



Australian Tourist Commission

Olympic Games Tourism Strategy

Summary: February 2001



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Executive Summary

"Australia is the first Olympic host nation to take full advantage of the Games to vigorously pursue tourism for the benefit of the whole country. It's something we've never seen take place to this level before, and it's a model that we would like to see carried forward to future Olympic Games in Athens and beyond."

Mr Michael Payne,

Director of Marketing International Olympic Committee

On 23 September 1993, Sydney was awarded the right to host the Summer Games of the XXVII Olympiad in the year 2000. The announcement was a momentous occasion for Australia. It was equally significant for Australia's inbound tourism industry.

Olympics host cities and countries over the years have run some form of tourism promotion in association with the Games. However, back in the early 1990's, Australia was rarely on the world stage. It was a place mentioned from time to time. From the moment Sydney won the right to host the Games, it was going to be different for Australian tourism. The Games would give Australia the chance to compete in the interest and awareness stakes on an equal footing with the Americas, Europe, Africa and Asia. It would take Australian tourism places it could never afford to go. However, it wouldn't happen automatically. Just as athletes have to prepare and train for the Games, so too did Australia's inbound tourism industry.

With this in mind, the inbound tourism industry in Australia, led by the Australian Tourist Commission (ATC), set out to ensure that Australia made the most of this once in a lifetime opportunity. To the ATC, the Games weren't just a 17 day event – they were a decade of opportunity.

Since winning the Games, the ATC has continued to work tirelessly to ensure that every possible benefit has been obtained from hosting the Games. Australia now has a permanent seat on the world stage and the tourism industry is reaping the benefits.

The ATC obtained US\$6.7 million from the Australian Government over four years (1997 – 2000) to maximise the tourism opportunities presented by Sydney's staging of the 2000 Olympic Games. The strategy was fully implemented in the year 2000 under the slogan *Australia 2000 – fun and games*.

The ATC's Olympics Tourism Strategy was aimed at adding depth and dimension to Australia's international image and increase long-term economic and social benefits for Australia through increased export earnings, employment, visitor arrivals and visitor dispersal.

 **Australia**[™] 2000 - fun and games

The objectives of the strategy were:

- maximising promotion for Australia through a media relations program incorporating media visits, new technology, information distribution and issues management;
- promoting Australia's image through alliances with Olympic organisations and partners;
- increasing high yield markets such as meetings, incentives and conventions; and
- creating trade-marketing programs for the tourism industry to capitalise on Olympic Games opportunities.

The ATC used this funding to work in partnership with Olympics sponsors, television broadcast rights holders, the Media and the Olympic Movement to maximise the tourism opportunities presented by the Games.

Olympics related activities were overlaid across all of the ATC's advertising, publicity, visiting journalists, Internet, media relations and trade events programs. At the same time, the tourism aspect of the Games was used in Australia to promote the profile and importance of the ATC and inbound tourism and its potential to create jobs and foreign exchange earnings.

Central to the thinking of the ATC's Olympic Games Tourism Strategy was to use the Games to add depth and dimension to *Brand Australia* by promoting more than just the typical tourism images and themes in the lead up to and during the Games. This was done by bringing together *Brand Australia*, the Olympics Brand (the most recognised brand in the world) and the brands of Olympics partners (sponsors, broadcasters and the Olympic Family). By working with the world's broadcasters, the ATC aimed to make the Olympics a two-week documentary on *all* of Australia for a global audience of 3.7 billion people over 36 billion viewer hours (IOC data). With the media, the Games were used as the hook to get reporters and programs interested in all aspects of Australian life. Underlying the strategy was the need to continue the relationships well after the Games had concluded.

The Olympic Games remain the most significant beneficial event in the history of Australian inbound tourism. The results achieved by the implementation of the ATC's Olympic Games Tourism Strategy are equally significant. Over the course of four years, well over 1,000 individual projects were implemented of which the majority occurred in 2000.

The most significant results are:

- an additional 1.6 million visitors spending US\$3.5 billion;
- accelerated development of Brand Australia by 10 years;
- media relations and publicity programs generating US\$2.1 billion;
- Olympics sponsors spending US\$170 million promoting Australia;



- *Australia 2000 – fun and games* campaign generating 11 per cent increase in visitor arrivals in 2000;
- increased likelihood of visitation because Australia has hosted the Games;
- a massive 700 per cent increase in traffic to australia.com;
- Australia improving its standing in the meetings market and
- Post-Games tactical campaigns generating significant business.

The 2000 Olympic Games in Sydney have left a lasting legacy for the Australian Tourist Commission, the Australian tourism industry and Australia as a whole:

- the amount of exposure and interest that the Games generated is unrivalled;
- the world's view of Australia has changed forever with a much greater consumer knowledge of everything that Australia has to offer;
- visitor numbers will increase significantly injecting billions into Australia's economy - creating jobs and opportunities for Australians;
- for the ATC, the Games have created many new opportunities and opened many doors in business, government and the media, both in Australia and overseas; and
- Australia is a different and an even better place. Australia achieved celebrity status, national pride skyrocketed and the country has entered the new Millennium with a renewed confidence.

We were delighted when the International Olympic Committee declared the ATC's strategy as a role model for future host countries. But what is even more important is that we, as the ATC, take what we have learned through working with the Olympics and use it in the future. A smarter ATC is a great legacy of the Olympic Games.

John Morse
ATC Managing Director
Annual Report 1999/2000

Evolution of the program

Australia's tourism authorities, led by the ATC, formed a powerful partnership to ensure the whole of Australia reaped the benefits of this Olympic decade of opportunity.

The ATC's ambitious, US\$6.7 million four year strategy was unique in modern Olympic Games history. No other host country has taken the opportunity to use the Games to promote the whole country's tourism image as well as the host city's. No other host country has worked so closely with the Olympic partners to develop mutual benefits from linking the tourism brand with their products and services. And no other host country has developed such an extensive media relations program to ensure that every possible publicity opportunity was maximised.

The strategy was implemented in several key steps:

1. Formulating the Olympics strategy and establishing a specialist unit. The formulation of the strategy examined the lessons learned by previous host cities of the Olympics and other major events. Central to this strategy was the need to look at more than just the 17 days of the Games. It was a decade of opportunity. At the same time, it was imperative to be realistic and not over-inflate expectations.
2. Educating the ATC internally on the strategy and gaining support and ownership on a worldwide basis.
3. Obtaining the support of the local tourism industry for a coordinated approach.
4. Obtaining the support of the Host City Organising Committee.
5. Obtaining Government policy support and funding to implement the program.
6. Establishing relationships with the Olympic Family – consisting of the IOC, worldwide and local sponsors, the media, broadcast rights holders, National Olympic Committees and their tour operators and the sporting federations.

