
Be a "cultural business"
to drive income

@zakmensah
16th May 2019

About me...



culture
team



Welcome to Bristol Museums

There's something for everyone to discover.

[Find out what's on](#) ►

What's on

[View all events](#)



12 January—12 May 2019

[Masters of Japanese prints: Life in the city](#)

EXHIBITION: Featuring original woodblock prints from our collection, this exhibition explores the sophisticated urban culture of Japan in the 18th and 19th centuries.

[Read more](#)

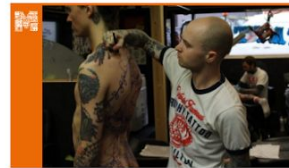


16 March—16 June 2019

[Tattoo: British Tattoo Art Revealed](#)

EXHIBITION: A ground-breaking and comprehensive history of British tattooing featuring 400 original artworks, cutting edge designers, photographs and historic artifacts.

[Read more](#)



16 May 2019

[Museums at Night: Tattoo Live](#)

SPECIAL EVENT: With live music and live tattooing, this Museums at Night will be an unforgettable chance to experience M Shed and the Tattoo exhibition after-hours.

[Read more](#)

REASONABLE DOUBT

Transformation: Working life, digital, retail and more!

[Speaking](#) [About](#)

APRIL 2, 2019 BY ZAK MENSAR

100% growth in retail

The 22nd March 2019 officially marks the day our retail business revenue hit 100% growth since 2014-15 which you can see in the [performance spreadsheet](#). A proud moment for the service. I want to kick-off by thanking the retail team who have worked their socks off and have been up for the challenge since day 1 in 2015. Also none of our success would be possible without the support of the other teams who contribute to the effort including Retail Thinking, user research, design & marketing, digital, documentation, programming and operations. Retail is a living breathing example of our team-of-teams approach to solving problems. Why try to do everything yourself when you have some of the best talent in other parts of the service willing to rolling their sleeves up.

Transformation is not easy but our goal has been to grow the business year on year using the four retail pillars of Buying, Staff skills, Visual merchandising (VM) and Performance. The Culture team need to make or save £436,000 between 2017-2021 as part of the wider Council savings programme. Retail is a core player in this growth. A quick recap of the marathon to date:

2015-16

- understand the retail business and begin to destroy and rebuild from the ground up (discovered we were running at a loss)
- Returned to the simple principle that "we should sell what people buy"
- 2016-17 – return to profitability and aim to maximise existing resources
- 2017-18 – build the case for long-term investment including roadmap for shop refits at Bristol Museum & Art Gallery and M Shed and further staff roles (starting with a Buyer)
- 2018-19 Ship projects that deliver against our objectives – bring the annual roadmap to life instead of it just being a paper exercise,
- 2019-20 increase the pace and profitability hi

We expect our services to be the best they can possibly be in our sector. Not just better than before or better than our nearest comparable museums. We should be as good as the best of the best

Search...



RECENT POSTS

[Show me the price](#)

[100% growth in retail](#)

[100% increase in retail](#)

[Set your social media free](#)

[10 years on Twitter](#)

RECENT COMMENTS

[Genevieve Sioke](#) on [100% growth in retail](#)

[Resource: Digital Update from Audience Agency | The Arts in Wiltshire](#) on [100% growth in retail](#)

[Helen Miah](#) on [100% growth in retail](#)

[Matt Jukes](#) on [Good enough](#)

[Zak Mensar](#) on [100 days as Head of Transformation](#)

ARCHIVES

[May 2019](#)

[April 2019](#)

[March 2019](#)

[February 2019](#)

[January 2019](#)

[December 2018](#)



Association
for Cultural
Enterprises

1.2 (ish) million visits
across 5 museums

Memory lane...







Still waiting to hear about the possibility of purchasing a copy of the "Ahead of the Curve: New China from China" catalogue... I'd really like to get my hands on one! I contacted the BMAG shop directly in November (museumretail@bristol.gov.uk), but no reply from them either...

No budget oversight

No tools or systems

No love from management team

No profit

No theft

No budget oversight

No tools or systems

No love from management team

No profit

No theft...key metric?!

