



**Association of
Independent
Museums**

Helping Heritage
Organisations Prosper

Success Guides

Successful
Venue Hire &
Corporate
Hospitality





**Association of
independent
Museums**

Helping Heritage
Organisations Prosper

Success Guides

Successful Venue Hire & Corporate Hospitality

Tim Bryan

*Heritage Motor Centre, Gaydon,
Warwickshire*

and

Gary Hall

ss Great Britain, Bristol

Successful Venue Hire & Corporate Hospitality

Hiring your museum for a corporate event or meeting provides a great opportunity to showcase your venue.

With amazing collections, often housed in stunning historic buildings, museums are in a unique position to not only generate much-needed income but also to increase the value and importance of their venues by using them for meetings, conferences, functions, weddings and events. Many museums are already very well-known and successful in what is a highly competitive market. This guide is, however, aimed at those just beginning to develop this business area and those who already offer such services but want to grow it further.

With meeting, conference and event organisers keener than ever to find venues that provide something different from a bland hotel room or conference centre environment, museums are well situated to fulfil this growing demand. Even in the current age of austerity, both the wedding market and conference/events sector in the UK are still growing. The wedding market was worth £10 billion in 2011, with each couple spending an average of £12,059 per wedding, and the conference and meetings market was worth £18.8 billion in 2010 with predictions that it might grow to £25.2 billion by 2020. It is therefore worth investigating the possibility of your museum looking to have a share of this lucrative market!

The Benefits

While generating extra revenue may well be the main driving factor behind hiring out your museum for events, weddings or conferences, there are a number of other good reasons why building this kind of business could be a real asset to your organisation.

New Audiences

Acting as a venue for an event or meeting that may have as its focus a topic far removed from the subject

matter of your museum could provide you with the opportunity to gain access to new audiences. These may well be people who would not normally visit museums; at the Heritage Motor Centre in Warwickshire, anecdotal evidence shows that many conference delegates have returned with their families at weekends when they have more time to see the collection.

Fundraising

Hiring your museum for a corporate event or meeting provides a great opportunity to showcase your venue, giving potential sponsors the chance to see your collections in a relaxed atmosphere and making a possible approach in the future potentially more positive. However important the potential sponsor might be, resist the temptation to approach them during the event unless invited to do so, as event organisers don't always take kindly to the canvassing of their clients!

Marketing and Promotion

Hosting a high profile event at your museum can generate valuable publicity both for the venue and your client, and being able to list influential or well-known customers in publicity can help generate more business in the



Space for corporate events with the museum collection as a backdrop is a great advantage when building up venue hire as an income stream. (Heritage Motor Museum, Gaydon)

long term. Do take care to consult with your clients before publicising events as in some cases they may wish to keep activities confidential for business reasons.

Strengthening Links with your Local Community

Acting as a venue for meetings, events or activities promoted or run by community groups, charities or local businesses can be very helpful to venues in raising awareness of the museum, and providing a genuinely useful facility for people from the area. This is especially so for museums reliant on funding from local authorities as it can be a good way of ensuring that stakeholders discover more about the venue they help support. Away from bigger cities and towns, independent museums can provide meeting spaces that provide a very practical benefit to the local community where this kind of accommodation is at a premium.

Things to Consider before you Start

In tough economic times, using museums for weddings, events and corporate hire is often seen as the way to generate much needed income, but to really succeed in a very competitive business museums need to have thought through both the practical issues involved and the business case before launching their product. Don't forget that you may well be competing with well-resourced professional organisations such as hotels and conference centres, and in many cases clients will expect levels of service at your museum on a par with these kinds of venues.

Here are a number of things you should consider very carefully before you start:

Your Site

Begin by looking at your site; seek advice on what you can achieve within

the remit of what you are trying to provide and the budget you may have!

What physical spaces are available for events and corporate hire? How many delegates can you cope with at any one time? What type of rooms and spaces do you have? Can they be used during opening hours, or only when the museum is closed? Will you have enough toilets – are they well located close to the spaces you want to use?

Are your catering facilities adequate to cope with external events or corporate hire? Most external caterers now prepare food off-site but you will still need to provide space for them to store and serve meals. If you are contemplating working with a caterer, ask them to provide you with advice and guidance; you may need to consider investment in equipment and facilities to provide the service you want to present. Don't underestimate the likely cost of the kind of equipment required to both provide a professional service and satisfy hygiene regulations.