The Olympic Games Liaison Business Unit was established in June 1995 with the appointment of Maggie White as Manager, Olympic Games Business. The principal function of the unit was to identify opportunities, co-ordinate activities and manage relationships resulting from Australia hosting the 2000 Summer Olympic Games, the 2000 Paralympic Games and the Olympic Arts Festival (1997-2000).

The objectives and strategies, developed by the unit in conjunction with other ATC Business Units and overseas offices, were designed to capitalise on the potential tourism opportunities delivered to Australia by hosting these unique high profile events. The unit, in conjunction with other stakeholders, worked toward identifying Olympic related tourism opportunities that were measurable, achievable and realistic.



It was reasoned that through identification of these opportunities the Olympics offered extraordinary leverage to the ATC's marketing efforts. The ATC recognised the importance in promoting strategic alliances with traditional and key non-traditional stakeholders both in Australia and overseas. The ATC's role was one of leadership in the tourism industry. It encouraged greater co-operation between all partners promoting Australia internationally, ensuring consistency in marketing efforts and in what messages were promoted to the world.

As the Games drew closer, the ATC commenced the *Australia 2000 fun and games* campaign. In September 1999, the ATC announced it would spend around US\$34 million over 12 months to ensure Australia achieved growth of around 10 per cent in visitor numbers in 2000. Given the experience of previous host cities and countries of major events, it was recognised that reaching targets in 2000 would be a challenge.

The campaign comprised consumer and trade advertising designed to motivate consumers to travel to Australia in 2000. The slogan was introduced into existing advertising and work was undertaken with industry partners to promote special packages and deals to Australia throughout the period.

Keeping the international travel trade informed on the issues of 2000 was a key aspect of the ATC's initiatives. The ATC established a dedicated Internet Web site, *www.2000.australia.com*, which was an information base for everything that was happening in Australia in 2000. The ATC also staged a National Forum to finalise tactics for the tourism industry's busiest year ever.

At the same time, it became clear that the ATC was undertaking the biggest media relations program by any country for the Olympic Games or any other single event in the world to boost a nation's tourism profile.

The program involved taking the interest generated in Australia by the Games and converting that into media coverage by providing whatever assistance possible to help the media do their job.

The ATC's Olympics Media Strategy included:

- hosting more than 2,000 international journalists to Australia in 1999 and 2000 through the Visiting Journalists Program (VJP);
- servicing more than 50,000 international media inquiries;
- providing a specialist Internet Web site for the international media;
- bringing international broadcasters to Australia before the Games;
- working with international television and radio broadcasters to provide story leads, production assistance and quality sound and vision resources of all parts of Australia;
- assisting international newspapers and magazines with story leads and photography of all regions of Australia;

- assisting communities around Australia to maximise media relations opportunities of the Olympic Torch Relay;
- bringing together Australia's top tourism media and public relations professionals to assist the world's media during the Games period; and
- working with the Department of Foreign Affairs and Trade, Tourism New South Wales, the Sydney Harbour Foreshore Authority and New South Wales Department of State and Regional Development on the provision of a non-accredited media centre in Sydney City in 2000.

The media relations program was run in cooperation with all State and Territory tourism authorities, the tourism industry, airlines, various Olympic and Paralympic organisations and Federal and NSW Government agencies.

During the Olympics (15 September - 1 October 2000) the ATC's activities were primarily confined to hosting international tourism VIPs under the Business Development Program, assisting the media at the Main Press Centre and Sydney Media Centre and informing the Australian public via the media on the tourism benefits of the Games and how Australia was being reported internationally.

Visitors to *australia.com* increased dramatically during the Games with the delivery of seven million pages of information, an increase of around 700 per cent compared to the same period in 1999.

Toward the end of the Games, the ATC launched its post-Games strategy at a time when it became clear that the Olympic Games had been a huge success and that they had far exceeded the industry's expectations.

The endless stunning images of Sydney and Australia combined with numerous accolades in the media worldwide, placed Australia in a very powerful position in the competitive international tourism marketplace.

The post-Games strategy involves four key elements which were specifically aimed at capitalising on Australia's post Games popularity. The four key elements include:

- over 90 joint tactical advertising campaigns promoting holiday deals launched immediately following the Games. The joint campaigns involved more than 200 industry partners, worth more than US\$25 million;
- an aggressive US\$3 million direct marketing campaign including the redevelopment of the ATC's Internet site, *australia.com*;
- research was undertaken on how the Olympic exposure had shifted Australia's image internationally; and
- the building of the lucrative the Meetings, Incentive, Convention and Exhibition (MICE) sector, through *Team Australia*, a coalition of MICE bodies led by the ATC.

Year by year activity

1995/96

Olympic Games Business Unit

The ATC established an Olympics Games Business Unit in July 1995 to identify and coordinate Games related tourism opportunities and leverage benefits for the tourism industry.

The ATC's focus was the four years until 2000, with projected spin-offs for the following years. ATC management was in Atlanta to study how the Olympic tourism boom could be managed.

The unit successfully completed three major activities in the first five months. A five year marketing plan was developed, relationships with major stakeholders and SOCOG were established and a proposal for additional funding from the Federal Government was submitted.

Strategies to capture media exposure for Australia as a result of the 1996 Olympic Games in Atlanta were also put in place. These included negotiations with sponsors on joint marketing opportunities and the setting up of an Australian Tourism News Bureau to service international media.

The ATC also kicked off a worldwide marketing campaign to capitalise on the immense global interest in Australia as the next Olympics country.

The ATC provided locational advice and destination information to multinational corporations such as Visa during the filming of its US\$3 million commercial.

Achievements

- Produced a series of tourism promotions coinciding with the Atlanta closing ceremony. This was watched on television by 3.5 billion people worldwide.
- Was involved in setting up media representatives at the Australian Tourism News Bureau in Atlanta in partnership with tourism commissions of NSW, Victoria and Queensland.
- Produced colourful Australia media kits including 57 media releases, 60 colour transparencies, PC disk and a map.
- Produced professional broadcast quality footage in all world TV formats and worked closely with international networks to generate coverage about Australia.
- Hosted Olympic closing ceremony functions for media and VIPs in the ATC's key tourism market cities.
- Promoted tourism opportunities in Australia, including corporate and incentive travel. The ATC was a major partner in the Australian Trade Commission managed Australian Showcase in Atlanta.



