



FUTUREPROOF MONUMENTAL THEATRES

A real estate strategy tool, resulting in an advice, for
monumental theatres, such as the Royal Theatre Carré

P5 Presentation
Bas Mastboom
June 25th, 2018

MOTIVATION



Management in the Built Environment

MOTIVATION



Management in the Built Environment



Frequent theatre performer and visitor

MOTIVATION



Management in the Built Environment



Frequent theatre performer and visitor



Special appreciation for monumental buildings

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A wide-angle, high-angle photograph of a grand, ornate theater interior. The theater features a semi-circular auditorium with rows of red seats. The stage is at the far end, framed by a large, ornate archway. The ceiling is high and features several large, ornate chandeliers. The overall atmosphere is one of elegance and grandeur.

1. INTRODUCTION

THE ROYAL THEATRE CARRÉ



Carré famous circus (Kuitenbrouwer, 2012)

- 1887, Circus building for Oscar Carré
- From 1893, other forms
- In 1987 the predicate 'Royal'

Carré attracts many visitors and gets by without subsidy

SITUATION AT THE ROYAL THEATRE CARRÉ



The Royal Theatre Carré (musicalweb.nl, n.d.)

Building

- Physical limitations
- Multifunctionality
- Logistics in routing and congestions
- Maintaining the monument
- Technical challenges

Carré desires to be 'more energy neutral'

Carré is managed with an emergent strategy approach

PROBLEM STATEMENT

Monumental theatre buildings face two interdependent challenges:

- Provide visitors with the best theatre experience
- Conserve monumental values

PROBLEM STATEMENT

Monumental theatre buildings face two interdependent challenges:

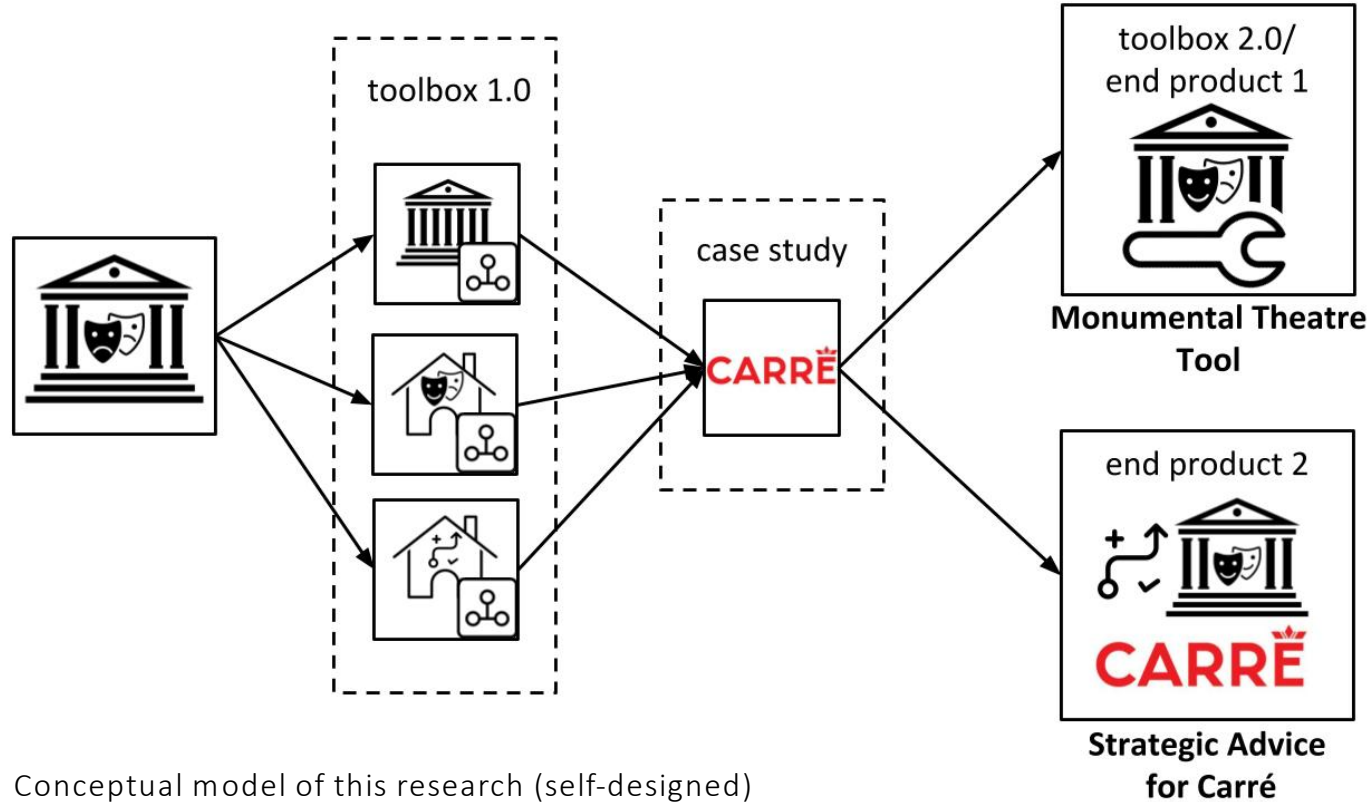
- Provide visitors with the best theatre experience
- Conserve monumental values

Adding more prescriptive strategy approaches contributes to more futureproof monumental theatre buildings

RESEARCH GOAL

Moving towards more prescriptive strategy approach by combining existing tools

CONCEPTUAL MODEL



Conceptual model of this research (self-designed)

MAIN QUESTION

"What tool can be designed, resulting in an advice, that futureproofs monumental theatre buildings in the Netherlands, such as the Royal Theatre Carré?"

