

My business finances are clear and organized, and I have had the opportunity to invest money back into my business. I've invested in equipment and materials that were expensive and previously out of reach for me. That investment has solidified my ability to continue my artistic pursuits - something I may have abandoned. - Cohort III

By keeping track of my hours spent working, I had a better idea of how long each piece of art was taking me and raised my prices accordingly - Cohort III

Being more professional, better prepared. - Cohort III

\$100/month I could count on in addition to my other paycheck. I created an asset. - Cohort III

I think I learned how to ask for what my jewelry was worth, and not down price it just to make a sale. I learned the importance of how to figure out how to make a profit from this business. - Cohort III

Standards and motivation to upgrade the quality and presentation of my work, opportunities to sell it. - Cohort III

I am fortunate because my husband has a full time job with benefits (at the University of Montana). However, my art-related income has helped us out by covering several large expenses (new transmission for a vehicle, short-term cash flow due to unanticipated expenses). Before MAP, my art income was too low to provide any help. - Cohort III

Well, I am a few thousand dollars short in my bank account. That said, "It takes money to make money." I have purchased much needed equipment and supplies to help my business expand. I have had more exposure for my work. I wish I had had this knowledge forty years ago. - Cohort III

1) The friends I made in my MAP cohort, who will be my friends for the rest of my life. 2) It validated what I had already learned on my own by reading about a dozen books on the business of art and business in general. - Cohort III

I have a better understanding how to set price points, which has been the most valuable part of the training for me. I have also learned how to market myself and my art to galleries. - Cohort III

For the first time, I have been able to focus on just one "job"; my art. I have been able to basically eliminate my web design, music, teaching, and graphic design businesses to focus on improving my art work. This has real benefits as I am able to excel at one thing, my stress level has lowered considerably as I am able to provide for my family with one job. - Cohort III

It has given me the ability to go from a hobby into a sustainable business, where I can actually make a decent living and grow my business into what I want it to be, and what works for our family. - Cohort III

The only link is to personal; I made new artist friends. - Cohort III

My MAP participation has not yet benefited my financial life, I expect this year (2014) and next to be the turning point for my art as far as monetary rewards. I had high expectations when I was taking MAP, however life has a way of throwing up detours. Most of 2012 and 2013 were spent taking care of failing in-laws in Illinois, necessitating many trips and time spent settling estates. With that behind me, 2014 is the year I have finally been able to apply what I picked up at MAP and start to expand my business. While my "day job" certainly pays well (as shown by my gross income), it does not give me the satisfaction and sense of accomplishment I get when making my art, nor the thrill and pride of actually having someone hand over their hard earned money to buy something I made. I expect in the next 2 or 3 years I will be able to expand my art to the point I can leave the day job and pursue art full time. - Cohort III

I more than doubled my sales in the past year, boosting my confidence and allowing me to work in the studio full time. - Cohort III

MAP impacted my financial life in an organic unfolding of steps. First, it gave me the confidence to process with my art, market myself, and visualize goals. Then, it gave me the tools for persisting in my art and marketing of my art. Then, it helped me do what I call the bookkeeping part of my art business; so that, I am able to build solid relationships with clients—wholesale and retail and on-consignment. In 2014, I am making more income than my business plan

predicted. And I am able to streamline my process so that I am able to be the artist, bookkeeper, inventory manager, and order processor. My goal is to make an income with just the right amount of business that does not require that I employ anyone. I'm there. I'm looking forward to a less busy winter in which I can explore with new lines, new techniques, and re-connect with my creative aspect. - Cohort III

MAP gave me valuable tools to have both the confidence and readiness to create a financially beneficial art business. I greatly value MAP, the community I've found through MAP, and the opportunities it has provided. I now have a studio downtown that I work from, a dream I've had for a long time. "Work" is as amazing as I always thought it could be. - Cohort III

MAP helped me organize and commit to my art. Financially, I finally understand where my money goes and I'm making smarter decisions, which results in a better financial income. - Cohort III

MAP has made it possible for me to work as an artist full time. At this point, I still invest pretty much everything I make into the business, but it is getting legs and 2014 has been a very good year thus far. - Cohort III

I now have a respectable booth to display my work at any suitable indoor event. I also have a much improved website, a rack card and a new business card. All of these increase my confidence when dealing with potential clients. - Cohort III

More spending! I have had very few sales. - Cohort III

I am still setting up my business, but I am able to pay for materials and advertising with my profits. - Cohort IV

