

Art Gallery of New South Wales Ashmolean Museum Barber Institute of Fine Arts Bath & North East Somerset Museums & Galleries Battersea Arts Centre Belvoir Castle Blarney Castle Bodleian Library Bosworth Battlefield Heritage Centre Brighton Royal Pavillion & Museums Bristol City Council - Ashton Court Estate Bristol's Museums, Galleries & Archives British Museum Burghley Enterprises Ltd Burghley House Cadw (Welsh Heritage) Canterbury Cathedral Cardiff Castle Chatsworth House Trust Chester Cathedral Christ Church Cathedral Colchester & Ipswich Museum Service Co Ltd Verney House Trust Corinium Museum Courtauld Gallery Coventry Transport Museum Coven Museum & Gallery Crossing Temple Cutty Sark DLI Museum & Durham Art Gallery Dovecot House Dulwich Picture Gallery English Heritage Fan Museum Fitzwilliam Museum Enterprises Ltd Geffrye Museum Glasgow Museums Retail Glasgow School of Art Glasgow University Highlands Museum Guildford Museum Guildhall Art Gallery Hampshire County Council Hamere Educational Museum Hawk Conservancy Trust Hermitage Rooms Hever Castle Highgrove Enterprises Historic Royal Palaces Enterprises Ltd Historic Scotland Hospital of St Cross House of Commons House of Lords Hunterian Museum Imperial War Museum Jorvik Centre Kilmartin House Museum Kirkleatham Museum Lancashire County Museum Lancashire Museums - Museum Headquarters Leeds Castle Leeds City Museums & Galleries Library & Museum of Freemasonry Lichfield Cathedral London's Transport Museum Lowry Manchester Art Gallery Manchester Museum Many National Heritage Mary Rose Medway Museums & Galleries MIMA (Middlesbrough Institute of Modern Art) Museum in The Park Museum of London Museum Victoria Museums (opened) The Millennium Gallery National Archives National Galleries of Scotland National Gallery Company Limited National Gallery of Ireland National Operating Museum & our National Library of Scotland National Maritime Museum National Museum of

ASSOCIATION
for CULTURAL
ENTERPRISES

study days 2010•11



study day programme 2010•2011

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 and inspirational field trips, 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 an exciting, relevant and balanced annual Study Day programme for 2010/11 and we hope you feel the same.

I look forward to welcoming you to one of our events.



John Stachiewicz

Chairman of the Board

ACE study day programme

2010

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Booking & cost information

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

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

Book three places and receive a 20% discount.

Book four places and receive 30% off your total price.

Our standard prices for study days are:

Members £70

Associates £80

Non-members £105

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.

From plan to product

21 April 2010 – The Geffrye Museum, London

Good planning is key to developing a range of product which will not only look attractive but will appeal to your visitors and will sell through quickly. The speakers for this event will take delegates through the whole process. Beginning with creating a retail strategy which will give direction to your operation, we will then move on to building range plans within that strategy which will speak both to your collections and to your visitor profile.

Having identified your ranges and stories, how do you balance bespoke with bought in? What are the financial implications and how do we minimise risk whilst offering sufficient breadth of choice? This event goes to the heart of well planned and executed retailing and is concluded with a tour of the shop.

Who should attend?

- Retail Managers
- Retail Buyers
- Commercial Managers

What will I learn?

- How to create a retail strategy
- How to build range plans
- How to balance bespoke and bought in product
- How to tailor your offer to your collections and customer



The Geffrye Museum

Product buying & licensing for major exhibitions – The Glasgow Boys

26 May 2010 – Kelvingrove Art Gallery & Museum, Glasgow

ACE is delighted to be able to offer this opportunity of a study day centered around this major exhibition at Kelvingrove, together with free admission to and a guided tour of the exhibition. The Glasgow Boys were part of the Glasgow School (which included the Mackintoshes) that flourished at the end of the 19th century in Scotland. Concerned with interpreting Impressionist and Post-Impressionist art, their subject matter featured rural, prosaic scenes from in and around Glasgow.

