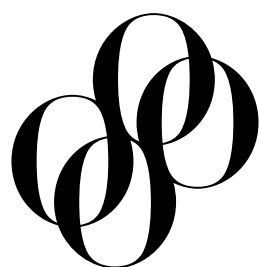




# Strategic Plan 2023-2026

Fundació Orfeó Català-  
Palau de la Música Catalana

October 2023



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# Introduction and context

The Palau de la Música Catalana and the Orfeó Català are leading cultural and musical reference points, with more than 130 years of history. The building, which first opened in 1908, is an architectural jewel of Catalan modernism and is the only concert hall to have been declared a World Heritage Site by UNESCO. Today, it is an established meeting point for cultural and social life of Catalonia. Thanks to both its architectural beauty and its concert programming, the Palau holds an international appeal that draws visitors to the city.

Throughout their history, the Palau and the Orfeó have gone through many periods of social and political upheaval and numerous crises, which mean they now hold the symbolic and sentimental heritage of a country that identifies with its history. In recent years, since the beginning of the 21st century, there have been three distinct stages, during which events have taken place that have marked the Palau's trajectory: the institutional crisis of the Millet case (2009-2011), the re-establishment and resurrection of the Palau (2012-2018) and its subsequent consolidation, and the COVID pandemic and following financial crisis (2019-2022). The most notable events and consequences are summarised below.



## 2009-2011. INSTITUTIONAL CRISIS CAUSED BY THE MILLET CASE

In terms of the most recent events of the current century, it is worth highlighting the institutional and governance crisis caused by former President Fèlix Millet Tusell in 2009, who was caught embezzling funds. As a result of this unpleasant event, during this period (2009-2012) the institution was immersed in re-establishing the running of the institution and regaining trust. The first democratic elections of the Orfeó Català association took place, and with Mariona Carulla as president of the entity, a period of redefining the values of the Palau and the Orfeó began. This period was marked by a desire for transparency and recovering the trust of the members of the Orfeó, patrons, the authorities and society in general.

## 2012-2018. REFOUNDING AND "RESURRECTING" THE PALAU

During this second period, the institution was completely reorganised and the Palau's different legal bodies were re-established in a new unified administrative structure, as well as the launch of the new Palau-Orfeó brand. In 2012, the institution presented its first Strategic Plan (2012-2015). The main change involved recovering the founding values of the Orfeó Català, the very principles that created the Orfeó and led to the Palau de la Música Catalana being built: excellence, participation, social responsibility and Catalan identity. These values led to different branches of activity being developed, highlighting the synergy between the Palau as a World Heritage site, and the Orfeó Català as the soul and central focus point of the institution, which had been minimised and removed from its place at the heart of the management of the institution. It was also during this period that the Palau's in-house concert programming took a leap forward in terms of quality, quantity and diversity. The Strategic Plan was extended for two more years until the end of 2017, as a result of hiring Simon Halsey as the new Artistic Director for the Orfeó Català choirs, giving a boost to the internationalisation of the Palau choirs.

## 2019-2022. CONSOLIDATION, COVID PANDEMIC AND FINANCIAL CRISIS

In 2019, the institution was in a privileged position on the cultural scene in Barcelona and the country. The public, local authorities, patrons and society in general began to trust the Orfeó Català and the Palau de la Música Catalana again as the cultural heritage of the city and a symbol of its culture and music. Similarly, links with other European auditoriums, and performances given by Palau choirs around Europe, have placed the Palau de la Música Catalana and its choirs on the international map, not only thanks to its architectural heritage, but also for its concert programming and related cultural activity.

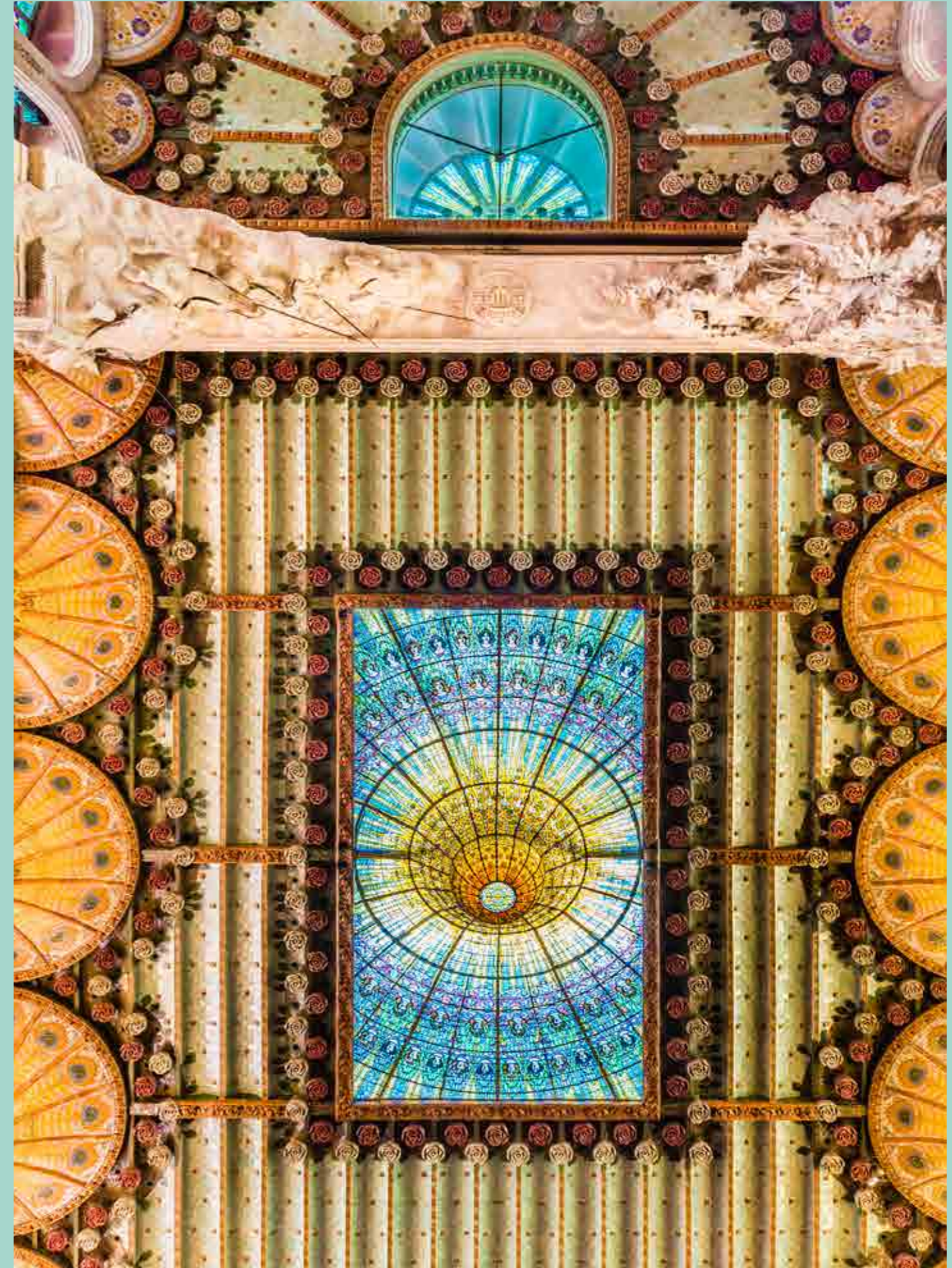
The subsequent Strategic Plan, for the 2019-2022 period, is essentially based on continuing with the fundamental values that were successfully established and developed in the previous Strategic Plan. Excellence, participation, social responsibility and Catalan identity continued as our strategic values, while a new one was added: innovation. Innovation has been an inherent value since the beginning of the institution's history, but had not been stated explicitly.

However, this Strategic Plan was cut short by the economic crisis and the COVID-19 pandemic. 2020 and 2021 were marked by the unprecedented health crisis of the pandemic, which took the lives of many people, pushed the health system to the limit, and affected numerous sectors, especially the cultural sector, given the restrictions imposed by the authorities. As a result, during this period many efforts were made to continue concert activities despite the restrictions, and the Palau became the first concert hall to open its doors with official certification as a safe space. In terms of music productions, we made an outstanding leap forward by reinventing formats and growing through the Palau Digital platform. In 2022, there was a staggered increase in all our activity, and the public returned progressively, both for tours and concerts.

# Assessment of the Strategic Plan 2019-2022

Despite the situation caused by the crisis and COVID-19, during the period corresponding to Strategic Plan 2019-2022, the Fundació Orfeó Català-Palau de la Música Catalana was able to achieve some of its planned objectives, mainly in 2018 and 2019 and at the end of 2021, as well as consolidating and completing projects in 2022 and the first part of 2023. Our most outstanding achievements were:

1. Placing choirs as our central differentiating factor.
2. Developing the institution's own programming based on excellence.
3. Consolidating the Educational Project with new in-house productions.
4. Growing the Social Project and its new branding.
5. Creating the Palau Digital.
6. Maintaining revenue and financial sustainability.



# 1. PLACING CHOIRS AS OUR CENTRAL DIFFERENTIATING FACTOR

Choirs were already the central focus in our previous strategic plans (2012-2018 and 2019-2022), when the Orfeó Català and the institution's choral family recovered and returned to their position at the heart of the institution, and as the organisation's differentiating factor. During the last period, certain iconic projects stand out: internationalisation, choral work in the region and innovative formats during the pandemic.

Some iconic projects with international reach for the Orfeó Català choral family came to life under the baton of great conductors including Gustavo Dudamel (with the Orfeó and the Cor de Cambra, 2019; and with the Orfeó and the Cor de Cambra performing Beethoven's *Symphony No. 9* at the Palau, 2020), Valery Gergiev (with the Orfeó Català and the Mariinsky Theatre Orchestra, 2019), Simon Rattle (at the head of the Orfeó and the Cor Jove with the London Symphony Chorus and the London Symphony Orchestra, 2019; and the Orfeó Català with the LSO in 2020), John Eliot Gardiner (who conducted the Cor de Cambra for Beethoven's *Symphony No. 9*, 2020) and François-Xavier Roth (who led his ensemble Les Siècles in a collaboration with the Orfeó Català in 2021). In 2022, the choirs were conducted by Anna-Maria Helsing (with the Orquestra Simfònica de Barcelona and the Orfeó Català), Gustavo Gimeno (with the Luxembourg Philharmonic and the Orfeó Català), Fabio Biondi (with the Cor de Cambra and Europa Galante), Franco Fagioli (with the Orchestre de l'Opéra Royal de Versailles and the Cor de Cambra), Peter Phillips (leading The Tallis Scholars and the Cor Jove). And in 2023, Kirill Petrenko conducted the Orfeó Català and the Berliner Philharmoniker.

As for touring, the Orfeó Català, the Cor de Cambra and the rest of the choral family traveled and toured during 2019, part of 2020, and the 2022-23 season, with performances in Munich, Madrid, Luxembourg, Paris, Mallorca, Berlin, Montreal, Galway and Graz.

Finally, the choral family showed its commitment to new stage formats in productions such as *La Jüsta*, *El Cançoner Popular* and Mozart's *Requiem*. Throughout the pandemic, the choirs organised recordings and virtual performances from their own homes, keeping the flame of choral singing alive while everyone had to stay at home.

# 2. DEVELOPING THE INSTITUTION'S OWN PROGRAMMING BASED ON EXCELLENCE

Excellence is an inherent and inseparable part of the Palau's in-house concert programming. As such, the institution has continued with its usual classical concert programming, and with relevant choral concerts. During the most recent period however, it is especially worth highlighting the new proposals that have expanded our programming with new music styles, while we have also consolidated our complementary activities that have pivoted around concert programming.

