



Create Unforgettable Live Experiences

The Madison Square Garden and Medallia optimize iconic live event experiences

About The Madison Square Garden Company

As a world leader in live sports and entertainment, The Madison Square Garden Company (MSG) sets a global standard for excellence in live experiences and forges deep and enduring connections with diverse and passionate audiences of all generations. Each of its seven venues serve as premier showplaces, with a loyal following of fans, performers, and events. Since first opening its doors in New York City in 1879, MSG has focused on the mission to lift the human spirit by gathering communities around exceptional live experiences on the world's greatest stages.

The Radio City Rockettes

Among MSG's iconic venues is Radio City Music Hall, home to the world's most famous precision dance company and New York icons, the Radio City Rockettes. Originating in 1932 and legendary for their unique style of dance and

eye-high kicks, they are stars of the Christmas Spectacular—a show that is seen by more than one million people annually in New York and has played in more than 60 cities across North America.

RESULTS

- ✓ **Operations:** MSG saw a +16 increase in scores related to event entry after identifying wait time issues through the Medallia program.
- ✓ **Up-sell and cross-sell:** Increase in food purchases per guest and revenue from top food items. 16% rise in overall sentiment around merchandise experience.
- ✓ **Overall Experience:** Overall satisfaction scores rose and negative comments significantly decreased.
- ✓ **Time to Value:** MSG made changes to positively impact customer experience within weeks of implementing Medallia. CX insights drove operational adjustments between shows.



CHALLENGE

MSG had limited capability to assess customer experience and listen to customer feedback around their world-famous Rockettes' holiday show at Radio City Music Hall. Without a robust CX program in place to measure customer feedback, they were relying on post-event surveys, one-way communication and insights gained from marketing, feedback on show content, and purchase behaviors.

In addition, MSG faced a unique customer challenge. Every year, more than 1 million people from around the world visit the venue within a seven-week period. Located right on Avenue of the Americas, attendees are easily caught up in the excitement of the surrounding holiday activities in one of NYC's busiest areas, causing increased competition and the need to provide a superior customer experience like no other.

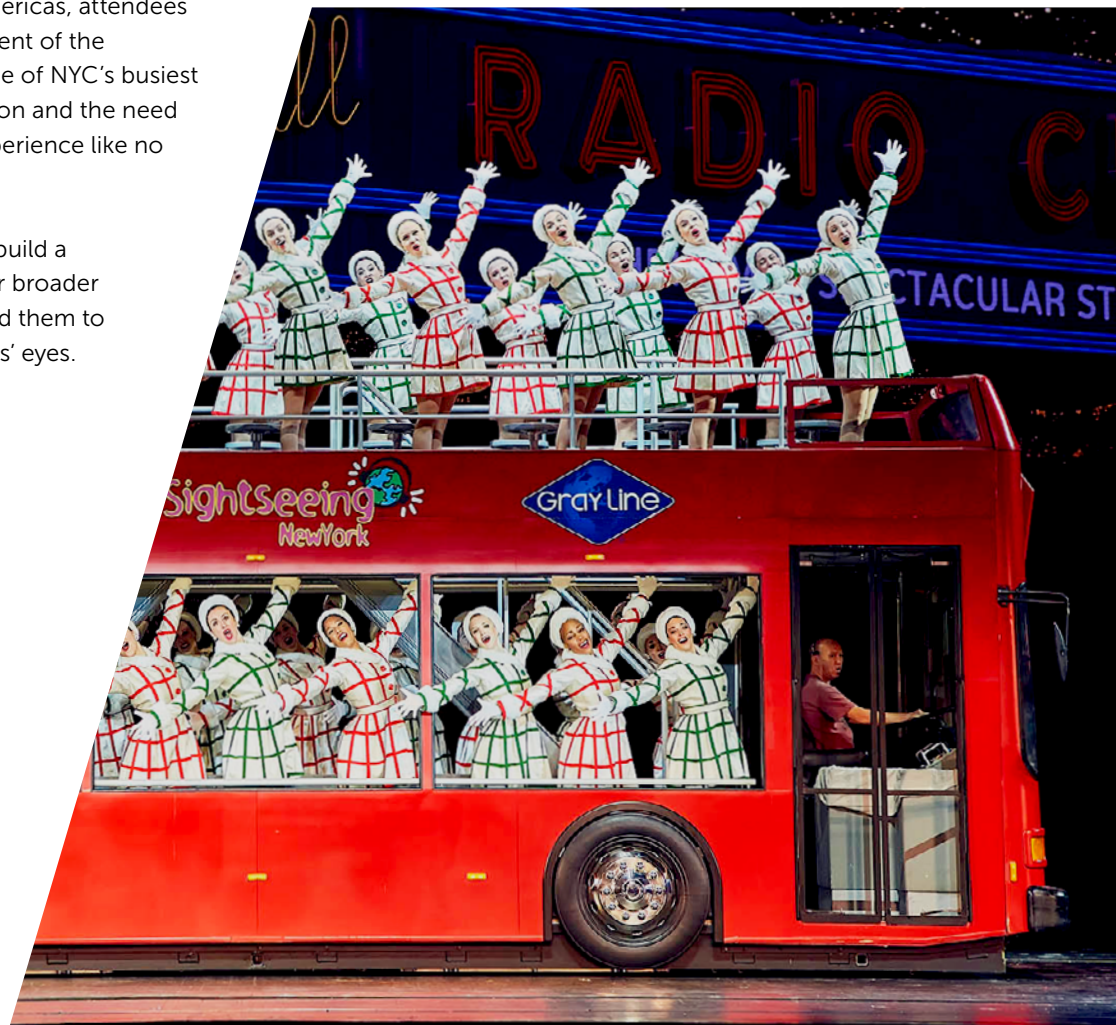
MSG chose Medallia to help them build a CX program that incorporated their broader guest-centric approach and allowed them to see themselves through their guests' eyes.

