The Enterprising Museum

Proposed Programme:

DAY ONE: "Exit through the gift shop" - Banksy

10:10 - 11:30  
WELCOME AND INTRODUCTIONS
Please be prepared to introduce yourself, your institution and your own aims for the course. (2 mins max).

11:30-12.00  
COMMERCIAL OVERVIEW
The principles of income generation initiatives and how this fits with the V&A's overall mission. Alex Stitt, Director of Commercial and Digital Development.

12:00-12.15  
BREAK

12:15 – 1.00
WHAT IS A BRAND?
Sarah Armond, Senior Marketing Manager clarifies exactly what is a brand.
1:00 - 1:30
LUNCH

1:30 - 2:15
A MATCH MADE IN HEAVEN: Finding and working with brand partners
Janes Rosier, Head of Marketing Takes a look at how you can leverage your brand through working with partners to reach new audiences, take your offer outside the museum and add value to your campaigns.

2:15 - 2:45
HOW MUSEUM RETAIL HAS CHANGED
Sarah Sevier, Head of Retail shares the journey of how retail has evolved and developed at the V&A over the last 5 years.

2:45 - 3:00
BREAK

3:00 - 4:00
A TOUR OF RETAIL SPACES
A tour of the different shops within the South Kensington site.

4:00 - 4:30
GETTING THE BALANCE RIGHT
Alison Cant, Head of Merchandising on getting the balance right, ensuring the numbers add up and the aim at the end of an exhibition product range - an empty warehouse and a full shop!

4:30 - 5:00
THE CHALLENGES OF HAVING AN ECOMMERCE PRESENCE
Vanessa Smuts, eCommerce Manager describes how her team of 3 manages 3,000 plus SKUs with the ebb and flow of the exhibition programme.

5:00 - 5:45
BRAND AND RETAIL SURGERY
Sarah, Vanessa and Alison answer questions from the group.
DAY TWO: Food Glorious Food

10:10 - 10:45
REFLECTIONS
Each morning participants will analyse in pairs, what they found useful the previous day. They will think about what they might take back to their own museums and galleries and record these observations in their personal log.

10:45 - 11:45
THE TEAM
A key ingredient of the right retail offering, is the team itself. Lycia Lobo, former Retail & Catering Operations Manager describes how to recruit, train and maintain a team.

11:45 - 12:00
BREAK

12:00 - 12:45
LET THEM EAT CAKE...BUT WHERE AND HOW?
Beautiful spaces and beautiful food - what takes precedence? Lycia shares how to incorporate refreshments which complement the visitor experience.

12:45 - 1:15
TOUR OF THE CATERING SPACES
A tour of the different catering locations within the South Kensington site.

1:15 - 2:00
LUNCH BREAK

2:00 – 3.00
LUNCH RETROSPECTIVE
Share the results of the lunch road trip and rank which is the most important to change.

2:30 - 4:00pm
COMPILING A CASE, TRIALLING IT AND WHAT TO DO WITH THE RESULTS
The Dome Café

4:30 - 4:15pm
BREAK
4:15 - 5:00pm

RETAIL OPS & CATERING Q&A

Question time with Lycia and a chance to continue networking.

Followed by optional visit to a local pub.
DAY THREE: “Publish and be damned!”

10:10 - 10:45
REFLECTIONS

10:45 - 11:30
HIDDEN TALEN: Making the most of People and Knowledge
Jo Banham, Head of Adult Learning will explore the whys and wherefores, do’s and don’ts of running adult events and programmes in order to generate profile, audiences and income. It will include a consideration of programmes involving colleagues, and events involving external speakers, the importance of inspiration and ideas, presentation styles, facilities, and timing, and effective marketing. It will explore examples ranging from one or two high-profile talks, to large programmes of day-time and evening courses and workshops.

11:30 - 11:45
BREAK

11:45 - 12:30
UNDERSTANDING THE ASSETS
Lauren Sizeland, Head of Business Development and Licensing reveals how to avoid costly errors.

12:30 - 1:15
LUNCH BREAK

1:15 - 2:00
BRAND & IMAGE LICENSING
Lauren will provide a practical guide which covers how to find the right partners right through to staying the right side of the law.

2:00 - 2:15
BREAK

2:15 - 3:15
WHAT SHOULD I LICENSE?
Teacups, tea towels, posters, pencils….so much choice. Which is a winner?

3:15 - 3:45
LIGHTS, CAMERA, ACTION
Rachel Lloyd, Filming and Location Hire Manager, talks through photography and filming opportunities on location.
3:45 - 4:45
IS PUBLISHING EVER RISK FREE?
Tom Windross, Senior Editor share the V&A’s approach to co-publishing and licensed publishing.

4:45 - 5:30
TALENT, BRAND, ASSET AND PUBLISHING Q&A
Question time with Jo, Lauren, Rachel and Tom.
DAY FOUR: "Never love anyone who treats you like you're ordinary"— Oscar Wilde

10:10 - 10:45
REFLECTIONS

10:45 - 11:15
SMALL CHANGES BIG IMPACT
Kati Price, Head of Digital Media describes how small, tactical changes can transform your digital presence.

11:15 - 11:30
BREAK

11:45 - 1:00
MEMBERSHIP AND PROGRAMMING FOR MEMBERS
James Beardsworth, Head of Friends and Patrons discusses how to attract and how to keep members.

1:00 - 1:45
LUNCH BREAK

1:45 - 2:45
UNDER PROMISING AND OVER DELIVERING: How can corporate partnerships help your venue?
Laura and Nathalie from the Corporate Partnerships team share their experiences of fundraising, through building award winning corporate relationships from membership schemes and brand partnerships to delivering outstanding events in tricky museum environments.

2:45 - 3:00
BREAK

3:00 - 4:00
DATA, DATA AND MORE DATA - HOW TO KEEP AFLOAT
Graham Lee, Head of CRM shares our journey of how we have begun to create more meaningful relationships with our customers.

4:00 - 5:00
GROWING YOUR AUDIENCE Q&A
Question time with Kati, Graham, James, Laura and Nathalie.
DAY FIVE: "The future ain't what it used to be"

10:10-11:30
REFLECTIONS - WHERE WILL YOU INVEST YOUR TIME AND MONEY?
Time to consider what makes sense for you and your institution and how you would like to see your investment, income and effort distributed.

11:30 - 11:45
BREAK

11:45 - 1:30
THE ENTERPRISE MUSEUM - WHAT DOES THE FUTURE LOOK LIKE?
The V&A partners form a panel to answer questions from the course participants.

Participants will have the opportunity to put anonymous questions in a box throughout the week as well as pose questions on the day.

1:30-10.00
LUNCH THEN FREE TIME TO EXPLORE THE V&A

*** Please note this programme subject to change