First of all, we should highlight the creation and consolidation of the Palau Opera and Grans Veus (Great Voices) concert series. Both concert series offered programming based on lyrical performances, and in the case of Palau Opera this covered a gap in the market for programming in the city: baroque music, operas in concert version, and with the Palau as the ideal location for these performances.

On the other hand, over recent years the concept of invited guest composers has also been consolidated: two guest composers are now invited each season, one international and the other from Catalonia, in order to encourage con-

temporary creations and promote Catalan musical heritage. The link between our concert programming and other arts is another line of activity that has been consolidated season after season. We have expanded our range by including poetry, the digital arts and, more recently, artificial intelligence applied to the images inspired by the Palau de la Música Catalana.

The new Fronteres (Frontiers) concert series is a highlight in terms of new programming. Proposals including Catalan music and contemporary music were part of this new multifaceted concert series, which included between five and seven annual concerts from different genres. The series sought synergies between concert programming and festivals around the city, with the aim of bringing the Palau's concerts to new audiences.

Last but not least, the Hivernacle—the concert series featuring complementary activities at the Palau—was expanded and grew in terms of outreach sessions, discussions and activities related to invited artists from each season.

	IN-HOUSE PROGRAMMING	EXTERNAL PROMOTERS	TOTAL CONCERTS AT THE PALAU
2019	309	304	613
2020	150	65	215
2021	286	143	429
2022	295	262	557

### 3. CONSOLIDATING THE EDUCATIONAL PROJECT WITH NEW IN-HOUSE PRODUCTIONS

For years, the Palau Educational Project has been working to offer a shared musical experiences for the entire family. The performances combine music with other arts, such as dance, theatre, poetry and digital or visual arts. Through the Escoles al Palau concert series, the initiative makes visits to schools, with music performances adapted for audiences from 2 to 17 years old. Over the most recent period, the Palau's Educational Project has worked to provide the highest possible quality, maintaining consistency with the institution's programming while reinforced the brand by working on its image and naming to create new shows every season. Finally, the project has also developed strategic alliances with other concert organisers.

In terms of new projects, we created the innovative and successful shows *Twinkle, twinkle* for children from 0 to 5 years old (2019), the show *Meravellós Mahler*, for children aged 8 and up (2020) and, finally, *BaBeBra & Mozart* for children from 0 to 5 years old (2022).

Finally, another initiative worth highlighting is the *laCultivadora* project, which creates synergies with the educational community and centralizes the school reservation system for six public facilities in the city of Barcelona, while encouraging themed programming for different artistic disciplines: music, theatre, opera and dance.

### 4. GROWING THE SOCIAL PROJECT AND ITS NEW BRANDING

Since 2011, the Fundació Orfeó Català-Palau de la Música Catalana has run Palau Vincles (Palau Bonds; formerly Clavé XXI), a social project that aims to encourage social inclusion for children and young people in vulnerable situations through music and choral practice. Since 2021, after changing its name to Palau Vincles, the project has taken on another dimension. Our lines of action were reformulated in order to strengthen our positioning and measure the impact of socio-musical actions in improving the lives of participants. We also encouraged the creation of networks with other entities, public authorities and the private sector.

First, a line of media productions was created, including *Carmina Burana* (2020) and *Una veu feta de mil veus* (2021), in innovative formats to adapt to COVID. The music video format was consolidated and extended to the following productions: *Un toc de Salt* (2022), a project that connects with young people through rap and dance, while working on their development and integral well-being with the aim of creating opportunities for the future.

On the other hand, Palau Vincles and seven socio-musical institutions from Madrid, Barcelona, Zaragoza, Bilbao and Vitoria came together to create Red Música Social in 2020, an institution that aims to build a social transformation movement in Spain through music, while encouraging collective music practice as a tool to fight against poverty, social exclusion and vulnerability.

The main new change in terms of the range of activities offered by Palau Vincles is the musical summer camp at the Palau. In 2020, the institution organised a five-week summer camp for the first time, aimed at children from 6 to 12 years old. All the activities had singing as a core element and were carried out within the facilities of the Palau, while some outings were organised for related activities. The summer camp continues to be offered every summer in connection with Barcelona City Council's catalogue of summer camps, with the relevant scholarships.



## 5. CREATING THE PALAU DIGITAL

Palau Digital was launched in 2019 and became the first digital platform for a concert hall in Spain. The main objective was to make music and culture accessible to all audiences by giving free access to media content created specially for this new channel.

Since the start of the pandemic, the platform grew, and for months it was the only window into the world of the Palau. During this time, we decided on strategic lines of action:

1. Recording concerts: concerts to share and show the choral projects by the Orfeó Català family, record iconic projects at the Palau and projects by local artists.
2. Recording discussions and talks related to the world of music.
3. Palau 360: informative capsules on different lines of activity at the Palau and involving the choirs.
4. Launching Perspectives Musicals: an innovative format for sharing music, with a carefully curated aesthetic and a unique artistic discourse to explain great universal works to all audiences.

5. Producing documentaries that reflect historical moments, such as *Resurrecció del Palau* (2019), which explains how the institution recovered, just 10 years after the Millet case.

The Palau Digital has gained more than 4,500 subscribers and more than 430,000 views since its launch, with the aim of achieving the goal of making the Palau's proposals available to all audiences, from anywhere and at any time.

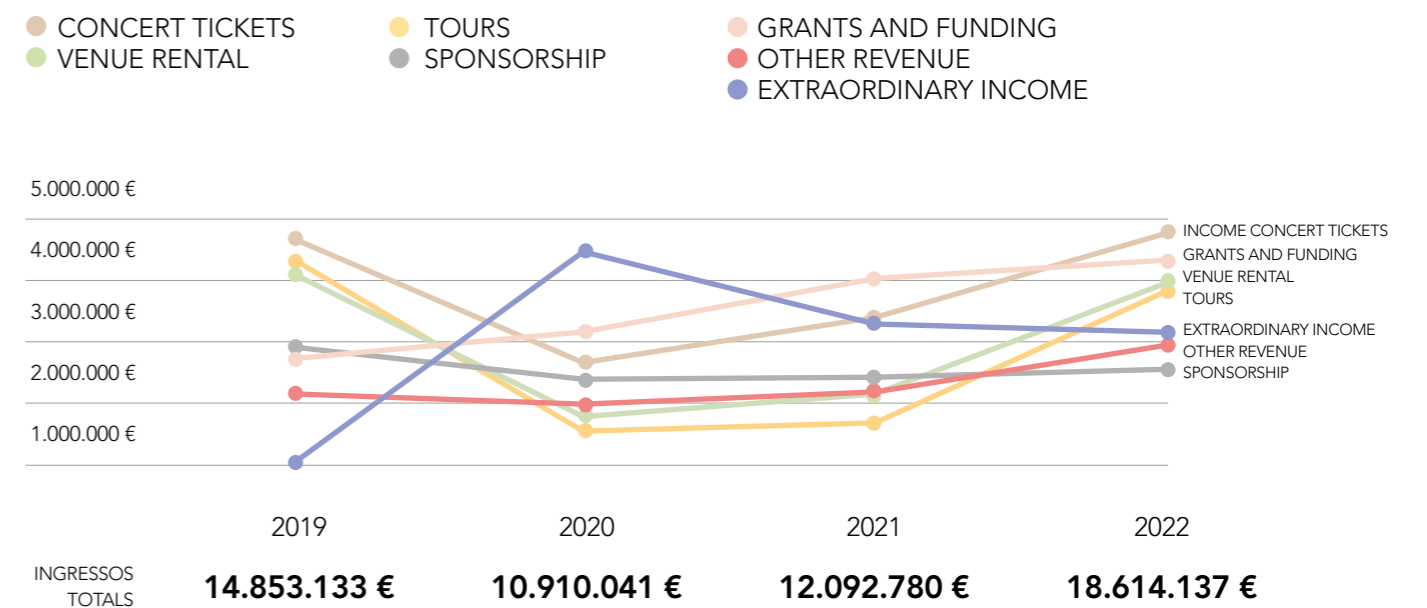
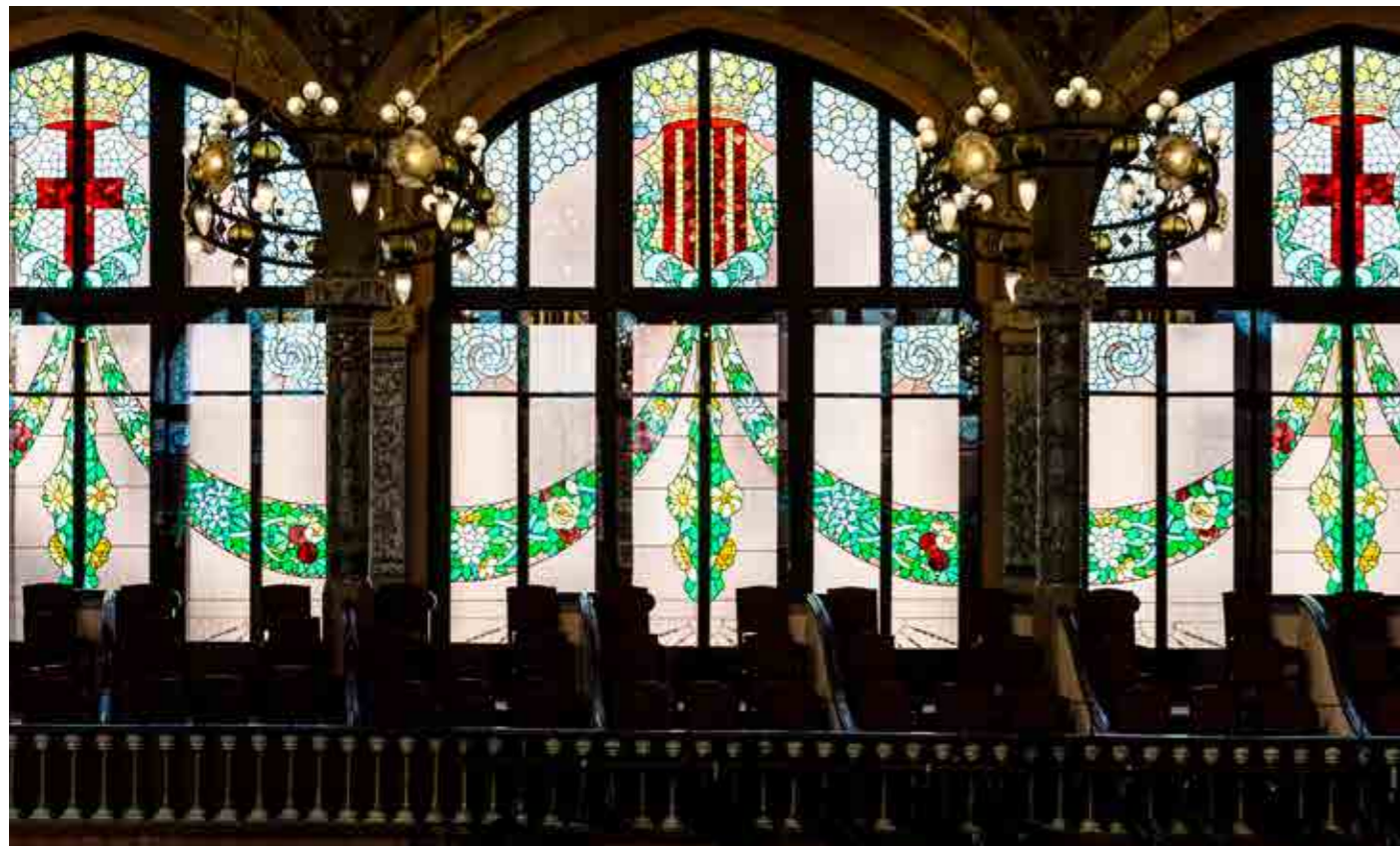
## 6. MAINTAINING REVENUE AND FINANCIAL SUSTAINABILITY

During 2020 and 2021, the effects of the pandemic led to a drastic decrease in income related to the activity at the Fundació Orfeó Català-Palau de la Música Catalana.

