

# Innovating with ticket returns: How Shakespeare's Globe and Action Links developed a self-service solution that maximises revenue and drives efficiency

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Action Links



## **Distraction Free Zone**

Please keep keyboard and other distractions to a minimum



## **No Recording**

No recording or broadcasts of concurrent sessions

# Innovating with ticket returns

How Shakespeare's Globe and Action Links  
developed a self-service solution that  
maximises revenue and drives efficiency



**Joel Enfield**  
Action Links



**Rosie Field**  
Action Links



**Matt Hodson**  
Shakespeare's Globe



# Returns are complicated...

💭 **Who** is the user?

💭 Are there **other items** as well as tickets?

💭 What are their **order details** (event, date, time)?



💭 Is it **too close** to the performance to return something?

💭 **What** do they need to return?

💭 What about **fees**?



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GLOBE**



# Digital at the Globe



Small(ish)  
team



Big ambitions



Connecting the  
whole journey



Focussed on  
retention



# Digital at the Globe



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team



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Connecting the  
whole journey



Focussed on  
retention



Experimentation



Accessibility



Innovation





# Action Links

A subscription based SaaS platform for building powerful user interfaces that integrate with one or more back-end systems

A growing list of integrations, including...



Airtable



## How it all began...

### 2021-22

Joel & Rosie work together at digital agency Substrakt

### June 2022

Joel starts building the first version of Action Links

### November 2023

The first beta version of Action Links launches

### August 2024

Joel & Rosie team up and take Action Links out of beta

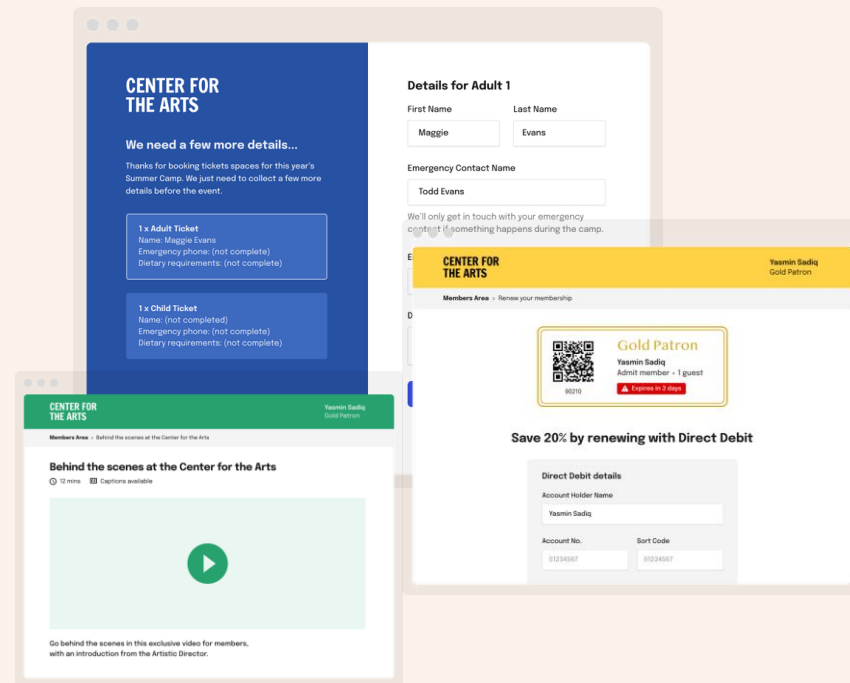


**Co-Founders**  
Joel Enfield &  
Rosie Field



# What Action Links is used for...

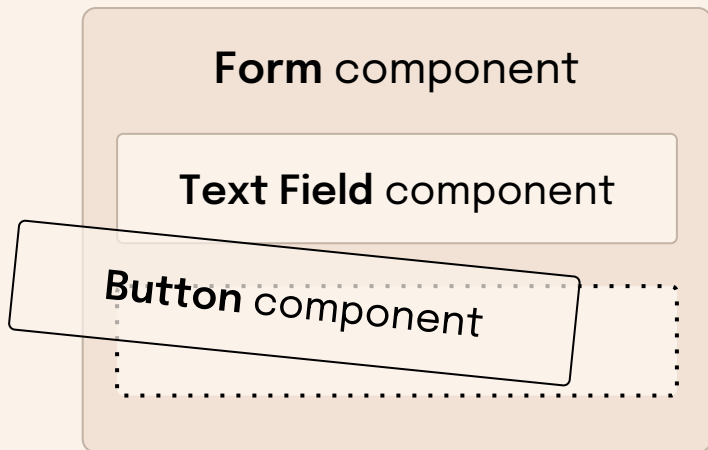
- Collecting participant details for classes
- Personalised RSVPs + donations
- One-click Gift Aid opt-in
- Access scheme sign up
- Customer feedback management
- Self-managed school registrations
- Self-service ticket returns
- Paying-off group reservations



