startle®

THAT'S A WRAP 2023



A DEEP DIVE INTO MUSIC AND ITS MOST MEMORABLE MOMENTS IN 2023.

TRACK LISTING.

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FRONT COVER IMAGE CREDITS:

Miley Cyrus photo by Raph_PH
Bad Bunny photo by Toglenn
SZA photo by The Come Up Show from Canada
The Weeknd photo by Brian Ziff
Taylor Swift photo by iHeartRadioCA

OUR TAKE ON '23.

MUSIC FOR TRENDING, FOR STORYTELLING, FOR TIK TOKS AND CHART-TOPS. FOR MAKING MEMORIES, MAKING MOVES, AND EVERYDAY LISTENING.

Can you believe it's almost the end of 2023? And boy, it's been a big one for music, as usual. We had pop princesses with record-breaking tours, Rihanna's iconic Superbowl performance, and arguably the biggest pop culture moment of the year - Barbie fever, with crowds in luminous pink crying to Billie Eilish.

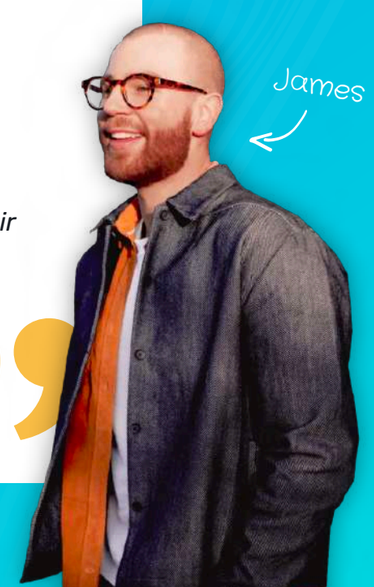
Taking a look back at 2023, we revisit the songs and albums that topped the charts, made us dance at the traffic lights, smile on the boring tube commute, and push through that last set in the gym. Crucially, we dive headfirst into what made these songs connect with people so well, using our team's musical expertise and behavioural science know-how to understand what made them tick.

As background music providers, we know music curation is both an art and a science - the success of these songs isn't a coincidence. Whether it's cultural, music, or marketing-led, we're here to spill the beans.

It's been a long year. So sit back, relax, and enjoy us leading you through the standout moments in music from the last 12 months.

THOUGHTS ON 2023 FROM OUR CREATIVE DIRECTOR, JAMES PICKEN:

"2023 was the year of mega-tours: Beyoncé, Taylor Swift, Madonna and Elton John all performed worldwide sellout shows. And whilst it is obvious that the music industry has its fair share of "powerhouses", I've been aware that the majority of musicians and artists don't reach this level of fame, and still put out incredible music. It's no longer imperative to have major-label backing to achieve success in this industry, and there's a rise of independent artists who generate significant income and keep the rights to their work. Access to technology and distribution services make it easier than ever to produce, master, release and market your own music, and I've enjoyed experiencing a much wider range of artists thrown my way through algorithms, blogs and social media."



GLOBAL TOP 10 SINGLES.

1. 
Flowers
MILEY CYRUS

2. 
Kill Bill
SZA

3. 
As It Was
HARRY STYLES

4. 

Seven (feat. Latto)
JUNG KOOK

5. 

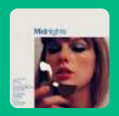
Ella Baila Sola
ESLABON ARMADO, PESO PLUMA

6. 
Cruel Summer
TAYLOR SWIFT

7. 
Creepin' (with The Weeknd & 21 Savage)
METRO BOOMIN, THE WEEKND, 21 SAVAGE

8. 
Calm Down (with Selena Gomez)
REMA, SELENA GOMEZ

9. 
Shakira: Bzrp Music Sessions, Vol. 53
BIZARRAP, SHAKIRA

10. 

Anti-Hero
TAYLOR SWIFT

Data sourced from Spotify Wrapped 2023.

GLOBAL TOP 10 ARTISTS.

1. 

Taylor Swift

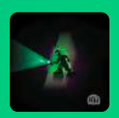
2. 
Bad Bunny

3. 
The Weeknd

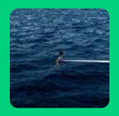
4. 
Drake

5. 

