

Great **Digital** Expectations



**Visitor Experience
in the Digital Age**

What We'll Cover

- The Opera House's **Open Up** building refurbishment and the new **Visitor Experience** we're creating for these revamped spaces
- How we've used our **e-tickets roll-out** to test and learn from new **tech** and **processes**, and also build digital skills in our **staff**
- Develop your digital offer in a more agile, **product-orientated** way
- How to find and nurture digital **talent**

The ROH is Opening Up...



In Person ...

519 Performances

740,000+ audience attendances

33,000 taking part and learning

Digitally...

730,000 Cinema attendances

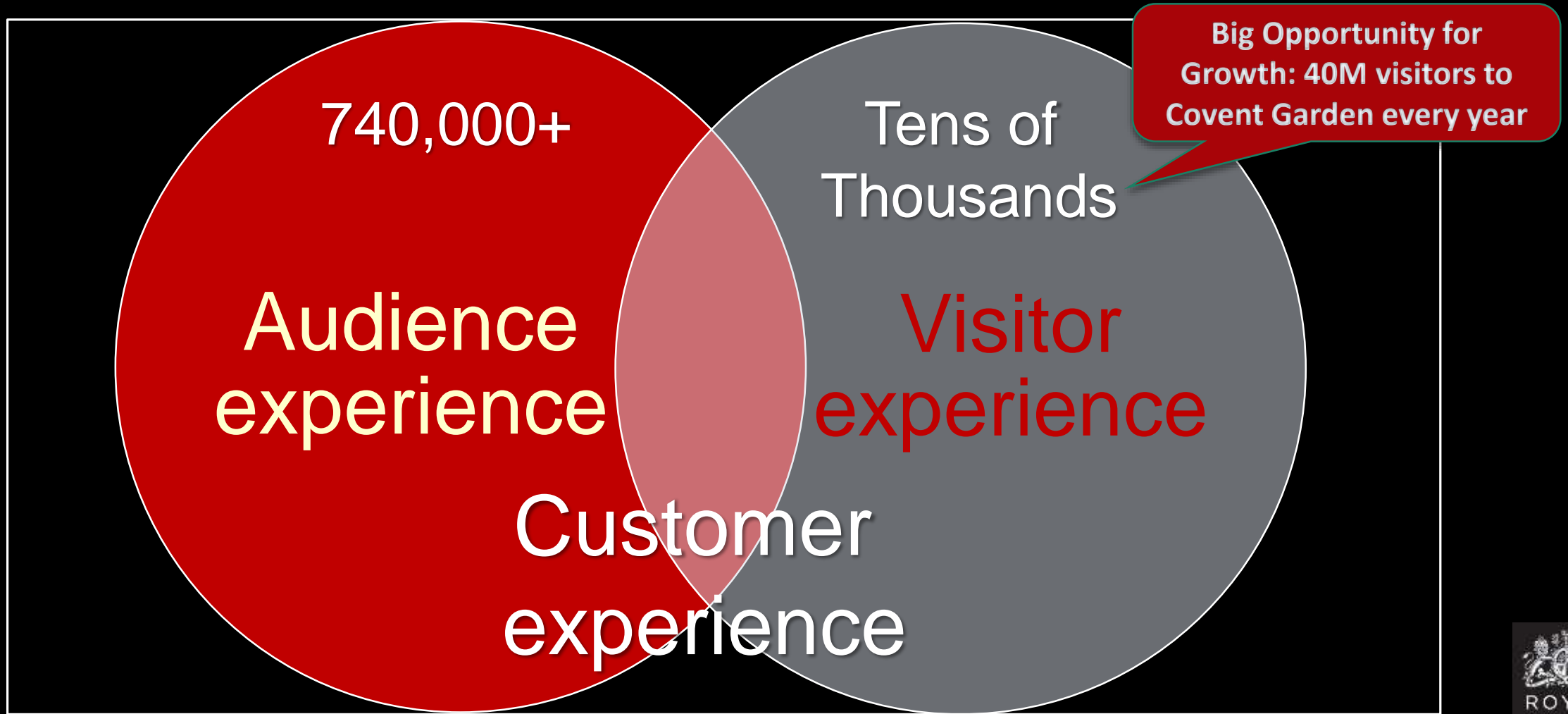
190,000 Youtube subscribers

455,000 monthly website users

130,000 twitter followers

200,000+ facebook likes

Why is Visitor Experience Important?



