

# Broadening the Experience

## KEY OUTCOMES 2005/06

This year we began to lay the foundations of a major 10 year program to dramatically enhance the visitor experience at Sydney Opera House and substantially grow the financial contribution from tourism operations. We became the first attraction in Australia to introduce scheduled Asian language tours, a new joint venture was launched to overhaul our retail, licensing and brand reach and a new dining destination was opened under the Colonnade. Importantly, we continued to act as the living heart of Sydney, bringing the wider community together.



Asian Language Tours

### EXHIBITION HALL 2004/05

EXHIBITION (FREE)	PEOPLE
Frost Bite: Graphic ideas by Vince Frost	10,931
Ranamok Glass Prize 2005	6,963
d>Art.05	5,540
HP Breakthrough Exhibition	5,500
d>Art.06	5,239
East Darling Harbour Urban Design Competition	4,500
The Adelaide Ring	2,674
Biennale of Sydney: Zones of Contact	1,794
g ns_leap/dubb_speak	1,580
<b>TOTAL</b>	<b>44,721</b>

### 5 YEAR GUIDED TOURS TRENDS

YEAR	PEOPLE
<b>2005/06</b>	<b>270,040</b>
2004/05	246,914
2003/04	244,890
2002/03	229,100
2001/02	260,857

Meeting our service commitment to our customers, we launched four service initiatives. An online customer satisfaction survey gave us feedback from 1,600 visitors on their visit, including cleanliness and presentation of site, performance support services (ushers, program sellers, security and theatre bars), car parking, dining, tours and ticketing. Underpinning the survey results were a series of focus group sessions to better understand the satisfaction ratings and how to achieve higher service marks. We introduced a behavioural-based Customer Service Training program and completed a six monthly survey of presenters to obtain their feedback on all aspects of event process, facilities and support services (refer to page 54 for more information).

Aiming to improve access for all stakeholders, a new Access Strategic Plan 2005/2008 was endorsed by the Trust. Developed in consultation with key stakeholders including staff, customers, Accessible Arts and other disability access groups, the Plan's ultimate aim is to improve the accessibility of facilities and services for everyone who uses, works and performs here. (refer to page 54 for more information).

Creating a globally competitive and compelling visitor experience was the ambitious vision of the independent Tourism Review completed in April 2005. This year the foundations were laid for realising this vision, with the development of a dedicated tourism team with expertise in product development, sales, marketing and operations. This team has established the fundamentals on which our strategy will be built, by identifying our target markets and customers and developing integrated sales, marketing and media plans to engage with them. The activities of the expanded Tourism sales team have created eight major tourist brochure placements in Japan, Korea, UK and USA and the development of non-traditional sales and marketing methods have seen overall visitor numbers increase by 9.3% over the year. We doubled our guided tour staff pool to meet increased demand.

Embarking on a program of innovative product development, we started with the introduction of daily Asian language tours, the first Australian attraction to do so with specially trained in house guides. 20 newly-trained guides conducted tours in Korean, Japanese and Mandarin for some 24,752 visitors in the first six months of operation. The Spotlight Tour, a new short tour of major venue highlights, has been developed to particularly appeal to the group tour operators in our Asian target markets. Numbers have grown steadily as a result of greatly intensified engagement with the industry, resulting in significant support from the major operators in these markets. A suite of performance packages have also been offered, combining a tour and performance with various other experiences, such as a harbour cruise or three course dinner at Guillaume at Bennelong or Aria restaurants.

Engaging the tourism industry is a primary strategy for establishing Sydney Opera House as a provider of tourism product. This year we hosted or sponsored a number of major tourism events including the ATEC Annual Gala Dinner, Tourism Australia launch of a new International Advertising Campaign, the Tourism Transport Foundation Christmas function in addition to media launches for our own new products. These were supported by attendance at six industry trade missions, to be increased to up to 10 next year. Non-traditional, direct-to-customer sales and marketing programs will provide additional growth in the coming year. These will include the introduction of online purchasing for tours, on-site visitor conversion campaigns, database marketing and strategic partnerships with other significant Sydney attractions.

Enjoying the overall tour experience, 270,040 people took a Sydney Opera House tour this year, an increase of 23,087 on last year. Roll up tours accounted for 143,554 visitors and continued to be the largest generator of tourism income (\$2.64 million). Attendances for the premium Backstage Tour increased this year by 30% to 995 visitors.

