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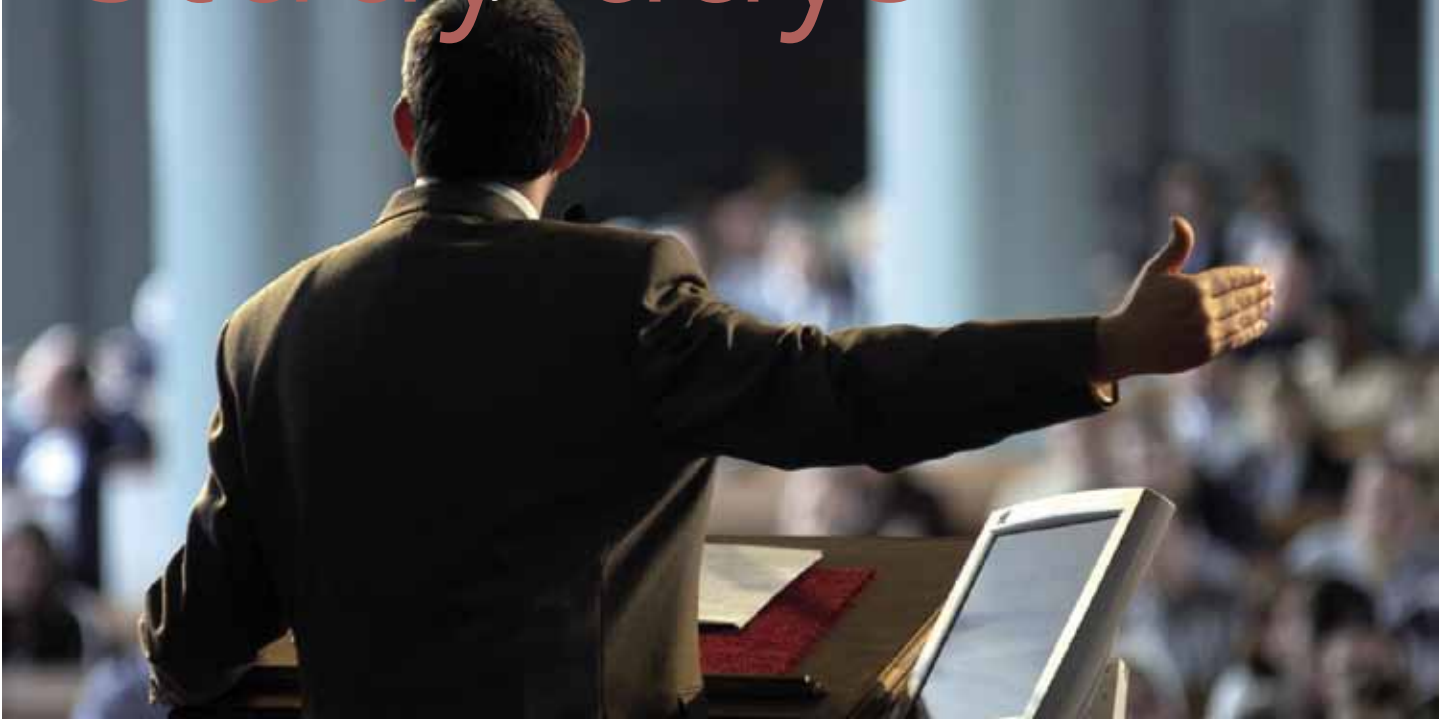


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ASSOCIATION
for CULTURAL
ENTERPRISES

study days



your association your study days

As the only not-for-profit organisation run by, and for, cultural and heritage trading professionals, the Association for Cultural Enterprises (ACE) has established a reputation for developing and delivering the most relevant, sector-specific learning opportunities available.

With a programme that covers a wide range of practical topics, our Study Days are well-structured, cost-effective learning experiences and offer one of the best ways to keep in touch with what's going on in our sector.

We run our Study Days in membership venues across the UK, offering you practical knowledge and the opportunity to see how your colleagues in other sites approach their work.

