

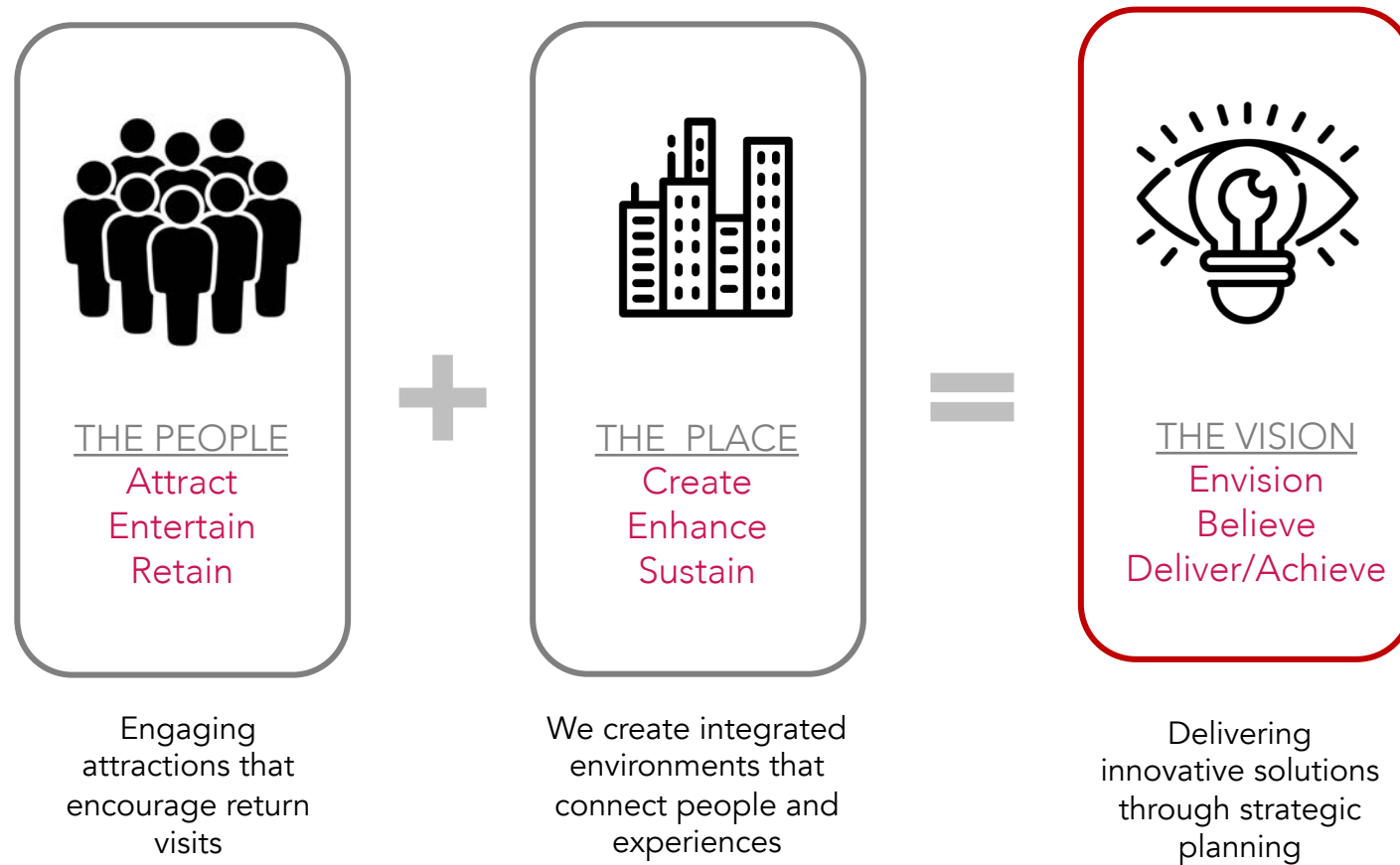
An entertainment consultancy service highlighting profitable leisure attractions by;

&

leisure business consultancy

*A collaboration between leading international leisure attraction design and implementation specialists*

# the principles of great placemaking





# Strategic objectives

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We deliver a comprehensive **review** designed to create a **leisure and entertainment offer** that differentiates your development and adds **unique selling propositions** that stand out from a competitive market. Our process ensures that each proposed concept is both **viable** and **market sustainable**.

1. **Research & Analysis:** In-depth market research, site analysis, and data collection to understand opportunities
2. **Defining & Refining Recommendations:** Identifying and honing the most viable concepts for the client.
3. **Financial modeling, revenue forecasts, and risk assessments:** Ensuring concepts integrate seamlessly into the masterplan, with appropriate adjacencies and operational efficiencies

We also outline a **route to implementation**, helping you navigate the development process from concept to execution.