Peso Pluma

6. 
Feid

7. 
Travis Scott

8. 
SZA

9. 
Karol G

10. 
Lana Del Rey

Data sourced from Spotify Wrapped 2023.

DEEP DIVE.

SO, NOW WE KNOW THE BIGGEST SONGS AND ARTISTS OF 2023, LET'S TAKE A DEEP DIVE INTO HOW THEY ENDED UP THERE...

1



SONG

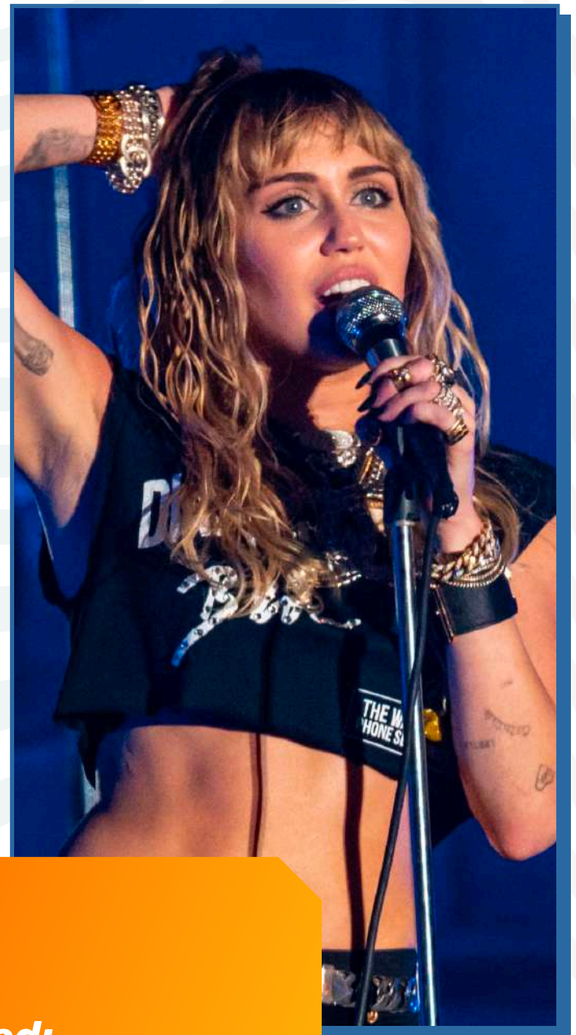
Flowers

MILEY CYRUS

Released on January 13th 2023, *Flowers* by Miley Cyrus is the top streamed song of this year. The lead single from her highly-anticipated eighth studio album *Endless Summer Vacation*, *Flowers* is a pop song with disco and funk influences.

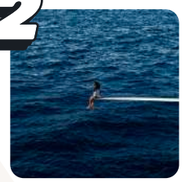
The song has a feeling of self empowerment; Cyrus described: "This song is a little fake it till you make it, which I'm a big fan of." The song broke several records on Spotify - it earned over 7.7 million plays in its first 24 hours on Spotify globally, and, during its first full seven days, the song earned 96,032,624 plays, becoming the biggest week for a song in the platform's history.

Want an example of how music can influence our shopping habits? After the song's release, German discounter Lidl saw its plant sales surge, saying its flower plant sales rose by 52%.



The song has a feeling of self empowerment; Cyrus described: "This song is a little fake it till you make it, which I'm a big fan of."

2



SONG

Kill Bill

SZA

Kill Bill is the third single from SZA's sophomore full-length studio album, *SOS*, and was released on January 10th 2023. *Kill Bill* is an R&B song built around a mid-tempo, groovy rhythm and a detuned melody. The song is influenced by the boom rap subgenre of hip hop, backed by guitars, a bassline and a flute sampled from a Phophet-6 synthesizer. Its candid exploration of SZA's unfiltered and violent emotions (based on the martial arts films *Kill Bill*) were a point of praise for critics, with the very relatable theme of the lengths someone will go for love.

The song achieved great success on streaming services, going to number one in seven territories worldwide and reaching the top 10 in eight more, giving SZA her first number one in the *Billboard Global 200*.