We feel we've developed a pertinent and balanced annual Study Day programme for 2009 and we hope you feel the same.

I hope to see you at one of our events.

If you're not currently a member of ACE, but would like to find out more about the benefits of the Association, please see further details at the back of this brochure.



John Stachiewicz
Chairman of the Board

Keeping up appearances – shop fits and face lifts

27 March 2009 – Natural History Museum, London

Speakers are

Jo Wilks Head of Retail & Admissions, Imperial War Museum

Camay Chapman-Cameron Head of Trading, Brighton and Hove Museums

Jeremy Ensor Head of Retail Strategy & Operations, Natural History Museum

Gordon Hutchinson Managing Director, Apple Display and Shop Fitting

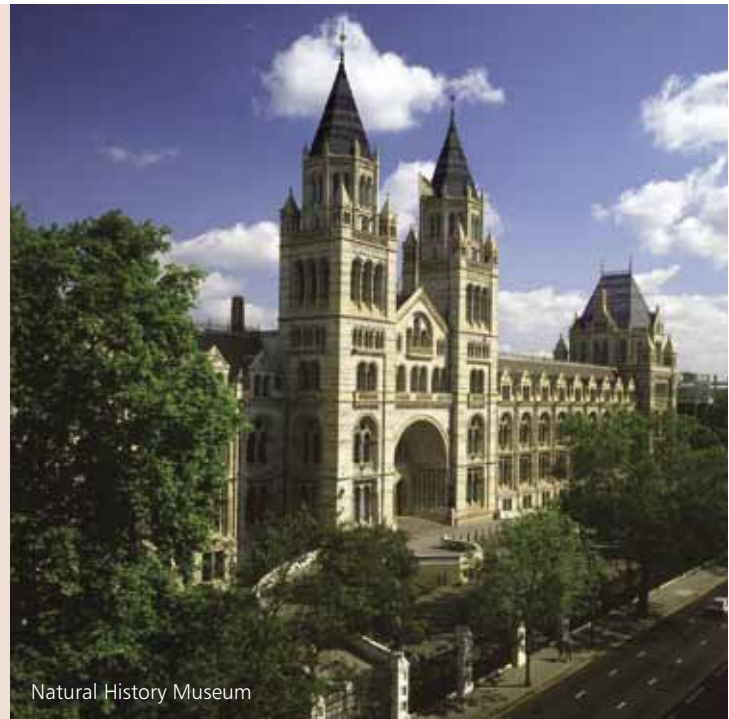
Too often, scant regard can be given to shop display units, with more attention being paid to merchandise and display. But good shop fittings can raise your sales by up to 50% and, although total re-fits can be expensive, they can pay for themselves very quickly. At this study day, we hear from three experienced retailers in the heritage sector who will share with us their top tips and their lessons learned from re-fits, so that we can approach such a key project with confidence. Unusually, we also have a leading expert from the shop fitting industry to give us a practical template for use when commissioning a re-fit. Whether you are considering a total, or partial re-fit or would like inspiration to vamp up your existing fittings, this day is for you.

Who should attend?

- Retail managers
- Accountants and budget holders
- Retail buyers
- Visual merchandisers

What will I learn?

- How to increase turnover
- How to re-present current stockholdings
- How to improve sales
- Things to consider when commissioning a re-fit
- How to write a specification



Heritage publications

5 May 2009 – Tate Britain, London

Speakers include

Robert Snuggs Managing Director of Bounce Marketing & Publishing Ltd

Malcolm Crampton HH Group - Jarrold Publishing

Jenny McKinley Project & Marketing Manager, Scala Publishers

Declan McCarthy Commercial Manager, Ashmolean Museum

This study day has been arranged by popular demand on behalf of our members. Split into two distinct sections, it will address two of the most commonly discussed areas of heritage publication – children's books and guidebooks.

The publication of children's titles is less common than the numbers of child visits to museums and heritage sites might suggest is worthwhile. Why is this? What can be done to engage with this important audience in an informative and entertaining way?

