

Designing the modern ticket: What RBO's digital shift means for UK arts

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Presenters:

Kate Matthews

Royal Ballet & Opera

Matt Zarracina

True Tickets

Anibal Miranda

Royal Ballet & Opera



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No recording

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Designing the Modern Ticket

What RBO's Digital Shift Means for UK Arts

Speakers

Royal Ballet and Opera

Kate Matthews

Product Manager



Royal Ballet and Opera

Anibal Miranda

Ticketing Services Manager



True Tickets

Matt Zarracina

Co-founder & CEO



The Royal Ballet and Opera

- UK's home of opera and ballet
- Two world-class performing companies
- Two theatres based in the heart of Covent Garden
- Tickets to in-person events, performances, exhibitions, concerts, tours
- Global reach: streaming platform, cinema Season, company tours
- Widen access to the Arts through work in schools and communities
- Committed to growing and nurturing our audiences



629k

Tickets booked



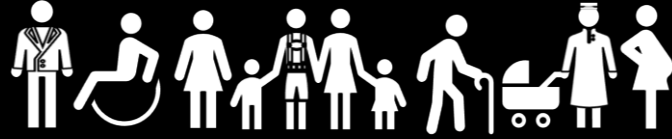
51%

London



17%

International



173k

Bookers

New



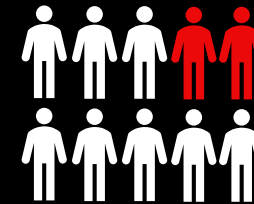
1M

Annual
visitors



6M

Followers
across social media



20%

Under 30

24/25 Season

Agenda

1. Why Digital?

RBO's goals and decision to go digital

2. Implementation and Outcomes:

Approach and key results

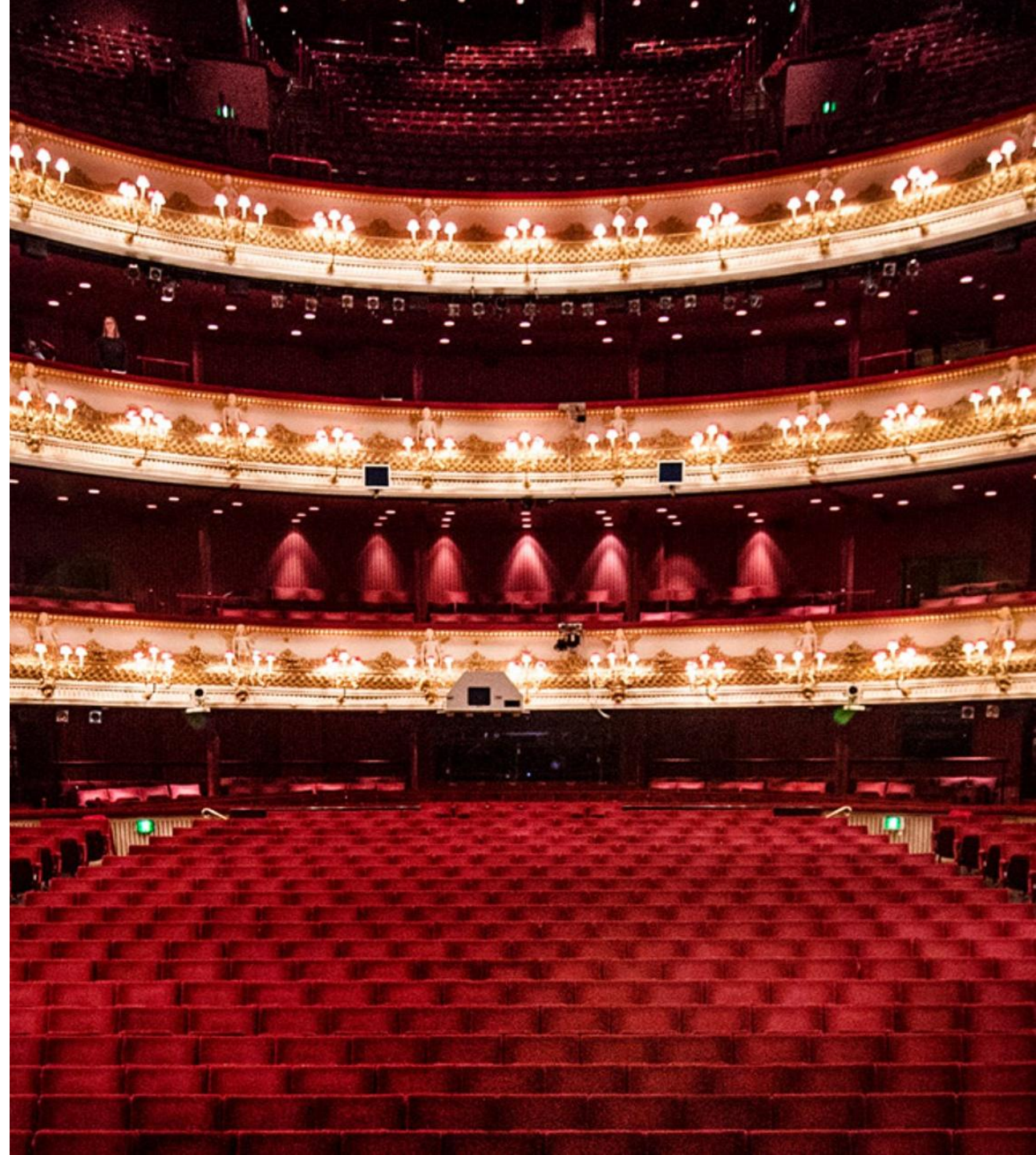
3. Box Office Experience:

Managing the transition on the ground

4. Collaborating to Drive Change:

Industry insights & future impact

5. Q&A





Why Digital?

RBO and the need for change

- Who is in our theatre?
- Outdated ticketing solution compromising customer experience
- Strain on Box Office resources

How might we take more of a data-driven approach without harming the CX?



Choosing a Digital Ticketing Partner

Ease of use

- Simple Tessitura integration
- Focus on security and ticket control
- WCAG 2.2 AA compliance

Shared goals and values

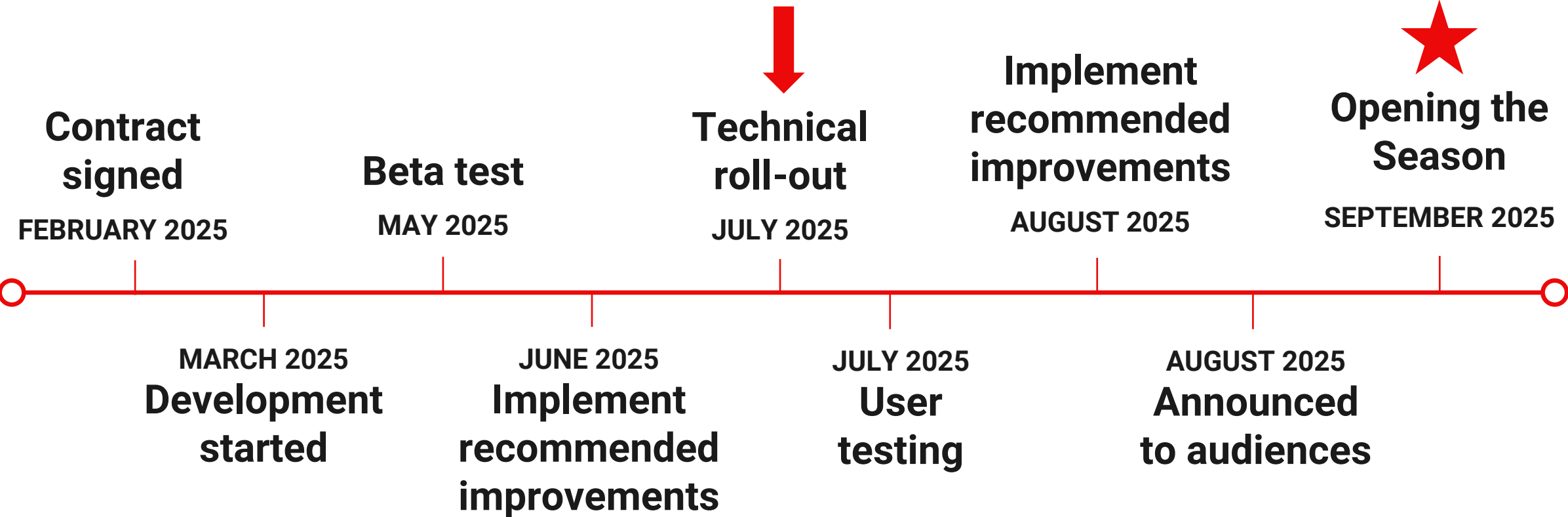
- Desire to nurture new audiences and provide exceptional customer experience
- The importance of audience insight for Arts organisations