MAIN QUESTION

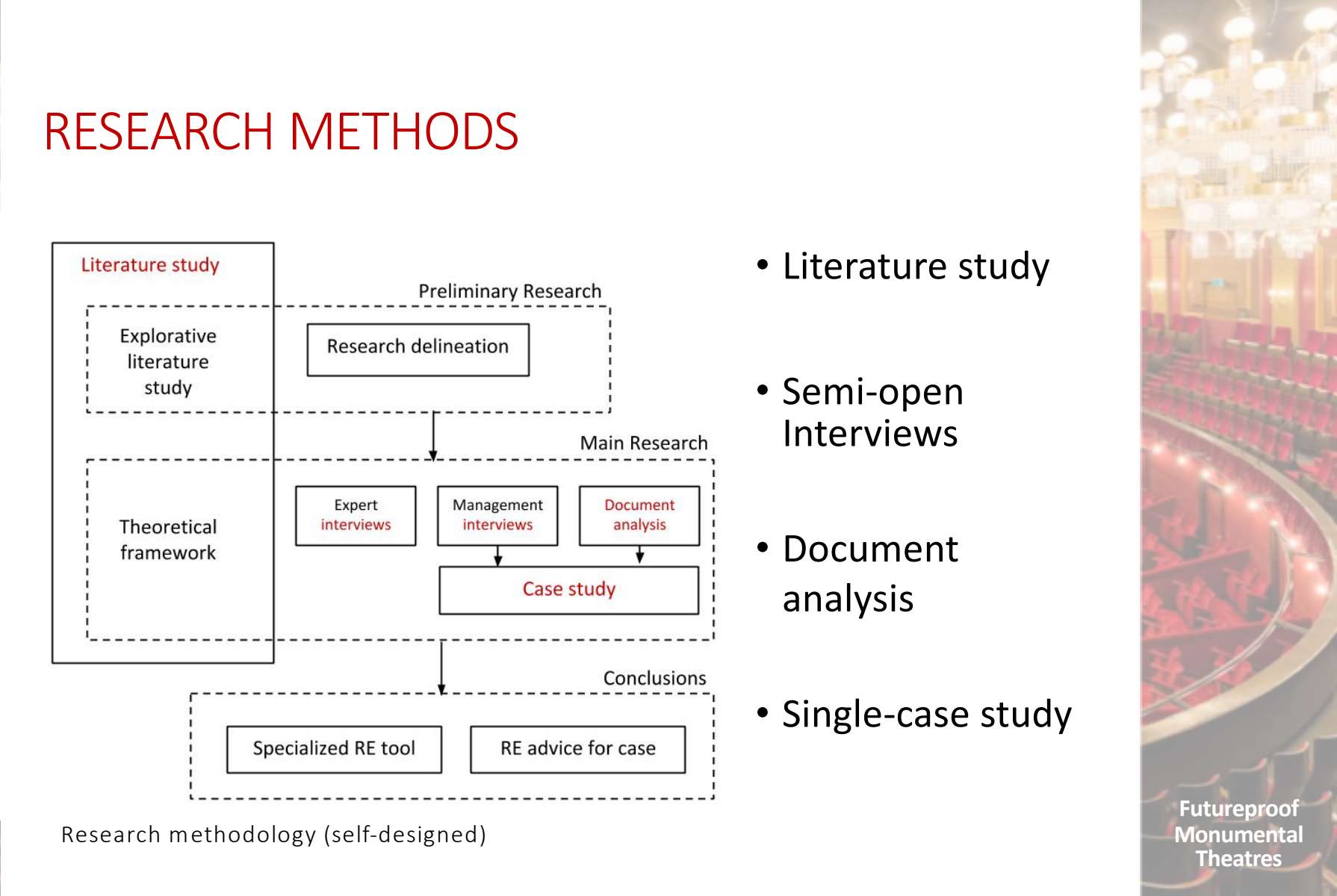
"What tool can be designed, resulting in an advice, that futureproofs monumental theatre buildings in the Netherlands, such as the Royal Theatre Carré?"

SUB QUESTIONS

1. Which aspects of the value of monumental buildings needs to be included in a real estate strategy tool in order for the tool to futureproof?
2. Which aspects of theatre buildings need to be included in a real estate strategy tool in order for the tool to futureproof?
3. Which tools exist to design a real estate strategy and which ones are suitable for monumental theatre buildings?

A wide-angle, high-angle photograph of a grand, ornate theater interior. The theater features a semi-circular auditorium with rows of red seats. The stage is at the far end, framed by a large, ornate archway. The ceiling is high and decorated with several large, glowing chandeliers. The overall atmosphere is one of elegance and grandeur.

