

A woman with long dark hair in a ponytail, wearing a purple dress, is captured from behind as she spins on a stage. The lighting is dramatic, with a strong orange and yellow glow from the right, creating a hazy atmosphere. The background is dark, and the floor appears to be a stage.

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Blue Horizon Ventures
Case Studies

The Brighton Centre

The Brief

In conjunction with Theatre Projects, BHV undertook a two-stage project, comprising a market and financial analysis in order to establish an optimum capacity for a new /upgraded venue. Plus, a financial model so that the Council could test options. In summary, the work addressed the following:

- Detailed research of the UK arena market to address key issues related to venue configuration and capacity.
- Operating model assessment.
- Commissioning Strategy options.
- Commercial report including a detailed 25-year business plan.
- Economic Impact statement.

The Response

- What size and capacity should the new or upgraded venue be.
- What will it do? (Functions and activities)
- What is the potential for revenue for the council – 25-year business model.
- Commissioning strategy and operator market engagement.
- What will the wider benefit (economic, social and cultural) look like for Brighton & Hove.
- Is there a business case for investment.

The work for this Study was undertaken on the basis that a new or upgraded venue will be in the same seafront location and which continues to serve as a venue for conferences and live events.

The response included a full review, options appraisal and key design studies.

The Brighton Centre

The Outcome

Brighton was well placed to provide the premier conference and events venue for the Southeast. A venue that can build both on its existing programme and customer base and realise opportunities for further development in conferencing, entertainment and hospitality.

The report evidenced that there was a strong appetite within the commercial operator market to participate in a formal procurement process and that the result of this process would deliver a long-term partnership and a positive gain sharing arrangement.

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 September 2024 and will complete by summer 2025.



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.



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.

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Helping transform the commercial
resilience of cultural assets.

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