Think carefully about access issues too; does the museum have good access for both caterers and set-up crews – if facilities are on upper floors, ensure that the lift has enough capacity to cope with the weight of equipment that might be necessary as many clients will not consider a venue whose facilities involve carrying bulky equipment up stairs. Also ensure that caterers and other contractors can have convenient parking close to the museum.

Quite apart from the spaces you want to use, you may also need to think about capital investment in equipment to support your venue hire and conference business. The kind of clients you attract will expect a minimum level of equipment that, depending on the service you offer, might include a PA system, digital projectors and comfortable furniture. Whether you invest, or hire these as needed and charge the cost to the client, always look at this practically as hiring is the best short-term solution

The buildings of the Chiltern Open Air Museum, Chalfont St Giles, Buckinghamshire form the backdrop for weddings.



but may not be the best way in the longer term. Whichever options you choose always seek technical support and advice during the installation of equipment in your event spaces.

Finally, check to ensure that your facilities are capable of coping with the extra demands on water and power for equipment like lighting rigs that external clients might need. In addition, many clients now expect up-to-date IT facilities, particularly in terms of Wi Fi; video conferencing and Skype is extensively used in business meetings and conferences so having the capacity to cope with this is a real advantage. Ask a local supplier or provider to give you advice on what kind of equipment you might need.

Access and Security

How are your guests going to arrive on site? Do you have enough car parking for event and corporate guests as well as your visitors? Some meetings and corporate events may begin before the museum opens, and end after closing time so you need to check how they will enter and exit the building. If you are running events in the museum, issues over the security of the collection also need to be addressed. Clearly museum staff and trustees have a duty of care to the precious collections and buildings they manage. So, having identified spaces within the venue you might use for hire, look at them again in terms of both security and conservation, and think carefully about what spaces can be and should be available to events clients. Will you ban stiletto heels on your historic parquet floor? Many museums do not allow red wine to be consumed in galleries with valuable fabrics or marble flooring. For larger events or weddings, consider the effects of things like loud music or dry ice, which could affect your fire or security alarm systems.

While many museums are naturally worried about potential damage or theft caused by those attending events,

many seasoned practitioners will advise that more damage is likely from set up crews and caterers before and after an event. To reduce the likelihood of this happening, guidelines on risks and procedures should be created that can be issued to event organisers and contractors. In addition no contractor should be allowed into the building without providing the venue with method statements and risk assessments for their activities – these are common within the industry and all good contractors will be able to supply them.

As the host venue, you should also agree the parameters of the event with the client beforehand in writing and the museum representative present at the event on the day must also be fully aware of the procedures, as caterers in particular often hire in agency staff that will be unfamiliar with the restrictions and the venue.

Policies and Restrictions

It is worth taking a holistic approach to launching a venue hire and corporate business – the whole museum team should be involved in the planning and delivery so that everyone is aware of the implications. A key part of this process may be the production of a policy on who are considered acceptable clients, given the museum, its facilities, ethos and collection. Having a written policy will make it easier to say no to potentially inappropriate clients.

There are some interesting ethical debates to be had, and it is advisable that your trustees are involved in these discussions. Some museums may wish not to host meetings for political parties or other special interest groups, and because of the potential for damage, many now do not hire facilities for 18th and 21st birthday parties or school 'Prom' events. Ensure you are aware of the implications of running events and meetings where the client may expect to place prominent banners and signage all over

If you are running events in the museum, issues over the security of the collection also need to be addressed.

Make sure that your Disaster Plan has been updated to reflect the new activities you are undertaking.

your site on a normal operating day for the museum – is there ‘brand synergy’ with the product or company using your site or is there a clash or collision that visitors or other stakeholders might find unacceptable? If this is the case, then it may be worth partnering with another nearby venue that could handle the daytime business, while you act as an evening venue.

If you are contemplating setting up an events and corporate hire business it is also vital to consider the effect it might have on your neighbours. They might not take kindly to noise, especially out of hours, and potential parking problems, especially if you are in an urban location. It is worth consulting with them to let them know what you are proposing to do and listen to their comments, hopefully arriving at a solution that works for and with the local residents. Be clear and up front in stating the latest times for noisy activities like discos and fireworks. Keeping them informed will help keep relations with your neighbours on an even keel and avoid complaints to Environmental Health about noise pollution. It is also worth contacting your local council before starting to run events as their advice will be invaluable.