# How do Action Links work?

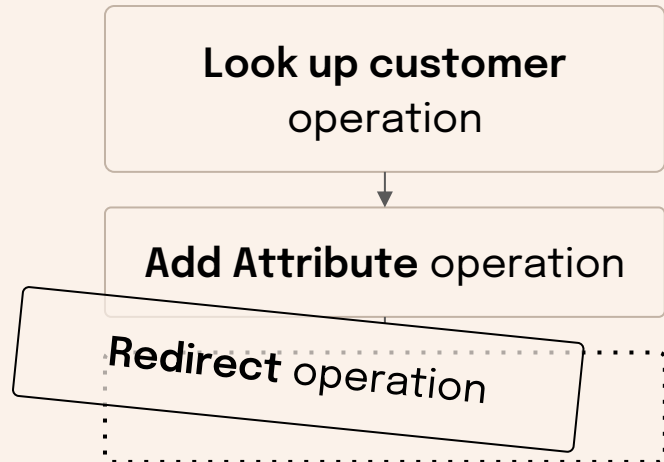
## Components

What the user sees when they look at your Link



## Operations

What happens when the user interacts



## Key features of Action Links

- Build your own user interfaces for **both customers and staff**
- Integrate each interface with **one or more systems**, e.g. fetch data from one place and save to another
- Personalise the content of your Links for each user with **dynamic data** and **conditional logic**
- Customise the **look and feel** of your Links to match your brand, or for individual campaigns



# Returns at the Globe

## Why we offer returns and exchanges

- To give our customers extra flexibility, leading to overall better customer experience
- To retain income in the organisation
- To encourage advance bookings with peace of mind
- To avoid empty seats if customers can't come
- To avoid unofficial secondary markets / resale issues

### Pre-pandemic

Exchanges offered up to 28 days before performance, for a fee

### Reopening

Free exchanges up to 24 hours before to encourage audiences to return

### 2023-2024

Exchanges up to 48 hours before, not consistently charged a fee.

### Now

A solution to offer a good customer experience and generate income



# Returns at the Globe

## What are the problems with a manual process?



### Staff time

Return processing takes up around 60 days of staff time every year; longer if it includes processing a donation or returning additional items



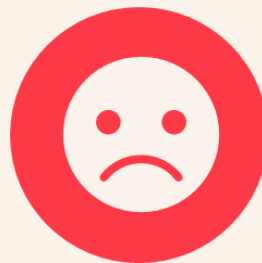
### Hard to generate income

With a busy customer on the phone or a queue of calls, it's not as easy to convert returns to donations or collect or confirm additional information



### Limited operating hours

With the Box Office only open 10am-6pm, it's difficult for customers (especially international) to return tickets




### Clunky customer experience


With 80% of our customers booking online, they expect a digital experience, including an instant result, for all elements of their engagement.




# The mission...


## For the user....

 Allow and empower users to self-serve online

 Prioritise simple, straight forward UX

## For the venue....


 Cut down manual tasks for Box Office


 Maximise opportunities to resell seats


 ***Balance functionality with usability, using partnerships to innovate quickly***



## Solution: Return Tickets page

 WHAT'S ON



 DONATE

[← Back to orders](#)

### Return tickets for Order #3783070

If you can no longer make your event, you can return all or some of your tickets up to 48 hours before your visit and receive a credit voucher to book again with Shakespeare's Globe. Your credit voucher will be valid for 12 months from the date of issue and can be used towards any performance, event or activity bookable on [shakespearesglobe.com](https://www.shakespearesglobe.com).