2. RESEARCH METHODS



- # RESEARCH METHODS
-
- ```
graph TD; subgraph Literature_study [Literature study]; subgraph Preliminary_Research [Preliminary Research]; direction TB; EL[Explorative literature study]; RD[Research delineation]; end; subgraph Main_Research [Main Research]; direction TB; TF[Theoretical framework]; EI[Expert interviews]; MI[Management interviews]; DA[Document analysis]; CS[Case study]; EI --> CS; MI --> CS; DA --> CS; end; end; RD --> Main_Research; CS --> Conclusions; subgraph Conclusions; direction TB; SRT[Specialized RE tool]; REAC[RE advice for case]; end;
```
- The flowchart illustrates a self-designed research methodology. It begins with a 'Literature study' phase, which includes 'Explorative literature study' and 'Research delineation'. This leads into the 'Main Research' phase, which includes 'Theoretical framework', 'Expert interviews', 'Management interviews', 'Document analysis', and 'Case study'. The 'Case study' phase leads to 'Conclusions', which includes 'Specialized RE tool' and 'RE advice for case'.
- Literature study
  - Semi-open Interviews
  - Document analysis
  - Single-case study
- Research methodology (self-designed)
- Futureproof Monumental Theatres

# RESEARCH METHODS

```
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```

The diagram illustrates a self-designed research methodology. It begins with a 'Literature study' phase, which includes 'Explorative literature study' and 'Research delineation'. This leads into the 'Main Research' phase, which includes 'Theoretical framework', 'Expert interviews', 'Management interviews', 'Document analysis', and 'Case study'. The 'Case study' phase leads to 'Conclusions', which includes 'Specialized RE tool' and 'RE advice for case'.

- Literature study
- Semi-open Interviews
- Document analysis
- Single-case study

Research methodology (self-designed)

Futureproof Monumental Theatres





3.

# MONUMENTAL BUILDINGS



# MONUMENTS IN THE NETHERLANDS

A monument is a building (or area) that has been designated a monument by the government

## 4 categories of monuments in NL

1. Dutch national monuments
2. Dutch provincial monuments
3. Municipal monuments
4. Protected city and village sites

| Monumental Values |                                                        | Indifferent | Positive monumental | High monumental |
|-------------------|--------------------------------------------------------|-------------|---------------------|-----------------|
| 1                 | Urban planning and/ or architectural values (exterior) |             |                     |                 |
| 2                 | Values main construction structure                     |             |                     |                 |
| 3                 | Values internal structure / floorplan                  |             |                     |                 |
| 4                 | Values interior finish                                 |             |                     |                 |

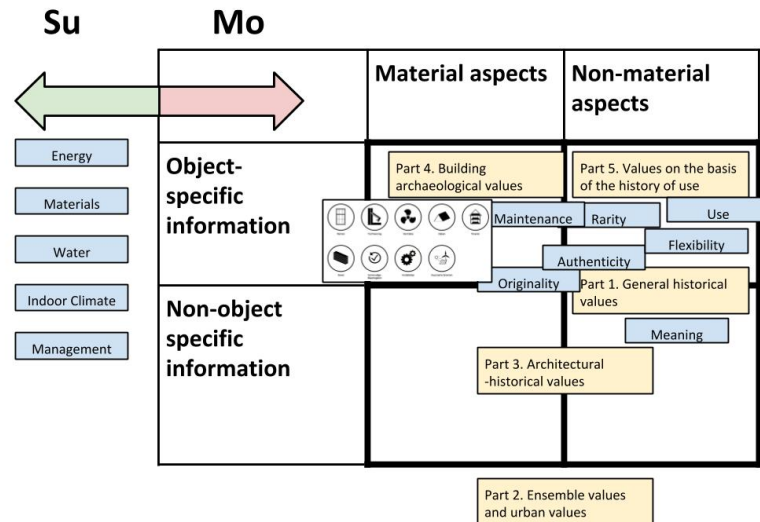
Notation scheme as drawn up by the municipality

# MONUMENTS IN THE NETHERLANDS

- Permits must be applied for when intervention to monument
- Preservation of monumental values over modern sustainability measures
- The original function as monumental value
- Guidelines for dealing with monuments by the municipality

# TOOLS FOR MONUMENTAL VALUE

- The characterization grid by Appelbaum (2007)
- The SuMo calculation model developed by research institute SBRCURNET (2008)
- The building archaeological research guidelines method by Hendriks & Van der Hoeve (2009)
- The sustainable heritage toolkit by OOMAdvies (2017)



Combining all tools in 1: inefficient



# THE CHARACTERIZATION GRID

|                                        |                    | Material aspects                                                                                  | Non-material aspects                                                         |
|----------------------------------------|--------------------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Object-specific information</b>     | <i>information</i> | observed phenomena and their interpretation, materials identification, determination of structure | history of the object, current values, projected future.                     |
|                                        | <i>source</i>      | object                                                                                            | custodians, others                                                           |
|                                        | <i>strategy</i>    | physical examination, analysis, imaging, testing                                                  | interview, consulting institutional records                                  |
| <b>Non-object-specific information</b> | <i>information</i> | methods of manufacture, material properties, deterioration studies                                | information about related objects, art history, general cultural information |
|                                        | <i>source</i>      | history of technology, materials science, conservator's knowledge of similar objects              | allied professions conservator's prior knowledge                             |
|                                        | <i>strategy</i>    | consult conservation literature                                                                   | review literature, consult allied professionals                              |

Missing:

- Sustainability
- Urban context

# THE EXPANDED CHARACTERIZATION GRID

|  | Material aspects | Non-material aspects |
|-----------------------------------------------------------------------------------|------------------|----------------------|
| Object-specific information                                                       | 1                | 2                    |
| Non-object specific information                                                   | 3                | 4                    |
| Urban context                                                                     | 5                | 6                    |
| Sustainability                                                                    | 7                | 8                    |

The expanded characterization grid (self-designed)