It laid the groundwork towards pursuing my dream of going full-time with art. I currently own a T shirt printing business, and I know that I can't physically do that forever, and am so grateful to have better tools to pursue my art, which I'll be able to do the rest of my life, hopefully. - Cohort IV

I think the most valuable benefit of MAP was helping me transition my photography business into a business of art work. Before I sold 8 x 10 photos and now I sell those images as pieces of art and MAP has helped me by letting me see the art world and opening that up to me. - Cohort IV

I have gotten way more organized with my art business - having a separate account, registering my business with the state, using a book-keeping system, keeping my receipts, etc. Also, I have a much clearer idea of what I'm investing into my business, evaluating the ROI of opportunities and knowing the actual cost of producing my work and pricing more appropriately. - Cohort IV

I have not yet implemented the full extent of what I have learned from the MAP program. I now have a greater vision of what I could do with my art to create a business plan to financially support myself. In the works is a crowd funding launch for a studio space and supplies. The greater vision would be a garden art brand that supplies garden centers and the private sector in addition to OAK art works or a limited numbered cast. - Cohort IV

In 2014, I will be able to contribute to the household income. I can contribute doing what I enjoy. - Cohort IV

The pricing guides in the MAP program are very practical and a great help in handling that part of the business. - Cohort IV

I can't say I have seen any financial impact since my participation in MAP, but this has more to do with personal obligations. - Cohort IV

My art business was a start-up business in 2013. I had no product, no business plan, no marketing materials, had never done an art show of any kind... Just a whole-hearted commitment to pursue a passion and the help of MAP. - Cohort IV

I have an art studio in my home that has provided space and conditions that allow me to create my art and I have a full time position at the largest contemporary art museum in Montana. - Cohort IV

I am over 60, so the clincher for me to even sign up for MAP was to be able to support myself in the future should I find myself without a husband. I have been a weaver-artist for over 40 years, so it is what I love and KNOW HOW to do. I simply would rather be doing that than finding that I needed to work at the local "beer, bate & ice" store for minimum wage. My art is all I'm really trained for! In the meantime, my income from weaving will supplement our savings for the extra things in life that come along. All this would not even be thought of or possible without what the MAP program taught me. I have a five year goal for income that I intend to reach through what MAP taught me. - Cohort IV

As a result of my participation in MAP, I have increased production and improved my accuracy in pricing which has resulted in a steadier revenue stream for my business. - Cohort IV

The organization of my finances is the most valuable. Learning the importance of keeping records and setting financial goals has impacted growth. - Cohort IV

Personal or Household economy no benefit from the MAP program. This MAP program did not impact my financial life. MAP program on a positive note promoted organization of my finances. - Cohort IV

I have made tremendous strides in selling my work. Before Map, I was not focused and did not put into the time I needed to create pieces. After taking the class, I realize that the sales will come the more I generate and work on my craft. Having extra income is very nice for me, even if it's only a hundred dollars a month, as long as I am generating a profit, I am happy. - Cohort IV

I have a much more firm direction for my work and have begun researching and tailoring my portfolio/product line to new financial venues. - Cohort IV

Right now, I'm making that flywheel turn and it's slow, but I've gained SO MUCH KNOWLEDGE and confidence! MAP has been PRICELESS for me in these regards, because I seriously did not know where to start or how to go about ANY of this business stuff - and the networking and resources are FANTASTIC!!! - Cohort IV

Through MAP I implemented a better business plan (something I had little concept of before) and tightened up my financial short and long-term goals. - Cohort IV

MAP gave me the tools to apply a stable pricing structure for my work in order to build a sustainable art business. My skill set (which I learned at U of M and then took out of state for a number of years to find work) is very diverse and I am able to apply my skills to many different "products" which MAP has helped me to price, the impact of using a stable and sound pricing structure has enabled me to make my art business my main source of income. The MAP pricing model made sense to me and has given me confidence to add a sustainable dollar amount to my "products", my art work. - Cohort IV

The program is helping me make the right moves into my own business. Soon I will be full time and feel I will be starting out better than I have in the past. - Cohort IV

Having a better business plan and a clearer vision as a result of the MAP program has increased opportunities for financial gains our household. - Cohort IV

Since I am a bookkeeper as well as an artist, I have always known pretty well where I stand with my art financially. However, keeping an inventory in excel was something MAP taught me is a very valuable tool. Now I can see just how much \$ I have tied up in unsold art. I have just applied to 3 shows, and I think being in MAP has helped me get serious about showing. - Cohort IV

