

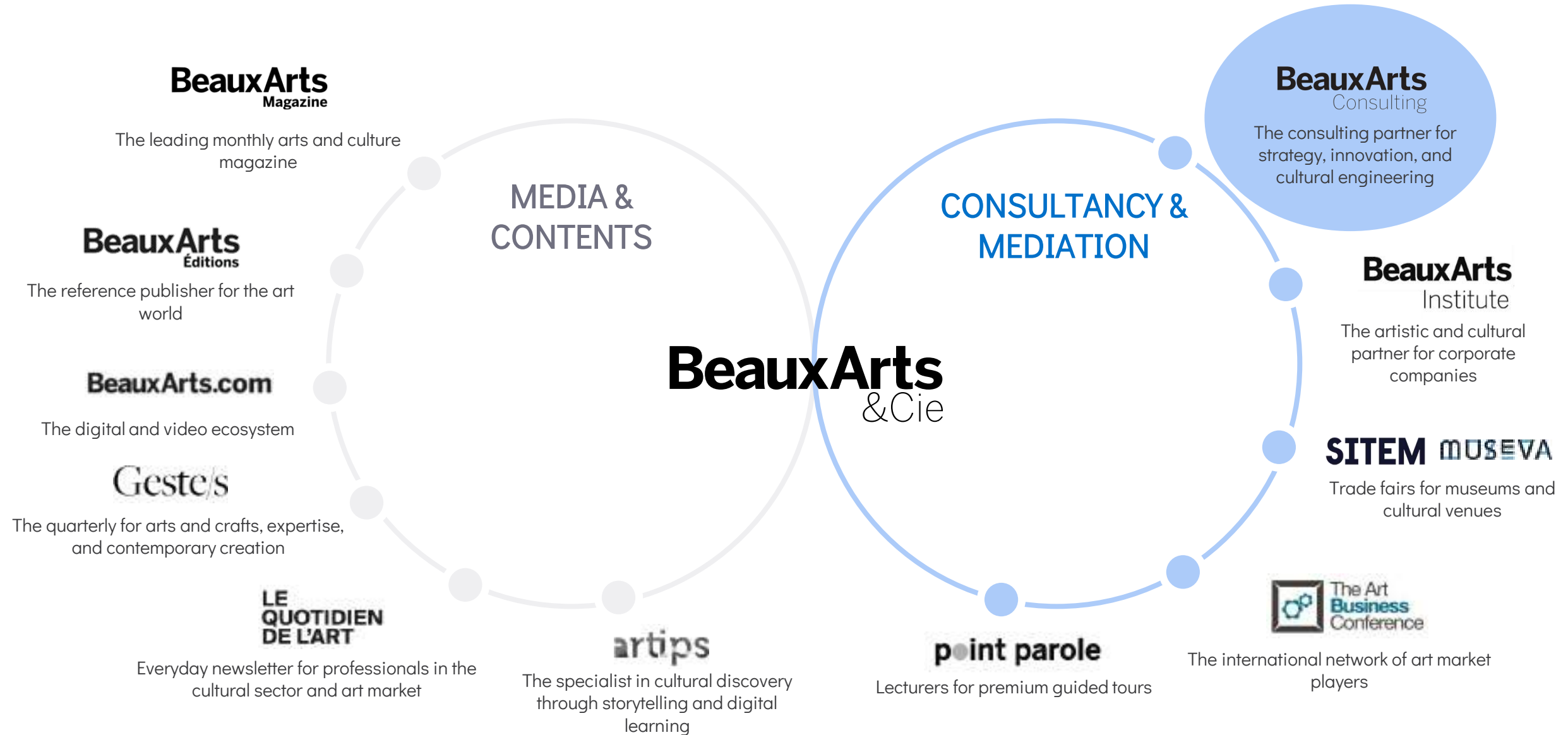


# BeauxArts Consulting

*Beaux Arts & Cie's consulting  
agency*

## Presentation

# A global cultural ecosystem, at the crossroads of content and strategy



# BeauxArts

## Consulting

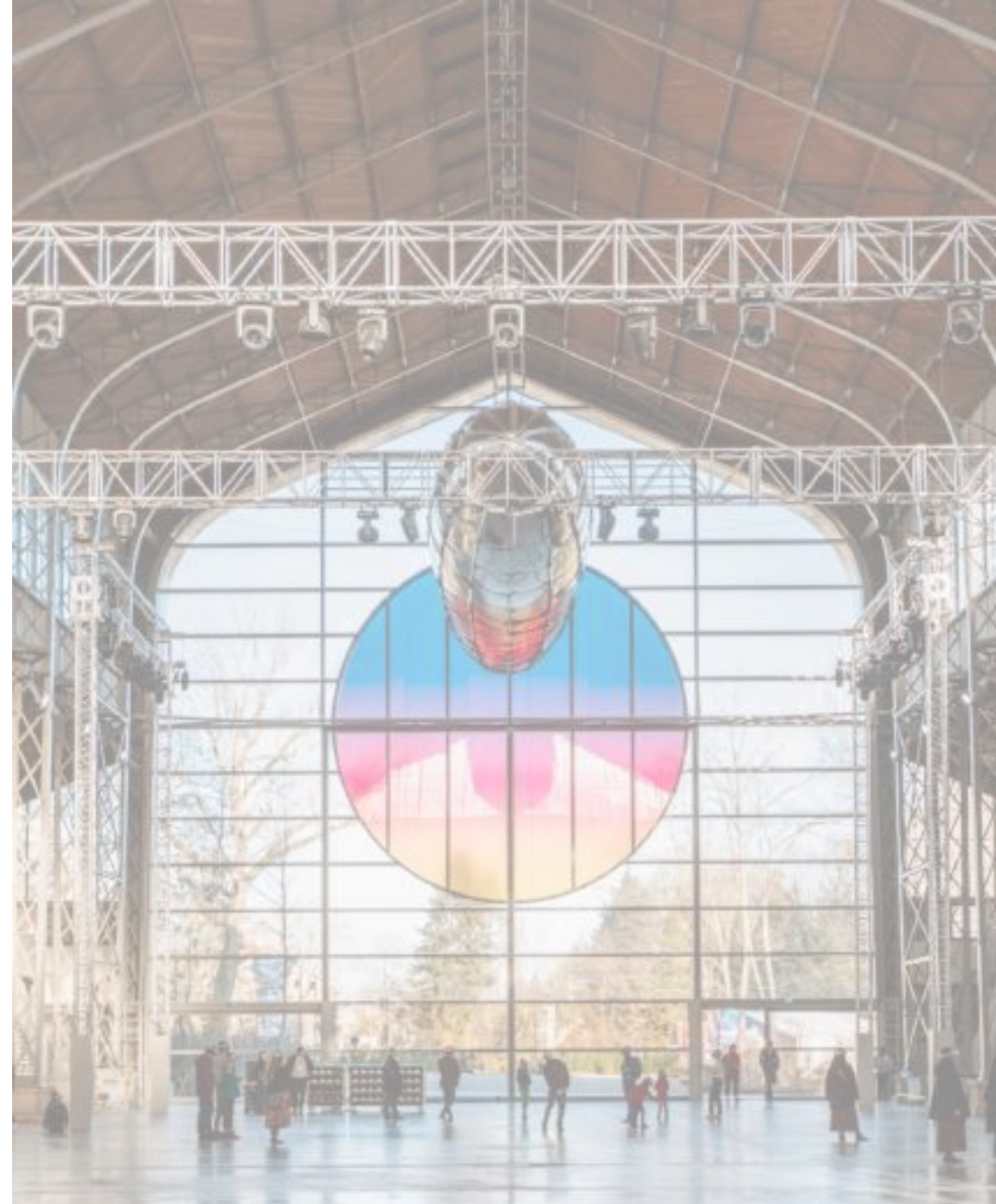
Beaux Arts Consulting helps public and private players define and implement their cultural projects.

