

# Broadening the Experience

This year, we created a set of whole-of-organisation customer service objectives, building into them the means for implementation and ongoing improvement; we expanded our guided tours and increased patronage; our food and beverage offerings continued their success; importantly, we developed a vision for the ideal visitor experience.

## KEY OUTCOMES 2004/05

**Committing ourselves to walking the talk**, a whole-of-organisation set of service objectives, launched in December 2004, was followed by the setting of more detailed standards and the means by which they will be measured. The new *Commitment to Our Customers* is designed to engender the spirit of Sydney Opera House and our promise to deliver customers the best possible experience. A Customer Service Team, led by the Executive Team, will review implementation and assist with continuing to find new ways to continually improve customer service.

**More people experienced the magic inside the building this year**, with Guided Tour patronage rising to 246,953 people (up by 2,000 on last year). 'Roll up' tours are the largest generator of income, representing 65% of total tour revenue. 'Booked tours' accounted for 50,000 visitors and are forecast to increase in 2005/06, following sales development activity. Main Hall Tours are geared towards visitors with tight itineraries, with Mandarin now representing the language of over 90% of Main Hall Tours customers. The new exclusive Backstage Tour for eight people proved a popular addition, exceeding initial expectations with take up of 105 tours by 840 customers.



Backstage Tour

**A complete dining, education and performance experience provided 70% of package revenue this year.** The Starry Nights package, including the choice of dining at Guillaume at Bennelong or Aria Restaurant, provided visitors with a magical and comprehensive experience of Sydney Opera House. 9,000 performance packages were taken up this year, with over 50% of patrons coming from the USA, followed by visitors from the UK and mainland Europe.

**A compelling vision for the future visitor experience was developed**, following a major tourism review. The vision will see an overhaul of the complete visitor experience over the next few years, with the aim of transforming it into the "must do" for every Sydney visitor, with a reputation for excellence that is recognised by the tourist industry. The vision encompasses every facet of the experience including the welcoming feel of the site; the creation of defined journeys and hubs of activity; top quality visitor information in key locations, developing a compelling suite of continually adapting tour products and packages for business and leisure sectors; developing broader and stronger relationships with the tourism industry; adopting industry best practice. 2005/06 will focus on developing a team of experienced tourism professionals in the areas of research, marketing, product development and sales and on the introduction of foreign language tours, with an initial focus on Asia.

**Providing transport assistance to the site for our less mobile patrons**, a new free priority passenger shuttle service commenced in February 2005. Running between Circular Quay and Sydney Opera House, before and after most performances, the shuttle is a 22-seater, wheelchair accessible minibus. Following positive feedback from customers, the service will be continued.

**Adding greater value to the whole Sydney Opera House experience**, food and beverage recorded yet another successful year. *Guillaume at Bennelong* has positioned itself as one of Sydney's finest dining experiences and continued to win awards, including Restaurant of the Year 2004 (*The Australian Gourmet Pages*). *Opera Bar* both increased its sales and its customer base, this year featuring a highly successful seven-days-a-week live music program of jazz, funk and soul. *Theatre Bars* increased its focus on service delivery, including a more streamlined approach to sales during high-traffic short interval periods.

**Generating valuable revenues to support performing arts activities**, retail sales continued to grow, with postcards, music CDs, Sydney Opera House memorabilia and books being the most popular items. In addition to providing funds, the retail program also supports and extends Sydney Opera House brand. Plans have been developed to revitalise the stores next year and to explore new opportunities to further extend the brand.

**Continuing to capture more of the experience online**, the second phase of our website design and content upgrade was launched. Search functionality and navigation were improved and three mini-sites were created, for House:Ed, Kids at the House and The Studio.

**Visitor information was substantially enriched** this year through a number of LG plasma screens positioned around the site, relaying enhanced video performance clips and performance details.

**Designed to revolutionise the way we sell tickets, manage our relationships with customers and conduct fund-raising activity**, implementation of our new Unified Customer Support System commenced. Hewlett Packard has been working with us to design and provide the enabling hardware platform, with software from Tessitura Arts Enterprise. Sydney Opera House is leading this major project in a consortium business model that currently includes Opera Australia, the Australian Chamber Orchestra and the Seymour Centre. The current ticketing system will be totally replaced over time, with all ticket sales from January 2006 sold from the new system.

**Lexus, our Principal Sponsor, continued to deliver on our longest standing business relationship.** This is a benchmark sponsorship now and one that we see becoming increasingly important as we strive to further enhance the customer experience.



Opera Bar

EXHIBITION HALL 2004/05	
EXHIBITION (FREE)	PEOPLE
Object - Import/Export	16,196
Object - Vast Terrain	6,506
Message Sticks - TogetheReconciliation	3,734
Country Energy Landscape Exhibition	1,685
<b>TOTAL</b>	<b>28,121</b>

5 YEAR GUIDED TOURS TRENDS	
YEAR	PEOPLE
<b>2004/05</b>	<b>246,953</b>
2003/04	244,890
2002/03	229,100
2001/02	260,857
2000/01	261,257