I was able to quit my part time job in December of 2013 to pursue art full time. This meant I no longer was paying for childcare while at work because my studio is in my home and my children can be with me. Because of MAP my sales have increase and I have more money to invest in my art without taking out loans or carrying any personal debt. All of the wholesale income I have from my art can be attributed to the MAP program. I was able to develop a product line and an inventory to offer at wholesale to qualified buyers. My retail income has increased after learning more about more accurately pricing my work through MAP's pricing formula. - Cohort IV

The consistency in sales, in the past my art sales were random, this year they are a lot more consistent. - Cohort IV

## Stories of Impact on Artistic Practice

Creation of lower priced items. - Cohort I

MAP gave me an impetus to set goals and methods to actually achieve them. It introduced me to other artists, which was invaluable to me and gave me new venues to show my work. - Cohort I

MAP was beneficial to my art through the camaraderie of other artists who were in the program. In addition, the requirement for a mentor and an apprenticeship was valuable to me as I learned new skills that I could apply to my art. - Cohort I

I began to work every day, my work is much better. - Cohort I

Meeting and networking with people. General art business info. I love going to shows and events for the artists themselves. Would like to meet more of the art collector side of art....collectors meeting artists. I makes you push a little harder. - Cohort I

Even though I have been in full time business since 2007 the MAP program has given me the kick in the butt I needed to be more professional and to bring my display up to date, and make it look professional. - Cohort I

The mentor ship portion of the program allowed me to work with a plein air artist that has taken my art career in a new direction. I have spent the past two years building a body of work and honing my skills which have improved significantly. This has also led to more sales. - Cohort I

The most valuable benefit of MAP to my practice is in the confidence I have in my artistic style. - Cohort II

Working on my portfolio. - Cohort II

The most valuable benefit of Map to my artistic practice has been to set goals and manage my time effectively. - Cohort II

Focus. I helped me hone in on and apply a laser like focus as to where it was I wanted to take my art and helped me realize how to get there. - Cohort II

MAP has been very encouraging and supportive. I feel that if I can devote time to my art, I have the skills to sell it. - Cohort II

The realization the MAP program is trying to turn out production crafts rather than fine arts. I was encouraged to develop a production line of work, which I obediently did, and am still trying to sell them. I do individual work and limited series, I am thankfully back to that! - Cohort II

Consistent application and devoted work time to my art. - Cohort II

I learned the BUSINESS of art, how to stay organized and responsible for my production. - Cohort II

Focus. I now know and practice with a sense of purpose and goals. I have a vision and a path of how to get there. - Cohort II

Mentoring with established artist. - Cohort II

Nothing, sorry to say. But MAP has not created a sturdy platform for artistic expression. - Cohort III

Artistically, I can't stress or articulate the idea enough of "do-ability". It's very easy to be drowned out by other careers much more lucrative than that of a studio artist. The allure of a more classic and trainable career choice (lawyer, dentist, teacher) is something all studio artists battle with on a daily basis, and the choice to pursue a financially-viable career as a studio artist is, at first, quite TERRIFYING. The major lesson MAP teaches is that Art is, in fact, a valuable and economically viable career choice. There are clear goals, endeavors, opportunities, that artists in Montana have access to (thanks to MAC) that are BUSINESS ventures, and these BUSINESS ventures have the capacity to MAKE ARTISTS MONEY! Because of MAP, I can now identify myself as a full-time studio artist with many options and endeavors that, in the end, result in income. - Cohort III

Realizing that if I put for the effort with the tools given to me through MAP that I can and will be successful with my art. - Cohort III

Learning how to sell my art in a professional way. - Cohort III

The most valuable benefit of the MAP program was the pricing model and how to educate the public/customers about my artwork. - Cohort III

Using a journal and taking notes on product, its inception and how I interact with the world, Art is ongoing. - Cohort III

I learned the most important lesson on the first MAP session, that is to identify what you do best about your art business and do that, find a way to have others do the rest. I had been producing, marketing almost entirely directly via home sales vendor sales at markets and shows. Nearly half of my gross sales now comes from consignments, I no longer try to make EVERY market, allowing more time to produce. It actually reduced my expenses related to

selling. I am now letting others who are better equipped sell for me, via consignment and a little wholesaling. I still administrate my own business, which at this time is not cumbersome...as I grow that may change. - Cohort III

Networking with others and reviewing various pricing strategies was very beneficial. - Cohort III