Implementation & Outcomes

RBO Implementation Timeline



Led by customer insight

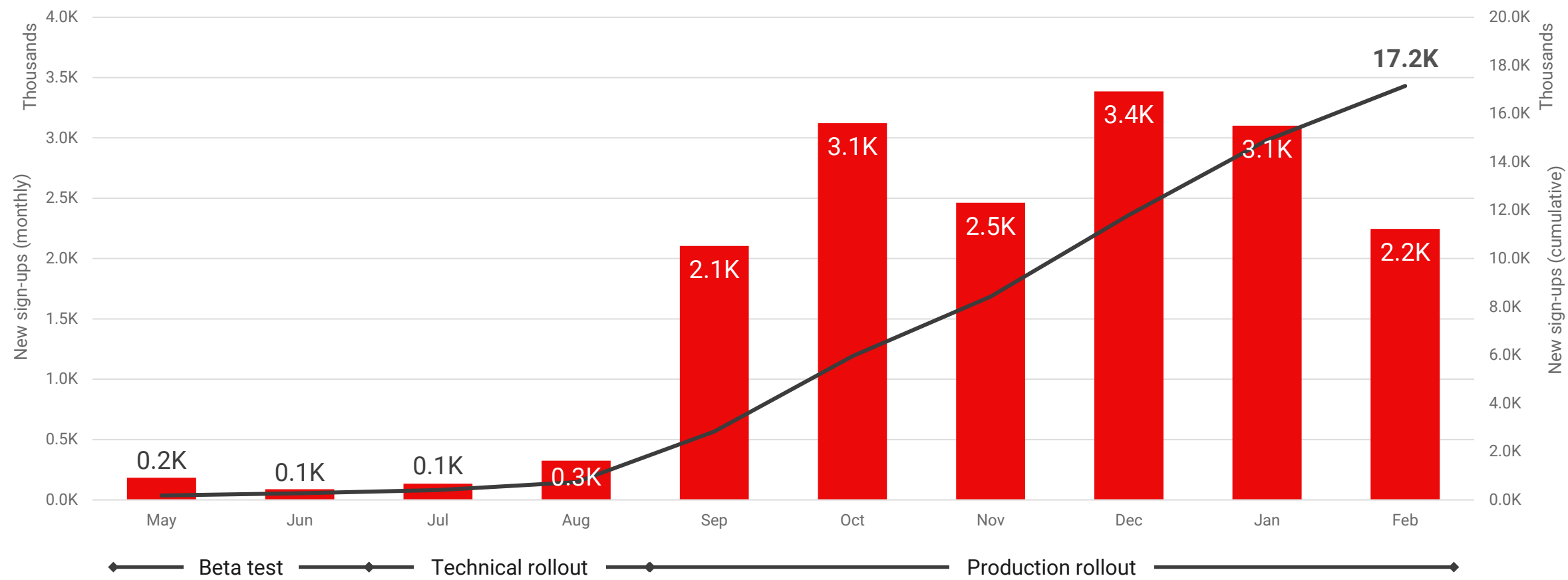
How do we help our audiences embrace a complete transition to digital?

- Maintaining familiarity was key
- Investing in purposeful comms
- Showing a ticket needed to be quick and easy
- Building digital confidence



