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Théâtre Cercle Molière

# PLANNING FOR THE FUTURE IN A DIGITAL AGE

2020-24 Strategic Action Plan

**hanneke ronken**

innovation culturelle

in collaboration with Amandine Gauthier

DECEMBER 2019

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# STRATEGIC OBJECTIVES

# Our Strategic objectives for 2020-24

## **1** **Adapt our working methods to the digital age**

- 1.1. Provide inspiration through our mission statement\*;
- 1.2. Implement a plan for information and communications technology (ICT);
- 1.3. Adapt our working methods to the digital age.

## **2** **Enhance audience experiences**

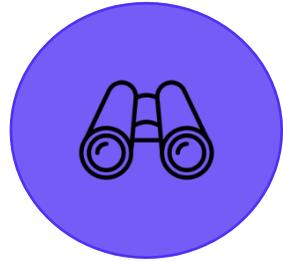
- 2.1. Maintain strong and diversified programming with user-centered activities;
- 2.2. Fulfill our role as an incubator for new talent (Festival théâtre jeunesse, school and residencies); Maintain strong and diversified programming with user-centered activities
- 2.3. Become an even more welcoming and inclusive environment;
- 2.4. Develop a high-impact project for TCM's 100<sup>th</sup> anniversary.

## **3** **Generate audience enthusiasm**

- 3.1. Reach and retain new audiences with a result-oriented plan;
- 3.2. Instill pride through outreach events, nationally and internationally (performance and dissemination);
- 3.3. Continue to convince financial partners (public and private) of our relevance by demonstrating boldness;
- 3.4. Ensure that the working team and board of directors are committed and proactive.

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# MISSION, VISION & VALUES



## Vision

We seek to bring Manitobans together around French theatre and culture in order to build a strong, creative, open and interconnected community.



## Mission

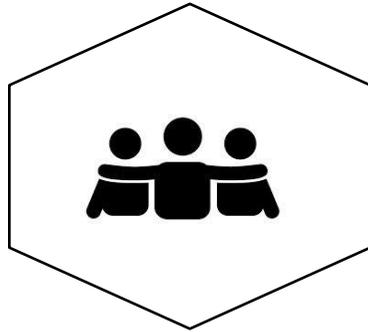
Through our activities, we share powerful stories that are enriching and thought-provoking. We stimulate the creativity of our youth, we foster the development of our amateur and professional artists, and we welcome the community while proudly wearing our one hundred years of history. We collaborate with local, national and international artistic and community organizations, the education sector and individual citizens.

# Values



## Innovation

We never cease to advance, learn and improve, with curiosity, passion, creativity and courage as our driving forces.



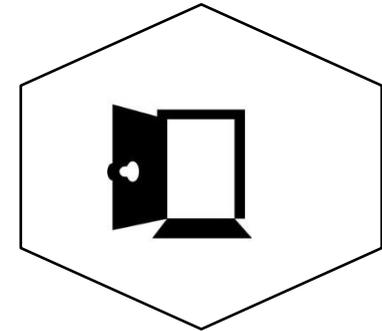
## Connection

We seek to create a friendly space of belonging, one where anyone can feel welcome. It is our responsibility to establish connections between the works and the public so as to create a sense of belonging.



## Collaboration

We believe that thinking and working together allows us to achieve more ambitious goals. This is why each of us is committed to the success of the team, of our artists and of our youth.



## Openness

We are an open and welcoming place, in tune with our community. We believe that access to culture is a human right, and that everyone should have the chance to enrich their lives through culture.

# Communications BRAND



**LET'S CREATE THE  
EXTRAORDINARY\***

\*This communications brand was formulated during collaborative workshops. It can be used by the Communications Director to use it as a slogan when working with a communications agency.