- Assisted in locating and providing sponsors and SOCOG with images and video footage.

1996/97

Olympic Games Business Unit

The Olympic Games Liaison Business Unit was successful in developing relationships with various stakeholders associated with the Olympic Movement. These included coordinating promotional activities with key tourism stakeholders during the 1996 Summer Olympic Games in Atlanta and assisting with an NBC television advertisement which went to air in the United States in April 1997. Further opportunities were anticipated, with the ATC providing advice and coordination. The unit also worked closely with the Federal Government on different funding opportunities for tourism through the Olympic Games.

The unit was also successful in coordinating State and Territory tourist commissions and other stakeholders in joint marketing initiatives such as publications and representative presence at trade shows such as ATE (Australian Tourism Exchange), ITB (Internationale Tourismus Borse), and Showcase 2000. It also designed dedicated displays for use at global trade shows and overseas offices.

Core objectives

- Broaden the image of Australia as an exciting, desirable and multi-dimensional destination by associating it with the 2000 Olympic and Paralympic Games and attract new co-operative partners.
- Maximise long-term benefits for Australia from Olympic-related promotions from 1996-2000, through increased export earnings, employment, high-yield market share, visitor arrivals, and tourism dispersal nationally.
- Raise public awareness about the ATC, and the importance of inbound tourism to Australia's economy.

Strategies

- Continued development of business partnerships with The Olympic Partners.
- In conjunction with States and Territories encourage the Australian tourism industry to work in cooperation.
- Integrate *Brand Australia* image advertising with global publicity opportunities being offered by the Olympics.
- Develop media management programs to address the Olympic-related opportunities.
- Provide tools and data to front-line contacts such as public relations agencies and Helplines including multimedia facilities and Internet access.



- Promoting Australia to media, sponsors, sporting organisations, and the corporate market.
- Capitalise on the increased awareness Australia obtained as a result of securing the Olympics in areas such as Meetings, Incentives, Conventions and Exhibitions.

Outcomes

- Strategies for capturing advertising and media exposure at the Atlanta 1996 Olympic Games were successful.
- Joint marketing initiatives undertaken with the Sydney Organising Committee for the Olympic Games, Sydney Paralympic Organising Committee, Tourism New South Wales and Sydney Convention and Visitors Bureau at trade shows in Australia and overseas.
- Negotiated the global use of the Olympic and Paralympic marks in conjunction with the ATC logo at trade shows, events and in publications.
- Designed dedicated Olympic and Paralympic displays for global trade shows and ATC overseas offices.
- Internal communication with ATC staff via presentations, tours to the Olympic site, newsletters and Internet site.
- Production of various publications including *Australia - Destinations and Attractions* and *Sydney. Australia. Towards 2000 - Facts and Contacts*.

Other activities

The Americas

- A strategic partnership with Visa International resulted in Visa producing an ad showcasing Australia which aired nationally on NBC during the closing ceremony of the Atlanta Olympic Games. The advertisement substantially broadened Australia's visibility on network television.
- A news bureau was established in Atlanta during the Olympic Games to assist media with information on Australia leading up to the Sydney 2000 Games. Extensive media coverage and contacts resulted from the efforts.

Sydney – Consumer Marketing

- Maximise the impact of advertising spend by developing strategic alliances with Olympic sponsors and integrating advertising with publicity opportunities.
- Developed with SOCOG and Tourism New South Wales an advertising campaign for Australia and the Sydney 2000 Olympic campaign capitalising on US\$5.6 million of free advertising time offered by NBC, as host broadcaster.
- Developed a communications strategy to promote *Brand Australia* to Olympic sponsors.

Sydney – International Media Relations

- Produced media relations resource material for the ATC's overseas offices and PR network, including special-interest portfolios, the Australia Media Kit including images, film footage and CD Rom, and crisis-management material used extensively during the Atlanta Olympic Games.
- A Global Public Relations Conference was held in March and attended by senior management and the ATC appointed PR representatives. It resulted in the consolidation of future directions for our worldwide program, particularly the Olympic Games media strategy and the review of the Visiting Journalists Program.

1997-98

Olympic Games Business Unit

The Olympic Games Liaison unit identified opportunities, managed relationships and coordinated activities resulting from Australia hosting the 2000 Olympic and Paralympic Games.

As part of its strategy to maximise Olympic tourism benefits for Australia, a number of business opportunities were developed with organisations associated with the Olympic movement.

These included promotions with Olympic Partners Visa, Kodak and McDonalds and the US Olympic broadcast rights holder, NBC television and print advertising campaigns and the live broadcast of the NBC Today Show from Australia resulted in publicity to the value of US\$27 million for Australia during 1997/98. Many of these initiatives were the result of an additional US\$1.7 million from the Federal Government for Olympic related marketing programs in 1997/98.

During the 1998 Olympic Winter Games in Nagano, Japan, media promotions were staged in co-operation with the Sydney Organising Committee for the Olympic Games. Over 400 media were briefed on the destination and received a copy of the Australia Media Kit.

Generating international awareness of the 2000 Olympic and Paralympic Games and servicing information requests from the tourism industry remained a high priority. A Games display was present at all ATC trade events and 14,000 copies of the publication *Sydney Towards 2000: The Olympic and Paralympic Games, Facts and Contacts* were distributed to all delegates.

Key results

- Established partnerships with international Olympic Partners that resulted in US\$27 million worth of exposure for Australia through 26 promotional projects.
- Generated media exposure at the Nagano 1998 Olympic Games and distributed the Australia Media Kit to 400 international journalists.



- Proposals to obtain Federal Government funding for Olympic tourism opportunities resulted in an additional US\$1.7 million per year for the ATC for the period 1998/99-2000/01.
- Joint marketing promotions highlighting the 2000 Olympic and Paralympic Games were undertaken with Tourism New South Wales and Sydney Convention and Visitors Bureau at 14 international trade shows.