## Option Selection Criteria

Our recommendations for preferred concepts are based on the following key criteria:

- **Market Characteristics:** A thorough analysis of the eligible market and its defining characteristics.
- **Competitive Environment:** Evaluation of the catchment area to understand local competition.
- **International Benchmarking:** Leveraging successful global examples to inform our options appraisal.
- **Industry Experience:** Drawing on our extensive experience in the global **Experience Economy** to identify the most innovative and viable concepts.
- **Site Characteristics:** Customizing the concepts to the specific needs and limitations of the site.
- **Longevity & Flexibility:** Ensuring the concepts are adaptable and sustainable for long-term success.

With our deep understanding of **leisure and entertainment trends** globally, we bring our expertise to each project, ensuring the final content mix is tailored to the local market's unique demands and opportunities.



1

Research & Analysis



2

Defining & Refining  
Recommendations



3

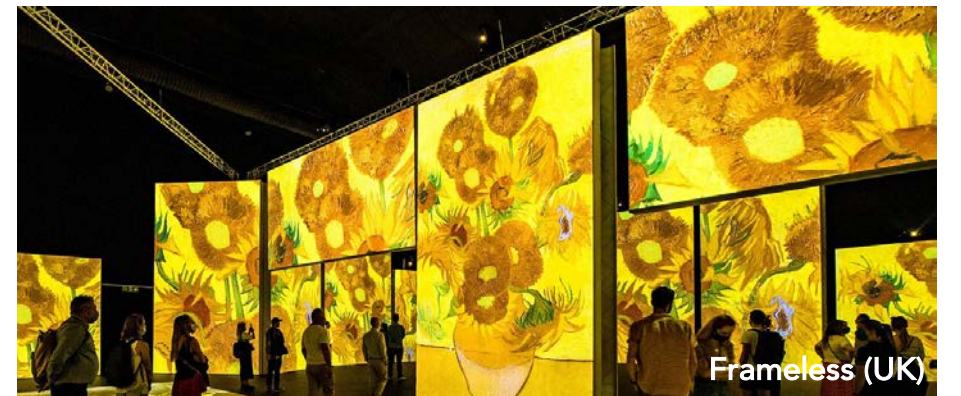
Mini Business Case



Silverstone experience



# Indoor Outdoor Experience



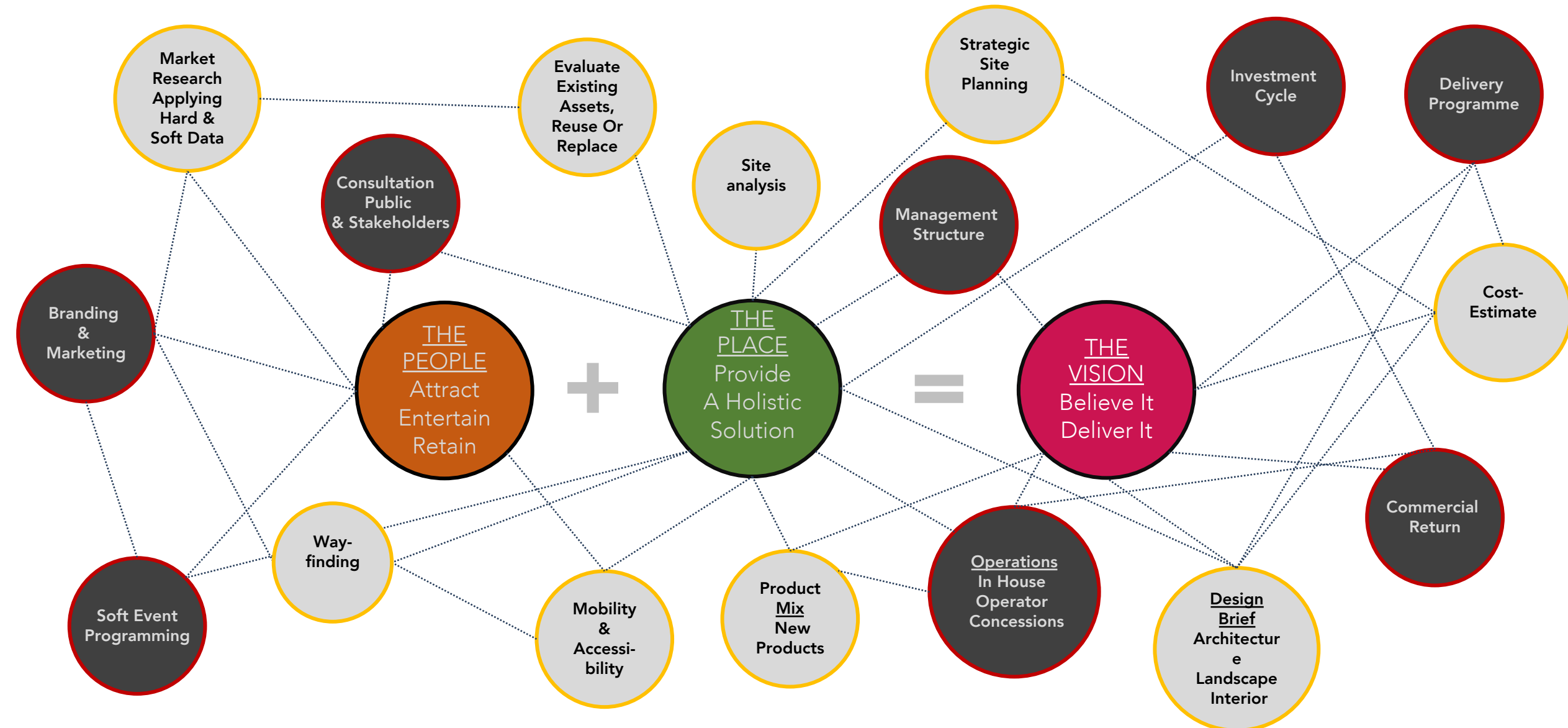
# the principles of great placemaking



DESIGN STRATEGIES



BUSINESS & OPERATIONAL STRATEGIES