Our expertise is aimed at cultural institutions, the world of art and culture, companies, and as local players in all their diversity.

This expertise draws on based on our in-depth knowledge of the cultural sector, combined with our mastery of strategic and operational consulting tools.

At every stage of a cultural project, we design solutions to meet today's challenges, with a long-term vision of the challenges to come:

- ❖ Promoting heritage and local *savoir-faire*
- ❖ Supporting cultural organizations as they evolve
- ❖ Defining tomorrow's cultural venues and destinations
- ❖ Defining curatorial and programming strategies



# Six areas of activity to support and develop cultural projects



## STRATEGY

Definition of new cultural venues, strategic plans, scientific and cultural projects, etc.



## OPPORTUNITY AND FEASIBILITY STUDIES

Strategic positioning, economic modelling and operational set-up, specific expertise on digital offers and immersive for visitors



## TOMORROW'S TRENDS

(RE)FRAME® study, monitoring the subtle signals of tomorrow's cultural trends, benchmarks



## OPTIMIZATION AND ORGANIZATIONAL TRANSFORMATION

Support in the development of resource strategies, facilitation of participative workshops, inclusion & diversity topics, transitions, digital transformations...



## NEW AUDIENCES

Management of audience studies, development of mediation tools, digital strategy, communication strategy, impact analysis, and coconstruction methods



## PRODUCTION SUPPORT

Management of multi-disciplinary teams for the implementation of cultural projects, deployment of activation programs

# Examples of references in support of cultural projects



HANGAR Y  
-  
CONVERSION OF AN HISTORIC AIRSHIP HANGAR INTO A CULTURAL AND EVENTS VENUE AND DEFINITION OF THE VISITOR EXPERIENCE AND DIGITAL ASSETS



OPERA NATIONAL DE PARIS  
-  
CUSTOMER EXPERIENCE IMPROVEMENT FOR THE SITE VISITS  
-  
DEFINITION OF THE INTERNATIONAL DEVELOPMENT STRATEGY FOR THE DANCE SCHOOL



VERSAILLES GRAND PARC  
-  
PROJECT TO CREATE A "CITÉ DE LA TOILE"



PALAIS COMMUNAL DE NICE  
-  
CULTURAL AND SCIENTIFIC PROJECT



IRCAM AMPLIFY  
-  
PROJECT TO CREATE A SUBSIDIARY DEDICATED TO THE DEVELOPMENT AND COMMERCIALIZATION OF SOUND TECHNOLOGIES



AMAALA  
-  
CONTEMPORARY ART PROGRAMMING



IMAGINE PLEVEL  
-  
5,000 SQM CULTURAL INNOVATION PLACE IN THE FUTURE SAINT DENIS PLEVEL STATION



CHRISTOFLE  
-  
HERITAGE VALORIZATION PROGRAMME



ECOLE NATIONALE DES BEAUX-ARTS DE PARIS  
-  
CONCEPTION OF A COURSE OPEN TO THE PUBLIC



IRCAM - CENTRE POMPIDOU  
-  
DEFINITION OF A CULTURAL VENUE PROGRAM IN TAIPEI



SAINT-EXUPERY CHILDHOOD HOME  
-  
CONCEPT AND IMPLEMENTATION SUPPORT FOR THE CULTURAL PROJECT



GROUPE URW ET AXA INVESTMENT MANAGERS  
-  
CREATION OF THE TRIANGLE TOWER CULTURAL CENTRE



RUINART  
-  
DEFINITION OF AN ART EXHIBITION SPACE



EMISSIVE  
-  
INTERNATIONAL DEVELOPMENT OF VR CULTURAL EXPEDITIONS



FUTURE MAJOR MUSEUM IN SAUDI ARABIA  
-  
DEFINING POSITIONING AND CURATORIAL ORIENTATIONS

# An expert team with complementary skills



**Fabrice Bousteau**  
Exhibition curator



**Anne-Laure Béatrix**  
Events and artistic  
collaborations



**Blanche de  
Lestrange**  
Artistic direction  
and production



**Jérôme Buvat**  
B2B exhibitions  
and events



**Alexis Duprez**  
Economic and  
financial models



**Jean-Michel Crovesi**  
Public relations &  
governance



**Marion de Flers**  
Publishing

# Showcasing our expertise



# Hangar Y

## Definition of visitor experience and cultural positioning

Date: September 2021 – Present

Client / contracting authority: Hangar Y Développement

Team: Beaux Arts Consulting



**Client contact:** Aideen Halleman,  
Executive Director of Hangar Y

### CONTEXT AND CHALLENGES

Hangar Y was the first airship hangar built for the 1878 Universal Exhibition, located in a 10-hectare park in the Meudon forest. Under the aegis of ArtNova and Culture & Patrimoine, it was rehabilitated to become a cultural and event venue around the arts, sciences and nature. Beaux Arts Consulting was mandated to define the site's operating project, its programming and its service offer (exhibitions, catering, immersive experience, etc.) and to define the visitor experience for the site.

### OUR ROLE

Beaux Arts Consulting supported Hangar Y in defining its cultural positioning, its activities and its visitor experience:

- Design of the cultural project and the leisure offer of the site,
- Development of the overall economic model and the business plan of the operation over 10 years,
- Identification of operators likely to operate the selected activities,
- Selection of architects and scenographers,
- Management of content production and an XR/VR experience,
- Training Guide for Site Reception Agents,
- Follow-up of the contract with a ticketing company.

### IMPACT AND FOLLOW-UP

The support of Beaux Arts Consulting as part of this multi-year mission contributes to reviving the heritage and history of Hangar Y by creating a place of destination, where a great mix of uses (cultural, leisure, events) rub shoulders, in connection with the other cultural sites of the city of Meudon and allowing the territory to liven. In particular, the Beaux Arts Consulting teams supported the production of an augmented reality experience to meet the challenge of bringing together event uses requiring large spaces with the visitor route and to bring the history of the site to life for the general public.





# Opéra national de Paris

## Support in the preparation of the application file for the Culture, Heritage and Digital call for tenders

Date: June 2023 – February 2024

Client: Opéra national de Paris

Team: Beaux Arts Consulting, Eurogroup Consulting

### CONTEXT AND CHALLENGES

Since 2022, the Paris Opera has been modelling a cultural engineering offer with an international focus to create a potential lever of its own resources and promote the Paris Opera's know-how. In this context, the institution wished to put together an application file for the "Culture, Heritage and Digital" call for tenders of the Investments for the Future Programme (PIA III), aimed at the creation of a project company dedicated to its cultural engineering activities (offers of training and professional workshops, related to the dance school and the arts and crafts). In this context, the Paris Opera called on Beaux Arts Consulting to define the project, the organization and the resources of this structure and to write the application file.

### OUR ROLE

Beaux Arts Consulting supported the Paris Opera in the definition of the project for the future structure and in the management and drafting of the application file:

- Realization of a market study on a dozen priority markets, competitive panorama and presentation of key players;
- Framing of the proposed offer and definition of the value proposition;
- Support for the construction of an innovative digital training support platform;
- Economic model and financial trajectory in 5-7 years;
- Definition of the governance and organizational model of the future structure;
- Sizing of the necessary human resources and definition of a recruitment plan;
- Definition of the operational schedule for the implementation of the future structure.