The overall result was achieved thanks to the extraordinary results made possible thanks to bailouts and extraordinary subsidies granted by the public authorities.

During 2022, there was a trend of improving revenue, which approached the level of 2019.

This improvement was consolidated during 2022, when revenue from activity recovered while there was a decrease in our dependence on extraordinary income.



## OBJECTIVES TO BE MET AND/OR REDEFINED

### ASSESSMENT SYSTEM: EXCELLENCE AND QUALITY INDICATORS, AND ESTABLISHMENT OF QUALITATIVE PROCESSES

One of the objectives of the previous Strategic Plan was to introduce quality processes in the operation of the institution. Season ticket holders, regular audience members and occasional audience members were asked to provide feedback on certain aspects during this period, in terms of lines of activity and concert programming, through satisfaction surveys and questionnaires. We also obtained information through two-way communication channels, such as customer service and social media. We also conducted satisfaction surveys with the choral family. However, with the pandemic in the middle of the period, the aforementioned quality control processes were not established, nor were enough satisfaction responses collected. Similarly, we did not manage to establish parameters to measure and guarantee excellence in the different lines of activity carried out by the Fundació.

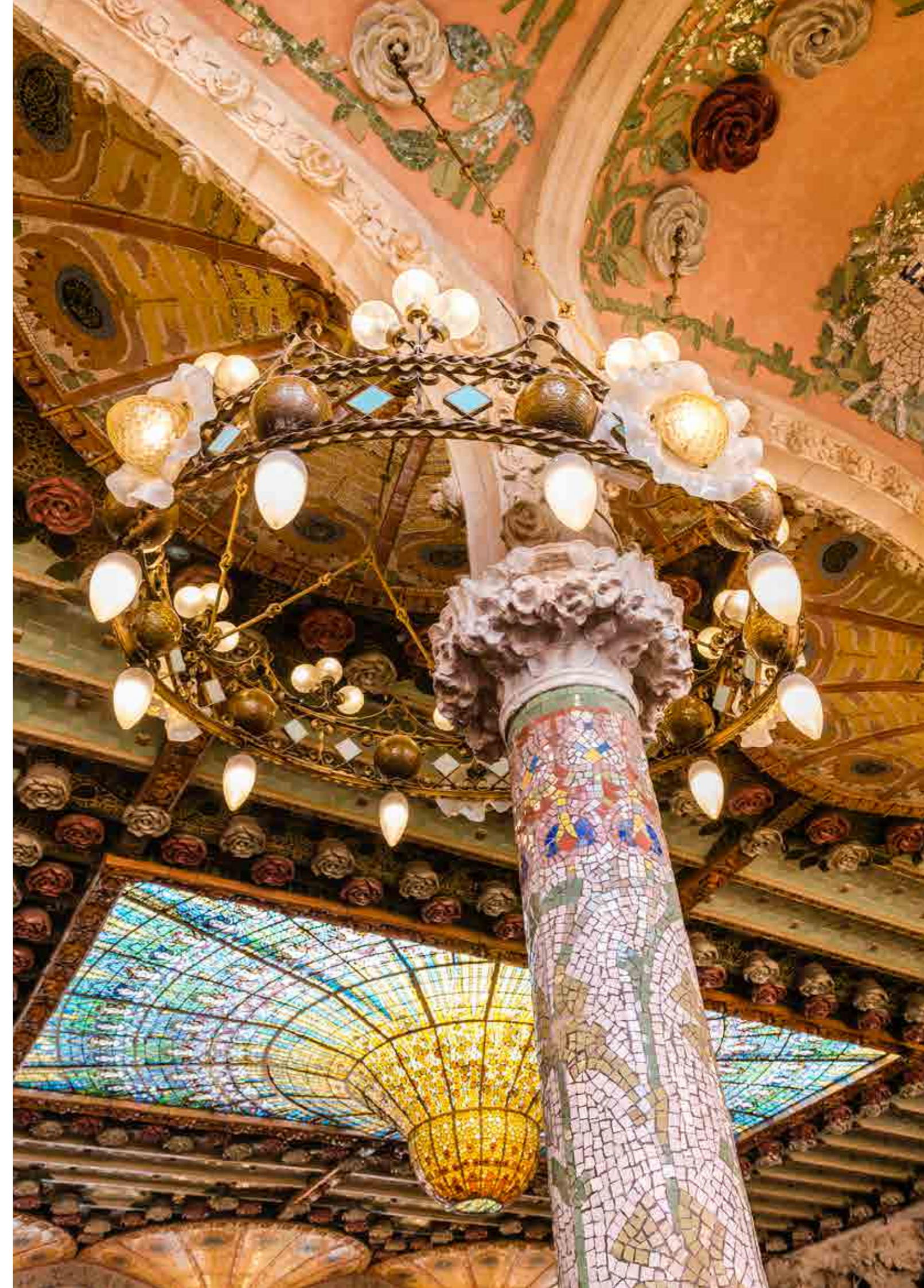
## OBJECTIVES IN DEVELOPMENT

### VENUE RENTAL AND EXTERNAL PROMOTERS

Throughout the last part of 2018-2022, we established measures to monitor the quality of the external promoters organising programming at the Palau de la Música Catalana. We made sure to assign dates according to the degree of proximity to the Palau's scheduled events, while seeking a balance between music genres. However, there is still further room to establish new relationship models with the city's private music promoters.

### SENSE OF COMMUNITY

Over the last four years, work has been carried out to foster a sense of belonging to the Palau and the Orfeó, among different levels of the institution and among various segments of the public. The goal is to build a network, a group of members who are committed to and interested in a direct relationship with the institution and their partners. The pandemic and the subsequent effort to re-establish the institution has meant that some lines of activity proposed in the previous Strategic Plan are still pending.





# Strategic Plan 2023-2026

The first step in drafting the new Strategic Plan is taken by the new presidency of the institution, led by Joaquim Uriach. The Strategic Plan itself is the result of a long collaborative process between all the departments of the institution, singers and members of the Orfeó Català, members of the Board, and members of the Board of Trustees, who were all involved in reflecting on the objectives of the institution, both in general and more specifically.

From the outset, a Strategic Plan Commission was established, consisting of the Presidency, General Management, members of the steering Commission and external experts in a number of areas. This Commission also carried out a series of interviews with experts from the cultural and music sector, both in the city and internationally, so that the strengths and opportunities of the institution could be identified through a cross-cutting perspective that also overcomes its own weaknesses and external threats. Similarly, they helped identify the space, and the specific areas that will allow the institution to continue growing and evolving in the 21st century.

The Strategic Plan is an ambitious project. It builds on the advances of recent years, with the goal of increasing the impact of the institution and its values on society. The new Strategic Plan is structured around the three main pillars of the Fundació: choral singing, concert programming and the modernist building that is the Palau. The new stage is decidedly aimed at growing the institution's community, offering excellent concert programming, improving the Palau experience, maintaining and sharing its heritage, as well as reinforcing the institution's commitment to education and society. All of this while strengthening our financial independence and aiming for the maximum financial sustainability of the Fundació Orfeó Català-Palau de la Música Catalana.



# 1. SWOT



## INTERNAL

### WEAKNESSES

1. Increased expenditure to match the project's ambitions: artistic and choral programme.
2. Low control over quality and the Palau's image when the venue is rented out to concert promoters.
3. High maintenance cost of the building.

### STRENGTHS

1. Iconic World Heritage building: strong feeling of connection.
2. Excellent, local, multifaceted and prestigious in-house programming.
3. Vitality of the Orfeó Català and the Palau.

## EXTERNAL

### THREATS

1. Excessive dependence on the tourism sector.
2. High competition among music programmers and while trying to find sponsors.
3. Choral activity is not very popular in society.

### OPPORTUNITIES

1. Good prospects for value-added tourism in Barcelona.
2. Potential audience growth for high quality live music shows.
3. Developing digital strategy.

## WEAKNESSES

1. Growing expenses given the ambition of the project, both in terms of the artistic and choral programme, and in terms of other key lines of activity in the institution, such as music conservation.
2. Limited control over the quality and image of the Palau when the venue is rented to external promoters with different musical styles beyond classical music.
3. High maintenance cost of the building: with constant investment in restoration, renovation and conservation of a building that is a World Heritage Site and that requires continuous maintenance.

## STRENGTHS

1. Iconic World Heritage building: there is a strong sense of belonging and a powerful bond with the different people who come to the Palau, both internal and external: members, the general public, season ticket holders, patrons, etc., as well as society at large, who see the Palau and the Orfeó as symbols of culture and an identity. Finally, we need to add the image and international projection of the building itself, which is one of the most visited and highly rated buildings in the city of Barcelona for tourists, and which also generates a high level of interest given its architectural elements (skylight, muses, columns, etc.) when used by promoters and companies looking for iconic places to hold events or advertise.
2. Its own programme of excellence, connection to local culture, pluralism and prestige: the high quality of the Palau's classical and choral music programme places the institution and its choirs as an outstanding and internationally recognised concert hall.
3. The vitality of the Orfeó Català and the Palau: the Orfeó Català choral family—members, conductors, teachers, singers and their families—creates a collective commitment and involvement that, together with the employees of the Fundació, gives the institution a unique character. Palau Vincles, a social project that is developed in close relation with the Choral School, also provides the opportunity to expand this impact and create links with vulnerable groups.

## THREATS

1. Dependence on the tourism sector: tourism is one of the five main sources of income of the Fundació Orfeó Català-Palau de la Música Catalana. The institution depends on tourism to market its guided tours, but tourism also has an impact on ticket sales, catering and the gift shop, meaning the institution is dependent on an economic activity that is subject to social and cultural trends, as well as the political and economic contexts of an internationalised market at a European and global level.
2. Increase in competition in terms of concert programming and increase in institutions seeking sponsorship: there is a growing number of promoters and private/public initiatives that offer new musical programmes in different styles in Barcelona or Catalonia. This means there is more competition to win over audiences, while a greater effort is required to get sponsorship from companies that want to be linked in a philanthropic way with institutions that promote music and culture.
3. Declining popularity of choral activity in general: choral singing—both in terms of singing itself and fans of choral music—is an activity that reaches a very small segment of the public compared to large mainstream performances of current music.

## OPPORTUNITIES

1. Good prospects for value-added tourism in Barcelona: after the COVID-19 pandemic, Barcelona is ranked as the city with the most international tourism and the highest number of overnight stays in Spain.
2. Potential growth in audience numbers for high quality live music shows: in recent years there has been a growing interest in returning to concert halls, theatres, etc. Especially since the pandemic, there has been a resurgence of interest in enjoying live experiences, as a counterpoint to the consumption of music and culture on digital media rather than live shows.
3. Development of the institution's digital strategy: the emergence of new technology, digitalisation and new ways of understanding it, and especially artificial intelligence, have offered the Palau a new path that must be explored in order to make a leap forward both in terms of processes and functions, and to reach new audiences.

