

Casa Batlló's Employee-Driven Visitor Experience 2021-2024

CASA BATLLÓ
GAUDÍ BARCELONA

unesco
Works of Antoni Gaudí
World Heritage since 2005

November, 2024

1. Summary

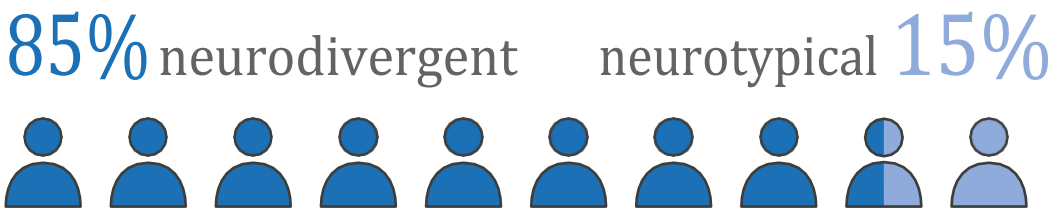
Introduction to initiative background and partnerships

Casa Batlló, an iconic masterpiece by Antoni Gaudí and a UNESCO World Heritage site since 2005, embarked on a groundbreaking initiative in May 2021 which aimed at enhancing the visitor experience through an excellent immersive experience by radically improving its museography and integrating neurodivergent individuals into its workforce. This initiative, in collaboration with Specialisterne, an organization dedicated to the employment of neurodivergent individuals, promotes inclusivity to create an outstanding employees-driven visitor experience.

Innovative approach while addressing challenges

Casa Batlló is the first World Heritage site to reposition the role of neurodiversity in alignment with its core values of equality and inclusivity. Today, 98 team members, comprising 85% neurodivergent and 15% neurotypical staff, are actively engaged in various roles such as visitor assistance, managing audio guides, capturing and selling photos, and handling sales in the "Simbòlic" store. The initiative has successfully addressed challenges such as training the team to maintain high standards of public service, establishing a robust support network tailored to dynamic visitor interactions, and raising awareness among visitors to break down social myths and prejudices regarding neurodiversity.

Casa Batlló's Visitor Experience Operational Team



Teamwork overview

82 Neurodivergent staff members

40 months working together

15.680 hours of visitor interaction

Since 2021

2.624.948 visitors attended

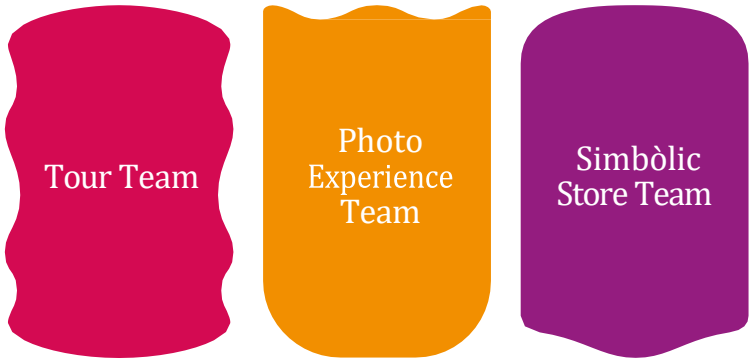
8 different cultural experiences

How Casa Batlló's team is organized

Our dedicated staff is expertly organized into three specialized teams, each playing a vital role in crafting an exceptional visitor experience: the Tour Team, the Photo Experience Team, and the Simbolic Store Team. The Tour Team excels in delivering captivating historical insights, guiding visitors seamlessly through the House, and providing audio guides in 15 different languages to enhance every step of the journey. The Photo Experience Team captures unforgettable moments from the iconic princess's balcony, ensuring each shot is perfectly printed and beautifully presented to our guests as a cherished keepsake. And The Simbolic Store Team, the cornerstone of our visitor experience, manages everything with meticulous care—from expertly handling inventory to creating an inviting retail environment where memories of the visit can be taken home.

Together, these teams embody our commitment to providing a truly unparalleled and memorable experience for every visitor.

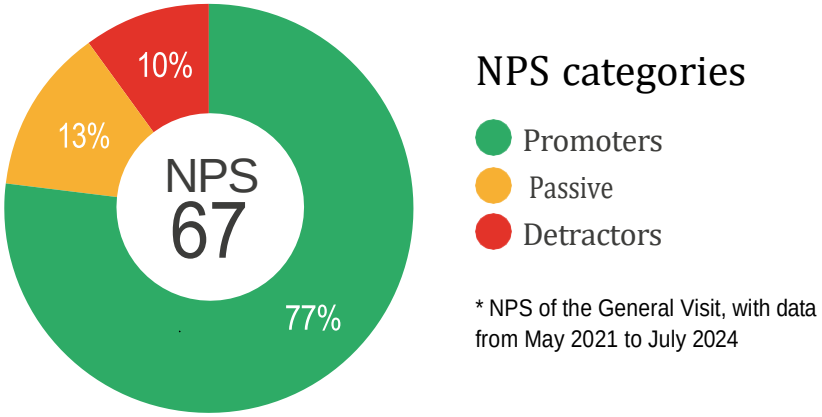
Team organization areas



Project success and impacts

The project's success is evident through the team's commitment to continuous learning and the positive feedback from nearly four million visitors from 130 different nationalities. This initiative has not only improved the visitor experience but also contributed significantly to social awareness and acceptance of neurodiversity, making Casa Batlló a leader in inclusive cultural heritage management.

