


A woman with long dark hair in a ponytail, wearing a purple dress, is seen from behind, dancing in a dark room. The lighting is dramatic, with a strong orange glow from the right side, creating a silhouette effect and highlighting the texture of her dress. The background is dark and textured.

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Blue Horizon Ventures
Case Studies



Swindon Cultural Quarter

The Brief

A two-stage project, comprising a market and financial analysis to establish an optimum capability and technical capability for a new theatre in the Cultural Quarter Development in Swindon Town Centre.

The Response

The work addressed the following:

- Detailed analysis of the UK theatre operator market to highlight key factors related to theatre configuration, capacity, and programming projections.
- Presenting commercial operating models to include gain share options and contractual/lease & commissioning mechanisms.
- Developed ancillary income opportunities including hospitality, ticketing, and booking fee strategy.
- Comprehensive stakeholder consultation and operator engagement.

Swindon Cultural Quarter

The Outcome

A four-month project delivered a detailed assessment of the commercial viability of the new theatre design scheme.

This gave the Council demonstrable evidence of the commercial sustainability of a new venue and the market confidence.

Stage two of this project has been commissioned and will focus on the operating models and funding strategies.



Southend

The Cliffs Pavilion

The Brief

Project leadership of the £10mil refurbishment and extension of the Cliffs Pavilion, Southend.



The Response

The work addressed the following:

- Conceived the design scheme and business justification in conjunction with the Council and the operator HQ Theatres (now Trafalgar Theatres)
- Lead the procurement programme and the appointment of the entire project team.
- Building a detailed 25-year commercial model outlining the commercial output and ROI of the enhanced venue focusing on comprehensive hospitality and food & beverage capabilities.
- Day to day leadership of the project on behalf of the Council and Trafalgar Theatres.
- Detailed contribution to the Council's LUF submission

Southend

The Cliffs Pavilion

The Outcome

Funding secured for the project, and it is ready to start in January 2024 and will complete in September 2024.



Heliot Steak House

The Brief

The Heliot Steakhouse is a premium dining experience located in the heart of one Europe's most prestige luxury Casinos.

Open 24 hours a day, 7 days a week the Hippodromes' hospitality operation is complex, relentless and almost without parallel.

Alongside other areas of the hospitality business, the leadership team were seeking to ensure that the Heliot Steak House is optimising its commercial performance.

BHV were commissioned to carry out a comprehensive hands-on performance health check & audit.



In partnership with Design LSM and James Mackenzie of the Pipe & Glass BHV delivered a detailed report, outlining the current commercial performance of the Heliot Steak House.

The report will also include the following:

Objective, expert-based commercial performance synopsis

Menu engineering assessment & improvement plan

Benchmark report

SWOT analysis

Logistics – goods delivery, storage, production, service, layouts & service route analysis

Interior design review

Floor plan & room layout iterations

Options appraisal – what next recommendations

Heliot Steak House Hippodrome Casino

The Outcome

Comprehensive data driven report which provided the senior leadership team with complete commercial performance transparency.

A clear, measurable action plan which included a strategic overview and tactical interventions.

Profit improvement road map highlighting the relationship between product, systems and brand identity.



White Rock Theatre Hastings

The Brief

A comprehensive appraisal of the current contract partnership with Trafalgar Theatres in the context of the current contract ending in January 2024. It has led to the development of a plan to engage with the market to seek a long-term tenant partnership, to secure the future of the White Rock Theatre.

Supported by a diminishing council subsidy, the theatre's commercial viability has come under increasing pressure operating as a traditional theatre.

BHV were commissioned to support the council secure a new leaseholder for the theatre via a long-term zero subsidy partnership agreement.



The Response

The work addressed the following:

Created a compelling opportunity prospectus to engage with the operator/lease market.

Collation of all asset management information to provide a comprehensive deck to all interested parties.

Supported the council with the compilation and delivery of the market engagement and evaluation process including:

- Market Engagement & Communication
- Preparation & Publication
- Shortlisting & Invitation to Tender
- Evaluation & Selection
- Lease Award & Mobilisation
- Post Mobilisation Support & Evaluation

White Rock Theatre Hastings

The Outcome

The appointment of a new long-term operator and leaseholder.

Innovative commercial partnership.

25-year, FRI, zero subsidy lease.

Enhanced community engagement framework, protecting the economic impact and social value benefits to the town.



Marine Lake Event Centre

ASM Global

The Brief

Supporting ASM's tender submission for the new venue complex in Southport, BHV were asked to provide a detailed commercial and technical viability assessment of the theatrical & hospitality capability of the new 1200 seat theatre.



The Response

The work addressed the following:

- General overview of the commercial programming market from a theatrical content perspective .
- Review of the Facilities Description – from a theatre technical perspective including view on the appropriateness of the flying provision and the hospitality strategy adopted by the design scheme.
- Review of the FF&E schedule
- Detailed assessment of the hospitality strategy
- Stakeholder engagement providing feedback on the potential for the venue to attract musical touring theatre or other theatre-based product.

Marine Lake Event Centre ASM Global

The Outcome

A one-month project delivered a detailed assessment of the commercial viability of the new theatre design scheme.

This gave ASM demonstrable evidence of the commercial sustainability of the new venue and stakeholder and market confidence, supporting and strengthening their tender submission.

In August 2022, ASM were appointed as preferred supplier of the new Marine Lake Events Centre.



Why BHV...



Why BHV

Unique blend of hospitality, leisure, culture and entertainment experience...

Board Level expertise in commercial theatres

Sector specialist

Unrivalled hospitality expertise

Entrepreneurial

Agile and actionable

Value – low-cost base translates into high value return

Empathetic but honest guidance

Personalised solutions to meet your business ambitions

Social Value ambassadors

Overall we are your allies not interrogators

blue
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Helping transform the commercial
resilience of cultural assets.

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