

Welcome to The Revels Office

London | Amsterdam | Edinburgh

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What is The Revels Office?

The Revels Office delivers arts-powered business solutions that reach audiences, unite teams, generate revenue and build communities.

Cultural organisations are powerhouses of creativity, filled with hugely talented workforces and content that inspires a vast and varied audience. They are also some of the best businesses in the world, constantly navigating complex revenue models across multiple markets and taking risks for the greater good.

Thanks to our experience working in-house and consulting for world-respected institutions from across the creative industries, we are ideally placed to unlock the value and impact of this vibrant sector. Our team is trusted to set out comprehensive and sustainable action plans for growth and engagement, empowering our clients to make effective and innovative decisions for their commercial, audience and organisational development.

Working across sectors and disciplines, we uniquely bridge between commerce, community and culture, facilitating an invaluable exchange and new solutions.

Culture is a catalyst; let's set something off.

“Cultural organisations are beacons by which others can illuminate their own challenges and ambitions, achieving true relevance, resilience and meaningful return.”

What we do.





How we work.

We provide you with direct access to the best entrepreneurial, creative and operational expertise from across the creative industries.

We bring together a mixed project team for each client. This ensures you get the right mix of skills and experience, a high return on investment and a dynamic consultancy experience.

- Director-level commercial strategists
- Place-making experts and creative programmers
- Retail, membership and fundraising advisors
- Community engagement specialists
- Strategic and operational marketeers
- Live and digital event producers

Find out about our full network of consultants and partners on our [website](#).

Our in-house experience includes roles at the National Gallery, Natural History Museum, the Savoy, BAFTA and RADA.

We are advocates for inclusive careers and participation; we create opportunities for those facing barriers or discrimination, supporting a transformation in the workforce and in our society. We set up [Equality In Focus: Arts Edition](#) to help others join us in this work.

Stay up-to-date on industry news, inspiring stories and case studies via our [Instagram page](#).

Some of our recent clients.



MAYOR OF LONDON



For cultural organisations, venues
& visitor attractions.



Commercial development.

Commercial revenue.

- For venue hire, retail, catering, membership.
- Perform customer and market assessment, benchmarking and competitor analysis.
- Deliver brand, sales & marketing strategies.
- Define trends and options for look & feel; visitor flow and experience; customer service; permanent or trial solutions, digital & physical; appeal & resilience of products or services.
- Set out financial plans including pricing, investment and targets, with clear profit & loss and identifying new / secondary revenue.
- Implement efficient and secure operational policies, with staff and supplier training.
- Advise on contracts, terms and insurance.
- Manage supplier sourcing and tenders.
- Recommend tracking, CRM and e-commerce technology.
- Discover efficiencies and added value.

Events & ticketing.

- For fundraising events, membership programmes, public events, educational courses, online events, retail experiences and more.
- Define the most valuable content, speakers, audiences, formats and added extras, as well as how to keep costs down for the best ROI.
- Full marketing and communications delivery.
- Provide ticketing and CRM options, establishing suitable and effective data and feedback capture.

New revenue streams.

- Help cultural organisations find untapped revenue from their existing assets and business lines, identifying new products and services that could be developed, as well as new partnerships.
- Explore where new revenue can be discovered internally, via increased inter-team collaboration, shared resources and process change.

Kate Rolfe, Jeani Tamakloe, Szandra German and Tanith Lindon delivered a detailed review of NMRN's venue hire and filming business, covering four sites across the UK. Including market research, financial and audience analysis, supplier and partner assessment, operational and resource planning, and full marketing and sales guidance. Our recommendations provided the foundation from which NMRN could begin its post-pandemic recovery and achieve significant growth in the next 3 years.

THE
NATIONAL
MUSEUM



Audience development.

Identify opportunity & need.

- Deliver 360° reviews of your current and potential audiences.
- Perform full internal & external analysis.
- Identify target market priorities and interests to connect these with your own purpose, services and ambitions.
- Contribute out-of-sector ideas and insights.

Strategic marketing.

- Provide a full assessment of all marketing and communications channels.
- Manage advocacy planning to secure endorsement, exchange and support, finding common ground between audiences, funding partners and cultural organisations.
- Introduce valuable partnerships – locally, nationally and internationally.
- Create dynamic campaigns, copy and assets.

Audience & stakeholder consultation.

- Set out consultation architecture for active listening and discovery.
- Design and coordinate surveys, 1-2-1 conversations, forum discussions, 'Design Thinking' workshops and presentations.
- Analysis of trends, priorities and barriers.
- Facilitate internal reflection alongside external feedback and communications.