# CONTRIBUTION TO TOOLBOX 1.0



|  | Material aspects | Non-material aspects |
|-----------------------------------------------------------------------------------|------------------|----------------------|
| Object-specific information                                                       | 1                | 2                    |
| Non-object specific information                                                   | 3                | 4                    |
| Urban context                                                                     | 5                | 6                    |
| Sustainability                                                                    | 7                | 8                    |

The expanded characterization grid

| Value                | Explanation                                             |
|----------------------|---------------------------------------------------------|
| <b>Art</b>           | Was created intentionally as art or appreciated as such |
| <b>Aesthetic</b>     | Aesthetic appeal                                        |
| <b>Historical</b>    | Associated with specific historical event or period     |
| <b>Use</b>           | Is in use                                               |
| <b>Research</b>      | Yields information to researchers                       |
| <b>Educational</b>   | Conveys information or ideas to viewers                 |
| <b>Age</b>           | Looks old and is desirable as such                      |
| <b>Newness</b>       | Looks new and is desirable as such                      |
| <b>Sentimental</b>   | Engenders personal sentimental feelings                 |
| <b>Monetary</b>      | Is worth money on the open market                       |
| <b>Associative</b>   | Is associated with a famous person                      |
| <b>Commemorative</b> | Commemorates a person or event                          |
| <b>Rarity</b>        | One of a relatively few examples of its type            |

The historical value table



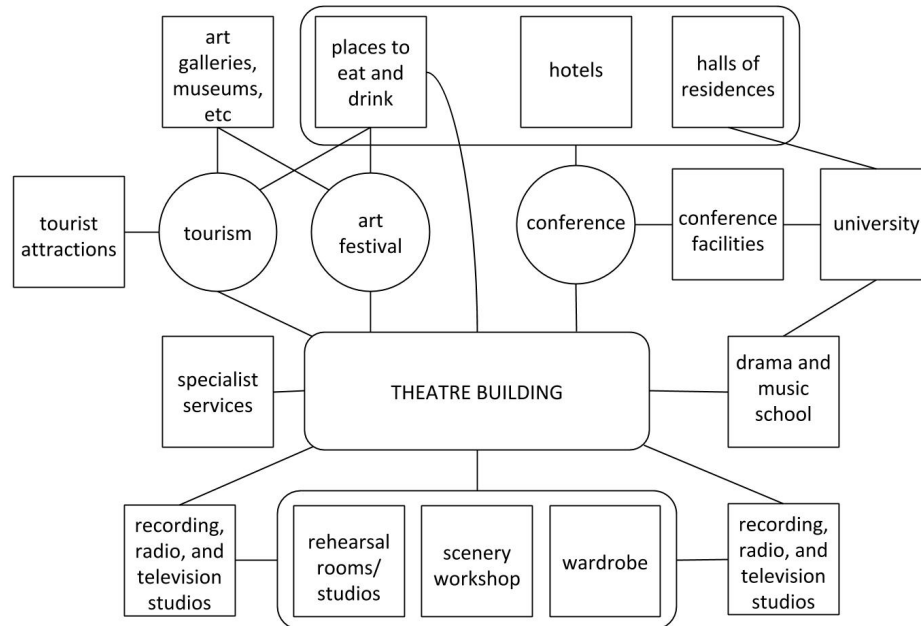


# 4. THEATRE BUILDINGS



# THEATRE BUILDINGS

The importance of theatre buildings by Appleton (2008);  
to culture, economy, education, prestige, quality of life,  
regeneration and cultural democracy



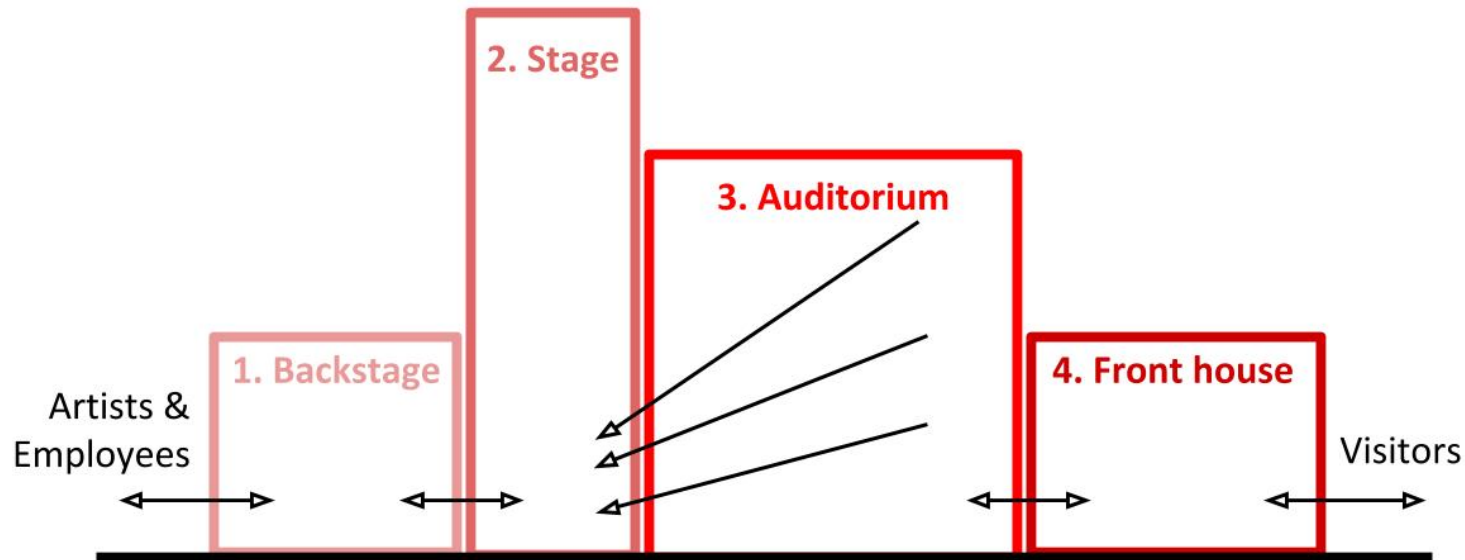
Functional linkages model for theatres, Appleton (2008)

# THE THEATRE URBAN LINKAGE MATRIX

|                                              |                                          | Relevant for the theatre | Accommodated in theatre itself | Accommodating in area | Improvement or addition needed |
|----------------------------------------------|------------------------------------------|--------------------------|--------------------------------|-----------------------|--------------------------------|
| Linkage s with perfor mance                  | Restaurants                              |                          |                                |                       |                                |
|                                              | Car parking                              |                          |                                |                       |                                |
|                                              | Coach parking                            |                          |                                |                       |                                |
|                                              | Public transport                         |                          |                                |                       |                                |
| Facilities that generate potential audiences | Conference facilities                    |                          |                                |                       |                                |
|                                              | Tourist attractions                      |                          |                                |                       |                                |
|                                              | Places of higher education               |                          |                                |                       |                                |
|                                              | Hotels                                   |                          |                                |                       |                                |
|                                              | Halls of residence                       |                          |                                |                       |                                |
| Production and administration services       | Residential areas                        |                          |                                |                       |                                |
|                                              | Specialist shops                         |                          |                                |                       |                                |
|                                              | Rehearsal spaces                         |                          |                                |                       |                                |
|                                              | Printing and publicity facilities        |                          |                                |                       |                                |
|                                              | Materials for scenery and costumes       |                          |                                |                       |                                |
| Perfor mers' linkage s                       | Accommodation for visiting performers    |                          |                                |                       |                                |
|                                              | Film, television and recording studios   |                          |                                |                       |                                |
| Associated facilities                        | Other buildings for the performance arts |                          |                                |                       |                                |