# Stage 1 – Research & Analysis

## Research:

- Gain a comprehensive understanding of the **site** and **client's objectives** to ensure alignment with project goals.
- Conduct a detailed study of the **available market**, including:
  - **Local characteristics** and the economic landscape.
  - Key user groups, such as **domestic residents within the catchment area**, **leisure tourists**, and **business visitors (MICE)**.

## Site Analysis:

- Conduct **site familiarization** to clarify the **key success factors** of the project.
- Perform a **SWOT analysis** that covers:
  - Suitability for a range of attraction concepts.
  - Identifying strengths, weaknesses, opportunities, and potential threats related to the site.

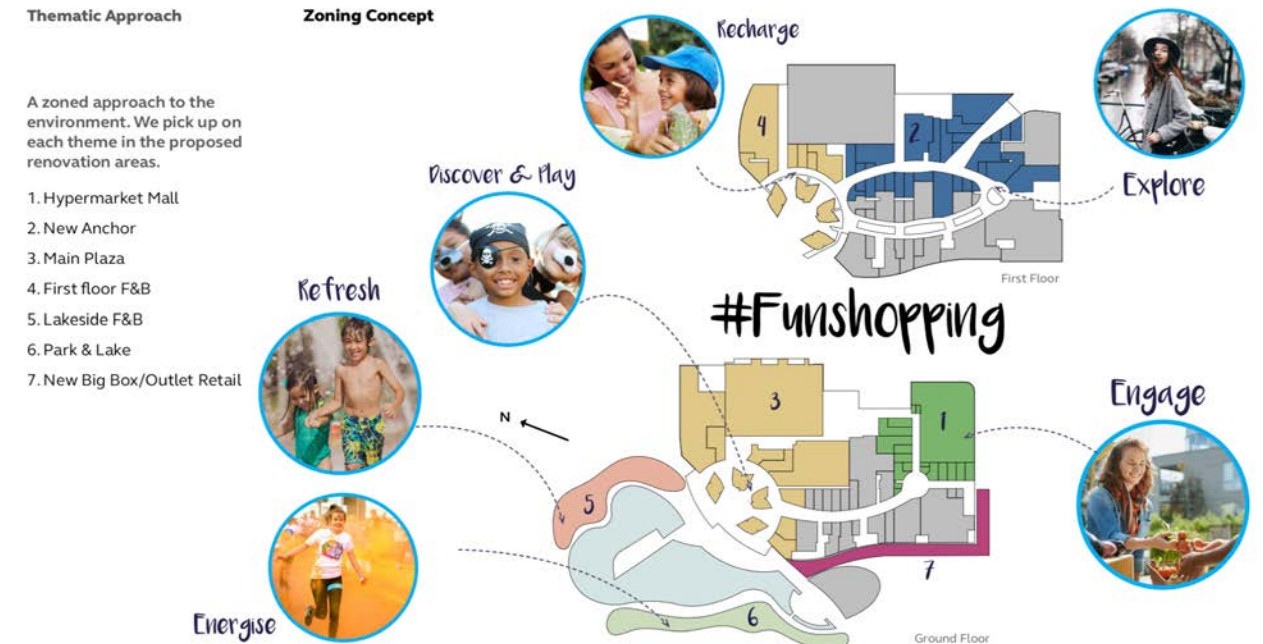
## Market Analysis:

- Evaluate the **competitive environment**, focusing on:
  - Types of local attractions.
  - **Demographic appeal** of existing and potential attractions.
  - Metrics such as **attendance numbers**, **frequency of visits**, and **spend per visit**.
- Quantify the likely market for visitor attractions, including:
  - **Market eligibility**, likely **penetration rates**, and target segmentation.
  - Predict the impact on the target market and **identify growth opportunities** or **market contraction risks**.

