



Photo Credit: Xiqu Centre at West Kowloon



Transforming Arts Organizations Worldwide

Performing Venue Utilization Strategies

February 2022

Overview of Key Findings

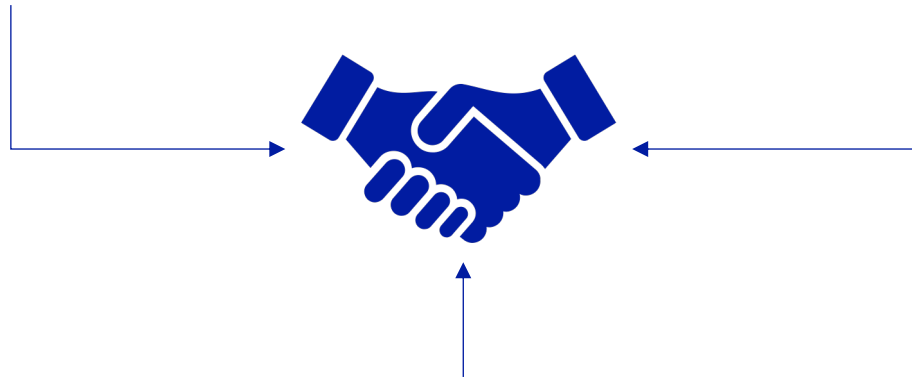


Resident Companies Work in Balance Between Structure & Flexibility

Resident companies can find themselves needing the same dates and times. Here's how the Kimmel Cultural Campus avoids conflict while maximizing rentals:

Clarity of priorities: the campus' openly communicated hierarchy (or lack thereof) for each of its venues makes priorities clear and allows any team member to make an informed decision when determining who can use a space.

Allowance for flexibility: by identifying places where they can rent more broadly and ensuring that they remain flexible to these bookings, the organization avoids having a structure so rigid that they miss opportunities.



Trust among resident companies: the Kimmel Cultural team has regular meetings with the campus' eight resident companies and has built a strong sense of trust and collaboration as a result. These regular meetings help to avoid unnecessary and costly conflict, and also allow for the organization to identify pain points where they need to evolve to support the companies.



The Kimmel Cultural Campus owns 3 venues, each with multiple rentable spaces.

- 2 main stage venues have a clear hierarchy of priority for a set group of internal constituencies, before opening to external parties.
- The rest of the venues have no set hierarchies of priority, allowing for more flexibility and ability to book external events.

Prioritize Repeat Bookers To Bring the Most Value

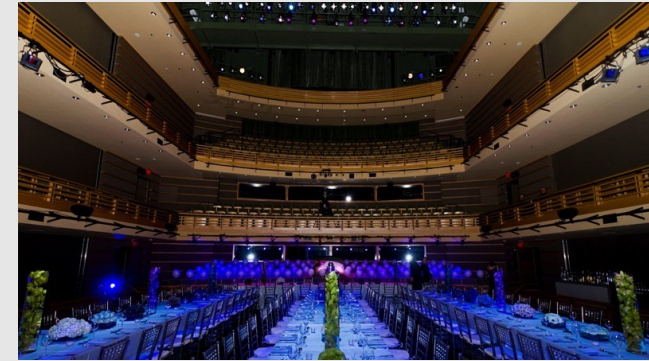
Renters with a high likelihood to return are most effective to ensure long-term revenue generation. These can take two forms:

Repeat Events

The Kimmel Cultural Campus organizes its event bookings to prioritize those that are likely to repeat on an annual basis.

- 45% of bookings are commercial rentals with high likelihood of return, such as graduations and conferences.
- 45% of bookings are performances.
- Only 10% are one-off events, such as weddings, bar mitzvahs, and memorials.

