

A nighttime photograph of Paris, France. On the left, the Column of Liberty (Colonne de la Liberté) stands tall, topped with a golden statue of Liberty. To the right, the Opéra National de Paris is illuminated, showing its modern architecture and glass facade. The sky is a deep blue, and streetlights create a bokeh effect in the foreground. The overall scene is a blend of historical and modern Parisian landmarks.

# SELF-FINANCING AND NEW INCOME STREAMS

Opéra National de Paris  
Jean-Philippe Thiellay  
Deputy general manager

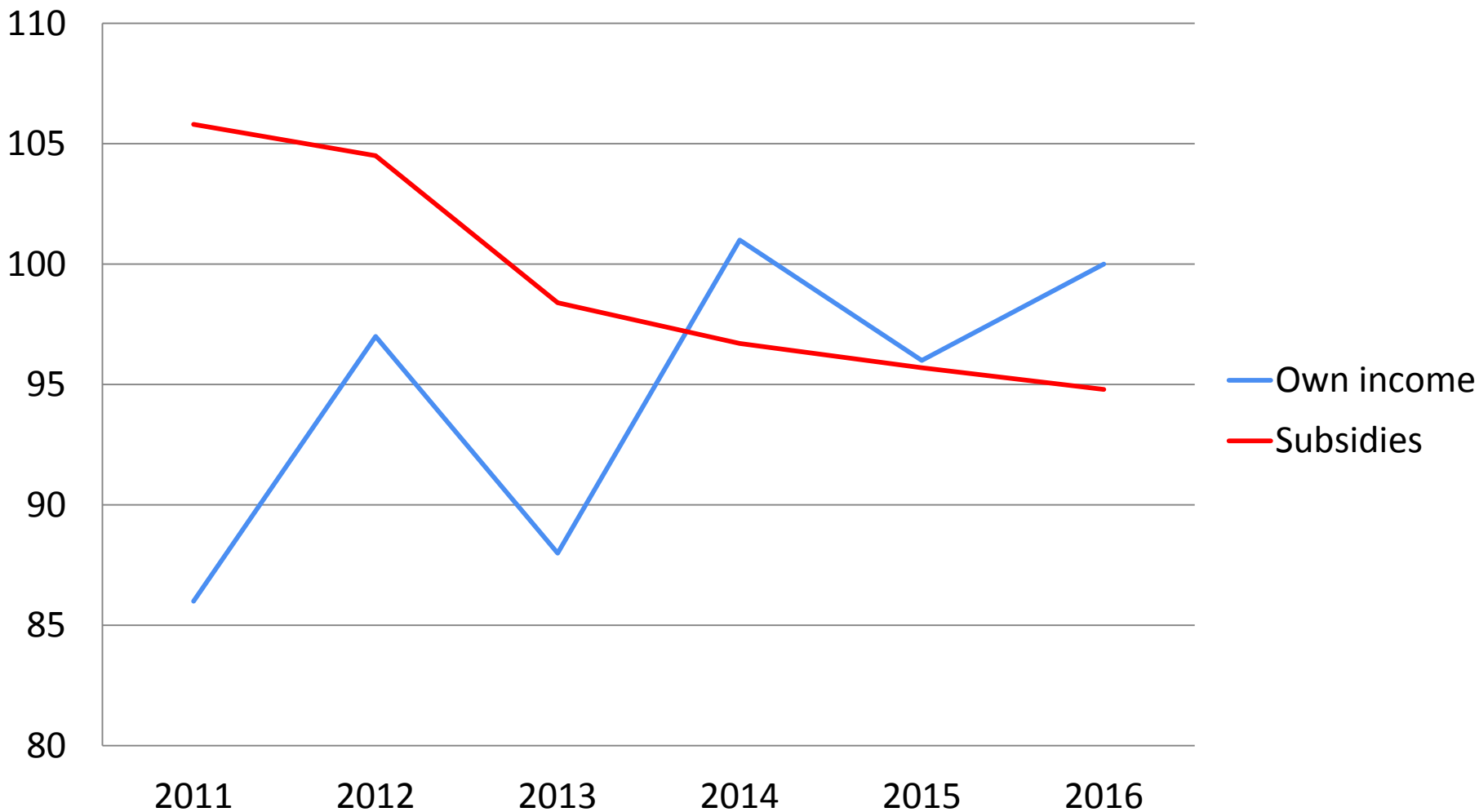