## 2. PURPOSE AND VALUES

### PURPOSE

The Fundació Orfeó Català-Palau de la Música Catalana is an institution with solid roots in Catalonia and with the desire to improve society through artistic excellence in terms of its musical programme, choral singing, sharing heritage, transmitting universal values and strengthening Catalan identity.

### VALUES

The values of the Fundació Orfeó Català-Palau de la Música Catalana have remained the same since it was founded. Sustainability, which is understood as an intrinsic value that has to be present throughout the institution's activity, has been added to the Strategic Plan 2023-2026.

#### EXCELLENCE

Quality  
Internationality

#### SOCIAL RESPONSIBILITY AND EDUCATION

Accessibility  
Social transformation  
Personal growth  
Transparency  
Austerity  
Gender equality

#### CATALAN IDENTITY

Identity  
Tradition  
Openness  
Diversity  
Dynamism

#### PARTICIPATION

Proximity  
Cultural practice  
Belonging

#### INNOVATION

Modernity  
Creativity  
Risk

#### SUSTAINABILITY

Effectiveness  
Efficiency  
Environmental responsibility

### 3. THE THREE KEY AREAS: THE ACTIVITY OF THE PALAU IN THREE KEY AREAS

The Palau is a unique institution internationally, and a symbol of Catalan culture. Its origins lie in the Orfeó Català, the organisation that built the Palau de la Música Catalana, an architectural gem declared a World Heritage Site by UNESCO. With choral singing at the heart of its activity, the Palau is also a leading international concert hall, with excellent and diverse concert programming, and a building, the Palau, that is a must-see location for any visit to Barcelona. The Palau is a solid institution that is therefore based on these key aspects:

Three aspects that become the three major focus points for the Palau's activity. The three key areas in the Strategic Plan 2023-2026, which go into greater detail on the six overall objectives of the Plan that define the main lines of activity of the Fundació Orfeó Català-Palau de la Música Catalana, act as challenges to be overcome during the next four-year period. The three key areas and their corresponding objectives form the backbone of the fifteen innovations detailed in the Strategic Plan. Finally, a specific development is presented for the 22 lines of activity for the institution.

CHORAL  
SINGING

CONCERT  
PROGRAMMING

MODERNIST  
BUILDING

#### KEY AREA: CHORAL SINGING

The Orfeó Català was founded as a space for choral singing. Lluís Millet and Amadeu Vives were the founders of the Orfeó Català and heirs to the choral traditions of Josep Anselm Clavé, who saw choral singing as a transformative tool for society. Flying under the banner of excellence, the Palau's choirs have been a driving force and cultural reference point for Catalonia since the very beginning. Choral singing is the reason the Palau was built, as the headquarters of the Orfeó Català and the main and differentiating aspect of the institution.

##### KEY OBJECTIVE:

**“Strengthen the Orfeó as the backbone of choral singing in Catalonia, publicise Catalan choral singing internationally and promote choral singing among younger generations”.**

#### KEY AREA: CONCERT PROGRAMMING

The Palau is the home of the Orfeó Català and having choral activity at its core has been the key element that, from the beginning, has made it stand out from other concert halls. From the very beginning, the Palau has also sought international projection, and the best conductors, soloists, orchestras and composers have performed on its stage. The Palau has been the venue for many premières and has provided audiences with unforgettable moments through extraordinary concerts that have improved their lives. The Palau's stage is presided over by busts of Beethoven, in reference to universal music, and Clavé, representing popular traditions. The Palau is a nerve centre for the musical life of Barcelona and Catalonia in the continuous search for excellence.

##### KEY OBJECTIVE:

**“To build on our historical legacy through high quality programming, rooted in classical music and choral singing, and open to a range of different styles while responding to the interests of our diverse audiences.”** *eressos de la diversitat de públics”.*

#### KEY AREA: MODERNIST BUILDING

The Palau de la Música Catalana is one of the most important symbols of the history of Catalan architecture. An architectural jewel of Catalan modernism, the Palau is the only concert hall declared a World Heritage Site by UNESCO (4 December, 1997), and it is the most iconic building designed by Lluís Domènech i Montaner. The Palau was built thanks to small donations and support from people at every level of society. Once the architect had been formally commissioned to carry out the work, the Palau was designed in six months and built in three years, with collaboration from artisans and artists. Currently, the Palau is an unmissable attraction in any visit to the city of Barcelona and an institution that represents a steadfast meeting point for social and cultural life in Catalonia. In addition, it has become the symbolic and sentimental heritage of an entire people who identify with its history.

##### KEY OBJECTIVE:

**“To position the Palau de la Música Catalana as a leading international reference point for Catalan modernism, consolidate the concert hall as the indisputable musical and cultural heart of Barcelona, and make its singular beauty and values accessible to everyone”.**

## 4. THE SIX OVERALL OBJECTIVES OF THE NEW STRATEGIC PLAN

Within the three key areas—choral singing, concert programming and the modernist building—the Strategic Plan 2023-2026 outlines the six global objectives that define the main lines of activity at the Fundació Orfeó Català-Palau de la Música Catalana. Some lines of activity that add to sustainability and the SDGs as a cross-cutting new addition across all the institution's activities.

The six objectives, therefore, are as follows:

1. To grow the institution's community and strengthen its ties.
2. To enhance the excellence and diversity of programming: improving the Palau experience.
3. To preserve and share the architectural and documentary heritage of the Palau and the Orfeó Català.
4. To strengthen, grow and expand the educational and social projects run by the Palau.
5. To strengthen the financial independence of the institution.
6. To make sustainability and the SDGs the benchmarks for all the activity at the Palau.



## 1. TO GROW THE INSTITUTION'S COMMUNITY AND STRENGTHEN ITS TIES

The new Strategic Plan proposes the challenge of expanding the entire community of the Palau de la Música Catalana and the Orfeó Català in a general way. In other words, this means increasing its impact and strengthening the founding spirit of the Palau by incorporating more audiences. This involves increasing the number of visitors who come to the Palau for its architecture and also increasing the number of music fans, as well as sporadic concert-goers so they can enjoy all the concerts offered at the modernist building. In addition, the plan aims to continue fostering this sense of community within each audience segment (season ticket holders, members, patrons, singers, and so on). The range of audiences at the Fundació Orfeó Català-Palau de la Música Catalana is diverse and complex, and brings together a range of sensitivities, interests, tastes and affiliations for each of its audience segments (see page 46). Digitalisation of communication and improving our relationship with users and customers is one of the main ways to achieve this. Studying new platforms, implementing artificial intelligence, maximising output from social media, optimising the study of data on the CRM, as well as organising events that increase a sense of belonging, may potentially build this community into a group of members who are committed to and interested in a direct relationship with the institution and its partners.

In terms of increasing impact and creating communities, the new Strategic Plan sets out several main lines of action.

First, contribution to the choral world: the institution seeks to contribute to the choral world through the Orfeó Català and its choral family. Accordingly, the Orfeó aims to unite and lead the Catalan choral world by boosting the choir's presence in the region; while also inviting and encouraging the activity of other choirs from all over the world and, ultimately, act as an ambassador and promoter of choral music and its values throughout society.

Secondly, the growth and international and local projection of the institution: the Palau de la Música Catalana and its choirs, in line with the latest strategic plans, continues to work towards the internationalisation of the institution. It intends to do so through concert programming, seeking to build ties with the great figures of orchestral conducting, world-renowned orchestras and soloists, and with iconic projects that provide Barcelona with musical and cultural interest for music lovers and visitors from all over the world. At the same time, the choral family of the Orfeó Català contributes to internationalisation by acting as an ambassador wherever the choir performs alongside the best orchestras in the world.

In terms of the situation of the membership programme for the Orfeó Català, we need to review the conditions of membership to the group through renewed content, in order to make it more appealing to be connected to the institution, as well as highlighting the benefits, communication and opportunity to network, while developing new strategies to attract new members.

Similarly, it is important to create specially organised events for audiences and season ticket holders at the Palau, to offer experiences, relationships and exchanges of information both before and after events. In terms of the artists, we need to establish support protocols for their visits to the Palau, creating synergies and moments with intangible value.

Finally, the Fundació Orfeó Català-Palau de la Música Catalana proposes a programme of individual patrons and benefactors, strengthening the network of people who want to forge an individual link to the institution in a closer and more committed way, while acting as ambassadors of the project everywhere and contributing to the increased sense of community sought by the institution.

## 2. TO ENHANCE EXCELLENCE AND IMPROVE THE PALAU EXPERIENCE

The new Strategic Plan aims to ensure that all the audiences and communities at the Palau have an excellent experience. It wants to promote excellence as a cross-cutting value throughout all its activity, while improving the experience for the public at the Palau.

This excellence begins with the main activity at the Palau—artistic programming. This artistic programme has its own personality and can be distinguished from the other music teams in that while it also aims towards excellence—in accordance with our founding values—it aims to be diverse to reach more audiences. The utmost excellence in cultural tours to the building, which must be enhanced and made to grow. And lastly, excellence in each and every one of the interactions between visitors and the institution staff, cuisine and gift shop.

The Palau de la Música Catalana seeks excellence as a hallmark of its identity in all of its activities and relationships with audiences.

## 3. TO PRESERVE AND SHARE THE ARCHITECTURAL AND DOCUMENTARY HERITAGE OF THE PALAU AND THE ORFEÓ CATALÀ

Preserving and sharing the architectural, cultural and archival heritage of the Fundació Orfeó Català-Palau de la Música Catalana continues to be a priority in the new Strategic Plan.

As for architectural heritage, we need to continue with conservation, restoration and renovation works and technological improvements.

These actions have the dual objective of preserving the building and modernising our equipment and technical resources, which are an essential requirement for a 21st century concert hall. As for publicising all of this heritage, we need to study new ways of presenting it and making it accessible through scheduled cultural tours.

In terms of documentary heritage, we need to continue to work together, providing access to and processing the documentary and bibliographic heritage of the Orfeó Català and the Palau de la Música Catalana.

## 4. TO STRENGTHEN, GROW AND EXPAND THE EDUCATIONAL AND SOCIAL PROJECTS RUN BY THE PALAU

The new Strategic Plan aims to continue strengthening the Palau's Educational and Social projects. The Educational Project at the Palau, which offers high quality musical experiences to school and family audiences, while also sharing the values of the institution, is going through a period of growth and connections with other cultural and educational institutions in the country to appeal to new audiences, while working to export its unique artistic concepts to other music institutions.

Palau Vincles, a social project run by the Palau, will continue working on reaching vulnerable groups through choral singing, while strengthening and expanding the institution's vocation to provide a service to society and the social and charity aspect of the Palau de la Música Catalana and the Orfeó Català.

## 5. TO STRENGTHEN THE FINANCIAL INDEPENDENCE OF THE INSTITUTION

In order to guarantee the financial independence of the Fundació Orfeó Català-Palau de la Música Catalana, the new Strategic Plan details several categories that provide consolidated income for the institution.

First of all, we must continue to work with specific programmes to grow our overall audience, both in terms of cultural tours and the people who attend concerts run by us and by external promoters.

On the other hand, and as has already been pointed out in the first objective, we need to develop a growing patronage programme, both for companies and for individual benefactors.

Finally, we need to look for new sources of income and lines of activity for the institution. To do this, it will also be possible to study options for collaboration or partnership in some of the investments.