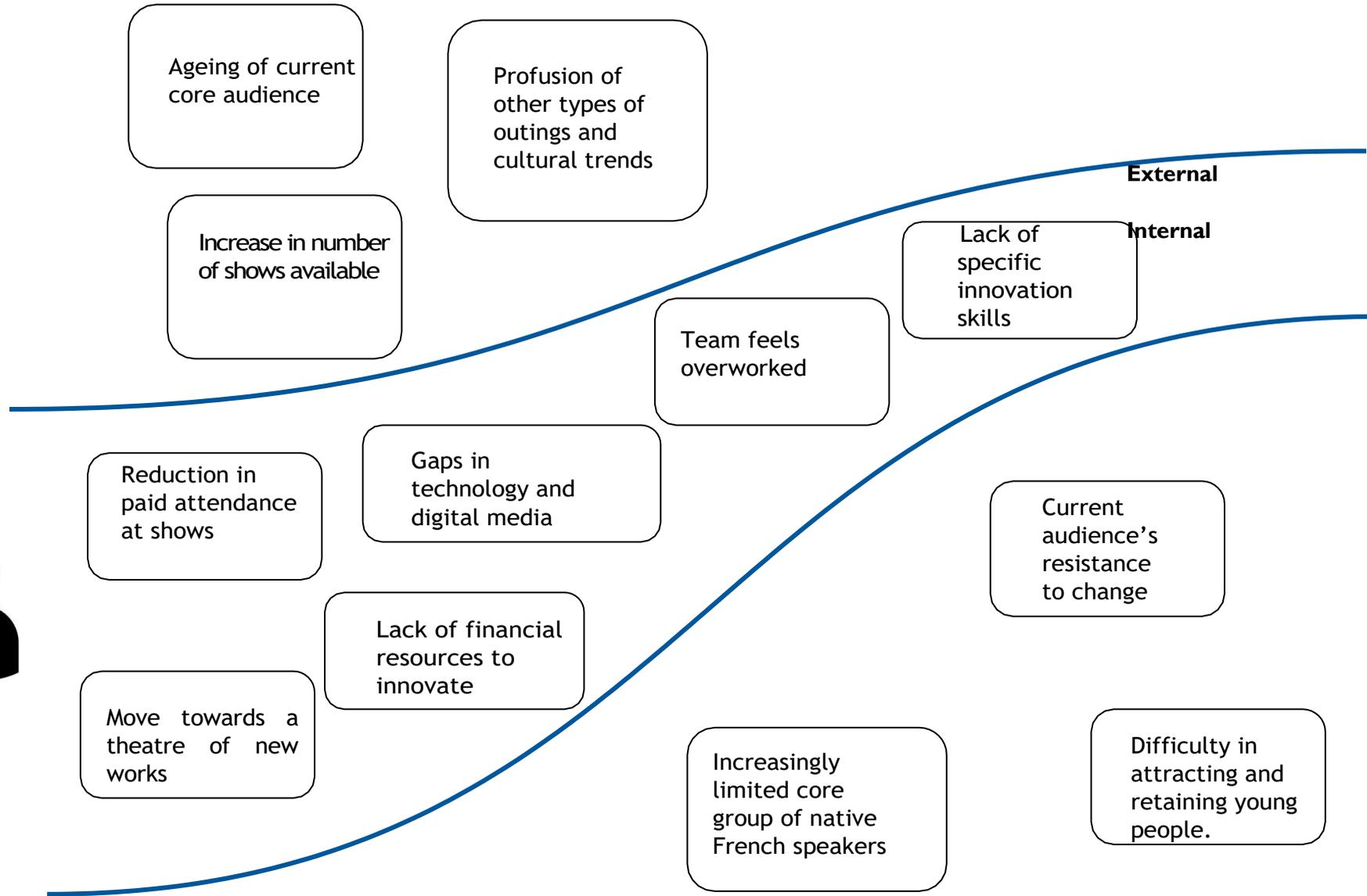
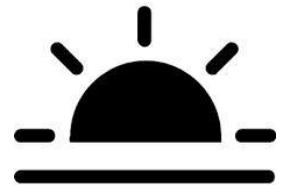
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# Appendix