|                                              | Arts buildings                           |                          |                                |                       |                                |
|                                              | Cultural buildings                       |                          |                                |                       |                                |
|                                              | Cinemas                                  |                          |                                |                       |                                |
|                                              | Information centre                       |                          |                                |                       |                                |
|                                              | Ticket purchase outlets                  |                          |                                |                       |                                |
|                                              | Drama and music colleges                 |                          |                                |                       |                                |

The urban linkage theatre matrix (self-designed)

# DIVISION OF THEATRE BUILDINGS



Division of a theatre building (Strong, 2010)

# CHARACTERISTICS OF THEATRE BUILDINGS

## Constant demands:

- Liveness
- Seats and sightlines
- Geometry & (Bone)-structure
- People are the constant

## Variable demands:

- Scale
- Form
- Flexibility
- Technology



# RE TRENDS IN THE DUTCH THEATRE LANDSCAPE

The final 15 Real Estate Trends are identified:

1. Experience is central
2. Multifunctionality (and flexibility)
3. Non-traditional interaction
4. Inclusion of business market
5. Social aspects
6. Liveliness in the theatre
7. Non-traditional performance locations and festivalisation
8. Visitors desire more freedom
9. Secondary activities
10. Advanced theatre techniques
11. Growing demand for luxury
12. Sustainability
13. Scale enlargement in cultural policy
14. Shortage of space
15. Unique selling point

# THE THEATRE TREND MATRIX

| #  | trend                                | Relevant for the theatre |   |   |   |   | Already anticipated to (yes/no) | Possible improvement(s) |    |    |          |    |    |    |       |  |  | Desired intervention(s) |
|----|--------------------------------------|--------------------------|---|---|---|---|---------------------------------|-------------------------|----|----|----------|----|----|----|-------|--|--|-------------------------|
|    |                                      |                          |   |   |   |   |                                 | Constant                |    |    | variable |    |    |    |       |  |  |                         |
|    |                                      | Entire                   | B | S | A | F |                                 | Li                      | Se | Ge | Sc       | Fo | Fl | Te | other |  |  |                         |
| 1  | Experience is central                |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 2  | Multifunctionality & flexibility     |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 3  | Non-traditional interaction          |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 4  | Business Market inclusion            |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 5  | Social aspects                       |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 6  | Liveliness in the theatre            |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 7  | Non-traditional locations/ festivals |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 8  | Visitors desire more freedom         |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 9  | Secondary activities                 |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 10 | Advanced theatre techniques          |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 11 | Growing demand for luxury            |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 12 | Sustainability                       |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 13 | Scale enlargement in cultural policy |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 14 | Shortage of space                    |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |
| 15 | Unique selling point                 |                          |   |   |   |   |                                 |                         |    |    |          |    |    |    |       |  |  |                         |

The theatre trend matrix (self-designed)

# CONTRIBUTION TO TOOLBOX 1.0



|                                              |                                          | Relevant for the theatre | Accommodated in theatre itself | Accommodating in area | Improvement or addition needed |
|----------------------------------------------|------------------------------------------|--------------------------|--------------------------------|-----------------------|--------------------------------|
| Link performance                             | Restaurants                              |                          |                                |                       |                                |
|                                              | Car parking                              |                          |                                |                       |                                |
|                                              | Coach parking                            |                          |                                |                       |                                |
|                                              | Public transport                         |                          |                                |                       |                                |
| Facilities that generate potential audiences | Conference facilities                    |                          |                                |                       |                                |
|                                              | Tourist attractions                      |                          |                                |                       |                                |