# OVERVIEW OF THE CURRENT SITUATION



# INCOMES

(M €)	2011	2012	2013	2014	2015	2016
<b>Subsidy (French state)</b>	105,8	104,5	98,4	96,7	95,7	94,8
<b>Shows</b>	57,8	66,2	56,2	68,5	64,1	68,0
<b>Sponsorship – Partnership</b>	8,5	9,1	9,4	9,3	12,1	13,9
<b>Commercial incomes</b>	13,7	16,4	16,0	18,5	18,4	16,9
<b>Others</b>	11,3	11,1	14,0	13,7	9,9	8,6
<b>TOTAL</b>	197,1	207,3	194,0	206,7	200,2	202,2

# EVOLUTION OF OWN INCOME AND SUBSIDIES



1.

**Sponsorship** increased by  
50% since 2014

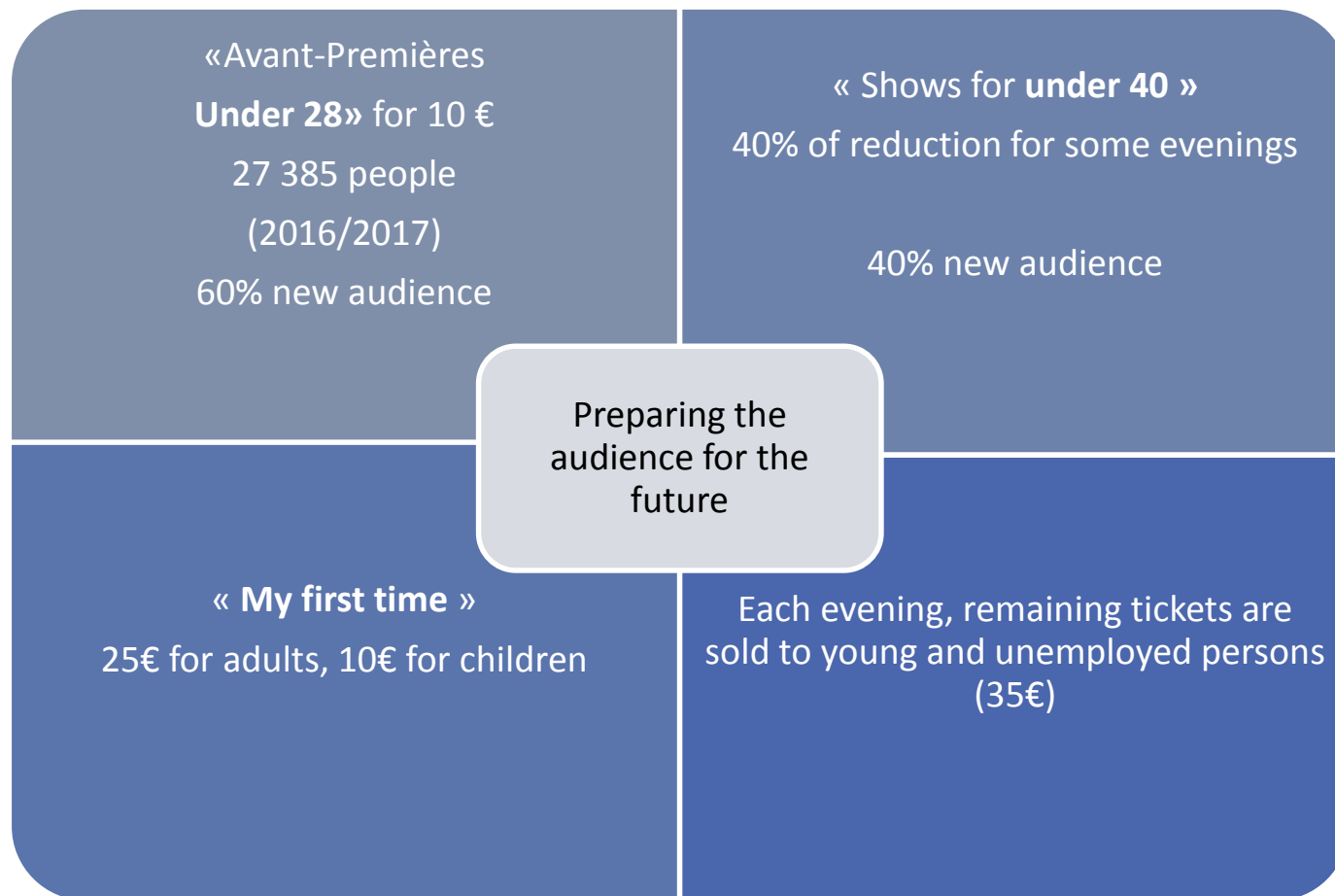
2.