#### Tickets

A fee is applied per ticket returned and will be deducted from your credit voucher. For tickets priced £10 or less, a £2 per ticket fee is applied. For tickets priced over £10, a £3 per ticket fee is applied.

Select tickets to return:


<input type="checkbox"/>	<b>Three Sisters</b> (16 Apr 2025 7.30pm) B17 (Upper gallery restricted view)	£19.50
<input type="checkbox"/>	<b>Three Sisters</b> (16 Apr 2025 7.30pm) B18 (Upper gallery restricted view)	£19.50

#### Other items

These items will not incur a fee when returned.



## Solution: Return Tickets page

[WHAT'S ON](#)[DONATE](#)

### Return options

Would you like to help fund our transformative education work, our innovative productions and our ground-breaking research by donating part of your credit?

☐ **Donate the full amount to Shakespeare's Globe**

☒ **Donate 50% (£15.00)**  
You get a £15.00 credit voucher

☐ **Donate 20% (£6.00)**  
You get a £24.00 credit voucher

☐ **Donate 10% (£3.00)**  
You get a £27.00 credit voucher

☐ No thanks, return the full amount as credit

#### Summary

Tickets	£19.50
Other items	£13.50
Admin fees	-£3.00
<b>Donated to Shakespeare's Globe</b>	<b>£15.00</b>

### Return options

Would you like to help fund our transformative education work, our innovative productions and our ground-breaking research by donating part of your credit?

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## Solution: Return Tickets page

[WHAT'S ON](#)

[DONATE](#)

☐ **Donate 20% (£6.00)**  
You get a £24.00 credit voucher

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You get a £27.00 credit voucher

☐ No thanks, return the full amount as credit

**Summary**

Tickets	£19.50
Other items	£13.50
Admin fees	−£3.00
<b>Donated to Shakespeare's Globe</b>	<b>£15.00</b>
<b>Returned to you as a credit voucher</b>	<b>£15.00</b>

☐ I agree to the [Terms and Conditions](#). I understand that I will not be able to use any tickets I return and that any credit voucher issued will expire 12 months after the date of issue.

Return Items

### Summary

Tickets	£19.50
Other items	£13.50
Admin fees	−£3.00
<b>Donated to Shakespeare's Globe</b>	<b>£15.00</b>
<b>Returned to you as a credit voucher</b>	<b>£15.00</b>



## Solution: Success screen

Your return has been processed successfully, and you should receive a shortly to [joel@actionlinks.io](mailto:joel@actionlinks.io) with the details. Please review this email carefully to ensure you have not returned any tickets in error.

We have issued a credit voucher for **£18.00** which you can use on future purchases within the next 12 months. After this time, any remaining amount will be treated as a non-gift-aid donation to Shakespeare's Globe.

Use the voucher code below when checking out to apply your credit:

**6DA5-1865566**

**Expiry date: 3 Apr 2026   Value: £18.00**



### Ticket return confirmation

Original order #: 3783070  
Return #: 3783072  
Return date: 02/04/2025 14:14:55

Your Account Information:  
Customer #: 6832948  
Joel Enfield  
[joel@actionlinks.io](mailto:joel@actionlinks.io)

Thank you for making a donation of £15.00 as part of your ticket return. Your support helps us to put world class productions on our stages, introduce thousands of young people to Shakespeare each year and develop cutting edge research into Early-Modern theatre.

The remaining £18.00 has been issued as a credit voucher for you to use on future purchases within the next 12 months. Please retain this email as you will need the voucher code below to rebook online or via the Box Office.

Please review this email carefully to ensure you have not returned any tickets in error. If you made a mistake, please contact us immediately by emailing [tickets@shakespearesglobe.com](mailto:tickets@shakespearesglobe.com) or by calling 020 7401 9919.

### Your credit voucher

Voucher code: 6DA5-1865566  
Expiry date: 03/04/2026  
Value: £18.00

Please note, credit vouchers are valid for 12 months from the date of issue. After this time, any remaining amount will be treated as a non-giftaid donation to Shakespeare's Globe.

### Donation - £15.00

### Returned tickets

Pre- Ordered Drinks - 16/04/2025	
1 x House Red Wine	-£13.50
Three Sisters - 16/04/2025	
1 x Access	-£19.50
Value of returned tickets: £33.00	
Fees: £0.00	



## Solution: Returned orders

WHAT'S ON



DONATE

### Tickets

A fee is applied per ticket returned and will be deducted from your credit voucher. For tickets priced £10 or less, a £2 per ticket fee is applied. For tickets priced over £10, a £3 per ticket fee is applied.