3



SONG

As It Was

HARRY STYLES

That's right, it's in the top 3 for the second year running!

Harry Styles' synthy, electronic, 80s-inspired tune *As It Was* continues to reign supreme in the Spotify streaming charts. The song continued to receive exposure with Styles performing it in award shows like the Grammys and the Brits, where it won song of the year.

2023 was the year that Harry Styles' 169 show tour, *Love On Tour*, came to a close in July. The tour, in which *As It Was* was performed as the penultimate song, grossed $617.3 million and sold five million tickets.

The song is uptempo, with a retro vibe - studies have shown that tempo and cover time have a relationship in service settings. Generally, the quicker the tempo, the less time customers spend in a venue. If you're looking to reduce crowds in busy periods, a tune like *As It Was* might be your best bet.

LET'S DIG INTO THE LATEST ALBUMS FROM THE TOP 3 MOST STREAMED ARTISTS THIS YEAR...

1



ALBUM

Speak Now & 1989

TAYLOR SWIFT

It was hard to choose an album to deep dive into for Taylor Swift - she seems to never leave the studio! You're probably aware at this point that she's been fighting for years to manage the means, method of production, and distribution of her work. And when music manager Scooter Braun from Big Machine Records (her old record label) sold her masters to another company, Shamrock Holdings, for a reported $300 million in 2019, Taylor Swift set out on a mission to re-record the 6 albums so she has full ownership of her music. This decision made waves in the industry with many more discussions around musicians owning their art, but also delighted fans who got to experience the releases of these albums again (or for the first time), with 'vault' bonus tracks that never would have seen the light of day otherwise.

Swift released two re-recordings this year, *Speak Now (Taylor's Version)*, and *1989 (Taylor's Version)*. We'll focus on *1989 (Taylor's Version)*, as it's her most recent release.

1989 (Taylor's Version) was released on 27th Oc, after being arguably the most anticipated re-recording for Swifties. It is almost a carbon copy of the original *1989*, a monumental album which signified her debut into the pop scene. With big drums, expansive drone bass lines and crystal clear production, *1989 (Taylor's Version)* is a treasure trove of high valence (positivity) pop anthems. The synthetic sound that Taylor Swift has mastered over the last decade, as well as the fact that this album is a re-release, gives the album a real feeling of nostalgia. This sound wouldn't be suited to every venue, but the high valence familiarity aspect is ideal for settings like a Friday or Saturday night in a pub.

Although Taylor Swift's re-recordings are often a game of spot the difference from the originals for fans, they also draw attention back to the greatness of the albums, and provide an opportunity to celebrate them all over again. From re-releases, new releases, touring, and everything in between, Swift and her fanbase are absolutely unstoppable.

From re-releases, new releases, touring, and everything in between, Swift and her fanbase are absolutely unstoppable.

2



ALBUM

Nadie Sabe Lo Que Va a Pasar Mañana

BAD BUNNY

Remember when we predicted that the power of multilingual music would continue into 2023 in our 2022 report? Yeah, it definitely did. Bad Bunny is a phenomenon. According to Luminate, Latin Music Revenue hit $627 million in the first half of 2023, and Spanish is now the second most listened-to language in the US.

Released on 13th October, *Nadie Sabe Lo Que Va a Pasar Mañana* is a 1 hour and 21 minute long album of trap, reggaeton, drill and electronic beats, layered with vulnerable lyrics, addressing pretty much every headline about him.

The album is urban, gritty and raw, with real-life recordings scattered in (like the 10 second interlude in '*EUROPA :(*'), helping to bring the album out of the studio. This kind of music would work well for street-wear brands because a high level of contextual fit between music and a brand can help lead to more favourable attitudes and have a positive knock-on effect in terms of customer loyalty.

The fact that Bad Bunny is in the top 3 artists again shows that non-English performing artists are continuing to achieve huge commercial success - according to 2021 data from Spotify, this trend has been accelerating since 2017.

3



ALBUM

Dawn FM

THE WEEKND

Unlike Taylor Swift and Bad Bunny, the third top artist of 2023, The Weeknd, didn't release an album this year. Abel Tesfaye, aka The Weeknd, is known for this interesting music production, a signature falsetto register, and his artistic reinventions (which will continue into 2024, as he intends to retire The Weeknd name: "As The Weeknd, I've said everything I can say,").