## 6. TO MAKE SUSTAINABILITY AND THE SDGS THE BENCHMARKS FOR ALL THE ACTIVITY AT THE PALAU

This change for the Strategic Plan 2023-2026 places the Fundació Orfeó Català-Palau de la Música Catalana in a new scenario: facing the challenge of becoming an actor in social transformation by managing the institution in line with its purpose.

And secondly, it aims to excel in an integrated and agreed upon management of corporate social responsibility, while working towards the sustainable development objectives (SDGs) throughout the entire activity of the Palau, integrating them into operational processes and putting systems in place for dialogue with stakeholders.

Finally, we propose building a global impact model for the institution and measuring the integral value created.



## 5. THE FIFTEEN NEW FEATURES OF THE NEW STRATEGIC PLAN: PENDING PROJECTS



### KEY AREA: CHORAL SINGING

1. INTEGRATION OF THE ORFEÓ CATALÀ WITH THE CHORAL SCHOOL

2. NEW PROGRAMME TO PROMOTE CHORAL SINGING IN SCHOOLS

### KEY AREA: CONCERT PROGRAMMING

3. AUDIENCE STUDY AND NEW MARKETING STRATEGIES

4. PARTNER RELATIONSHIP WITH CONCERT PROMOTERS

5. PERMANENT SHOW

6. ANNUAL CONCERT

### KEY AREA: MODERNIST BUILDING

7. NEW DRIVE FOR CULTURAL TOURS

8. A DOOR TO THE PALAU

9. LATE NIGHT PERFORMANCE

10. IMMERSIVE EXPERIENCE

### TRANSVERSALS

11. EXCELLENCE PLAN AND QUALITY ASSESSMENT

12. VENUE USE PLAN

13. ACTION PLAN FOR SUSTAINABILITY

14. DEVELOPING PATRONAGE FROM INDIVIDUALS AND MEMBERS OF THE OC

15. INNOVATION AND DIGITALISATION PLANWW

These fifteen projects are in the process of development and definition, both in terms of inclusion in the Fundació Orfeó Català-Palau de la Música Catalana's programmes organised by lines of activity (point 6), as well as in terms of budget allocation, methodology, management and launch time. Below is a brief explanation of what each of the fifteen new projects will consist of.

## 1. INTEGRATION OF THE ORFEÓ CATALÀ WITH THE CHORAL SCHOOL

The Orfeó Català aims to develop a shared project for the Orfeó choirs, improving the links between the ensembles, applying the same philosophy and work ethic, and as a result, promoting cohesion and collective involvement in the project.

Joint projects will be carried out between all the choirs in the Orfeó family, we will work on shared values and methodology, and we will give continuity to the choral life of singers, whether in our house or in other choirs, establishing methodologies to set out these changes.

## 2. NEW PROGRAMME TO PROMOTE CHORAL SINGING IN SCHOOLS

A choral singing programme will be developed as a complementary activity in schools to promote singing among young people and children, and therefore contribute to the growth of choir participation in today's society.

## 3. AUDIENCE STUDY AND NEW MARKETING STRATEGIES

We will carry out an audience study in order to deepen our knowledge of current and potential audiences at the Palau and carry out market segmentation.

We will also implement a programme to improve the management of the available data for the Fundació's current customers, and we will continue to implement the programme started in the previous Strategic Plan to grow a younger audience.

Finally, this new project will develop new audience growth strategies. The aim is to end the period of the Strategic Plan 2023-2026 with the figure of 600,000 spectators at the Palau's concerts.

## 4. PARTNER RELATIONSHIP WITH CONCERT PROMOTERS

This new project seeks to build complicity and a new way of relating to promoters, integrating a diverse range of musical styles as a hallmark of the Palau.

We will need to redefine our relationships with promoters by studying the proposed artistic and management quality, funding (exploring the possibility of sharing risk), involvement with communications and marketing and, finally, studying and seeking complicity with regard to the sales services and ticketing system of the concerts organised.

The ultimate goal of the programme is to guarantee the quality of everything carried out at the Palau de la Música Catalana.

## 5. PERMANENT SHOW

This project studies the feasibility of putting on a permanent show that is profitable and helps transmit the values of the Palau as a leading cultural and musical centre in the country.

## 6. ANNUAL CONCERT

We will look into the idea of creating an unmissable annual gala at the Palau, a fund-raising event with a double objective: to raise funding and improve notoriety, and also transmit the inherent values of the institution, such as excellence and innovation.

## 7. NEW DRIVE FOR CULTURAL TOURS

A plan for new audiences will be drafted for the Guided Tour, Self-Guided Tour and other variants in the Palau's offer in order to attract new visitors, as well as new associated marketing strategies. The goal is to reach 400,000 visitors by the end of the Strategic Plan.

## 8. A DOOR TO THE PALAU

This project aims to convert the new rented premises on Via Laietana, which will be called A Door to the Palau, into a new space that maximizes the visibility of the institution in this renovated section of the city, in order to increase income from guided tours, concerts and the gift shop.

## 9. LATE NIGHT PERFORMANCE

We will look into the possibility of an immersive late night performance, which could also be linked to the concept of a permanent show, as detailed in point 5.

## 10. IMMERSIVE EXPERIENCE

We will look into the feasibility of an immersive experience that is complementary to the guided tours to make visits to the Palau more dynamic with new technology and innovative explanations of content.

## 11. EXCELLENCE PLAN AND QUALITY ASSESSMENT

The satisfaction of all the Palau's customers, both external and internal, will be quantitatively evaluated through standardised systems. The goal is for the Palau experience to be excellent.

## 12. VENUE USE PLAN

We will develop a usage plan for the different spaces and buildings in the Palau de la Música Catalana in order to optimise the facilities..

## 13. ACTION PLAN FOR SUSTAINABILITY

A new sustainability action plan will allow the Fundació Orfeó Català-Palau de la Música Catalana to play a part in social transformation, keeping in mind the SDGs, while aiming for excellence in an integrated and agreed upon management of corporate social responsibility.

## 14. DEVELOPING PATRONAGE FROM INDIVIDUALS AND MEMBERS OF THE OC

A new area will be created to develop a specific programme for individual sponsorship in search of new benefactors, while we will also manage growth in terms of finding new members for the Orfeó Català.

## 15. INNOVATION AND DIGITALISATION PLAN

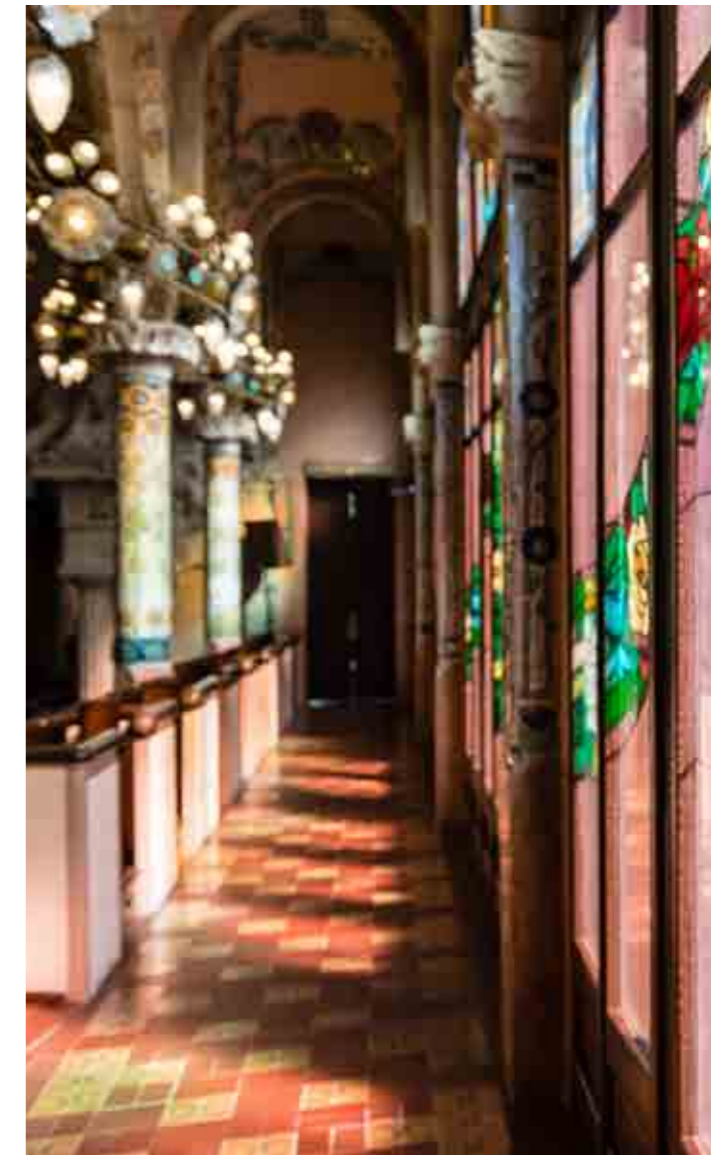
A new innovation and digitalisation plan will be established that will lead the Fundació Orfeó Català-Palau de la Música Catalana to implement new lines of activity with the aim of maintaining itself as an open, pioneering and risk-taking institution in cultural management that has an impact on society through its raison d'être: music.

This will provide new knowledge and publicity in topics that are specific to the institution in terms of R&D+i.



## 6. PROGRAMMES BY LINES OF ACTIVITY AND OBJECTIVES

1. Orfeó Català
2. Choral School
3. The Palau Cor de Cambra
4. Palau Vincles
5. Artistic programming
6. Educational project
7. Tours
8. Audience
9. Venue rental
10. Film shoots and capitalising on the brand
11. Concessions: catering and gift shop
12. Building and maintenance
13. Palau Digital
14. Orfeó Català members
15. CEDOC
16. “Revista Musical Catalana”
17. Sponsorship
18. Staff management
19. Communication and institutional relations
20. Subsidies
21. Finances
22. Sustainability



## 6.1. ORFEÓ CATALÀ

### MISSION

**The Orfeó Català is a prestigious amateur choir that is an international benchmark.**

**It is a leading institution in Catalonia, an innovative and traditional organisation that leads and drives the entire choral sector.**

### OBJECTIVES

Cohesion and leadership of the Catalan choral world by promoting the choir in the region so it acts as an ambassador and promoter of high quality choral music for individuals and for society. As a result, we need to continue consolidating and expanding the Xarxa Coral project to strengthen the presence of the choir in the region, creating links, establishing relationships and generating a network among the entire choral sector in Catalonia.

Reinforcing singers' feeling of belonging and commitment to the institution and the other in-house choirs. Under the motto "We are all Orfeó and we are all the Choral School", we want to develop a shared project for the Orfeó choirs that can strengthen the links between the ensembles by applying the same philosophy and lines of work, with the result of promoting cohesion and collective involvement in the project. We need to continue strengthening the sense of belonging and satisfaction among our singers: belonging to the Orfeó Català has to be seen, from the singers' point of view, as a unique privilege, a source of pride that strengthens their commitment not only to the choir itself, but also to the institution and the Orfeó Català-Palau de la Música Catalana as a whole.

Carry out one international project per season. Building on what we have done recently, we will work to continue working on international projects in collaboration with great conductors and orchestras, which will allow us to establish new relationships and synergies.

Expand repertoires and formats. We will work to expand symphony repertoires and contemporary compositions that put the choir at the forefront, while ensuring Catalan repertoire is interpreted and shared, and guaranteeing our commitment to new creation, having an impact on the publication of these works and commissions. Likewise, we will propose new attractive formats linked to other artistic disciplines to help create new audiences.