This exhibition has presented the team at Kelvingrove with a unique and exciting licensing opportunity and they will take us through their journey from planning stage to execution and display of the shop, as well as sharing with us their retail data for the show to date. The event will include a tour of the shop by way of practical illustration to the seminars. Although this event closely uses The Glasgow Boys as a case study, the ideas and lessons learned are applicable to all temporary exhibition shops and stock.

Who should attend?

- Retail Buyers
- Commercial Managers
- Retail Managers
- Exhibition Managers

What will I learn?

- How to plan a shop for a temporary exhibition
- Must-do's and pitfalls of the planning process
- Teamwork – working across museum departments
- Was it worth it? Evaluating the exercise



Kelvingrove Art Gallery & Museum

Publishing – getting your content ready for digital exploitation

21 June 2010 – Dulwich Picture Gallery, London

Publishing today is being transformed. Whether we're authors, publishers or booksellers – everything about the way we create, publish, distribute, market, and sell is changing.

This publishing study day is for everyone involved in, or considering, digital publishing. Speakers will represent both the commissioning and publishing sides of the sector and current issues, including exploitation (commercial and otherwise) of content, will be mercilessly explored.

ACE welcomes the opportunity to address this exciting development in the publishing world and is delighted to hold this one day event in the Dulwich Picture Gallery, a new venue for the ACE Study Day programme and a very welcome addition.



Who should attend?

- Publishers
- Book Buyers
- Retail Managers
- Commercial Managers

What will I learn?

- All about e books and other e publications
- The pros and cons of digital publishing
- When to use the digital format
- How to begin

Made in Wales: all about buying – plus a Welsh trade fair!

26 July 2010 – Wales Millennium Centre, Cardiff

Twin events in Wales and in Scotland in 2010 will showcase the very best of local suppliers to the sector. These events will bring together suppliers from Wales and from Scotland for the first time in an ACE Study Day for delegates to discover the richness and diversity of their offer and to source new and unique product for your shops.

This event in Cardiff will open with a morning of speakers from both the buying and the supplier side of our sector who will lead a series of sessions concerned with real and virtual buying – from trade fairs to the internet. How best to plan and achieve your goals; what time scales to work to; seasonal buying; negotiating and concessions as well as offering advice on any issues you may wish to bring to the sessions. The afternoon will be free time for delegates to explore the trade fair, with up to twenty local suppliers, many new to our sector and buyers. Do come along and take this opportunity to source new and unusual product and add interest and value to your shop.

Who should attend?

- Retail Managers
- Retail Buyers
- Shop staff

What will I learn?

- How to buy effectively
- How to work trade fairs to your advantage
- Virtual buying – a beginners guide



ACE on tour 2010 – Dublin

24 September 2010 – The National Gallery of Ireland & The National Museum of Ireland, Dublin

Following the very successful first 'ACE on Tour' event held at the Eden Project in Cornwall in 2009, ACE are excited to offer this annual field study in Dublin in 2010. We will be based at the National Gallery of Ireland, in the centre of Dublin where we will spend the morning and take lunch. The day will include visits to the National Museum of Ireland, together with other, city centre, cultural venues. These venues represent the largest cultural retail offer in the country and their shops are set apart by the frequent use of Irish suppliers and craftsmen.