Other activities

Europe

- The first projects in Europe using special funding allocated for Olympic Games tourism opportunities were launched. These included a Pan-European meetings, incentives and conventions database marketing campaign focusing on international associations based in Europe and a 16-page Australia supplement in the UK's number one quality Sunday newspaper, the Sunday Times.

New Zealand

- The ATC worked with Air New Zealand, the New Zealand Olympic Committee and official operator Sportsworld to launch the Games to the travel industry in April 1998. At the launch, the ATC distributed the *Australian Holiday Guide* - a pre and post touring booklet for both corporate and independent holiday travellers to the Games. The guide offered a diverse selection of hotels, attractions and regional highlights. About 50,000 copies were also distributed to the retail industry.
- The ATC also worked closely with Olympic partner McDonald's in a campaign which delivered about US\$0.56 million worth of exposure for Australia through TV commercials and in-store collateral in 143 outlets around the country. The inclusion of Rugby stars such as Jonah Lomu and the chance to win one of 200 prizes to Australia ensured the promotion received huge public attention.

The Americas

- The ATC provided brand footage to the NBC network, which continued a US\$5.6 million advertising campaign on Sydney and Australia as part of its commitment as Olympic broadcaster.
- Strategic partnerships were also forged with Olympic sponsors and providers VISA, Kodak and Southcorp Wines, resulting in a number of cooperative advertising programs. These promoted holiday packages and appeared in national newspapers and magazines such as USA Today, Conde Nast Traveller and Gourmet Traveller.

Sydney – Consumer Marketing

- Publicity efforts escalated dramatically during 1997/98 due to the Olympic focus on Australia. This caused strong interest in visiting Australia, an increase in media enquiries and a requirement for research, story ideas and resources such as footage and images.



Sydney – International Media Relations

- The number of media visits sponsored under the Visiting Journalists Program increased significantly during the year due to unprecedented interest in Australia in the lead up to the Sydney 2000 Olympic Games.
- An Australia Media Kit was produced and distributed at the 1998 Winter Olympic Games in Nagano to over 400 media. A further 1500 kits were distributed to media around the world. The kit included over 50 feature stories, 86 images on CD Rom and 30 minutes of broadcast quality footage covering Australia.

Sydney – MICE

- A major MICE campaign was developed to maintain the momentum of the Olympic Games in 2000 and capitalise on Australia's Centenary of Federation in 2001. The "New Century. New World. Australia 2001" campaign aims to attract additional business travel to Australia. It called on Australian organisations to invite their international colleagues to Australia in 2001, for a meeting, conference, exhibition or incentive travel program.

1998-99

Olympic Games Business Unit

The Olympic Games Liaison Unit continued to work closely with the Olympic and Paralympic Games stakeholders and the tourism industry to maximise Olympic tourism benefits for Australia.

The ATC assisted the Tourism Forecasting Council in preparing its report, 'The Olympic Effect – be part of the action', released in November 1998. The report indicated an extra 1.6 million visitors and an additional US\$3.4 billion in export earnings would be generated for Australia for the period 1997-2004.

Cooperative marketing campaigns were undertaken with Olympic Partners including, Visa International, AT&T, Air New Zealand, Ansett Australia, and the New Zealand Olympic Committee. These included television, print and direct mail campaigns.

Business relationships were also established with the official Olympic tour operators in 20 key markets. The ATC also provided assistance with in-market tour package launches and educational visits to Sydney.

Brand Australia promotional material was provided throughout 1998/99 to Olympic Stakeholders including the Sydney Organising Committee for the Olympic Games (SOCOG). These included a video *Australian Games*, tailored footage, 40 destination images and dedicated publications including a film location guide. Distribution included a direct mail campaign to 197 National Olympic Committees and mailing to 40 Olympic Partners.

The ATC also attended the first World Olympic Broadcasters Meeting in Sydney and distributed destination information to the 150 broadcast organisations present.

The Olympic and Paralympic Games were profiled at all ATC's trade events.

Theming was adopted throughout and tailored information via the publication, *The Sydney 2000 Olympic and Paralympic Games Facts and Contacts* was distributed to 28,000 delegates. This publication was also placed on the Internet.

Key results

- Print and direct mail campaigns with Olympic Stakeholders generated an additional US\$34 million in publicity for Australia.
- Distributed Australian destination information kits to 197 National Olympic Committees responsible for 16,000 athletes and officials who attended the 2000 Games.
- Marketing promotions highlighted the Olympic and Paralympic Games at 24 trade events.
- Relationships were established with Olympic tour operators in 20 key markets.

Other activities

Americas

- During the year, the ATC continued to work very closely with a number of Olympic sponsors and providers developing cooperative consumer marketing programs. Olympic related campaigns were undertaken with AT&T, Kodak and Visa.
- The ATC continued to work closely with North American broadcasters, NBC and CBC, in relation to Olympics programming beyond the sporting coverage. Relationships were also established with the official broadcasters in Mexico, Argentina and Brazil.

Asia

- The Asian Games in Bangkok in December provided an opportunity to generate awareness of the 2000 Olympic Games and to showcase Australia. Working with Olympic sponsors and Thai Airways, the ATC undertook and supported the Federal Government's *Australia: A Sporting Life* exhibition at the Asian Games.
- Cooperative advertising was also undertaken with global Olympic sponsor Visa in three markets, and publicity events were undertaken and alliances were formed with other sponsors.

Japan

- The ATC continued to work with Visa International on a number of travel promotions, including the launch in mid-1999 of the Sydney service centre aimed primarily at Japanese cardholders.
- In Korea, the ATC initiated a large-scale television promotion with Samsung, the sole worldwide Korean 2000 Olympic Games sponsor, which offered hours of nationwide exposure for Australia in late 1999 with a publicity value of US\$5 million.

Europe

- The ATC and Visa International joined forces for a major advertorial campaign across six Conde Nast UK magazine titles. Australia's State and Territory authorities also participated in this project.
- Broadcast assistance to Olympic related programs became a core method of capitalising on Australia hosting the 2000 Olympic Games. In January 1999, reaching 8.2 million viewers, the UK's leading travel series *The Holiday Program*, focused its 10th Anniversary program on Australia featuring Sydney the Olympic city, and other destinations around Australia. Retequattro, a major Italian network, filmed three Olympic Games focused programs for September 1999 release. The German television station NTV filmed 7 x 45 minute documentaries on the theme *This is my Australia* which were broadcast in 1999 and 2000. Relationships were also built with Olympic sponsors such as Kodak and Coca-Cola.