We want to put a special focus on making recordings and having a digital presence. The objective is to have new recordings of the choir, with the goal of having a testimony of their repertoire through sound, which can be shared via the available digital platforms.

Improving and controlling quality: satisfaction surveys for singers and customers, and expanding training. The goal is for the choir to grow musically, that is, to consolidate the already high musical level and continue evolving towards excellence, with a clear commitment to continuous training and to provide singers with more tools and resources. New measures will also be introduced to evaluate and monitor the quality of the choir.

To continue to act as ambassadors and promoters who share the benefits of singing in a choir to other people and wider society.

To continue containing expenses and looking into new means of income: the choir's activity generates high expenses for the institution, therefore, we need to review how efficiently the choir is run.

## 6.2. CHORAL SCHOOL

### MISSION

**An educational, artistic and social project for children and young people that offers them comprehensive vocal and musical training to teach them to be future singers, and increase the number of people with training to be part of the Orfeó Català, and prepared for society in general.**

### OBJECTIVES

To strengthen feelings of belonging and commitment: creating a community with the school, strengthening links with the choirs and the rest of the Palau. Under the same premise mentioned above "We are all Orfeó and we are all Choral School", we want to develop a shared project for the Orfeó choirs that can strengthen the links between the ensembles by applying the same philosophy and lines of work, with the result of promoting cohesion and collective involvement in the project. As part of the framework of improving the bonds between choirs, we want to improve the interrelation between the Choral School and the Orfeó, with experiences that are very enriching and positive for the development and growth of all the choirs.

To give the singers the opportunity for continuous choral progression, whether within the Orfeó choral family or in other choirs in the country.

Making recordings and giving the choirs in the Choral School a digital presence is also one of our priority objectives. A recording strategy will be established to have a body of work available to the public through digital platforms.

Improving and controlling quality: satisfaction surveys for singers and customers, and expanding training. Improving artistic quality for a clear investment in continuous training, assessment and qualitative follow-up for each choir and their respective teams.

Obtaining increased efficiency: just like the Orfeó Català, the Choral School also runs at a loss for the institution, which needs to be compensated for through sponsorship, and by producing profitable productions in an attempt to minimise expenses.

Further integration with the Palau de la Música, especially with the Social Project: just like the Orfeó Català, members of the Choral School make a commitment to the entire choral family, the Social Project, and the Palau, its programme, activities and even the building, while viewing the institution as a unique, genuine and inseparable whole.



## 6.3. THE PALAU COR DE CAMBRA CHAMBER CHOIR

### MISSION

The Cor de Cambra is an innovative, flexible choir with extremely high standards. Its role is diversified in efforts such as: acting as an ambassador for Catalan identity on an international level, defending Catalan musical heritage and promoting contemporary music by giving high quality performances in the region.

### OBJECTIVES

Maintaining and increasing the choir's presence internationally and in the local area. It is a priority to continue working so that the Cor de Cambra performs in other cities and areas of the region with the goal of acting as ambassadors for Catalan culture, and with a repertoire that includes great works and works representing Catalan heritage. Likewise, we will commit to the international reach of the choir by taking part in European tours, or through specific collaborations on projects together with internationally renowned ensembles.

Coming up with appealing projects to create a loyal audience. In this area, we will work on productions that will allow us to go on tours in the region with themes and formats that are appealing to the public, in order to make regular appearances on programmes in other locations.

To promote the highest quality and excellence in training through demanding music training that is measured with constant evaluations, both for singers and collaborators.

To complete a flexible cost model to make it more sustainable and optimised.

To establish a recording strategy to have a body of work that is available to the public, especially repertoire by Catalan composers that has not been previously recorded.

## 6.4. PALAU VINCLES

### MISSION

Strengthening and expanding the institution's vocation to provide a service to society and the social and charity aspect of the Palau de la Música Catalana and the Orfeó Català.

To promote social change for children and young people through artistic, choral and musical experiences that have a positive and lasting impact on their lives.

### OBJECTIVES

To position Palau Vincles as a benchmark for socio-musical action, strengthening its image and gaining recognition through actions that provide the project with greater visibility.

To expand the choral project in a sustainable way in schools and day centres, as well as the children's and youth choirs at Palau Vincles, while maintaining the three-pronged model of the choral project: intervention, integration and specialisation.

To promote pilot projects as a tool to ensure replicability. To review the impact assessment models of the projects Coral & dansa (singing and movement) and Un toc de Salt, in order to put together proposals that are methodologically viable and effective.

To measure quality: sending evaluation surveys to institutions.

Consolidation of public-private funding. Working on new lines of funding, creating a balance between public and private funding.

## 6.5. ARTISTIC PROGRAMMING

### MISSION

To position the Palau as a concert hall that is internationally renowned for quality and excellence.

Putting together a programme focused on classical music with a special emphasis on choral music, and including musical formats that guarantee diverse programming.

The programme is based on five artistic objectives: excellence, focus on choirs, commitment to contemporary music, giving due attention to performers from Catalonia, and the desire to attract new audiences to the Palau.

### OBJECTIVES

Continue working to position itself as a leading concert hall in Europe. To be a cultural focus point that generates interest in visiting Barcelona as a cultural city, both in artistic and musical terms.

To encourage links with artists by creating artistic residencies and increasing their involvement with the Palau and choirs, and maximising the impact of their residency on the city. To try to create synergies with the rest of the city's facilities.

To continue to pay special attention to contemporary music, by inviting guest composers and through other similar initiatives.

To look further into interdisciplinary performances by encouraging artistic synergies in music concerts and performances at the Palau through guest artists. Innovating and developing new formats, such as the Fronteres concert series, which crosses lines between styles and genres, encouraging experimentation and the creation of new, innovative and successful proposals, to draw new audiences to the Palau.

Proposing the possibility of establishing collaborations with other promoters dedicated specifically to genres such as jazz or folk music to expand the Palau's programming.

To maintain a balance between the Palau's own programming and concerts organised by external promoters, by offering a balanced combination of musical styles, and avoiding coinciding with similar performances on the calendar in Barcelona.

Maintaining and assessing the quality of our own and external concerts, in accordance with one of the objectives of this Strategic Plan, which is to ensure excellence in the concerts performed at the modernist concert hall, through audience evaluation surveys and focus groups.

Paying attention to sustainability: encouraging sustainable transport for musicians.

To rethink the number of visits from leading ensembles and soloists by seeking collaborations with other musical institutions from Barcelona so they can participate in more than one concert to justify the trip.

## 6.6. EDUCATIONAL PROJECT

### MISSION

Offering high quality musical experiences to school audiences and ensuring that they are related to the Palau's own programming, philosophy and founding values.

Maintaining a leading stance of excellence and quality in the educational music sector.

### OBJECTIVES

Create musical experiences that can be shared by all family members, creating a playful moment in unforgettable surroundings that encourage curiosity, discovery, creativity and emotional impact.

Connecting the Educational Project with other forms of artistic expression: dance, theatre, poetry and art.

Innovation: creating a new show every season.

Consolidating the laCultivadora project, which is run jointly with the Auditori, Gran Teatre del Liceu, Mercat de les Flors, Teatre Lliure and the Teatre Nacional de Catalunya, to build more bridges to connect between the educational community and the performing and musical arts.

Exporting some of the Educational Service's productions internationally, with high quality initiatives and formats designed to be staged everywhere.

Carrying out satisfaction surveys in schools and educational centres and with families, to guarantee the quality and success of the activities.

## 6.7. TOURS

### MISSION

Maximise the number of visitors interested in the historical, symbolic and architectural heritage of the Palau and the Orfeo Català.

### OBJECTIVES

Raising awareness of the Palau's modernist heritage and increasing the number of customers and revenue from tours with a leap in visit numbers.

Specific focus on emerging markets, such as Asia and the United States.

Developing a catalogue of visit options that meets the demands, interests and requirements of audiences: family-friendly, immersive, accessible, playful...

Normalising attendance at international tourism events and fairs.

## 6.8. AUDIENCES

### MISSION

Ensuring maximum public access with a quantitative perspective (visit numbers and income) and a qualitative perspective (accessibility and diversity), while ensuring we give optimal attention and have the best possible relationship with different communities.

### OBJECTIVES

Generating audience numbers that are as high as possible through an optimal use of marketing tools, paying special attention to the resources that are most frequently being implemented in the sector:

- Consolidation of dynamic pricing and social and collective pricing policies to understand the specific sales dynamics of each concert.
- Decisive transition from traditional media outreach campaigns to digital advertising.

Deeper data analytics and a greater knowledge of the Palau's audience and the market. Intensive use of CRM and BI, and commissioning regular audience and market studies (based on our own data, and based on an analysis of market and non-public trends, respectively).

Significance and benefit strategies of the different groups and stakeholders that make up the audiences at the Palau. Activating communities of season ticket holders, ambassadors, people under 35, and people with disabilities and functional diversity through targeted projects and a framework of specific benefits.

Harnessing the potential of international customers.

Improving the cultural experience, while working on the pre- and post-concert experience: providing information in advance, recommendations, both on a logistical level (parking, concert times, etc.) and in terms of related content, as well as post-concert, with the opportunity to provide feedback, evaluations, and offering further information.

Establishing feedback and customer satisfaction mechanisms for concerts.

Consolidating the Hivernacle as a platform for new formats and multidisciplinary dialogue to energise the audience at the Palau in three ways:

- Loyalty to regular Palau customers with a range of high quality parallel activities that complement our range of concerts.
- Attracting cultural communities who are not specifically musical fans through a catalogue of different events and a range of different artists.
- Establishing links with communities, institutions and artists (as stakeholders) who are related to or at the margins of the influence of the Palau.

Launching and consolidating the Aula Palau music awareness project.

## 6.9. VENUE RENTAL

### MISSION

**Generating revenue for the institution.**

**Trying to maximise audience numbers at the Palau.**

**Making the Palau a space that is open to different genres of music.**

**Prioritising promoters who put on concerts that are more in line with the Palau's mission.**

### OBJECTIVES

Establishing a special focus on balance with external programming: maintaining priorities when assigning dates to different promoters to offer a balanced combination of musical styles. Updating statistics by promoters on an annual basis. Establishing assessment systems to judge the quality of concerts before and after.

Implementing comprehensive management software to streamline the process and ensure management efficiency.

Trying to maximise audience numbers.

Having pre- and post-concert evaluation systems on the quality of concerts and ensuring communication with concert promoters, guaranteeing an excellent experience at the Palau.

## 6.10. FILM SHOOTS AND CAPITALISING ON THE BRAND

### MISSION

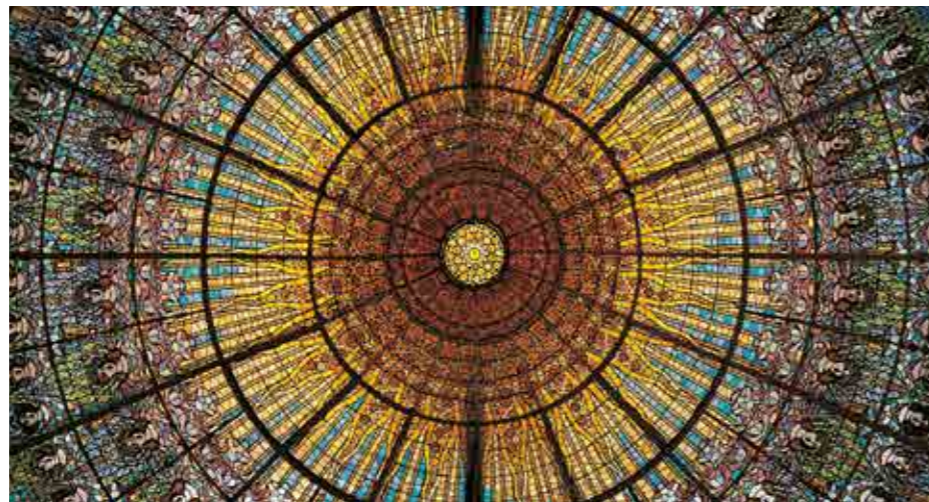
**Increasing revenue and making sure the Palau's brand and image is shared and controlled appropriately.**

### OBJECTIVES

Increasing revenue through filming and recordings produced by third parties, using the venues at alternate times to the concerts and tours.

