



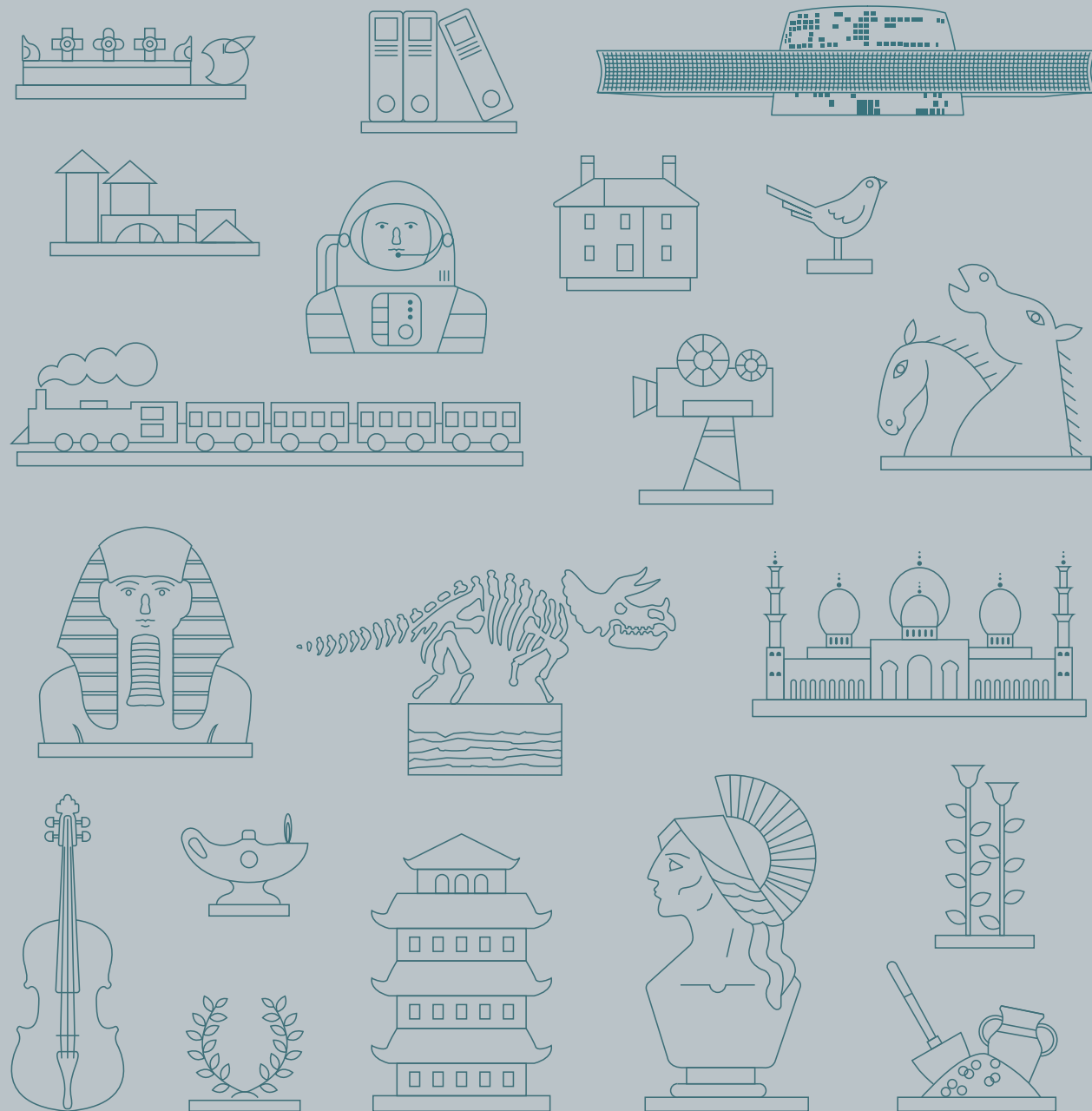
BARKER LANGHAM

Portfolio

BARKER
LANGHAM



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Barker Langham is one of the world's leading cultural consultancies.

We create pioneering and sustainable projects across the globe.

We are cultural experts, working at the intersection of arts, creativity, culture and business to deliver exemplar projects – from small-scale exhibitions to international museums and masterplans.

We bring a distinctive blend of creative thinking, robust research and informed insight to every project, whether it's a business strategy, an interpretive or audience development plan, a feasibility study or an options appraisal.

We deliver unexpected and transformative experiences that continue to create social and economic impact long after opening.

About Us

Our Team

Our committed team brings vast experience and varied perspectives to our work. We approach every project with the same enthusiasm for seeking out captivating stories, for crafting purposeful, vision-lead strategies and for creating memorable and meaningful experiences.

Barker Langham includes museum and cultural professionals living and working across the UK, Europe, the Middle East, Asia-Pacific, Africa and North America.

Our Approach

We bring a distinctive blend of creative thinking, robust research and informed insight to all of our work. We look at questions from every angle and challenge assumptions to create unexpected, thought-provoking and successful solutions.

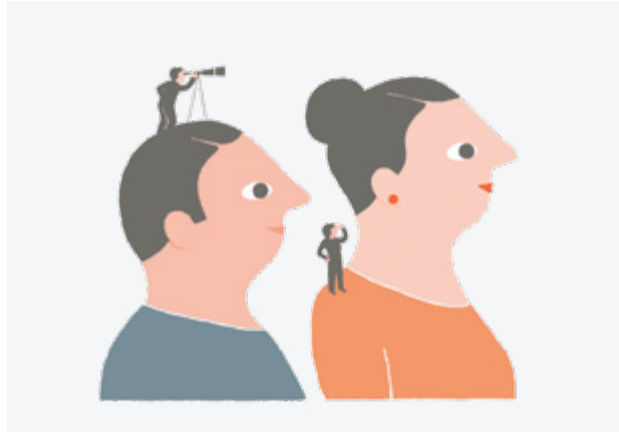
Barker Langham's interdisciplinary team works across our services, including strategy, research, interpretation, curation, business and operational planning, audience development and recruitment. We are known for our open and collaborative approach.

Our Work

Barker Langham works with museum and cultural organisations, governments, businesses and charities around the world and has successfully delivered over 250 projects.

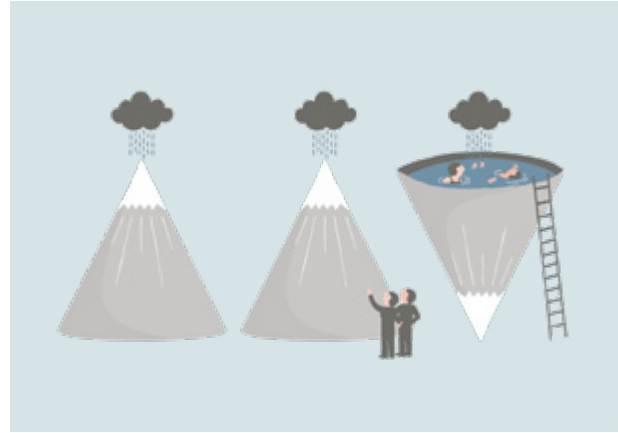
We are expert advisors and mentors for the UK Heritage Fund, International Council of Museums (ICOM), European Union, UK Museums Association and UNESCO. Our portfolio includes Expo 2020 Dubai, Museum of London West Smithfield, West Kowloon Cultural District, National Museum of Qatar and House of European History.