## Benchmarking:

- Highlight international examples of **benchmark developments** from similar **leisure and entertainment hubs**, which may include:
  - **Midway attractions**, **family entertainment centers**, **immersive experiences**, and **pop-up attractions**.
  - Examples of **competitive socializing** spaces (e.g., esports, gaming lounges).
- Evaluate the **success of specific concepts** and present **lessons learned** to inform project decisions.

\* Where possible, coordinate third-party **market research** to provide deeper insight.



# Stage 2 – Defining and Refining Recommendations

## Concept Options:

- Based on the research conducted in **Stage 1**, we propose a **broad list of concept options** that are aligned with the target **market mix** and potential visitor profiles.

## Preferred Concept:

- Filter the list of concept options down to a select **number of preferred concepts** that are both market-viable and align with the project's long-term goals.
- Identify **constraints or key factors** that the client needs to consider, such as:
  - Management structures** necessary for operational success.
  - Costs related to **ownership of intellectual property (IP)** and potential licensing agreements.

## Users and Attendance:

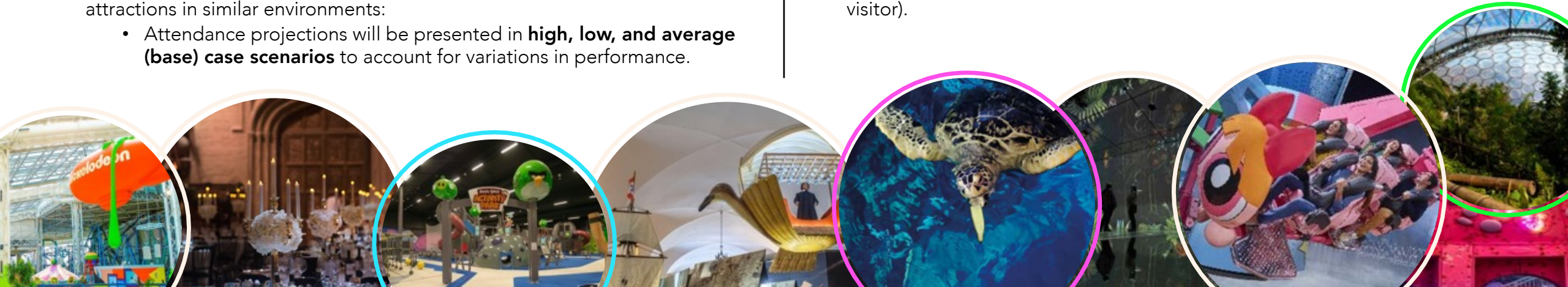
- Suggest likely **key user groups** for each preferred concept based on research and benchmarking.
- Provide **attendance estimates**, utilizing benchmark data from successful visitor attractions in similar environments:
  - Attendance projections will be presented in **high, low, and average (base) case scenarios** to account for variations in performance.

## Physical Planning:

- Highlight the **unique selling proposition (USP)** attractions that will serve as key footfall drivers, ensuring business flows year-round.
- Outline the **operational requirements** for each concept, covering:
  - Areas and physical requirements** (e.g., total square meters, accessibility).
  - Typical plinth requirements, clear heights, and structural load capacities.**
  - Extraordinary MEP (mechanical, electrical, plumbing) requirements** for specialized attractions (e.g., large-scale immersive experiences, water-based activities).

## Placemaking and Adjacencies:

- Conduct a **placemaking analysis** to define the ideal adjacencies between key attractions and supporting amenities.
- This ensures an optimized layout that maximizes visitor flow, dwell time, and overall satisfaction.
- Adjacencies will also consider the operational needs (e.g., food and beverage outlets near entertainment hubs to maximize convenience and spend per visitor).