|                                              | Places of higher education               |                          |                                |                       |                                |
|                                              | Hotels                                   |                          |                                |                       |                                |
|                                              | Halls of residence                       |                          |                                |                       |                                |
| Production and administration services       | Residential areas                        |                          |                                |                       |                                |
|                                              | Specialist shops                         |                          |                                |                       |                                |
|                                              | Rehearsal spaces                         |                          |                                |                       |                                |
|                                              | Printing and publicity facilities        |                          |                                |                       |                                |
| Performers' linkages                         | Materials for scenery and costumes       |                          |                                |                       |                                |
|                                              | Accommodation for visiting performers    |                          |                                |                       |                                |
|                                              | Film, television and recording studios   |                          |                                |                       |                                |
| Associated facilities                        | Other buildings for the performance arts |                          |                                |                       |                                |
|                                              | Arts buildings                           |                          |                                |                       |                                |
|                                              | Cultural buildings                       |                          |                                |                       |                                |
|                                              | Cinemas                                  |                          |                                |                       |                                |
|                                              | Information centre                       |                          |                                |                       |                                |
|                                              | Ticket purchase outlets                  |                          |                                |                       |                                |
|                                              | Drama and music colleges                 |                          |                                |                       |                                |

**The theatre urban linkage matrix**

| #  | trend                                | Relevant for the theatre |   |   |   |   | Already anticipated to (yes/no) | Possible improvement(s) |          |    |    |    |    |       | Desired intervention(s) |
|----|--------------------------------------|--------------------------|---|---|---|---|---------------------------------|-------------------------|----------|----|----|----|----|-------|-------------------------|
|    |                                      | Entire                   | B | S | A | F |                                 | variable                | Constant | Ge | Sc | Fl | Te | Other |                         |
| 1  | Experience is central                |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 2  | Multifunctionality & flexibility     |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 3  | Non-traditional interaction          |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 4  | Business Market inclusion            |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 5  | Social aspects                       |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 6  | Liveliness in the theatre            |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 7  | Non-traditional locations/ festivals |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 8  | Visitors desire more freedom         |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 9  | Secondary activities                 |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 10 | Advanced theatre techniques          |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 11 | Growing demand for luxury            |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 12 | Sustainability                       |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 13 | Scale enlargement in cultural policy |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 14 | Shortage of space                    |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |
| 15 | Unique selling point                 |                          |   |   |   |   |                                 |                         |          |    |    |    |    |       |                         |

**The theatre trend matrix**

A wide-angle, high-angle photograph of a grand, ornate theater interior. The theater features multiple tiers of seating, with the lower tiers upholstered in red and the upper tiers in a darker color. The stage is visible at the far end, framed by a large, decorative archway. The ceiling is high and features several large, ornate chandeliers that are illuminated. The overall atmosphere is one of elegance and grandeur.