Our Philosophy



Empathise

We work hard to fully understand the needs of both you and your audiences



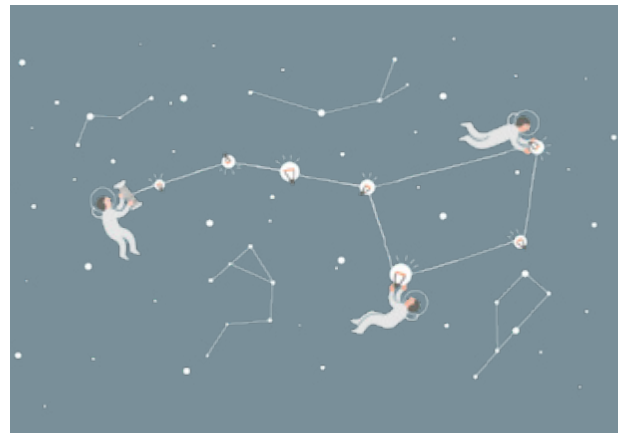
Challenge

By asking difficult questions from the outset, we achieve thought-provoking outcomes



Invent

We work within the constraints of your project and always find creative solutions



Synthesise

We draw on resources from across the team to synthesise something totally new

Our Services



Strategy

We are cultural planners and strategists, adept at producing masterplans, feasibility studies and options appraisals that bring together expertise and creativity.



Interpretation

We tell the stories of sites, buildings, collections and ideas, through inspiring exhibits and activities that reveal meaning and capture people's imaginations.



Research

Our diverse projects share a common foundation: rigorous, creative and thought-provoking research.



Audience development

We are the bridge between projects and their audiences, connecting people to cultural sites through engaging communication and creative methodologies.



Human resource

We help organisations find the best people to fill vacancies across the culture and heritage sector.



Cultural management

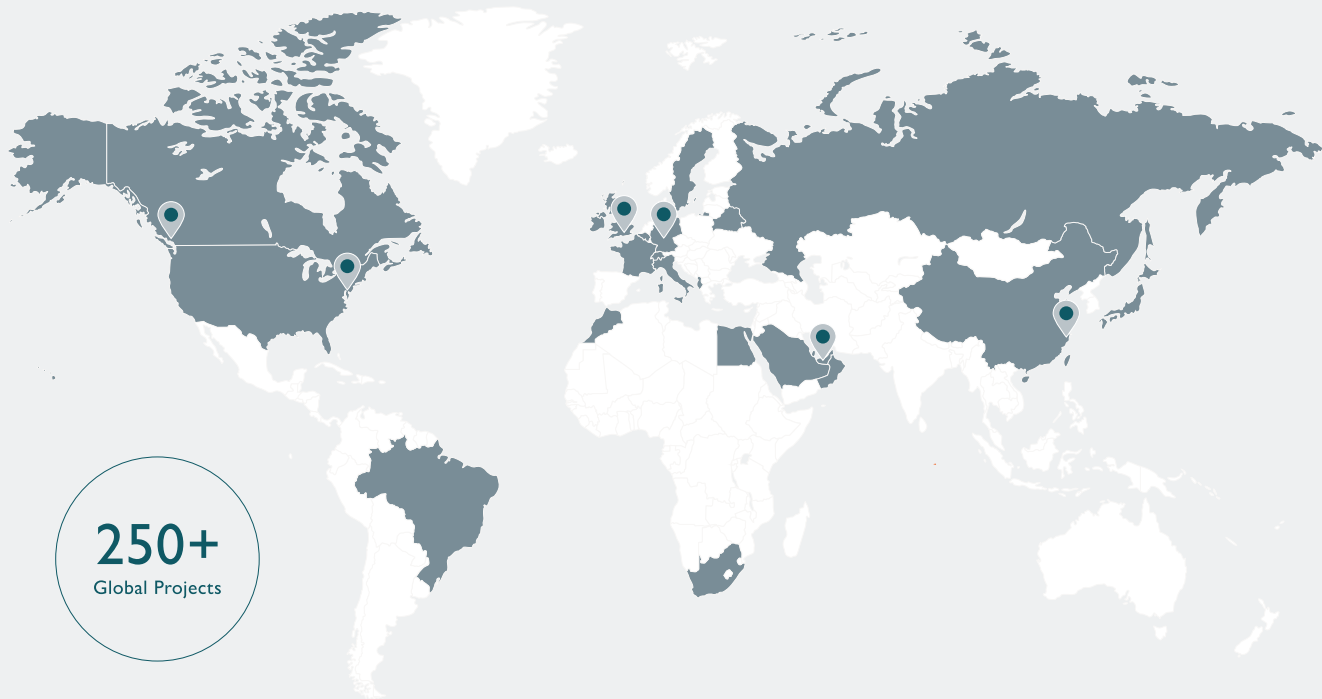
We are skilled and experienced project managers, ensuring the successful delivery of projects, from concept to completion.



Design

We create strong visual identities, supporting and delivering graphics for exhibitions including text, illustrations and catalogues.

Our Global Projects



■ Our Projects

Albania	Egypt	Morocco	Sweden
Belarus	France	Oman	Switzerland
Belgium	Germany	Qatar	Turkey
Brazil	Ireland	Russia	United Arab Emirates
Canada	Italy	Saudi Arabia	United Kingdom
Cameroon	Japan	Singapore	United States of America
China	Mauritius	South Africa	

📍 Our Offices

Berlin
Dubai
London
New York
Shanghai
Vancouver

Our Expertise



Places, cities and regions



Tourism and hospitality



Visitor centres



Intangible cultural heritage



Historic sites, buildings and monuments



Cultural and creative districts



Museums, galleries and exhibitions



Expos and attractions



Landscapes, parks and natural environments



Collections, artworks and archives

We are storytellers, tracking down and sharing compelling narratives that resonate with audiences, from archaeology to contemporary art and from heritage traditions to the cutting-edge of scientific discovery.

Our entire process is rooted in a deep understanding of the contexts in which we work, an empathy for people and their experiences and, above all, the rigorous research that underpins all of our work.

We are cultural experts, working at the intersection of arts, creativity, culture and business to deliver exemplar projects – from small-scale exhibitions to international museums and masterplans. We deliver sustainable and transformative visitor experiences that continue to create social and economic impact long after opening.

We are strategists, adept at supporting our clients to make well-informed decisions and realise their projects. Our aim is to provide foundational roadmaps, led by a strong vision, that focus resources, set clear priorities and define opportunities for income generation and sustainable operation.



Our Selected Works

United Kingdom	15
The Middle East	27
Europe	57
Asia — Pacific	59
North America	65



TURNER CONTEMPORARY

Margate, UK | 2015 – 2016

Envisioning a new and sustainable future for one of the most successful contemporary art galleries in the UK

Turner Contemporary is situated on Margate seafront, on the site where British artist JMW Turner stayed when visiting the town. It is one of the UK’s leading contemporary art galleries and has been so successful since opening in 2011 that it needed to review its offer to better cater for current and future demand.