Net Promoter Score of 2021-2024



2. Working Strategy

Promoting inclusivity and equality

The initiative to include neurodivergent individuals in Casa Batlló's workforce is deeply rooted in the strategic objective of promoting inclusivity and equality in the workplace. By partnering with Specialisterne, Casa Batlló addressed the need to enhance its social responsibility while improving the visitor experience. This strategy aligns with Casa Batlló's values of inclusivity and equality, supporting its commitment to the Sustainable Development Goals (SDGs). Neurodiversity was integrated into Casa Batlló's working model to enhance operational efficiency and visitor satisfaction.

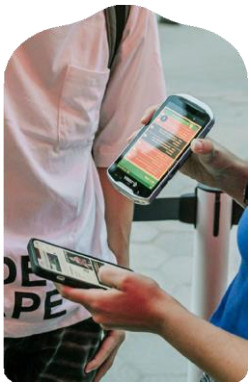
Supporting Sustainable Development Goals



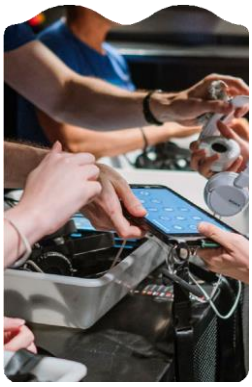
Demonstrating capabilities and challenging stereotypes

Employing neurodivergent individuals in public-facing roles aimed to demonstrate their capabilities, challenging societal stereotypes and prejudices. This initiative also sought to improve employee engagement and satisfaction by providing meaningful employment opportunities and fostering a supportive and inclusive work environment. The strategic move addressed the organization's social responsibility goals and aligned with broader working objectives such as enhancing visitor satisfaction and operational excellence.

Showcasing the impact of visitors-employee interactions



Ticket validation



Device distribution



Tour management

A visit where the needs and opinions of people are always put first

Since 2018, Casa Batlló has embarked on a journey of qualitative and quantitative analysis to enhance the visitor experience. In 2022, we took a decisive step by adopting the Net Promoter Score (NPS) as a central tool to evaluate not only the satisfaction with our tours but the entire experiential journey.

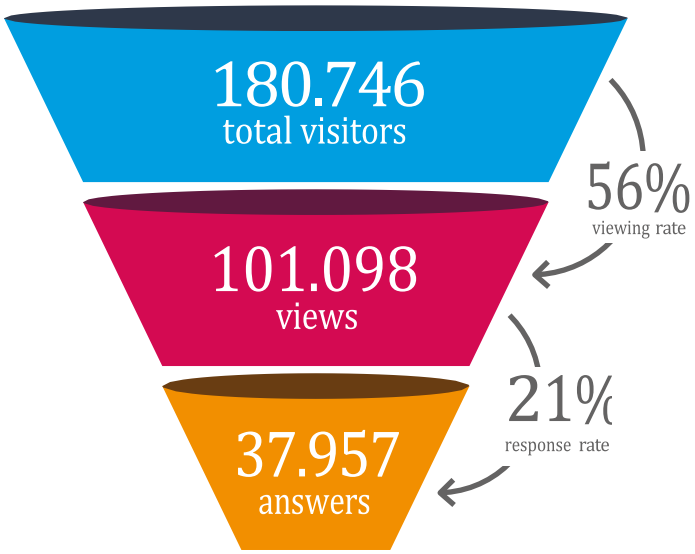
This data collection process is fully automated and accessible to all our staff, ensuring a continuous flow of valuable information that drives our improvement strategy. Following the quantitative phase, we dive into an in-depth qualitative analysis, manually reviewing every piece of feedback from both our surveys and major review platforms like Google Review. By segmenting our users into Promoters, Passives, and Detractors, we can precisely understand our strengths through the Promoters and identify areas for improvement with the help of Passives and Detractors.

Thanks to these insights, we have effectively addressed friction points between visitors and staff, transforming potential challenges into opportunities for growth. Our commitment is to leverage technology and analysis to continuously enhance the quality of the visit, making the work of our employees easier and more rewarding, and the experience of our guests unforgettable.

Leveraging NPS insights to enhance visitor satisfaction

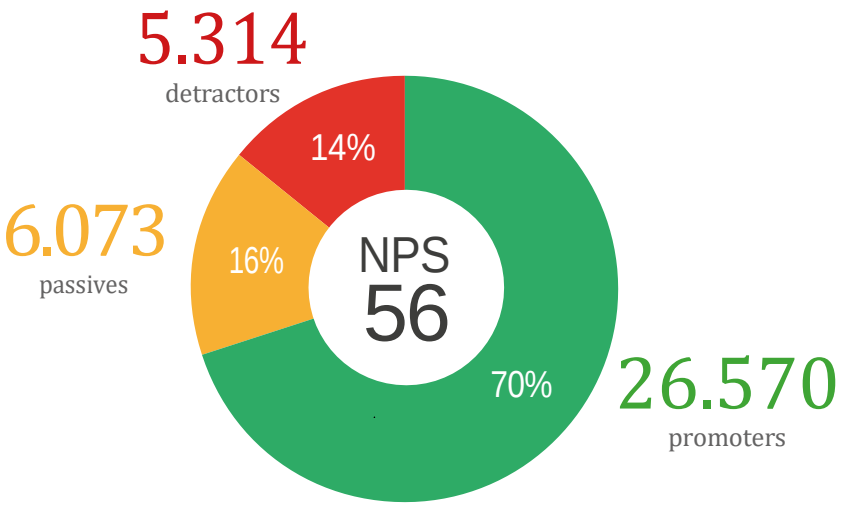
In April 2024, our advanced "post-visit" survey system achieved remarkable engagement, with an 11% daily response rate online and an additional 10% response rate from offiine channels. This brings the total response rate for the month to an impressive 21%.