Key Outcome #1

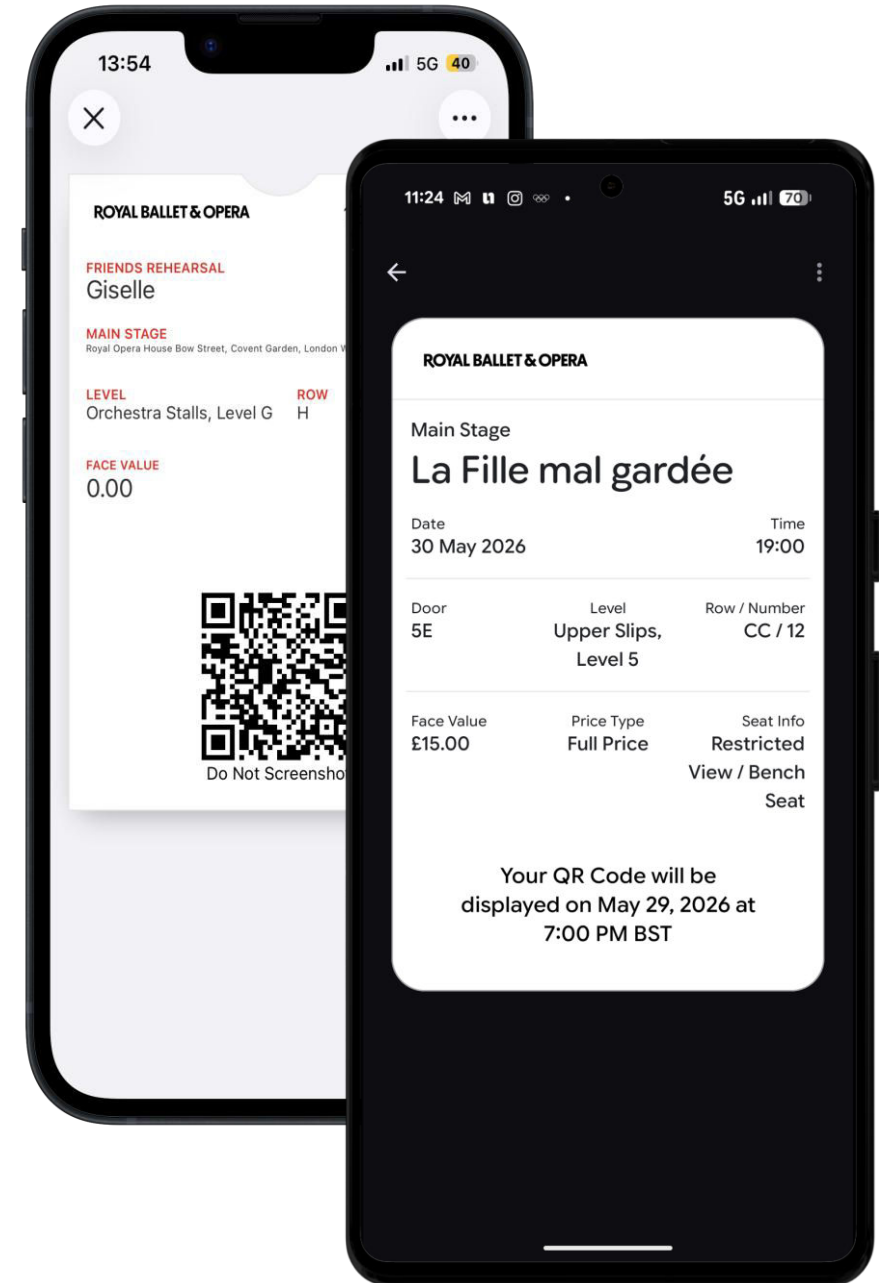
17K+ New sign-ups after 6 months



Key Outcome #2

Adoption rate

- 95% of all tickets delivered by True Tickets¹
- Apple Wallet adoption
 - 46% of all tickets delivered for the 25/26 Season to date² have been added to Apple Wallet
- Google Wallet beta testing and launch success
 - 9% of tickets for beta performance added to Google Wallet without comms
 - Google Wallet launch - February 2026



Key Outcome #3

Re-sale readiness

- Built confidence in the True Tickets x RBO partnership to enable more innovation
- Face-value re-sale integration is on the horizon via Twickets and True Tickets





Box Office Experience

Managing the Digital Transition

Staff training and communications

- Internal Box Office training
- Drop-in sessions for staff
- Launch day

Customer communication

Meeting all customer expectations

- Print at home
- Printed receipt at the Box Office counter
- In-person drop-in support



Improved Service & Efficiency

Before	After
Limited data on attendees beyond the order owner	• Ability to communicate with and 17K+ shadow audiences after tickets shared • Opportunity to increase revenue and customer growth
Ticket misuse	• Clear audit trail for each ticket on Tessitura to clarify with customer issues • Flexibility in dealing with customers' ability to re-share
Ticket duplication/issues (5-10 per night)	• Significant reduction of double bookings on incomings • One singular instance of an active ticket at a time
Difficult ticketing journeys	• Improved ticketing experience for customers • Tickets available immediately after purchase
Accessibility standards not met	• Meets accessibility standards