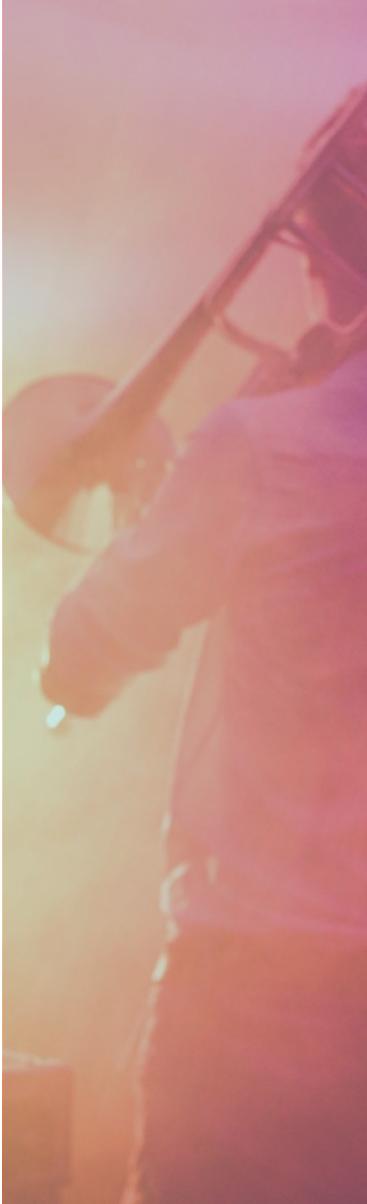
Community engagement.

- Discover who is currently unengaged and create platforms to engage with and listen to those people.
- Set up equitable and inclusive action plans to transform how people relate to you and how you serve them.
- Curate programmes with the community, designing meaningful public experiences.



Kate Rolfe and Madeleine Wilson advised the Crafts Council UK on their role for the craft sector, focusing on how to make the most effective use of their resources to best serve makers, where they could generate new revenue, how to integrate diversity goals, and which partners to work with to achieve success as quickly as possible. A major part of this project was to reassess the role that the Crafts Council plays with partners, makers, the sector at large and international partners, exploring how to elevate their brand, impact, reach and legacy.





Organisational development.

Take a fresh look at how you work.

- For strategic reviews, combine fact-finding and instinct, quickly defining the challenge you need to solve and setting out the simplest route to testing theories out in practice.
- Use active listening to understand what's been tried before and discover overlooked ideas, contributing new insights alongside established knowledge.

Optimise your teams.

- Help you listen to and learn from your talent, championing inter-team and cross-level collaboration and exchange.
- Taking special note of diversity and inclusion, identify underused skills, notice what is missing in your workforce, and unlock innovation and efficiencies.

Set new goals and structures.

- Balance strategic ambitions with realistic delivery plans to maximise success.
- Consolidate workstreams, re-modelling and re-training your teams as needed to empower people to deliver their best.
- Oversee a comprehensive handover to ensure our recommendations can be realised by your teams in the short and long term.

Go beyond.

- Build audience trust, find new revenue and re-define the wider value of the arts.
- Through our networks, introduce new opportunities and connections. For example, we can place your content in new places, making it accessible for those who otherwise wouldn't experience it and sharing your stories in entirely new and sustainable ways.



Kate Rolfe, Madeleine Wilson, Jeani Tamakloe and Helen Galiano worked with the London Borough of Culture Team on an advocacy project, helping the team to strategically assess where and how to apply advocacy efforts to protect and grow this important Mayor of London programme. This work involved extensive consultation with LBOC's network and advisors, as well as supporting the team with setting out priorities and ambitions. We ran Culture Sprint workshops for this project - watch the [Culture Sprint video](#) to find out more about this approach.

**GREATER
LONDON
AUTHORITY**

For place-making.

Community : Culture : Commerce.

Now is the time to unleash the remarkable power of cultural experiences to the world, reconnecting communities and enhancing spaces with beauty and learning.

- **Relevance** – Arts organisations and commercial place-makers alike must work hard to stay relevant to their audiences, presenting content in places that people naturally go and in ways that mean something to them personally.
- **Responsibility** – Arts organisations have incredible content, hold a responsibility to their communities, and are in need of funding for survival. Commercial place-makers need authentic, socially-meaningful content to build their communities and create places where people and businesses want to be. Working together offers efficient and creative benefits to audiences, funders, content-creators and the wider community, with a huge scalability to what can be achieved.
- **Revenue-generation** – Alongside the artistic and wellbeing benefits, this kind of collaboration offers new revenue to all parties to fund the partnership - driving footfall, generating 'positive PR' and securing direct spend via commercial activations (e.g. event tickets, e-commerce integrations, advertising, venue hire).





Place-making & community-building.

The world's best content.

- Strategic and practical delivery of your place-making programme, with a focus on culture and community.
- Enhance existing plans through new and inspiring partnerships and commissions.
- Develop digital and live activations on an international scale, working directly with artists and cultural leaders.
- Design programmes with your community, exchanging ideas and interests with them to achieve true relevance and social responsibility.