Survey response funnel of April 2024



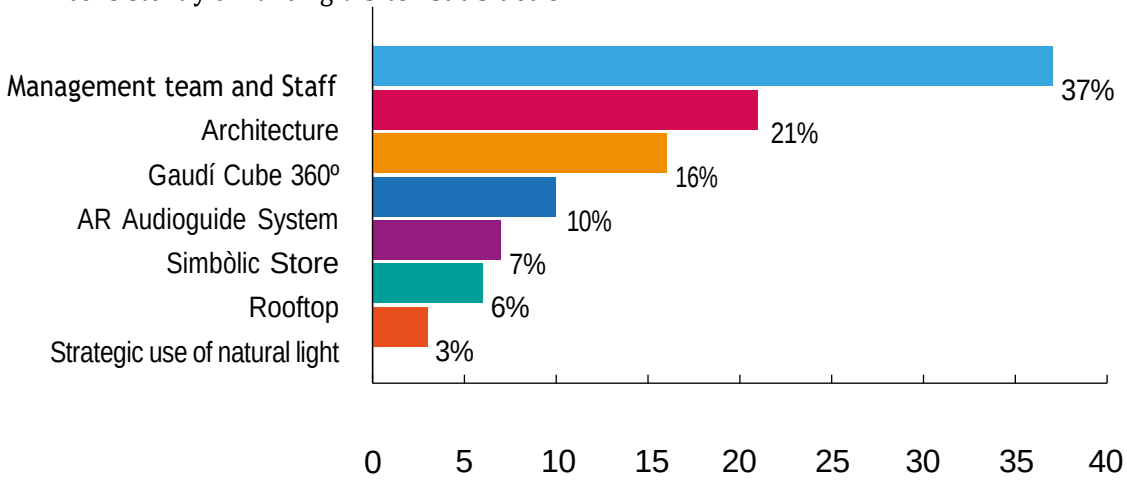
Net Promoter Score of April 2024

During this month, Casa Batlló faced an unprecedented challenge: despite achieving a record 12% increase in visitors, our NPS dropped by 11 points, marking the lowest in our history. Recognizing the need for swift action, we concieved targeted initiatives to enhance the visitor experience. By May, we started to implement these tactics to improve our operational team's workflow, easing the interactions between visitors and workers and demonstrating our commitment to an exceptional visitor experience. As a result, the following months we not only recovered but restored our NPS to the historical average of 67.



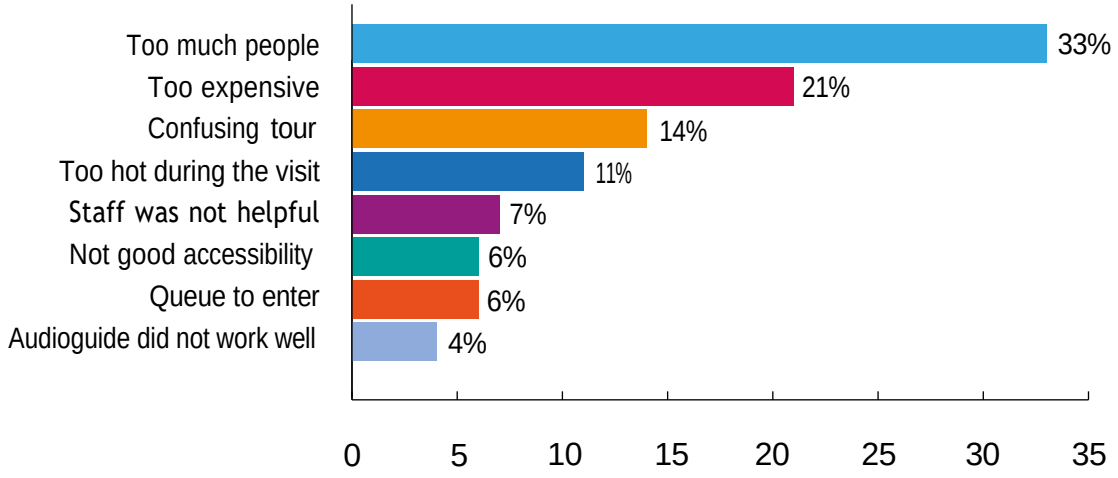
Key highlights of the Casa Batlló General Visit: Visitor satisfaction factors of April 2024

The analysis of the most appreciated aspects by visitors is based on feedback from 37.957 respondents, including promoters, passives, and detractors. The insights gathered highlight key areas where our efforts have resonated most with our audience. Promoters particularly praised our interactive exhibits, the quality of visitor service, and the overall ambiance of the museum. These elements have emerged as our core strengths, consistently enhancing visitor satisfaction.



Most common complaints from Post-Visit Surveys of April 2024

The insights analyzed in this report are derived from the feedback provided by a total of 11.387 respondents, including both passive and detractor categories. These individuals' responses have been instrumental in understanding areas for improvement and enhancing the overall visitor experience.