Dawn FM, his latest album, was released 7th January 2022 - Tesfaye described the album's concept as a state of purgatory, a journey towards "the light at the end of a tunnel". The album is quite different to his previous work - it's an upbeat record containing dance-pop and synth-pop songs, heavily inspired by the 1980s funk and electronic music styles. The most successful single supporting the album was *Take My Breath*, peaking at number six on the US Billboard Hot 100.

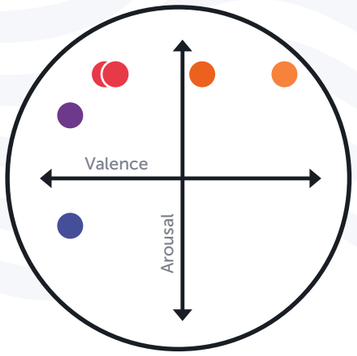
The album has sparkling 80s sounding synths, spacious drums, soaring vocal lines all underpinned by characterful, deep bass lines. Resonant bass frequencies have been shown to increase feelings of assertiveness in listeners, which can be used mindfully by retailers to put customers in the driving seat of their shopping experiences. This, and the fact that it has a heavy layer of gloss to its production style, would make *Dawn FM* perfect for retailers looking to induce strong decision making in customers whilst creating a polished atmosphere.

THE NITTY GRITTY.

WE ALL KNOW THAT MUSIC CAN CHANGE OUR MOODS. BUT ITS POWER IS MUCH LARGER THAN JUST THAT; IT CAN CHANGE THE WAY WE MOVE, HOW WE BEHAVE, OUR PERCEPTION OF TIME, OUR READING OF A BRAND OR INFLUENCE OUR PURCHASING DECISIONS.

At Startle, we use the insightful Arousal-Valence scale to determine the kind of emotions and behaviour particular songs will encourage. We do this by analysing multiple musical elements of songs and rating them as to how active (arousal) or positive (valence) they make listeners feel.

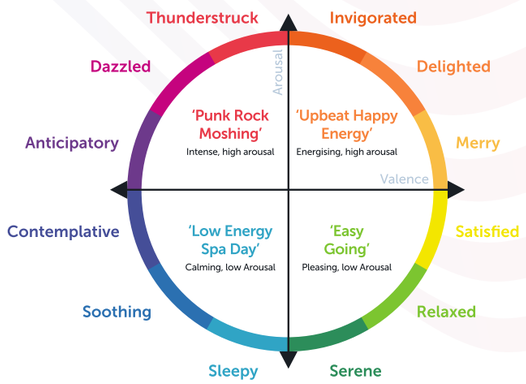
Using this model, we've plotted **2023's top 3 singles**, as well as the **biggest songs from our top 3 artists**. Here's how they measure up:



- **Flowers** *MILEY CYRUS*
- **Kill Bill** *SZA*
- **As It Was** *HARRY STYLES*
- **Is It Over Now?** *TAYLOR SWIFT*
- **Where She Goes** *BAD BUNNY*
- **Take My Breath** *THE WEEKND*

To make this more tangible for the brands we work with, we then build the Arousal-Valence scale into a fully-fledged mood wheel that categorises songs according to the type mood they'll induce.

That looks a little something like this:



When working with brands on their objectives - whether that's to encourage 2nd coffee cups, drive impulse purchases or encourage faster restaurant turnaround to serve more customers - we can use the mood wheel to determine the most appropriate playlist.

There are hundreds of elements of a song that contribute to its emotional impact. One of the most simple and widely understood is the key. Put simply, major keys typically result in a more happy sounding song, whereas minor keys can induce a sense of sadness or uncertainty. Another contributing feature is the BPM (Beats Per Minute), or tempo. An upbeat song, for example, would typically be energising and motivational, whereas slower music tends to be more relaxing or thought-provoking. Of course, these elements aren't considered in isolation; many other features of a song, such as the sentiment of the lyrics and the chord progressions, contribute to its impact on our feelings and thoughts.

