



"I come here often to all sorts of events, but this was the first time for my boyfriend. He's lived in Sydney all his life and this was his first visit. He really loved the live performance and the whole experience."

Georgette Ellias  
Customer



Guillaume at Bennelong

Guided Tours

Year	No. of People
97/98	289,265
98/99	284,462
99/00	278,999
00/01	261,257
01/02	260,857

# Creating the Experience

Dynamic developments in the performing arts on offer and in the future of the site were complemented by major initiatives to personalise and heighten the experience of every visitor.

Our commitment to providing an enhanced customer experience was reflected in a range of initiatives this year. Complete rejuvenation of our food and beverage services moved us from a single operator environment to a competitive mix of six industry leaders.

A pilot Welcome Team roved the Forecourt and the whole site, greeting visitors and providing them with a wealth of information. Box Office ticket sales generated an increase of 24% in financial contribution this year and, in spite of the events of September 2001, tourism package sales doubled and our retail and licensing program resulted in strong growth across all stores. Our renewed website generated sales of 43,000 tickets on-line, \$3.3 million in revenue and provided a window into the Sydney Opera House to people around the globe.



**Welcome Team**

This pilot scheme of roving customer relations officers greeted 20,000 visitors and generated \$30,000 in direct retail sales in just six weeks. Evaluation of the scheme will lead to a decision next year as to its permanent viability.

**Food and Beverage**

The new mix of Guillaume at Bennelong, Opera Bar, Sidewalk Café and three new operators for function, theatre bar and outdoor vending was introduced between October 2001 and May 2002 providing an extensive range of offers at different price points for theatre patrons and visitors.

**Box Office**

Total ticket sales this year were 502,000, representing revenue of \$26.5 million, with 12% of the sales generated online from our new website. Introduction of online credit card authorisations significantly reduced the time per transaction and the number of credit card charge backs.

**Tourism**

Whilst the number of people taking guided tours declined over the last

four years, this year's results were particularly pleasing, given the events of September 2001. Guided tours were comparable to 2001/02, Tourism Packages doubled from around 10,000 last year to around 20,000 this year, facilitating increased business for us and for our presenting and business partners. Tour content will be reviewed and reinvigorated next year. A SeeSydneyCard desk was established in the Guided Tours' Office. As the only sales and redemption point in Australia for this highly successful Sydney experience smart card, it will also attract more visitors to our site.

**Retail**

Strong growth in all outlets this year was testimony to our retail and licensing program and to the strength of the relationship with our Licensing Partner IMG and with our other retail partners. The Shop at the Sydney Opera House retail campaign increased visibility and awareness of the retail offer and the release of the first official roof-tile product generated significant national and international media interest.

**www.sydneyoperahouse.com**

The launch of our new website in October 2001 was accompanied by the launch of a renewed business partnership with Compaq Computer Australia, supporting our commitment to invest in leading-edge technology in every area of operation. In just eight months, the website became the consistent number one entertainment or performing arts site in Australia and captured a market share of 30%.

**E-marketing**

We launched a variety of e-marketing initiatives as part of our strategy to reach to the widest possible audience. We developed a subscriber list of 12,000 to INHOUSE, a monthly e-newsletter, 4,000 to the contemporary Studio Scene and 1,000 to Message in a Bottle, our e-newsletter for kids. Results from follow-up surveys will drive a significant marketing and communications campaign to increase website traffic and subscriber numbers in the next financial year.

**Brand Strategy**

In a highly consultative process with all our internal and external stakeholders, we embarked on a major Brand Strategy Project to define who we are, what makes us unique, our vision, brand values, attributes and positioning. With the groundwork completed this year, next year will focus on the roll-out of the work and on embracing the brand, its aspirations and its values by the whole organisation.

**Major Sponsors**

Our major sponsor Lexus continued to offer us a mix of benefits, including the priority booking line for Lexus owners, with some 3000 regularly making use of it for bookings. And our business partnership with Compaq Computer Australia entered a new phase, beginning with help on our Information Management & Technology Strategic Plan 2002-2005. Compaq also gave us invaluable assistance on the development and launch of sydneyoperahouse.com.