# 5. REAL ESTATE STRATEGIES



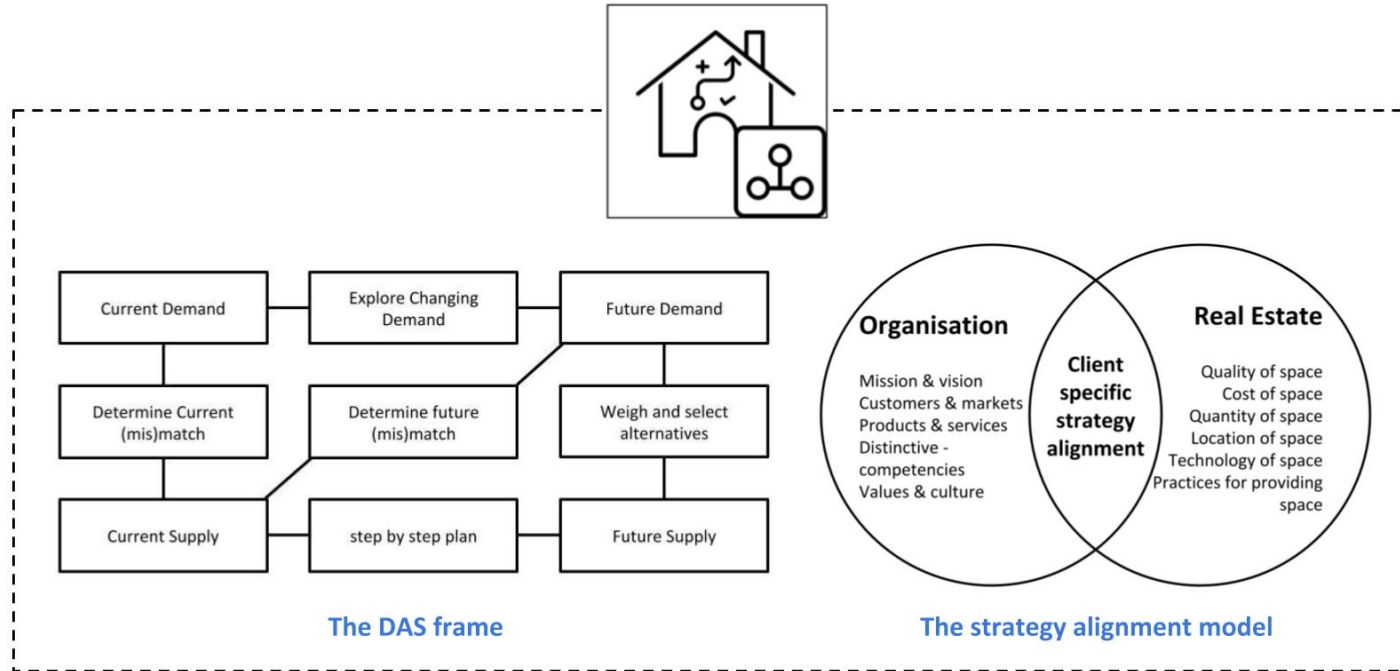
# RESEARCHED REAL ESTATE STRATEGY TOOLS

- The strategy alignment model by Osgood (2004)
- The integrated resource management framework by Then (2005)
- The DAS frame by de Jonge et al. (2009)
- The Business-facilities management alignment framework by Then et al. (2014)

|   |                                               | The strategy alignment model | The integrated resource management framework | The DAS Frame       | The Business-facilities management alignment framework |
|---|-----------------------------------------------|------------------------------|----------------------------------------------|---------------------|--------------------------------------------------------|
| 1 | Level of detail                               | Limited to no detail         | Very detailed                                | Average             | Average                                                |
| 2 | Level of abstraction                          | Very abstract                | No abstraction                               | Regular abstraction | Abstract                                               |
| 3 | Emergent/prescriptive                         | Prescriptive                 | Prescriptive                                 | Prescriptive        | Prescriptive                                           |
| 4 | Suits Theatre buildings                       | Yes                          | Yes                                          | Yes                 | Yes                                                    |
| 5 | Suits Monuments                               | Yes                          | Yes                                          | Yes                 | Yes                                                    |
| 6 | Contributes strategic input                   | Yes                          | No                                           | Yes                 | Yes                                                    |
| 7 | Focus on RE alignment with Corporate strategy | Yes                          | Yes                                          | Yes                 | No, focus on FM and RE alignment                       |
| 8 | Further research in case study                | Yes                          | No                                           | Yes                 | No                                                     |

Reviewing the RE strategy tools on efficiency for this research

# CONTRIBUTION TO TOOLBOX 1.0



A wide-angle photograph of a grand, circular theater. The seating is arranged in concentric semi-circular tiers, with the front rows being dark brown and the upper tiers being red. The stage is at the far end, framed by ornate architectural details and a large, illuminated archway. Two large, multi-tiered chandeliers hang from the ceiling, casting a warm glow. The text "6. TOOLBOX 1.0" is overlaid in the center in a bold, red font.

# 6. TOOLBOX 1.0



# TOOLBOX 1.0



|                                 | Material aspects | Non-material aspects |
|---------------------------------|------------------|----------------------|
| Object-specific information     | 1                | 2                    |
| Non-object specific information | 3                | 4                    |
| Urban context                   | 5                | 6                    |
| Sustainability                  | 7                | 8                    |

The expanded characterization grid

| Value         | Explanation                                             |
|---------------|---------------------------------------------------------|
| Art           | Was created intentionally as art or appreciated as such |
| Aesthetic     | Aesthetic appeal                                        |
| Historical    | Associated with specific historical event or period     |
| Use           | Is in use                                               |
| Research      | Yields information to researchers                       |
| Educational   | Conveys information or ideas to viewers                 |
| Age           | Looks old and is desirable as such                      |
| Newness       | Looks new and is desirable as such                      |
| Sentimental   | Engenders personal sentimental feelings                 |
| Monetary      | Is worth money on the open market                       |
| Associative   | Is associated with a famous person                      |
| Commemorative | Commemorates a person or event                          |
| Rarity        | One of a relatively few examples of its type            |

The historical value table

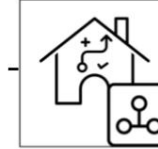


|                         | Relevant for the theatre | Relevant for the theatre staff | Relevant in area | Improvement or addition needed |
|-------------------------|--------------------------|--------------------------------|------------------|--------------------------------|
| Linkage matrix          |                          |                                |                  |                                |
| Facilities and services |                          |                                |                  |                                |
| Production and services |                          |                                |                  |                                |
| Associated facilities   |                          |                                |                  |                                |

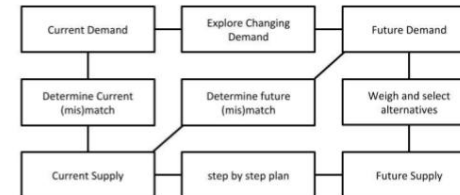
The theatre urban linkage matrix

| Item | Reasons for the item |   |   |   | Relevant for the theatre | Relevant for the theatre staff |   |   |   | Relevant in area |   |   |   | Improvement or addition needed |
|------|----------------------|---|---|---|--------------------------|--------------------------------|---|---|---|------------------|---|---|---|--------------------------------|
|      | 1                    | 2 | 3 | 4 |                          | 1                              | 2 | 3 | 4 | 1                | 2 | 3 | 4 |                                |
