Introduction

Digital Works is our programme of events which brings people from across the arts, cultural, heritage and creative sectors to share best practice around digital. We hear stories of success, lessons learned from failure and discuss and debate new and emerging techniques, services and products.

We held Digital Works #4 at the Bridge Theatre in December 2017.

Speakers from the Royal Albert Hall, Barbican Centre, English National Opera and Shakespeare's Globe covered 'getting stuff done'.

Each of the speakers kindly agreed to answer additional questions after the event.

This document includes the answers from the Royal Albert Hall's Digital Manager, Matt Griffin.

Questions are in bold and Matt's response follows each.

You can reach Matt on Twitter **@MattMightSay**

Find out more about Digital Works here: substrakt.com/digital-works

Matt Griffin, Royal Albert Hall

'power user' - can you share more detail/examples on who/what/how people are training e.g. how many in each team / how successful has it been?

Each department has a DAMS power user, and one of us in the digital team will get them up so these power users can train new starters in their team using the DAMS. We have about 15 departments here.

Some of these power users have developed and are now doing more 'digital things', also being trained by us, for instance we have four of them (so that's four teams) working on their team's email campaigns, and three of these four making website amends. This will grow.

It's streamlined communications a bit – teams talk to their CMS/email/DAMS person who can handle the digital requests rather than us. As I mentioned, this gives us in the 'digital team' a little more time to focus on developing things (targeting, UX, etc etc)

How do you deal with power users in other departments who keep referring everything back to you? Does this happen much?

Referring everything back to us was happening anyway, but sharing tasks out into the teams has definitely improved efficiency in communication. The people mentioned are becoming something of an unofficial extension of the digital team and are improving their skills in these areas as a result. For example, this year we sent more people from more teams than ever before to the Tessitura European conference in the hope of becoming a more digitally-focused organisation

What systems do you use for visitor/box office teams to self-manage social?

We use Sprout Social, which is a pretty good tool for the amount of traffic we get. 13 of our box office are trained up by me on Sprout, social media and RAH tone of voice, and we have review sessions every few months.

Sprout pulls through everything we ask it to (currently @mentions, DMs and quote tweets on Twitter, and comments, messages, ad comments and reviews on Facebook) into what looks like an inbox. It's easy to respond to these, add internal notes to them, see communication history or simply 'clear' them.

All actions taken on tweets are name stamped on Sprout, so we can see which box office (or indeed marketing) staff was responsible for the clearance, response, etc, so we can follow up on any particularly bad or good service directly.

The box office agents monitor Sprout from 9am-9pm and endeavour to clear every mention. Since we started this we promoted social media as a means of contacting us with customer service queries.

Matt Griffin, Royal Albert Hall

What is 3rd light?

Third Light is our Digital Asset Management Software (DAMS) and stores our entire media library. We currently have 61,000 assets in there and over 140 internal users. Third Light allows us to catalogue, tag and search images, as well as create lightboxes for internal discussion and external sharing.

Different teams/users have different access privileges. For instance, we have over 800 pictures of technical equipment for insurance reasons which are only accessible to the technical team and admins; and only 20 people have the ability to upload assets.

Third Light also plugs in to our CMS for simple image/video upload. I'm happy to talk to anyone who's interested in how we use Third Light.

What risks are involved in devolving responsibility? What went wrong? What did you learn?

Tbh it felt quite organic and it's only when we look back we see the extent to which responsibility has been devolved!

The biggest risks are legal/reputational, and it's those that I put the biggest emphasis on whilst training people and that we focus on the most when setting up systems.

For instance, training-wise, box office staff have the potential dangers of poor social media use drilled into them before we even give them the written tests. We won't let them near our social media until they can answer a bunch of example, very difficult, tweets in a timed assessment.

Meanwhile, Sprout was attractive to us because of its feature allowing us to monitor who was responsible for each communication; on Third Light we made the legalities of what we could do with each image (eg. copyright, usage allowance, etc) a mandatory field on every asset to avoid the risk of anyone ever doing anything wrong with an asset (it also has a log of all activity by users on an asset). Finally, we made pre-sets on our CMS (silverstripe), so different people have different access. Some CMS users only have to edit one page on the CMS, so we've edited their access down to just that page.

How do you continue to keep an 'overview' of customers and comms? Are there central people who come together or an internet etc? Do you create brief sheets for comms? How do you communicate the rules of communication?

We have 'house style' sheets for general tone of voice and email campaigns. I would share them, however both could do with an update!

Central people – hard to say. There's pretty healthy communication between people in my team and the individuals who offer digital support for their teams, ranging from weekly catch-ups to monthly emails, etc. Depends on the people and tasks I guess. On this, I'm very keen for me or one of my team to regularly speak at other teams' meetings. Occasionally I'll present our digital stuff at a stewards' meeting or box office training day or something. This allows them to know more about what we're doing, and to feed back with their ideas. Some of them are genuinely useful and we've made changes to the way our website works based on feedback at these sessions (stewards and BO staff know our customers' needs more than we ever will)

Matt Griffin, Royal Albert Hall

Re. keeping an overview of comms, I guess it's different on the channel. Simple answer is that I trust every single person who I've mentioned above, however to break it down:

Social Media - customer service is a matter of glancing at our 'tweets and replies' tab or ad campaigns every few days to see if there's any howlers! Our team still posts 100% of all social activity

Email – we are the ones who proof content and data, device check and press 'send' on every single campaign – others are merely compiling the content. I maintain that once we've gone several weeks without having a single amend to a particular users' campaigns then we'll allow them to by-pass us and press send themselves. For now that hasn't happened, though I think we're getting close with our Friends team.

Website – there's not much that can go wrong with what's being done here. It's predominantly date/name/timing updates. Again, I trust every individual and don't feel the need to approve every amend of theirs

How do you monitor or control what "non digital" users are adding to the website?

These people may not be in the 'digital team' but they're no less digital than I am. Mistakes will always happen but we're chill. As mentioned above, I don't allow people on our CMS until they've been properly briefed and given the adequate training to perform the tasks they need to perform. One guy, for instance, updates a text list of our donors as and when new ones are added or removed, but I still made sure he knew the basics of our CMS and SEO, and he only has limited permissions to eliminate the risk of him accidentally deleting the homepage.