2014/15

£281,360 net

??? trans

??? conversion

??? ATV

£0.31 SPH

2015/16

£294,632 net

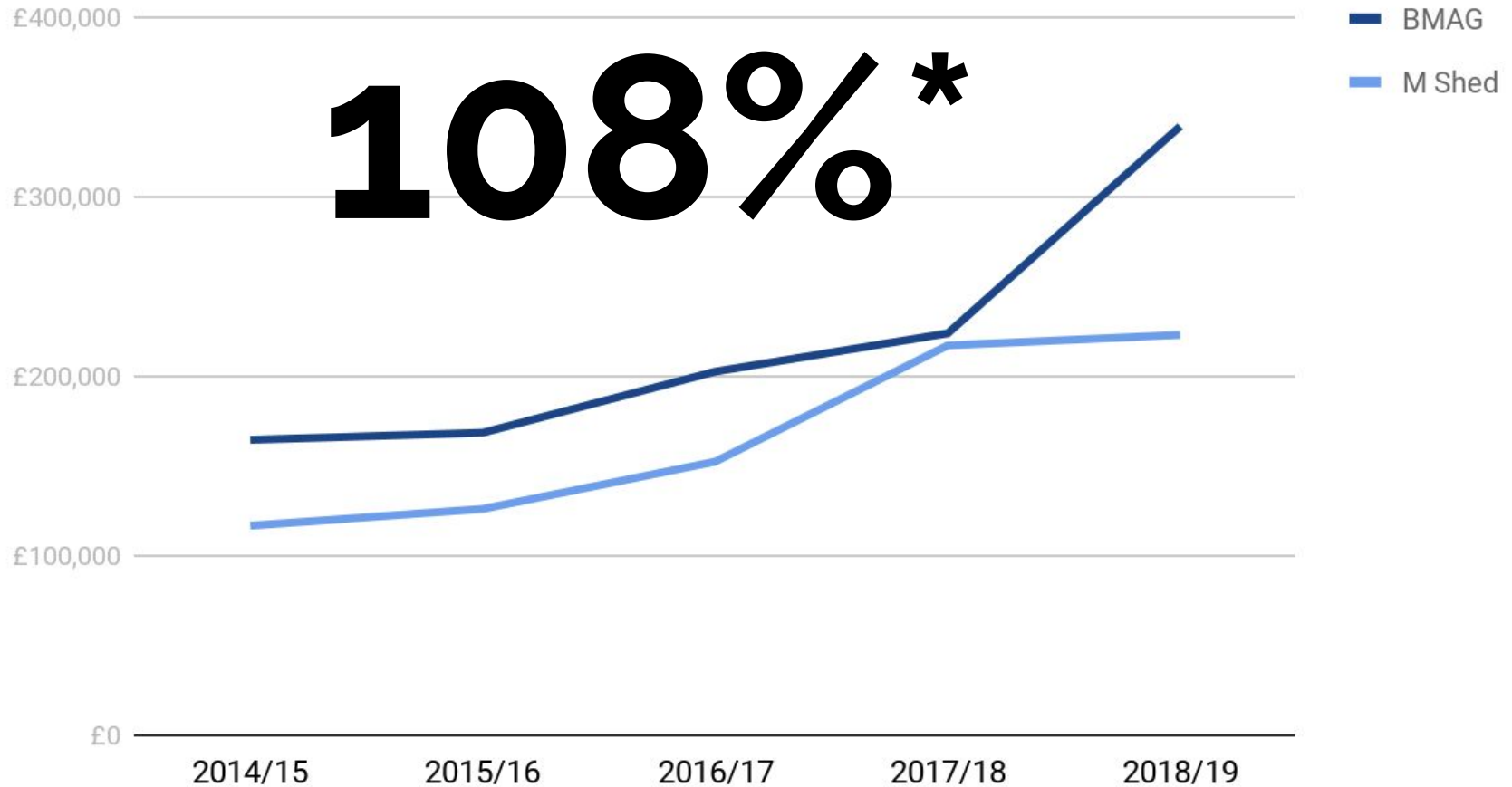
53,757 trans

5% conversion

£5.48 ATV

£0.51 SPH

Points scored



Retail sales (NET)					
	2014/15	2015/16	2016/17	2017/18	2018/19
BMAG	£164,603	£168,552	£202,637	£223,955	£339,318
M Shed	£116,757	£126,080	£152,442	£217,211	£223,088
Blaise	£200	£200	£3,365	£7,982	£12,462
Red Lodge					£647
Georgian House					
Online shop					£8,687
Total	£281,360	£294,632	£355,079	£449,148	£584,201

