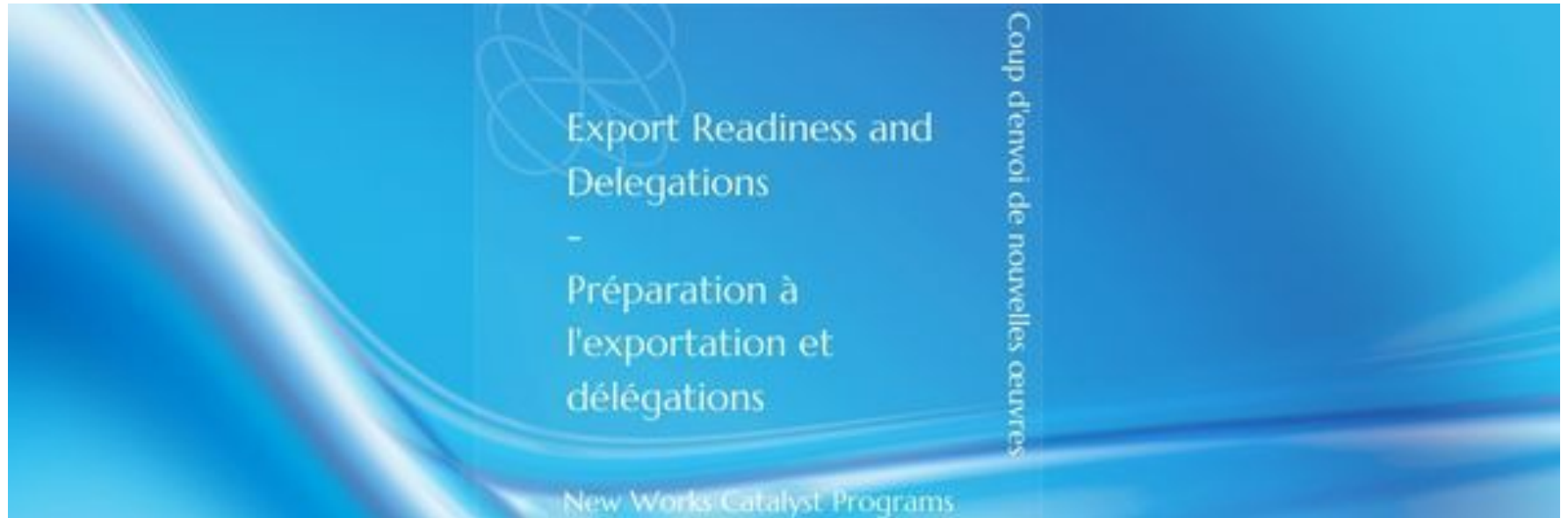


## Module 1:

# AOC's International Business Development Strategy



# Pour nos collègues francophones

- Cette formation se déroulera en anglais.
- Vous êtes invités à écrire des questions en français dans le chat, et nous ferons de notre mieux pour y répondre en français, que ce soit à l'oral ou à l'écrit.
- Tous les documents, y compris ce diaporama, seront disponibles en français.
- Si vous avez besoin d'éclaircissements, nous vous invitons à contacter le gestionnaire principal Joel Klein [j\\_klein@opera.ca](mailto:j_klein@opera.ca), qui s'efforcera de clarifier tous les points.

# Module 1: AOC's IBD Document and Delegation Brand

## Part 1: International Business Development Strategy

- Sector Analysis
- International Context
- International Strategy
- Measurement of Results
- Conclusion

### International Business Development Strategy - Opera.ca

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# Executive Summary

## Strengths

- Trusted Nation
- Reputation for high quality production capacity

Weaknesses: Not heavily engaged in international markets

## Strategic Priorities

1. Maintain Opera Production Rental (US)
2. Increase Opera and Music Theatre Co-production and Touring (US, UK, EU)
3. Explore Potential for Increased Opera Education and Young Artist Program Collaborations (US, EU)
4. Establish Cultural Diplomacy; Disseminate Canadian Research and Learn from International Research

Suggested Tactics: Building and maintaining international market relationships

- Delegation attendance (both formal and informal) at key market events in the US and Europe
- Continued relationship building with other national and international associations
- Continued research into developing market opportunities.