Kimmel Cultural Campus Wedding Open Houses

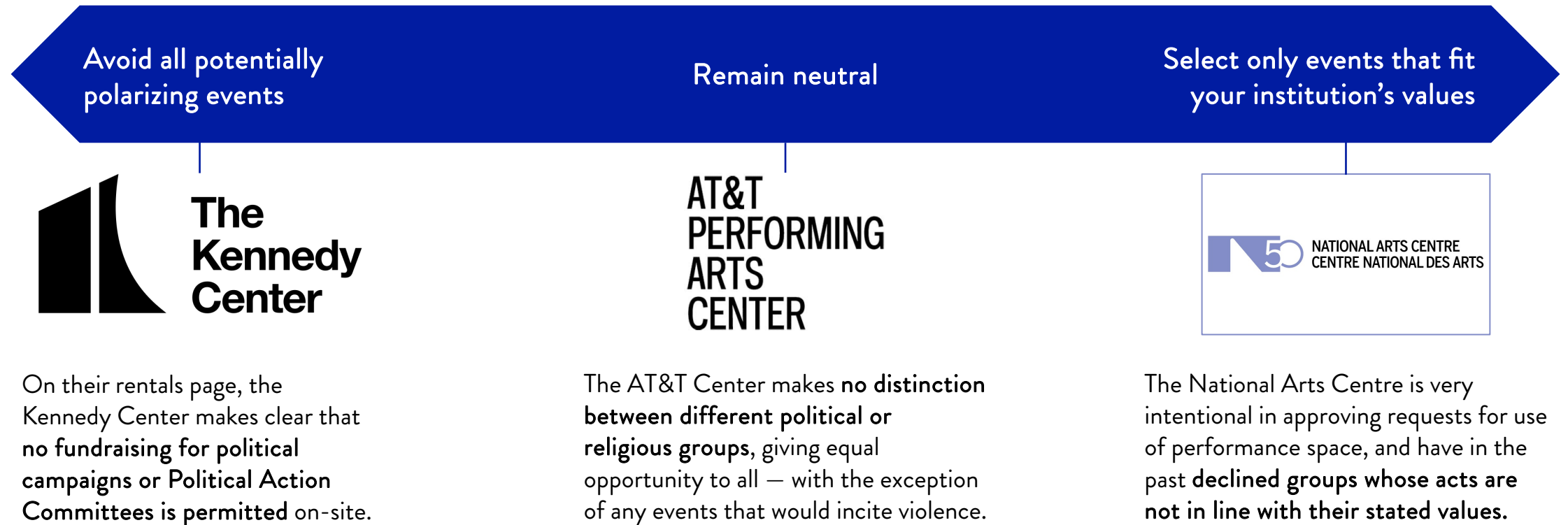


For those 10% of one-off events, the organization has found a creative way to still encourage repeat visits: they host **wedding open houses** for event planners, where they can experience a party at the Center.

As a result, they have built strong relationships with these professionals to ensure that they can have multiple partnerships with each one for the weddings they manage.

Protect Your Brand Values When Choosing Renters

When you host another organization in your space, you are also inviting in the connotations they carry. The organizations with whom we spoke shared a spectrum of approaches to ensuring your guests are not in conflict with your values.



Emotional Connection Drives Presenting Decisions

The Royal Albert Hall is the exclusive presenter for: identified areas that had the most emotional connection with their audiences.

Orchestral film accompaniments



Christmas season productions



They identified these two types of programming based on what has the most emotional connection with their audiences. Not only do you have more control, but you can also make your brand synonymous with an emotionally-tied tradition for your audiences.

Additional Expertise-Based Services Are Worth Investment

While a compelling base package is key to attract renters, some additional services are valuable enough to merit extra charges.

Theatrical Expertise



The Denver Center offers a digital package that renters can use to enhance their events – particularly in today’s hybrid environment.

Additional services include:

- A fully-produced digital broadcast to unlimited viewers worldwide
- Access to our full suite of modern lighting, sound, and production equipment
- Support from a team of theatrically trained production experts

Technology Services



The Shed offers a variety of customizable technology options for rental events, creating a highly personalized and seamless experience for clients.