SOLUTION

MSG and Medallia implemented a solution in a quick, agile, test and learn approach. Several feedback channels were added and live in under a week. Within the first week of incorporating the new CX program, MSG gleaned valuable insights that have led to changes being made as quickly as the morning after a show has taken place. To get effective feedback around how the changes are received, MSG frequently adds custom questions to the Medallia survey that attendees receive post-show.

Ingress

Once the Medallia CX program was implemented, MSG began to receive insight that long wait times were causing guests to miss the beginning of the show and latecomers interrupted the experience for attendees already in their seats. MSG updated its ticket policy to hold all seating until set changes, and updated communications about early arrival to ticket holders, resulting in a +16 point impact on ingress scores throughout the run.



Concessions

Additional feedback revealed that CX satisfaction around the show's concessions was relatively low, specifically with the freshness and availability of popular items. MSG reacted quickly and extended popular concession items across all stands to alleviate long wait times and re-evaluated its existing food preparation process to ensure freshness throughout all showtimes. As a result, they experienced increases in both food per capita and revenue for top food items.

Merchandise

Insights also revealed relatively low customer satisfaction, in part due to the fact that a 30% merchandise discount did not apply to the exclusive photo experience that the show offered. MSG immediately worked with its marketing partnerships group to ensure that the discount included photos. Merchandise sales rose and overall sentiment of the experience increased 16%.

Venue Operations

The Medallia CX program also offered valuable insight around the venue's operations. Guests reported not receiving their 3D glasses, children having difficulty seeing the stage, and cold temperatures in the venue prior to the show beginning. MSG implemented several changes, including increasing staff training around the distribution of 3D glasses, offering booster seats for its younger customers, and limiting the time the doors are open to address cold temperatures. From these operational changes, guest experience scores rose and negative comments subsided. Some of these learnings have been expanded to other MSG venues, including offering booster seats to other family-friendly performances.

Closing the Loop with Guests

MSG's Guest Relations dedicated staffing resources to review all detractors, with a strategy of responding to the guest within one business day via the guests' preferred form of communication. During the first holiday show season, the department managed the response process for over 3,000 detractors, with each guest receiving a minimum of two phone calls and one email from the Closed Loop Feedback team. MSG found that the root cause of their detraction came from the level of service provided to the guest, the performance itself, and length of lines. These factors made up approximately 70% of all detractors, who requested a response and will inform strategic and operational decisions in future seasons.



Staff Training

MSG is leveraging feedback for real-time training and celebration. Medallia feedback from the previous day is part of daily huddles with staff to continuously improve behaviors and celebrate successes. The feedback also plays a significant role in the organization's internal monthly newsletter.

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CX BEYOND THE ROCKETTES: WATER BOTTLE CAPS

One popular rock band, that often plays series of performances lasting many nights, has a devoted fan base that often attends multiple concerts in a series. Their fans love to dance and voiced frustration in feedback about MSG's policy of prohibiting bottle caps on plastic water bottles. This resulted in water-drinking dancers spilling on themselves and the floor. Hearing about this through feedback and recognizing that the bottle caps did not present a serious threat, MSG changed the policy in the middle of a series of concerts by the band, and even passed out free water to many. Fans were so impressed with MSG's responsiveness that they tweeted their appreciation to the venue for listening. Furthermore, the band sent the GM of MSG a signed poster with a personal note that read "Thanks for being the best venue to perform at, and for letting our fans keep the bottle caps!!"

TRANSFORMING HOLIDAY EXPERIENCES

Before incorporating Medallia's CX program, MSG lacked a substantial way to listen to its customers and measure audience expectations and experience. With the implementation of Medallia's CX program, MSG shows, including the Christmas Spectacular, saw improved overall guest experiences and a decrease in negative feedback. MSG is using what it has learned to continually improve and enhance the Christmas Spectacular, as well as shows across its seven venues. The feedback program has made MSG more responsive, personal, and connected to fans and employees alike.

About Medallia

Medallia, the leader in Experience Management cloud technology, ranked #15 in the most recent Forbes Cloud 100 list. Medallia's vision is simple: to create a world where companies are loved by customers and employees alike. Hundreds of the world's largest companies and organizations trust Medallia's cloud platform to help them capture customer and employee feedback everywhere they are, understand it in real-time, and deliver insights and action everywhere—from the C-suite to the frontline—to improve business performance. Medallia has offices worldwide, including Silicon Valley, New York, Washington DC, Austin, London, Buenos Aires, Paris, Sydney, and Tel Aviv. Learn more at www.medallia.com.

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