Culture change*

*Go make a ruckus

~~No Income targets~~

~~No performance data*~~

~~No attention*~~

~~Few resources~~

~~No annual plan~~

~~No P&L~~

~~No bespoke range~~

~~Products from 1960s!~~

~~Few products over £20~~

~~No book shelves~~

~~Poor lighting~~

~~No marketing~~

~~No stock management~~

~~No input to wider service~~

~~No Buying plan~~

~~No staff development~~

Bristol City Council sets budget focused on protecting essential services



Bristol City Council has set its 2018/19 budget which focuses on limiting the impact of necessary savings on frontline public services.

The Full Council meeting today (20 February) agreed to prioritise support for vulnerable people by approving a 2% levy ring fenced for essential Adult Social Care services as part of an overall a Council Tax rise of 4.99%.

As a result, the Council Tax element for a Band D property will increase by £6.44 per month, bringing in an extra £9.7m to the council next year. The majority of Bristol residents live in Band A-C properties where the monthly increase will be between £4.29 and £5.72.

Taking into account rises in the Avon Fire Authority and Avon and Somerset Police and Crime Commissioner annual precepts the overall Council Tax for a Band D property will rise by £7.61 per month (between £5.07 and £6.76 for Band A-C properties)

Full Council agreed a revenue budget of £355.8m with overall £1.2billion expenditure on day to day council (revenue) services and capital

Increase income generation and efficiency across culture services	Proposals include introducing adult admission fees for Red Lodge and Georgian House Museums; increasing major event income through sponsorship and making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by working to increase the number of events held in the city and productions filmed here.	5	60	19	35	21	140	Budget Consultation 2017
Reduce staffing in museum service	To save on operating costs, we will consider reviewing the staffing numbers in the museum collections team. This replaces the proposal to reduce museum opening hours which featured in our earlier consultation.	50	50				100	Budget Report 2017/18
Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues	50	50	86			186	Budget Report 2017/18

£426,000 savings

—

STOP

As of today we are a "cultural
business"

What works is more important than what people prefer

-Leisa Reichelt

Put in place a sustainable
multidisciplinary team that can
design, build and operate the
service, led by a suitably skilled and
senior service owner with
decision-making responsibility.

- Service standard, GDS

TEAM OF TEAMS

Cafe

Digital

Design & Marketing

Documentation and Collections

Retail Thinking

Build [] a profitable retail []
department that has sales of £700,000+ by
2022 [].

Build **[scale]** a profitable retail **[scope]**
department that has sales of £700,000+ by
2022 **[Speed]**.



Delight

**Delight...sell products
....that people want to buy!**



A photograph of a user research session taking place in a museum gallery. A man with glasses and a plaid shirt is sitting on a wooden bench, writing in a notebook. A woman with dark hair tied back is sitting next to him, also writing. The background features a blue wall with several framed paintings, a staircase with a wooden railing, and a bronze statue of a person on horseback. The floor is made of light-colored wood.

USER RESEARCH

Started 28 Sept

Who is the audience?