## DIAGNOSTIC Summary

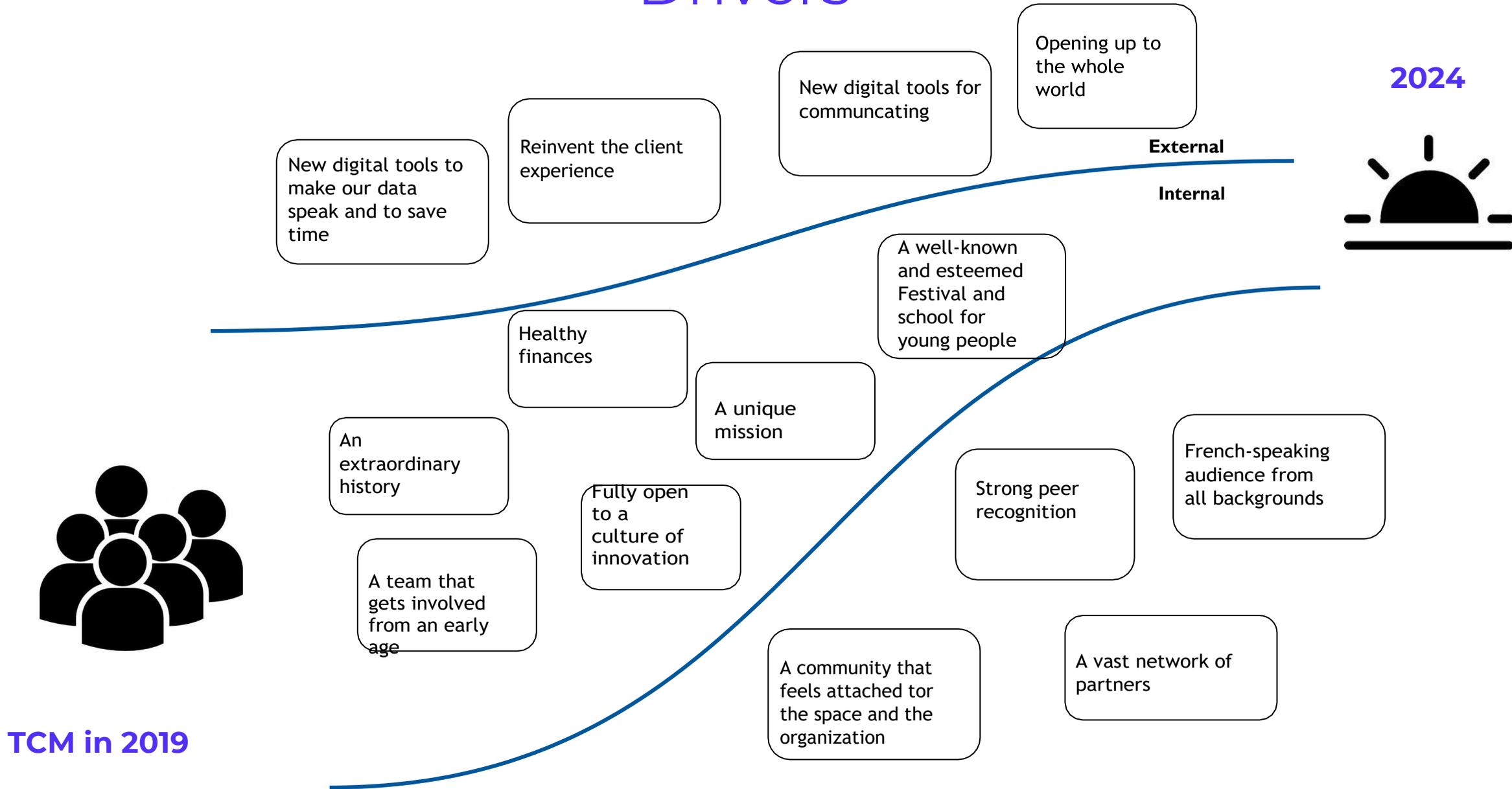
# Constraints

2024



TCM in 2019

# Drivers



# Results for 2015-19

(from the vision established in 2015)

## Major undertakings and achievements

Between 2015 and 2019, Théâtre Cercle Molière:

- ✓ Succeeded in **increasing predictable public funding by 27%**, an accomplishment;
- ✓ Succeeded in **tripling one-time public funding**, another accomplishment;
- ✓ Continued to produce **high quality shows, recognized by public funding bodies**;
- ✓ Became a **creativity hub recognized by amateur and professional artists alike**;
- ✓ Is recognized for its **collaborations**;
- ✓ **Expanded its outreach** in Manitoba, Canada and internationally.