# Users & attendance



## MARKET SHARE BY SIZE:

## Example; Analysing user groups by location

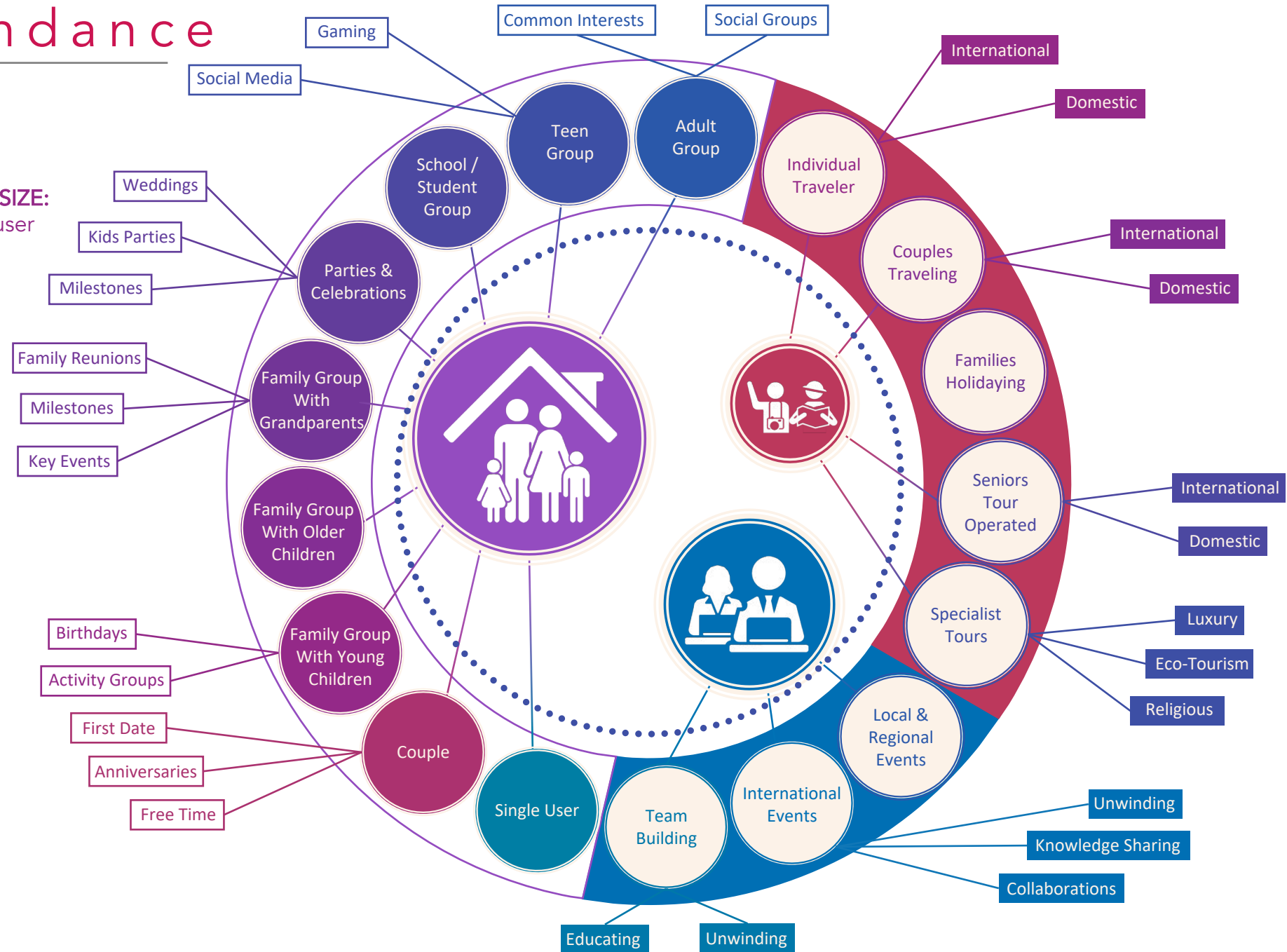
PRIMARY  
RESIDENTS  
WITHIN 60MIN  
DRIVE