Here are a few of the most significant features we've analysed in our 6 tracks that contribute to the overall mood induced:



Flowers
MILEY CYRUS

KEY	BPM	DANCEABILITY	DURATION
A MINOR	118	71	3:21





Kill Bill
SZA

KEY	BPM	DANCEABILITY	DURATION
A♭ MAJOR	89	64	2:34





As It Was
HARRY STYLES

KEY	BPM	DANCEABILITY	DURATION
A MAJOR	174	52	2:47





Is It Over Now?
TAYLOR SWIFT

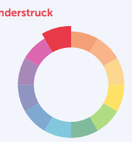
KEY	BPM	DANCEABILITY	DURATION
C MAJOR	100	60	3:49





Where She Goes
BAD BUNNY

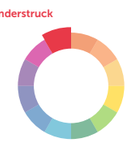
KEY	BPM	DANCEABILITY	DURATION
A MINOR	144	65	3:52





Take My Breath
THE WEEKND

KEY	BPM	DANCEABILITY	DURATION
C MINOR	121	70	5:39



Song data sourced from Tunebat.

DON'T YOU REMEMBER?

2023, LIKE EVERY YEAR, HAS MOMENTS THAT REALLY MAKE AN IMPACT ON US. WHETHER IT'S A SPECIFIC SONG THAT TAKES THE WORLD BY STORM, A MOMENT IN POP CULTURE WHICH REALLY DEFINES THE TIME IT HAPPENED IN, OR JUST A REMINDER OF THE POWER MUSIC HAS OUTSIDE OF SOMETHING TO SING ALONG TO, WE'RE ALWAYS LOOKING OUT FOR THE STAND-OUTS.

WE MIGHT BE BIASED. AT STARTLE, MUSIC IS IN OUR DNA, AND WE'RE ON THE PULSE OF THE MUSIC INDUSTRY AND ITS UNMISSABLE MOMENTS.

WE LOOKED BACK ON THIS YEAR AND PICKED 3 OF THE MOST MEMORABLE MUSIC MOMENTS. THE ONES THAT WILL STAY WITH US FOR YEARS TO COME, ONES THAT YOU'LL BRING UP AT DINNER PARTIES IN 2026 AND SAY "REMEMBER WHEN THAT HAPPENED?!".

IT'S SAFE TO SAY, THIS YEAR HAS BEEN RUN BY THE GIRLS!



Beyone photo by Raph_PH



Taylor Swift photo by Paolo V



Barbie photo by Warner Bros. Pictures



Lizzo photo by Raph_PH

CINEMATIC TOURING- THE ERAS TOUR & THE RENAISSANCE TOUR

*OF COURSE, TOURING ISN'T A NEW THING. HELL, FILMING A TOUR ISN'T EITHER. BUT THE SHEER **SIZE** AND **CINEMATIC NATURE** OF SOME OF THE BIGGEST TOURS OF THIS YEAR HAVE BEEN MIND BLOWING.*

Nearly all industry experts are saying that musicians are making the majority of their money from touring these days. Consider U2 for example - in 2017, they made $54.4 million, and were the highest-paid musical act of that year, according to Billboard's annual Money Maker's report. Of their total earnings, about 95%, or $52 million, came from touring, while less than 4% came from streaming and album sales. So it's absolutely no surprise that artists are putting more time, energy and money into their tours than ever, to make it even more of an experience for their fans.

And if we're talking about big tours in 2023, it's impossible to ignore the two pop giants, Taylor Swift's *Eras Tour* and Beyonce's *Renaissance Tour*.

Taylor Swift is seemingly unstoppable at the moment, her success bigger than ever. The *Eras Tour* is ongoing, and was described as a journey through all of her musical 'eras' (hence the name), with 151 shows across five continents. As of August 2023, it is the highest-grossing tour ever by a woman and second highest-grossing overall based on the first 56 North American Shows alone. The tour pushed Swift's net worth over US$1 billion, making her the first billionaire ever with music as the main source of income.

The show is over 3.5 hours long, with a set list of 44 songs divided into 10 distinct acts. Showered with surprise acoustic songs, a plethora of nostalgic outfits, and astonishing cultural impacts (she was proclaimed the honorary mayor of Santa Clara, or Swiftie Clara, for two days when she visited), Swift has been praised by critics for the tour's concept, production, aesthetics and her stage presence.