Sydney - Visiting Journalists Program

- In 1998/99 media interest escalated and the VJP program generated in excess of US\$0.6 million in publicity value worldwide. A total of 1,453 print and electronic media visited in 1998/99. The year saw a greater emphasis placed on the Olympic Broadcast Rights Holders. Networks such as NBC from the USA, BBC from the UK and CCTV from China provided a significant boost to television coverage of Australia as a destination through their visits.

Sydney - International Media Relations

- The International Media Relations Program was expanded to ensure the dramatic increase in media interest in Australia, largely attributed to hosting the 2000 Olympic Games, was fully realised. Included in the program was the creation and delivery of specialised resources to media at large-scale media events for the 2000 Olympic Games and associated activities and specialised research services and carefully angled broadcast stories aimed to service the growing international broadcast media clientele. Materials produced included:
 - Australian Film Locations Guide - featuring key filming locations around Australia and information required to film in these areas;
 - a media Contacts Directory featuring over 500 media contacts;

- Australian Stories featuring over 100 interesting people, places and experiences;
- a multi-cultural Storylines connecting media spokespeople to their country of origin; and
- over 100 product stories, a fortnightly news bulletin and over 30 feature stories.

Sydney – MICE

- The *New Century. New World. Australia 2001* campaign, which was launched in March 1998, gathered momentum and support both in Australia and overseas. The campaign encouraged Australian organisations to invite their international colleagues to a business event in Australia in 2001. A great deal of publicity was been generated, leading to an increased awareness of the campaign by corporate Australia and the Australian MICE Industry.

1999-2000

“By the time this Annual Report is tabled in the Australian Parliament, the Olympic Games will have come and gone and the ATC’s Olympic Strategy will have been archived. The event has been a tremendous boost for Australia’s inbound tourism industry and the partnerships we have established with global sponsors and media around the world will last long after the Games.

In addition to the Games time publicity, the Olympic Games will have generated well over US\$0.56 billion worth of media coverage of Australia; sponsors will have spent millions of dollars promoting Australia in association with their brand and the Olympics and we will have undertaken the biggest ever coordinated media program associated with such a world event.

What has all of this work resulted in? I believe it has advanced Australia’s brand by ten years, meaning what the world knows about Australia at the end of 2000 is what it would have known in 2010 had we not had the Games. The Olympics have added to the depth and dimension of the world’s knowledge of Australia and will make us a contemporary destination. We were delighted when the International Olympic Committee declared the ATC’s strategy as a role model for future host countries. But what is even more important is that we, as the ATC, take what we have learned through working with the Olympics and use it in the future. A smarter ATC is a great legacy of the Olympic Games.”

John Morse, Managing Director

ATC Annual Report 1999-2000



Olympic Games Business Unit

The Olympic Games Business Unit worked toward broadening the image of Australia by associating the destination with the 2000 Games. Television, print and direct mail cooperative marketing campaigns were undertaken with Olympic Partners during the 1999/2000. Partners included Visa International, Kodak, Air New Zealand and Ansett Australia.

The ATC assisted media visiting Australia for the Sydney 2000 Olympic Torch Relay through the provision of information guides, images and location advice. The arrival of the Olympic Torch in Uluru in June 2000 made headlines on every continent and across all mediums - television, print, radio and the Internet.

Business relationships were further developed with official Olympic tour operators in 20 key markets. The ATC also provided assistance with in-market tour package launches and educational visits to Sydney.

The ATC assisted in the set-up of SOCOG's Main Press Centre at Sydney Olympic Park. The ATC provided images and theming consistent with *Brand Australia* as well as information on Australia as a destination for the Centre.

The ATC was also involved with establishment of the Sydney Media Centre project. A partner project between the Australian Government and New South Wales Government agencies, the Centre's role was to provide the media before and during the Olympic and Paralympic Games, with resources and services which promote the achievements, attractions, lifestyle and culture of Australia, New South Wales and Sydney.

The ATC launched the *Australia 2000 – fun and games* campaign in 1999/00 to motivate consumers to travel to Australia in 2000 and dispel any negative perceptions that Australia would be too busy during the Olympic year. The campaign was also designed to inform the tourism industry about achieving the maximum benefit from Australia hosting the Games.

Key results:

- print and direct mail campaigns with Olympic stakeholders, such as Visa International, Kodak, Air New Zealand and Ansett Australia, generated an additional US\$56 million in publicity for Australia;
- a major media program, which includes the Visiting Journalists Program, generated almost US\$0.7 billion worth of publicity for Australia during 1999/00;
- promotions highlighting the Olympic and Paralympic Games at 15 trade events and the distribution of 35,000 copies of *The Sydney 2000 Olympic and Paralympic Games Facts and Contacts* publication; and
- working with some of the world's biggest broadcasters, including Olympic broadcast rights holders NBC from the US and Globo from Brazil to develop



program ideas and prepare profiles and stories on Australia's diverse regions and attractions to feature throughout their Olympic coverage.

Other activities

Americas

Partnerships and strategies to leverage the Olympic Games to promote Australia as a tourist destination reached peak levels in 1999/00.

- The Down Under Tour (PATA Award Winner 2000) saw the ATC team up with US Olympic sponsor, Bank of America, to launch a year-long, promotional roadshow visiting 48 cities in 21 states, one-year out from the Olympic Games. More than 306,000 people visited the Down Under Tour in the first 36 weeks to 30 June 2000, and around US\$2.3 million worth of publicity was generated for Australia through local and regional media covering the tour.
- The ATC's relationship with leading global Olympic sponsor Visa continued in 1999/00. In addition to joint newspaper and direct mail campaigns the ATC provided assistance with Visa's latest television advertisement Kangaroo Dreaming.
- The Olympic broadcast rights holder for the US, NBC, continued its close partnership with the ATC across both television and online promotions.
- In the Canadian market the ATC also worked closely with key sponsors such as Dairy Farmers of Canada, Kodak and Southcorp Wines Canada, to maximise opportunities to promote Australia in conjunction with the Olympic Games.