**Ticketing** highly increased  
by +18% since 2011

# PRICE LIST

	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	Variation 09-18
<b>Optima ++</b>						231€	231€	252€	231€	34%
<b>Optima</b>	172 €	180 €	180€	180€	195€	210€	210€	210€	210€	
<b>Cat 3 ++</b>						148€	154€	186€	171€	31%
<b>Cat 3</b>	130€	130€	130€	130€	130€	135€	140€	155€	155€	
<b>Inflation 2009-2017</b>										8%

# LOOKING FOR NEW AUDIENCES

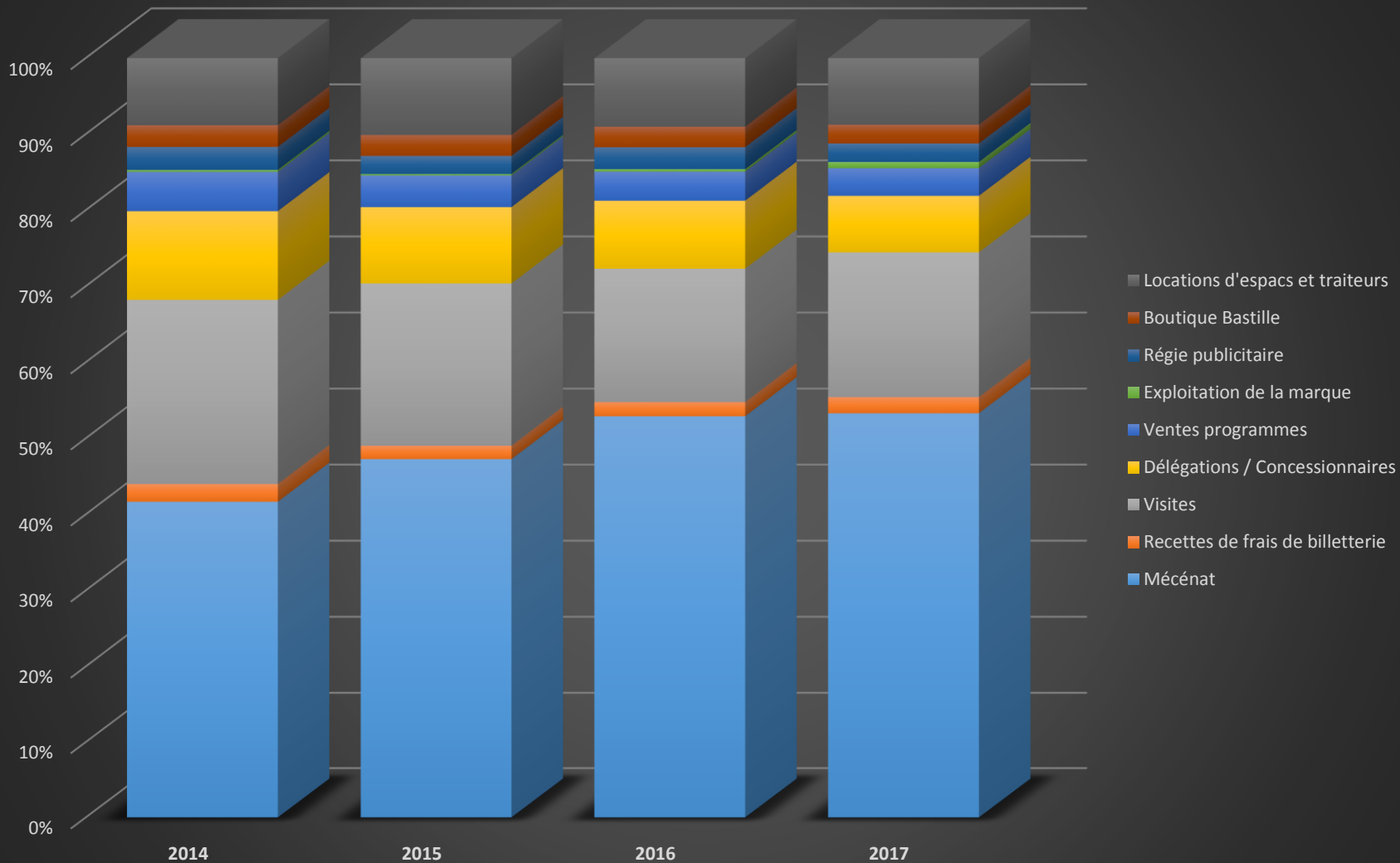


# DEVELOPMENT OF OWN INCOMES (EXCEPT TICKETING)





# DISTRIBUTION OF BUSINESS REVENUE (EXCEPT TICKETING)



# SPONSORSHIP : AROP

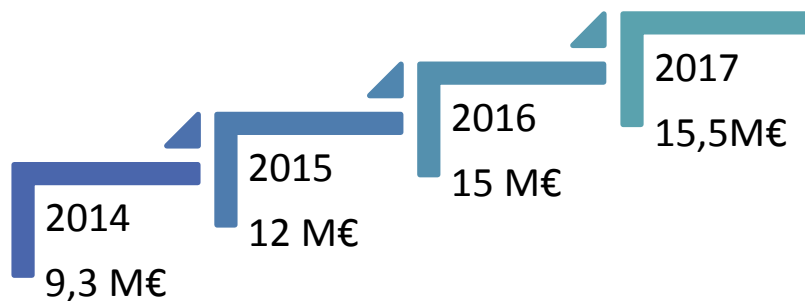
AROP : Ticketing for the patrons

Special clubs (Cercle Berlioz, Cercle Chauviré...)