So it's no surprise that, when her team saw the unprecedented demand for tickets to the *Eras Tour*, they decided to expand its reach with the *Eras Tour Film*. Filming occurred in August 2023 at three shows at SoFi Stadium in Inglewood, California, on a budget of $10–20 million, and the film was released October 11th 2023 to mainstream cinemas around the world. Receiving 99% positive reviews from critics on Rotten Tomatoes, the website's consensus reads:

"TAYLOR SWIFT: THE ERAS TOUR delivers exactly what it promises: A smoothly directed, impeccably performed documentary capturing the concert event of the year."

CRITICS CONSENSUS ON ROTTEN TOMATOES

This phenomenon of turning a live show into a cinematic experience to further its reach isn't exclusive to Taylor Swift - Beyonce's *Renaissance Tour* kicked off in May 2023 and concluded in October. The tour broke ticket sales records worldwide, becoming the eighth highest-grossing concert tour of all time, the second highest-grossing tour ever by a female artist, and the highest grossing-tour by a black artist. It was a social and cultural phenomenon.

With that in mind, *Renaissance: A Film by Beyonce*, was released on December 1st this year. It chronicles the creation and execution of the tour and its associated album - although it's not an exact play by play of a show on the tour like *The Eras Tour Film*, its association is strong and deliberate.

The overwhelming success for both of these powerhouses in 2023 show two things - just how important touring is to a music artist in the modern day, and how excess demand can be met by creating a cinematic experience based on a tour. We're so excited to see if any more artists follow in their footsteps in 2024!





BARBIE FEVER - THE POWER OF SOUNDTRACKS

HOW COULD WE WRITE ANYTHING ABOUT 2023 WITHOUT TALKING ABOUT ARGUABLY THE BIGGEST POP CULTURE MOMENT OF THE YEAR - BARBIE!

Released in July, the *Barbie* movie, directed by Greta Gerwig, took the world by storm. Starring Margot Robbie and Ryan Gosling, the cinematic event of the summer (sorry *Oppenheimer* fans) was a marketer's dream. It achieved the year's biggest opening weekend, the largest opening for a female director ever, Warner Bros.' highest grossing domestic release in history (surpassing Christopher Nolan's *The Dark Knight*), and became the highest-grossing movie of 2023.

But the film's success wasn't just due to its incredible marketing efforts. The plot directly addressed social discussions like gender equity, empowerment and societal pressures. It was the perfect storm of a hugely anticipated film with an incredible aesthetic, as well as powerful messages people wanted to discuss.

One of the key elements of the film was, of course, the soundtrack. *Barbie: The Album* was released July 21st, and was met with critical and commercial success. Featuring artists like Dua Lipa, Billie Eilish, Lizzo and Charli XCX, it debuted at number one on the Official Compilations chart and had six songs enter the Top 50 on the Official Singles Chart. It also became the first soundtrack album to have three songs on the Top 5 of the Singles Chart simultaneously: *What Was I Made For*, *Dance The Night*, and *Barbie World*. The album also received nominations for 11 Grammy Awards.

Although *Barbie* was a phenomenon, and soundtracks are not a new thing, it does make us excited to see the potential of more mainstream success for them. We're looking forward to seeing if any films in 2024 have a similar impact, and if another soundtrack can match or even top this one!

"It's a riotously entertaining candy-coloured feminist fable that manages simultaneously to celebrate, satirise and deconstruct its happy-plastic subject."

*MARK KERMODE - THE GUARDIAN**



**www.theguardian.com/film/2023/jul/23/barbie-review-greta-gerwig-margot-robbie-ryan-riotous-candy-coloured-feminist-fable*