A new Operating Model for a new Visitor Experience

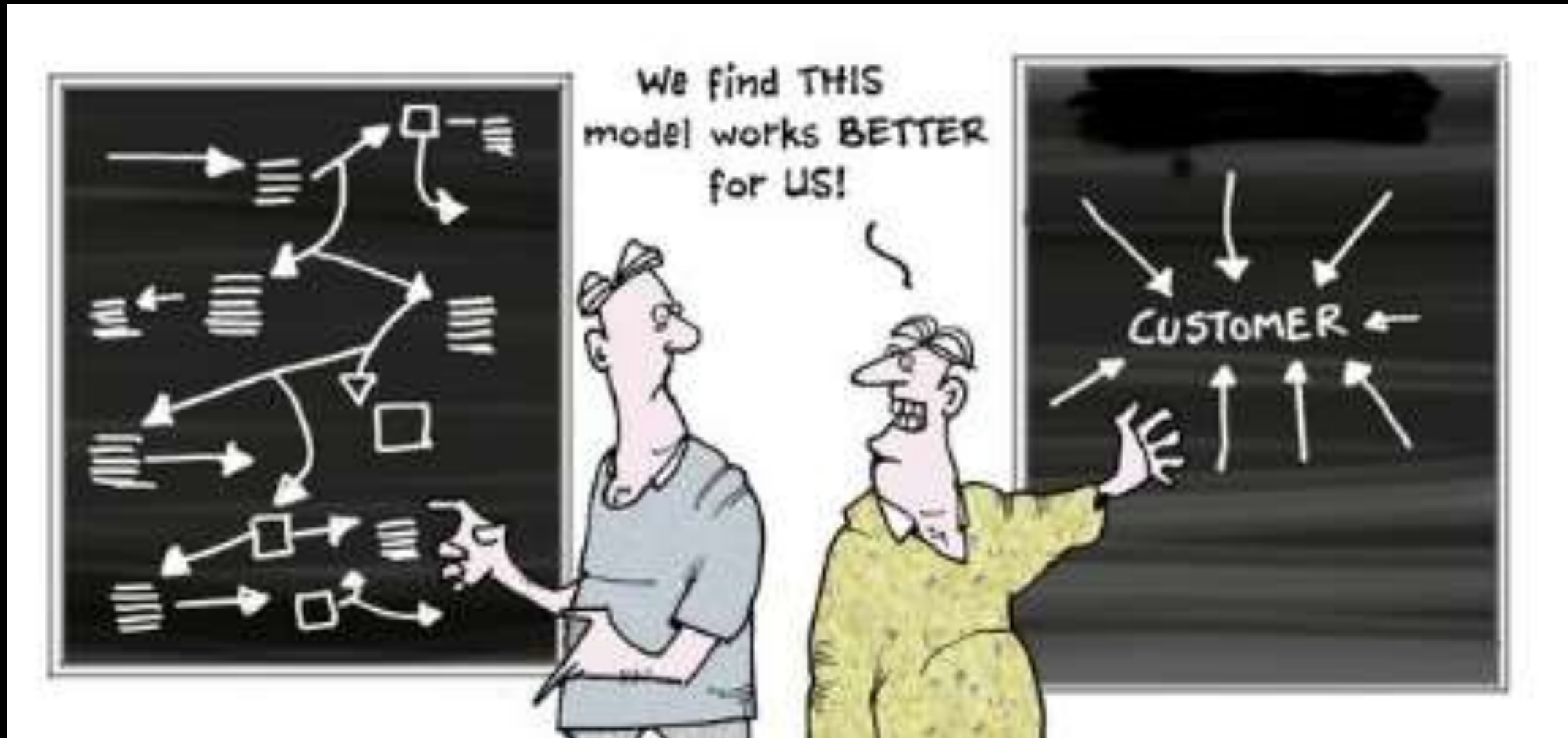


Digital Visitor Experience: Tech

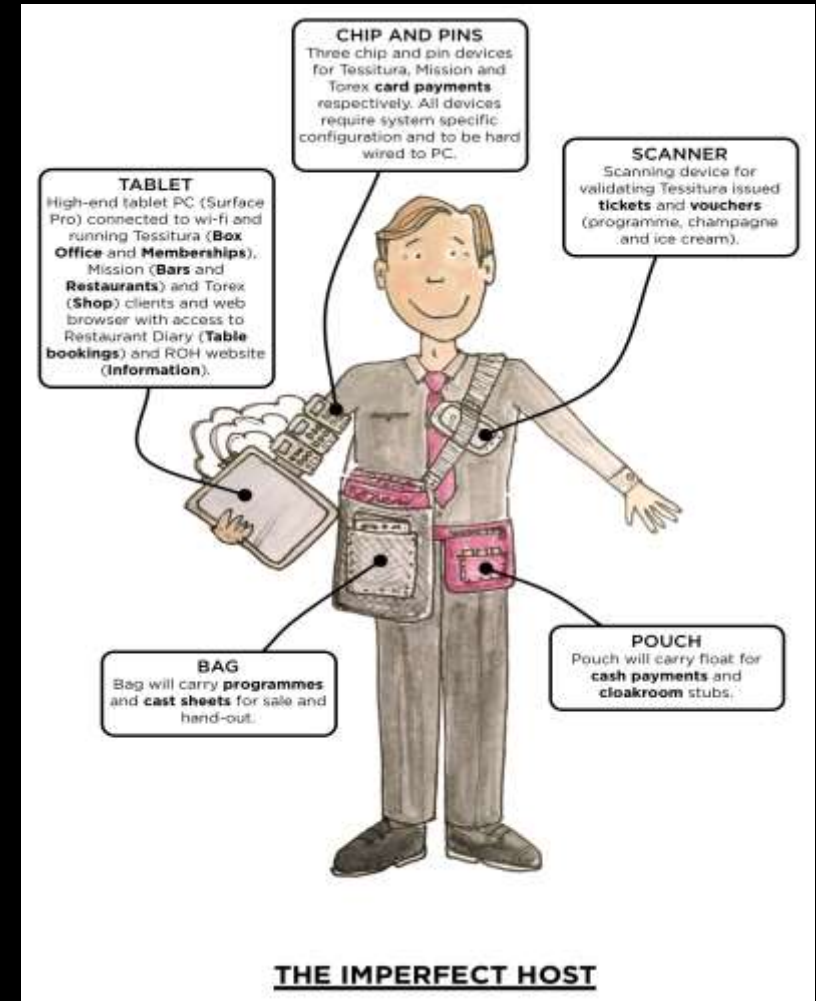
AKA What We've Learn So Far From Introducing E-ticketing



Digital Visitor Experience: Process



Digital Visitor Experience: People



A thought experiment only!

What about the Data?

What we're doing to enable **data-driven experiences**:

- **Data Strategy** review — what we collect, why, how we benefit
- Refresh our **Segmentation**
- Develop and enhance **eCRM** and **analytics**
- Use data to inform **customer journeys**

Our systems are a mess of 8 previous major IT projects



We will build a new Death Star and learn the lessons from the past.



Our systems are a mess of 9 previous major IT projects



We will build a new Death Star and learn the lessons from the past.