### IMPACT AND FOLLOW-UP

As part of the study, the Opera was able to sign a three-year partnership with the Teatro Municipal de Santiago de Chile promoting training and consulting activities. At the end of the mission, the application file for PIA III was drafted and is currently being reviewed by the Caisse des Dépôts et Consignations. Finally, the mission enabled the Opera to define the project and the economic model of its project company dedicated to the marketing of cultural engineering offers internationally.



# Opéra national de Paris

## Improvement of the Palais Garnier self-guided tour experience

Date: June 2023 – February 2024

Client: Opéra national de Paris

Team: Beaux Arts Consulting

### CONTEXT AND CHALLENGES

A reference institution for national and international audiences, the Paris Opera now brings together two active performance venues and retains its expertise and an exceptional heritage. The Palais Garnier is the historic theatre of the institution and will celebrate its 150th anniversary in 2025. In addition to its entertainment activity, the Palais Garnier has been open to visitors for about twenty years. Its attendance is now increasing sharply, and makes it one of the most visited heritage sites in Paris. However, this strong growth comes with a few complexities, which require adjusting the self-guided tour experience.

### OUR ROLE

Beaux Arts Consulting is supporting the Paris Opera in identifying levers to improve the visitor experience of independent visitors to the Palais Garnier :

- Realization of an inventory of the current visitor experience through various observations and the analysis of existing visitor data,
- Support in the implementation of a qualitative study of the public: development of a questionnaire and analysis of the results of the study,
- Review of inspiration and synthesis of good practices in places with similar constraints and overview of existing technological solutions to improve the visitor experience,
- Identification of key visitor irritants and associated solutions
- Documentation of the feasibility of these leads, operational mapping of the potential visit route and economic simulation of flow optimization,
- Design of a three-year transformation plan,
- Drafting of a training document for public facing agents.

### IMPACT AND FOLLOW-UP

This support mission will give rise to a three-year transformation plan, the first actions of which can be tested in the summer of 2024.



# Cité de la Toile de Jouy

## Strategic support in defining the project

Date: Septembre 2021 – février 2024

Client : Communauté d'agglomération de Versailles Grand Parc

Team: Beaux Arts Consulting, 104 Ingénierie (*subcontractor*) and Fidal (*subcontractor*)



*Client contact:* Christine Palau, Director of Culture and Tourism, Versailles Grand Parc Agglomeration Community

### CONTEXT AND CHALLENGES

The Toile de Jouy Museum, located in Jouy-en-Josas, near Versailles, is a municipal museum with an exceptional heritage linked to the industrial and commercial history of the Oberkampf factory and printed canvas. The local authorities wish to extend its cultural project and promote the age-old technique of the Toile de Jouy and through the creation of a Cité de la Toile, a hub of activity around textiles combining research, teaching activities and a resource and creation center, in order to make the museum a destination place to promote economic development, tourist and cultural areas of the territory.

### OUR ROLE

- Beaux Arts Consulting, assisted by the cultural engineering team of 104Paris and the Fidal firm, supported the teams of the Versailles Grand Parc Urban Community, the city of Jouy-en-Josas and the Musée de la Toile de Jouy in the definition of the project:
- Inventory and assessment of the existing situation,
- Benchmark and interviews with inspiring players and analysis of the competitive landscape of the territory,
- Definition of positioning scenarios,
- Definition of the activities of the Cité de la Toile and its target audiences,
- Business model and overview of the financial partners to be mobilized,
- Proposal of a governance scheme and constitution and organisation of the steering committee.

### IMPACT AND FOLLOW-UP

This mission made it possible to precisely define the positioning and activities of the Cité de la Toile and the associated target audiences, to promote the history and heritage of the territory. Following this mission, Versailles Grand Parc called on Beaux Arts Consulting to assist them in putting together an application for the Call for Expressions of Interest "Territorial Poles of Cultural and Creative Industries".



# Palais Communal de Nice

## Scientific and cultural project

Date: June 2021 – May 2022

Client / contracting authority: Ville de Nice

Team: Beaux Arts Consulting



VILLE DE NICE

**Client contact:** Stéphane Morabito, Deputy Director for Culture and Director of Heritage, City of Nice and Nice Côte d'Azur Metropolis

### CONTEXT AND CHALLENGES

As part of the redevelopment of the Saint-François district, the city of Nice wishes to rehabilitate the Palais Communal, and develop a museum dedicated to the enhancement of the city's heritage, its memory and its history, for the medieval and modern periods.

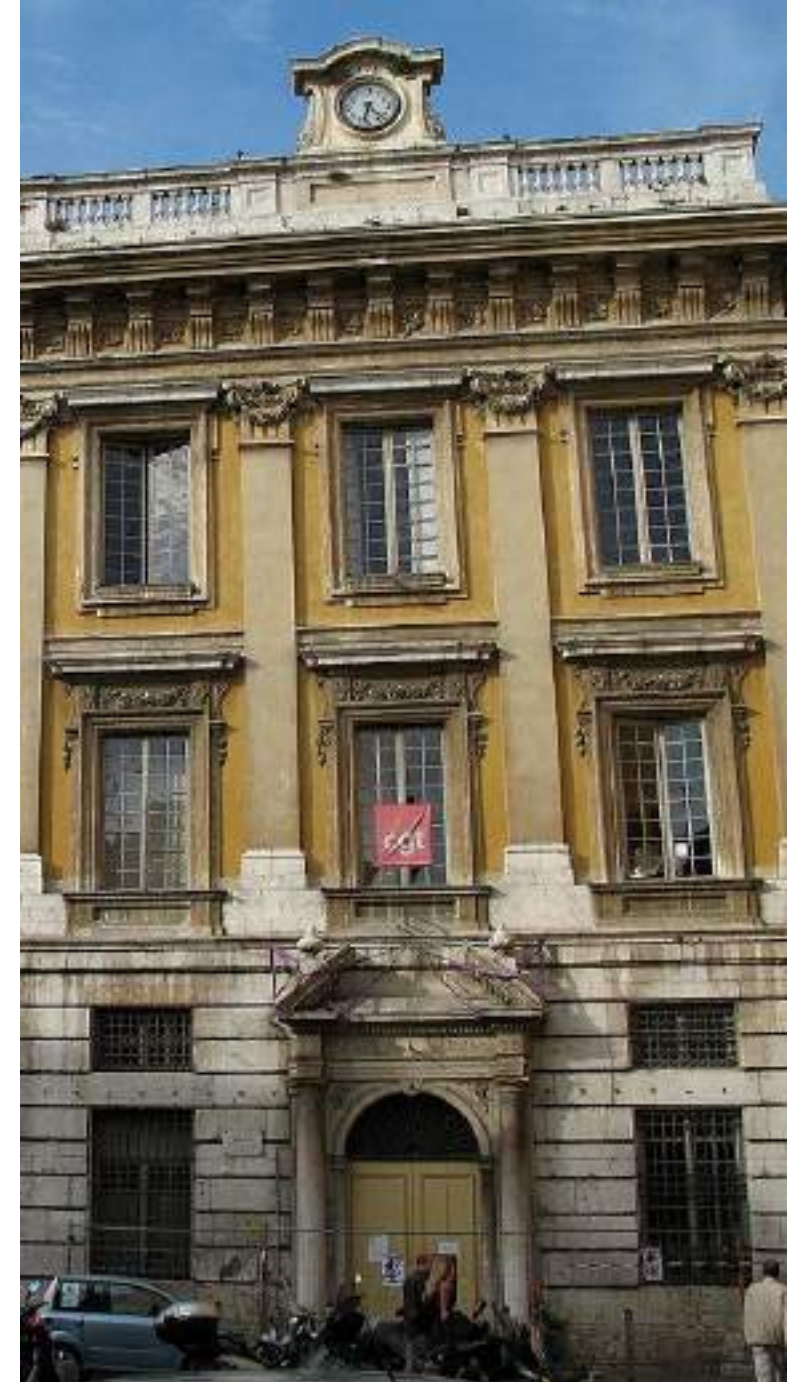
### OUR ROLE

Beaux Arts Consulting, assisted by 104Ingénierie, supported the city of Nice in defining the cultural project of the Palais Communal in all its components: content intentions, mediation, revenue diversification and economic modelling:

- Diagnosis of the building and synthesis of the existing situation, and mapping of cultural actors that may be linked to the project,
- Benchmarking of cultural places and innovative experiences for inspiration,
- Proposal of cultural content and structuring scientific axes following interviews with these cultural actors and from civil society to define what Nice culture is,
- Synthesis of pieces from the municipal collections that can join the future establishment,
- Drafting of the scientific and cultural project and its synthesis.