Health & Safety

Make sure that your Disaster Plan has been updated to reflect the new activities you are undertaking. Before launching your service you will need to consult with your local fire officer who will advise on the maximum numbers that can be safely accommodated within the various spaces you might use. These figures will also be linked to your building regulations and planning permissions, and should be included on any publicity you may issue and in the conditions of hire, together with any restrictions on naked flames.

Fire risk assessments, normally done on a regular basis will need to be updated and if you allow event organisers to erect marquees for

weddings or events, these will also need to be assessed. Take account of the issue of smoking – if you run evening events and weddings, guests will require somewhere to smoke and you will also need to ensure that there is adequate signage and security to ensure smoking does not take place in your museum.

You should also make your insurers aware of the fact that you are hiring the venue to ensure that your policies are valid and up-to-date.

Evacuation and emergency procedures need to be clarified for events and corporate hire and all clients and suppliers should be fully briefed as to what to do in an emergency. At the Heritage Motor Centre, organisers are given a checklist at the beginning of the day and expected to inform guests and any contractors they employ about what to do in case of emergency. Don’t forget to think about fire alarm testing – if you do this on a regular basis, ensure that your clients know when this is!

Food scares and outbreaks of food poisoning do make the local media on a regular basis and will do nothing for your reputation as an events or corporate venue, so do check that your caterers comply with the necessary regulations on food health and safety. For example, caterers should be able to provide a written food safety document with relevant food risk assessments, temperature recording information and have catering goods movement traceability. As the venue representative you should also have an understanding of basic catering health and safety. All staff who work in the catering industry should be able to prove that they have some kind of food hygiene certificate.

Licensing Regulations

The Licensing Act 2003 brought together liquor and entertainments licensing, making it the responsibility of local authorities with a new form of



The award-winning Downland Gridshell building in use for a conference at the Weald & Downland Open Air Museum, Singleton, West Sussex.

Premises Licence. Your venue will almost certainly need a licence and it may contain certain restrictions, and state that you have a designated and certified Premises Supervisor. In addition, you should always have a personal licence holder on the premises during each event. If you run weddings, parties and other evening events it is also advisable to provide SIA (Security Industry Authority) training for door or security staff or to hire in SIA-qualified staff. Venue managers as well as caterers should hold these licences. Detailed information may be found on the Home Office website and by consulting with your local authority.

Increasingly, independent museums have been investigating the possibility of being a licenced location for civil marriages. This has been made possible by the Marriage Act of 1995 which enables heritage sites to apply for a license to let premises for civil marriage ceremonies. Whilst this may be an interesting and possibly lucrative market, before embarking on such a

venture it is probably best to look very carefully at the business case. Applications involve both an application to the local council and planning permission, and if successful, licenses are granted for three years. Be aware that fees can be up to £1,600 and are non-refundable even if you do not succeed in your application!

Your Market

Having ensured that you have the physical resources to run a successful venue hire, corporate or wedding business it is then worth looking in more detail at your potential offer. Carry out a SWOT (strengths/weaknesses/opportunities/threats) analysis; look at your local area – who are you competing with? Don't be afraid to do some benchmarking visits or make enquiries to see what others have to offer, and also talk to your local authority and tourist information centre. If you are contemplating major investment, it may also be worth talking to a specialist consultant for advice.

A meeting room set out for hire at Leeds Castle, Kent.



The phrases 'Venue Hire' and 'Corporate Hospitality' often have connotations of big formal dinners or large conferences and while larger museums do successfully run these kinds of events, smaller museums should not be put off as they can often use their unique venues to host many different styles and types of event. These can include breakfast meetings, management away days, product launches, sales conferences and briefings. But venue hire doesn't always mean 'corporate' and there can be other hospitality opportunities: family celebrations and anniversaries, children's parties, film showings and also memorial events. As an example, Bexley Heritage offer their venue as a location for funeral wakes working with local undertakers who recommend their premises. Look at your venue and what you can realistically achieve with the space and budget you have available and tailor your business accordingly!

Many venues see civil marriage or civil partnership ceremonies and receptions as a potentially attractive and important market. Ceremonies can be vital to an overall events plan as a hire

can be relatively short and can be for any number of people but museums should only go into this area if they are really sure they can deliver. Wedding receptions are extremely rewarding, but can take a lot of planning and work since as a venue you will be dealing with clients where this is the biggest event they will ever plan, and the enormous significance of this one special day means that emotions may run high.