Select shoots that benefit the Palau's image and establish new means of collaboration with the media.

Ensuring the venues are used properly and the Palau's image is shared correctly, especially when they are linked to our registered trademarks.



## 6.11. CONCESSIONS: CATERING AND GIFT SHOP

### MISSION

**Offering products and services of the highest possible quality while contributing to the Palau experience.**

### OBJECTIVES

Making sure to provide the best quality product possible: establishing checks and monitoring for the services and/or products offered by the companies that win the contracts.

Maximising income from catering as well as the Palau gift shop, in addition to reviewing the current running models.

Promoting concessions in the materials and activities run at the Palau.

Making the most of the merchandise for the Palau de la Música Catalana-Orfeo Català brand and encouraging online sales.

Assessing quality: monitoring, supervision and surveys with the aim of providing the best Palau experience.

## 6.12. BUILDING AND MAINTENANCE

### MISSION

**Maintaining and providing value to the architectural heritage of the building, while renewing and modernising the equipment to ensure a more attractive, safer, more operational and more high-tech Palau.**

**Commitment to carrying out our activity within environmental and sustainability parameters, while committing to the continuous improvement of all departments and activities.**

### OBJECTIVES

Carrying out planned preventive maintenance operations.

Renovating infrastructure and equipment in order to achieve optimal energy efficiency, operability and the ability to adapt to new needs.

Modernising equipment and technical resources to make the necessary improvements.

Complying with environmental objectives: annual renewal of ISO 14001 and EMAS certification and Biosphere; following the voluntary agreements set down by the Regional Government of Catalonia; reducing the carbon footprint.

Maximising energy savings.

Ensuring the inside of the Palau is in good condition in order to contribute towards a good experience for all users.

## 6.13. PALAU DIGITAL

### MISSION

Offering concerts and informative media linked to the Palau de la Música Catalana and the Orfeó Català.

Becoming a window to the world to share music and the musical and architectural heritage of the Palau.

### OBJECTIVES

Recording concerts, repertoires and projects from the Palau and choir family's programme and making them available to the public, especially where the production has a unique value, heritage or other artistic criteria that makes it special and unique.

Consolidating new digital awareness formats that attract music lovers and also connect with the general public. This virtual platform must also attract the digital audience to enjoy the live experience at the Palau, either through attending concerts or going on cultural tours.

Creating new content from a number of audiovisual genres (documentaries, music videos) that help communicate and enrich the Palau experience.

To be a showcase open to the world so that audiences everywhere can enjoy the Palau's projects and initiatives featuring Orfeó Català choirs

## 6.14. MEMBERS OF THE ORFEÓ CATALÀ

### MISSION

Ensuring we comply with the mission and values of the Orfeó Català together with Palau de la Música Catalana.

Linking the Orfeó Català to society, creating synergies and a network of mutual understanding with institutions and the general public.

### OBJECTIVES

Enhancing a sense of belonging and pride, and seeking new ways to create cohesion between members, as well as meeting points and cultural exchange, and creating opportunities for singers from the Orfeó and the rest of choral family to interact.

Linking members to the programming at the Palau de la Música Catalana, establishing links between the Orfeó Català's social community and the other activities at the Palau, so that it becomes a more complete cultural experience.

Revitalising members through exclusive activities: open rehearsals, Members' Day, annual programme of activities and benefits for members; reaching agreements with other cultural associations to share activities and benefits.

Promoting Palau Digital among members, to enjoy concerts, events and complementary activities at the Palau, while giving early access to new activities.

Encouraging younger members with activities aimed at this group, and creating synergies with the Grada Jove group to attract young people.

Improving follow-up and communication using new technology, such as electronic newsletters, WhatsApp groups, updated information on the website and other communication channels and incorporating a new partner management IT tool.

Sending out a biennial satisfaction survey.

## 6.15. CEDOC

### MISSION

Preserving, processing, providing access to and sharing the documentary and library heritage of the Orfeó Català and Palau de la Música Catalana. Providing the Documentation Centre with the necessary infrastructure for preservation and archiving records.

### OBJECTIVES

Improving the facilities at CEDOC, the current consultation room, warehouse and storage space, in order to guarantee the archive materials are stored in the proper climate conditions and guarantee new spaces to take in new documents.

Become a member of the Archival System of Catalonia (Sistema Arxivistic de Catalunya - SAC).

Improving the document management system through the new SharePoint software and achieving high quality document management integrated with the rest of the institution's IT tools.

Improving the digital accessibility of the content and activities proposed by CEDOC through the Fundació's online catalogues and website.

Integrating the publicity for CEDOC activities with the rest of the Palau. Encouraging performances of the historical repertoire held by CEDOC.

## 6.16. «REVISTA MUSICAL CATALANA»

### MISSION

Providing rigorous and well-researched information on the latest news on Catalan language music and documenting current musical life.

### OBJECTIVES

Consolidating the digital and hard copy format of the magazine.

Continuing to increase the community of readers and followers of the magazine online.

Becoming an influencer in terms of musical trends among the music-loving community and those interested in the music scene in Catalonia.



## 6.17. SPONSORSHIP

### MISSION

Establishing a close and trusted bond with patrons.

Building a personal relationship with all benefactors, adding value and improving their connection to the Palau's activity.

Raising awareness in society in general of the transformative power of music so that people contribute to the Palau with donations.

Increasing revenue and providing the Palau with a series of collaborators that offer tangible and intangible benefits, with whom a network of relationships can be established that benefit the institution's image.

### OBJECTIVES

Linking sponsorship to specific projects in the Palau to improve collaboration with patrons. Strengthening the connection between patrons and the Palau by making them participants in activities and concerts and offering the possibility of holding events at the Palau.

Promoting other lines of activity with agreements that generate an increase in audience numbers for concerts and guided tours, as well as more income from venue rentals.

Implementing a new IT tool for the management, control, monitoring and recruitment of patrons.

Increasing corporate sponsorship by seeking strategic alliances with institutions that can create new business contacts.

Providing a new impetus to individual patrons and increasing the number of benefactors who make donations to the Palau, with an attractive and flexible programme that meets the needs of these new target audiences: establishing new categories with personalised programmes that allow patrons to experience the Palau in an intimate and exclusive way. Making them participants in life at the Palau and its values, so that they become ambassadors of the institution everywhere.

Linking patrons as Palau Digital users. Satisfaction surveys for patrons and benefactors.

## 6.18. STAFF MANAGEMENT

### MISSION

Designing, proposing and executing organisational and staff policies that optimise the institution and contribute towards building a healthy and optimal work environment.

### OBJECTIVES

Improving people management policies, with the aim of contributing towards the Sustainable Development Goals (SDGs).

Digital transformation of processes, a change in dynamics and using new technology in a cross-cutting way to improve efficiency. Putting together a manual with processes and related procedures.

Updating the training plan and communicating, educating and assessing the values that give workers a sense of belonging, company culture, responsibility, effectiveness and commitment.

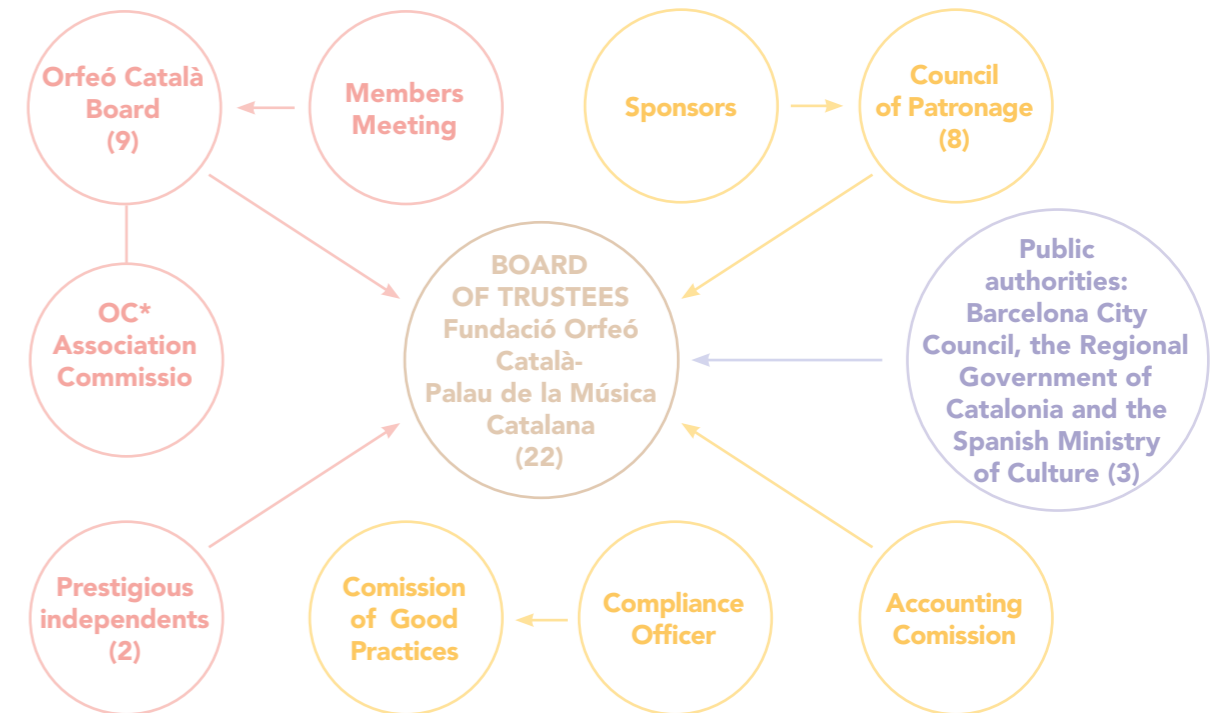
Innovation in workspaces: working on the design of open and diaphanous office spaces that adapt to a new work culture, one that is innovative, transparent, cross-cutting and collaborative.

Promoting work-life balance, with flexible working hours and remote working.