My artistic practice was IGNITED by MAP. I became more productive than I ever imagined because I had a refined sense of direction and hope for sustainable income. The feeling of competency within my medium grew exponentially as I learned from other artists in the program, my inspiration evolved and my excitement for new possibilities grew out of the principles taught by the program, and each time I attended class, I could barely wait to hurry back to my studio to make new things to sell. - Cohort III

Through the mentor program I learned the basics of plein air painting - which I am still doing. This practice with the plein air works has improved my landscape skills tremendously as I have applied it to the backgrounds of my wildlife paintings - Cohort III

Meeting new people, working with DG House. - Cohort III

Taught you to have an elevator speech of who you are and why you need my art - Cohort III

Keeping records of my work and process and financial goals and progress and the creative capitol workshops and capstone experience with the gallery set up. - Cohort III

I learned that in the future I will need to work amongst other artists so I don't get so lonely. I learned that there are ways to establish group artists working together, sharing space. - Cohort III

Learning how the art business works. - Cohort III

It took some convincing by the MAP folks before I could consider myself an artist. MAP, as well as that new perspective, helped me focus what I was doing, how I made decisions about what to create. A big benefit was to help me filter 'helpful suggestions' from others on what I 'should' be doing. After MAP - I had a clear vision of what I did, what my art was, and I thoughtfully passed all 'advice' through that filter. The result is a coherent body of work, and high praise for the artistic quality of my work in a field where that is not often the case. - Cohort III

That I have a marketable image to sell and as a result I am working more with my camera. I am excited about what I am producing. - Cohort III

Zero "artistic practice" benefit. In fact, if we were to take the lessons of MAP too closely to heart, I think it could HURT our artistic practice by influencing us to create "pot boilers" of no real artistic significance, but of more marketable value to the masses (which is how one supports a business). "Artistic practice" should be worked out WELL before entering the MAP program. MAP is not qualified to instruct us on "artistic practice." - Cohort III

Learning to market my art and myself. - Cohort III

Lots and lots of studio time. Since the auction, I can't paint fast enough. I am turning people down in order to keep the quality of my work high. On a normal day I put in 10-12 hours in the studio. - Cohort III

MAP actually showed me that I'm an artist, before that I didn't call myself that. It has given me direction, goals and a road map to a sustainable business and I'm continuing to work towards my tool box and goals I have set for myself and business. - Cohort III

The most valuable benefit was the PDP seminar. - Cohort III

I have become more professional in all aspects, from booth design and construction to the hang tags and signage I use. Also the need to have a "coffee cup" product, whether I enjoy making it in quantity or not. That is the item that I can count on to sell at most shows. Usually inexpensive, I normally can sell enough to cover my booth fee. While the one-of-a-kind pieces are more fun to make and talk about, the "coffee cup" item is what "butters the bread" for me. - Cohort III

I'm currently creating a new series of work geared towards reaching my target market. I spend most days in the studio. Value: priceless! - Cohort III

Confidence. It is one thing to strike off on your own, always in doubt about being a valid artist. MAP encouraged me at every step and validated and appreciated me as an artist, which gave me the confidence to keep moving forward. - Cohort III

MAP gave me a goal to progress, a method to move through, and a group of people do bounce ideas and motivation off of beside me. I have been able to devote more time to my artwork through better business practices. This, in turn, has led to stronger artistic practice. - Cohort III

Creating a cohesive body of work. Looking at my booth from an outsider's point of view. - Cohort III

Learning how to handle the many things one must do on the business side of the equation (there's so much more to it than making the product) has allowed me to converse intelligently with galleries, show directors, etc. I also have my financials in order and that is a huge relief! As a result of getting these things running smoothly, I now have consistent deadlines and they keep me on track with consistent production of my art. - Cohort III

MAP helped to focus my priorities and provided valuable networking opportunities. I feel it clarified my understanding of myself as an artist. - Cohort III

I am able to focus on what I want to accomplish and that is to do more! I made the commitment to rent a studio away from home. I have bought more professional materials, educational materials and software. I have entered a few competitions within Montana. I made the investment in time and money to create a show with other artists to have our first Western Art Week. It was successful for most of the artists and we will have our second next year. - Cohort III

MAP has helped me organize my time, set realistic goals, and has given me the confidence and business skills I needed. Working with other talented artists, mentors and teachers is an invaluable part of the program as well. MAP has been an excellent opportunity for me. - Cohort IV

I'm more aware of time and more disciplined. It feels less like a hobby and more like an occupation. - Cohort IV

I think the most benefit was getting together with other artists and sharing and helping each other along with the coaches. - Cohort IV