**Collaborating to
Drive Change**

About True Tickets



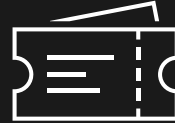
100+

Tessitura Clients
Across 4 Countries^{1,2}



27.3M+

Secure Digital
Tickets Delivered



3.7M+

Tickets
Shared



1 M+

New Visitor Records
from Ticket Sharing

Driving Innovation & Trust

The Role of Collaboration

Our Tessitura partnership drives impactful innovation and outcomes

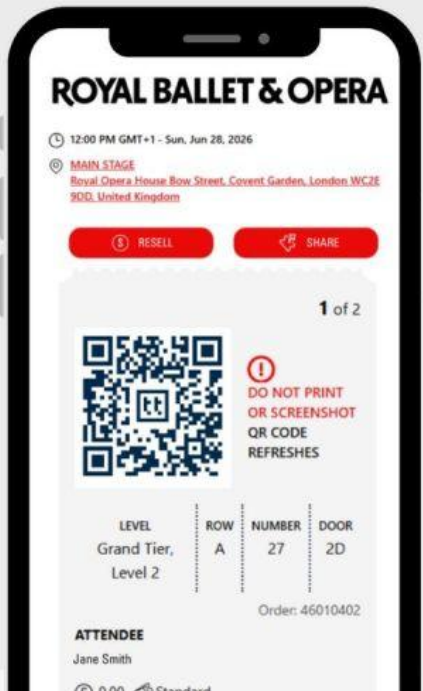
- **Secure ticket delivery:** 6 Tessitura organizations to include The Roundhouse (2019 to 2022)
- **Rules-based ticket sharing:** Launched with The Roundhouse (2022)
- **Apple Wallet integration:** Beta tested and launched with the Dr Phillip Center
- **Login Without Password:** Beta tested and launched with The Roundhouse
- **PatronSafe Ticket Resale (US):** Developed and launched with The Walton Arts Center
- **Google Wallet integration:** Beta tested and launched with the Royal Ballet and Opera
- **Face Value Ticket Resale (UK):** Beta tested and launched with the Royal Ballet and Opera and Twickets

We co-innovate with our partners to create an intuitive ticket delivery solution that drives measurable results while strengthening visitor trust and connection

True Tickets x Twickets

True Tickets & Twickets Partner to Present

Face Value Ticket Resale



ROYAL BALLET & OPERA

🕒 12:00 PM GMT+1 - Sun, Jun 28, 2026

📍 **MAIN STAGE**
Royal Opera House, Bow Street, Covent Garden, London WC2E 9DD, United Kingdom