Most of us are more familiar with the world of guidebooks, but are yours selling well? How can we improve sales? Do you even have a guidebook? What can a guidebook do for you? We will look at the possibilities and the many advantages that a good publication can offer your venue.

Who should attend?

- Retail managers
- Retail buyers
- Publishers
- Visitor services managers
- Interpretation professionals
- Education professionals

What will I learn?

- How to commission a good guide book
- How to make your guide book fit your needs
- How to project manage the commissioning of a guide book
- Considering your collections through a child's eyes
- How to engage a young audience through print



Tate Britain

Beat the credit crunch – maximise your sales

5 May 2009 – The National Galleries of Scotland, Edinburgh

Speakers include

John Prescott Retail Consultant

Peter Holloway Retail Consultant

There is no better time than now to make the best of what you have. How can we respond to falling footfall and diminishing spend? Prudent retailers will be keen to review and polish the whole of their retail offer, so as to best achieve maximum income generation, keeping one step ahead of the competition and making sure they are getting the best from their infrastructure.

How can we achieve this? By recruiting good sales staff; by motivating those staff to achieve; by teaching them excellent selling skills and, lastly, by creating a welcoming and seductive shop in which it is a pleasure to browse and spend.

These are the topics for this, the first study day of 2009 in Scotland.



The National Galleries of Scotland

Who should attend?

- Retail managers
- Retail staff
- Budget holders
- Commercial managers
- HR managers

What will I learn?

- How to recruit top retail staff
- Selling skills
- How to maximise sales
- How to dress a seductive shop

Back to basics retail

22 May 2009 – The Discovery Museum, Newcastle upon Tyne

27 October 2009 – Royal Botanic Garden, Edinburgh

Speakers are

John Prescott Retail Consultant

Selina Fellows Retail Consultant

This popular study day has become an annual event; such is the value of the practical advice which delegates take from it. There has never been a more appropriate time to evaluate your retail operation and to look at ways of increasing your turnover.

The morning will be spent looking at ways of measuring your current performance against industry standards. After lunch, the session will open with a group benchmarking exercise followed by a practical session on getting rid of that dead stock and building successful stock ranges. Come along and learn how to get the most out of your business – after all, if you can measure it, you can monitor it and then you can manage it! Our experts will teach you the methods.

Who should attend?

- Retail managers
- Retail assistants
- Department heads
- Those with a line-management responsibility for retail

What will I learn?

- How to evaluate your shop
- Measuring performance and benchmarking through Key Performance Indicators
- How to get rid of dead stock
- How to build a successful range plan



Retailing at a royal garden

26 June 2009 – The Savill Garden,
Windsor Great Park

Speakers are

Anna Marshall Savill Building Manager, The Savill Garden

Nick Day Operations Manager, The Crown Estate

Mark Flanagan Keeper of the Gardens, The Crown Estate

Selina Fellows Retail Consultant

The Savill Garden is one of Britain's greatest ornamental gardens and ACE is delighted to offer this unique opportunity to gain an insight into its successful retail operation.