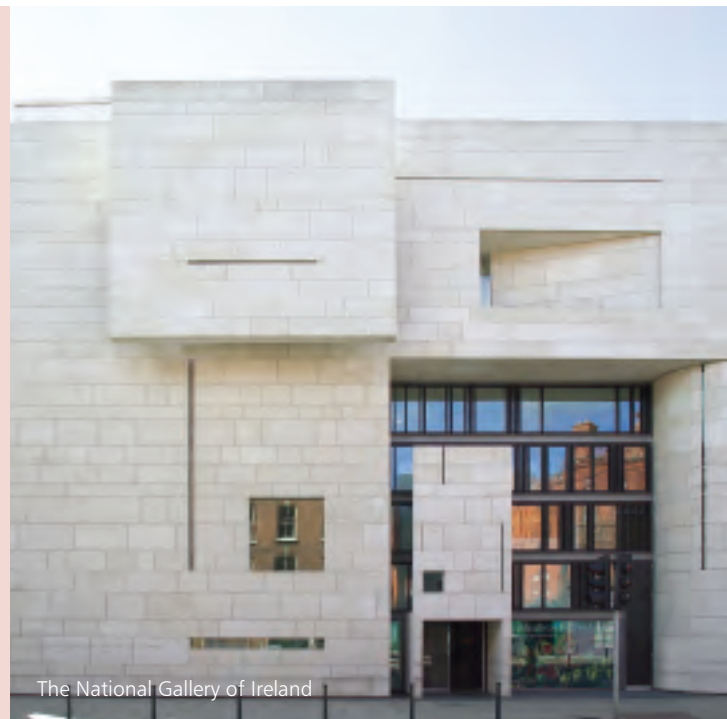
It is with genuine delight and anticipation that we offer our members this privileged, behind the scenes, insight into the operations of these major Irish venues. Due to the very different nature of this study day, ACE is offering a 'mix and match' package for this event depending on how long delegates wish to spend in Ireland. There will be a tour of a local manufacturer's premises on the afternoon preceding the event, followed by a social gathering on the evening of the 23rd September in Dublin city centre. Or delegates can simply attend the study day, as flights to and from Dublin are regular and conveniently scheduled for a day visit. We have arranged this event to tie in with the incredibly popular Irish 'Culture Night', on Friday 24th September, when Dublin is alive with music, dance and celebration. We hope members will take advantage of this opportunity to take a real taste of Ireland and details of transport and accommodation will be released very soon – check the ACE website for details.

Who should attend?

- Retail Managers
- Retail Staff
- Commercial Managers
- Caterers and events staff

What will I learn?

- Retailing tips from expert practitioners from the largest heritage outlets in Ireland
- Behind the scenes insights into retail and front of house operations at the venues
- Sourcing new suppliers from Ireland
- Display and visual merchandising tips and practice



The National Gallery of Ireland

Made in Scotland: all about buying – plus a Scottish trade fair!

19 October 2010 – Holyrood, The Scottish Parliament, Edinburgh

As with the Made in Wales event in Cardiff earlier in the year, this event is an opportunity for delegates from all over the UK to enjoy the best of what Scotland has to offer with a gathering of up to 20 Scottish suppliers in this most elegant of venues, the Scottish Parliament building.

This event in Edinburgh will open with a morning of speakers from both the buying and the supplier side of our sector who will lead a series of sessions concerned with real and virtual buying – from trade fairs to the internet. How best to plan and achieve your goals; what time scales to work to; seasonal buying; negotiating and concessions as well as offering advice on any issues you may wish to bring to the sessions. The afternoon will be free time for delegates to explore the trade fair and the day will include a guided tour of the wonderful Parliament building.

Who should attend?

- Retail Managers
- Retail Buyers
- Shop staff

What will I Learn?

- How to buy effectively
- How to work trade fairs to your advantage
- Virtual buying – a beginners guide



The Scottish Parliament, Edinburgh

Picture libraries – control of images & IPR

21 October 2010 – National Maritime Museum, Greenwich

Picture libraries have been through tremendous change over the last five years or so.

Just as the sector was becoming used to the concept of a broader offer of free image supply, the social networking phenomenon gathered pace and today presents some interesting issues to our libraries. Meanwhile, the familiar demands of maximising revenue from image sales within a museum environment, and the various internal pulls that that can create, has become more, not less, of a challenge.

What is the way forward? How do we find an accommodation for these various and varied overlapping arenas? Solutions will be complex and may be some time away, but our speakers will embrace the challenge and offer ideas that will take us towards those solutions.



National Maritime Museum

Who should attend?

- Senior Museum Managers/Directors
- Picture Library staff
- Museum photographers
- Curators

What will I learn?

