

UGLY  
DUCK

# Ugly Duck



Operating since 2012, we're an experienced 'meanwhile' space operator and arts organisation that breathes new life into underused spaces.

Part curators, part building managers, we operate successful arts and community programmes in a world where funding is increasingly challenging to obtain. We make a demonstrable business case for flexible, short-term renting and create a buzz in overlooked areas, drawing thousands of visitors. Read on to learn more from our case studies.

## What we offer

We are a self-sufficient social enterprise. We help landlords positively engage with local communities, keep properties in good working order, and have the potential to generate income. We always have a flexible approach, using different operating models depending on the property.

Secondly, we're a known entity with an established track record. We've worked with commercial agents such as Union Street Partners and CF Commercial, and developers such as Legal and General and Trilogy.





"Ugly Duck rose to the task ... they more than doubled rent turnover and always exhibited the highest level of professionalism."

Matthew Cole, former owner of 47-49 Tanner Street

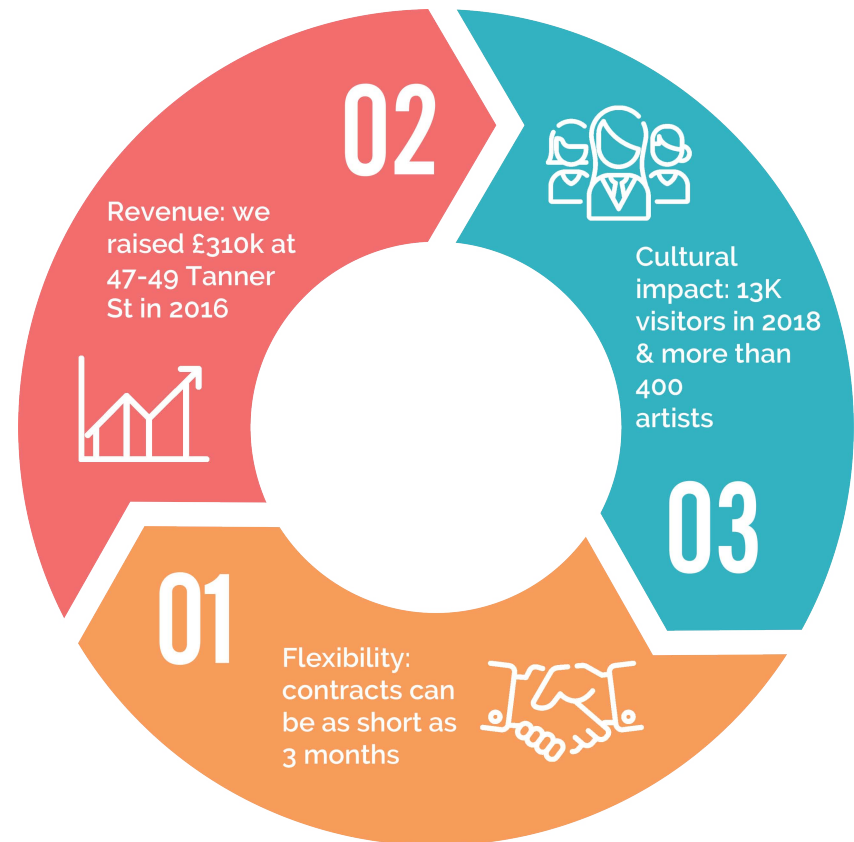


# Our tripod model



## Ugly Duck's unique approach offers

- 1. Flexibility:** with as little as 3 months contract up to 5 years, we can operate within your plans and timelines;
- 2. Revenue generation:** a meanwhile model can reduce costs and offer significant income despite short tenancies;
- 3. Community and cultural impact:** supporting artists and culture in the community adds value to property and is a great addition to a CSR portfolio.