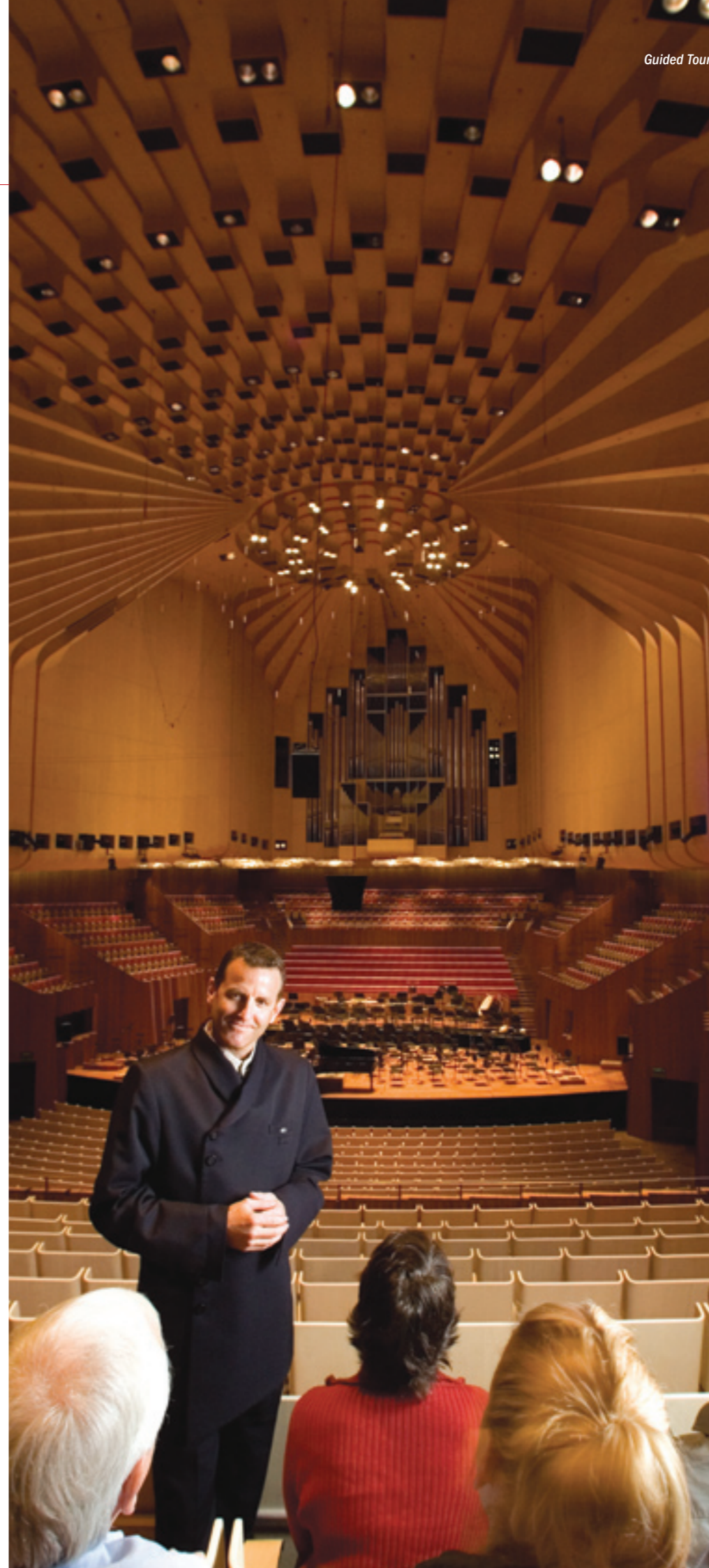
Continuing to innovate, next year will see completely new experiences launched. Our major English language product, the Sydney Opera House Tour, is being revitalised to incorporate audio-visual components, historical video and interviews with Jørn and Jan Utzon. A new premium experience will also be launched, High Tea at Sydney Opera House, combining the award-winning cuisine and unique setting of Guillaume at Bennelong with an opera recital.

Honoured for its contribution to Australian tourism, Sydney Opera House was an awardee in Australia's 50 Most Beautiful Exports 2005. These annual Austrade awards recognise people, places and products for their outstanding achievement and contribution to Australia's image and profile overseas.

Capitalising on the Colonnade's harbour-side setting, Café West became our newest contemporary licensed café this year. With a simple yet stylish menu, it became a perfect destination for lunch or to watch the sunset before an evening performance.

With each one attracting more patrons this year, three established and diverse dining options enhanced their individual offerings. Three Chef's Hat award winning Guillaume at Bennelong installed a fabulous new lighting scheme; Opera Bar continued with live entertainment throughout the week; vending carts became more conveniently placed, less visually intrusive and a new mobile cart was introduced on the Forecourt.

Guided Tour



Aiming to revitalise existing stores and extend branding opportunities, a new joint venture came into operation. Velocity Brand Management Pty Limited (VBM) and Sports & Entertainment Limited (SEL) were the successful bidders for the joint management of Sydney Opera House Stores and merchandise licensing program. The joint venture combines valuable retail, licensing and brand expertise with experience in entertainment, tourism and major events. To better meet the requirements of our visitors, we will begin to implement changes to point of sale and operating procedures. Changes next year include a cosmetic refresh for the box office store and a substantial transformation for the lower concourse store.

Growing into an integral partnership that demonstrates ideal brand alignment and superior customer service, for 15 years Lexus has been Principal Sponsor of Sydney Opera House. Lexus is helping us expand the experiences we offer our customers and, in turn, we are assisting Lexus leverage their sponsorship objectives.

Continuing to be a good corporate citizen, we assisted more than 20 charities and community groups this year, from local public schools and kindergartens to organisations such as Mission Australia and the Gut Foundation. In many cases, this encompassed the donation of two tickets to a performance to be raffled at a fundraising event. In others, groups were provided with subsidised entry to performances or tours.

Acknowledging our place as the heart of Sydney for community events, we continued to reach out to the broader population. We hosted 5,000 people free on a first-come-first-served basis to enjoy the views of the New Year's Eve harbour fireworks and city festivities, closing the site when it reached capacity to ensure the enjoyment and safety of the people attending. This year, the Forecourt again accommodated the American Express Australian Open Live Site, another free event attracting large crowds of tourists and Sydneysiders to share in the ambience of the tennis Grand Slam. There were many ancillary activities on offer, including photo opportunities with the professionals, an interactive tennis area and a coaching clinic daily for 5 to 15 year olds.

Backstage Tours

