

**TESSITURA
EUROPEAN
CONFERENCE**

DUBLIN 2016





BAR/BOX/HOUSE: UNIFYING THE CUSTOMER JOURNEY

- **PRESENTERS**

Gabriela Gandolfini – National Theatre
David Pearce – Wales Millennium Centre
Beau Vigushin – Arts Centre Melbourne
(Remotely)

- **CONTENT PLANNER**

Chloë Hearne – Wales Millennium Centre
Claire Griffin – Roundhouse

Share your favourite
content and photos!

#TECDublin16



**“At the National, we make world-class theatre that is entertaining, challenging and inspiring.
And we make it for everyone.”**

**National
Theatre**

Bar/Box/House:

Unifying the Customer Experience

Gabriela Gandolfini

Head of Audience Experience, National Theatre

Commercial Operations





In-House Catering

- In house operation since 1976
- The "Company" ethos
- Bench marked periodically against the model of partnering with a contractor

This way of operating should mean:

- An authentic response to the artistic or cultural imperatives of your organisation
- Income is maximised
- There is a joined-up customer journey
- There is a coherent brand across the organisation

Up to 2011

- Broken customer journey
- Lack of business performance analysis
- Unclear expectations and inconsistent standards
- Broken communication and working silos
- Rigid, slow-responding, averse to change workforce
- Inadequate and inconsistent systems
- Passive customer service
- Under-utilised skills



The Need for Change

- Responsive to customer's needs
- AE ahead of operational constraints
- Ease of the customer journey
- Visitors to engage more and buy more
- Consolidate. Become resource efficient
- Welcome new audiences
- Financial sustainability



Commercial Operations Department

**480 team members over 9 divisions
(250 in early 2011)**



#NTAmbassadors instagramming "NT"

The Audience Experience Project

Recognising
the
importance
of the visitor
to the NT



The Creation of Customer Service Staff

- Customer Service Assistants or Supervisors
- Union negotiations streamlined T&Cs
- Standardised Job Descriptions
- Centralised roster
- Centralised recruitment and induction
- Minimum cross-working rate of 25%



Clear Expectations

#NTAmbassadors

Knowledgeable, Professional, Welcoming, Enthusiastic, Responsible

Leaders also have: Vision, Commitment, Accountability

Our people

Staff who care

Our reputation

Excellence on-stage and off-stage

Our audiences

Attracting, welcoming, communicating

Our style

Creative, knowledgeable, energetic, professional

Our welcome

Openness, approachability, confidence





National Theatre



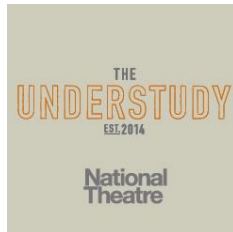
The Deck London



The Green Room Restaurant



National Theatre Bookshop



The Understudy Pub



House Restaurant



Ice cream is always a good idea. The @NationalTheatre's new #icecream & #froyo van is now open outside @ntUnderstudy



RETWEETS 16 FAVOURITES 36



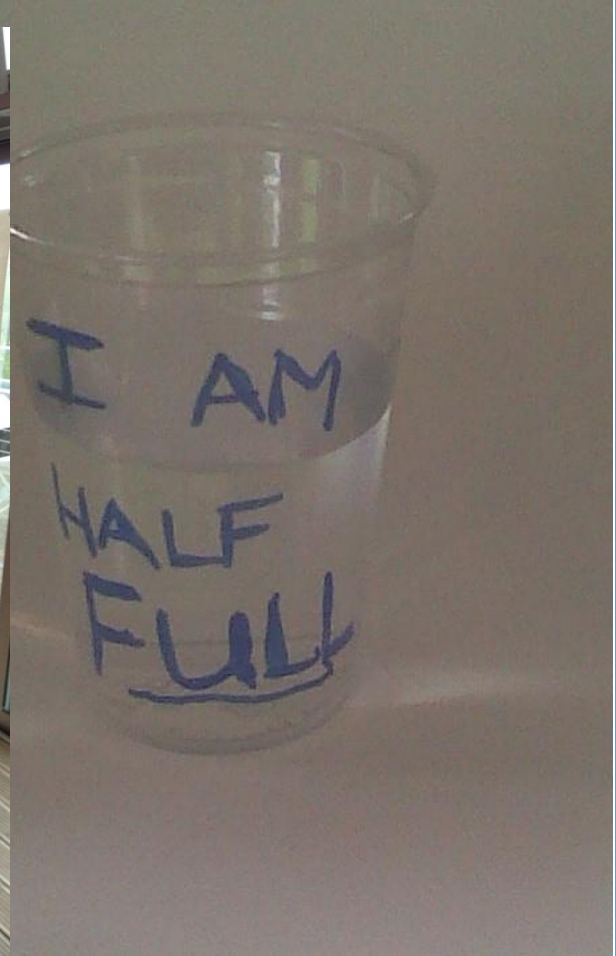
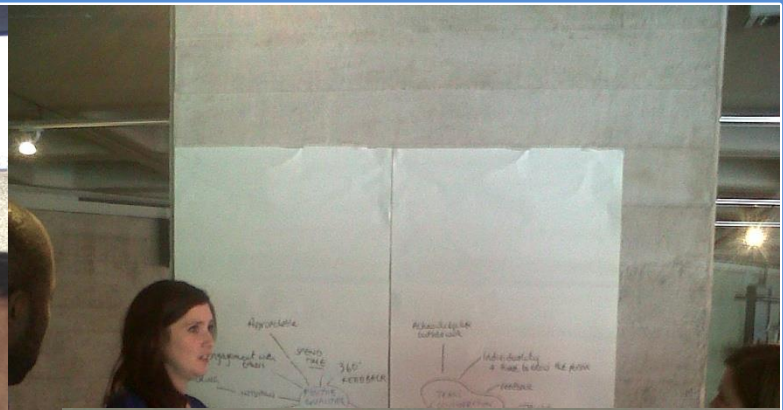
National Theatre Food & Drink