Writing about my work and defining my mission/vision/values helped me understand my artistic vision and what I was specifically focused on developing and exploring. MAP have me more structure to how I think bout and work on art, developing a body of work, exploring product lines within a body of word, setting aside time. - Cohort IV

The process helped me see my potential and focus. I also discovered I am primarily a sculptor. Some people are on a fast track to being a full time artist. Other are taking baby steps. I was just pleased to realize it is a viable goal and I am making changes and practicing discipline to get there. - Cohort IV

Being prepared. Understanding business, organization and generating confidence that my business of art can be successful. - Cohort IV

The organization of topics, the checklists, the practical guidelines for tasks like artist statements, hang tags, etc., are a huge help. Although in isolation any of the topics are not too hard to handle, the number of different tasks involved in an art business is nearly overwhelming. The big thick manual which lists, analyzes, and provides very practical guidelines is a major work. I have great admiration for the manual itself, and the tremendous amount of work that must have been involved putting it together. And it actually makes sense throughout. - Cohort IV

Although I haven't reaped any financial gains, the program has given me an ability to set realistic goals and the tools to see them to completion. Since my participation I have built an art studio, website and am currently exploring avenues in which to market my art and make more relevant to customers. - Cohort IV

Developing consistent work/studio hours and a system for determining prices of my work - Cohort IV

Direction, inspiration and focus. - Cohort IV

Confidence in the value to my artwork. - Cohort IV

Product line. - To identify what is my signature piece, my mid-money-maker, and my "coffee-cup". To get my "story" out there, to educate the people of the uniqueness of what I do. And to have a BRAND, a cohesiveness to my products. - Cohort IV

Participating in MAP has provided me with clarity on where to focus my creative energy and has encouraged me to expand the parameters of my sales. - Cohort IV

The MAP program helped me realize what it will take to be successful at selling my art. I learned that I must love my own art if I am going to put in the time and effort that is required to profit off of it. This realization changed the way I do everything as customers see the value you place in your work through the confidence you have in showing and selling it. - Cohort IV

Most benefit I received in this MAP program is it allowed me to generate more art, by making oneself accountable each day to work on and to continue to improve my artistic skills. - Cohort IV

I feel more confident about my work, and can see the value in what I create. Map has been such a blessing and a confidence booster for me. I have created a complete toolbox of skills which have made me "market ready", and many of those skills I would not have had without my participation in the program. - Cohort IV

After what seemed like a very, very long time I finally have a firm direction for my work and am not looking at the newest, most interesting thing to try and do. It gave me a level of focus I have not had until this point. - Cohort IV

STUDIO LOG!!! :- ) - Cohort IV

The concept of the personal landscape and the mission/vision statements have clarified the focus of my art and have opened up new ideas (new "what ifs") that I wouldn't have thought of before. The landscape journal (I use a Pinterest board) has helped me be much more creative and keep track of design ideas. - Cohort IV

The most valuable benefit of MAP comes in my new way of thinking of my work in a business sense. As everyone in the whole world says, artists are not business people. But MAP eliminates that negative perception for the artist and has empowers me to make the necessary steps to making my art business my main income. I also have a wonderful network of extremely creative people from all over Montana and it's something that happens over the course of the MAP participation. The text book is valuable but when you include other artists who are taking the journey with you, that opportunity is unique and extremely valuable. My MAP artist network acts like any other business network, they give me advice and sometimes we end up working together. It's a truly powerful network that is worth so much to me as a creative person AND as a business person. - Cohort IV

Meeting other artist and the great energy shared and support given. Montana is a vast state and the program brought together ideas and sharing and support. I miss our group and Saturdays... - Cohort IV

My skills have tightened up due to a stronger passion for my business. - Cohort IV

I keep regular studio hours now and commit to working on my art for many hours a week. More importantly, MAP has helped me be a part of a greater artistic community with the support that brings. - Cohort IV

The organization and preparedness strategies outlined in MAP have given me the tools and ability to easily and professionally apply for shows, exhibitions and art competitions. I have done all 3. Acceptance and participation into these venues has greatly increased my sales, my customer base and my need for inventory. - Cohort IV

The experience with a mentor, as well as being exposed to other artists work and the trip to Jackson Hole were all very stimulating and inspiring. - Cohort IV

### **General Comments Gathered from Survey Completed January 2016**

I am a horrible sales person for my own art, and not too good on the business side either. But I think I have new original art that should be given a chance with collectors and art lovers and I don't know where to start. I have applied for grants and galleries and I get very discouraged. I have something to offer and I know my work is good. I am in a hard spot. So I will keep painting. I hope I can be recognized as a Montana artist one day. – Cohort I