Patronage companies

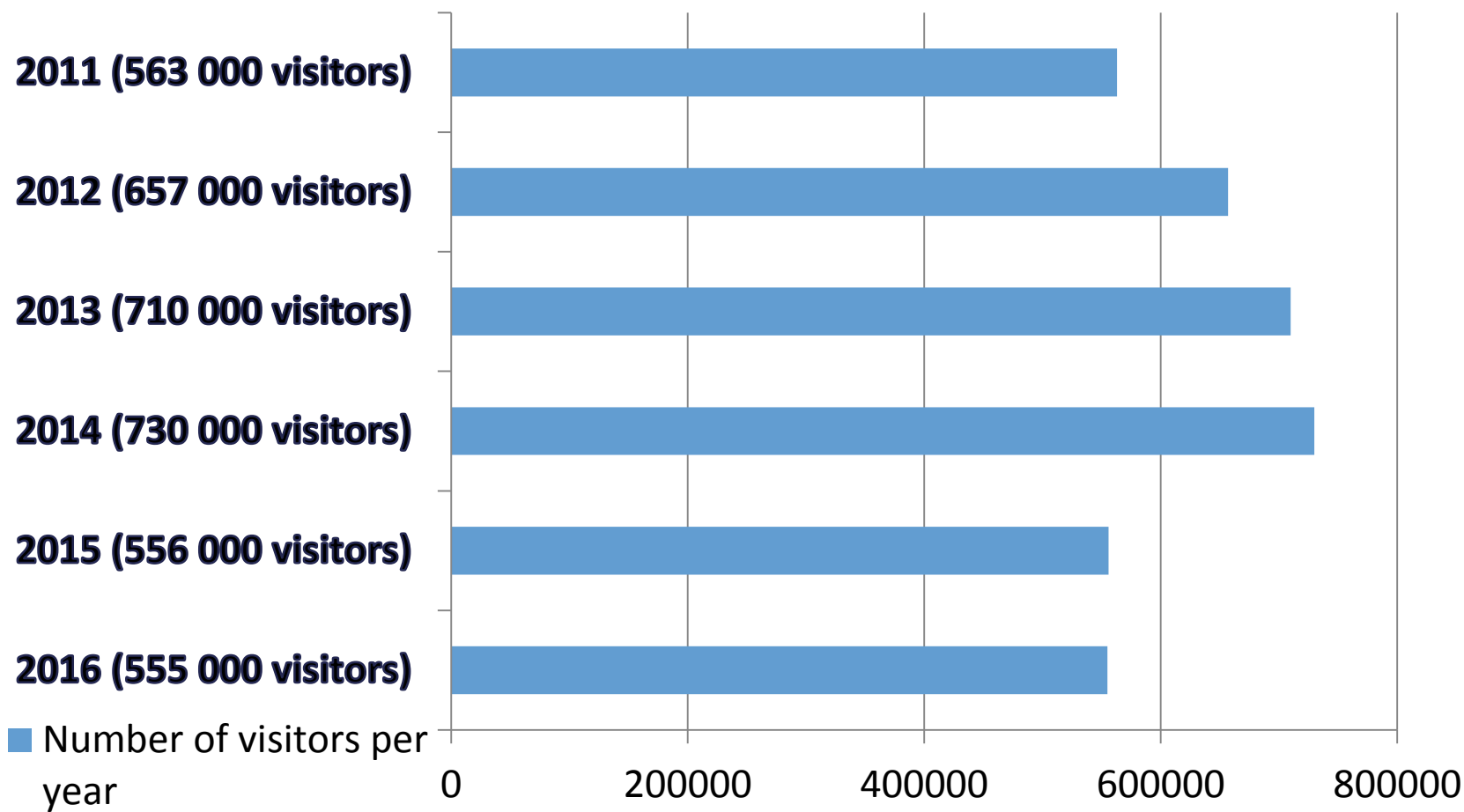
Special operation (« Adoptez un fauteuil »)

Rental of the Palais Garnier





# TOURS OF PALAIS GARNIER



# CUSTOMER EXPERIENCE: NEW SERVICES



Gift certificate

Shows « package »: show + visite of an exposition or of Bastille's backstage

Pre-booking: champagne, meals, etc.

Gift box: show + champagne + booklet

Premium tickets sold by AROP

# DIGITAL ISSUES

## Ticketing

- > 60% of the sales
- Advertising on social networks (ROI ++)

## 3<sup>ème</sup> Scène

- Digital creations (Glen Keane, Bonello, Bret Easton Ellis...)