National Theatre





#NT Recruit

No application forms

No barriers

- Open Day and Assessment Centre
- Active focus on diversity
- Social media engagement
- Fun AND professional
- Winner of Caterer People Awards 2016 for 'Best Candidate Experience'



#NTAmbassador planking

"Good day at the National Theatre I'd say! Disney, super heroes and role plays... Yes please! #ntrecruit"

"Smashing time at @NationalTheatre for #ntrecruit. Who knew a job interview could be such a lark? Good luck, all!"

Learning

Team work and skills sharing

3 day induction

Learning and Development agenda

- Leadership
- Training
- Focus groups
- Wine and Coffee Academies

Internal Communication:

- Staff briefings
- Staff website and online shift swap facility – new intranet coming
- Email / What's App groups



Centralised Frameworks and Systems



- CommOps own HR, payroll, finance and compliance teams
- Rostering and a new time & attendance system
- Recruitment and learning & development
- Performance management
- Record keeping

Engagement



Summarising...



- In-house services
- Cross-working, multi-skilled staff. “Everyone informs, everyone sells”
- Clear, consistent expectations
- Centralised recruitment and induction
- L&D opportunities available to all
- Engagement and team work
- Branding
- Collaborative leadership

Audience Experience

- Continuity and consistency
- Development
- Perseverance
- The AE Team: employee experience, because...



great service starts with people who care

Gabriela Gandolfini
ggandolfini@nationaltheatre.org.uk





CANOLFAN
MILENIWM
CYMRU
WALES
MILLENNIUM
CENTRE®

Bar/Box/House: Unifying the Customer Experience

David Pearce
Strategic Director

About Us

Over 1.5 million visitors annually

Wales' No.1 cultural visitor attraction

9 cultural resident organisations

One of the UK's Top 10 cultural attractions (outside London)

Consortium with 7 other organisations

5 venues



Purpose of strategy review

85%*

Customer satisfaction rate

Artistic ambition



What next?

Audience expectations

Developing a new strategy

1. Understanding our values and our customers

Purpose

“...inspire our nation, impress the world...”

Vision

Wales Millennium Centre will deliver inspirational, memorable experiences and create life changing opportunities that unlock creativity.

Goals

Create

Dream

Excel

Values

Ambitious

Accountable

Collaborative

Innovative

Reflective

Developing a new strategy

1. Understanding our values and our customers

We are here to create
experiences

Developing a new strategy

2. A model for 'World Class' customer service



Developing a new strategy

Warm Welsh culture + Disney principles = Customer Experience Strategy

Quality Standards



Implementing new strategy



Implementing new strategy

January 2016 New Customer Service strategy approved by Leadership

April 2016 Pilot training programme launched

May 2016 Training programme launched across the wider organisation

Employee
engagement?

So far, 185 staff members have received the new training

All new employees receive it during Welcome Programme

94%*

Customer satisfaction rate

Reflection



Any Questions?

Diolch / Thank you

David Pearce
Strategic Director
David.Pearce@wmc.org.uk

BAR/BOX/HOUSE: UNIFYING THE CUSTOMER JOURNEY

Beau Vigushin – Arts Centre Melbourne

Remote Presentation

Meeting Link:

<https://www.gotomeet.me/BeckyShepherd>

Access Code: 772-197-365

Phone numbers: Ireland +353 (0) 19 030 050

QUESTIONS?



“If I am occasionally a little over-dressed, I make up for it by being always immensely over-educated.”

Oscar Wilde, *The Importance of Being Earnest*

WHAT'S NEXT?



LUNCH 12.15-13.15

Hogan Foyer / Hogan Suite

Sponsored by:



BREAKOUT SESSION SIX

13.15-14.15