Digital Strategy ... is now just Strategy



Principles for Digital Investment

- **Transform** the ROH for **Digital Leadership**: become a more agile, responsive and dynamic organisation for both customers and staff
- **Grow** and protect income by appropriate investment in technology
- **Run** efficient services and manage risks, particularly cybersecurity

TRANSFORM

GROW

RUN

*Too much staff time and budget is tied up in just 'keeping the lights on'.
We need to be able to run our digital services more effectively,
so we can shift our digital spend to areas that help us grow and transform.*

Ranking Projects with a Scorecard

Projects organised into Portfolios...

Sponsor has ownership and is accountable for benefits

Ref	Project Name	Portfolio	Sponsor	Estimated Cost	Budget	Scale (Large/Medium/Small)	0 "Must Do" Project	1 Reperto	2 Program (Engagement)	3 Relations (Audiences)	4 Involvement (Innovation)	5 Culture (Digital Leaders)	6 People	7 Legacy (Financial Benefits)	8 Resources to Implement	TOTAL SCORE
1	Online Recurring Payments	Development/Enterprises	AS	Yes	M			1	3	5	4	5	5	2		51
2	Memberships / Renewals - Online Redesign	Development/Enterprises	AS	Yes	M			1	5	5	3	3	4	2		49.5
3	Gift Memberships - Online Redesign	Development/Enterprises	AS	Yes	M			1	5	5	3	3	4	2		49.5
4	Digital Learning Platform (National Nutcracker)	L&P	JB	Yes	L			5	5	5	5	5		5		42.5
5	Scheduling DB (assume upgrade to EBMS)	Business Ops	HP	No	M	Y		5	5	3	2	3	4	2		42
6	Production DB (new system)	Business Ops	HP, MD	No	L			5	5	3	2	3	5	5		39
7	Digitisation of key assets from the ROH collection		JB	No	L											38.5
8	Second Screen App (supports Radio / Broadcast)		TF	No	M											38.5
9	Contactless Payments for FOH Sales Points		HW	No	S											37.5
10	E-procurement (new system)	Ops	MK	No	M											34.5
11	Digital Firsts / R&D - Establish model & funding	OP	JB	No	M											34
12	Mobile access to key systems e.g. Tessitura	Technology	CM	No	S											33.5
13		Audiences/Media	TF	No	L			3	3	3	3	3	3	3		33
14	HR self service / Integrated HR system	Business Ops	JC	No	S			2	1	1	2	3	5	4	1	32.5
15	Digital Guides / Programmes Redesign	Audiences/Media	TF	TBC	No	M		2	4	4	2	4	1	2	2	30.5

Identify Common Needs

Score vs priorities in business plan. Agree scores with everyone – top projects in each portfolio done first