Working challenges and solutions

Several challenges were encountered and addressed throughout the project. Ensuring continuous high-quality visitor service required extensive and ongoing training for neurodivergent staff. Establishing a robust, individualized support system was crucial to adapt to the dynamic nature of visitor interactions. Overcoming societal myths and prejudices about neurodiversity required effective communication and awareness campaigns to educate visitors. Additionally, adapting Specialisterne's expertise to the museum sector, which operates year-round with high visitor volumes, presented unique challenges.

Our methodology to improve our team's work

1. We communicate our project to the visitor to raise awareness and to create a connection with them.

2. Our complaint analysis system identifies conflicts between our team and the visitors and streamlines negative comment management.

3. After detecting the problem, we reorganize our work process to make it more comfortable for workers and more satisfactory for visitors.

3. Goals and Objectives

Primary goal: Raising social awareness

The primary goal of the initiative is to raise social awareness, normalize, and promote the inclusion of neurodivergent individuals.

Specific objectives

Demonstrating Excellence and Breaking Stereotypes

Specific objectives include demonstrating that neurodivergent individuals can excel in public-facing roles, thereby breaking societal stereotypes and prejudices. Another objective is to enhance the personal fulfillment of team members by recognizing and supporting their active roles in personal and professional development.

Enhancing Reputation and Contributing to Societal Goals

By achieving these objectives, Casa Batlló aims to enhance its reputation as a leader in inclusive practices within the cultural heritage sector and contribute to broader societal goals of equality and social inclusion. The initiative also seeks to demonstrate the benefits of inclusivity, such as improved operational efficiency, enhanced visitor satisfaction, and stronger employee engagement.

Creating a Replicable Model for Inclusivity

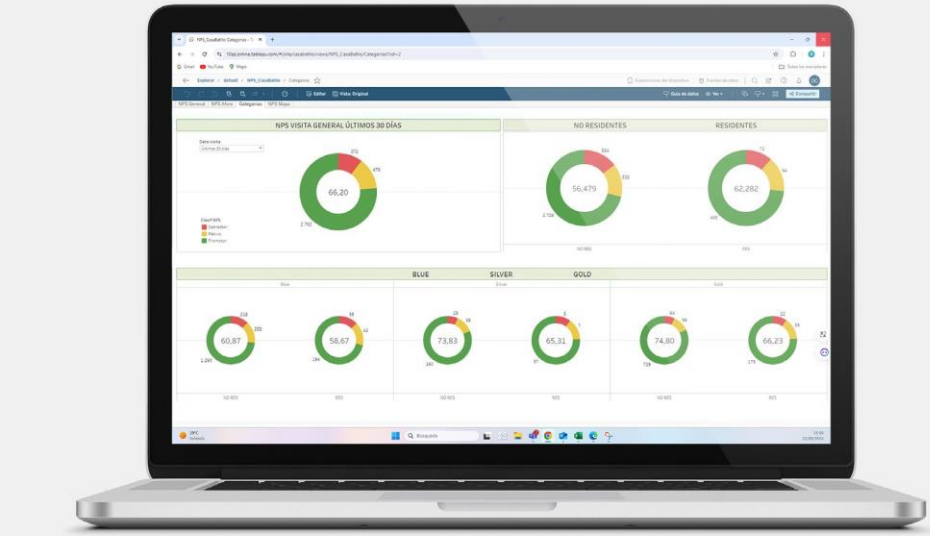
By fostering an inclusive work environment, Casa Batlló aims to create a model that can be replicated by other cultural institutions worldwide, showcasing the potential for neurodiversity to enrich both organizational culture and visitor experiences.

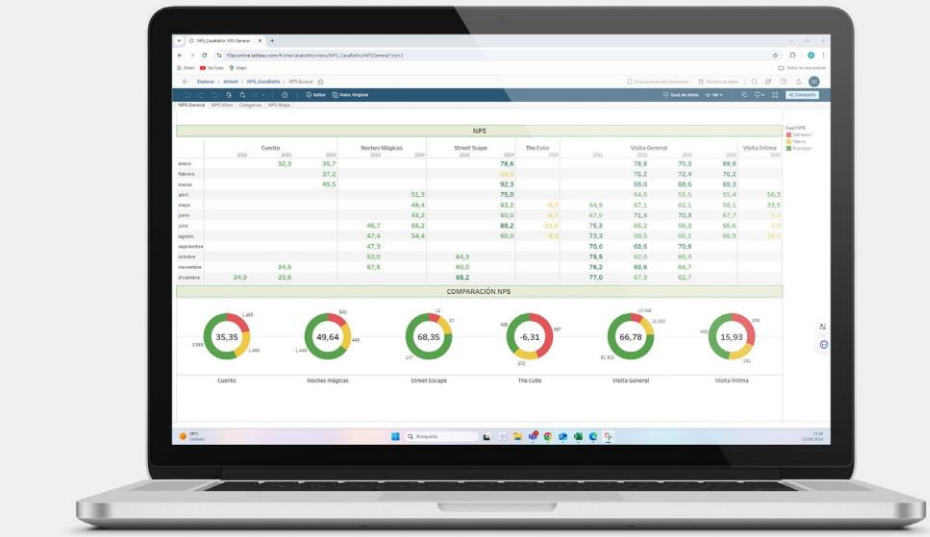
Indicators: Measuring success

Key indicators and results include continuous tracking of the number of neurodivergent hires and their retention rates. Regular visitor satisfaction surveys indicate high levels of visitor satisfaction with the service provided by neurodivergent staff (see point 7. Impacts and Benefits below). Social media analysis shows positive feedback and high engagement, reflecting the initiative's positive impact. Additionally, high job satisfaction rates among neurodivergent employees, with lower absenteeism and turnover compared to industry norms, further validate the success of the initiative.