- Balancing commercial and academic demands for images
- Juggling internal demands for images
- An understanding of the issues presented by social networking media

The Square Mile – a Christmas visual feast

23 November 2010 – various London venues

Following the hugely popular 'walk and talk' Christmas event of November 2009, ACE have put together another treat for delegates in 2010. Christmas visual merchandising is the theme of the day and we will be taking in three venues. The day will begin at Shakespeare's Globe, where we will be addressed by the retail team and walked through the shop. Delegates will then move on to St Paul's Cathedral, where they will explore the shop with the Commercial Manager before taking lunch, with an opportunity to take a tour of the Cathedral. After lunch we will walk to the Courtauld Gallery Gift Shop at Somerset House where a tour of the shop will be followed by ice skating in the courtyard – included in the cost of the study day! At each venue delegates will hear a presentation by a member of the retail team before being taken around the shop by way of illustration. Movement between venues will be accompanied and this event promises to be a privileged insight into retail operations at three exceptionally successful shops as well as a real taste of Christmas.

Who should attend?

- Retail Managers
- Visual Merchandisers
- Retail Buyers
- Retail staff

What will I learn?

- How to create imaginative Christmas displays
- The value of effective seasonal set dressing
- How to maximize Christmas turnover



Publishing – a day in Oxford

25 November 2010 – The Ashmolean Museum & The Bodleian Library

A day of top speakers, good food and memorable tours, ACE are offering a rare treat with this specially co-ordinated event comprising a personal tour of parts of the, widely acclaimed, refurbished Ashmolean Museum and the Bodleian Library stacks, alongside two talks given by Declan McCarthy and Dr Samuel Fanous from the respective institutions. Including lunch at the Ashmolean and rounded off with a drinks reception in the 15th century Divinity School next to the Bodleian Library, this will be a key date in the 2010 publishing calendar

Who should attend?

- Publishers
- Book Buyers
- Retail Managers

What will I learn?

- The retail climate for books today
- Current publishing plans at the Ashmolean Museum
- An insight into the history of publishing at the Bodleian Library



One Day Conference: Heritage Retail – which way now?

20 January 2011 – The Wallace Collection Lecture Theatre

Senior managers from the sector will discuss and debate the direction for cultural retailing in the next decade. One year into that decade, what have we learned since the new millennium? What are the challenges facing our industry? How can we best meet them and stay ahead of the competition? What strategic views are held by those who shape our future?

Reflective, thought provoking and challenging, this one day conference is a must for everyone involved in heritage retail today.

Further details to follow – watch the ACE website for details - but put this date in your diary now.

Who should attend?

- Museums & Heritage Directors
- Senior Retail Managers
- Senior Commercial Managers
- Shop Managers
- Financial Managers

What will I learn?

- How senior practitioners at some of our leading institutions, on reflection, evaluate the lessons learned from trading in the recent recession
- What patterns have emerged from this period?
- In the light of recent trends and opportunities, how we might consider shaping the future of retailing in the sector
- How our shops can be a successful part of the changing face of retail in the next few years



The Wallace Collection shop

Income Generation – it's not all about shops

14 March 2011 – Imperial War Museum North, Manchester

This study day addresses some of the most commonly practiced means of income generation within the heritage and cultural sector that are both lucrative and have the greatest opportunities for development and expansion. Experts from these disciplines will take us through case studies and practical workshops on catering, events and venue hire. The Imperial War Museum North is a fine example of a cultural venue which maximises these income streams and the team from the venue will share their experience and knowledge with delegates wishing to move into or expand these activities.

Who should attend?

- Commercial Managers
- Events staff
- Catering Managers
- Museum and Heritage Managers and Directors
- Financial Managers

What will I learn?

- How to maximize income generation at your venue
- How to assess your venue for suitability
- The basics needed to carry out the different operations
- That commercial operations are lucrative and aid audience development



Imperial War Museum North

Publishing – reaching your audiences

March 2011 – central London – date & venue to be confirmed

Speakers for this event will be addressing four of the key types of publication that have relevance to the museum and heritage sector today - exhibition catalogues; guide books; series titles and children's books. Always costly, sometimes a risk, why do we do them? Why don't we do them? Each speaker at this study day will offer their experienced understanding of how to present an offer that the customer desires, whilst turning in the greatest profit through good margins and maximum exposure and distribution.