Select tickets to return:

- |                                                                                                                        |        |
|------------------------------------------------------------------------------------------------------------------------|--------|
| <input type="checkbox"/> <b>Three Sisters</b> (16 Apr 2025, 7.30pm) -- RETURNED<br>B17 (Upper gallery restricted view) | £19.50 |
| <input type="checkbox"/> <b>Three Sisters</b> (16 Apr 2025, 7.30pm)<br>B18 (Upper gallery restricted view)             | £19.50 |

### Other items

These items will not incur a fee when returned.

Select other items to return:

- |                                                                                   |        |
|-----------------------------------------------------------------------------------|--------|
| <input type="checkbox"/> <b>House Red Wine</b> -- RETURNED<br>16 Apr 2025, 7.30pm | £13.50 |
| <input type="checkbox"/> <b>Coke</b><br>16 Apr 2025, 7.30pm                       | £2.20  |

I agree to the [Terms and Conditions](#). I understand that I will not be able to use

### Tickets

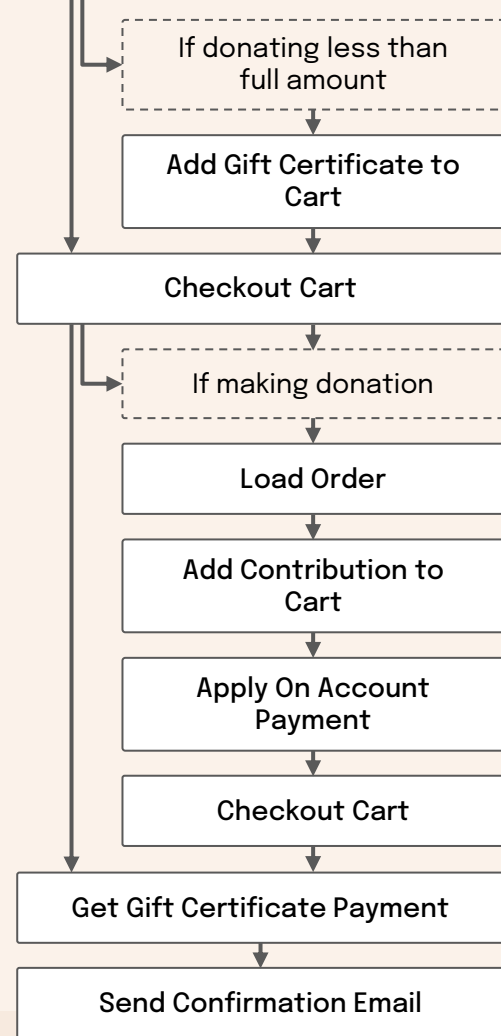
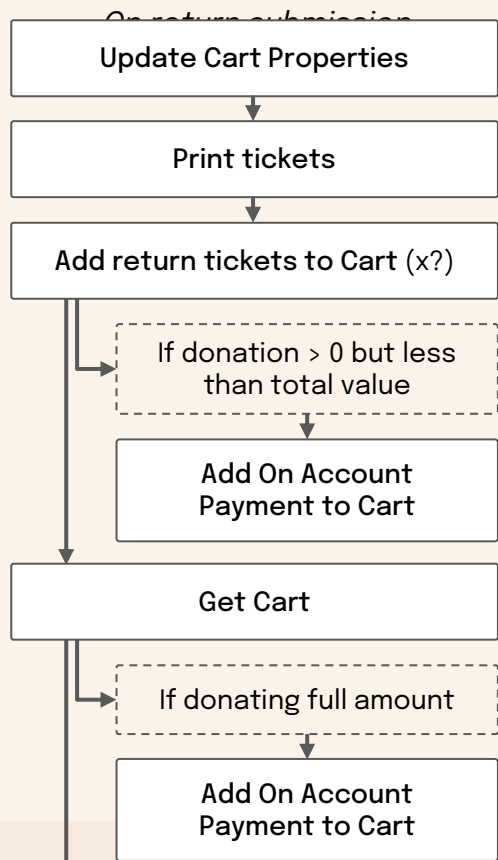
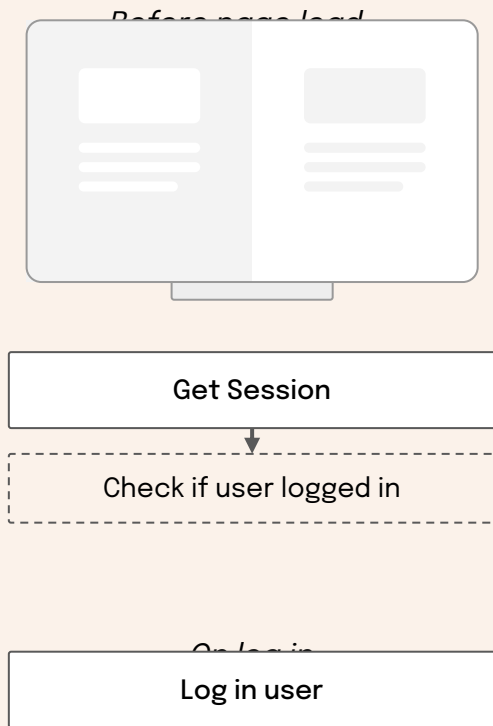
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Select tickets to return:

