

Kathryn Havelock MCIM MCIPR

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I am a Chartered Marketer and communications professional with nearly twenty years experience from London's leading arts organisations and attractions, including the V&A, the British Museum, the Design Museum, the Royal Academy of Arts, the Wallace Collection, the British Film Institute, Southbank Centre, the British Library, the London Eye and London Aquarium.

I specialise in marketing, communications, digital and visitor experience across brand management, campaign strategy, digital and social media marketing, media planning, partnerships, media relations, PR, crisis communications, market research, and audience development.

I sit on the boards of the Association for Art History, the De Morgan Foundation, the Estorick Collection, and VocalEyes. With extensive qualifications and experience, I bring a broad literacy in business strategy with marketing and communications expertise, and see myself as a future leader in the cultural sector.

EMPLOYMENT HISTORY

St Martin-in-the-Fields - Head of Marketing and Visitor Experience, 2023–2024

The Design Museum - Head of Marketing and Communications, 2021–2023

The Wallace Collection - Head of Communications, 2019–2021

The V&A - Deputy Head of Marketing, 2016–2019

The British Museum - Senior Marketing Manager / Head of Marketing (1yr maternity cover), 2012–2016

London Eye / SEA LIFE London Aquarium - Digital and CRM Brand Manager, 2010–2012

2004-2010 - Various junior marketing roles at: Whitechapel Gallery, The British Museum, British Film Institute, Southbank Centre, The British Library, and The Royal Academy of Arts

KEY CAREER ACHIEVEMENTS

- Led the Christmas 2023 campaign for St Martin-in-the-Fields, delivering 21% above volume target and 25% over revenue target for concerts, where the seasonal targets represent 40% of annual concerts income.
- Achieved record visitor numbers and the most diverse visitor mix to date for major exhibitions on *Sneakers: Unboxed* and *Amy: Beyond the Stage* at the Design Museum.
- Led the membership team at the Design Museum, overseeing the implementation of new membership products and benefits, and the introduction of members preview evenings.
- Led the Wallace Collection communications team through the Covid-19 museum closure, leading on all communications for closures and re-openings, and digital content and website development throughout.
- Developed the marketing strategy for *Christian Dior: Designer of Dreams*, achieving over 55,000 advance and 595,000 total ticket sales, to become the V&A's most successful fashion exhibition to date.
- Led the V&A Exhibition Road Quarter capital project and accompanying Reveal Festival marketing campaign, generating visitor levels at double the target for the campaign period, and sustaining levels 50% above target for the subsequent months leading to the best summer visitation levels to date.
- Achieved footfall between 40-50% above target for multiple British Museum exhibitions including *Life and death in Pompeii and Herculaneum*, *Vikings: Life and Legend*, and *Germany: Memories of a Nation*.
- Led the marketing team for *Pompeii Live* and *Vikings Live* - the first live cinema events from the British Museum, broadcast live to over 400 UK cinemas and subsequently screened in 1000 cinemas worldwide.
- Member of the Content Advisory Panel for the Museums and Heritage Show, presenter at Marketing Week Live, and Marketing trainer for the British Museum's *Future Curators* course and *India Leadership Training Programme* and the V&A *Emerging Professionals* course
- Guest lecturer at London South Bank University Business School and Bedfordshire Business School.
- Surpassed sales and revenue targets by 15-20% for the London Eye, achieving 6-8% online conversion rate.
- Managed the new website (including all aspects of project management, concept design, site architecture, user journey, build and testing) for the Whitechapel Gallery.

KEY COMPETENCIES

- Expert experience of devising and leading marketing and communications strategies in the cultural sector.
- Demonstrable experience of putting innovation and creativity at the heart of data-led campaigns.
- Considerable experience in brand management, project management and audience development.
- Significant experience in digital marketing and social media, including content strategy and development.
- Strong experience in press and media relations, PR campaign management and crisis communications.
- Management of annual departmental budgets and project expenditure in excess of £1.5m.
- Experience of analysing key market trends, customer data, and analytics to glean insights.
- Excellent communication and interpersonal skills with the ability to influence and negotiate, build strong relationships, and plan collaboratively with a diverse range of internal and external stakeholder groups.
- Substantial line management and multi-disciplinary, cross-site team leadership experience.

AREAS OF EXPERTISE

Management and Leadership

- Led the St Martin-in-the-Fields, Design Museum, and Wallace Collection audiences teams, covering marketing, press and external affairs, digital and social, CRM, tourism, visitor experience and ticketing.
- Led the marketing and design teams at the British Museum, with responsibility for 15 people.
- Restructured internal teams at the British Museum and V&A to better align resources with business needs.
- Nurtured the skills, behaviours, talent, and potential of individuals and teams through training, development, encouragement, and feedback, while developing reward strategies to motivate staff.
- Flexible management style, adaptable to situational, individual and team requirements.
- Led strategic marketing strategy for new business initiatives, new galleries, and exhibition campaigns.
- Responsible for proposing budgets and plans for organisational operating plans.