Building your Business

Websites

Your website is now one of the most important ways of reaching your target audience. Make sure all the information on the site is current and up-to-date, including images, capacities and menus. Make sure that it has enough information to enable the client to contact you. Make sure you are listed with local organisations (Chambers of Commerce, Business Link or urban or rural development organisations) with a link to your site. For weddings, if you are a licensed ceremony venue check you are on the local authority register

and the information is correct. Also for weddings, check out the Hitched (www.hitched.co.uk) and/or Confetti sites (www.confetti.co.uk) which list all the civil venues in the country on a regional basis.

Also, work with search engine companies to improve your position in their search list. Working with Google may get you in a better position on web searches if a potential client is looking for “events space in” Most event organisers will now use the web as a source of information and recommendation.

Social Media

As well as websites, social media is becoming a vital part of connecting with clients and also updating information. An update on Facebook can have an immediate effect, or a client contact through LinkedIn will speed a process through and give them an instant response. Don't forget, however, that as well as enabling you to gain new business, social media can also have a negative effect if you cannot deliver – if a client has a bad experience their dissatisfaction is instantly transmitted around the web!

Mailing Lists

Every customer or client you deal with, from an enquiry to a booking, should be recorded and added to a mailing list so that you can build up a database of potential and future business or clients. There can also be an endless supply of names from external sources; ask your trustees and staff for suggestions, work with local business organisations (Business West & Destination Bristol are two in the South West). Mailing lists can also be bought in, but be aware these can be of variable quality and can have differing results; ensure the list you are buying is refined for the clients you are looking to contact. Don't forget the Data Protection issues surrounding the use of client information.

Advertising and Marketing

As in most businesses, the best advertisement for your venue hire or corporate operation is word of mouth. Ensure from day one that your service, of whatever scale, is second to none, and ensure that after the event you contact the organiser to get some feedback on how the event went. Build in formal feedback mechanisms such as questionnaires and if you have positive comments, ask the client if you can use them in publicity!

It might also be worth launching your new services with a party for potential clients, involving the local press. You should be able to persuade caterers and other suppliers to take part if there is likely to be business for them in the future. Invite the press and other local media too.

If you are serious at generating business, you will need to consider increasing your marketing budget to enable you to advertise in local magazines and online venue websites and directories such as Perfect Bride magazine, RSVP, www.meetingvenuesuk.com and the Conference Handbook.

Many corporate clients now use agents to book their meetings and conferences and larger venues may want to consider entering into agreements with these agencies. Don't forget, however, that they charge a commission and drive a hard bargain on behalf of their clients!

It goes without saying that it pays to build up good relationships with your local business organisations, Chamber of Commerce, Tourist Information Centres, and Convention Bureau. Establish links with local or regional marketing consortia and don't forget other local venues.

It can be a big commitment to exhibit at large specialised trade shows such as Confex and the National Venue Show, but many museums have found it more cost effective to attend as part of a larger group of venues or with a regional agency or other organisation.

It goes without saying that it pays to build up good relationships with your local business organisations, Chamber of Commerce, Tourist Information Centres, and Convention Bureau.

Go for the best photography and design you can – often it may be possible to conclude a deal with suppliers and photographers which can keep costs down.

You can also attend as a visitor to look for new ideas and contacts and see what your competitors are doing! If you are a wedding venue, local bridal shows are useful – some museums even act as the venue for such shows!

Publicity Material

Many museums are keen to produce a high quality brochure or booklet to advertise their corporate, wedding and venue hire, business. Before embarking on this project, think hard about what you need the brochure to do: do you need a different brochure for weddings and corporate clients? With the increased use of the web, do you really need a brochure at all?

If you do decide to go ahead, then go for the best photography and design you can – often it may be possible to conclude a deal with suppliers and photographers as part of a marketing deal which can keep costs down. Include a sleeve at the back of the brochure for separate sheets of more detailed information including price options and caterers.

Many venues keep pricing as simple as possible, offering a price per head for dinners and weddings or a day delegate rate for meetings and conferences which makes life easier for the client and venue.

Above all, ensure that the brochure has plenty of pictures showing all aspects of the service and views of the inside and outside of the building. Many venues think it best not to show images of previous events which might limit the scope of what a potential client had in mind, although other museums find that setting up an attractive space like a gallery, barn, exhibition space or restaurant can provide prospective clients with real inspiration.

The following checklist includes some of the most important information that might be required by a potential client:

- Room plans
- Map/location of the venue including car parks and directions
- Maximum capacities for different styles of event
- List of approved caterers
- Sample menus
- List of other approved suppliers
- Other facilities
- Conditions of hire.