Casa Batlló's NPS Dashboard and real-time analysis system

Our integrated dashboard system revolutionizes how we understand and enhance the visitor experience within the museum by providing a detailed, real-time analysis of NPS based on visitor segmentation. One aspect of this system offers a breakdown of visitor information into specific segments such as demographics, nationality, age, and target audience. Another aspect classifies our NPS scores and their categories by product characteristics, including the type of visit and timing (hourly, daily, monthly, and annually), among other factors. This data provides a comprehensive overview of the museum's product performance and enables us to tailor the museum experience to meet the unique needs of every visitor. Together, these dashboards reflect our commitment to delivering personalized, high-quality experiences that resonate with our audience and drive continuous improvement.





4. Planning and Implementation

Structured phases of implementation

The planning and implementation of this initiative were structured across several phases.

JANUARY 2021

Planning Phase

Defining objectives and partnerships

The planning phase began in January 2021, where objectives were defined in line with SDGs and the 2030 Agenda. A strategic partnership was established with Specialisterne to facilitate the recruitment and support of neurodivergent individuals. Specialisterne began recruiting candidates through social media, professional associations, and autism organizations.



APRIL 2021 - MID 2021

Training and Adaptation Phase

Progressive integration

The training and adaptation phase from April 2021 to mid-2021 involved selected candidates receiving both theoretical and practical training on their roles within Casa Batlló and Simbòlic Store. Training sessions were conducted progressively to allow for gradual adaptation, coinciding with a period of low visitor volume.

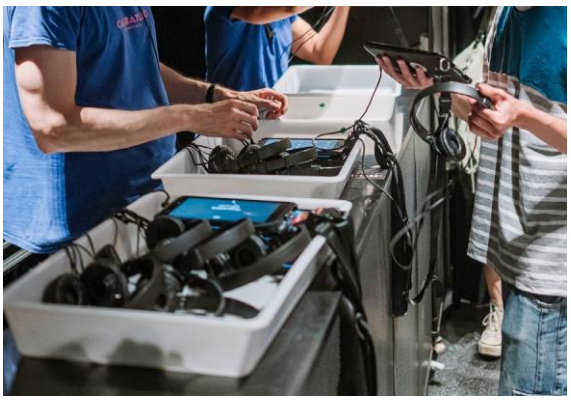


MID 2021 - END 2021

Full Implementation Phase

Team expansion

During the full implementation phase from mid-2021 to the end of 2021, the team expanded as visitor numbers increased, with continuous coaching and support for neurodivergent staff.

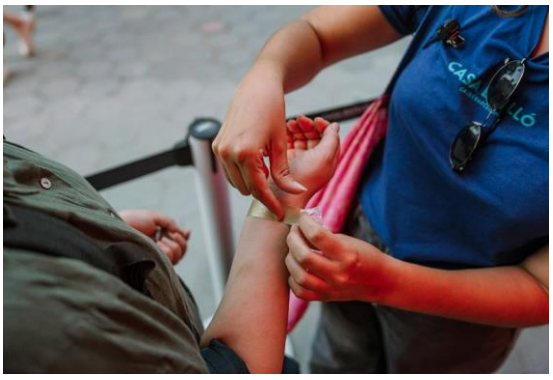


2022 - 2023

Evaluation and Continuous Improvement Phase

Iterative enhancements

The evaluation and continuous improvement phase from 2022 to 2023 involved regular performance assessments and iterative improvements based on feedback. Innovations such as augmented reality were introduced to enhance the visitor experience.



2023 - 2024

Consolidation and Expansion Phase

Showcasing and growth

In the consolidation and expansion phase from 2023 to 2024, Casa Batlló received official visits from delegations such as the Barcelona City Council to showcase the project. The number of neurodivergent employees continued to grow, with nearly 90 individuals currently part of the team, aiming to further expand inclusion.



5. Stakeholder Engagement

Collaborative leadership and key stakeholders

The leadership model for this initiative emphasised collaboration and inclusivity, engaging various stakeholders to ensure the project’s success. Key stakeholders include Casa Batlló staff, Specialisterne, visitors, and local authorities. Casa Batlló staff across all levels were involved, from visitor services and retail to management, creating a supportive environment for neurodivergent employees. Specialisterne provided recruitment, training, and ongoing support for neurodivergent employees, ensuring their successful integration into the workforce.

Stakeholders



Casa Batlló Staff



Specialisterne



Visitors



Local Authorities and Media

Visitor education and public engagement

Visitors are educated through awareness campaigns and direct interactions with neurodivergent staff, playing a crucial role in supporting and appreciating the initiative. Local authorities and media are engaged to promote the project and highlight its impact, fostering broader social acceptance of neurodiversity.

Sustaining success through comprehensive engagement

This comprehensive engagement strategy ensured that the needs of all stakeholders are identified and addressed, fostering a collaborative approach that contributed to the initiative’s overall success. By maintaining open communication channels and involving stakeholders at every stage, Casa Batlló created a strong foundation for the initiative, ensuring its sustainability and positive impact.