**SECONDARY  
OFFICE,  
CORPORATE &  
CONFERENCE  
GROUPS**



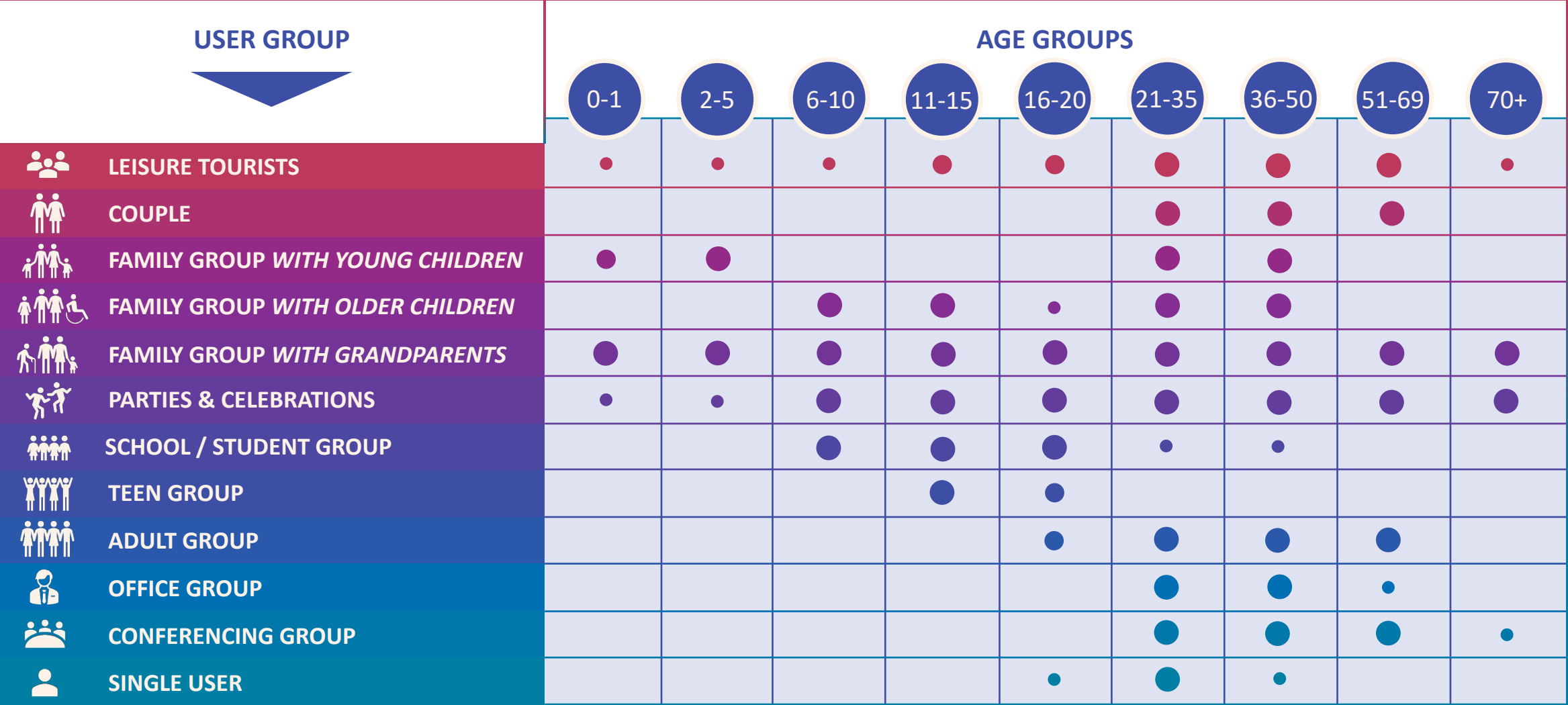
## TERTIARY LEISURE TOURISTS





# Users & attendance

Through research, analysis and observation we define and identify key target groups for each location to enable us to make recommendations regarding the right mix of leisure experiences for each of them.



# Stage 3 – Business Case

## Revenues:

- Develop a tailored **revenue model** for each concept, such as:
  - **Admission fee** models.
  - **Pay-per-play** options.
  - **Sustainable pricing** assumptions, based on benchmark data and industry standards.

## Operating Costs:

- Provide estimations for **operating costs** across all attraction concepts, factoring in ongoing operational needs like staffing, maintenance, and utilities.

## Financial Models:

- Deliver a detailed **financial model** that projects revenue and costs to **EBITDA** over a **5-year period post-opening**.
- Present financial scenarios as:
  - **High case** (optimistic),
  - **Low case** (conservative),
  - **Base case** (expected).

## CapEx Requirements:

- Estimate the total **capital expenditure (CapEx)** requirements for each attraction, including:
  - **Total investment costs**,
  - Per-square-meter (sqm) breakdown of CapEx.

## Success Factors and Risks:

- Provide an analysis of **success factors** and associated risks, with an accompanying **risk management strategy** to mitigate potential challenges.

## Vendor and Specialist Listings:

- Supply a list of **globally renowned designers, consultants, and operators** necessary for the design, construction, and operation of the proposed concepts.

## Reporting

- **3 works stages** summarised within a report including recommendations
- Headline business models for the **preferred concepts**, commentary, opportunities and risks

## Ongoing assistance - Strategic Partnerships

- We assume the client will be keen to enter **strategic partnerships** with key entertainment operators and we will provide a **framework** to facilitate and managed this process from NDAs, Heads of Terms, Due Diligence and Lease Negotiations, Completion, Tenant Fit Out, Soft launch and full launch.