Explore new products and ideas

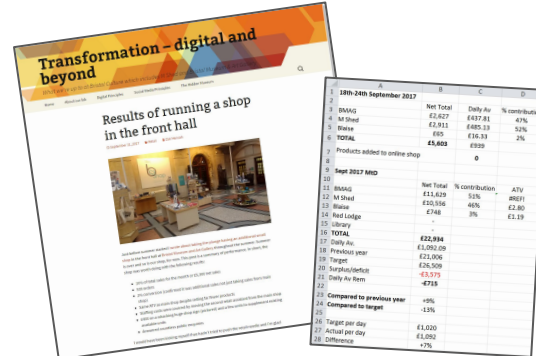
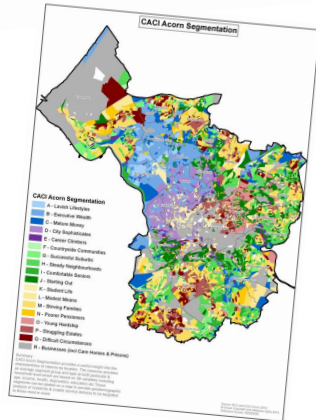
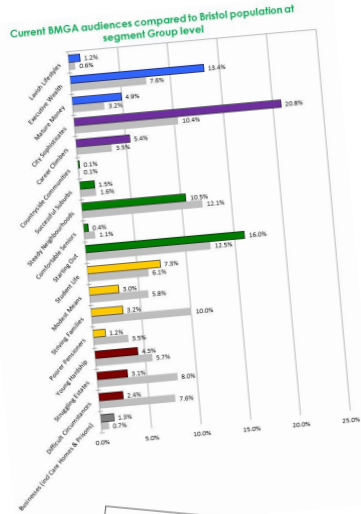
Test ideas



TOP DRAWER
HOME | GIFT | FASHION | CRAFT

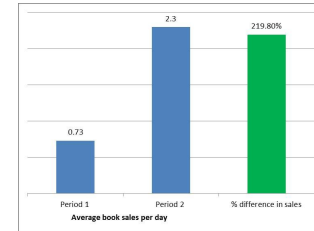


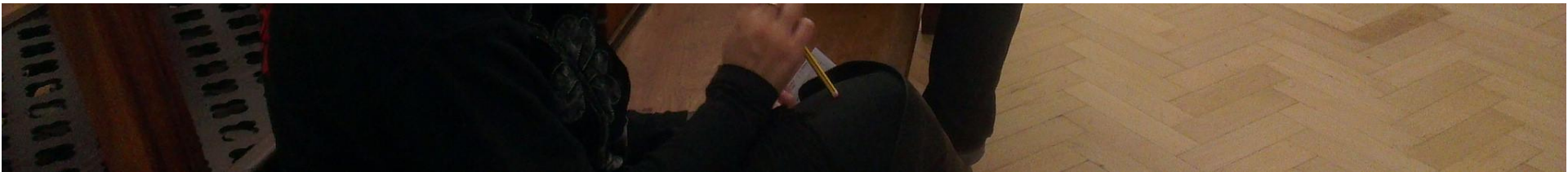
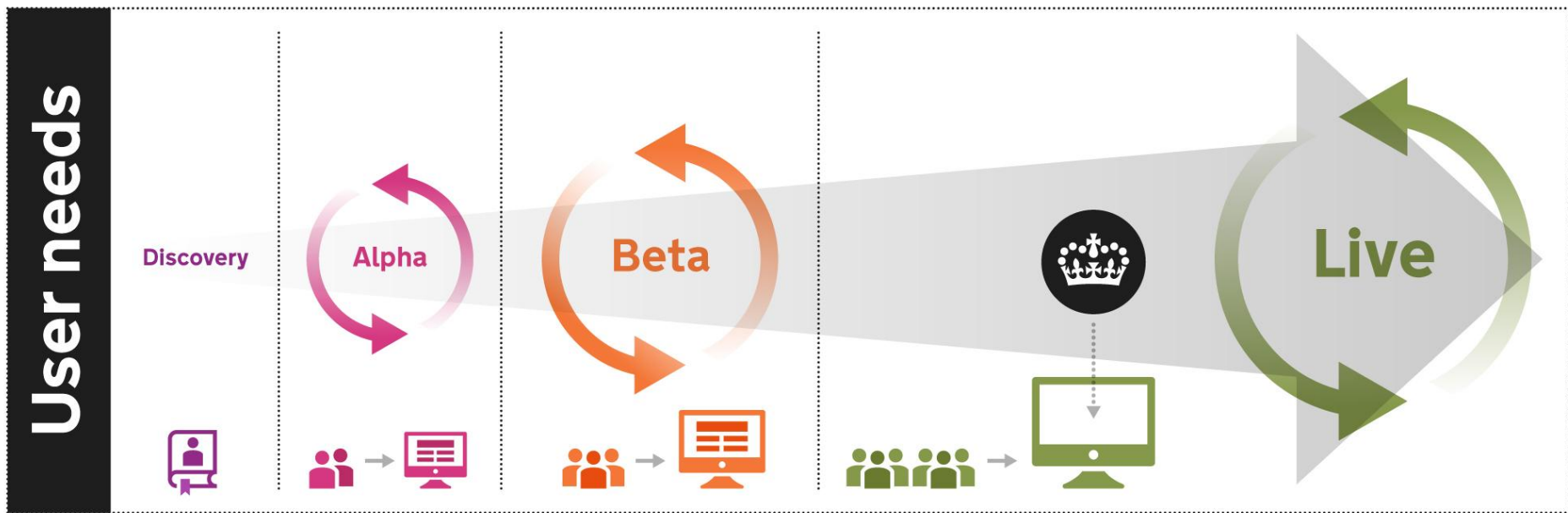
User Research