You may wish to leave out hire charges from the document to prolong its shelf life, and to enable you to tailor the quotation for a potential client. Once again, take advice while preparing the document, and look at documents produced by other museums and venues to get inspiration.

Make sure that an electronic copy of the brochure is available both on your web site and also available to e-mail to potential clients if required.

Running your Venue Hire and Corporate Business

For each museum, the way in which they operate their venue hire, corporate hospitality and wedding business will be different. The following provides some broad guidelines that might assist.

Catering

At the Heritage Motor Centre, much of the business is run in-house with limited input from other specialists; at the ss Great Britain major catering is handled by an outside contractor with other events run in-house. Clearly how you run your business will be a major decision for the management and board of trustees of your organisation. You may opt to do it yourself, or instead bring in external caterers whether in an exclusive contract or using several preferred suppliers. There is no right or wrong answer! Every venue will need to evaluate what is best for them.



Guests relaxing at a function at Ironbridge Gorge Museums, Shropshire.

If you do opt for an external contractor, think seriously about getting legal advice or using a consultant to help in the selection process and the creation of a catering contract. When selecting a contractor ask for references, talk to their existing customers, and try and attend one of their events. Take great care in the process as the quality of your catering will be a key factor in the success of your venue hire, wedding and corporate business. Quite apart from the quality of the food, the profitability of your business will also rest on the contract you agree.

Suppliers

Many museums providing venue hire and hospitality packages, particularly those dealing with wedding receptions, offer clients a list of preferred suppliers. In most cases these will have been set up beforehand, enabling museums to get the best deal. A commission rate for recommending to clients for catering, flowers, lighting, discos, transport will be agreed – the actual figure will depend on the type of supplier, their status and whether

reciprocal arrangements for publicising your venue are in place.

If no exclusive deal is in place ensure that your suppliers are happy for the client to use their own preferred ones but make sure that you are aware of their plans and that the contractor used knows of any restrictions and guidelines you require.

Organisation

Every organisation may have a different way of dealing with clients, based on the number of staff available to run the service and the level of business undertaken. The following includes some general guidelines that should help smooth the process.

Following an initial inquiry by a prospective client, a visit to the site is vitally important and is the opportunity for you to run through in some detail the nature of the event, timings, catering, special dietary needs and any access requirements for both guests and set up crews or caterers. This will also enable you to provide an accurate quotation for the client and generate

By ensuring that the client understands and agrees the terms of their hire, there is less room for misunderstanding or disagreement on the day or evening of the booking.

both a contract and/or booking form, and accurate terms and conditions that they will need to agree to. In a highly competitive marketplace, this part of the process is the most vital – it is really essential that if you are serious about running a successful events and venue hire business that you respond to enquiries quickly and efficiently. If you have the resources, ensure that a dedicated member of staff is available to return calls and respond to e-mails so that you can capture that business!

Conditions of Hire

This is a key document! At this early stage you should make the client aware of the terms and conditions of hire and what they are paying for (and most importantly what is not included). These should be very concise, and positively worded, with an explanation of the reasons behind any restrictions. By ensuring that the client understands and agrees the terms of their hire, there is less room for misunderstanding or disagreement on the day or evening of the booking, especially in circumstances when the member of museum staff on duty for the event did not take the original booking!

The conditions of hire should include some or all of the following where applicable:

- Costs, level of deposit and payment schedule
- What is included and excluded in the charges
- Hours available for venue hire (including setting up and breaking down)
- Restrictions on access
- Prohibitions
- Penalty fees (for running over time)
- Insurance requirements
- Health & Safety (risk assessments and method statements from contractors)
- Cancellation terms and conditions.

Contract/Booking Form

It is essential to have a contract or booking form. It is worth paying for good legal advice to make sure that the contract is of the highest quality. Emphasise to the client that the event or booking cannot take place unless the contract has been signed, and that the terms and conditions have been noted and agreed.

If the client has made separate arrangements with outside caterers or other suppliers, state in writing to the client that any complaints must be taken up directly with them, although you should be made aware of any issues arising from the booking.

How Much Should We Charge?

You can only decide the level of charges by research and benchmarking. Comparing what you offer with other similar venues locally and regionally will help. In putting together a business case for your operation you should have identified your cost base, and once you have done this you can factor in the level of profit you want to achieve.