LIZZO CONTROVERSY - BRAND AUTHENTICITY

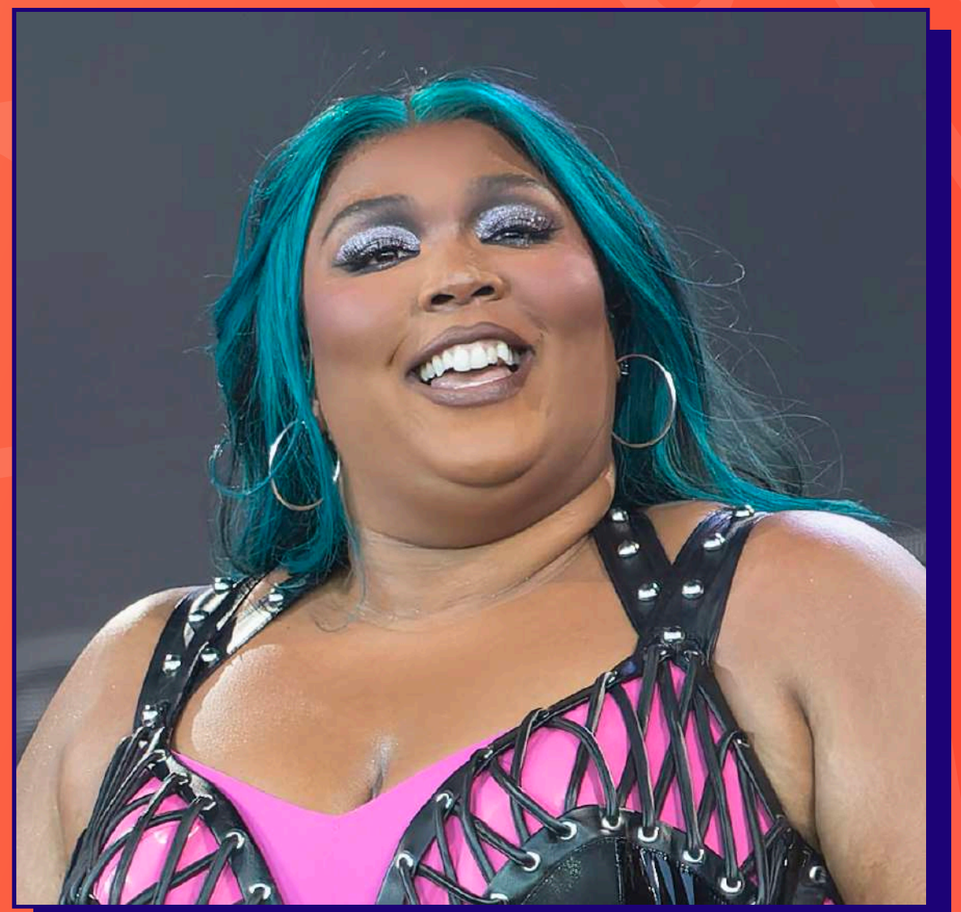
REMEMBER THAT WE MENTIONED LIZZO ON THE BARBIE *SOUNDTRACK? WELL, SHE FACED SOME BACKLASH THIS YEAR.*

Lizzo is a 35 year old American rapper and singer, known for songs like *About Damn Time*, *Juice*, and *Good As Hell*. She's known to be outspoken, confident and her songs are often about self-love and social issues. Her active social media presence promotes self-expression, and advocacy for body positivity, helping her create a strong brand around this. She was even named as one of Time magazine's 100 most influential people in the world with an image of positivity and empowerment that boosted the self-image and social well-being of fans worldwide.

However, in August 2023, three former backup dancers filed a lawsuit against Lizzo, her production company, and her dance captain Shirlene Quigley, accusing them of sexual, religious and racial harassment, disability discrimination, assault, false imprisonment, creating a hostile work environment and weight shaming. Following the allegations, a former creative director for Lizzo and another former backup dancer showed support for the three claimants, saying they both had similar experiences working with Lizzo.

"To many, Lizzo is a best friend, a big sister, a champion for anyone who needs it – it's an identity she's embraced. … Suddenly, the messages of sunshine and self-worth feel tainted when you consider that the figure so many love could actually be a fabrication."

*NICOLE VASSELL - THE INDEPENDENT**



Lizzo denied the allegations, saying they were "unbelievable" and "too outrageous to not be addressed". However, on September 21st, another similar lawsuit was filed against her and her management team, alleging further inappropriate behaviour backstage.