Leadership and precedent setting

The initiative showcases Casa Batlló's leadership in social responsibility, reinforcing its reputation as an inclusive and forward-thinking cultural institution. By integrating neurodiversity into its core operations, Casa Batlló not only enhances its brand but also sets a precedent for other cultural heritage sites worldwide.

Engaged in these causes

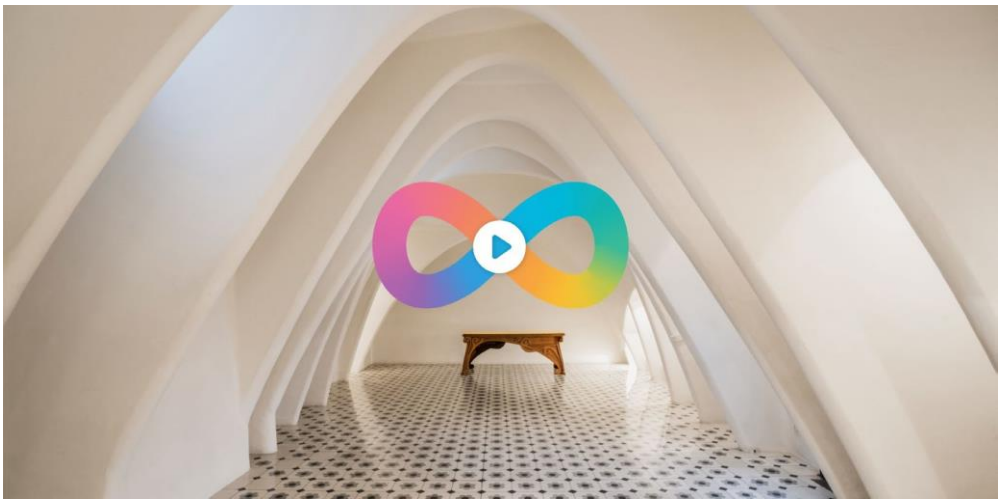
Biosphere and Specialisterne exemplify outstanding commitment to sustainability and social inclusion within the workplace. Biosphere empowers organizations to align their sustainability efforts with the United Nations' Sustainable Development Goals, providing a unified platform to organize, monitor, and showcase their real-time impact. Specialisterne, on the other hand, is dedicated to the inclusion of neurodivergent individuals in the workforce, offering tailored training and employment opportunities that highlight their unique strengths while guiding companies on creating inclusive environments. Both organizations drive positive change by integrating sustainable practices and fostering a culture of inclusivity.

BIOSPHERE 2024 CERTIFIED

SPECIALISTERNE
Passion for detail

Commited to Neurodiversity Awareness

This video highlights the vital role that neurodivergent individuals play in our museum, showcasing their unique contributions and the profound social impact of fostering an inclusive and diverse workforce.
https://www.casabatllo.es/en/visitor-care-service-team/



6. Innovation and Creativity

Pioneering inclusion and challenging norms

This initiative is distinguished by its innovative approach to inclusivity and cultural heritage management. A key aspect of this innovation is Casa Batlló becoming the first World Heritage site to prioritize neurodiversity, setting a precedent for other cultural institutions globally. The inclusion of neurodivergent individuals in public-facing roles is in line with Casa Batlló's commitment with UNESCO World Heritage status, which emphasised the site's social responsibility and cultural enrichment. By integrating neurodivergent individuals into these roles, the initiative challenged traditional norms and demonstrated that these individuals could excel in high-interaction positions. Additionally, the initiative actively worked to dispel societal myths and prejudices about neurodiversity through comprehensive visitor education campaigns.

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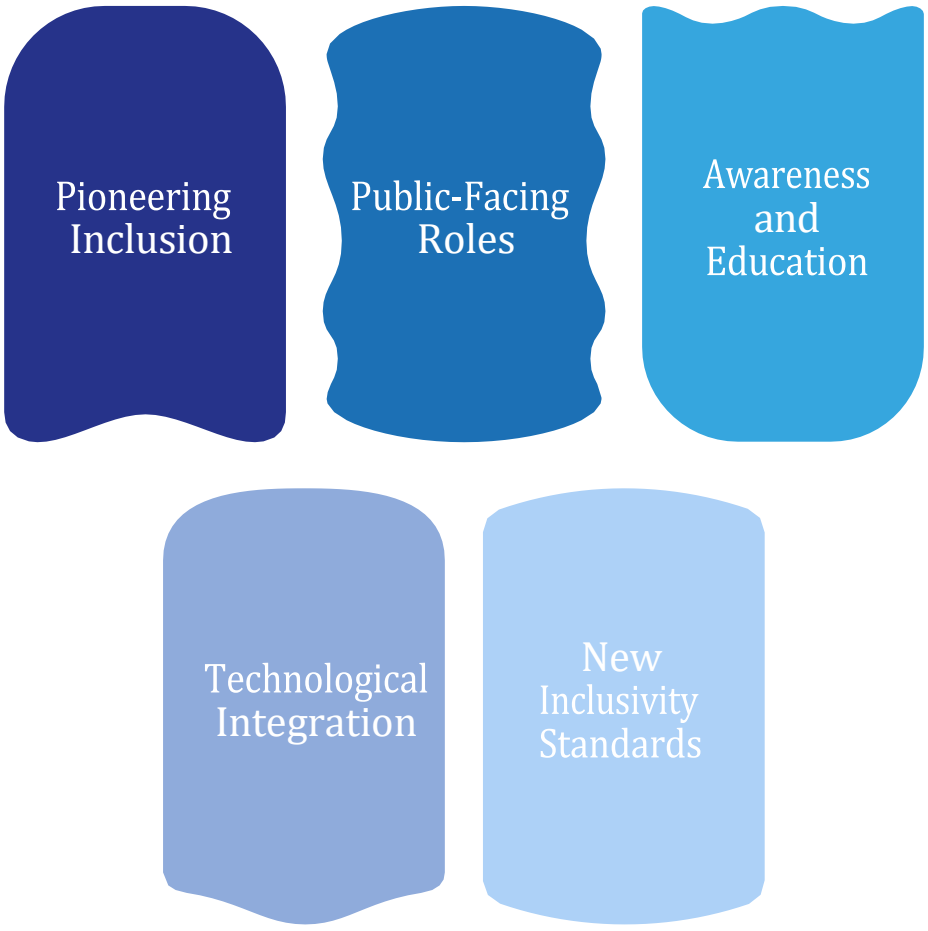
Technological integration for enhanced experience