## Octave

- Online magazine
- Educational tools

## Streaming

- Partnership with TV

## Apps

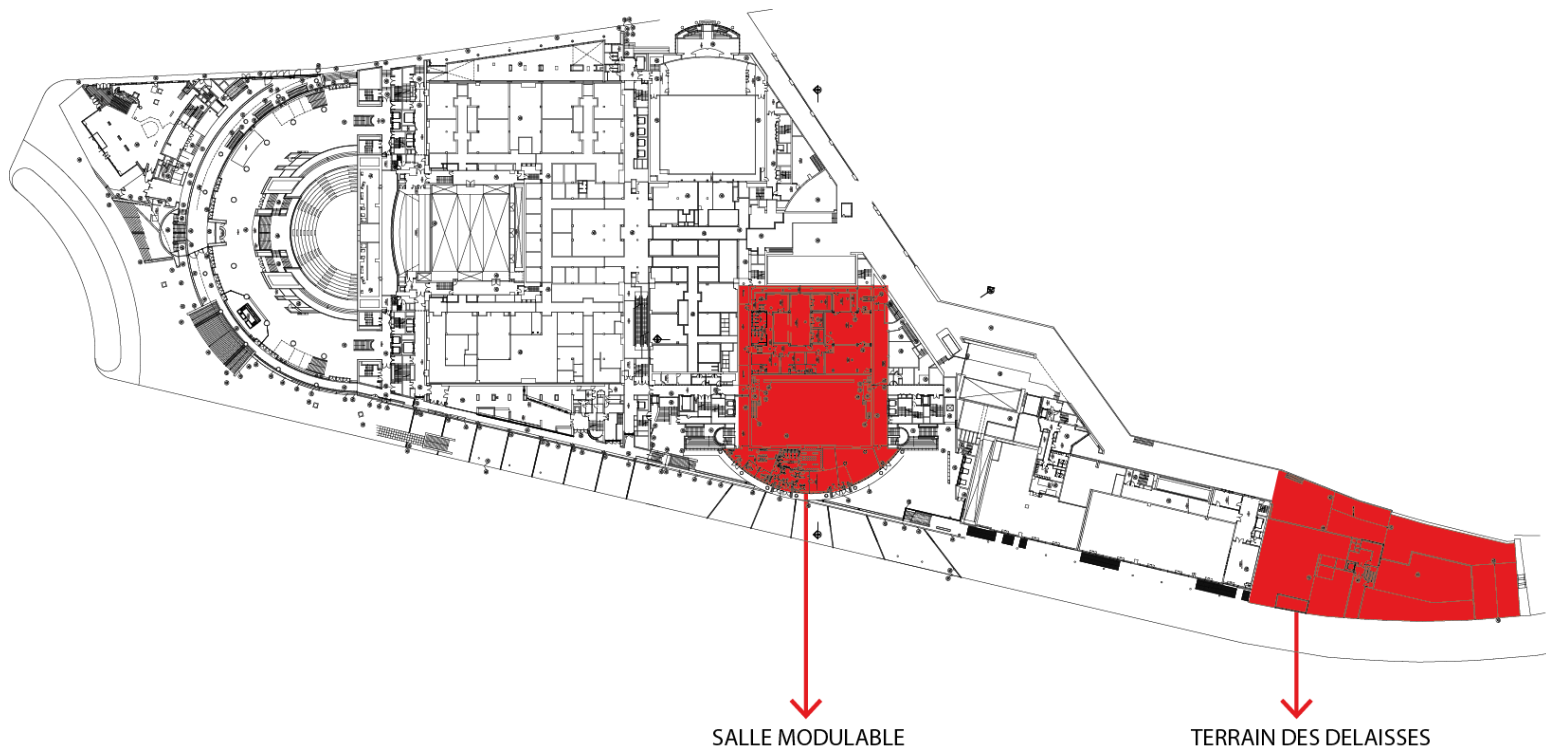
- New opportunities for ticketing

# WHAT'S NEXT ?

BASTILLE · GARNIER

Finish the  
Opera Bastille

Transform the  
Opera National  
de Paris



**THANK YOU**

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