Turner Contemporary’s main challenge for the future was ensuring ongoing financial sustainability. Barker Langham was commissioned to explore how new economic systems could capture some of the huge economic value that the gallery generates. Key to this was the development of a wider masterplan for the gallery and its environs that will stimulate new developments and partnerships.

The project also included a new business case for the future, proposing income streams to sustain the gallery into the future, and give it a more diverse and stable economy.

Our report informed the diversification and expansion of income streams and audiences at Turner Contemporary. In line with our recommendations, the establishment of a key partnership with a major international institution is being explored. Our report and financial modelling released £6m of funding to create the next phase of the gallery. The project is now being designed by David Chipperfield Architects.

Client Kent County Council

Services

- Feasibility studies and options appraisals
- Business planning and analysis
- Market research
- Data development and analysis
- Economic impact assessment



CHATSWORTH ESTATE

Derbyshire, UK | 2017 – 2018

Crafting a compelling narrative and visitor experience – supported by robust audience research and capacity planning – for one of the UK’s most treasured stately homes

Chatsworth House is home to the Duke and Duchess of Devonshire, with a history dating back to 1549. The House is set in 1,000 acres of land in the beautiful Peak District National Park and holds one of the most significant private art collections in Britain.

Chatsworth House has recently completed a £35 million project of essential restoration to maintain this historic landmark. Barker Langham was commissioned to look towards Chatsworth’s future, working closely with the Trust to conceive new visitor experiences and to develop sustainable income streams.

Our study set out proposals for a new audience mix and segmentation, robust user projections, capacity planning, user management and financial projections. Barker Langham’s work has been praised by the client for our compelling narrative for the experience, our deep understanding of audiences, our comprehensive user projections and the sensitivity of our approach in balancing the public and private use of the estate.

Client Chatsworth Home Trust

- Services**
- Feasibility studies and options appraisals
 - Business planning and analysis
 - Interpretive and narrative planning
 - Historical research
 - Audience research and understanding



JAPAN HOUSE LONDON

London, UK | 2018 – present

Devising and implementing recruitment campaigns for all key pre-opening positions, and advising on governance and volunteer programmes

The Government of Japan has set the strategic objective of showcasing the significance of Japan's economic, cultural and technological contributions to the building of a better world. Japan House in London is part of this targeted global project.

As Strategic Recruitment & Training Partner, we devised and delivered recruitment campaigns for all key opening positions. We advised on best practice for volunteer programmes and resource management, and delivered full training for visitor experience assistants. We also proposed HR policies and an HR manual including onboarding documentation, orientation, evaluation, appraisal processes and performance management.

We recruited a team of over 30 staff, which was successfully appointed across programming, events, outreach, corporate development, operations and visitor services departments.

Japan House was officially inaugurated by HRH Prince William in 2018. We continue to actively support all Japan House recruitment needs, having widened our role from its original focus on senior management positions to recruitment across all programming and visitor experience areas.

Client Government of Japan, Ministry of Foreign Affairs

Services

- Recruitment
- Organisational planning
- Training, learning and development



CULTURE MILE CREATIVE BUSINESS STRATEGY

London, UK | 2019 – 2020

Defining the relationship between business, cultural institutions and creativity in the heart of the City of London

In July 2017, the City of London Corporation announced plans for Culture Mile, an ambitious and transformational initiative to create a vibrant cultural, creative and learning destination in the heart of the capital. This area includes landmark cultural institutions that Barker Langham has previously collaborated with, including the Museum of London, the Bank of England and the Lloyd's Register Foundation.

Barker Langham was commissioned to evaluate how cultural and creative interventions can drive innovation and growth in the Culture Mile area, as well as measure the impact of the cross-fertilisation between the creative and corporate sectors.

We carried out targeted audience evaluation and evidence research to gain insights that would ultimately shape a new strategy for the sectors to have a new kind of relationship.

Our input into the Culture Mile project created innovative recommendations on the potential for successful cross-fertilisation between culture and business, with a clear framework of how to capture and measure the envisioned impact. This was published in the report 'Creativity: The Commercial Superpower', and the implementation of the strategy is already beginning to yield positive and inspiring outcomes.

Client Corporation of London

Services

- Visioning
- Strategic planning
- Benchmarking
- Research
- Audience engagement
- Audience research and understanding



MUSEUM OF LONDON WEST SMITHFIELD

London, UK | 2016 – 2017 and 2019 – 2020

Authoring a comprehensive economic and financial case to ensure the museum's commercial viability and audience numbers at its new West Smithfield site

The Museum of London documents and displays the history of the UK capital, from prehistoric times to today. The museum is growing in both ambition and audience reach and was looking for a new location that could accommodate its expansion.

Working across all aspects of the museum's offer, we undertook an extensive situation analysis to identify issues at the current London Wall site and to determine the challenges and opportunities of the potential site at West Smithfield. Barker Langham devised a comprehensive economic and financial case that detailed the museum's commercial viability and audience projections at the new site and examined opportunities for income generation.

In support of the successful planning application, we developed an economic impact assessment study to evidence the financial effects of moving the museum.

The relocation of the Museum of London signals a significant new phase in the life of this vibrant institution. In its new, larger site, the museum will be able to display a much greater proportion of its collections to tell the extraordinary story of London and Londoners in fresh, captivating ways. The museum is due to open at West Smithfield in 2024.

Client Museum of London

Services

- Feasibility studies and options appraisals
- Business planning and analysis
- Operational planning
- Organisational planning
- Economic impact assessment



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KELPIES VISITOR CENTRE

Falkirk, UK | 2013 – 2015

Interpreting a landmark sculpture – and the stories behind it – for a new visitor destination in Scotland

The Kelpies are two landmark 30-metre-high horse sculptures, overlooking the Forth and Clyde Canal in Falkirk, central Scotland. Created by artist Andy Scott, the sculptures pay homage to the heavy horses used on the canals and to work the land during the industrial era. The sculptures sit within the Helix, a £25 million park with trails, woodland, children's play, water activities and a visitor centre.

Barker Langham developed the interpretive strategy and design for an exhibition in the visitor centre telling the story of the Kelpies and the landscape in which they sit. The exhibition explores a landscape transformed over centuries, and captures the artistic and engineering ingenuity behind the sculptures. We achieved this through the development of a number of engaging exhibits including a 40-metre illustration and 3D Lego Kelpies.

Working with artists and other specialist contractors, we designed, developed and managed the fabrication and installation of the exhibition within the visitor centre, which opened in October 2015.

Client Falkirk Community Trust

Services

- Interpretive and narrative planning
- Historical research
- Content development
- Audience research and understanding
- Exhibition text development
- Exhibition design



QASR AL HOSN

Abu Dhabi, UAE | 2008 – 2019

Consulting on every stage of this iconic heritage site – from the initial business, operational and interpretive plans through to opening and beyond

Qasr Al Hosn is the ancestral home of the Al Nahyan family and the oldest building on Abu Dhabi Island. A seat of rule and a fortified stronghold, a family home and a centre for the community, Qasr Al Hosn is an emblem of the emirate of Abu Dhabi and one of the UAE's most significant heritage sites.