# Sector Analysis 1

## Key Trends

- Civic Practice and consequent changes
- Seeking newer, more diverse audiences through programming
- Digital Media

## Competitive Position / Value Proposition

- Geopolitical Advantage
- Socio-political Values Evident in Work
- Aesthetic Qualities
- Production and Co-production Capacity
- Price Point

# Sector Analysis 2

## Areas of focus

- Production Rental
- Co-Production
- Touring
- YAP Collaborations
- Intellectual Property

Area of Focus	Rationale	US	UK	EU
A. Opera Production Rental	Larger to Medium-Scale Producers: This is an existing and vital sub-market for the sector, especially in the US.	✓		
B. Co-production	Larger to Medium-Scale Producers: Co-production is seen by many Professional Company Member Organizations as the most exciting new avenue of opportunity. Canadian companies are just starting to reap the benefits of vastly increased co-production activity within the company, and are eager to explore the many beneficial opportunities that appear to exist in the chosen target markets.	✓	✓	✓
C. Touring	Medium to Smaller-scale Producers: Certain Professional Company Members and Affiliate members either currently undertake successful touring initiatives, or are planning such initiatives in the near future. With some large-scale exceptions, the majority of these organizations are touring medium to small-scale work.			✓
D. Opera Education and Young Artist Program Collaborations	Organizations with Young Artist Programs and Educational Institutions already maintain certain such partnerships, and are actively seeking expansion both in quality and quantity.	✓		✓
E. Knowledge sharing, and movement and licencing of intellectual property	All sub-sectors: There is a sense that change is happening rapidly in audience needs and tastes across the globe, and overall the sector exhibits a desire to remain abreast of innovations and potential collaborations that can keep us ahead of the game.	✓	✓	✓

# International Context

## Trends

- Climate change; Increased uncertainty; Social Issues; Covid
- US Politics and social change; Europe and the UK Brexit, War; South America Internationalism, but instability

## Sectoral Trends and Developments

- Network Building and Collaboration
- Seeking audience development innovation
- Development of alternative, smaller-scale and smaller-cost product
- Development of Perspectives on Indigeneity

## Target Market Detail

- Highly specific, hyperlinked research for US, Europe, South America
- Best Practices: Relationship Building, Delegations, Branding, Tools, Reciprocity

# International Strategy

## Goals

- Increase Opera Production Rental (US)
- Increase Opera and Music Theatre Co-production and Touring (US, UK, EU)
- Exploration of Opera Education and Young Artist Program Collaborations (US, EU)
- Focus on Brand: Establish Cultural Diplomacy; Disseminate Canadian Research
- Continued Research
- Build connections with Embassies and other Missions while abroad. etc

## Tactics Include:

- Continued informal delegations to OPERA America.
- Formal Delegation at Opera Europa
- Research and Participation in co-production tools and platforms;
- Individual member activity at Operadagen Rotterdam (Replaced last year with Helsinki)
- Research at RESEO, consultation with young artist program and other education stakeholders in Canada;



# Measurement of Results

Multi-year result timelines

Measuring an increase in:

- Co-production partnerships
- Production rentals
- Educational and YAP partnerships
- Relationships with international agents and / or international buyers
- Qualitative information and member suggestions toward future strategy

# Part 2: The AOC Delegation Brand 1

## AOC's 4 overarching Strategic Goals (From Strategic Plan)

1. Equity as a Goal, Equity as a lens
2. Support diversity in the art form as a key driver of the long-term growth and productivity of our sector
3. Thriving, decent work environments
4. Ensure AOC and the sector are well capitalised to achieve the goals of this plan.

## Canada's Competitive Advantage / Value Proposition (from the IBD)

- Geopolitical Advantage
- Socio-political Values Evident in Work
- Aesthetic Qualities
- Production and Co-production Capacity

# Part 2: The AOC Delegation Brand 2

**Focus on Canadian Brand** Canada is seen as a leading first world diplomatic nation with a strong focus on social justice. Canada's opera sector is a world leader in Civic Practice.

## Key product lines

- Production Rental
- Co-Production; Partnerships for New Works & 2nd Productions
- Touring
- Opera Education and YAP Collaborations
- Digital innovation products,
- Civic practice thought leadership, intellectual property

## Key equity markers

- Representation of Indigenous artists from Canada's various First Nations.
- An equity lens on all AOC activities