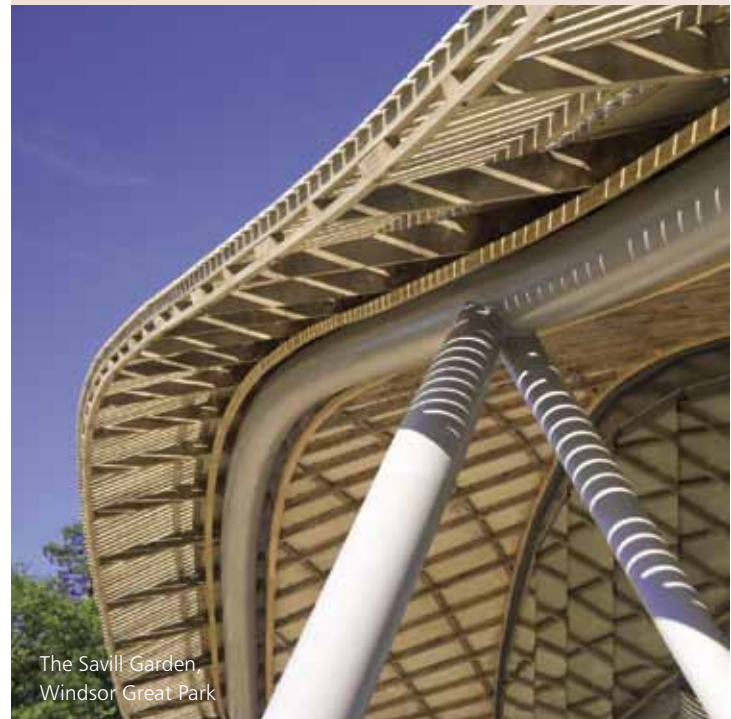
The day will be spent in a 'behind the scenes' talk and tour of the Garden and its shop. Nick Day will provide an overview of the new, iconic, Savill Building and the role it plays in driving the commercial development of The Royal Landscape, and the wider Windsor Great Park. Anna Marshall will discuss lessons learned in the first three years, the ways in which the retail operation moved from a traditional and very functional Visitor Centre to the stunning new Savill Building, and the challenges that were faced. Lunch will be served (weather permitting) on the terrace. After lunch, Mark Flanagan will lead the group on a tour of some of the 37 acres of The Savill Garden, one of two royal gardens in Windsor Great Park open to the public year round. Conceived and planned by Sir Eric Savill in the 1930's under the Royal patronage of King George and Queen Elizabeth. This will be followed by afternoon tea and a plenary session.

Who should attend?

- Retail managers
- Retail assistants
- Visitor services managers
- Buyers
- Visual merchandisers

What will I learn?

- Retailing in a royal garden
- The opportunities and pitfalls of a new retail operation
- Operational retail tips to take away
- Visual merchandising tips
- Retailing to the tourism market



The Savill Garden,
Windsor Great Park

Squeezing the most out of your shop

14 July 2009 – The Burrell Collection, Glasgow

Speakers are

Michael Wright Glasgow Museums

Chris Needham Canterbury Cathedral

John Prescott Retail Consultant

Another study day packed with practical information and tips to apply to your own operation. Our experts will make sure you leave this event with lots of inspiration and ideas, from which promotions and offers have been proved to work - to how to make price points and ranges work for you. The entire afternoon has been set aside for a session on maximising profit margins, with John Prescott – working to the maxim 'turnover is vanity, profit is sanity'!

Who should attend?

- Retail managers
- Retail staff
- Budget holders
- Commercial managers

What will I Learn?

- How and when to implement promotions
- How to calculate the outcome of promotions
- How to set your price points and ranges, based on research results held by Glasgow Museums
- How to maximise your profit margins



The Burrell Collection

Picture libraries – from analogue to digital

21 July 2009 – The Imperial War Museum, London

Speakers for this event will be drawn from both the museum and heritage sector as well as the commercial image sales sector and will, as with all our events, be represented by leading practitioners and institutions.

For a picture library, the journey from analogue to digital stock can be a challenging and expensive one which can prove time consuming also. So, how best to achieve this goal? What is best for you? What is driving the change?

Expert guidance through this minefield is invaluable and our speakers for this study day are drawn from a body of expert practitioners who have taken this road already and who can advise from a place of empirical understanding.

To offer a rounded view of managing image sales, we have brought together representatives from the heritage sector and from commercial organisations also.



Who should attend?

- Those with current responsibility for managing image sales
- Those who are considering the change from analogue to digital
- Those venues who have no picture library but are considering setting one up
- Those who currently handle image requests through curatorial staff and are wishing to expand the volume of work or improve the service

What will I learn?

- The advantages and disadvantages of analogue and digital image stock
- When to use which medium
- How to begin the change from analogue to digital
- What you need to consider before you begin

A Cornish success story – The Eden Project

**11 September 2009 – The Eden Project,
St Austell, Cornwall**

Speakers for this event will be drawn from senior staff at the Eden Project, who will provide us with a professional account of how this incredibly popular site achieves its commercial targets.