Over the past decade, Barker Langham has worked on the business and cultural planning of both the permanent site and the annual Qasr Al Hosn Festival. Our scope on Qasr Al Hosn included everything from business and operational planning, research and interpretation, curation and scriptwriting, right through to installation, curatorial training and delivering content for the spectacular opening event.

The ultimate aim of this integrated project was to conserve and share the fort's rich heritage: transforming the site into a prime tourism and cultural destination, and reinstating it as the symbolic heart of the capital. Qasr Al Hosn's inauguration in 2018 was attended by Abu Dhabi's Crown Prince, Sheikh Mohammed bin Zayed Al Nahyan. Our first project in the region and longest running to date, Qasr Al Hosn's completion represents the culmination of years of hard work and dedication.

Client Department of Tourism & Culture Abu Dhabi

Services

- Historical research
- Archival research
- Content development
- Interpretive and narrative planning

- Curation
- AV and multimedia briefing
- Multilingual exhibition text development
- Subject matter expert recruitment and collaboration
- Business planning and analysis
- Operational planning
- Training, learning and development



THE FOUNDER'S MEMORIAL

Abu Dhabi, UAE | 2017 – 2018

Curating the visitor experience for this new national monument, presenting never-before-seen material about the life and legacy of Sheikh Zayed bin Sultan Al Nahyan

Barker Langham worked with the Salama bint Hamdan Al Nahyan Foundation to develop the visitor experience for The Founder's Memorial, the new permanent national monument in Abu Dhabi which commemorates and celebrates the life and legacy of Sheikh Zayed bin Sultan Al Nahyan.

Our interpretation approach focused on telling a personal story of Sheikh Zayed the man: the qualities that defined his character; his interests and pastimes, the causes he championed and the beliefs he held dear. Barker Langham worked closely with the Foundation and Her Highness Sheikha Mariam bint Mohammed bin Zayed Al Nahyan to develop the narrative. Our extensive research included interviews with royal family members, high profile UAE stakeholders and those that knew Sheikh Zayed best. In addition, Barker Langham undertook an

ambitious content identification project, identifying never-before-seen footage and images of Sheikh Zayed that gave new insights into his character and personality.

The Founder's Memorial was inaugurated in a VIP ceremony in February 2018 and officially opened to the public in April 2018. Visitors enjoy a varied, informative and emotive experience as they explore the memorial and discover the story of Sheikh Zayed.

Client Salama bint Hamdan Al Nahyan Foundation / Ministry of Presidential Affairs

Services

- Historical research
- Archival research
- Content development
- Interpretive and narrative planning

- Curation
- Audience research and understanding
- AV and multimedia briefing
- Multilingual exhibition text development
- Design
- Subject matter expert recruitment and collaboration
- Training, learning and development



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LOUVRE ABU DHABI

Abu Dhabi, UAE | 2017 – present

Establishing technical competencies for staff and leading capacity building across the Louvre Abu Dhabi structure

Louvre Abu Dhabi displays art and artefacts from societies and cultures all over the world, highlighting universal themes to illustrate the shared human experiences that transcends geography, nationality and history.

The purpose of Barker Langham Recruitment's consultancy work was to cascade the institutional and departmental Louvre Abu Dhabi Performance Plan down to clearly defined technical competencies for all staff. Working collaboratively across all departments, we delivered a clear technical competencies matrix that would support managers in making informed decisions about recruitment and training, and to ensure consistent and quantifiable standards across the institution.

We also successfully recruited a number of high-calibre professionals to senior appointments, leading capacity building through talent attraction and acquisition programmes.

Client Department of Tourism & Culture Abu Dhabi

Services

- Organisational planning
- Governance planning
- Recruitment
- Training, learning and development



AL SHINDAGHA MUSEUM

Dubai, UAE | 2017 – present

Curating six heritage house museums in Dubai, showcasing the traditions and culture of this creekside community

Positioned on the banks of Dubai Creek, the traditional neighbourhood of Al Shindagha is one of the oldest parts of the city and was once home to the then ruler of Dubai, Sheikh Saeed Al Maktoum. Dubai Municipality appointed Barker Langham to breathe new life into these traditional houses and share their stories. Comprising a total of 17 pavilions and featuring over 50 collections of historical and cultural artefacts, Al Shindagha Museum will be the largest open-air museum in Dubai.

Barker Langham developed the content, narrative and collections for six heritage houses exploring themes including traditional crafts and cultural expressions, faith, seafaring, navigation, trade and the development of the city. We worked closely with Dubai Municipality to shape the storyline and experience to create cohesive and memorable exhibitions that would encourage visitors to explore and discover.

The design and development of each museum is well underway with some newly open to the public and others opening house by house over the next year.

Client Dubai Municipality

Services

- Historical research
- Archival research
- Interpretive and narrative planning
- Curation

- Content development
- AV and multimedia briefing
- Multilingual text development
- Subject matter expert recruitment and collaboration



EXPO 2020 DUBAI

Dubai, UAE | 2017 – present

Realising the Expo vision of a more connected world through the delivery of world-class exhibitions, programming and staffing projects

Expo 2020 Dubai welcomed visitors from every corner of the globe with the purpose of ‘Connecting Minds, Creating the Future’. Barker Langham has collaborated on unforgettable experiences across the Expo. We developed the interpretation and content for the flagship Mobility Pavilion, as well as for an immersive AV experience in the United Arab Emirates Pavilion narrating the story of the nation under the leadership of the late ruler Sheikh Zayed bin Sultan Al Nahyan. We also created the narrative and script for ‘Sameem’, an actor-led experience for children exploring traditional Emirati ways of life in the mountains, in the desert and by the coast. We activated the experience at the Saudi Arabia Pavilion through a strategy and framework for programming.

BLR, our specialist human resources partners, has been working with clients at Expo to recruit, train and manage teams across a number of diverse functions. Our iRADAH personnel recruitment solution was selected to deliver Expo’s educational tours for universities and school groups across the main thematic pavilions. We were selected to recruit the specialist media, communications and broadcast staff for Expo, and by Global Affairs Canada to provide all visitor experience staff for the Canada Pavilion.

Client Expo 2020 Dubai

Services

- Visioning
- Historical, scientific, and archival research
- Content development
- Interpretive and narrative planning

- AV and multimedia briefing
- Multilingual exhibition text development
- Feasibility studies and options appraisals
- Organisational planning
- Recruitment
- Training, learning and development
- Talent identification and retention



Mobility Pavilion

The Mobility Pavilion is a flagship experience for this hugely significant Expo. It explores the evolution of mobility and its role as a dynamic phenomenon that connects the personal, the global and the universal, both physically and digitally. Barker Langham collaborated with Expo 2020 Dubai and teams across the world to create this experience, and partnered with exhibition designers MET Studio to research, develop and design the creative content, interpretation and visitor experience for the pavilion.

United Arab Emirates Pavilion

Desert of Dreams exhibition is a key AV experience within the UAE Pavilion, introducing audiences to the multifaceted history and future of the UAE. We worked directly with the pavilion organiser to research, source and license rare archival material for the AV installation. This work led to the creation of a holistic and immersive storytelling experience, narrating the history of the country under the leadership of the late ruler Sheikh Zayed bin Sultan Al Nahyan.