### IMPACT AND FOLLOW-UP

The support of Beaux Arts Consulting has made it possible to define for the Palais Communal, and with the cultural and civil society actors of the city of Nice, a demanding cultural and scientific content around the history of the City of Nice and the culture of Nice. The Cultural and Scientific Project thus drafted is now supporting the rehabilitation of the museum and the preparation of its opening.



# IRCAM Amplify

Valuation study of the project, development of its business case and preparation of the application for funding within the framework of the "Culture, Heritage and Digital" call for tenders

Date: 2018-2019

Client / contracting authority: IRCAM Centre Pompidou

Team: Beaux Arts Consulting

## CONTEXT AND CHALLENGES

IRCAM wanted to create a project company dedicated to the development and promotion of cutting-edge technologies in the field of sound from its research laboratories. IRCAM called on Beaux Arts Consulting to define the target products and markets, structure the project's Business Plan and prepare its application for the "CP2N" call for tenders of the Investment Plan for the Future.

## OUR ROLE

The mission carried out by Beaux Arts Consulting fulfilled three objectives:

- Carry out a potential study on the markets envisaged for the commercial development of IRCAM,
- Building the business case for the project,
- Formalize the file for the constitution of the project company.

This mission involved the production of the elements necessary for its funding application:

- Market research through interviews and research in the identified sector,
- Marketing and sales framing of the offer via a benchmark of the competition, the identification of target segments and their sizing,
- Formalization of a 5-year financial macro-trajectory and a macro costing of OPEX and CAPEX,
- Identification and sizing of the skills required for society,
- Support in the preparation of the file for the financing plan.

## IMPACT AND FOLLOW-UP

The application file put together with the support of Beaux Arts Consulting has been validated by the CDC Investment Committee. Our team supported the recruitment of the subsidiary's general manager, in charge of the prefiguration and creation of the subsidiary. Established in 2019, the IRCAM Amplify subsidiary now has around thirty employees.



Date: 2019-2020

Client / contracting authority: Amaala Compagny

Team: Beaux Arts Consulting



AMAALA

### CONTEXT AND CHALLENGES

Amaala is a future large-scale cultural and tourist site in Saudi Arabia. The designers of the Art & Culture project aim to give the site an international profile, in particular by proposing a contemporary art biennial and a film festival with distinctive positioning, and by defining a large-scale prefiguration strategy for the site.

### OUR ROLE

The Amaala teams called on Beaux Arts Consulting to define a differentiating positioning for these different events and an associated business model:

- Positioning study: benchmarking of international art biennials and film festivals, and development of differentiating positioning scenarios in line with the project's DNA,
- Economic modeling of the target vision,
- Prefiguration strategy: event format proposals, international touring exhibition projects,
- Support for operational implementation of projects: definition of roadmap, communication strategy, identification of potential partners for the site, identification of profiles for event curation.

### IMPACT AND FOLLOW-UP

Beaux Arts Consulting's support enabled Amaala's teams to agree on a target vision for the site, and to define its artistic and cultural positioning as well as its business model.



# Imagine Pleyel

## Design of a 5,000 m<sup>2</sup> cultural and social innovation venue in a Grand Paris Express station

Date: April – November 2022

Client / contracting authority: Essor

Team: Beaux Arts Consulting



**Client contact:** Benoit Bergé,  
Director of Programs, Essor

### CONTEXT AND CHALLENGES

The Société du Grand Paris, in charge of the entire metro network project, has launched a call for projects for the operation of the largest station in Greater Paris, in a 5,000 m<sup>2</sup> building designed by Kengo Kuma, in order to make it a place of cultural and social innovation. In this context, the real estate group Essor and the Art Explora Foundation wanted to present a joint offer "Pleyel in Motion"

### OUR ROLE

Beaux Arts Consulting supported the real estate group Essor and the Art Explora Foundation in the design of the project's economic and operational models, as well as in the coordination of stakeholders and partners:

- Definition of the concept, programming, spatialization of activities and target audiences
- Development of the economic model related to the envisaged business mix (cost assumptions and revenues)
- Definition of the means to be implemented, in particular the project team (financial partners, operations team, etc.), and the schedule for the development and activation of the site
- Assistance in defining the legal structure and governance of the operation

### IMPACT AND FOLLOW-UP

The support of Beaux Arts Consulting made it possible to draw up an application for the call for projects, drawing the contours of a place of life and destination taking into account the urban and social context but also architectural and technical, and having a sustainable economic model thanks to the assembly of complementary cultural, event and commercial activities.

Following this support, the consortium was awarded the project on January 23.



# Christofle

## Heritage valorization programme

Date: Septembre 2022 – janvier 2023  
Client / contracting authority: Christofle  
Team: Beaux Arts Consulting

*Christofle*

**Client contact:** Caroline  
RADENAC, Head of Christofle  
Heritage

### CONTEXT AND CHALLENGES

Founded in 1830, the fine silverware brand Christofle has a significant tangible and intangible heritage. It wants to promote this heritage to bring the house back to life for the general public, its customers and employees, and to pass on its unique know-how, while responding to a lack of training and attractiveness in the sector.

### OUR ROLE

Beaux Arts Consulting helped Christofle in developing a museum and training project:

- Inventory: interviews with employees, analysis of the company's heritage issues,
- Creation of a benchmark and an inspiration booklet on cultural and/or training projects related to know-how and craftsmanship.
- Formalization and analysis of three positioning scenarios (content, target audiences, locations, economic operating principles) and proposal of decision-making tools,
- In-depth analysis of the chosen scenario: programming options, target audiences, business model, governance arrangements, short-, medium- and long-term retroplanning.

### IMPACT AND FOLLOW-UP

Beaux Arts Consulting's support enabled us to define the profile of a potential branded museum, guiding arbitration on the choice of location (components of the offer and associated spatial and technical constraints). We were also able to propose a realistic roadmap to guide teams in implementing the project, and delivered a dynamic business model document, whose assumptions can be updated by teams iteratively as the project progresses.





# Ecole Nationale des Beaux-Arts de Paris

## Conception of a course open to the public

Date: June – September 2020

Contracting authority: Ecole des Beaux Arts de Paris

Team: Beaux Arts Consulting

## BEAUX-ARTS DE PARIS

### CONTEXT AND CHALLENGES

The management of the Ecole Nationale Supérieure des Beaux-Arts de Paris has expressed the desire to overhaul its public course offer to diversify its resources and compensate for the reduction in event activities that are less in line with the institution's public service mission. The aim was to develop an innovative course offer that was consistent with the school's identity, making it possible to attract new audiences and diversify the school's financial resources.