Marketing and Communications Strategy

- Devised marketing strategies for exhibitions, seasonal campaigns, public events, films, venue hire, membership, and fundraising, alongside audience-based strategies targeting specific customer segments.
- Media planning and buying for both above and below the line campaigns including display, programmatic, press and out of home advertising - negotiating directly with sales teams and via media buying agencies.
- Media liaison, PR campaign strategy and management of crisis communications.
- Brand management including guardianship of logo usage, tone of voice and visual identity.
- Travel trade and tourism marketing with DMCs, affiliate sellers, and GTOs to maximise ticket sales.
- Partnership management and promotions with media and cultural partners to broaden campaign reach.
- Implementation and analysis of visitor research and evaluation to aid audience development strategies.
- Management of CRM strategy, segmentation, and relationship management.
- Expertise in legal aspects of marketing including UK GDPR, data protection, and privacy.

Digital and Social Media

- Strategy, content planning and management of social media channels, including crisis communications.
- Responsible for the development and delivery of digital strategy for multiple organisations, managing the brand website, social media, email marketing, PPC, SEM/SEO and mobile app, and developing up-selling and cross-selling strategies, website optimisation, content strategy, user journey and behaviour analysis.
- Experienced in CMS and analytics packages incl. WordPress, HTML and Google Analytics, ecommerce platforms, domain registration and URL management.
- Experienced in digital advertising via contextual targeting, retargeting, programmatic and affiliate schemes.

Additional Skills

- Trained in board leadership from Arts Fundraising and Philanthropy, and in board governance and finance.
- Published in the *Journal of Arts Marketing*, and on www.CultureHive.com.
- Proficient in online project management software such as ProofHQ, Basecamp, MS Teams, Slack and Trello.
- Trained in mentoring, and have mentored those in other heritage organisations.
- Internally trained in all aspects of employee engagement incl. courses on Managing Performance, Managing Sickness/Absence, Grievance/Disciplinary Management, Personal Development, and Mentoring.
- Languages: French (conversational), Italian (conversational), German (basic).

BOARD, ADVISORY AND MEMBERSHIPS

Board Member/Chair of Marketing and Communications Committee – De Morgan Foundation (2024–present)

The De Morgan Foundation cares for the De Morgan Collection, the world's largest, most comprehensive collection of artworks by William and Evelyn De Morgan. The Foundation displays the Collection at its own museum at Cannon Hall in Barnsley, at partner museums including the Watt's Gallery, Ashmolean Museum, the Queen's House, alongside touring works nationally and internationally via its temporary exhibition programme.

Board Member – The Estorick Collection of Modern Italian Art (2022–present)

The Estorick Collection is Britain's only museum devoted to modern Italian art, known internationally for its Futurist works, as well as figurative art and sculpture dating from 1890 to the 1950s. The exhibition programme continues to address artists, movements, and questions in ways that change our understanding of Italian art and culture. I advise on marketing and communications, social media strategy, digital and brand.

Board Member – VocalEyes (2020–present)

VocalEyes believe that blind and partially sighted people should have the best opportunities to experience arts and heritage. They do this through audio description, and promoting blind and partially sighted people as a core audience. It is a charity and an ACE NPO. I was on the panel for new CEO recruitment, have chaired the Nominations Committee, along with advising on social media policy and press and marketing strategy.

Board Member – The Association for Art History (2019–present)

The Association for Art History is the UK subject association promoting the value of art history and visual culture. I have led on the recruitment of a membership consultant, development of a new marketing and membership strategy, and the recruitment of a new marketing team for the organisation. I serve on the Art History Festival Committee, the Nominations Committee, and am the board-nominated judge for the Annual Dissertation Prize.

Advisory Committee Member – London South Bank University (2019–2024)

The London South Bank University School of Business Curriculum Advisory Council is a small group of industry experts and professional body representatives who advise on changes in business disciplines and skills needed to keep teaching fresh & relevant and aligned to employer demands, with a focus is on taught content and extra-curricular activity. I have also been an occasional guest lecturer on marketing at LSBU since 2017.

Board Member – The Arts Marketing Association (2015–2022)

The AMA is the membership association for cultural marketing and communications professionals supporting people working in arts organisations reach more audiences through training, events, and resources. I served on subcommittees for business development, the annual conference and programming. I carried out SMT appraisals and mentored two of the four SMT members.

EDUCATION AND QUALIFICATIONS

Mini MBA in Management, 2024 - Marketing Week with Mark Ritson

MPhil/PhD in History of Art (Results pending), 2022 onwards - Birkbeck, University of London

Mini MBA in Brand Management, 2020 - Marketing Week with Mark Ritson

Mini MBA in Marketing, 2019 - Marketing Week with Mark Ritson

MA in Renaissance Studies (Pass with Distinction), 2013–2015 - Birkbeck, University of London

CIM Diploma in Digital Marketing, 2011–2012 - London School of Marketing

CIM Professional Diploma in Marketing, 2009–2010 - London Metropolitan University

MA in Museum Studies (Pass with Merit), 2004–2007 - University of Leicester

MA in History of Art (Pass with Merit), 2003–2004 - University College London

BA (Hons) Degree in History of Art and Architecture (First Class), 2000–2003 - University of Reading

PROFESSIONAL MEMBERSHIPS

The Chartered Institute of Marketing, Chartered Member (2008–present)

The Chartered Institute of PR - Member (2021–present)