Sameem

The Sameem ('essence' in Arabic) experience at Expo 2020 Dubai tells the story of UAE culture and traditional ways of life in the mountains, desert and by the coast. It is conceived as a narrative path that actively engages visitors through immersive, authentic cultural encounters. School groups and families are met and guided through Sameem by a series of Emirati characters developed by Barker Langham. These guides set the scene and take audiences back in time with a script that combines narrative colour with educational facts.

Saudi Arabia Pavilion

The Saudi Arabia Pavilion hosts a diverse range of educational activities and events throughout Expo 2020 Dubai. Barker Langham worked with brand experience agency Jack Morton to develop the vision, objectives and activity framework for the Saudi Arabia Pavilion programming. We developed options for programmes relating to different themes including women, Arabic language, travel and exploration and global goals.

Recruitment

BLR worked with clients at Expo to recruit, train and manage staff and resourcing across a number of diverse functions. BLR's holistic methodology ensured an entrepreneurial and outcome-driven approach to recruitment, onboarding and managing the employee experience. The iRADAH personnel recruitment solution was selected to deliver Expo's educational tours for universities and school groups across the main thematic pavilions. BLR was also selected to recruit the specialist media, communications and broadcast staff for Expo, and by Global Affairs Canada to provide all visitor experience staff for the Canada Pavilion.



INSIDE BURJ AL ARAB

Dubai, UAE | 2020 – 2021

An immersive visitor experience giving a behind the scenes glimpse of a Dubai landmark

Inside Burj Al Arab is a 90-minute experience giving visitors a glimpse behind the scenes of the high-end luxury hotel and iconic Dubai landmark. Barker Langham worked with partner MET Studio to curate, design and develop this unique visitor experience, which reveals hidden, personal stories of ingenuity and excellence.

Working with the exhibition designers, we created an experience that showcases the vision, design, creativity and service behind the hotel's world-leading hospitality. From a bespoke Burj Al Arab welcome, to the hotel's astonishing main lobby and up in a glass elevator to the 25th floor, we developed the narrative moments that make up this unforgettable journey. A butler leads visitors around the Royal Suite, stayed in by celebrities, royalty and world leaders over Burj Al Arab's 20 year history. We

developed the scripting and sequencing of this magical tour. The Experience Suite is the crescendo of the visit, with interactive and inspiring exhibits uncovering what went into building the Burj and how the hotel's team provide the ultimate in service.

Barker Langham also provided operational planning for the experience – encompassing audience definition and segmentation, capacity management and ticketing – to ensure the experience is not only unique but also sustainable.

Client Jumeirah Group

Services

- Interpretive and narrative planning
- Curation
- Research
- Exhibition design

- Exhibition and tour guide script writing
- Audience research and understanding
- Operational planning
- Recruitment



NATIONAL MUSEUM OF QATAR

Doha, Qatar | 2011 – 2019

Crafting a compelling narrative experience, rooted in robust research, for one of the world's most ambitious museum projects

One of our most ambitious projects to date, we led the interpretive development of the National Museum of Qatar for almost a decade, from conceptualising the early narratives to running final checks on the night before the opening. Qatar Museums' bold objective was to create a one-of-a-kind museum, telling the story of Qatar from over 700 million years ago to today across eleven free-flowing galleries and over 100 bespoke exhibits, all housed within the spectacular architecture of Jean Nouvel. Barker Langham led the interpretive planning and content development of the museum, taking a narrative-led and visitor-focused approach to shape a museum experience like no other. We planned every exhibit in the museum, preparing a comprehensive set of briefing documents, each underpinned by an impressive body of original research. In tandem, Barker Langham

undertook an ambitious archival research project to identify never-before-seen historical content. We transformed this wealth of research into compelling narratives that informed evocative art films, hands-on games, complex multi-user interactives and even playgrounds, as well as writing all Arabic and English exhibition texts across the museum.

Opened in March 2019 to worldwide interest and acclaim, the Museum welcomed over 130,000 visitors in its first month, and hundreds of thousands more since then. The National Museum of Qatar has quickly become a landmark destination and won numerous accolades, including the LCD New Cultural Destination of the Year Award and being listed as one of TIME Magazine's World's 100 Greatest Places of 2019.

Client European Parliament

Services

- Interpretive and narrative planning
- Historical research
- Archival research
- Content development

- Content and collections management
- AV and multimedia briefing
- Multilingual exhibition text development
- Subject matter expert recruitment and collaboration



OMAN ACROSS AGES MUSEUM

Nizwa, Oman | 2016 – 2018

Shaping the narrative, content, and financial and operational plans for this new landmark national museum that aspires to engage young Omanis with the story of their country

Through interactive and immersive experiences, the Oman Across Ages Museum will tell the country's story from late prehistory to the present day. It will be a place of exploration, dialogue and research that aspires to engage the young people of Omani with the story of their nation, along with visitors from across the country, region and around the world.

Barker Langham developed and managed the content for the museum, working alongside world-leading specialists to provide research and expertise to inform the interpretation of over 200 historic and contemporary exhibits. Alongside this, we explored archives and collections in Oman and across the globe, conducted oral history interviews, developed a learning programme, and provided branding and digital services.

Our strategy team prepared the detailed financial and operational plans for the museum, including human resources, recruitment and training plans.

The museum is in production and due to open to the public in late 2021. The culmination of an ambitious and collaborative process, the Oman Across Ages Museum will comprise a series of public and professional spaces that combine world-class galleries with conservation and research facilities: a true legacy of the late Sultan Qaboos' inspirational leadership.

Client Royal Court Affairs, Sultanate of Oman

Services

- Masterplanning
- Business planning
- Interpretive and narrative planning
- Historical research
- Archival research
- Content development
- Content and collections management
- Audience research and understanding
- Operational planning
- Recruitment
- Training, learning and development



DIRIYAH GATE

Riyadh, Saudi Arabia | 2019 – 2020

Defining integrated and imaginative cultural and heritage experiences across this profoundly significant site

Diriyah is a profoundly significant site for the history and identity of Saudi Arabia. DGDA is working to transform Diriyah into one of the Kingdom's most prominent destinations for culture and tourism. Diriyah Gate, which includes the UNESCO World Heritage Site of At-Turaif, will become a landmark celebrating both the history, culture and traditions of Saudi Arabia and its vibrant future.

Barker Langham is working across the cultural offer of Diriyah Gate in a variety of ways to create rich, creative and sustainable experiences that share stories of the past, celebrate the people and the place, and instill a sense of pride in visitors from Saudi Arabia and awe in those from around the world.

We are undertaking interpretive planning, research and content development for several museums and visitor centres, as well as working closely with the client team on strategic planning for content across Diriyah Gate. In the last year, we have delivered site-wide strategies for integrating tangible and intangible heritage elements, public artworks and narrative trails throughout the visitor experience, as well as conducting feasibility studies and providing operational recommendations for assets around the site. We are also advising on a number of strategic project-wide initiatives including an oral history programme and collections management.