### OUR ROLE

Beaux Arts Consulting has supported the Ecole Nationale des Beaux-Arts de Paris in the construction of a new public course offer:

- Benchmark of existing artistic or cultural training offers in France and abroad,
- Diagnosis of the existing offer and assets and individual interviews to identify expectations related to the project
- Presentation of various course formats to be offered to different audiences: general public, young audiences, companies, foreign audiences, etc.,
- Declination of a scenario of interweaving in time the different course formats to be offered,
- 5-year economic modelling of this new consumer offer,
- Spatial recommendations to allow the cohabitation of spaces and flows of audiences (amateurs, students, etc.) within the Ecole des Beaux-Arts.

### IMPACT AND FOLLOW-UP

The support of Beaux Arts Consulting (feasibility study and then reflection on the content of the courses) participated in the creation of the Académie des Amateurs de l'Ecole Nationale des Beaux-Arts de Paris (NABA), in December 2020, with a sustainable economic model and a good articulation with all the educational activities of the École des Beaux-Arts de Paris.



# IRCAM-Centre Pompidou

## Definition of the program of a cultural venue in Taipei

Date: November 2018 – December 2019

Client / contracting authority: IRCAM-Centre Pompidou

Team: Beaux Arts Consulting



**Client contact:** Frank Madlener, President  
IRCAM Amplify, Director Ircam Centre  
Pompidou

### CONTEXT AND CHALLENGES

The Taiwanese Ministry of Culture has launched a project called "C Lab" in Taipei, aimed at forging a new ecosystem of cultural and social innovation and experimentation, within the former Air Force headquarters. In this context, IRCAM was asked in 2018 by the Ministry of Culture of Taiwan to bring its expertise in this field to the creation of this audio-visual laboratory via exchange visits and a report of recommendations.

### OUR ROLE

Beaux Arts Consulting supported IRCAM in defining the program for this site and formulating strategic and governance recommendations:

- Realization of an inventory of the challenges of the C-Lab and the local context,
- Definition of a cultural project and an implementation schedule for a center dedicated to creation and new technologies inspired by the IRCAM model,
- Proposals for event formats and mediation actions allowing a dialogue between art, science and technology
- Organizational recommendations and support in building the team,
- Support for the creation of a scientific research and technological development laboratory for artistic creation,
- Aid for the professional training of cultural operators, technicians and artists,
- Definition of the operating procedures of the center, internally and via partnerships, by integrating collaborative relations with IRCAM.

### IMPACT AND FOLLOW-UP

The first support of Beaux Arts Consulting in 2018-2019 made it possible to formulate strategic recommendations based on the diagnosis of the existing situation.

The follow-up to Beaux Arts Consulting's support for the creation of the Taiwan Sound Lab is currently being considered.



# Maison d'enfance de Saint-Exupéry

## Strategic positioning and implementation of the public-private partnership

Date: October 2020 – Present

Client / contracting authority: Région Auvergne-Rhône-Alpes

Team: Beaux Arts Consulting



**Client contact:** Stéphanie André, Director of Major Cultural Projects, Auvergne-Rhône-Alpes Region

### CONTEXT AND CHALLENGES

Owned by the Auvergne-Rhône-Alpes region since 2020, Antoine de Saint-Exupéry's childhood home is destined to be transformed into a real cultural and tourist project of regional, national and international dimension. As such, the Auvergne-Rhône-Alpes Region wishes to launch a partnership procedure, in order to select an operator capable of carrying out the renovation work, development and operation of the site, while integrating the main axes of the cultural project that will be defined. It also wants to feed this cultural project in good consultation with the scientific and cultural council.

### OUR ROLE

The Auvergne-Rhône-Alpes Region called on the teams of Beaux Arts Consulting to support it in the different phases of this project (strategic positioning, implementation of the DSP, animation of the scientific and cultural council):

- Diagnosis of the site and analysis of its regional, national and international context,
- Benchmark of cultural places and innovative experiences,
- Positioning scenarios and macro-costing of project costs and revenues,
- Summary of recommendations and implementation roadmap,
- Drafting of the cultural and tourist orientations of the PSD project, formalization of the PSD and support in the identification of relevant operators,
- Development of criteria for the analysis and rating of tenders,
- Assistance in the constitution and animation of the Scientific and Cultural Committee.

### IMPACT AND FOLLOW-UP

Beaux Arts Consulting's support enabled the Auvergne-Rhône-Alpes Region to make recommendations for the site's cultural and tourism project, taking into account the issues and needs of its many and varied stakeholders.

The initial positioning and feasibility study was followed by a project management assistance mission to set up the public-private partnership and coordinate the Scientific and Cultural Council (currently underway).



# URW Group and AXA Investment Managers Creation of the Triangle Tower cultural centre

Date: January 2024 - May 2024

Client: Triangle Renan company

Team: Beaux Arts Consulting



UNIBAIL-RODAMCO-WESTFIELD



## CONTEXT AND CHALLENGES

Triangle is a ground-breaking multifunctional skyscraper development in the 15th arrondissement of Paris, France, at the heart of the Parc des Expositions - Porte de Versailles district. Its 91,000 sq. m. of space will combine workplaces, restaurants, local shops, a hotel, leisure attractions and services for local residents, including a nursery, a health laboratory and a cultural space whose purpose has yet to be determined. Groupe URW and AXA chose Beaux Arts Consulting to help them define this cultural centre.