Miramagika



King Salman Park, Riyadh



# Unique attractions



ReefLIVE Belfast



The Exchange

# Case Study: Immersive Concept

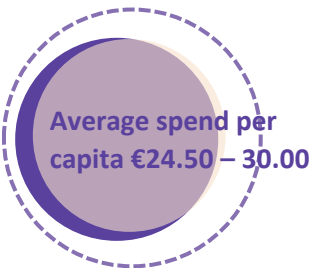
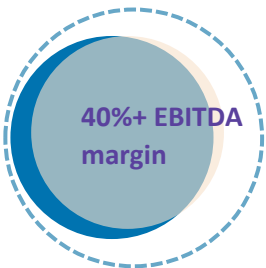
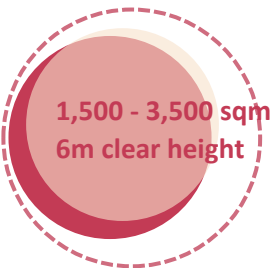
Immersive Experience attractions are at the forefront of new entertainment trends, with subjects spanning:

- **Art (classical and modern),**
- **Fantastical stories,**
- **Adventure experiences,**
- **Film and TV shows.**

These attractions use:

- **High-specification digital projection,**
- **LED screens,**
- **Immersive sound systems,**
- **AR & VR technologies,**
- **Live-action integration.**

Designed as **flagship attractions**, they create powerful, memorable, and fully immersive experiences. With broad appeal, they serve as **centerpiece leisure anchors**, attracting year-round visitors and providing a strong ROI for the development.



		Strategic Partnerships – Typical Tenancy Timelines																				Notes	
ST	Month No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
1	Operator short list	◆																					
2	Conduct study tour, agree & sign NDAs	■																					
3	Negotiation & Agreement on Heads of Terms		■																				
4	Solicitors Instructed			◆																			
5	AML and Client Care			◆																			
6	Tenant Solicitor Confirms Instruction and Requests Draft Papers, Technical Due Diligence				■																		
7	Due Diligence and Lease Negotiations					■																	
8	Report on Lease							◆															
9	Completion							◆														9 months duration from initial heads of Terms discussions	
10	Post Completion Formalities								■													Including utility connection applications	
11	Commencement of rent-free period & tenant fit-out								◆													May overlap with CSD opening and will need careful coordination with construction management plan	
12	Completion of fit out & Defects liability period									■												Landlord access may need to be coordinated	
13	Soft launch																		◆			Opportunity to test facility, equipment and staff	
14	Full launch																			◆			

Note: larger projects are likely to take considerably longer; construction and fit out programme is likely to be 18-24 months from commencement to opening, including the time required for commissioning of systems and operational set up.

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Visitors	0k	0k	398k	442k	464k	473k	473k
Revenue (£ '000)	-	-	9,752	11,311	12,461	13,351	14,018
Annual Operating Costs	-	(533)	(4,386)	(5,061)	(5,858)	(6,306)	(6,363)
EBITDAR	-	(533)	4,523	5,255	5,521	5,883	6,454
EBITDA	-	(533)	4,222	4,803	5,069	5,431	6,002
EBITDA margin			43%	42%	41%	41%	43%





Samuel Kirk  
BSc Arch, BArch  
**Director**

Sam is an award-winning architect and development manager with more than 20 years' experience in the industry. His projects range from retail, leisure and office fit-outs, shopping malls and transport hubs, to new city masterplans. He has an established portfolio in more than 30 countries. He collaborates with retail and leisure operators, investment funds, developers, blue-chip companies, local authorities and governmental development agencies.

Sam is a highly skilled negotiator and gets best value for his clients. He is well regarded in the retail and wider development industry, and is a committee member of the International Council of Shopping Centres, Urban Land Institute and frequently speaks on market trends at major property industry events.



Mara Vasilache  
Dip Arch ARB  
**Director**

Mara is responsible for BCStudio's Eastern European portfolio and is an authority on local market requirements. She specialises in launching unique brand concepts and concept stores, and is industry-recognised for her shopping centre repositioning and lease planning.

Mara qualified as an architect in 2004. She has vast international experience having lived and worked in Romania, New York and London. She has delivered high-profile projects across Europe and North Africa, including mixed-use masterplanning, retail and entertainment schemes in the UK, United States, Romania, Hungary and Bulgaria. Mara is fluent in English and Romanian.