Client Diriyah Gate Development Authority (DGDA)

Services

- Interpretive and narrative planning
- Curation
- Research
- Content development
- Collections and content management
- Audience engagement
- Audience research and understanding
- Feasibility study and options appraisal
- Business planning and analysis
- Strategic planning
- Operational planning
- Cultural projects brief development
- Subject matter expert recruitment and collaboration



© AlUla Photography: Michael Runkel

ALULA

AlUla, Saudi Arabia | 2019 – 2020

Crafting a proposal for the strategic and interpretive direction of AlUla Old Town and strategising the activation of this unique cultural region through programming

As the region of AlUla re-emerges as one of the world's most exciting and significant cultural heritage destinations, the Royal Commission for AlUla is striving to develop platforms that connect the world through a shared inheritance of heritage, nature and art. Barker Langham was initially commissioned to create strategic and interpretive options and concepts for AlUla Old Town and Summer Farms. This historic and highly significant seasonal settlement, positioned on important trade and pilgrimage routes, is being brought back to life sensitively and creatively. We developed deep research and analysis of the site's heritage assets, stories and strategic direction, ultimately creating a new way of looking at conservation as an active driver of new economies. The options and concepts are now part of the wider strategic thinking for the region.

The Royal Commission for AlUla further appointed Barker Langham to develop programming strategies for the activation and promotion of cultural assets across the region. We developed a conference strategy creating the new AlUla Cultural Forum, a conference series designed to bring together global thought leaders through productive dialogue and to engage diverse audiences through art and archaeology partnerships. Our wider events strategy proposes varied programming that engages local community members, activates cultural assets, generates content and increases capacity amongst those who work within AlUla.

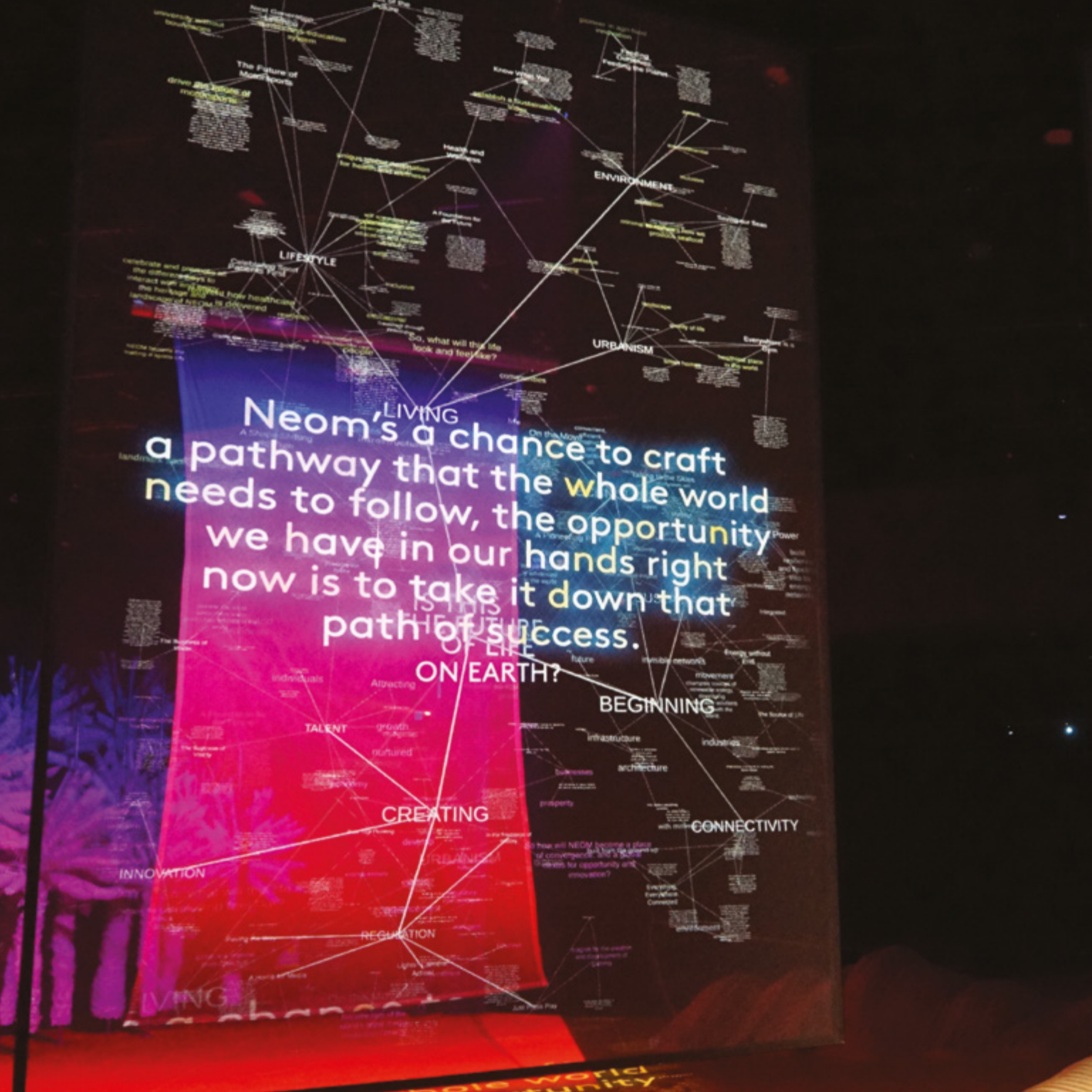
Both strands of our work will be central to the future of this exciting region of Saudi Arabia as it opens up to new tourist and cultural audiences, both domestic and international.

Client Royal Commission of AlUla

Services

- Masterplanning
- Interpretive and narrative planning
- Historical research
- Audience research and understanding

- Content development
- Benchmarking



NEOM

NEOM, Saudi Arabia | 2019 - present

Discovering the potential of life at NEOM – a future-focused and ground-breaking new place to live and work

The NEOM Experience Centre was established to showcase the ambitions and details of the NEOM vision. NEOM's aspirations draw from Saudi Arabia's Vision 2030, which aims to see the country develop into a pioneering model of excellence across society.

Barker Langham was commissioned to create a space telling the story of NEOM for board members, investors and the general public. Working closely with architects, designers and film-makers, we delivered the interpretation, content, film scripting and curatorial training for this fast-paced and inspirational visitor experience.

The Experience Centre was designed as the canvas where the NEOM executive board could discuss, present and approve aspects of the project. In the future, it will be used as a place of discovery and conversation where people from across the world can come to learn about, and be involved, with the NEOM vision.

Since delivering the NEOM Experience Centre, Barker Langham has continued to work with NEOM on a number of confidential strategy and planning projects.

Client NEOM

Services

- Strategic planning
- Feasibility study and options appraisal
- Interpretive and narrative planning
- Content development

- AV and multimedia briefing
- Multilingual exhibition text development



MISK FOUNDATION MAJOR NEW SCIENCE MUSEUM

Riyadh, Saudi Arabia | 2019 - present

Leading the strategic, interpretive and content development of a new science centre for young Saudis that will create a deep and lasting global impact

This project, a flagship initiative by Misk Foundation, will have a transformative effect on the young people of Saudi Arabia as a catalyst for scientific knowledge and as the go-to destination for experimentation, innovation, research and the sharing of ideas.