These resources include:

- Android tablets running Zkipster event management software
- A “take over” of the in-house Digital Signage System (DSS)
- Customized WiFi networks for specific spaces within the event

Marketing & Promotion



The AT&T Performing Arts Center includes some marketing services in their base rental package, but offers additional resources for a further charge.

Marketing services include:

- On-sale week emails (\$1000)
- Social media post (\$100 /post)
- Dedicated web page (\$500)
- On-campus outdoor digital signage (\$250, for 4 weeks prior to event)

Experiment With Rentals To Secure New Audiences

Even though rental events are not your organization's own productions, they can still be valuable opportunities to showcase your venue and offerings to new audiences. Two organizations found different ways to leverage rentals for audience development:



Events as Experiments & Exposure

At the National Arts Centre, rental events have two important benefits. Not only do guests see advertisements for the organization's other shows, but the rental team also uses these events to **experiment with new front-of-house tactics** for their performance attendees.



The Pull of Broadway

As the only performing arts center in Philadelphia hosting Broadway musicals, the Kimmel Cultural Campus has seen a **significant number of new-to-file audiences** attending these performances — up to 40-45% of ticketholders for hits such as *Hamilton*.

Case Studies

2

Royal Albert Hall Has Long-Term Relationships

Quick Statistics (FY2019)

Performance spaces: 2 (one 5000-seat auditorium, one 200-seat performance space and brasserie)

Event spaces: 7

Total revenue : £39,342,000

Box office fees: £10,900,000

Service fees: £5,500,000

Resident companies/regular contracts include (among others):

- Royal Philharmonic Orchestra
- Royal Choral Society
- Birmingham Royal Ballet

Regular series available:

- Royal Philharmonic Orchestra
- Late Night Jazz
- Schools Events
- Children & Families
- Classical Coffee Mornings
- Albert Sessions
- Films in Concert
- Love Classical
- Christmas at the Royal Albert Hall

RAH's Long Partnership History Fills the Calendar

The Hall has long-standing relationships with repeat bookers, so they find that their inquiries outnumber the venue's availability. They often fill their booking calendar up to two years in advance.

RAH Plans to Increase Presenting vs Rentals

The venue's ownership over their own Christmas and film in concert productions has proven positive, and they look to be increasing the number of their own productions (rather than venue rentals) over the next several years.

Unusual Bookings or Partnerships

Annual BAFTA Awards

[The Festival of Remembrance](#)

[No Time To Die](#) James Bond World Premiere

[BBC Proms](#) since 1941

[Cirque du Soleil](#) since 2003

150 Royal Albert Hall WHAT'S ON VISIT OUR 150TH ABOUT THE HALL SUPPORT US SHOP

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TECHNICAL SERVICES

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Technical Services
Lighting, Rigging, Sound and AV
Lighting Services
Elgar Room
Technical Downloads
Work at the Hall
Equality, Diversity and Inclusion

LIGHTING, RIGGING, SOUND AND AV
Find out more about the range of technical services the Hall can offer.

LIGHTING SERVICES
Find out more about our range of lighting services.

TECHNICAL SERVICES

From lighting and AV to sound and rigging, the Royal Albert Hall offers a range of technical services to help create spectacular events, both in the main auditorium and in its secondary event spaces.

[LEARN MORE](#)



TECHNICAL DOWNLOADS
Download technical information including plans and specifications.



The Shed Uses a Membership Approach to Rentals

Quick Statistics (FY2019) The Shed Opened in 2019

Performance spaces: 1
 Event spaces: 4 (including gallery spaces)
 Total revenue : \$101,081,298
 Service revenue: \$6,656,485

Resident companies/regular contracts:

- None yet

Regular series available:

- Still TBD but some performances with the New York Philharmonic

Membership Model is Intended to Build Long-Term Relationships

The Shed has built a membership program for for-profit renters, which aims to provide continuing relationships through benefits for repeat bookings, including early calendar access. Membership fees are prerequisite, with [rental fees additional](#).