Report and Share

Evaluate and Adjust





1000 True fans

<https://kk.org/thetechnium/1000-true-fans/>

Increasing revenue

**Focus on the Forest –
Forget the Trees**

350 changes



The strategy is delivery



-
- 22-09-2018 Japanese exhibition opens
 - 21-09-2018 arrival of bespoke Great Wave products
 - 24-08-2018 ACE shop of the month <https://acenterprises.org.uk/ace-shop-month?platform=hootsuite>
 - 13-08-2018 Retail Buyer starts Sophie Berry
 - 08-08-2018 replaced banksy table outside shop with our Guide the Art Collection
 - 07-08-2018 did a tour of all five museums with Andy from ARJ-CRE8 to look at shop options
 - 07-07-2018 Woman's Craft Hour exhibition opens at Bmag
 - Heatwave end of June to July 2018
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BUYING

DO

hire a Buyer

say no

try dropshipping

spend 5% on experiments

ask suppliers for better margins if you hit X

Identify best sellers & reduce stock outs

Get shot of products from the 1960's!!!!

Ignore finance banging on about depreciation

**Understand target audience to create
product ranges that sell**

Analyse sales data to make key decisions on
product lines to keep/drop



PERFORMANCE

DO

share 1-2 key metrics with team

collect & report data publicly

collect & report data publicly

test assumptions quickly

Remember it's about profit not margin

Make practice become a habit

Become data-informed



DO

make product pricing clear

make a simple set of guidelines

look for plastic alternatives

hire in expert help

tell stories

Only move products using your data - be
data-informed at all times

put poor products in “silver” spots then delete



STAFF SKILLS

DO

Share roadmap

work some shifts every year

give staff £100 decision-making power

Regularly review structure as you grow

send them on trips

make a handbook and reach the rationale

Performance data

Collect

what minimum pieces of data can we collect in a consistent way over multiple cycles? e.g. daily/weekly/monthly/yearly and can we collect easily

Share

Let everybody see the streams of data as they may have a use for your data eg school visits may impact retail so share it all

Use

Take one or more data sets and use them to contribute to understanding user needs which in turn allows us to make business decisions.

Pssst your business needs are to meet user needs.