Bring people to the area.

- Set out comprehensive strategies to bring businesses, residents and visitors to you, increasing dwell time, investment and return (day and night, year-long).
- Full implementation of marketing and communications campaigns that are the right fit for your brand and area.
- Build upon your ambitions with initiatives that improve wellbeing, security, employment and equality - ensuring the world is better with this place having been created.

Create and measuring value.

- Track operational and financial requirements alongside community need, measuring all value (social, creative, economic) via an integrated evaluation framework.
- Seed commercial opportunities throughout your place-making strategy, from generating new revenue via ticketing and secondary spend, to adding value for tenants and local business partners through incentives, in-kind deals and sales platforms.
- Scale-up and deliver charitable and community goals, developing and delivering against your CSR strategy.

Total sustainability.

- Via our network we combine experience in architectural and urban design, property & retail brand management, cultural programming and commercial development; we can therefore help you deliver against planning requirements, commercial targets, and environment and community commitments in one, making you into a truly responsible and inspiring business.

We work with Bennett Hay at a number of their sites, including the Financial Times building in London. We provide Bennett Hay and their clients with event operations and programming consultancy. We advise on how best to use unique content to enhance client events or employee engagement programmes; we explore how sites can maximise use of office spaces for indoor and outdoor events, bringing in suppliers as needed; and we facilitate delivery of the numerous benefits that events can unlock for business growth by building trust and impact, and creating platforms for connection and exchange.

bennetthay
service • anticipation • fulfilment



The role of culture in authentic place-making.

We use the same methods as the world's best visitor attractions to help you build communities and bring spaces to life. Whether its from a local producer or from a huge international arts organisation, we can source the most interesting, high impact content to inspire and unite people and places. Here are a few examples to get you started...

Sustainability

[Next Nature Network](#) celebrate how technology, nature and humanity are fusing, putting a refreshing lens on environmental discussions. From robot-run employment agencies to in-vitro meat dining experiences, eco cryptocurrencies to VR habitats, they showcase fantastical visions of the near-future based on real science.

Wellbeing

Culture Tonic is a platform that offers cultural activities as rich and transformative wellbeing experiences. From viewing famous artwork to learn mindfulness techniques, to learning acting skills to build confidence, Culture Tonic is both a live and app-based solution that provides vital wellbeing support for busy people.

Hybrid and hyperlocal

Our partners [NorthernLight](#) create high-end digital and live installations that turn public and commercial spaces into mini-Museums, bringing the world's collections to new people and spaces, uniting commercial and cultural ambitions in one user-friendly and highly relevant platform to engage a host of different audiences.

Pandemic-proof

Immersive theatre producer Kate Douglas uses experience from her years at internationally-acclaimed Punchdrunk's production *Sleep No More* to design high-impact, low-risk outdoor activities that are ideal for families. Based in gardens and open spaces, Kate unites tech with fun live action, exploring themes relevant to young people and educational or cultural organisations.



For business.

Arts-powered business solutions.

Harness the power of culture to transform your workforce and inspire the community.

- For employee engagement, client hospitality, CSR initiatives and brand campaigns.
- Live and digital activations, collaborating with cultural institutions to access genuinely unique and fascinating content that can tell your story and make you stand out.
- Work with cultural venues to host your event or launch your product, maximising exposure through their enviable audience reach.
- Collaborate with practitioners from different mediums to inspire staff and clients in your work, creating something original that transforms how people see you and teaches them something entirely new.
- Create social benefit as part of your collaboration, making your CSR investment work harder by facilitating impact in areas such as wellbeing, environment, social mobility, digital literacy and community cohesion.

Undertake a Culture Sprint to reconnect your team, influencers and customers.

- Culture Sprint is a workshop that helps organisations to challenge assumptions, listen, reflect and take action.
- Designed to pool expertise and perspectives from across internal and external stakeholders, quickly getting to the root of a problem before building consolidated actions to test out and grow.
- A platform for meaningful and creative collaboration at all levels of an organisation, developing a working model that can be recreated in larger teams and long-term.
- Naturally, there is an element of creativity and culture integrated into the workshops – letting you be inspired by the arts!
- Ideal for strategy days, business re-modelling, conferences, and team or audience engagement programmes.
- Watch the [Culture Sprint](#) video to find out more about this approach.



Kate Rolfe, Caroline Sharman and Becca Laurence advised Southwark Council on the implementation of ACE's Cultural Compact initiative, connecting arts, business and public bodies to find new funding for culture. This project involved coordinating between the Council, local stakeholders and community groups, and major arts and business organisations, drawing together a wide range of objectives and feedback to outline next steps for the Compact initiative specific to Southwark.



We're looking forward to speaking with you.
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