Visible

Value Chain

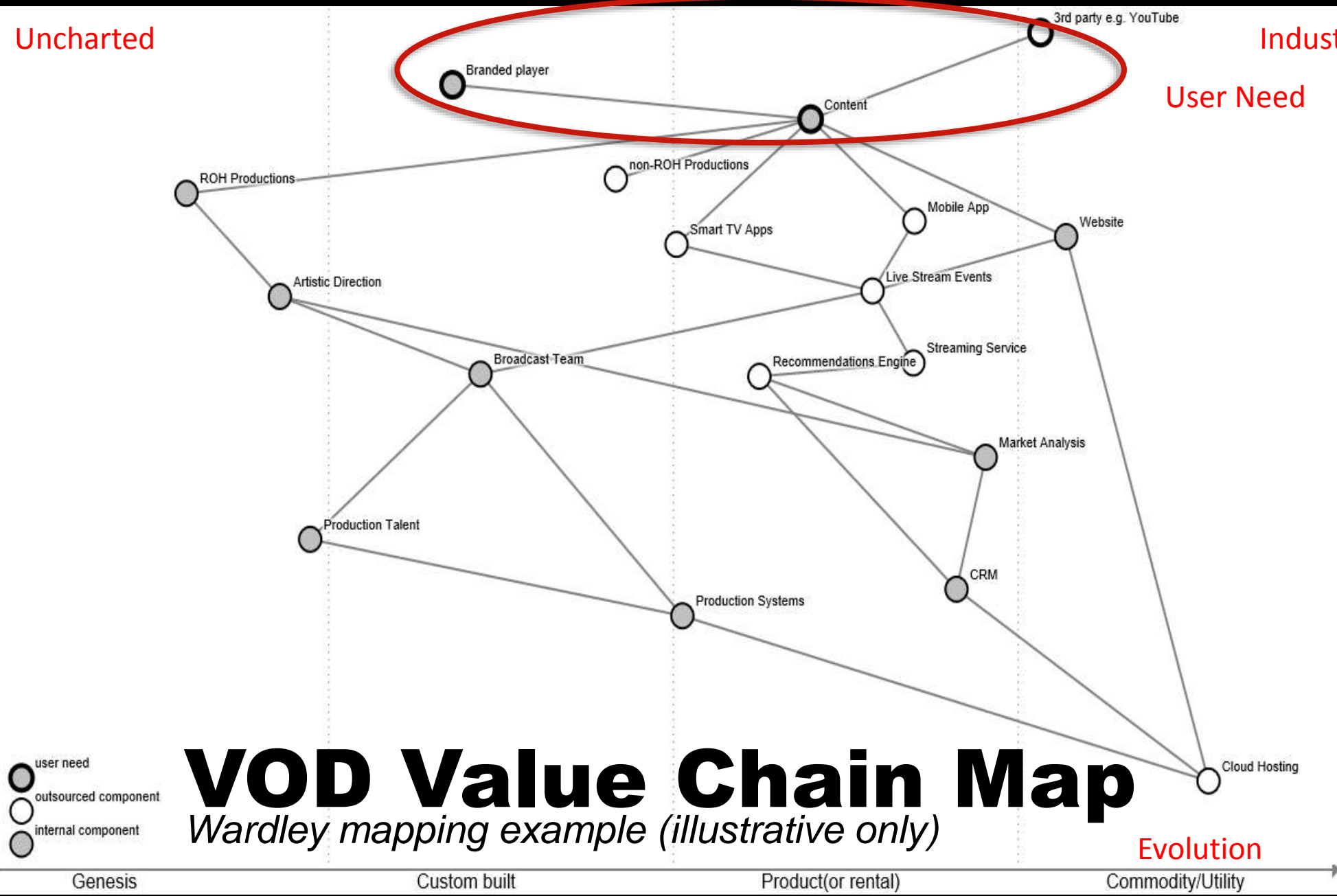
Invisible

Uncharted

Industrialised

User Need

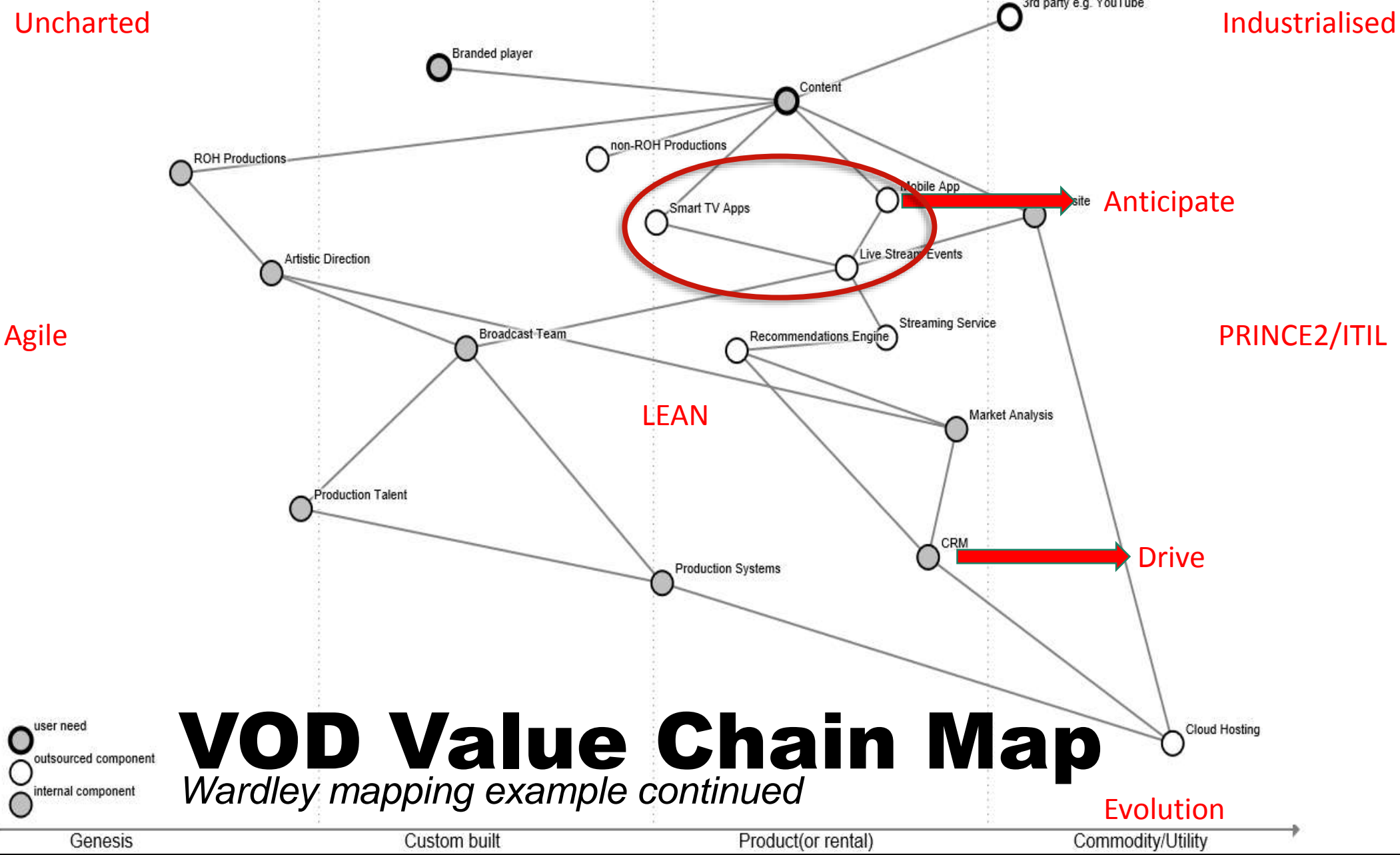
Evolution



Visible

Value Chain

Invisible



VOD Value Chain Map

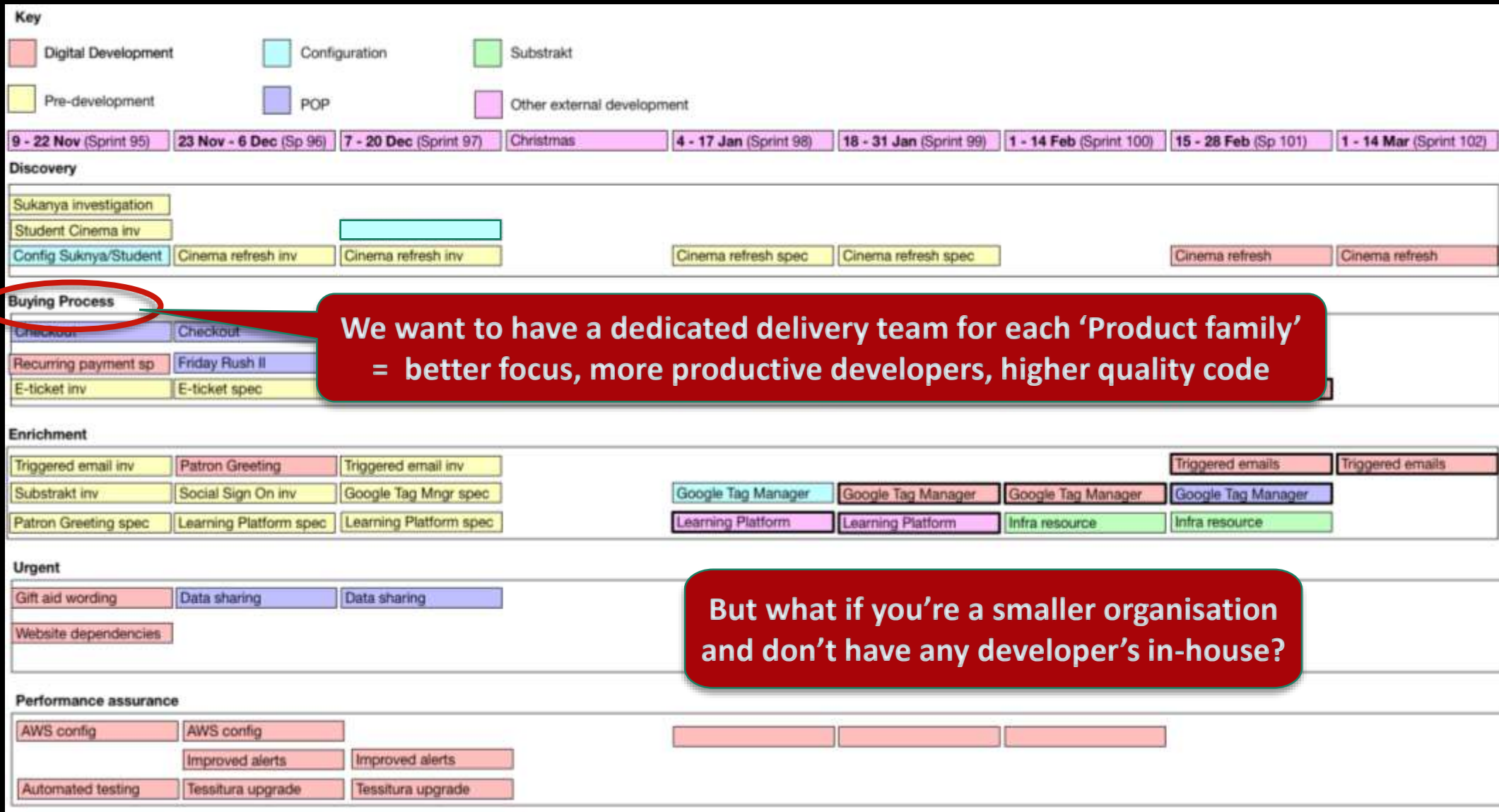
Wardley mapping example continued

Digital Products vs Projects

	Project	Product
Defined	Temporary organisation to deliver one or more products, based on a business case	Creates value for defined group (customers or internal), based on market research into user need
Success	Delivering to time & budget	Meeting customer/user needs
Time	Months – up to a year	Has a lifecycle of many years
Methods	Waterfall or agile	agile
Owner	Project Manager	Product Manager/Owner

We're training staff across the ROH to be product owners and be part of agile delivery teams

Digital Product Roadmap



Many amazing digital people in the Network



... but how to get new digital talent into the cultural sector? (hint it isn't the money we pay)



Developers want to work on important stuff...

... But mostly don't care which industry they work for

**Stack Overflow
Developer survey 2016,
11,363 US Developers**



Where is the hidden talent in your organisation?



We're running a digital R&D staff competition to find out!

Find the Digital Talent of the Future



Kings Cultural Challenge 2016 Winners

Some Closing Thoughts

- **Look** outside our sector for ideas – your customers will compare you to big brands and will expect you to **know** and **understand** them.
- Think about **products** as well as **projects**. Give mapping a go!
- No more **Deathstar** projects – small, fast, simple and modular
- What digital **talent** can you find and nurture in your company?

See :

<http://blog.gardeviance.org/2015/02/an-introduction-to-wardley-value-chain.html>

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One Last Thing

This is the most innovative and cool visitor experience I've had this year ...



<https://youtu.be/6TeHBxms-Zo>