The Shed is Open to More Commercial Artistic Uses

The organization found that cultural public-facing opportunities were something they could uniquely offer as a venue, and continue to explore this avenue.

Unusual Bookings or Partnerships

- [Frieze New York](#) included art sales in the building
- Is the partner venue for [Unfinished Live](#)
- Possible site for New York Fashion Week

Corporate Membership is the first step to entertaining at The Shed. Corporate Members receive a suite of year-round benefits, including access for employees, executives, and clients; corporate membership cards, guest passes, invitations to VIP openings and parties; and access to discounts on shopping and dining. Membership levels range from \$5,000–\$25,000 and allow companies the added opportunity to entertain in The Shed’s peerless spaces.*

\$5,000 LEVEL CORPORATE MOVER

- **Entertaining** benefit in the Tisch Skylights**
- **Two** transferrable corporate member cards
- **Special** recognition of support on theshed.org

\$10,000 LEVEL CORPORATE BUILDER

- **Entertaining** benefits in The Tisch Skylights, the Lobby, The Griffin Theater, and the Galleries**
- **Five** transferrable corporate member cards
- **One** privilege to schedule an after-hours or before-hours tour of an exhibition or the building for 30 guests
- **Thirty** corporate guest passes to all exhibitions throughout the year
- **Special** recognition of support on theshed.org

\$25,000 LEVEL CORPORATE MAKER

- **Entertaining** benefits in The Tisch Skylights, the Lobby, The Griffin Theater, the Galleries, and The McCourt**
- **Free** priority admission for all employees to gallery exhibitions
- **Ten** transferrable corporate member cards
- **Sixty** corporate guest passes to all exhibitions throughout the year
- **Twenty-five** invitations to exclusive events and viewing hours throughout the year
- **Special** recognition of support on theshed.org

National Arts Centre Has Strong Unified Identity

Quick Statistics (FY2019)

Performance spaces: 4

Event spaces: 5

Total revenue : \$94,187,000

Ticket sales: \$32,274,000

Resident companies

- NAC Orchestra

Presenting & producing companies

- NAC Dance
- NAC English Theatre
- NAC French Theatre
- NAC Indigenous Theatre
- NAC Popular Music & Variety
- NAC Public Spaces

Additional regular series available:

- Rentals, including Broadway, Live Nation
- National Creation Fund: new work

Competitive Booking Not the Best Approach

The Centre have moved to a more collaborative model than their previous, more competitive approach. Now, booking is a negotiation of priorities to maximize the use of spaces and the success of the venue overall.

Lead Times Determine Priority

The shows that take longest to book and produce (like Broadway) are often given priority for bookings — even ahead of resident companies. Then, the team engages in a collaborative process with resident companies to understand where they can fit into the schedule — even if not their initial preference, this communicative approach helps.

Rentals Receive Brand-Impact Scrutiny

The Centre ensures that they are curating their rentals to fit with their brand as a presenting institution. This includes occasionally turning down booking requests that do not align.

Unusual Bookings or Partnerships

National Creation Fund is a fund from the NAC that sponsors new works

The screenshot shows the National Arts Centre website. The top navigation bar includes the logo, 'My Account', 'Français', and 'Search'. The main content area features a large banner for 'Performance Hall Rentals' with the subtext 'AT THE NATIONAL ARTS CENTRE'. Below the banner is a list of 'EXPLORE' options: NAC Orchestra, NAC English Theatre, NAC French Theatre, NAC Indigenous Theatre, NAC Dance, NAC Popular Music and Variety, National Creation Fund, and Arts Alive. To the right of the 'EXPLORE' list are two columns of text: 'Professional Services' and 'Beautiful Upgraded Spaces'. Below this is a section for 'Meetings & Events' with the subtext 'AT THE NATIONAL ARTS CENTRE' and a paragraph describing the venue as an ideal Ottawa venue for special events like weddings, business meetings, and dinner parties.