Technological integration played a crucial role in the success of this initiative. Tools such as augmented reality and artificial intelligence were utilized to enhance the visitor experience and provide additional support for neurodivergent staff. These technologies not only improved operational efficiency but also ensured that neurodivergent employees could perform their roles effectively, adding significant value to the overall visitor experience. This approach aligns with the innovative spirit highlighted in Casa Batlló's UNESCO World Heritage proposal, where the site's ability to blend historical significance with modern advancements was a key factor in its recognition.

Setting new standards in inclusivity

The combination of social innovation and technological advancements created a unique and successful model for inclusivity in the cultural heritage sector. This project highlights Casa Batlló's commitment to pushing boundaries and setting new standards in inclusive employment and visitor engagement. The initiative not only reinforces Casa Batlló's reputation as a leader in cultural heritage but also exemplifies the site's dedication to the principles outlined in its UNESCO World Heritage status, particularly those related to inclusivity, innovation, and cultural stewardship.

Casa Batlló's Visitor Experience innovation areas



7. Impacts and Benefits

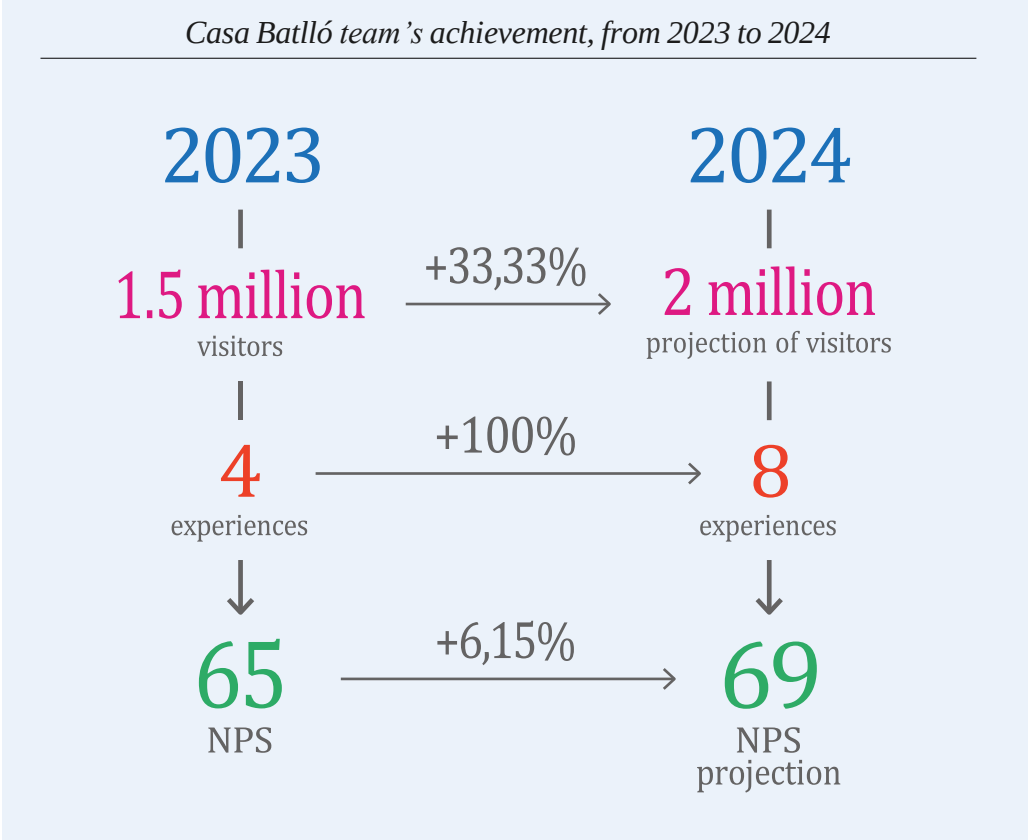
Quantitative impacts and workforce diversity

The initiative has had significant quantitative impacts, including the hiring of 82 neurodivergent staff, which created meaningful employment opportunities and contributed to workforce diversity. These employees, driven by their commitment to excellence, have played a crucial role in improving visitor satisfaction ratings.

As of the end of August this year, we are on the verge of reaching the total number of visitors we achieved in 2023. This represents a significant growth of 33.33% in the number of visitors compared to last year. Importantly, we have maintained the same high level of NPS (67), indicating that the significant rise in attendance has not compromised the quality of the visitor experience. While we await the end of the year for a more precise evaluation, and with a projection to finish the year with a total of 2 million visitors, compared to 1.5 million last year, the current data clearly reflects a strong performance and sustained visitor satisfaction.