🔄 RESELL ➦ SHARE

1 of 2

 **DO NOT PRINT OR SCREENSHOT QR CODE REFRESHES**

LEVEL	ROW	NUMBER	DOOR
Grand Tier, Level 2	A	27	2D

Order: 46010402

ATTENDEE
Jane Smith

£ 0.00 ➦ Standard



Insight #1

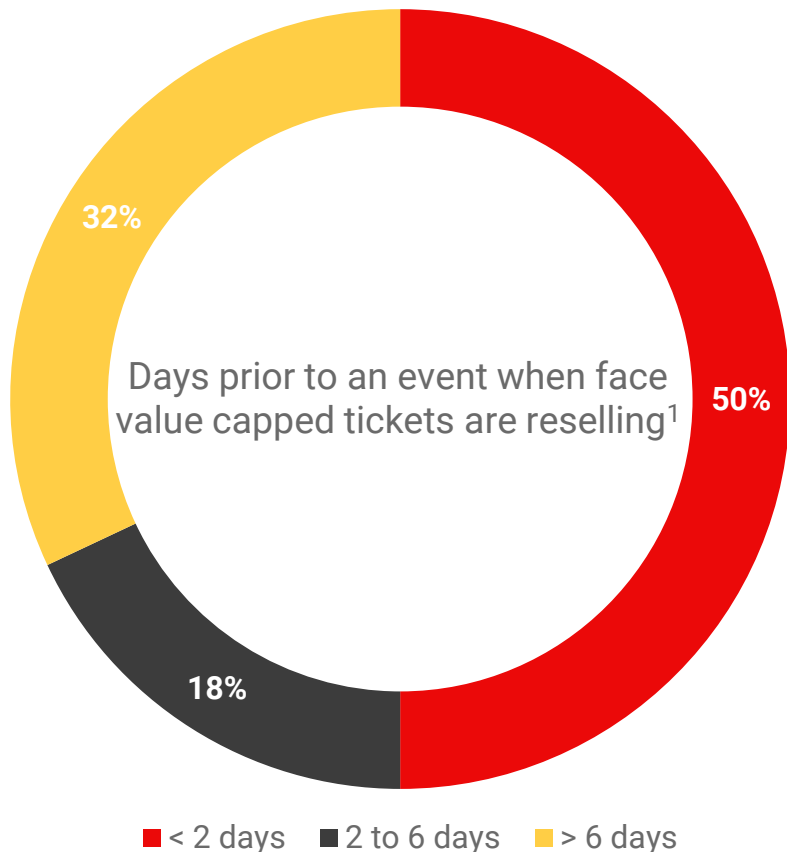
It's about convenience

Your visitors want convenience, even with less popular titles

- 95% of enabled events had a ticket listed for resale
- 63% of enabled events with a ticket listed for resale had a ticket resell

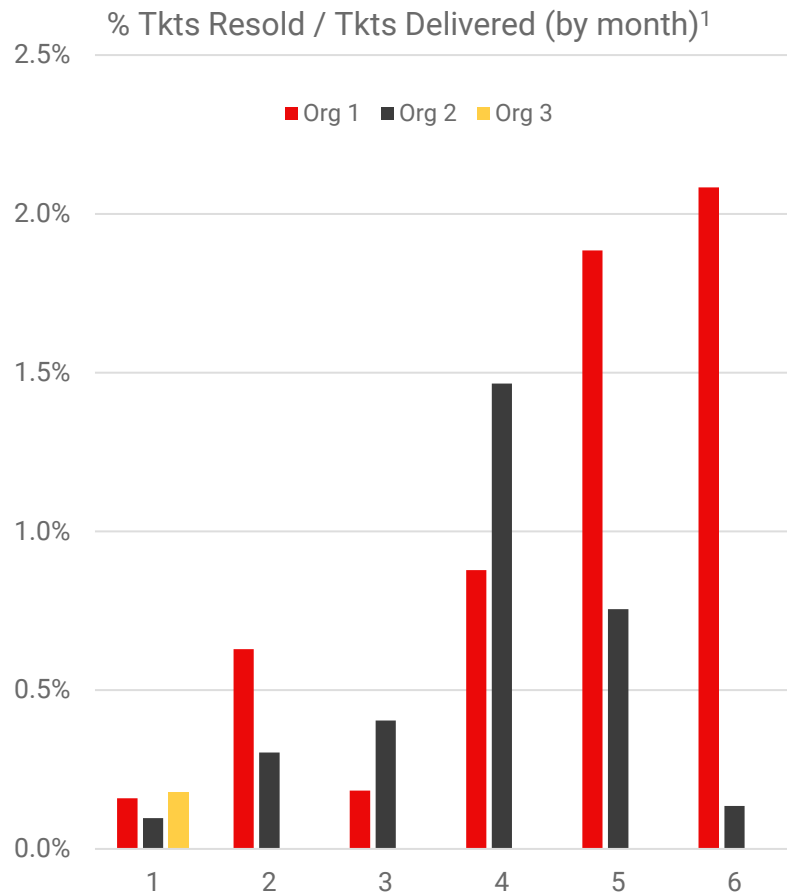
Your visitor's plans change all the time

- 50% of visitors resold their tickets < 2 days prior to an event
 - 45% of resold ticket sold for exactly face value
 - Tickets resold for an average of 78% of face value
- 32% of visitors resold their tickets a week or more prior to an event
 - 75% of resold ticket sold for exactly face value
 - Tickets resold for an average of 94% of face value



Insight #2

It improves box office processes



Confidence for your organisation to meet visitor expectations

- Support flexible refund and exchange expectations that became standard post-COVID
- Reduce box office workload with a self-service resale option