In 2014, I received a small inheritance. Without this capitol, I would not have been able to grow my business the way I have. I invested in some badly needed new equipment and infrastructure for my business and was able to keep up on bills after I stopped working a full-time job. Now, that money is all gone and I am confident that I can carry on and grow my business myself. – Cohort II

I'm able to do art and purchase supplies and equipment thanks to an inheritance specifically earmarked for that purpose, i.e. I had a "fairy godmother". In 2015 I spent over \$800 on equipment purchased in Montana through Craigslist. – Cohort II

My pottery is a part time business, producing about 25% of my total income. That is all that I need it to do. I love making ceramic things, and this allows me to improve my skills, allowing me to make a little money at it, while thoroughly enjoying the whole process. Even though it is a part time endeavor, I do take seriously the work of improving the business side of things, and feel a large debt of gratitude to the MAP program for facilitating this process. THANK YOU! – Cohort III

In 2015 I joined the Montana Artrepreneur Program Facebook Group. This is a very interesting and worthwhile product from the Montana Arts Council. Following the experiences, tips, questions, and suggestion of others has opened my mind to possibilities I had not considered before. A very beneficial product! – Cohort III

I am so grateful for MAP! This program has impacted my finances and my life in ways I did not think were possible. I also have a much greater appreciation for other small business owners and make every effort to work with them rather than just ordering things online. I love supporting my local economy in this way. – Cohort III

Increased my on-line presence. – Cohort III

Improved my artist website. – Cohort III

I continue to work daily in my studio. I was juried into the exhibit at Missoula Museum of Art last summer and fall. Although, it was a great honor, no sales occurred. Perhaps, it is my own fault as I refuse to compromise to a market. – Cohort III

Before I took MAP, I was fairly successful as an artist on my own in a booming economy. Then the market crashed and I gave up on the whole thing. Took down my website, stopped painting altogether. MAP gave me the tools to diversify my art business and be successful even if the economy is unstable. I don't know what I would be doing without MAP. My finances are back in order and I look forward to going to work every day. – Cohort III

I would like to participate in a future MAP show in the next two years. But I need to do more art first! – Cohort III

MAP has changed my world! I now have a sustainable art business with a beautiful studio and gallery thanks to MAP. :-) Even in my 50s I have grown exponentially as a person from this program. I am forever grateful. – Cohort III

The MAP program is an essential program for any person that wants to transition from hobby to business. It was a great school in which I learned so much about how to go about starting up my own business and having financial success. – Cohort III

I use my MAP tools all the time and they are constantly evolving as my art and my business grow. It's great to be able to build on the solid foundation that MAP provided and have some clear direction. seriously. I mean it. :) – Cohort III

The subject of marketing could be addressed in more detail in the MAP program. – Cohort III

My mantra: "MAP has changed my life, and I am smiling!" – Cohort IV

I'm retired, otherwise, and the art business is in its infancy. – Cohort IV

MAP is a great resource which gave me an invaluable understanding of the art business and a direction. Without MAP I think my income from art would be completely random. – Cohort IV

Due to family challenges I needed to move out of state to help one of my daughters. My art business was mostly put on hold... I will be active again as soon as possible. Setbacks in life do not need to set you back forever when you vision is long term. – Cohort IV

As I previously mentioned, the use of symbiotic relationships between my art business and other business establishments have enriched my business and the partner I work with when I hold openings. I show my work in a variety of establishments where my ideal customers frequent. For the openings I hold, businesses like artisan brewers and distillers and fine dining establishments benefit from my supporters who show up for my openings. I think this is noteworthy and also different from my increased personal spending in the local community because this has to do with an increase of spending from other members of my circle that are also supporting local businesses who chose to host my work for a month or two. In return I get exposure to their clientele whom I may or may not know. The exposure has led to multiple sales for myself and the establishment. – Cohort IV

## **Other**

No art sales efforts during 2014 due to closing of ranch, death in family, and retirement. – Cohort II

MAP has not played any role in my business other than take away from my working by devoting time to the MAP program which put my behind by about 6 months, only to have many of my "tools" rejected after many hours of hard work on them. The biggest was the income projection, in which I was completely honest, using my actual numbers, yet it was rejected. I feel the program was a waste of time for the folks participating in it. The only ones benefitting from this program are those putting it on, they are making quite a bit off the program, buy selling books which were made while being paid by the state to put it on, speaking engagements by many folks that aren't even artists trying to tell artists how to do their artistic endeavors, while having no background in what they are saying. – Cohort II

MAP really didn't play a part in my sales during 2014. I took another set of classes that were much better tailored for the work I do and these are helping me with my business. – Cohort III

Sold a painting to a neighbor. No MAP involvement.