By continuously implementing measures each month, based on thorough qualitative and quantitative analysis, we have steadily improved and facilitated interactions between visitors and employees. Our ability to maintain a consistently high NPS is a testament to the dedication of our employees, who guide visitors throughout their entire museum experience. As a result, we have successfully increased visitor capacity, allowing more people to enjoy our offerings while preserving the exceptional quality we are known for.

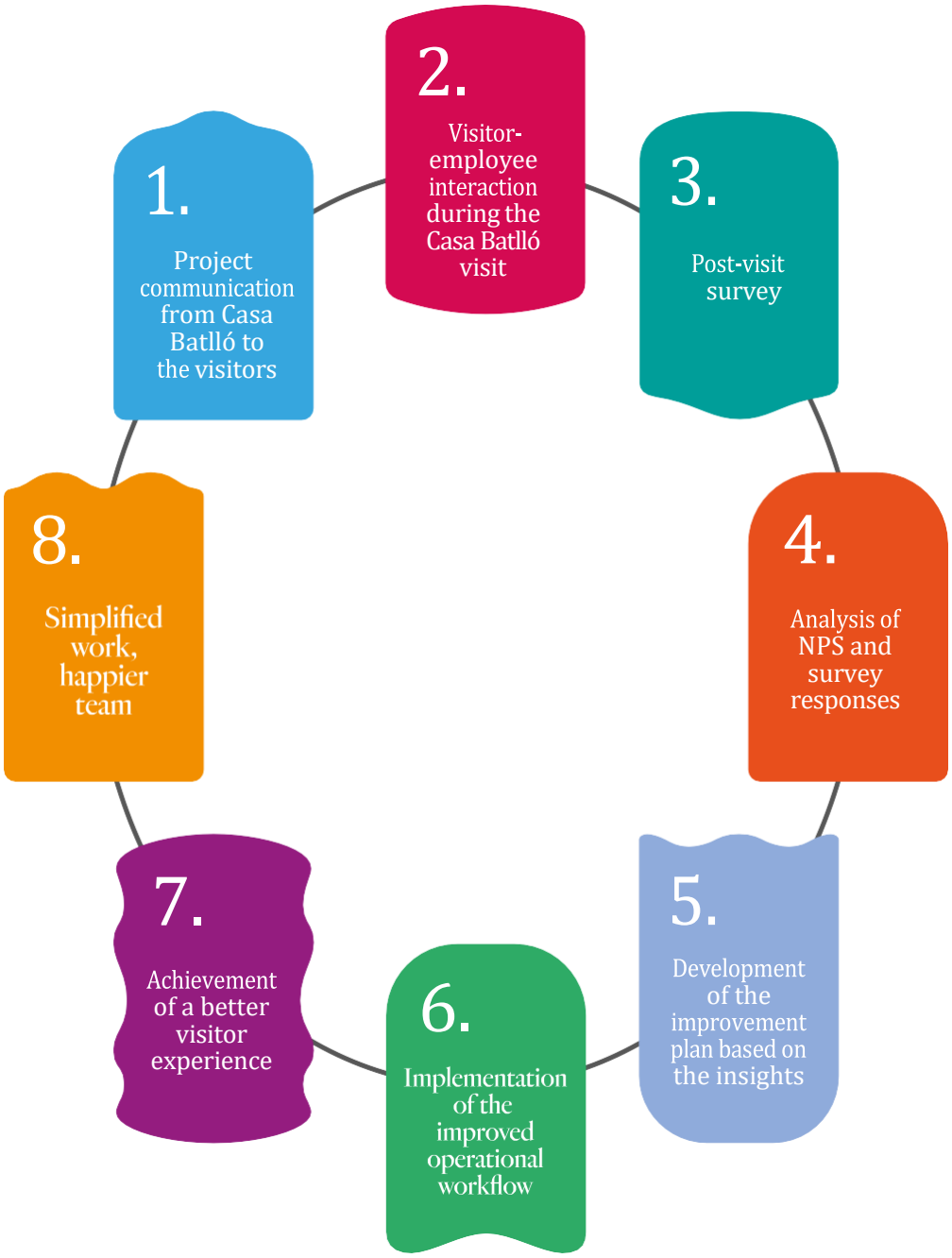
Casa Batlló team's achievement, from 2023 to 2024



Qualitative impacts and breaking stereotypes

Qualitatively, the initiative has successfully broken stereotypes by demonstrating the capabilities of neurodivergent individuals in public-facing roles, challenging societal perceptions. The inclusive work environment, driven by the dedication and commitment of both neurodivergent and neurotypical staff, has enriched the experiences of all employees through collaboration and mutual respect. The strong sense of ownership and commitment among the employees has been a driving force behind the success of this visitor experience.

The Casa Batlló Employee-Driven Visitor Experience Process



Recognition, visibility, and broader impact

The initiative received recognition and visibility from official visits and media coverage, highlighting the importance of neurodiversity and the success of Casa Batlló's inclusive employment practices. The commitment of the employees has not only enhanced Casa Batlló's brand but also set a precedent for other cultural heritage sites worldwide. The success of this employee-driven initiative showcases the potential for neurodiversity to enrich organizational culture and visitor experiences, contributing to broader societal goals of equality and social inclusion.



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