Now, we're not here to discuss legal matters, or whether the allegations are true or not. But what Lizzo's controversies in 2023 do shine a light on is the importance of musicians as cultural and social thought leaders, as well as the importance of brand authenticity. Audiences like Gen-Z prioritise authenticity and connection, and the alignment of a brand's image with its underlying values becomes not just a strategic opportunity, but a necessity.

Perhaps one of the reasons the allegations against Lizzo were so shocking and horrifying, is because they directly contradict all the values she has spent years working to build her brand from. It shows that musicians are no longer just creatives anymore - they are personal brands. And if these brands are built off of cultural shifts like body positivity, race and gender equality, it is vital that the values are consistent with the actions of the musician.

**www.independent.co.uk/arts-entertainment/music/features/lizzo-lawsuit-backlash-response-b2387113.html*

LOOKING FORWARD TO 2024.

SO...NOW WE'VE LOOKED AT 2023, LET'S LOOK FORWARD TO 2024. WHAT CAN WE SEE AS POSSIBLE UPCOMING TRENDS IN MUSIC?

ADVANCED PRODUCTION SOFTWARE

With more of us having more access to high quality recording equipment, and apps like TikTok and Instagram leading the way, independent artists have more opportunities than ever to pave their own way. The barriers to entry for the garage band or the bathroom rapper are not what they used to be. Just look at PinkPantheress - in three years, she's gone from an unknown, budding artist to not only racking up close to 1 billion streams on *Boy's a Liar Pt. 2*, but also featuring on the *Barbie* soundtrack (the one we spoke about earlier). We hope to see more emerging artists continue to develop their style, use content in creative ways, and solidify their fan bases to force their way into the big leagues.

EXPERIMENTAL SOUNDS

With Abel Tesfaye looking to move from his 'The Weeknd' brand and André 3000 recently releasing a surprisingly experimental album, we hope to see more household names taking a step away from the sounds we know them for in 2024. New musical horizons in the mainstream would be a refreshing addition - there aren't many things more disappointing than a release that feels tired and uninspired.

AI IN MUSIC

It will also be interesting to see the developments AI makes in the music industry. We've already seen AI gain traction in the last couple of years, thanks to a number of AI-generated soundalikes, and it's probably been used in the background for a while without us knowing. It's a controversial subject, but we predict that it's going to continue to revolutionise music production, pitch records, or even lead to personalised music for the listener in 2024 and beyond, meaning we can look forward to creative songwriting and production styles we may not have had the opportunity of hearing otherwise.

WHATEVER 2024 BRINGS I'M SURE WE WILL BE BLESSED WITH A VARIETY OF PROJECTS THAT KEEP US REACHING FOR OUR HEADPHONES.

"I've loved hearing the huge range of music coming from artists this year, like innovative synth sounds and a high dosage of relatability. It makes music curation even more interesting and accurate - the more options available, the better service we can provide to brands coming to us for their perfectly profiled playlist. I'm especially excited to see the way AI will impact music production and promotion in the next year. I think the music landscape might look pretty different in 12 months' time."

MAGNUS LINN - MUSIC CONSULTANT

ABOUT STARTLE.

STARTLE ARE A PASSIONATE TEAM DRIVEN BY THE THRILL OF CREATING KNOCK-OUT CUSTOMER EXPERIENCES THROUGH PERFECTLY BRANDED ATMOSPHERES. WORKING WITH RETAIL AND HOSPITALITY BRANDS THAT UNDERSTAND THE IMPORTANCE OF A GREAT CUSTOMER EXPERIENCE, WE USE MUSIC, DATA AND BEHAVIOURAL SCIENCE TO CREATE ATMOSPHERES UNIQUELY DESIGNED AROUND THEIR BUSINESS AND BRAND OBJECTIVES.

WITH OUR SPECIALIST EXPERTISE, TECHNICAL KNOW-HOW, AND BEST-IN-CLASS SUPPORT, OUR CUSTOMERS ARE ABLE TO SCALE THEIR PERFECTED ATMOSPHERES TO ACHIEVE CONSISTENCY ACROSS ALL OF THEIR LOCATIONS. IN DOING SO, THEY ARE OPTIMISING THEIR CUSTOMER EXPERIENCE FOR IMMEDIATE COMMERCIAL GAIN AND VALUABLE LONG-TERM IMPACT.

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