- |                                                                                                                        |        |
|------------------------------------------------------------------------------------------------------------------------|--------|
| <input type="checkbox"/> <b>Three Sisters</b> (16 Apr 2025, 7.30pm) -- RETURNED<br>B17 (Upper gallery restricted view) | £19.50 |
| <input type="checkbox"/> <b>Three Sisters</b> (16 Apr 2025, 7.30pm)<br>B18 (Upper gallery restricted view)             | £19.50 |



# Why is returning tickets so difficult?



## What can you customise? **Product criteria**

### Tickets

A fee is applied per ticket returned and will be deducted from your credit voucher. For tickets priced £10 or less, a £2 per ticket fee is applied. For tickets priced over £10, a £3 per ticket fee is applied.

Select tickets to return:

☐ **Three Sisters** (14 Apr 2025, 7.30pm) £34.50  
C12 (Pit)

☐ **Three Sisters** (14 Apr 2025, 7.30pm) £34.50  
C13 (Pit)

☐ **Three Sisters** (14 Apr 2025, 7.30pm) £69.00  
C14 (Pit)

### Other items

These items will not incur a fee when returned.

Select other items to return:

☐ **House Red Wine** £13.50  
14 Apr 2025, 7.30pm

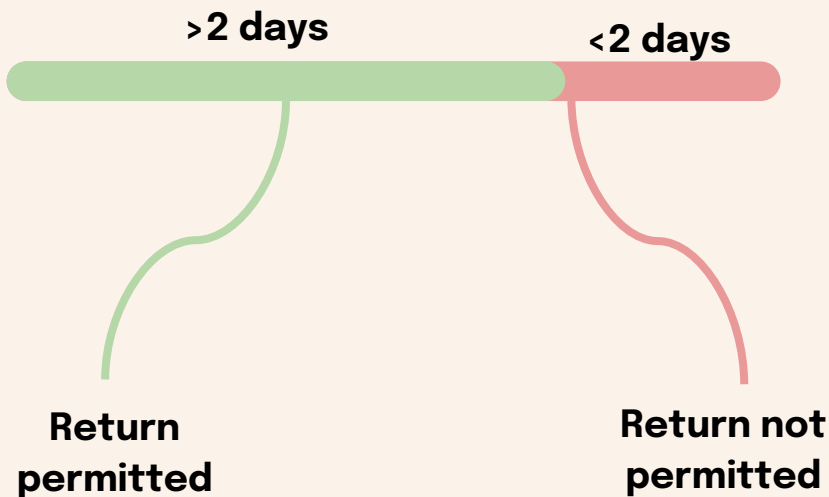
☐ **Coke** £2.20  
14 Apr 2025, 7.30pm

- Separate different types of product on the page
- Easier to scan and select
- Categorised via Tessitura **Product Types / Seasons**
- Should any products be **excluded from displaying?**