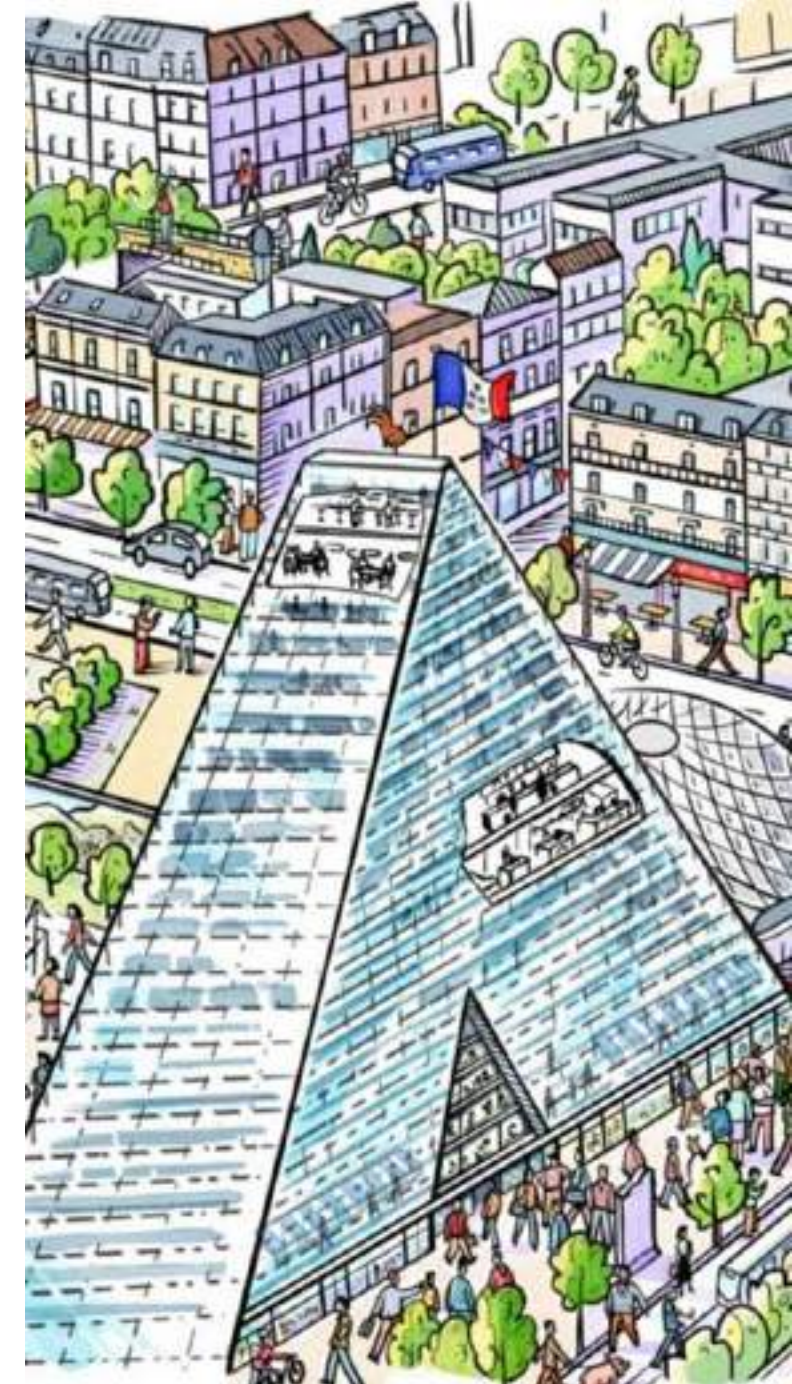
## OUR ROLE

Beaux Arts Consulting worked with the URW and AXA consortium on a three-phase project:

- The first phase consisted of a diagnostic and an inspiration review, based on interviews with the other operators of the Tower and the surrounding area of the Parc des Expositions. This enabled us to put into perspective the offer in the catchment area, the components of demand (study of target populations), the characteristics of the site in terms of assets and constraints, and the analysis of inspiring locations.
- The second phase, involving the construction of positioning scenarios, enabled us to examine the appropriateness and feasibility of the concepts favored by the client, and to provide them with a decision-making tool. We used the structuring principles of the project to construct a scoring grid for comparing the concepts.
- The third phase was devoted to sourcing relevant operators on the basis of the positioning options chosen by Groupe URW, with a number of preliminary interviews aimed at assessing their interest in the project and understanding how different types of operators, whether public, voluntary or corporate, would set up there.

## IMPACT AND FOLLOW-UP

This mission enabled the URW/AWA consortium to determine the target audiences for this cultural space and to make progress in the choice of its concept, thanks to a better understanding of the types of cultural operators capable of occupying the cultural space, considering the construction of an economic package compatible with the logic of a property project.



Date: May 2022 – August 2022

Client / contracting authority: Maison Ruinart

Team: Beaux Arts Consulting



**Client contact:** Fabien Vallérian,  
International Director of Arts & Culture  
Ruinart

### CONTEXT AND CHALLENGES

The oldest French champagne *Maison*, Ruinart has been committed to supporting art and contemporary creation since its creation. This commitment is materialized in particular by the realization of one carte blanche per year around the link between art and nature. However, the company wanted to go further in this commitment by designing an artistic space in Reims, within its historic site. This project is part of a broader project to transform the Reims site and the visitor experience.

### OUR ROLE

Beaux Arts Consulting supported Ruinart in the definition of an artistic space and its implementation methods:

- Inspirational review: corporate museums and/or museums around the arts and crafts, innovative mediation offers, contemporary art centres,
- Diagnosis and inventory internally (interviews with project stakeholders, site visit, definition of the brand identity) and external (territory, competition),
- Development of positioning scenarios with associated macro-costing,
- Definition of a target scenario with a differentiating positioning and reflecting the identity of Maison Ruinart, the defined target audiences and associated development strategies, a draft of the main programmatic blocks of the future site, mediation mechanisms,
- Definition of the terms and conditions for the implementation of the target scenario: business plan (investment and operating budget, resources that can be mobilized), retroplanning of the implementation of the project, governance scheme, sizing of the human resources to be mobilized, definition of potential partners for the site,
- Definition of monitoring and management tools to monitor the evolution of the project.

### IMPACT AND FOLLOW-UP

The first study by Beaux Arts Consulting enabled Maison Ruinart to define the positioning, the main programmatic components as well as the methods of implementation and monitoring of the future cultural site in Reims. On the basis of this study, the Maison Ruinart was able to continue the cultural project as a whole. The site is currently under construction.



# Emissive

## International development of a producer of virtual reality experiences in museums

Date: 2020 - 2021

Client / contracting authority: Emissive

Team: Beaux Arts Consulting

**EMISSIVE**

**Client contact:** Fabien Barati, Co-founder and CEO of Emissive

### CONTEXT AND CHALLENGES

Founded in 2005, Emissive is the French pioneer of virtual reality experiences. The company designs and produces immersive installations for cultural institutions and develops in particular "Immersive Expeditions", unique adventures in the world dedicated to the discovery of heritage. Emissive has developed a virtual reality content and format, allowing visitors to move freely during the immersion and to travel virtually through time simultaneously with other users and a tour guide.