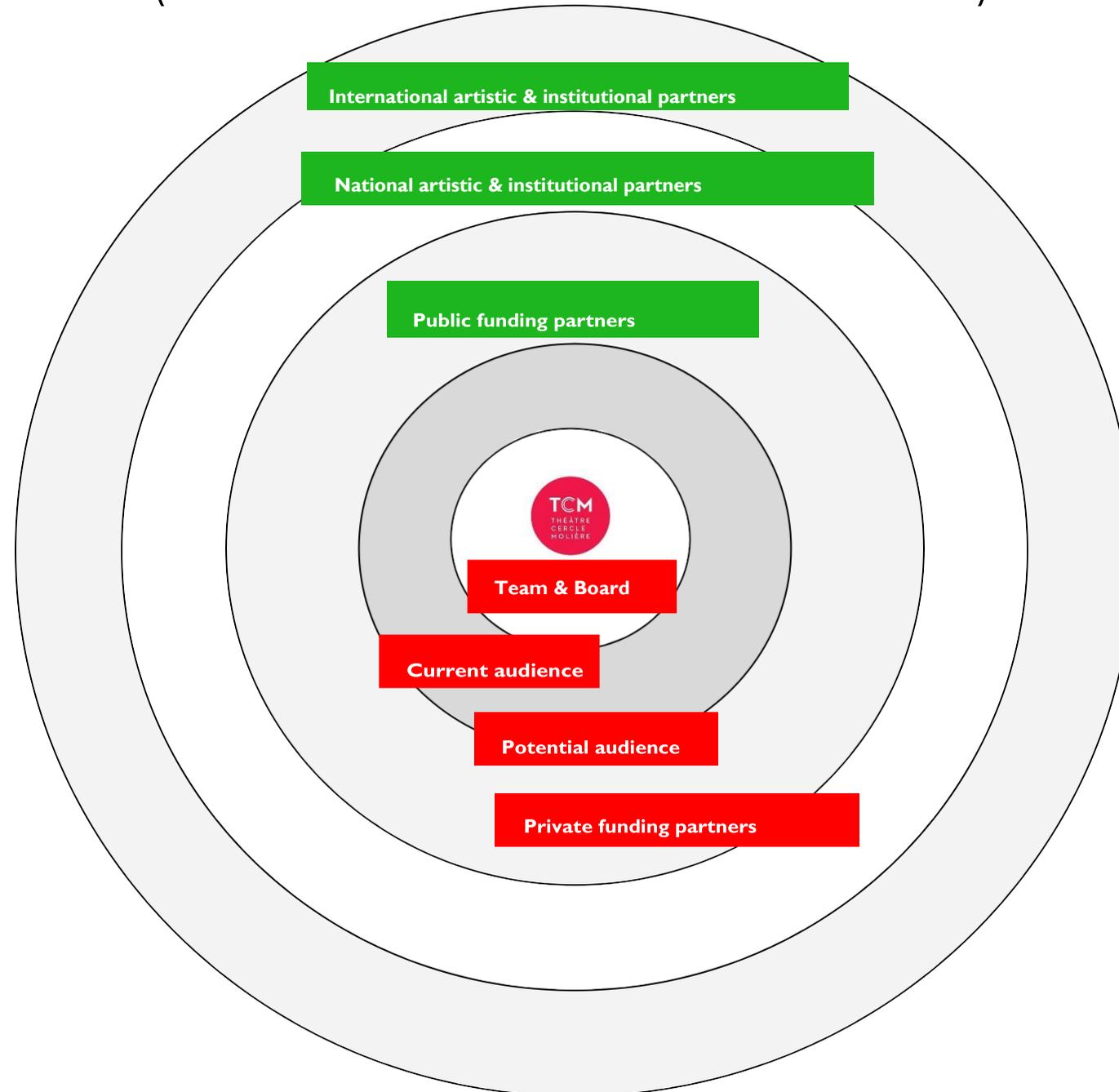
## Some ongoing priorities

In 2019, Théâtre Cercle Molière:

- ✓ Pursues its efforts to **establish a strong team** and **assemble a board of directors representative** of the French-speaking population;
- ✓ Has **weaker relations with some long-term subscribers**;
- ✓ Recruited fewer **individual donors**;
- ✓ Is still searching for development pathways to **reach a new audience: young, diversified and attached to the French language**;
- ✓ Is preparing for **digitization**.

# Results for 2015-19

(in terms of stakeholder commitment)



 = progress made.  
Deemed low-priority for the next strategic plan.

 = decline or status quo.  
Deemed a priority for the next strategic plan.

# Key issues

## **POSITIONING**

- Clarify TCM's positioning

## **AUDIENCE**

- Develop new audiences
- Maintain current loyal audiences
- Maintain community attachment to TCM

## **DIGITIZATION**

- Transition to digitization (business intelligence, organizational management and change management)
- Develop a digital communications / marketing plan

## **ORGANIZATION AND GOVERNANCE**

- Develop and retain expertises (HR)
- Renewal of the Board

## **FUNDING**

- Develop private funding in advance of TCM's 100th anniversary

# Digital skills to develop

## STRATEGIC

Exploit the potential of Patron Manager

Business intelligence (make data speak)

Work with measurable targets

## MARKETING

*Storytelling*

Persuasive marketing

Media 2.0

## INNOVATION

Learn to manage change

Develop audiences and donors digitally

Implement collaborative and experimental methods