# bcistudio

rediscovering the value of place

- Award winning master planners, architects & interior designers
- Retail, commercial and residential specialists
- Development managers
- Pre-construction development experts
- Finding added value in more than \$5billion of new and existing assets, London and worldwide
- Legal & leasing advisors, residential & retail planners & commercial mix specialists
- To-the-market experts, including brand positioning & marketing
- Commercial mixed-use specialists
- Creating dynamic spaces that create the best commercial value
- Driving site efficiencies
- Assisting in writing the business plan; setting the development brief, defining the development budget and programme
- Aiding and defining the market pitch and coordinating all aspects of the launch
- Definition of consultant team scope to ensure appropriate level of service, and coordinated design at each development stage
- Assisting in setting, managing and reporting against the budget
- Set and review programme performance milestones
- Assist in managing local planning and conditions close out process
- Ensure design team deliver appropriate level of detail for sales certainty and financial close/build contracts



The Jewel, New Alamein

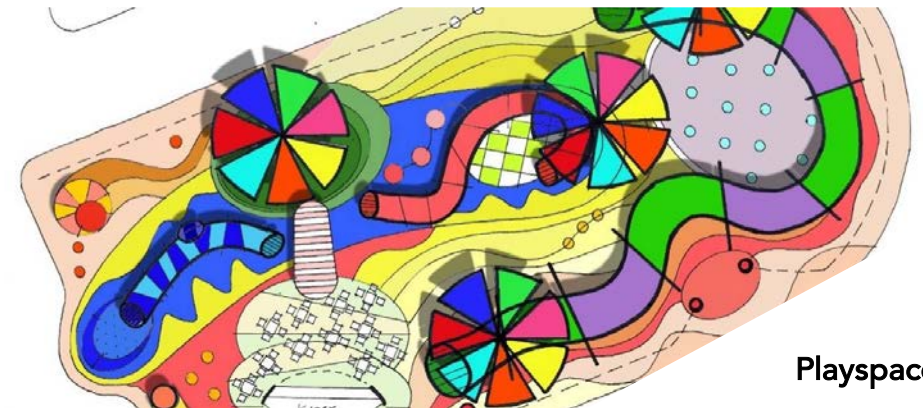


London Thrill Park,  
Las Vegas

# Activity zones & event programming



Foodhall Polus, Budapest



Playspace





Keith Thomas  
BSc. Hons (Lond.)  
Chief Executive

Founder of leading leisure business consultancy, Petersham Group, Keith is widely known for his experience and knowledge of project development and operational management across the Experience Economy and for his work on the integration of leisure and entertainment components into complex master plans.

He and his colleagues have completed leisure and tourism sector consulting projects across the world for clients, ranging from feasibility studies and business planning, master planning, concept development, operational management, fundraising, strategic plans and restructuring.

Keith is regularly asked to speak on Leisure Trends at international events and conferences and he is a visiting lecturer at University of Exeter Business School.



Jonathan N Rounce  
FCA FIH  
Chairman (Petersham Group)

Co-founder of Petersham Group, Jonathan qualified as both an hotelier and as a chartered accountant with PWC, and can draw on 35 years' working in the leisure industry in roles embracing development, finance, operations, general management and consultancy.

He brings enormous experience to projects including his extensive involvement in all aspects of museums and attractions development from master-planning, concept generation and business planning through to funding, development and operation. His particular focus is on the structuring of projects, the production of comprehensive business plans, and in advising developers and project teams on the management & operational aspects of those projects.



## Petersham Group is a specialist leisure sector consultancy working across the Experience Economy.

Established in 2003, it is run by its two founding directors - Jonathan Rounce and Keith Thomas - who jointly have over 75-years' experience in the international leisure industry, both as consultants and as developers and operators of visitor attractions.

The team's 'hands-on' experience embraces the development and management of museums, visitor attractions, family entertainment centres, historic & heritage properties, hotels and restaurants, giving Petersham a broad and dynamic base from which to identify emerging trends, to identify the benchmarks of success and also to head off and address those of failure.

In addition to our core team, we bring a world-leading team of experienced associates to each project as required.

Whilst based in the UK, our work is truly international, and we have completed over 100 consulting projects worldwide for clients including local and national government, investors & banks, developers and operators and a range of other entities across the private, public and not-for-profit sectors. Working routinely in multi-disciplinary teams, we collaborate regularly with architects, designers, marketing experts, retailers and many other specialists.



Frequently recommended leisure concepts



lucky voice



SIXES  
SOCIAL CRICKET

IMMERSIVE  
GAMEBOX

WHISTLE  
PUNKS

Swingers  
CLUB



GRAVITY  
ACTIVE ENTERTAINMENT



CAFE KICK

TOCA  
Social

NOG4  
ARCADE BAR

Puttshack

ARCADE  
hirdies  
ROOFTOP CRAZY GOLF

FRAMELESS



LANE7

ADVENTICA

BOUNCE  
• THE HOME OF PING PONG •

CITY  
BOULDERING



ELECTRIC  
SHUFFLE



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rediscovering the value of place

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leisure business consultancy