Barker Langham is leading the interpretive and content development, as well as business and operational planning, for this key national project. We have created a series of innovative interpretive planning frameworks to define the tone, vision and visitor experience, working with a host of pioneering scientists to anchor our work in the latest cutting-edge science.

Our interpretive work has been rooted in a deep understanding of audience needs, emerging from an extensive phase of audience engagement with

young people, parents and teachers in the Kingdom. This resulted in a clear and highly reliable audience segmentation model which was then used to develop in-depth engagement plans, and has also been utilised by various departments within Misk Foundation to support their own work. In addition, we delivered a set of robust business and operational plans – including a market assessment, benchmarking analysis and financial analysis – to provide a roadmap for the project.

Collectively, Barker Langham's work is ensuring that the ambitious vision of the client team is upheld, and that the museum is operationally efficient, economically sustainable and resonates with its local context, market and target audiences.

Client Misk Foundation

Services

- Interpretive and narrative planning
- Scientific research
- Content development
- Audience engagement

- Audience research and understanding
- Subject matter expert recruitment and collaboration
- Multilingual text development
- Business planning and analysis
- Operational planning
- Financial modelling



QIDDIYA

Qiddiya, Saudi Arabia | 2020

Defining the operational strategy for four major arts and culture assets, contributing to an emerging blueprint for Saudi Arabia’s developing arts infrastructure

Set to be the new capital of entertainment, sports, arts and culture in Saudi Arabia, Qiddiya will be an integrated destination built in an epic natural landscape. A keystone of the Kingdom’s Vision 2030, Qiddiya is an investment in the future social and economic transformation of the country.

Barker Langham led a consortium of consultancies and individual subject matter experts to imagine, strategise and shape how three anchor cultural venues and public art will be operated at Qiddiya. The objective of the project was to initiate the establishment of a uniform operational structure across all Qiddiya entities and understand the operating costs.

The Barker Langham team developed bespoke research and benchmarking, complex financial models and projections, and naming rights and sponsorship strategies. We defined levels of roles and responsibilities between client team and third-party contractors to clearly envision the complex operations of multiple cultural assets.

By adapting international, regional and local best practice to Saudi Arabia’s distinctive context and market, we have set out the approach and principles for how the Kingdom’s developing arts infrastructure could be efficiently and effectively managed beyond Qiddiya.

Client Qiddiya Investment Company

Services

- Research
- Benchmarking
- Operational planning
- Organisational planning

- Economic impact assessment
- Naming rights and sponsorship strategy
- Procurement strategy and RFP documentation



MISK ART INSTITUTE FOR MISK FOUNDATION

Riyadh, Saudi Arabia | 2020 - present

Envisioning a new direction and purpose for the Misk Art Institute to ensure a legacy of nurturing creatives

Launched in 2017 by the Misk Foundation, the Misk Art Institute is an artist-centred entity that has been active across the Kingdom and internationally through exhibitions, artist programmes and art fair participation. At an exciting time in the Saudi art scene, the Institute is looking to solidify its purpose and maximise its impact.

Barker Langham worked closely with the Misk Art Institute team to develop a strategy for its future, taking into consideration the purpose and aspirations of the Institute, as well as the fast-changing art community in which it operates. We conducted primary research, extensive stakeholder engagement and a review of regional and international benchmarks, gaining an in-depth understanding of the past, present and future of art in Saudi Arabia and ensuring that internal and external elements

were factored into our thinking. Our research also fed into the positioning of the institute within the wider art and museum ecosystem of the Kingdom.

This strategic work will support focused, impact-led interventions that will allow the Institute to contribute to the growth of the Saudi art talent pipeline and enhance its role as a key player in the Saudi art scene, creating a legacy that will resonate with creatives from all over the Kingdom.

Client Misk Foundation

Services

- Visioning
- Research
- Benchmarking
- Market assessment
- Strategic planning
- Organisational planning
- Operational planning
- Business planning
- Institutional content strategy
- Subject matter expert recruitment and collaboration
- Stakeholder engagement



HOUSE OF EUROPEAN HISTORY

Brussels, Belgium | 2014 – 2016

Storytelling and scriptwriting for a museum celebrating the diverse and shared history of Europe

The iconic Eastman building at the heart of the European quarter in Brussels has been renovated and extended to transform it into the House of European History. This new museum tells the story of Europe and the European Union and encourages critical reflection about what Europe and its history means today.

We worked with a team of academics and writers to provide content and language editing services across the museum, in the 24 languages of the European Union. This included the catalogues for both the permanent and inaugural temporary exhibitions. We also scripted the AV shows that form the centrepiece of each of the permanent galleries.

Barker Langham was further commissioned to curate, research, and provide content management services for the Restless Youth: 70 Years of Growing Up in Europe temporary exhibition. The exhibition tells the story of what life was like for young Europeans over the past 70 years, taking the perspective of four different generations of young Europeans who have come of age at key moments in post-war European history. The exhibition opened to the public in December 2018.

Client European Parliament

Services

- Historical research
- Interpretive and narrative planning
- Curation
- Multilingual exhibition text development



GRAND CANAL MUSEUM

Hangzhou City, China | 2020 - 2021

Creating an innovative and holistic brief to drive the narrative, business and operational development of a new world-class Museum+ project

China's Grand Canal is the greatest masterpiece of hydraulic engineering in the history of humankind. It is an embodiment of connectivity: integrating north with south, nature with technology, and heritage with the future. The oldest and longest artificial canal in the world, it spans 2500 years of history and 1800km of geography. A world-class institution, the Grand Canal Museum will renew the canal's cultural significance, inspiring future generations with a strong sense of identity and a spirit of innovation.