LA Music Center Delegates to Residents

Quick Statistics (FY2019)

Performance spaces: 4
Event spaces: 4 indoor, 3 outdoor
Total revenue : \$55,130,640
Box office fees: \$5,165,470
Service fees: \$3,840,870

Resident companies

- LA Philharmonic (primary in Disney Hall)
- LA Master Chorale (secondary in Disney Hall)
- Center Theatre Group (Primary in Ahmanson and Taper)
- LA Opera (Primary in Chandler)

Presenters

- The Music Center Arts (secondary in Chandler) includes Gloria Kaufman Presents Dance at The Music Center series

Additional regular series available:

- TMC Arts outdoor community programs at Moss Plaza and Grand Park

Active Theaters Mean Little Opportunity for Rentals

The Center's main venues are typically booked up with their resident companies. Third party stage rentals are concentrated in two venues and the organization does not actively seek them out.

Residents Determine Schedules and Box Office

Resident companies provide the venues their season schedules in September, which determines the capacity for renters. These companies also manage their own budgets and box office sales. 10% of gross ticket sales for each venue rental goes to The Music Center to offset Resident Company rent.

Unusual Bookings or Partnerships

TMC Arts programs large-scale community presentations, including festivals in Grand Park such as 4th of July Block Party, Día de los Muertos, and New Year's Eve LA.



Walt Disney Concert Hall

Auditorium Capacity: 2254



Mark Taper Forum

Auditorium Capacity: 738



Ahmanson Theatre

Auditorium Capacity: 2103



Dorothy Chandler Pavilion

Auditorium Capacity: 3156

Filming on The Music Center campus

The Music Center is an ideal location for filming and has been used for everything from music videos and commercials to major motion pictures.

Kimmel Cultural Campus Prioritizes Resident Companies & Recurring Renters

Quick Statistics (FY2019)

Performance spaces: 4 main stages
Event spaces: 13 including balconies and terraces
Total revenue : \$41,081,924
Ticket sales: \$15,262,998
“Cost Recovery” Revenue: \$6,306,477
Rental income: \$2,653,694
Ticket surcharge: \$2,273,833

Resident companies

- Philadelphia Orchestra (*Kimmel Center recently merged with Philadelphia Orchestra*)
- Philadelphia POPS
- PHILADANCO
- Chamber Orchestra of Philadelphia
- Philadelphia Chamber Music Society
- Opera Philadelphia
- Philadelphia Ballet

Additional regular series available:

- Broadway
- Family
- Jazz

Residents Are Majority of Performances

Of their circa 730 performances a year across the campus, residents make up nearly 90% of the productions.

Clear Priorities with Negotiating Flexibility is Best for Filling Space

For their main venues, resident companies have first booking priority, followed by the organization’s own events, and finally third-party renters. This allows the campus to have protocol when it comes to booking conflicts, but still maintains a necessary level of flexibility.

Commercial Rentals Much Better than Social

45% of the organization’s revenues come from performance rentals, and another 45% come from commercial rentals. Only 10% come from one-off events, such as weddings or memorials. Recurring events have a much higher return, and are less time consuming to plan, making them ideal to drive income.

Broadway Attracts New-to-File

Touring Broadway productions bring in significant new audiences, with 40-45% of ticket holders for the hit show *Hamilton* being new-to-file.