Asia

- Exposure on the Sydney 2000 Olympic Games increased across the region. The ATC worked with global Olympic sponsor Visa International to transform one of the world's best-known boulevards, the Shanghai Bund, into the face of Australia. Forty-six billboards along the Bund showcased Australian images to millions of people.
- Twenty broadcast and print journalists from China, Taiwan, Singapore, Malaysia and Indonesia, with an audience reach of more than 215 million people, visited Australia in June to capture the arrival of the Olympic Torch at Uluru.
- The ATC also assisted three Chinese TV crews to Australia to produce *The Road to Sydney*, a series of 35 half-hour segments aired in the five-month build up to the Olympic Games.
- Consumer promotions and tactical activities themed around the *Australia 2000 - fun and games* campaign were undertaken to boost travel to Australia during the Olympic year.
- *Australia 2000 - fun and games* consumer shows were staged in high-traffic shopping malls and exhibition centres in seven markets.

 Australia™ 2000 - fun and games

- In India, the ATC teamed up with Sony Music and Music Channel V for the launch of Australian band Savage Garden's new album. *Australia 2000 – fun and games* promotions were displayed alongside album advertising in more than 40 music stores across five major cities.

Europe

To capitalise on the interest generated by the Games, the ATC identified key contacts and developed ongoing relationships with programming and decision-makers within the Olympic broadcast rights holders in the region. Olympic sponsors have also been targeted for participation in print media campaigns and shopping centre promotions.

- The ATC and UK Olympic sponsor Adidas joined together to produce a 16-page supplement on Australian sport and recreation in five magazines. Total circulation was 1.3 million, targeting the 18-35 year old market.
- The ATC also worked with the UK's Sunday Telegraph on a 10-month advertorial and competition promotion within the paper's sports section.
- Sweden's premier department store, Ahlens, ran a three-week Australia promotion with the ATC and Olympic sponsor Kodak. The store magazine, featuring Australian images and editorial, supported in-store branding and displays.

Japan and Korea

- The ATC teamed up with global Olympic sponsors Coca Cola and Visa International for the launch of joint programs in Japan.
- In Korea the focus was on consumer events held by major sponsors such as Samsung, Coca Cola and Nike.
- The ATC developed relationships with a major consortia of broadcast and print rights holders to foster positive destination coverage around the Olympics.

New Zealand

- PR was the main tool in leveraging the opportunities created by the Sydney 2000 Olympic Games, with media exposure highlighting both the new infrastructure in Sydney and the buzz and excitement generated by the Games. This was also central to a *Australia 2000 fun and games* strategy focusing on events and festivals throughout 2000.

Sydney – International Media Relations

- Publicity generated by the ATC's international public relations network is estimated at around US\$84 million for 1999/00 – an increase of around 25 per cent. Worldwide, the ATC serviced around 18,000 international media enquiries.
 - The Australian Film Locations Guide was produced for distribution to film and photographic media worldwide, including Olympic broadcast

rights holders via the SOBO world broadcasters meeting held in September 1999.

- Sydney 2000 Olympic Games media kits containing information on Sydney Olympics state of play as well as other related areas of interest such as tax reform, Y2K, and Millennium were produced.
- Distribution of media information including Australia Media Kit, images and story ideas at SOCOG's World Press Meeting in October 1999.
- Distribution of dedicated Olympic torch relay destinational guide, footage compile and images to over 100 media at the arrival of the Olympic torch at Uluru.
- Purpose produced broadcast pitch dossiers containing more than 100 broadcast story ideas suitable for broadcast.

Sydney - Visiting Journalists Program:

- In 1999/00 the Visiting Journalists Program generated close to US\$0.7 billion of coverage in leading newspapers, magazines, radio and television programs around the world. Media interest continued to escalate and the number of media visits sponsored under the Visiting Journalists Program has increased more than 24 per cent with a total of 1,807 print and electronic media visiting Australia in 1999/00.

Sydney - Olympic Games Media

- In the lead up to the Games greater emphasis was been placed on Australia as a destination by world broadcasters. Programming ranged from features on lifestyle programs to dedicated specials on the whole of Australia.
- Olympic broadcast rights holders, NBC from the USA and Globo from Brazil prepared profiles and stories on Australia's diverse regions and attractions which featured throughout their Olympic coverage.
- For the start of the Olympic Torch Relay at Uluru, the ATC hosted 46 print and electronic media from around the world to cover the event and the destination.

Sydney – MICE

- The *New Century. New World. Australia 2001* campaign encouraging Australian organisations to invite their international colleagues to a business event in Australia in 2001 entered its second year in 1999/00. In excess of 100 business events directly attributable to this campaign were confirmed around Australia for 2001 and beyond, with several hundred more in negotiation, at the time of reporting.

Sydney - Industry Liaison

- Implementation of the *Australia 2000 - fun and games* strategy to inform the tourism industry on the challenges and opportunities of international tourism to Australia in 2000. Communications involved; the Australia 2000



Industry Bulletin; the Web site *www.2000.australia.com* and the development and distribution of a range of fact sheets and industry collateral.

Sydney – Creative Services

- Supply of images and creative input to Olympic sponsor and SOCOG initiatives such as the theming of the Main Press Centre.

Sydney – Direct Marketing

- Completed Internet usage forecasting for the Olympic period to provide a benchmark for hosting and promotional activities.

Sydney – E-Solutions

- The anticipated increase in consumer awareness of Australia during the period surrounding the Olympic Games triggered the setting up of a mirror web site in the USA. Improvements of the global site (*australia.com*), all gateways and the media site (*media.australia.com*) were conducted in preparation for increased traffic over the 2000 Olympic Games period.

Corporate Marketing Program (1997 – 2000)

When the ATC developed its organisation wide Olympics strategy, it was recognised that the Games would not only be a chance to boost awareness of Australia internationally, it would also be a unique opportunity to raise the profile of the ATC and tourism in Australia.

The plan had many targets and was implemented by the full set of communications tools. However, most of the work was done one-on-one, as the plan was not to communicate with the masses but to communicate with the right people who would take the ATC's message forward. Targets were spread across business, government, the Olympic Movement, media and industry and they were reached by a mix of presentations, media activities, productions and events.

The Olympic Games were used as a positioning tool for both the Commission and tourism. The ATC's key corporate themes were:

- The ATC is the leading tourism organisation and is leading the industry's Olympics tourism program.
- The ATC is maximising both the short and long term opportunities for tourism.
- The ATC is the expert commentator on Australia's international image and media coverage.
- The ATC is using the Games for the benefit of all parts of Australia.
- The ATC is working hand in hand with the Olympic Movement both in Australia and overseas.