## What can you customise? **Business rules**

### Number of days out from event



## Fee set up in Tessitura

Fee Maintenance Fee Rules

Available Fees

- BO Ticket Return Fee 25
- BO Ticket Return Fee Yard 25
- Booking form processing fee
- COVID-19 Group Tours
- COVID-19 Lively Action
- COVID-19 Playing Shakespeare
- Demo - £12 Sword Fighting
- Demo- Sword Fighting £10 TRADE
- EDU Practitioner Fee
- Europe Delivery Fee 0.5-1kg
- Europe Delivery Fee 0-0.5kg
- Europe Delivery Fee 1-2kg
- Europe Delivery Fee 2-4kg
- EX - Balcony Rm Dressing Demo
- EX Cancellation fee
- EX Demo - Dressino £10 TRADE

Fee Details

General Settings

Fee Description: BO Ticket Return Fee 25

Web Alias:

Ticketing Season: (all in fyear)

Fiscal Year: 2025

Business Unit: Shakespeare's Globe

General Ledger No: 411150-1;SGT ;BO ;

Campaign: 25 Return Tickets Donation

Designation: Ticketing

Fee Category: Service

Inactive: ☐

Calculation Method

Fee Type: Rule-Based

Calculation Rules

Fee Frequency: Performance Seat Level

### Summary

Tickets	£19.50
Other items	£13.50
Admin fees	–£3.00
<b>Donated to Shakespeare's Globe</b>	<b>£15.00</b>
<b>Returned to you as a credit voucher</b>	<b>£15.00</b>



## What can you customise? **Donation ask**

### Return options

Would you like to help fund our transformative education work, our innovative productions and our ground-breaking research by donating part of your credit?

☐ **Donate the full amount to Shakespeare's Globe**

☐ **Donate 50% (£14.00)**  
You get a £14.00 credit voucher

☐ **Donate 20% (£5.60)**  
You get a £22.40 credit voucher

☐ **Donate 10% (£2.80)**  
You get a £25.20 credit voucher

☐ No thanks, return the full amount as credit

- Customise all the **messaging**
- **Fixed amounts** or **percentage** based on return value
- **Choose how many options / amounts**
- **Vary options** based on what's being returned, or other things



## What can you customise? **Return methods**

### **Gift Certificate**

- Easy to expire with the Gift Certificate Expiration Utility
- Credit not attached to customer so harder to remind customer to spend it
- Easy to lose code
- Customer can share with others

### **On Account Credit**

- Less easy to expire
- Tied to account so easy to redeem in TNEW checkout
- Pull amount into emails to remind customers to use

### **Other options**

- Exchanges and refunds



## What can you customise? **Additional questions & copy**

### Return options

- I agree to the Terms and Conditions. I understand that I will not be able to use
- ☐ any tickets I return and that any credit voucher issued will expire 12 months after the date of issue.

Return items

#### Type

- ✓ Choose component type
  - General – Text
  - General – HTML
  - General – Container
  - Form – Text Field
  - Form – Number Field
  - Form – Email Field
  - Form – Password Field
  - Form – Textarea Field
  - Form – Barcode Field
  - Form – Date Field
  - Form – Range (slider)
  - Form – Checkbox**
  - Form – Checkbox Group
  - Form – Radio buttons
  - Form – Select Dropdown
  - Form – Autocomplete Field (Algolia)
  - Form – Read only Field
  - Form – Hidden Field
  - Form – Submit Button



## Return options

Would you like to help fund our transformative education work, our innovative productions and our ground-breaking research by donating part of your credit?

☐ **Donate the full amount to Shakespeare's Globe**

☐ **Donate 50% (£14.00)**  
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☐ **Donate 20% (£5.60)**  
You get a £22.40 credit voucher

☐ **Donate 10% (£2.80)**  
You get a £25.20 credit voucher

☐ No thanks, return the full amount as credit

## Consider the psychology

- Guide the user with UI and copy
- Force a response
- Frame the question
- Highlights parts and include context
- Consider ordering
- Iterate



<https://action.shakespearesglobe.com/return-tickets?order=3783011>

[ACCOUNT](#) [BASKET](#)

[WHAT'S ON](#)

[MY DETAILS](#)  
[MY PREFERENCES](#)  
[EVENTS](#)  
[DIGITAL EVENTS](#)

## EVENTS.


View your upcoming events and access your digital tickets.

↔ Plans changed? No problem...