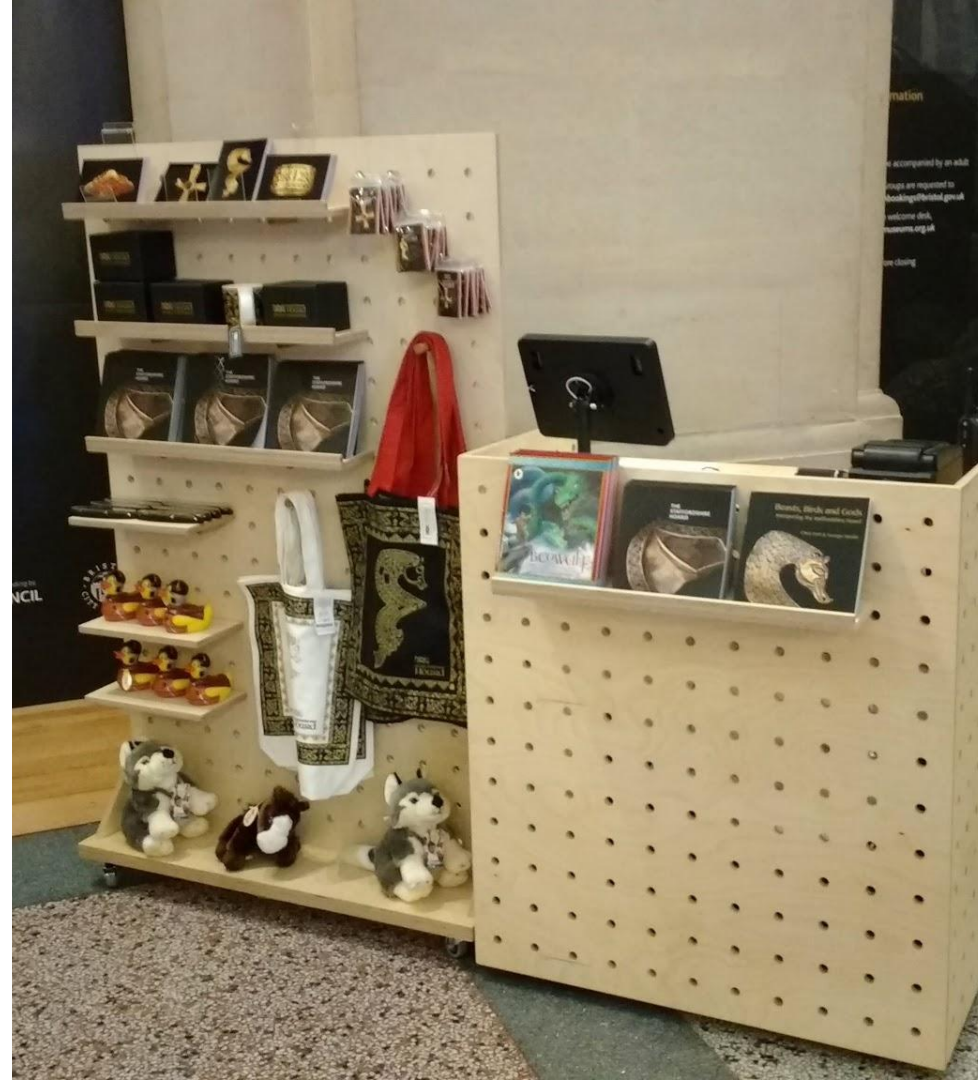
Every purchase supports Bristol Museums
Buy online at: bristolmuseums.org.uk







Pop up





Transformation – digital and beyond

What we're up to at Bristol Culture which includes M Shed and Bristol Museum & Art Gallery

[Home](#)

[About our lab](#)

[Digital Principles](#)

[Social Media Principles](#)

[The Hidden Museum](#)



Results of running a shop in the front hall

🕒 September 11, 2017

📁 Retail

👤 Zak Mensah









Attempted Theft!

16-11-2016 attempted theft at M Shed



Welcome
to our new shop

MONOPOLY
First Edition Property Dealery Game
BRISTOL EDITION

MONOPOLY
BRISTOL EDITION

MONOPOLY
BRISTOL EDITION



shopify



Cost to post 20x
banksy prints to Japan
dec 2017...£120



Angel with head by Fritz Koenig (1948) (sculpture, with painted parts and some original stone, 100% stone by the artist, 2007)



Angel bust from the Banksy 2009 exhibition, with commercial print painted onto the sculpture base. 2009 © Banksy/Art.com

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Surge in orders for Bristol's Banksy angel artwork print

There has been a sudden surge in orders for a print by street artist Banksy.

Bristol Museum and Art Gallery said they are selling one £5 print of Angel Bust every minute and it has now sold out online.

Banksy created the angel sculpture with a tin of pink paint tipped over it for a **take-over of the museum in 2009**

Hundreds of thousands of people queued to see **Banksy versus Bristol Museum** after the artist transformed it into a menagerie of "unnatural history".

The artist left the statue when the exhibition closed.

Staff say the print has been on sale for sometime but believe sales surged after it went on sale in the US and Japan.

12 Jan 2018 Bristol

Share

MORE ON: Banksy



Museum sold unauthorised Banksy prints

17 Jan 2018

Banksy and Boyle stage 'Alternativity'

12 Dec 2017

—

The marathon continues

The marathon continues

Zak Mensah

zak.mensah@bristol.gov.uk

@zakmensah

zakmensah.co.uk

THE JASON & SCOT SHOW