This study day, to be held at the multi award-winning Eden Project, is the first ACE study day to be held in the South West region.

When the Eden Project opened, it was quickly hailed as a leading practitioner in the fields of visitor services and retail operations. This has not changed. Nine years later, standards remain as high as ever and the site takes, at once, both a traditional and an innovative approach to income generation within an environmental complex. Why not come along and see for yourselves? We will be guided through the shop by the retail team and given a ‘behind the scenes’ insight into the hugely successful operation. Speakers from the region will discuss retailing to the tourist market and delegates will also have the opportunity to visit the whole site at their leisure as admission is included in the delegate fee.

We have chosen a Friday for this event so as to enable delegates to take advantage of the journey to the South West to stay on for longer should they wish to do so. ACE can provide delegates with a list of accommodation local to the Eden Project together with transport information to and from the area.

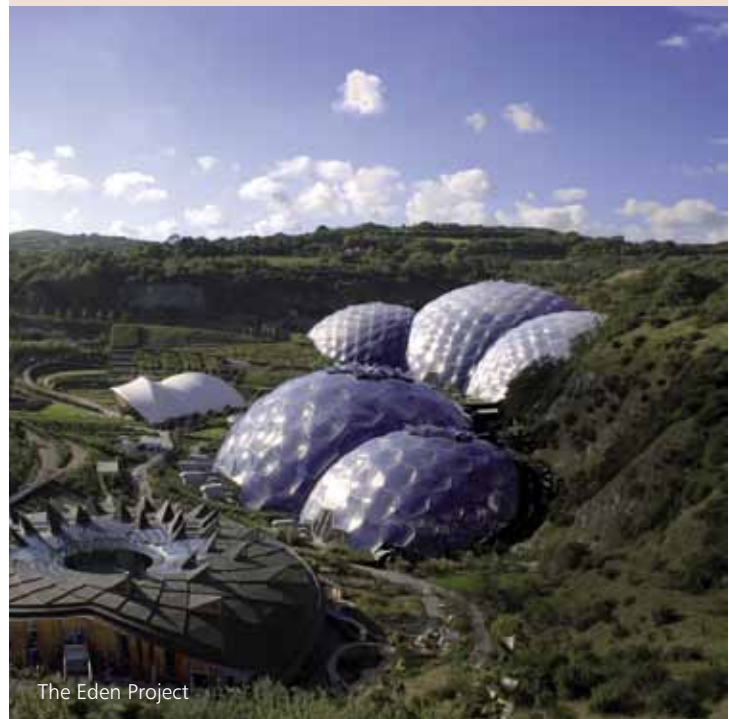
Delegates travelling into the area will be invited to an informal social event on the evening of Thursday 10 September.

Who should attend?

- Retail managers
- Retail assistants
- Caterers
- Events managers
- Visitor services managers
- Ethical traders

What will I learn?

- Retailing tips from an expert organisation
- How to get the best from all your customer-facing activities
- How to make ethical trading work for you



Intelligent trading

19 October 2009 – The Royal Albert Hall, London

Speakers will be drawn from a diverse range of experts from the heritage sector and the non-heritage retail industry.

Maximising income does not always mean heavy capital investment in your shop. It can really pay to review your operation and to take an audit of the current climate – both internal and external. Do you know who your customers are? Are you making the most of your physical space? Who are your competitors and how can you stay one step ahead of them? What is the current climate in the High Street? What does our sector have to offer – what is our USP?

Understanding your infrastructure and assessing your market position will give you a considerable advantage over less analytical retailers!

Who should attend?

- Commercial managers
- Retail managers
- Buyers
- Merchandisers

What will I learn?