My story is that MAP taught me the marketing skills to successfully acquire my current career in Marketing at the Yellowstone Art Museum. I have a degree in graphic design but MAP helped with the marketing aspect of business. My artwork is in graphic design, but because it isn't fine art, or craft work, it will not show up in the numbers for this survey, unfortunately. – Cohort IV

# MAP Artists-Program Evaluation Survey

## GROSS AND NET SALES

As mentioned in the cover letter to this survey, it will be best if you have the your tax returns handy for the year prior to when you participated in MAP and all subsequent years through 2013. If you have those handy, this will be EASY, EASY, EASY!

The information you provide here will not be shared.

Your survey is not visible to Montana Arts Council staff and it is not linked anywhere to your personal name. It will be tracked by your MAP year.

The information you provide will be combined with all other MAP participant data and reported only on the sum total of the program. This will help to communicate the overall impact of this program.

Thank you so very much for helping with this evaluation. It would not be possible without your help.

### **1. Please provide your TOTAL GROSS SALES for each of the years listed below as best you can.**

2008 (Prior to MAP)	<input type="text"/>
2009 (MAP Year)	<input type="text"/>
2010	<input type="text"/>
2011	<input type="text"/>
2012	<input type="text"/>
2013	<input type="text"/>

### **2. Please provide your TOTAL NET SALES for each of the years listed below as best you can. If possible, please use the information you reported on your IRS tax returns for these years.**

2008 (Prior to MAP)	<input type="text"/>
2009 (MAP Year)	<input type="text"/>
2010	<input type="text"/>
2011	<input type="text"/>
2012	<input type="text"/>
2013	<input type="text"/>

## TAXES PAID

## MAP Artists-Program Evaluation Survey

**3. What did you personally pay in FEDERAL TAXES for each of the years listed below. If possible, please use the information from your IRS tax returns. If you file joint taxes with someone else, please estimate your portion as best you can.**

2008 (Prior to MAP)

2009 (MAP Year)

2010

2011

2012

2013

**4. What did you personally pay in MONTANA STATE TAXES for each of the years listed below. If possible, please use the information from your IRS tax returns. If you file joint taxes with someone else, please estimate your portion as best you can.**

2008 (Prior to MAP)

2009 (MAP Year)

2010

2011

2012

2013

## PEOPLE WHO WORK IN YOUR BUSINESS

**5. How many people worked in your business (full or part-time) during the following years?**

2008 (Prior to MAP)

2009 (MAP Year)

2010

2011

2012

2013

## BUSINESS SPENDING IN MONTANA

**6. In 2013, what total dollar amount do you estimate you have invested in your artistic business?**

# MAP Artists-Program Evaluation Survey

**7. What percentage of that investment do you estimate was spent in Montana?**

## OUT OF STATE SALES

**8. For each year, please estimate the PERCENTAGE OF YOUR SALES that came from OUT OF STATE. This includes all sales you have made including online sales.**

2008 (Prior to MAP)

2009 (MAP Year)

2010

2011

2012

2013

## REFLECTIONS ON YOUR ART BUSINESS

**9. As a result of your participation in MAP, please let us know how you feel about the following statements relative to your artistic business.**

	Agree	Neutral	Disagree
I am actively making art and pursuing my artistic business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have clearer and more specific goals for my artistic business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am progressing toward the goals I have for my artistic business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more confident and satisfied with my artistic business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more confident in my skills to manage my artistic business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**10. What is the most significant sale that you have made since your participation in MAP? This could be a large dollar amount, or a large volume sale, or a new opportunity, for example.**

While numbers are very important for our reporting, stories help to illuminate the impact of this program as well as to continue to improve it.

Please take a few minutes to compose answers to the following open questions.