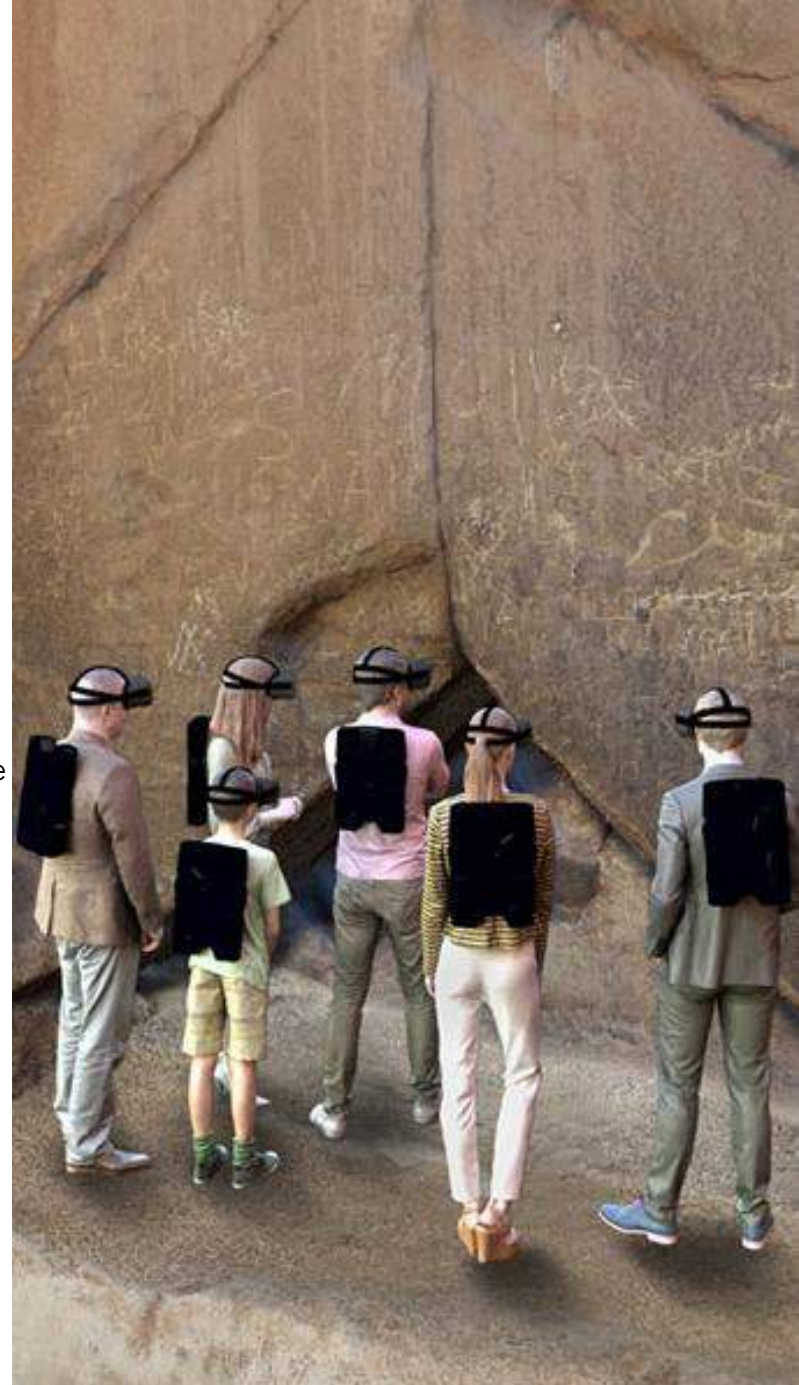
### OUR ROLE

Beaux Arts Consulting supported the company Emissive, still a start-up at the time, in the export of its product "Immersive Expeditions" by targeting cultural institutions in North America, Europe, the Middle East and Asia:

- Carrying out market studies on cultural consumption in museums according to the country
- Design of the right business strategy to address each of the target markets
- Identification of qualified contacts of institutions and organization of commercial meetings
- Contacting and following up on sales appointments (minutes, reminders, etc.)
- Writing letters of intent
- Deployment of the "Immersive Expeditions" product in several institutions

### IMPACT AND FOLLOW-UP

Beaux Arts Consulting has carried out a market study on cultural consumption in many countries in order to support Emissive in its development strategy abroad and in particular to prioritize the target countries. In addition, Beaux Arts Consulting has initiated numerous meetings with prospects from the international museum market, which have made the company known to many potential customers.



# Future major museum in Saudi Arabia

## Definition of the positioning and curatorial intents and agenda of a future major museum

Date: 2023 - 2024

Client / contracting authority: Confidential

Équipe : Beaux Arts Consulting + Kearney

### CONTEXT AND CHALLENGES

As part of the Saudi Vision 2030 plan, many mega-projects have been launched in recent years in order to develop the country. The designers of the Leisure & Culture component of one of these projects called on Beaux Arts Consulting to develop a museum with an international reputation and a value proposition that is unique in the world, asking themselves what a museum is today and what it will be in the future.

### OUR ROLE

Beaux Arts Consulting supported the project teams in defining the strategic positioning of this future large museum and in reflecting on the conservation program:

- Review of cultural and economic norms and best practices globally and identification of the distinctive features of each institution listed (More than 70 institutions,
- Study of current and emerging trends in conservation and visitor experience,
- Conducting a survey on the expectations of Saudi and international audience,
- Formulation of recommendations on unique selling points to distinguish the great museum, supported by interventions from experts and curator,
- Definition of a clear vision and mission for the major museum and definition of related objectives that will serve as the basis for the development, operations and programs of the major museum,
- Definition of the curatorial intent of the grand museum to reflect the identified regional and national context,
- Determining the typology, key themes, narratives, and narratives that the future great museum will seek to explore and present through its exhibitions and programs,
- Overview of potential partnerships, collaborations or acquisitions that would enhance the Grand Museum's offering and positioning, assessing feasibility and potential to contribute to the vision and mission.

### IMPACT AND FOLLOW-UP

This prefiguration work carried out by the Beaux Arts Consulting team allowed the designers of the mega-project to obtain a clear vision of the museum sector and its future, both internationally and in Saudi Arabia and to precisely define the expectations and configurations of the museum in order to recruit its next director.



# EPT Plaine Commune

## Programming study for the creation of an intense and attractive city

Date: 2021-2022

Client / contracting authority: EPT Plaine Commune

Team: Voltere by Egis, Beaux Arts Consulting

### CONTEXT AND CHALLENGES

The Plaine Commune local authority has implemented a new attractiveness strategy. As part of the consortium led by Voltere by Egis, Beaux Arts Consulting teams supported the Établissement Public Territorial Plaine Commune with a programming study aimed at turning the Pleyel and Plaine Saulnier sectors into metropolitan and international destinations, notably with the creation of a "cultural district", a cultural and creative district, and a "tourist and leisure destination" pole.

### OUR ROLE

- Help formalize this ambition by defining its "landing conditions" on the territory, in terms of positioning, new expectations arising from changes in economic feasibility and urban integration.
- Drawing up and updating an inventory of tourist, hotel and cultural activities and facilities in Saint-Denis, Plaine Commune and the metropolitan area.
- Identify and highlight the potential for developing a hotel and leisure offer that complements and does not compete with existing hubs at different levels, taking into account potential clienteles, new expectations arising from changes in the context (linked to the health crisis) and the specific features of the study area.
- Consideration of the different timeframes involved in the life of the visitor and leisure center, and in particular the creation of a polarity that is phased over time.
- Consideration of the integration of this hub into a mixed-use approach, notably involving the connection of the hub's cultural and leisure facilities with other programs and functions (offices, hotels, restaurants, shops, etc.), as part of a "24-hour city" approach. Identify the constraints inherent in the operation of the programs identified, and the possibilities for economic arrangements based on site constraints.
- Proposal of alternative solutions for the leisure center, responding to the emergence of new forms of leisure and urban culture.
- Analysis of the relationship between the programmatic orientations identified and the "neighborhood" dynamic,
- Articulation of programmatic proposals with the environmental ambitions of the local authorities.





# Erda - accentus & Insula orchestra

## Strategic study for digital resource centres

Date: January - April 2023

Client : erda- Laurence Equilbey

Team: Beaux Arts Consulting & Galatea Conseil

erda | accentus  
éducation recherche développement artistique

Fondation  
Bettencourt  
Schueller  
Reconnue d'utilité publique depuis 1987

### CONTEXT AND CHALLENGES

The accentus choir (directed by Laurence Equilbey) developed the Cen, a resource centre dedicated to choral art, in 2017, in order to make tools and content available to as many people as possible; to increase the transmission of know-how and the sharing of knowledge around the choral art. In view of the upcoming opening of La Documenta.eu (Insula Orchestra and partners), the Bettencourt Schueller Foundation and the erda association are questioning the conditions for the development and sustainability of digital resource sharing centres and wanted to call on a specialised consulting firm.

### OUR ROLE

Beaux Arts Consulting supported the erda association through a feasibility and commercial viability study:

- Based on an inventory of the functioning of the current resource centre, and the objectives of the various stakeholders, proposal of three positioning scenarios embodying differentiated strategic orientations for the long ter,
- Exploration of the potential for diversifying financial resources (advertising, appeal for donations, partnerships, etc.),
- Definition of the key success factors and proposal of language elements for the association in order to help it build its argument with its public and private partners.

### IMPACT AND FOLLOW-UP

Following the mission, Erda asked Beaux Arts Consulting and Galatea Conseil to support the implementation of the project in three parts: definition of an action plan and retroplanning of implementation, identification of sources of patronage and public funding, development of governance milestones (governance scheme, organizational tools, etc.), steps and support points in project mode).