Confidence for your visitor's to list and resell

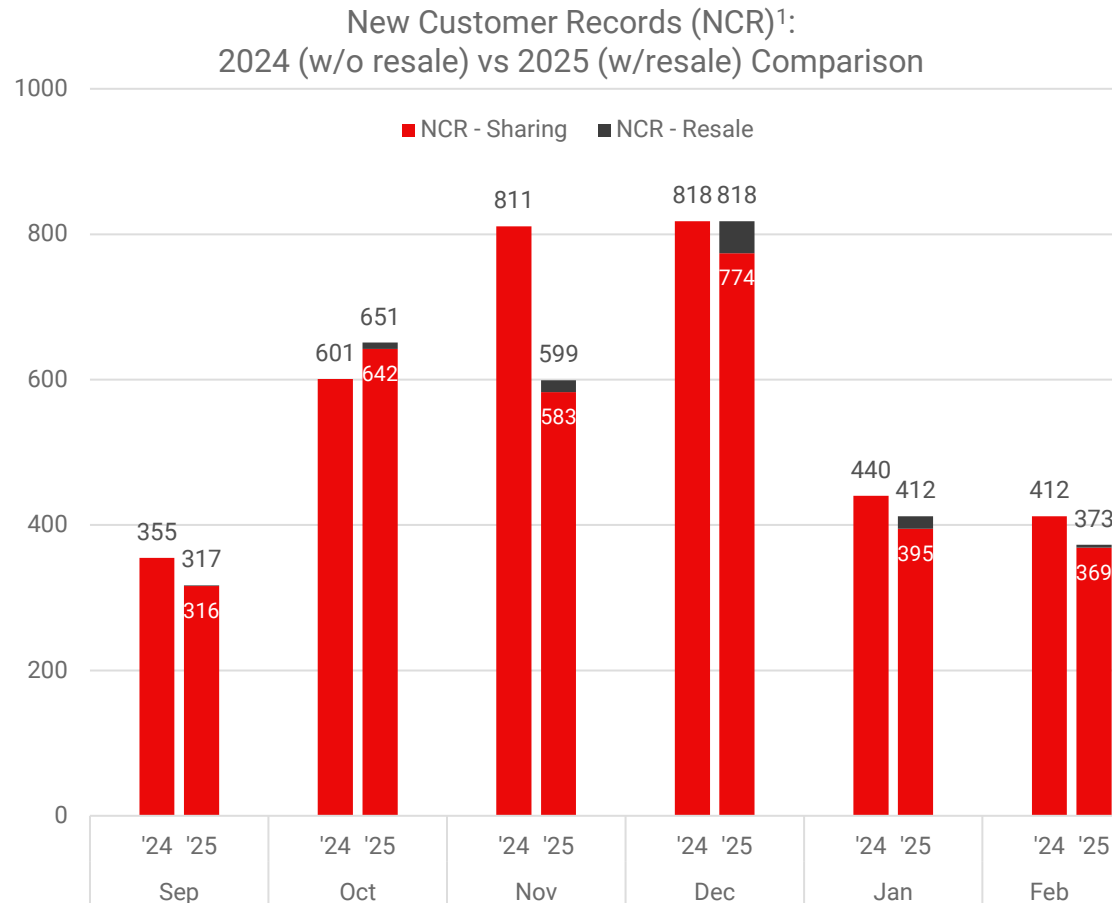
- Avoid the work of manually listing tickets
- Transfer automated once tickets resell

Confidence for your visitor's to buy earlier

- Acts similarly and complementary to ticket insurance
- More likely to buy if there is an easy option should plans change

Insight #3

It enhances your marketing knowledge



Early data highlights marketing opportunities

- Resale NCRs provide more visitor detail
 - In some cases share NCR reductions are offset by resale gains and additive in other cases
 - Resale NCR gains are <6% of total monthly NCR
- 50% of resale transactions result in a NCR
 - 80%+ of “open distribution” sales result in a NCR (e.g. primary sales on a secondary site)
 - 50% of resale transactions are being completed by a visitor already in the venues CRM

Key Takeaways

Digital tickets drive real results:

Unlocking new audience data and operational wins.

Innovate for your visitors:

Features like mobile wallets and face-value resale improve the visitor experience and trust in your institution.

Collaboration is key:

The right technology partner and approach makes ambitious projects feasible and successful.



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Add a review (optional)

Send



Q&A

Please use a microphone so that everyone in the room can be part of the conversation