- The ATC is using the Games to build relationships that will last well past 2000.
- The ATC has implemented a strategy to manage any potential consumer avoidance in 2000.
- The ATC has implemented a strategy to convert interest in Australia due to the Games into actual visitation.
- The ATC has a plan beyond the Olympics, eg the Australia 2001 MICE strategy.

There is no doubt that the profile of the ATC has increased significantly in Australia in the four year period. In 2000, unprompted community awareness of the ATC increased by one quarter.

Activities – July 2000 to December 2000

Between July and December the ATC continued to undertake significant work concerned with the Olympic Games.

Pre-Games

- Publicising the Olympic Torch Relay
- Readying *australia.com* for the Games
- Finalising the Business Development Program
- Monitoring travel and tourism industry developments
- Installing Brand Australia theming at the Main Press Centre and the Sydney Media Centre
- Finalising media information for the Games
- Planning for post-Games tactical campaigns
- Conducting over 200 media interviews

During the Games

- Staging the Business Development Program where the ATC hosted the 50 most influential people in world tourism for Australia.
- Conducting over 200 media interviews with the Australian and international media concerning on Australian tourism and the benefits to tourism of the Games.
- Staging two news conferences at the Main Press Centre and two at the Sydney Media Centre.
- Staffing media information booths at the Main Press Centre and Sydney Media Centre.
- Publishing a regular report on how Australia was being reported around the world.

- Monitoring travel and tourism industry developments.
- Ensuring ATC staff had the opportunity to enjoy the Games and the host city.
- Maintaining *australia.com*.
- Distributing a travel pass to accredited media that provided discounts for post-Games travel.

Post-Games

- Implementation of over 90 different tactical campaigns involving over 200 partners at a total cost of US\$25 million.
- Undertaking research into consumer attitudes toward Australia post-Games.
- Undertaking over 20 public speaking engagements in Australia on tourism and the Games.
- Conducting over 100 media interviews on tourism after the Olympics.
- Servicing over 1,000 international media inquiries generated by the Games.
- Cataloguing ATC's Olympic Games related activities covering the period 1992 – 2000 (from when Sydney was bidding for the right to host the Olympics).

Research

Research conducted by the ATC indicated a significant positive shift in the consumers inclination to holiday in Australia because of the Olympics.

Consumers were asked "Because Australia has been chosen to host the Olympic Games, are you more likely to consider going to Australia for a holiday sometime in the next four years".

In brief, the results were:

- | | |
|----------------------------|------------------------------|
| • India – 45 % increase | • Hong Kong – 19% increase |
| • Indonesia – 56% increase | • Japan – 24% increase |
| • Malaysia – 41% increase | • Korea – 15% increase |
| • Thailand – 43% increase | • USA – 24% increase |
| • China – 37% increase | • New Zealand – 17% increase |
| • Singapore – 27% increase | • England – 13% increase |
| • Taiwan – 26% increase | • Germany – 21% increase |

In the United States around 75 per cent of American travellers indicated they had seen pictures or stories in the media on Australia as a holiday destination as part of the Olympic Games coverage.

Americans indicated a number of reasons as to why the Games increased their interest in holidaying in Australia including a greater knowledge of the country, outdoor activities and scenery and a greater awareness of new or different aspects of Australia as well as the friendly Australian people.

The ATC is continuing to conduct market research into the effects of the Games and to evaluate post Games tactical campaigns. Results are expected in mid 2001.

Arrivals data

- **September 2000:** There was a 15 per cent increase in international visitor arrivals in September 2000. The September 2000 figure was 406,500 visitors. They indicate that the Olympic Games did not significantly disrupt travel patterns or cause visitors to avoid Australia or Sydney during the Olympic month.
- **October 2000:** There was a 9.7 per cent increase in visitor arrivals in October 2000 compared to October 1999.
- **November 2000:** 460,900 international visitors came to Australia in November, which is a 10.6 per cent increase on November 1999.
- **December 2000:** 565,700 international visitors came to Australia in December, which is a 23 per cent increase on December 1999.

In the last quarter of the year, international visitor arrivals increased by 15 per cent compared to the same time in 1999.

Note: These statistics are based on preliminary data from the Australian Bureau of Statistics

Forecasts

Australia's inbound tourism is expecting strong growth of 7.8 per cent over 2001 to 2010, with 10.2 million visitors expected in 2010. This is mainly due to;

- a relatively fast economic recovery in most Asian nations,
- a continuation of positive economic growth in Europe and North America,
- the depreciation of the Australian dollar against most major currencies,
- Australia's marketing efforts overseas, and
- the effect of the Sydney Olympics.

In 2001, international visitor arrivals are forecast to increase by 8.3 per cent over 2000, bringing international visitor arrivals to 5.3 million in 2001.

Of the 75 million international visits forecast for Australia between 2001 and 2010, approximately 1.5 million are modelled that they will visit because of the promotional impact of the Olympic Games.

For further information:

<http://www.tourism.gov.au/Forecasts/inbound/index.html>

Feedback

"In my 20 some years of dealings with various countries and shoots around the world, I have never worked with a more accommodating, professional and cordial group of people. They made the impossible possible. They were instrumental in their advice, their direction and their intimate knowledge of Australia made our jobs so much easier. We were able to use the collective ATC expertise and translate that visually to the 185 million Americans who tuned in to watch the Olympics on NBC." John Fritsche, Vice President Olympics, NBC.

"I should like to express my sincere appreciation for the kind invitation to view the Sydney Olympics... It was the most fantastic and unforgettable experience for me to take part in this century's last Olympics... I am also most pleased that so many Japanese sporting fans flock to Australia to enjoy the Olympics, which I believe will eventually promote Japanese tourism further to your country in the future," Mr Akira Yasuda - Director, Japan Travel Bureau.

"Without the help of the Australian Tourist Commission our coverage for the Sydney 2000 Games wouldn't have been the same. ATC and its affiliated tourist offices around the country provided us with the best support we could have. These superb professionals that work hard but still keep a smile on their faces are the keys for the excellent image that Australia has overseas. We could never thank this helpful and friendly staff enough, so we just say: Aussie Aussie Aussie...A...T...C," Bernardo Bichucher, TV Globo, Brazil.

"Our partnership with the ATC has exceeded our expectations. The powerful combination of the Olympics and Australia as a premier destination has generated strong interest, business building opportunities and value to our member banks and card holders on a world wide basis," Tom Shepard, Senior Vice-President, Marketing and Promotions and Sponsorship, Visa International.