# Flexible partnerships

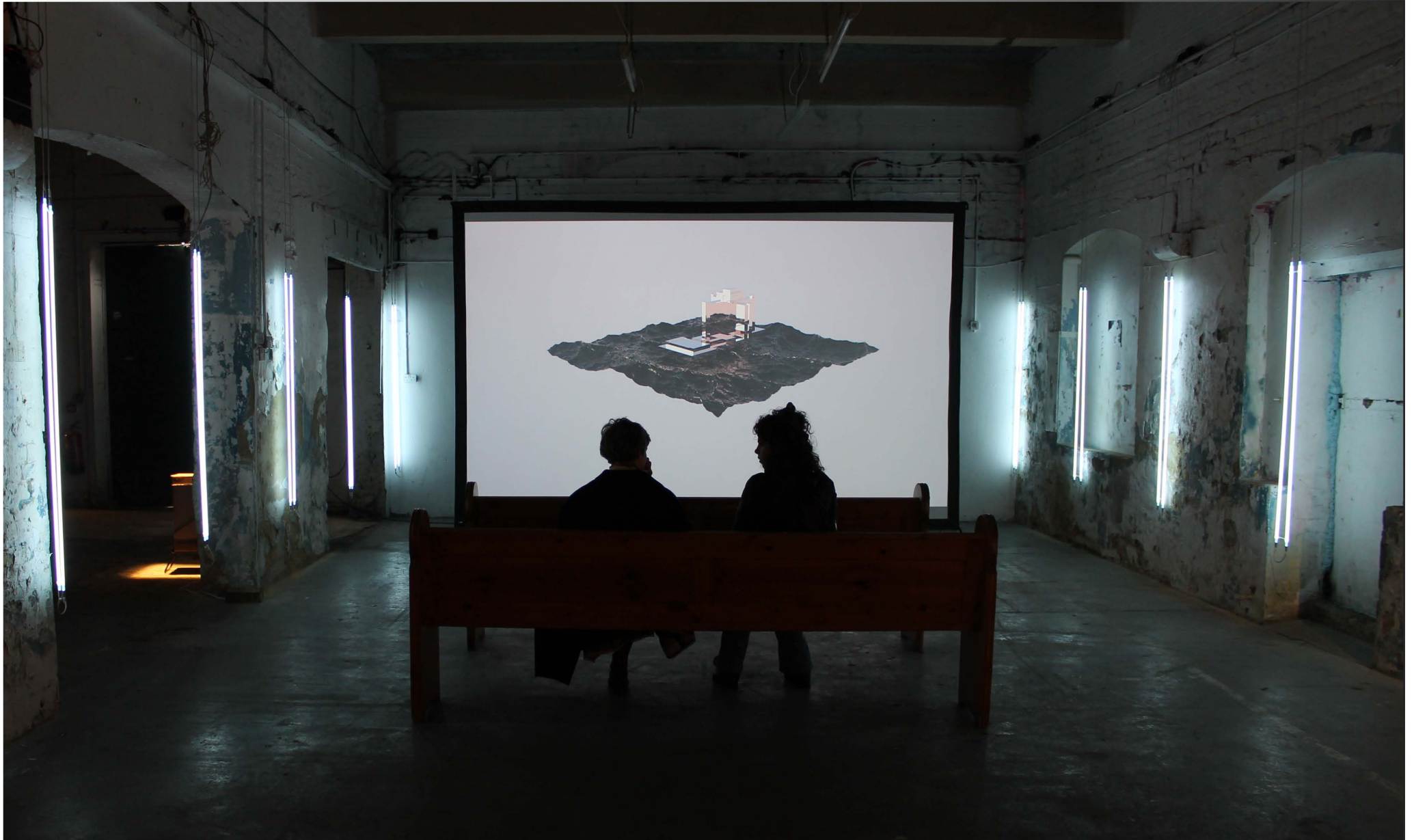


We'll partner with you in a way that's tailored to your needs. Sometimes, we share risk and reward, whereas other times we operate at a neutral cost model for the landlord. For example, we manage the historically significant 47/49 Tanner Street, operating a profit share with the landlord on commercial events while using our part of the income to fund a viable stream of arts and cultural activities.

We can also play an active role in sites that remain under your management, using our name and network to secure events in exchange for access. We realise that no two properties are the same and always take a personalised approach to finding what works best for you.



**Our guarantee is to be responsive partners from start to finish.**



"Ugly Duck are an absolutely integral part of the London art world, facilitating groundbreaking and original events from the most radical artists working today."  
Aphra Shemza, exhibiting artist and curator

# Building case studies:

## 47/49 Tanner Street



### Tanner Street

In August 2012, we opened our first project space, the iconic 47/49 Tanner Street, unlocking the building for a wide variety of creative activities while it awaited development.