If you can no longer make your event, you can return all or some of your tickets up to 48 hours before your visit and receive a credit voucher for the value of the tickets, minus a small per-ticket fee\*, to book again with Shakespeare's Globe.

[Return tickets](#)

\*A £2 per-ticket fee is charged for tickets priced £20 or less; a £3 per-ticket fee is charged for tickets priced over £20. Our online return tickets service is to be used - if you have any issues completing your return, please [email our ticketing team](#).



**Three Sisters**

4 April 2025 7:30pm

[VIEW TICKETS IF](#)

[WHAT'S ON](#)

[DONATE](#)

## Your ticket orders

**Order #3783003**

**Order date:** Tue 25 Mar 2025, 10.10am

Cymbeline	Fri 4 Apr 2025, 2.00pm
Pre-Theatre Dining	Fri 4 Apr 2025, 6.15pm


[Return tickets from this order](#) **Returnable items total: £60.50**

**Order #3783015**

**Order date:** Wed 26 Mar 2025, 11.17am

Romeo and Juliet	Wed 30 Apr 2025, 2.00pm
------------------	-------------------------


[Return tickets from this order](#) **Returnable items total: £130.00**



tickets@shakespearesglobe.com

To: You

Fri 04/04/2025 12:12



## Your order from Shakespeare's Globe

**Order information**

Order number: 3783081

Order date: April 4, 2025 11:54AM

Please contact us should you have any questions about your order.

For performances and events, e-tickets will be sent by email the day before your visit and can also be accessed in your Globe account.

If you do not receive your e-ticket by email you can use your order number to collect a physical ticket from the Box Office when you arrive.

For Guided Tours, tickets are not issued - please present this order confirmation when you arrive.

**Billing details**

Matthew Horison  
123 Test Street  
United Kingdom  
test@test.com  
01234 123123

**Delivery details**

Digital delivery



# What you need to set up in Tessitura

- ☑ **Identify the rules** that denote what's returnable – Seasons, Product Groupings, etc.
- ☑ **Gift Certificate Payment Method** (if returning to Gift Certificate)
- ☑ **On Account Payment Method** (if supporting donations or returning to On Account) – make sure to enable Gift Aid
- ☑ **Fee(s)** – usually per ticket, can vary between products
- ☑ **Security settings**
- ☑ **Return confirmation email and updates to confirmation email**
- ☑ **Reporting** to track impact



## Measuring success

- Amount of **time being saved** in Box Office hours/admin
- % Proportion of tickets logged as 'not attended' (via scanners), but not actually returned
- £ Volume of **additional revenue made** from resold returned seats
- % Proportion of returns where **some/all of the value is donated**
- **£ Volume in donations** received via returns
- Volume of **dry/wet stock 'Other items' saved**



But what if my venue doesn't offer returns?

**Other options to consider...**



## Ticket insurance / Face Value Resellers

Secure My  
Booking

The logo for Secure My Booking features the text "Secure My" in a blue sans-serif font and "Booking" in a dark blue sans-serif font. To the right of the text is a grey padlock icon.

 COVER GENIUS

The logo for Cover Genius consists of a yellow icon made of three overlapping geometric shapes on the left, followed by the text "COVER GENIUS" in a bold, black, sans-serif font.

Twickets  
UK



So how do I get started?

**Some takeaway top tips**



## Takeaway top tips

# What to prioritise when trying to champion innovation in an organisation



- Put your audience at the heart of all your thinking
- Prioritise co-design with partners and stakeholders to build buy-in
- Be open to experimentation and a test-and-learn approach
- Explore solutions that support multiple objectives



## Takeaway top tips

# How to use partnerships to help break new ground fast



- Look across the sector and beyond
- Have other venues tried something similar? Are there subject matter specialists you can ask for advice?
- Many voices are stronger than one
- Lean on each other to plan and scope together from the start



## Takeaway top tips

# How to optimise to unlock additional revenue



- Two ways – improve the conversion rate, or change the product (including adding variants)
- Can you improve the messaging and/or design? Even tweaking the ordering can make a difference
- Timings are key – if you don't convert a customer initially, when's the next opportunity to convert them?



# Any questions?



**Joel Enfield**

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[in](https://www.linkedin.com/in/joelenfield) [in/joelenfield](https://www.linkedin.com/in/joelenfield)



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# Q&A

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