



Client Talk



Kevin Quilty

Director of Marketing & Sales
Worthing Theatres



WTM

worthing theatres and museum



Fixing the Foundations

Digital Transformation at WTM

Kevin Quilty, Director of Marketing &

Fixing the Foundation

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About WTM



Worthing Theatres & Museum (WTM) is a cultural charity running:

- 4 historic venues: Connaught Theatre, Pavilion Theatre, Assembly Hall, and Worthing Museum
- Year-round programme: live performance, cinema, exhibitions
- Audiences range from local families to national touring audiences
- We sit at the heart of the community, but aspire to offer national quality

My role as Director of Marketing & Sales:

Responsible for:

- Brand, Marketing, CRM, Ticketing & Sales, and Membership
- Leading on digital transformation
- Aligning revenue generation with audience development

Too many variations:

- 104 seating plans (!)
- 123 different ticket designs
- 1,400 customer lists
- Offers so many it broke Excel
- No consistency, no centralised control

Unfinished Business

- Multiple digital projects started, few completed
- No cross-team ownership
- Siloed approaches and unclear responsibilities

Fractured Relationships and Legacy Systems

- Spektrix relationship had stalled
- No single owner for the system internally
- Website not fit for purpose – clunky, confusing and inaccessible
- Poor data flow between systems

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The Project Brief

We set a clear goal:

A connected tech stack to:

- Improve internal efficiencies
- Improve our customer experience

But first:

- Reset and rebuild our relationship with Spektrix
- Make it central to our transformation

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Rebuilding with Spektrix

- Open conversation with Spektrix team - talk through our organisation ambitions
- Took advice on roadmap, structure and team accountability
- We started working together on the Spektrix Health Check

Spektrix Health Check

Spektrix Support article:

<https://support.spektrix.com/hc/en-us/articles/1012421329309-Introduction-to-Tickets-and-Pricing>
<https://support.spektrix.com/hc/en-us/articles/19338899186461-Price-Band-Attributes>
<https://support.spektrix.com/hc/en-us/articles/217537488-Introduction-to-Offers>

Admin

Price Lists, Ticket Types and Offers

Question	Result of analysis	Baseline/Starting Point	Action	Date to be completed
Price Lists - are there old price lists that can be deleted?	We currently have a large number of price lists that are not currently in use. Can these be deleted?	982 price lists	Go through the list below and look at what old price lists can be deleted.	5 March 2025
Ticket types - any old ones that can be deactivated? Have they got descriptions?	Can the number of ticket types be deactivated?	463 ticket types	Deactivate ticket types that are not being used	5 March 2025
Offers - any old ones that can be deactivated? Have they got descriptions?	Currently this is too large a file for Spektrix to create an Excel document. Currently it runs at over 1,000,000 rows and only goes up to 2019.	Too many	Spektrix are investigating how to pull the data from the platform	Will catch-up on 14 February to find out more.
Unused customer payments - any old ones that can be deactivated?				
Naming Price Lists so they can be renewed - are price lists named in a way that allows them to be reused on multiple events? Are your naming conventions sensible?	Currently we have too many price lists.	982 price lists	Start working on generic price lists based on genre and venue. Work with programming team to reduce the number of prices we have for shows.	End of March 2025
Event/Instance Attributes for Offers - are recurring offers set up to use an attribute as the event criteria?				

Price List					Ticket Types			
Price List	Nos. of Events	Lastest Instance	Delete	If not deleted, why?	Ticket Types	Nos. of Events	Lastest Instance	
Deleted or Custom List	27808	09 March 2025 14:45	<input type="checkbox"/>		Deleted or Custom List	53258	31/01/2026 19:31	
10cc - Oct 2022	1	Not Currently in Use	<input type="checkbox"/>		£5.00 off	1	Not Currently in Use	
18-25 free event	2	Not Currently in Use	<input type="checkbox"/>		£5.00 OFF ED. FEST. PREV.	1	Not Currently in Use	
2065 (Frozen Light) - Apr 2022	4	Not Currently in Use	<input type="checkbox"/>		£5.00 off Trevor offer	1	Not Currently in Use	
3D Meerkat Child Off Peak	5	Not Currently in Use	<input type="checkbox"/>		1 Free Under 16 (WPO FRIENDS)	5	Not Currently in Use	
3D Meerkat Child Peak	1	Not Currently in Use	<input type="checkbox"/>		16-25	18	Not Currently in Use	
3D Monday Movie Child	2	Not Currently in Use	<input type="checkbox"/>		18-25 Year Olds	16	Not Currently in Use	
3D Off Peak (Child)	3	Not Currently in Use	<input type="checkbox"/>		999	12	Not Currently in Use	

- Included Spektrix in our new website tender from day one

Where are we now?

- New website launched last month
- Spektrix integrated properly across departments
- Working with TRG Arts on standard seating plans
- We are now down to 12 ticket designs
- Clearer team ownership and improved internal training
- CrowdEngage, Activity Stream, Yes Plan, Spektrix Payments & Passes all now embedded and used correctly.

What next?

- Working with YesPlan and Spektrix to develop a semi-set-up of events.
- Continue with the Health Check and training plans.
- Unified customer view for marketing, sales and programming.
- Building audience journeys that reflect real behaviour, not spreadsheets.
- Start using programmes in DotDigital to automate some of our manual processes
- Continuing to learn and adapt.



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Reflections and Lessons



- Digital transformation isn't a tech project — it's a change management project
- Resetting partnerships is just as important as the software
- Don't let 'done' get in the way of 'better'

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Thank You

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