Unusual Bookings or Partnerships

Had the comic Louis C.K. despite some controversy



WEDDINGS

Venues

Wedding Guide

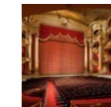
FAQ



CORPORATE

Venues

Corporate Guide



STAGES & PERFORMANCES

Verizon Hall

Perelman Theater

Academy of Music

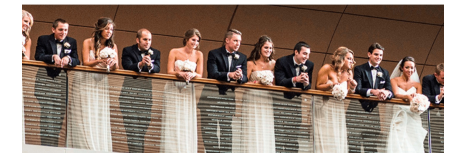
Merriam Theater

SEI Innovation Studio

Kimmel Cultural Campus

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HOME EVENTS & TICKETS PLAN YOUR VISIT



Overview

Join us at our Wedding Open House and experience the unparalleled beauty of available spaces across our campus. Imagine your wedding underneath the stars in the Hamilton Rooftop Garden or dancing beneath the chandelier in the Academy of Music Ballroom!

Come and tour our venue, speak to knowledgeable Kimmel Cultural Campus representatives about YOUR special day, and discuss culinary options with Garces Events -- the Kimmel Cultural Campus' exclusive culinary partner.

We look forward to having you at the Wedding Open House, please be sure to [RSVP HERE](#).

[VISIT OUR WEDDINGS & REHEARSAL DINNERS PAGE!](#)

AT&T Center Balances Resident Needs with Renters

Quick Statistics (FY2018)

Performance spaces: 4

Event spaces: 13 including balconies and terraces

Total revenue : \$27,020,566

Programming revenue: \$6,536,423

Service fees: \$5,870,916

Facility fees: \$1,799,542

Resident companies

- Dallas Black Dance Theatre
- Dallas Theater Center
- Texas Ballet Theater
- Anita N. Martinez Ballet Folklorico
- The Dallas Opera

Additional regular series available:

- Broadway
- Speakers
- Concerts
- Comedy
- Family

Resident Companies the Core of Mission

Supporting resident companies is part of the Center's primary mission; these companies get priority over all other bookings, including Broadway shows with long load times.

Residents have a Good Relationship with the Center

The Center maintains an ongoing relationship with their renters, rather than focusing on a formal process. They secure spots far in advance, but their informal relationship allows for last minute challenges when needed.

Recognition that Commercial Activity Enables Mission-Driven Work

Managing two theaters and several event spaces across their campus requires significant funds, so commercial productions are given top priority to maintain the financial foundations needed to continue operations for more mission-driven work.

Unusual Bookings or Partnerships

The Aurora, a biennial multi-media art exhibition
Speaker series that included Michelle Obama in 2018

The AT&T Performing Arts Center is Dallas' premier location for performances and special occasions. Explore our facilities and when you are ready to take your event to the next level, please provide us with details about your private or ticketed rental through our online portal!



WINSPEAR OPERA HOUSE



WYLY THEATRE



STRAUSS SQUARE



TECHNICAL SPECS

Links

- [Event Rental Brochure](#)
- [Rentals-FAQ](#)
- [Private Rentals Information](#)
- [Ticketed Rentals and Operations Fees.pdf](#)

Denver Arts Complex has Unusual Structure

Quick Statistics for Denver Center for the Performing Arts (FY2019)

Performance spaces: 8 (3 large)
Event spaces: 2
Total revenue : \$74,758,108
Ticket sales: \$48,526,971
Box office fees: \$6,842,935
Facility fees: \$442,709

Resident companies

- DCPA Theatre Company

Additional regular series available:

- DCPA Broadway
- DCPA Cabaret
- DCPA Off-Center (immersive)

Also at the Denver Arts Complex:

- Colorado Symphony (at Boettcher Hall)
- Opera Colorado, Colorado Ballet (at Opera House, shared with DCPA)
- University of Colorado's Denver College of Arts & Media at Next Stage Gallery

Consolidated Theater Acts as “Resident Company”

The center operates under an agreement where it acts as a resident company for theater and Broadway productions. It is run directly by the local government.

Independence Can Lead to Inefficiency

The five institutions within the Center maintain a certain level of independence, including managing their own booking and box office systems. While separate box offices is effective, the Center is discussing the possibility of a shared booking system to avoid inefficiencies.