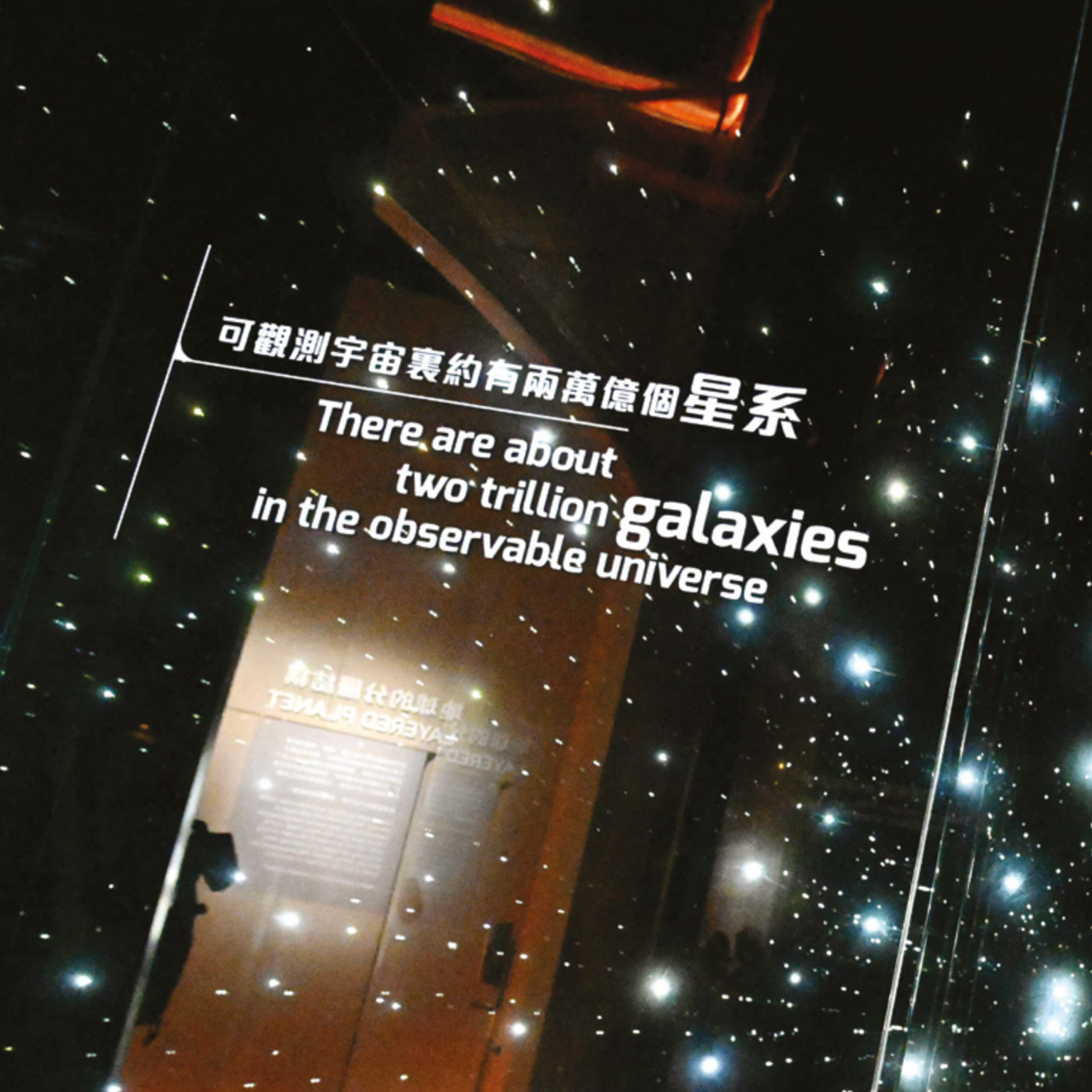
Barker Langham developed a narrative and operational framework for the museum to guide its development from architectural competition stage design through the design stages, working in collaboration with architects Herzog & de Meuron.

Our comprehensive and creative deliverable provided recommendations on the vision, mission and purpose of the new museum, as well as its narrative and visitor experience. The strategic strand of our work presented the museum's positioning in the market, estimated visitor numbers, income and costs, partnership and collections opportunities, and a spatial review of the architectural concept for the building.

Client Yunhe Development Group

Services

- Visioning
- Historical research
- Content development
- Audience research and understanding
- Interpretive and narrative planning
- Business planning and analysis
- Operational planning



HONG KONG SCIENCE MUSEUM

Kowloon, Hong Kong | 2018 - present

Interpreting earth sciences and paleontology for an innovative gallery redevelopment project

The Hong Kong Science Museum, located in Tsim Sha Tsui, Kowloon, commissioned Barker Langham to work on the redevelopment of two permanent galleries. The Palaeontology Gallery will track the evolution of life on Earth through the six mass extinctions, while the Earth Sciences Gallery will take a detailed look at the geological and meteorological forces that shape our planet.

Barker Langham has developed content for both galleries in partnership with experience designers MET Studio. Our work includes exhibition curation, text writing and storyboarding for the interactive AV exhibits that will be a key part of these hands-on galleries. As the gallery development nears completion, Barker Langham continues to support the client with guidance, script edits and additional research as required.

The Earth Sciences Gallery opened to the public in April 2021, while the Palaeontology Gallery will open in early 2022.

Client Hong Kong Science Museum

Services

- Interpretive and narrative planning
- Scientific research
- Content development
- AV and multimedia briefing
- Exhibition text development



BEIJING HORTICULTURE EXPO UAE PAVILION

Beijing, China | 2019

Developing inspiring content, interpretation and training for an award-winning horticultural Expo exhibit

The 2019 World Horticultural Expo took place in Beijing, China, and attracted around 7.8 million visitors, with the UAE participating in the Expo for the first time. By considering some of the big questions facing the planet today, from water management to food security, the pavilion aimed to ensure that this historic moment offered an impactful and memorable visitor experience for all.

Barker Langham developed the content for the pavilion, based on the theme 'Greening the Desert'. It showcased the UAE's agricultural sector, looking both forward to a dynamic, sustainable future and back at its origins.

The experience included a narrative film and the opportunity to explore the pavilion's dramatic oasis landscape, including interpretive planting, new agricultural technologies and a modern interpretation of the traditional falaj irrigation system.

Barker Langham also produced a bilingual (Mandarin and English) training manual for the pavilion staff. This provided all information required to guide guests, and to confidently and accurately speak about the experience. The pavilion won the 'Best Outdoor Park Award' and was voted in the top five pavilions at the Expo.

Client National Media Council UAE

Services

- Content development
- Interpretive and narrative planning
- Subject matter expert recruitment and collaboration
- Content and collections management
- Multilingual exhibition text development
- Training, learning and development



CONFIDENTIAL VISITOR EXPERIENCE PROJECT

New York, USA | 2020

Developing a one-of-a-kind museum experience for an iconic building in the heart of New York

This will be a new and exciting museum experience in the iconic Times Square of New York City. Since it was vacated by a pivotal newspaper decades ago, the building has stood empty. The developers have now reclaimed the building and will utilise the site to create an immersive museum experience tracking the history of New York and Times Square over the last century.

Barker Langham conducted an in-depth research exercise to comprehensively explore the history of the Times Square area and of the wider city. This informed the digital and narrative framework for the experience by providing key research, mapping relevant stories, and forming a base of archival assets for display.

This cutting edge experience is due to open in early 2022.

Client Confidential

Services

- Historical research
- Archival research
- Content development



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MENOKIN

Virginia, USA | 2012 - 2013

Imagining a new future for a historic landmark through exemplar interpretation and conservation techniques

The crumbling plantation home of Francis Lightfoot Lee, a signatory of the Declaration of Independence, had fallen into disrepair and was in urgent need of restoration.

Barker Langham produced a vision for the future of the house and its 500-acre estate, as well as business and interpretive plans that would help Menokin transform into a new model for historic house museums, showcasing creative techniques and new practice in conservation.

Our imaginative proposal to restore the lost parts of the house in glass is now in development in partnership with architects Machado Silvetti. This method will turn the building into not only a museum but also an object in itself, and an inspiration for architects, conservators and visitors alike.

The Menokin Foundation has recently received funding to realise the vision, using our plans as advocacy for the project.

Client The Menokin Foundation

Services

- Visioning
- Interpretive and narrative planning
- Historical research
- Curation
- Business planning and analysis

Dubai
London
Berlin
New York
Vancouver
Shanghai



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