"We look forward to continuing to develop our relationship with the ATC. Thank you so much for all the support you have given us over the past year," Jennifer Green, Lindemans Olympic Sponsorship Manager, Southcorp Wines, North America.

 Australia™ 2000 - fun and games

"Congratulations Australia. You did it. From start to finish it's been wonderful... I invite you to suggest a more successful event anywhere in the peacetime history of mankind," Bill Bryson, The Times.

"A few weeks after having broadcast out thirty minutes ZDF-aspekte-magazin on the Australian arts and culture, it is time to say thank you so much for the co-operation with you. Also, I would like to point out that the assistance granted to us by the Australian Tourist Commission has been outstanding and thorough. The success of our program was also due to the wonderful and exciting contacts provided by the ATC..." Matthias Hugle, EP, ZDF

"The support we received from the Australian Tourist Commission was tremendous. We had two crews who spent a couple of months travelling Australia prior to the games and the ATC helped us in many ways. From travel plans to logistics to story ideas, the ATC opened up many avenues for us. It takes a lot of people to put together an Olympic Broadcast and the ATC played a big part in the success of CBC's Olympic telecasts from Sydney." Joel Darling, Executive Producer, 2000 Olympic Summer Games, Canadian Broadcasting Corporation

"As host broadcaster, it was important that TVNZ focus attention on the event long before the Games began...After initial discussions with the Australian Tourism Commission, our Breakfast show was singled out at the best possible vehicle for Olympic promotion. And during the week beginning August 14, we anchored the Breakfast programme from Sydney, concentrating not only on Sydney's preparation for the Games but also on Australia stories of interest to New Zealand viewers. Such a venture would not have been possible without the assistance of the Commission. Paul Cutler, Managing Editor, News and Current Affairs, TVNZ

"As well as being unfailingly helpful and friendly, the ATC was impressive in its instinctive understanding of the needs of journalists: realising that my programme was above all interested in strong news stories..... "

Andrew Thompson, Editor, BBC Breakfast News

Results

The ATC's Olympic Games Tourism Strategy delivered significant benefits to Australian tourism, the ATC and Australia as a whole:

- The Games are forecast to be responsible for attracting an additional 1.74 million visitors generating over US\$3.5 billion foreign exchange earnings between 1997 and 2004. (Bureau of Tourism Research)
- *Brand Australia* has been advanced by ten years, meaning what the world now knows about Australia, it wouldn't have known until 2010 had Sydney not hosted the Games. (ATC)
- The ATC's media relations program generated an additional US\$2.1 billion in publicity for Australia between 1997 and 2000. (ATC)
- The ATC's partnerships with major Olympics sponsors, such as Visa, McDonalds, Kodak and Coca-Cola generated an additional US\$170 million in publicity for Australia. (ATC)
- In late 1999, the ATC launched the "*Australia 2000 – fun and games*" campaign to encourage visitation to Australia in 2000. This was aimed at insuring against avoidance, as has been the experience of other major event host cities and countries. In 2000, international visitor arrivals to Australia increased by 11 per cent. (Australian Bureau of Statistics)
- The likelihood of potential travellers to visit Australia increased significantly because of the Olympic Games. (ATC)
- There was a 700 per cent increase in traffic to the ATC's Australian tourism portal – australia.com - during the Games. (ATC)
- The International Congress and Convention Association's predicts that Australia will be ranked as the number one country for meetings in 2001 - overtaking both the United States and the United Kingdom. (ICCA)
- An additional US\$56 million in export earnings in 2001 due to the ATC's *New Century. New World. Australia 2001* campaign to capture MICE business for Australia off the back of the Games. (ATC)
- Over 5,000 unaccredited media were serviced at the Sydney Media Centre, a joint venture between the ATC and Australian authorities, to cater for media not accredited to the Main Press Centre (MPC) or International Broadcast Centre (IBC). (ATC)
- The ATC used the Games to host 50 of the world's most influential tourism people from 11 countries to visit Sydney for the Olympics. (ATC)
- At the conclusion of the Games, the ATC launched 90 tactical campaigns with 200 industry partners worth US\$25 million to quickly convert interest and awareness into actual visitation. In the last three months of 2000 there were an additional 189,000 international visitors to Australia (up 15 per cent compared to the same time last year), increasing foreign



exchange earnings by US\$320 million in these three months alone. (Australia Bureau of Statistics)

- Research indicates that 88 per cent of the 110,000 international visitors who came to Australia for the Olympics are likely to return to Sydney as a tourist. (State Chamber of Commerce)
- Unaided awareness of the ATC within Australia increased by 25 per cent between 1999 and 2000. (ATC)

Roles and responsibilities of persons involved

Australia

Name and position	Responsibility
John Morse Managing Director	Overall coordination, strategic development and implementation of the strategy
Bill Calderwood Deputy Managing Director	Development and implementation of the consumer and trade marketing aspects of the strategy
Catriona Fraser Group Director, Consumer Marketing	Implementation of consumer marketing programs
Rhett Lego Group Director, Trade Marketing	Implementation of trade marketing programs
Maggie White Manager, Olympic Games Business	Management of the strategy and programs, worldwide ATC coordination, stakeholder coordination in Australia and evaluation
Andrew Woodward Manager, Corporate Affairs	Implementation of corporate marketing programs within Australia

International

Richard Beere Regional Director, Asia	Implementation of trade, consumer and corporate marketing programs within region
Greig McAllan Regional Director, Japan and Korea	Implementation of trade, consumer and corporate marketing programs within region
Andrew Richards Regional Director, Europe, Middle East and South Africa	Implementation of trade, consumer and corporate marketing programs within region
Lyndel Gray Regional Director, Americas	Implementation of trade, consumer and corporate marketing programs within region
Michael Yates, Regional Director, New Zealand and South Pacific	Implementation of trade, consumer and corporate marketing programs within region



*"I am proud and happy to
proclaim that you have
presented to the world the
best Olympic Games ever."*

H.E. Juan Antonio
Samaranch,
President, International
Olympic Committee

*"Australia is the first
Olympic host nation to
take full advantage of
the Games to
vigorously pursue
tourism for the benefit
of the whole country,"*

Mr Michael Payne,
Director of Marketing,
International Olympic
Committee



 **Australia**TM 2000 - fun and games