Unusual Bookings or Partnerships

Immersive theater – [received a Wallace grant to experiment](#) and attract younger audiences



TICKETS & EVENTS • VISIT US • EDUCATION • **RENTALS** • ABOUT

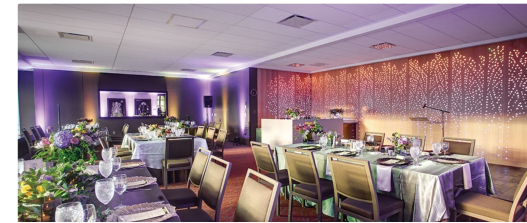
EVENT IDEAS

From the most extravagant wedding to the most focused business gathering, our team can work closely with you to make sure your event gets the standing ovation it deserves.

WEDDINGS

FUNDRAISERS

CORPORATE
EVENTS



CORPORATE EVENTS

You can trust us to make your corporate brand look good.

With a central downtown location, full in-house technical and creative team and endless design possibilities, DCPA Event Services work with any

Book your event today with DCPA Event Services

Let our artists bring your vision to life in Denver's most creative and innovative venues



Weddings

We're no strangers to big productions and will make sure your wedding gets the standing ovation it deserves.

LEARN MORE



Galas & Fundraisers

As a not-for-profit ourselves, we know first-hand how to craft memorable events that raise money for your cause – within a set budget.

LEARN MORE



Corporate Events

Our full in-house technical and creative team can help with everything from casual team building to company-wide gatherings with full AV support.

LEARN MORE

BAM Maximizes Revenue with High-Profile Rentals

Quick Statistics for Brooklyn Academy of Music (FY2019)

Performance spaces: 3 (plus 4 movie theaters)

Gallery spaces: 3

Total revenue : \$53,359,633

Performance ticket sales: \$8,648,278

Cinema sales: \$3,605,007

Resident companies

None

Genres Presented:

- Film
- Theater
- Dance
- Music
- Opera
- Kids
- Visual Art
- Community
- Family

BAM Prioritizes Select High-profile, Multi-day Rentals

While high-profile commercial rentals usually require more support, they can also result in a higher-return due to the volume of add-on services they require. This is particularly true when the renters are less price-sensitive and more interested in the unique offerings BAM can provide as a theater, such as expertise in lighting, staging, sound, etc.

Film Industry is Worthwhile Investment

BAM has found that renting their facilities to film companies for on-location shooting is valuable not only because they can charge a premium over straight performance rentals, but also because of the nature of their work. Film industry clients have a familiarity with stage production and BAM crew members often have experience with film, leading to a more productive and efficient working relationship.

Unusual Bookings or Partnerships

Apple held its annual product release event at BAM in 2018 while Madonna kicked off her *Madame X* tour at BAM in 2019.

Why Is BAM's Exterior Now Pimped Out With Apple Logos?

BY CHRISTOPHER ROBBINS

OCT 26, 2018 4:45 PM • UPDATED: OCT 26, 2018 5:38 PM • 28 COMMENTS



SCOTT HEINS / GOTHAMIST



TECH

Apple will host major event at Brooklyn Academy of Music

By Nicolas Vega

October 18, 2018 | 10:39pm

The screenshot shows the BAM website interface. At the top, there is a navigation bar with links for Visit, Programs, Education, Membership, Support BAM, and About. On the right side of the navigation bar are links for Sign Up, Log In, and Cart, along with a search bar. The main content area features a large image of Madonna performing on stage. To the left of the image is a sidebar menu with categories: Featured, Calendar, Film, Theater, Dance, Music (highlighted), Opera, Kids, Visual Art, Talks, Galas & Events, and Community. To the right of the image, the event details are displayed: 'Madonna: Madame X Tour', dates 'Sep 17—Oct 12, 2019', and location 'Peter Jay Sharp Building, BAM Howard Gilman Opera House'. A red banner at the bottom right of the event details reads 'Limited Ticket Availability'.