- How to help your shop perform at its most efficient
- An understanding of your customers
- The way to more informed buying
- An understanding of your competitors
- Understanding and exploiting your USP



The Royal Albert Hall

Visual merchandising

11 November 2009 – The National Gallery/Royal Academy of Arts, London

Speakers include

John Barford Head of Commercial Operations – RA Enterprises Ltd

Jane le Bon Retail Consultant to the National Gallery and the Royal Academy of Arts

This study day offers a privileged insight into the visual merchandising techniques of two leading London galleries – The National Gallery and the Royal Academy of Arts. Both centrally situated, both hugely visited, they are at the top of the tree when it comes to display.

Both share a visual merchandiser in freelance retail consultant Jane le Bon, and the day will be split across the two venues with a 'walk and talk' session in both shops, which will be dressed for the Christmas season.

Who should attend?

- Retail managers
- Visual merchandisers
- Buyers

What will I learn?

- How to improve your visual merchandising technique
- The rules of effective display
- How display informs range planning and vice versa





Belvoir Castle

Join your Association

ACE's membership includes almost 180 full and 100 associate member organizations, including museums, galleries, castles, historic houses, gardens, cultural attractions, cathedrals, archives and libraries.

Our members are critical to the continuing success of ACE. We hope that once you've learned more about the Association and the work we do you'll will join us.

Our aim:

"To promote commercial best practice in the UK's cultural and heritage sectors by providing training and networking opportunities and facilitating the sharing of information and experience between its members"

As the only membership organisation for our sector, ACE has five clearly defined roles:

- To promote commercial best practice
- To educate and provide training
- To offer support and provide networking opportunities
- To facilitate the sharing of information
- To lobby for, and raise the profile of, our sector

How we can help you

Membership of ACE includes the following benefits:

- Annual Convention featuring some of the industry's top practitioners, and providing information on developments and best practice in the sector
- Tradeshow, connecting you with suppliers of goods and services, including professional consultancy
- Best Product Awards, providing the platform to celebrate your success
- A website full of articles, reports and a vibrant discussion forum
- Networking opportunities, to give you the opportunity to tackle problems and share solutions
- Skills and learning, through Study Days to help you develop new skills in a wide range of income streams
- E-newsletter, keeping you up-to-date with information and developments in the sector

Visit our website, www.acenterprises.org for a full list of benefits and enjoy them all for as little as £75 per year.

Study Day programme 2009

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Booking and cost information

Two's company but three or four are even better!

Book 2 places from the same organisation and receive a 10% discount off the total price.

Book 3 places and receive a 20% discount. Book 4 places and receive 30% off your total booking price.

Our standard prices for Study Days are:

Members £65

Associates £75

Non-members £90

If you would like to attend one of our Study Days please email sara@everyevent.co.uk for a booking form and further details, including costs and itineraries.

Who can join ACE?

Full membership is open to any cultural or heritage organisation which runs a commercial enterprise as part of its not-for-profit activities. Once an organisation has joined, the benefits of ACE are available to all of its employees.

Current members' commercial activities include: retail, publishing, venue hire, licensing and picture libraries, catering, ticket sales, fundraising, e-commerce, wholesale and export, mail order and filming.

Associate membership is open to suppliers of goods and services, including professional consultancy, as well as to individuals and overseas cultural organisations.

Membership fees

Our fees are based on the total turnover of your organisation's trading activities. From time-to-time we may ask you to provide a breakdown of these activities to help us better to understand our membership and further develop our benefits.

The subscription rates for April 2009 to March 2010 are as follows:

Turnover	Annual membership fee
above £5M	£375
£1M to £5M	£250
£250k to £1M	£125
under £250k	£75
Multiple/Satellite sites (each)	£50
Associate members (corporate)	£250
Associate members (individual)	£195
Overseas members	£150



Joining ACE or renewing your subscription

Please complete this form and return it the address below together with your membership fee, as determined by the turnover categories above.

I enclose a cheque made payable to 'Association for Cultural Enterprises' for appropriate amount as defined opposite

Please invoice me for £..... (select the relevant rate from the list opposite)

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Position

Organisation

Address.....

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Signature..... Date.....

Where did you learn about ACE?

Please tick here if you **do not** wish to be included on the distribution list for anything other than ACE activities

For enquiries about membership and the activities of ACE, contact:

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