47/49 is a unique and atmospheric venue. This 8000 square foot warehouse was historically a Victorian tannery and many original features survive today. Three stunning floors of the original building feature wooden beams and floorboards and exposed brick walls. In addition, the site offers a walled yard, a rooftop with views of central London, and a sparse industrial concrete garage space. With a capacity of 500 people, it held huge potential for cultural and commercial events.

Ugly Duck occupies Tanner Street on a full-time basis, drawing income from event, film and photography hire. Our clients include Netflix, the BBC and Google. We use our share of the income generated to curate a diverse, year-long cultural programme.

47/49 has hosted countless events. With recent examples ranging from an immersive dining experience and jazz night with acclaimed chef Neil Rankin; weekly community yoga classes; a regular board game night in collaboration with the mental health charity Mind; and large art exhibitions with a footfall of up to 5,000.

By taking the reins, we turned an empty building into a destination and maximised value for the landlord and the community.



# Building case studies:

## Off Quay



### Off Quay

In October 2016, Ugly Duck transformed a sprawling disused 8th floor office space into a short-term creative space, perfect for film and photography shoots, events, away days, screenings and exhibitions. In 10 short days we renovated the space to transform the premises from dull, standard office space into an open and light venue that was ready for launch by the end of the month.

"Their holistic approach was refreshing, and enabled a smooth notification to other tenants." - Paul Howes, Estates Manager

With a gallery overlooking the Greenwich Peninsula and The O2, we offered space for curators and emerging artists for periods of up to 6 weeks. We hosted several exhibitions during our time at Off Quay as well as curating one of our own.

The venue became a popular location for photoshoots because of its clean look and stunning views. Nike booked the space to test new products with their regional team members, Unilever exercised their creativity with craft sessions and Virgin Travel used the space for training courses.





# Arts case studies



Ugly Duck brings nascent artistic talent to public view in four main ways: through our own **curated exhibitions**, by hosting **art fairs** and **degree shows**, and through **immersive experiences**.

We recognise that most artistic and community groups do not have big budgets. We therefore make our space accessible to them through special partnership programmes that offer rate relief or reduction and creative profit-sharing.

## Our exhibitions

In April 2019, Ugly Duck opened up 47-49 Tanner Street for Anamorphic Waves, a three-day exhibition that explored how digital interfaces and technological tools have reshaped our personal, professional and ecological relationships.

Against the stunning backdrop of the former warehouse, more than 30 emerging artists from the UK and Europe presented a diverse collection that included an interactive light sculpture, brain wave prints, video art, virtual gardens, and artificial intelligence installations. Anamorphic Waves was produced and curated entirely in-house. Almost 1,500 people attended over three days.



A three month immersive 1920's jazz and dining experience transformed The Loft space at Tanner Street

# Arts case studies



## Degree shows

Different Universities have used our creative partnership programme to present MA or degree shows, including the London College of Communication, University of the Arts London, Cambridge University and The Rose Bruford College of Theatre and Performance who provide a stimulating, creative learning environment of international standing that promotes creativity, experimentation, diversity, and excellence.

As Anthony Sammut, Production Manager at Rose Bruford, told us: "We have used the entire [47/49] building, engaging with the creative industries as a platform to promote our graduating students. The staff have always been hugely proactive and a genuine pleasure to work with."

## Art Fairs

We have also partnered with many art fairs. In 2016, we hosted The Art Conference, a two-day arts conference created by contemporary curator Tina Ziegler.

We've also hosted the Tribe Art Fair, and in April 2019, we hosted the east London arts pop-up shop Cluster for a week.

Art fairs and degree shows bring a huge footfall to venues, with events in 2019 already drawing over 15,000 visitors.

## Immersive experiences

Ugly Duck is a partner to The Lost Estate Company, an arts organisation that aims to bring classical music to a younger generation through immersive experiences.

The most recent production, The Lost Love Speakeasy, a 1920s jazz bar experience with live music and food. The company has sold out every night and this has resulted in a long-term, fruitful cultural partnership with Ugly Duck.

We've hosted other immersive experiences, one by futurist food company Bompas and Parr, and another by the gaming company A Door in the Wall.



# Next steps

## Interested in becoming a partner?

If you have a property that you think would benefit from our expertise, please visit [uglyduck.org.uk](http://uglyduck.org.uk) or call to book a consultation with our commercial manager, Katy White.

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