# Hector Guimard Diffusion et le Cercle Guimard

## Market study for the creation of a Guimard museum

Date: March – April 2024

Client / contracting authority: Hector Guimard Diffusion

Team: Beaux Arts Consulting



### CONTEXT AND CHALLENGES

The Cercle Guimard, supported by the company Hector Guimard Diffusion, have set themselves the mission of enhancing the value of the Hotel Mezzara (Paris 16th) to install a museum dedicated to the architect, around the themes of Art Nouveau and the Belle Epoque. To start negotiations with the State following two calls for tenders deemed unsuccessful, the two structures wanted to benefit from an analysis of the project aimed at reviewing and supporting the hypotheses of their model.

### OUR ROLE

Beaux Arts Consulting has delivered a study consisting of four elements:

- A comparative study of museums and sites in France and abroad to better understand the panorama in which the future museum will take place,
- A study of museum trends and around the theme of Art Nouveau to validate the growth prospects of the market
- An analysis of the context and the project of the Hotel Mezzara: its environment, the planned route...,
- A critical reading of the economic model of the future museum, with a specific look at turnover (projected attendance, pricing assumptions, balance between the different sources of income, etc.).

### IMPACT AND FOLLOW-UP

The mission resulted in validating the appeal for the Art Nouveau theme and in building three scenarios for projecting the turnover of the Hotel Mezzara according to the level of offer proposed.

This study will allow the two structures to present a consolidated version of the project to their potential partners, and to engage in negotiations with the State about a long-term lease for the enhancement of the Hotel Mezzara.



# Aventure Michelin 2

## Designing the Business Plan

Date: November 2022 – February 2023  
Client / contracting authority: groupe Michelin  
Team: Beaux Arts Consulting



**Client contact:** Franck Danne,  
Michelin Adventure 2 Project Manager

### CONTEXT AND CHALLENGES

As part of the rehabilitation of its historic industrial park in Clermont-Ferrand, the Michelin Group wishes to relocate, increase the surface area and strengthen the ambition of its brand museum, by extending its offer (tour, shop, digital platform, catering, immersive experience, etc.) and developing its attendance. In this context, the Michelin group was waiting for the formalization of a business plan that would ensure a balanced operation and a return on investment.

### OUR ROLE

Beaux Arts Consulting supported the Michelin Group in the consolidation of its museum's business plan:

- Carrying out an inventory: interviews with employees, site visit with visitor questionnaires,
- Realization of 6 thematic workshops with mobilization of experts on the subjects of target audiences, ancillary services (shop and catering), investments, human resources... for the construction of realistic hypotheses,
- Formalization of a business plan in the form of a tool that evolves and adapts over time.

### IMPACT AND FOLLOW-UP

This mission has made it possible to strengthen the strategic positioning of the new version of the brand museum, which is scheduled to open in 2028. It has led to the consolidation of hypotheses and the development of a more ambitious model in terms of both economics and brand image enhancement among the industrial group's internal and external audiences. The financial model built with the help of experts takes into account the specificities of the economy of the cultural sector at the same time as its latest trends.



# Museum Wave

## Support for the opening of a museum in Seoul and the production of its inaugural exhibition

Date: April – August 2023

Client: Beanstalk

Team: Beaux Arts Consulting

### CONTEXT AND CHALLENGES

The large Korean group WooriNet has acquired a museum space, previously dedicated to the art of sculpture, in order to make it a new contemporary and innovative exhibition space in Seoul. Beanstalk, a company specialising in the creation of exhibitions recruited by WooriNet, called on Beaux Arts Consulting to be supported in the creation of this new museum, called Museum Wave.

### OUR ROLE

Beaux Arts Consulting assisted Beanstalk in the efficient management of this project, from the first reflections to the completion of the inaugural exhibition:

- Implementation of appropriate project management tools and monitoring processes,
- Definition of the project implementation schedule,
- Operational and organizational recommendations,
- Prefiguration of the study of audiences,
- Organization of the storytelling, brand image and communication strategy around the exhibition and the museum,
- Leveraging the Beaux Arts & Cie ecosystem through the production of a special issue dealing with the inaugural exhibition,
- Daily management of the various stakeholders (curator, clients, institutional partners and French network),
- Operational follow-up following the inauguration.

### IMPACT AND FOLLOW-UP

This support from Beaux Arts Consulting, respecting a demanding schedule, allowed Beanstalk and WooriNet to open the museum as soon as possible. The success of this first exhibition has allowed Museum Wave to establish its presence in Seoul's cultural landscape.



# Assembly

## Support for the production of an exhibition by the artist Invader

Date: July 2023 – March 2024

Client: Assembly

Team: Beaux Arts Consulting

### CONTEXT AND CHALLENGES

Assembly owns the former headquarters of Libération, located at 11 rue Béranger in Paris, which is the subject of a transformation and work project. Before this work, the owner wanted to organize an exhibition dedicated to Invader in these premises, on 3,500m<sup>2</sup>, in close collaboration with the artist. This exhibition shows the full extent of the artist's work, via photographs, videos and works, and highlights one of his monumental works located on the terrace of the building. It also celebrates the installation of the artist's 1500th Parisian work.

### OUR ROLE

Beaux Arts Consulting coordinated the project and monitored the production of the exhibition:

- Methodological framing and definition of the role and scope of the project's stakeholders (artist and building owner),
- Establishment and monitoring of the retroplanning, with all the project stakeholders,
- Monitoring of the exhibition budget,
- Sourcing of service providers for the production of the exhibition: scoping of needs, request for quotes, support with contractualization,
- Management and daily coordination of project stakeholders: artist, building owner, etc.
- Methodological framing of the ticketing tool,
- Framing of the reception and visitor circulation, in conjunction with the owner of the building,
- Follow-up of the exhibition curatorship,
- Coordination and monitoring of the services of all the service providers involved (works, scenography, transport and hanging of works, mediation, ticketing, public reception, etc.)

### IMPACT AND FOLLOW-UP

This mission led to the opening of the "Invader Space Station" exhibition to the general public from February 17, 2024 to May 5, 2024, with an estimated attendance of 40,000 people.



# Highway rest area operator

Support for the implementation of the cultural component of the tender files of a highway rest area operator.

Date : 2021 – today

Client : Confidential

Team : Beaux Arts Consulting

## CONTEXT AND CHALLENGES

Today, highway service areas are the focus of particular attention, with a more welcoming architecture and a desire to become genuine rest areas (terraces, children's play areas, etc.). The integration of artistic works and cultural features is a natural part of this evolution. The promotion of tourism and culture within these areas has thus become a requirement for administrators in their calls for tenders. Our customer has therefore chosen to strengthen the cultural aspect of its bids, complementing the recent initiatives undertaken by Beaux Arts Consulting to bring culture to unexpected places, in order to reach as broad an audience as possible.

## OUR ROLE

Beaux Arts Consulting assisted this client in defining the cultural theme of its tender documents, and in implementing and monitoring the production of the various projects when selected by the administrators. Beaux Arts Consulting's teams set out to draw up an artistic theme in line with the local roots of the areas concerned, in order to enhance the area while considering the specific needs of the freeway sites.

- Definition of the cultural positioning of the areas during the drafting phase of the concession file for the area: creation of an inspiration booklet, definition of the proposed cultural and artistic offering, definition of the budget, etc,
- Sourcing of local artists, cultural facilities and institutional partnerships for the cultural component of these areas,
- Coordination of the production of all the cultural installations and artworks in the rest area: monitoring of schedule and budget, management of relations with service providers, artists, and partners.

## IMPACT AND FOLLOW-UP

Over the past three years, a dozen concept briefs have been produced, and our client has won four invitations to tender in partnership with Beaux Arts Consulting. Beaux Arts Consulting then coordinated the production of cultural devices and artworks in these four rest areas. This support, which is still ongoing, is part of a long-term approach aimed at sustainably rethinking the integration of art and culture in these day-to-day spaces.





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