

# BROADENING THE EXPERIENCE

In the second year of an ambitious ten-year program to enhance the visitor experience, results exceeded targets. New tour experiences were a winner, with greater accessibility to information and booking and our first season of *High Tea at Sydney Opera House* selling out. Our new functions operator exceeded first-year targets, the two-year revitalisation of Sydney Opera House branded retail outlets was completed and the first programs in the Access Strategic Plan were implemented. As we continue to build and broaden, we continue to bring the wider community together.

## KEY OUTCOMES 2006/07

**Designed to give us vital feedback on our performance**, we undertook a range of activities to measure visitor and other stakeholder opinion. Our online customer survey gave us an overall customer satisfaction rating of 81% (our target was 85%) from 1,100 visitors. Research was undertaken on the impact of the proposed new logo and on our *Adventures* programming marketing and communications for 2006. We sought feedback on our new access projects and continued discussions with our presenting partners on event processes, facilities and support services (refer to page 55 for more information).

**Seeking to continually enhance the experience of our visitors**, we launched *High Tea at Sydney Opera House*, introduced a new online tour booking facility and prepared for a September 2007 launch of a new Host Team dedicated to providing visitor welcome and information services. Front of House, Visitor Services and Ticketing staff undertook skills training in delivery of 'iconic service' and our Customer Service Team met quarterly to review customer service standards and delivery, including new brand messaging and the reward, recognition and orientation of staff.

**Supporting the Access Strategic Plan launched last year**, the first programs of the 62 planned projects were implemented:

- **Communicating key access information** for visitors with disabilities and their carers, our first Public Access Guide was published in a range of formats, including Braille, Large Print, CD and MP3 audio file
- **Helping to raise awareness of the skills and talents of young people with a disability**, *AART.BOX* a two-day exhibition of works of art by artists under 25 with a disability was hosted in collaboration with Accessible Arts and NOISE. Over 250 people attended the event, which we will host again in November 2007
- **Extending the celebration of International Day of People with Disabilities** we offered special discounted Access Tours for a week, with 131 people with disabilities and their carers taking advantage of the offer

- **Integrating access into planning**, designs were completed for the new Bennelong Lift with capacity for four wheelchairs and 40 people; new accessible unisex toilet facilities were designed for the Western Foyers and our Lighting Masterplan was completed incorporating disability access standards

- **Ensuring all staff develop sensitivities around disability access**, Accessible Arts provided tailored accessibility training for customer-facing staff and disability awareness sessions were integrated into our regular staff orientation program. We also launched an Access Awards program at which 16 people received awards for their contribution to access projects. Key note speaker at the Awards launch, Dr Simon Darcy, Associate Professor in the Faculty of Business at UTS, presented Sydney Opera House: Access Market Potential in a Globalised Environment

- **Maintaining our accessibility focus**, next year we will create a staff access guide and our website will achieve Priority 1 and most of Priority 2, as defined in the W3C Web Content Accessibility Guidelines 1.0.

**Creating a globally competitive and compelling visitor experience** was the ambitious vision of the Independent Tourism Review conducted in 2005. Since laying the foundations to realise that vision, overall visitor participation in tours has increased by 33% (81,000 people) and our tourism margin has increased from \$0.9m in 2004/5 to \$3.2m in 2006/7, an increase of 227%. 328,228 people took a tour, an increase of 21%.

**Contributing to a strong result**, our new product offerings were a big success. Tours in Korean, Japanese and Mandarin languages attracted 77,000 visitors and 1,630 people took our premium Backstage Tour (up from 995 in 2005/6). Easier access to information and booking helped to increase participation, with the relocation of the tour information and sales desk to the box office foyer and the introduction of online sales of tours in September 2006. 11,000 people using this medium to book tours. Our expanded Tourism sales team has broadened our reach, ensuring that Sydney Opera House now features in 40 major international tourism brochures.

**Continuing to broaden our reach and innovate**, next year we will include India in our international sales and marketing efforts. We will review and re-brand a suite of performance packages that include show, tour and dinner and a new tour experience 'The Essential Tour' will be launched in October 2007, using state-of-the-art audio and visual technology.



High Tea at Sydney Opera House

**Launched in December 2006 and an instant hit with visitors**, our first *High Tea at Sydney Opera House* season sold out. This premium experience, created by 3-star Michelin-trained chef, Guillaume Brahimi, is held monthly and combines award-winning cuisine, the unique setting of Guillaume at Bennelong and an opera recital. Some 958 people enjoyed the experience in its first six months, with planned expansion to fortnightly events next year and weekly from January 2008.

**Tackling the challenge of growing our functions business**, new functions operator, Opera Points Events, commenced in September 2006, with well known chef, Matthew Moran, consulting on menu development. With its initial focus on successful delivery over the busy summer period, OPE has exceeded financial targets in the first year of operation, with very positive customer feedback. With the exception of Outdoor Vending, which is affected by weather and outdoor events, other food and beverage outlets also performed well, with an overall increase in contribution of 26% compared to 2005/6

**A dramatic new look to the Lower Concourse shop** highlighted the completion of a two-year project to re-engineer the business and improve the margins of our branded retail outlets. Its evolution to premium design store is set to provide a new benchmark for cultural institution retailing, with a product range inspired by the uniqueness of the building design. After a slow start following renovation in December 2006, sales were back on track by the end of the year.

**Taking seriously our role as good corporate citizen**, we assisted some 40 charities and community groups this year, from local public schools and kindergartens to organisations such as Australian Youth Orchestra, Indigenous Women's Forum and the Gundagai Neighbourhood Centre for drought relief. In many cases, support was given in the form of a donation of performance tickets to be raffled at a charity event. In others, we offered subsidised entry to performances or tours.

### 5 YEAR GUIDED TOURS TRENDS

YEAR	PEOPLE
06/07	328,224
05/06	270,040
04/05	246,914
03/04	244,890
02/03	229,100