In the current difficult economic environment the market for venue hire and corporate hospitality is incredibly competitive and many hotel chains and other venues are slashing prices to fill rooms. When assessing a booking you will therefore need to be flexible and competitive. Don't forget that charges should be higher for events later at night and also that penalties should be charged if contractors run over the agreed times – if you do not do this set up crews will take advantage! Many museums charge higher fees at weekends or at premium times such as the period before Christmas.

Charges can start from as little as £50 for meeting room hire in a small museum to over £10,000 for gallery receptions in the capital – there are no

exact answers to how much, but look at the websites of other museums and venues to get an idea of what your fees should be. In your business case, make sure that you have included absolutely all the core costs involved in the cost of a booking. Don't forget to factor in heating and lighting, additional staffing, security costs and insurance in the cost.

Always make sure quotes and costs are detailed, for example, separating your room hire charges from catering and other charges. For conferencing always consider day delegate rates based on minimum numbers and set menus as this is a good way of maximising bookings even if numbers on the day are lower.

Payments

This is one of the most important parts of the process! A client booking an event should always pay a non-returnable deposit to secure their booking. This will depend on the total bill, but for example, at the ss Great Britain a deposit of £750 is levied. For all bookings make sure you receive advance payment prior to the event of approximately 95-100% of the total bill. This is especially recommended for wedding bookings. If there are any outstanding amounts after the event these should be invoiced immediately. Also think about a payment guarantee system at the initial booking point by taking credit card details at the time, ensuring that these can be used for late payments.

Managing Bookings

It is essential that you maintain an events diary system, where confirmed and provisional dates for events are clearly identified. There are a number

of commercially available booking systems but if your budget does not stretch to one of these, then an electronic diary or even old fashioned paper version will do! The most important exercise, however, is to regularly monitor the diary to ensure that double-bookings do not occur. It is also a good idea to create separate files for each event detailing times and catering and operational requirements that can be accessed by the various staff working on the booking and reviewed on a regular basis. At the Heritage Motor Centre a regular operations meeting reviews bookings for the week ahead, discussing each and identifying potential issues before they occur.

Most museums provide a duty manager at evening or weekend events. These maybe specialist staff employed for this role if budgets permit, or other members of the museum's team. In any event the duty manager should be fully briefed and trained to deal with any issues that may arise. The role will require a good knowledge of the museum, site and its services and operation, along with other skills such as first aid. While larger operations may retain an engineer or caretaker on site during large bookings, having contacts for emergency and technical services is essential. The duty manager should normally be the last person off the site after the event, waiting until all external contractors have left the building.

For events held during the working day, such as meetings and conferences, care is needed to ensure that they do not disrupt the normal working of the museum. Clear signage and briefings for front-of-house staff will mean that they are aware of events taking place on each day.

The duty manager should normally be the last person off the site after the event, waiting until all external contractors have left the building.



Drinks at an event on board ss Great Britain, Bristol.

Tim Bryan is Head of Collections at the Heritage Motor Centre at Gaydon in Warwickshire, an award-winning motor museum and venue with a national reputation for its conference, corporate and events business. <http://conference.heritage-motor-centre.co.uk/>

Gary Hall is Head of Catering & Events at Brunel's ss Great Britain in Bristol, a venue with a panache for hosting weddings, dinners and conferences alongside its role as a visitor attraction. <http://www.ssgreatbritain.org/weddings-events>

Thanks are due to Jane Weeks and Karen Armstrong, who produced the original 2007 AIM Focus Paper Venue & Location Hire. This Success Guide is a much expanded and updated version of that document.

Further Support

Legislation

Department of Culture, Media and Sport (for information on the Licensing Act 2003) – www.culture.gov.uk/what_we_do/Alcohol_entertainment/

Corporate venue marketing

Blue Blueboomerang – www.blueboomerang.co.uk

Find me a conference – www.findmeaconference.co.uk

British Association of Conference Destinations – www.bacd.org.uk

Bedouk Search tool for meetings and conference facilities – www.bedouk.com

RSVP Magazine – www.rsvp.co.uk

Venue Directory – www.venue-directory.co.uk

Conference Handbook – www.mashmedia.net

Wedding venue marketing

Confetti – www.confetti.co.uk

Hitched – www.hitched.co.uk



**Association of
Independent
Museums**

Helping Heritage
Organisations Prosper

AIM Association of Independent Museums
3 Chestnut Grove, Ludlow, Shropshire SY8 1TJ
Registered in England No. 1350939 | Charity No. 1082215

Copyright © 2013 Tim Bryan and Gary Hall and Association of Independent Museums
AIM Editor – Diana Zeuner