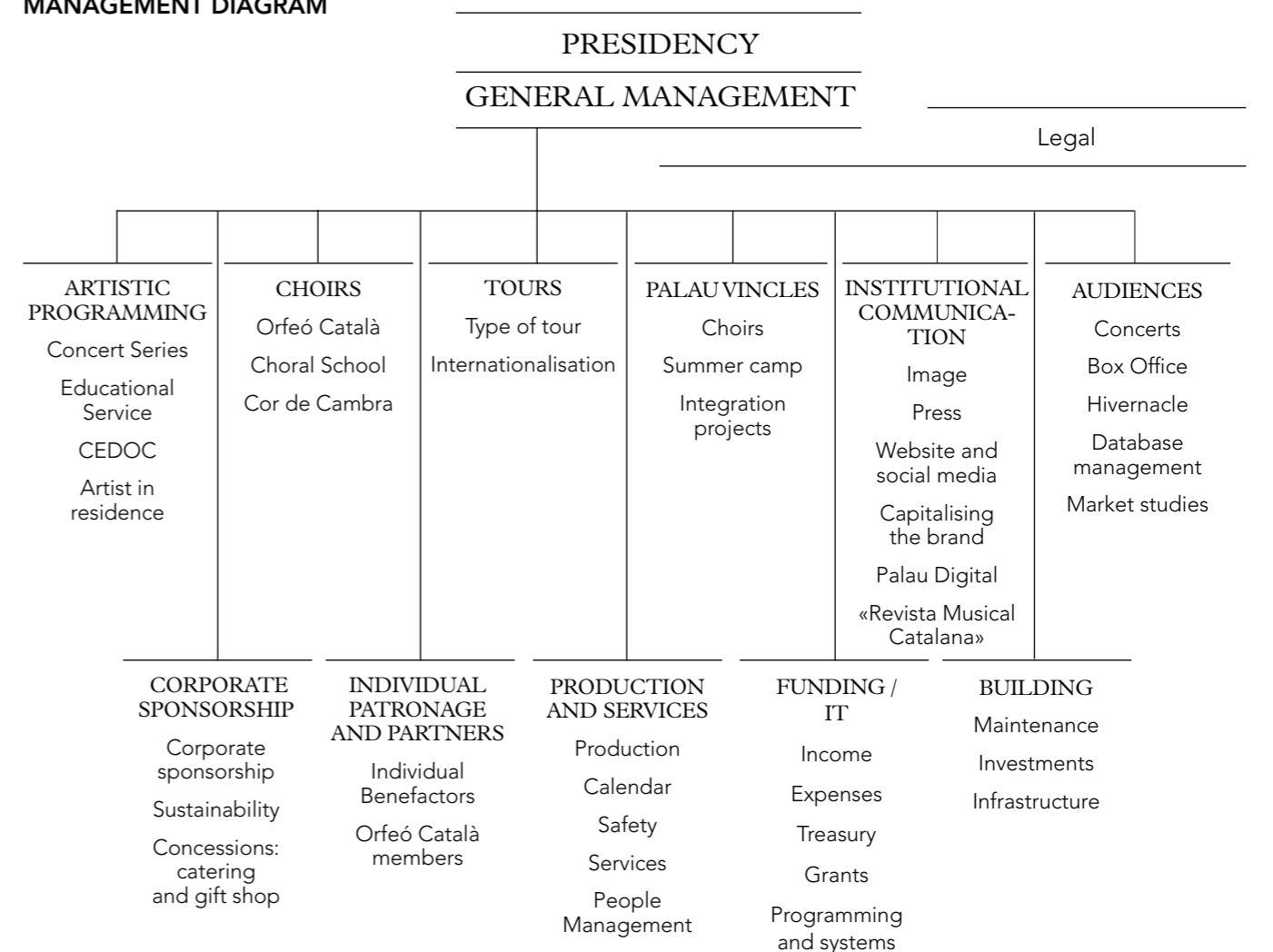
Encouraging gender equality and non-discrimination policies.

Employee climate survey every four years. Maintaining standards.

### ÒRGANS DE GOVERN



### MANAGEMENT DIAGRAM



## 6.19. COMMUNICATION AND INSTITUTIONAL RELATIONS

### MISSION

Communicating the Palau de la Música project as a whole (both in terms of the programme and as an institution) while finding different channels to reach all our target audiences.

Strengthening the brand and consolidating our corporate image, as well as developing new communication strategies and systems to measure their impact.

Positioning the Palau de la Música and the Orfeó Català as an institution that is connected to the social, political, economic and associative fabric of society, all while fostering institutional relations with organisations that have a shared values and purpose.

### OBJECTIVES

Consolidating corporate identity across all our communication, publications, advertising and marketing media. Working on comprehensive communications to achieve a solid and long-lasting corporate identity.

Putting the new web platform of the Palau and the Orfeó into operation: unifying the different websites of the Palau and the Orfeó into one. Redesigning, modernising and updating the technology used. Design, visibility and positioning with more competitive options. Updating in terms of transparency and sustainability. Work on SEO, SEM.

Increasing the social media community subscribed to the Palau and the Orfeó by creating synergies between the different platforms and increasing traffic through high quality content.

Maintaining a consolidated brand image and exploring marketing avenues to strengthen it.

Searching for new communication strategies: creative relationship with the press and opinion leaders.

Establishing a new plan for institutional relations.

Finding new media to reach audiences: influencers, branded content, AI, etc.

Continuing to work on internal communications to strengthen relationships and encourage a good atmosphere in the institution.

Maintaining the innovative Palau Digital project with new formats and informative proposals.

Establishing a launch and growth strategy for recording projects and informative productions on digital platforms: Spotify, YouTube, etc.

Revenue generation: advertising on the Palau's website.

Managing how the brands are used and the institution's copyright.

A Door to the Palau. Designing the new communication and sales space with the aim of making the Palau visible from Via Laietana by integrating new ticket offices, a new shop and an exhibition space that helps communicate the entire offer available at the Palau, with the aim of maximising income in all lines of activity.

Coordinating the new late night performance and immersive experience projects, which are strategic projects that explain the Palau through new technology.

### AUDIENCE MAP





## 6.20. SUBSIDIES

### MISSION

To provide the Fundació Orfeó Català - Palau de la Música with the appropriate public funding to be able to fulfil its public vocation.

### OBJECTIVES

- To consolidate regular subsidies and contributions for shared cultural capital.
- To find grants for investment and specific projects.
- To establish programme contracts with public authorities.

## 6.21. FINANCES

### MISSION

To guarantee financial support for our activities and inform the governing bodies.

### OBJECTIVES

- To maintain the institution's financial sustainability.
- To create an appropriate authority for decision making.
- To continue working on digital transformation: incorporating new data management and analysis technology.
- To continue to produce monthly monitoring reports.
- Find funding, with the best conditions, for the new projects included in this Strategic Plan.



## 6.22. SUSTAINABILITY

### MISSION

Being actors in social transformation by implementing a management approach that is in line with the institution's purpose, and driven by innovation.

To integrate corporate sustainability in all the objectives and actions taken by the Palau de la Música Catalana and for all the people who are part of the Palau.

### OBJECTIVES

- From the same perspective, including a range of actions in terms of corporate social responsibility and sustainability: environmental, social and governance (ESG).
- Excelling in an integrated and agreed upon management of corporate social responsibility, while turning the sustainable development goals (SDGs) into cross-cutting references for all the Palau's activity, integrated into operational and systematised processes, and in our discussions with stakeholders.
- Obtaining certification linked to sustainability: Biosphere, ISO26000 or SR10.
- Obtain the Certified Carbon Footprint 0% (for certain activities).
- Obtain ISO 19601 Criminal Compliance Management Certification.
- Global impact model for the institution and measuring the integrated social value.



## 7. CONCLUSIONS

The Fundació Orfeó Català-Palau de la Música Catalana is currently in a good situation, in which most of the objectives set out in recent years have been achieved. These objectives are based on the institution's values: excellence, commitment to society, Catalan identity, participation, innovation, and the new addition of sustainability. The institution, therefore, is at the ideal and appropriate moment to take a step forward with the aim of reaching the whole of society, increasing its impact and making its architectural and musical heritage accessible to everyone, improving people's lives. This is an ambitious Strategic Plan that maintains our existing lines of activity, while setting out our priorities and providing a clear definition of why the Palau de la Música Catalana and the Orfeó Català deserve acknowledgement (the three key areas): choral singing, concert programming and the modernist building.

This new leap forward, which guarantees the future of the institution, must result in an increase in the number of visitors to the Palau, attracted by our magnificent heritage and new ways of presenting it. We also need to see an increase in concert-goers through a diverse and high-quality programme that meets the needs of the public, with new, more flexible and attractive formulas. Likewise, we want to have an impact on the transformation of society through choral practice, cultural dissemination and programmes aimed at children. To achieve this greater impact, we will need to make a leap forward in revenue that will be translated into new lines of activity, such as a new permanent show, the annual concert, the new establishment, A Door to the Palau, and the new boost to cultural tours. It will also be necessary to reach new agreements with the authorities, patrons and individual benefactors; implementing new tools for managing and attracting audiences, and for effective and sustainable management. The Fundació Orfeó Català-Palau de la Música Catalana must be a living institution that adapts to current times, to serve society and provide people with excellent and transformative artistic experiences.





## ANNEX: EXPECTED REVENUE AND EXPENSES

### REVENUE AND EXPENSES (shown in thousands of euros)

	2023			2024			2025			2026		
	Revenue	Expenses	Result	Revenue	Expenses	Result	Revenue	Expenses	Result	Revenue	Expenses	Result
<b>Concert Hall (concert programming and venue rental)</b>	7.434	7.044	<b>390</b>	7.430	7.213	<b>217</b>	7.802	7.619	<b>183</b>	8.192	8.092	<b>100</b>
<b>Modernist building (tours and concessions)</b>	4.300	1.033	<b>3.267</b>	4.719	1.127	<b>3.592</b>	5.609	1.282	<b>4.327</b>	6.723	1.358	<b>5.365</b>
<b>Choir</b>	539	2.697	<b>-2.158</b>	480	2.563	<b>-2.083</b>	490	2.810	<b>-2.320</b>	500	3.471	<b>-2.971</b>
<b>Sponsorship</b>	1.758	404	<b>1.354</b>	2.000	434	<b>1.566</b>	2.180	446	<b>1.733</b>	2.381	459	<b>1.922</b>
<b>Palau Vincles</b>	56	382	<b>-327</b>	71	382	<b>-311</b>	72	428	<b>-356</b>	74	532	<b>-458</b>
<b>Palau Digital</b>	66	252	<b>-186</b>	-	193	<b>-193</b>	-	234	<b>-234</b>	-	330	<b>-330</b>
<b>Communications</b>	26	564	<b>-538</b>	63	593	<b>-530</b>	65	610	<b>-545</b>	66	627	<b>-561</b>
<b>CEDOC and «Revis-ta Musical Catalana»</b>	28	325	<b>-296</b>	31	315	<b>-284</b>	32	324	<b>-292</b>	32	360	<b>-328</b>
<b>Structure</b>	430	1.934	<b>-1.503</b>	470	1.952	<b>-1.482</b>	494	2.007	<b>-1.513</b>	518	2.062	<b>-1.544</b>
<b>Maintenance, supplies, safety and cleaning</b>	-	2.320	<b>-2.320</b>	-	2.402	<b>-2.402</b>	-	2.463	<b>-2.463</b>	-	2.526	<b>-2.526</b>
<b>Operating subsidies</b>	2.549	-	<b>2.549</b>	2.600	-	<b>2.600</b>	2.700	-	<b>2.700</b>	2.800	-	<b>2.800</b>
<b>Repayments</b>	-	540	<b>-540</b>	-	620	<b>-620</b>	-	1.120	<b>-1.120</b>	-	1.120	<b>-1.120</b>
<b>Other results</b>	1.186	878	<b>309</b>	-	70	<b>-70</b>	-	100	<b>-100</b>	-	349	<b>-349</b>
<b>TOTAL PROFIT/LOSS FOR THE YEAR</b>	<b>18.372</b>	<b>18.372</b>	<b>0.00</b>	<b>17.864</b>	<b>17.864</b>	<b>0.00</b>	<b>19.442</b>	<b>19.442</b>	<b>0.00</b>	<b>21.286</b>	<b>21.286</b>	<b>0.00</b>

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