Who should attend?

- Publishers
- Book Buyers
- Retail Buyers
- Retail Managers
- Exhibition staff

What will I learn?

- What bespoke publications can bring to your offer
- What commissioning involves
- Pitfalls to avoid
- Means of distribution and maximizing sales





Brighton Royal Pavilion

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 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.

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 on page 17

Please invoice me for £..... (select the relevant rate from the list on page 17)

Name

Position

Organisation

Address

..... Post Code

Email

Tel Fax

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:

Sara Bowen at Everyevent, The Coach House, Sharman Road, Worcester WR1 3LA

Tel: 01905 724734

Fax: 01905 724744

Email: ace@everyevent.co.uk

Study Day booking form – Registration information

Date of Study Day

Title of Study Day

Venue

First Name

Surname

Job Title

Organisation

Address

Post Code

Email

Tel **Mobile**

This will only be used in an emergency to confirm last minute changes to the programme.

Dietary Requirements

How did you hear about this Study Day?

PAYMENT and SPECIAL OFFER DETAILS - "2's COMPANY but 3 OR 4 ARE EVEN BETTER!"

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

Book three places and receive 20%, book four places and receive 30% off your total booking price.

PAYMENT

- £70 per person for ACE MEMBERS • £80 per person for ASSOCIATE MEMBERS • £105 per person for NON-MEMBERS

I enclose a cheque to 'Association for Cultural Enterprises' for £.....(rate per person)

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

To book contact: Sara Bowen at Everyevent, The Coach House, Sharman Road, Worcester WR1 3LA

Tel: 01905 724734 Fax: 01905 724744 Email: ace@everyevent.co.uk

**NB: Confirmation of your place together with any joining instructions will be sent to you prior to the event
In the event of delegate cancellation refunds will not be made but substitute delegates are welcome.**

Ireland National Museums Liverpool National Museums of Northern Ireland National Museums of Scotland National Museums Wales - Amgueddfa Cymru National Portrait Gallery National Trust Natural History Museum Norfolk Museums & Archaeology Norwich Cathedral Nottingham Castle Palcrafts Pallant House Gallery Services Ltd Pitt Rivers Museum Porthcurno Telegraph Museum Portsmouth City Museum Quex Museum, House & Gardens Rhondda Heritage Park River & Rowing Museum Rockingham Castle Royal Academy of Arts Royal Albert Hall Royal Albert Memorial Museum Royal Botanical Gardens Kew Royal Collection Royal Commission On The Ancient & Hist'I Monuments Royal Horticultural Society Royal Hospital Chelsea Royal National Lifeboat Institution Royal Naval Museum Royal Parks Royal Shakespeare Company Russell-Cotes Art Gallery & Museum Saffron Walden Museum Sainsbury Centre for Visual Arts Salisbury Cathedral Science Museum Severn Valley Railway Shakespeare Birthplace Trust Sir John Soane's Museum Snibston Discovery Park South Bank Centre Southwark Cathedral St Albans District Council St David's Cathedral St Georges Chapel, Windsor St Paul's Cathedral Stables Centre Surrey Heritage Tank Museum Tate The British Library The Faversham Society The Nature Discovery Centre The Real Mary King's Close The Royal Botanic Garden Edinburgh The Royal Landscape The Royal Yacht Britannia The Scottish Parliament Thinktank - Birmingham Science Museum Towner Art Gallery Tullie House Museum Tunbridge Wells Museum & Art Gallery Tyne & Wear Museums & Galleries University of Greenwich V&A Museum Visit Worcester Waddesdon Manor Wales Millennium Centre Wallace Collection Watts Gallery Weald & Downland Open Air Museum Wellcome Collection Wells Cathedral Wesley's Chapel Westminster Abbey Enterprises Ltd Whitechapel Gallery Winchester Cathedral Winchester City Council Winding House Woburn Enterprises Limited York Minster York Museums Trust Yorkshire Dales National Park Authority

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