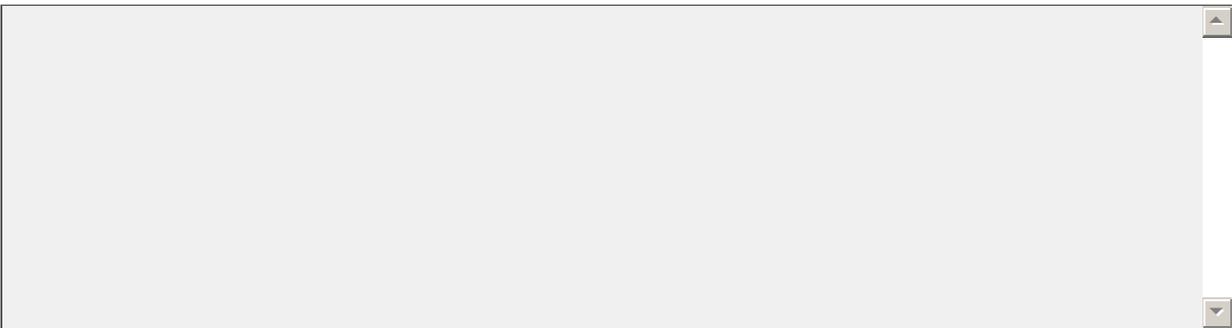
Thanks so much.

## MAP Artists-Program Evaluation Survey

**11. What was the most valuable benefit of MAP on your PERSONAL OR HOUSEHOLD ECONOMY? *In what ways did your participation in MAP impact your financial life? What changes to your financial life can be attributed to your having participated in MAP?***



**12. What was the most valuable benefit of MAP to your ARTISTIC PRACTICE?**



## PROGRAM INDICATORS

Yes, this is a long list. But you only have to check the items that apply to you! Please don't quit now!

# MAP Artists-Program Evaluation Survey

## 13. Since having participated in MAP, did you do ANY of the following activities? Please check any that apply.

- Increased investments into your business.
- Increased your inventory.
- Increased the general prices for you product line/lines?
- Increased your customer base (added new customers).
- Increased the number of locations where you work is exhibited/carried.
- Expanded the geographic reach of your customer base.
- Increased your representation outside of Montana.
- Increased sales to customers outside of Montana.
- Made capital improvements to your business
- Rented space you didn't have before (e.g. retail, storage, warehouse, studio)
- Took out any personal or commercial loans related to your business
- Employed or contracted new/more people for your business
- Increased investment or savings for your retirement
- Started a retirement plan
- Made financial investments other than retirement savings
- Increased the financial goals of your business
- Established an adequate emergency fund
- Increased use of debt for your business
- Decreased use of debt for your business
- Increased spending for your business in your local community
- Increased spending for your business in the state of Montana
- Used an attorney in relation to your art
- Used an accountant in relation to your art
- Improved your arts business financial record keeping
- Filed taxes for income related to your art

Is there anything else along these lines you think we should know about?

# MAP Artists-Program Evaluation Survey

## MAP'S FUTURE

**14. Do you believe that Montana is a supportive environment in which to pursue your art business?**

- Yes, more so after I participated in MAP
- Yes, but about the same as before I participated in MAP
- No, not really

**15. Would you recommend MAP to other artists? If so, why? If not, why not?**

**16. How might MAP be improved in the future?**

## PARTICIPANT CHARACTERISTICS

Lastly, we need to report the demographics of our total group of MAP artists. Please answer the following demographic questions that also will not be shared other than in "summary".

**17. Gender:**

- Male
- Female

**18. In what year were you born?**

# MAP Artists-Program Evaluation Survey

## 19. Your highest level of education:

- Less than high school
- Some high school
- High school diploma or GED
- Some college or technical school
- Associates degree
- College degree
- Masters degree
- Post graduate degree or professional degree

## 20. What is your racial/ethnic background. Check all that apply.

- American Indian or Alaskan Native
- Caucasian/White (Non-Hispanic)
- Hispanic or Latino
- Black/African American
- Asian or Pacific Islander
- Other

Other (please specify)

## 21. Your 2013 ESTIMATED HOUSEHOLD INCOME

- Less than \$10,000
- \$10,000-\$24,999
- \$25,000-\$49,999
- \$50,000-\$74,999
- \$75,000-\$99,999
- \$100,000-\$149,999
- \$150,000 or more

## MAP Artists-Program Evaluation Survey

### **22. Which of the following best describes the population of the community where your business is located?**

- Urban (more than 60,000)
- Suburban (within 25 miles of an urban area)
- Town (1,500-60,00 residents)
- Rural (towns with fewer than 1,500 residents)
- Highly rural (areas outside of rural towns)

### **23. Would you be willing to have me (Surale Phillips) interview you for about 30 minutes to hear more about your artistic business and experiences with MAP?**

- Yes
- No