| 1    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 2    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 3    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 4    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 5    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 6    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 7    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 8    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 9    |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 10   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 11   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 12   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 13   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 14   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 15   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 16   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 17   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 18   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 19   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |
| 20   |                      |   |   |   |                          |                                |   |   |   |                  |   |   |   |                                |

The theatre trend matrix



The strategy alignment model



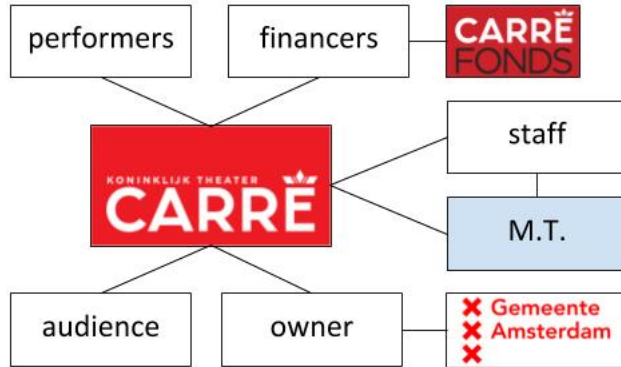
The DAS-frame





# 7. CASE STUDY CARRÉ

# CARRÉ: STAKEHOLDERS



Stakeholders of Carré

- Carré foundation
  - Approximately one million euros annually
- Municipality of Amsterdam
  - Rent = one symbolic 'gulden'
  - Contract considered infinite
- Staff known for hospitality

# CARRÉ: BUSINESS VISION

- For every Dutch person to visit Carré and experience the magic
- A total theatre experience from before you enter until after you leave

# CARRÉ: BUSINESS VISION

- For every Dutch person to visit Carré and experience the magic
- A total theatre experience from before you enter until after you leave
  1. Wide varied programming
  2. Discover new kinds of performance art
  3. Program only the best performances of each form
  4. Program more text plays
  5. The annual circus performances
  6. Provide a show every day of the year
  7. Upholding the brand as 'Broadway on the Amstel' and program internationally
  8. Intensify creative dialogue with artists
  9. Be a precursor in sustainability



# GENERAL MONUMENTAL INFORMATION

- National monument and protected city-site
- Backstage and stage part of Carré are no longer monumental since 1992, to guarantee existence
- € 1,50 charge per theatre ticket for the restauration fund since 2004



Historic exterior of backstage Carré



Current exterior of backstage Carré

# TESTING THE MONUMENTAL TOOLS

| Value                | Description                                                                                                             |
|----------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Art</b>           | Appreciated as architectural art and has accommodated arts ever since constructed                                       |
| <b>Aesthetic</b>     | The aesthetic appeal reaches far, it is the eye catcher on the river Amstel                                             |
| <b>Historical</b>    | It commemorates the history of circus and the classicistic building                                                     |
| <b>Use</b>           | The building still shows between 330 and 360 shows yearly                                                               |
| <b>Research</b>      | It can be researched as monumental theatre building                                                                     |
| <b>Educational</b>   | Not directly, although it teaches us about historical aspects of circus, theatre and architecture                       |
| <b>Age</b>           | The building possesses its classicistic appearance and is desirable as such                                             |
| <b>Newness</b>       | Modern technologies are incorporated in the monument, the whole backstage is renewed to be more spacious and functional |
| <b>Sentimental</b>   | The building engenders sentimental feelings with many of its employees, performers and visitors                         |
| <b>Monetary</b>      | The building is a monetary valuable asset                                                                               |
| <b>Associative</b>   | Many artists, also whom have had their funeral in Carré                                                                 |
| <b>Commemorative</b> | It commemorates Oscar Carré as well as many other managers and artists,                                                 |
| <b>Rarity</b>        | There is no theatre or building like it in the Netherlands                                                              |

The historical value table, filled in for Carré

|                                    | Material aspects                                                                                                                                                                                                                      | Non-material aspects                                                                                                                                                                                                                                                              |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Object-specific information</b> | <ul style="list-style-type: none"> <li>- imitation stone blocks</li> <li>- square windows with articulated pilasters</li> <li>- central tympanum</li> <li>- brick façade with decorative plasterworks</li> <li>- zinc roof</li> </ul> | <ul style="list-style-type: none"> <li>- Extreme symmetry with 3 horizontal sections</li> <li>- New special attraction when built that benefited the bourgeoisie</li> <li>- Predicate 'Royal' in 1870</li> <li>- important cultural activities have always taken place</li> </ul> |
| <b>Non-object specific info.</b>   | x                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>- Classicistic building style</li> </ul>                                                                                                                                                                                                   |
| <b>Urban context</b>               | <ul style="list-style-type: none"> <li>- before Carré, Mill 'de Eendracht'</li> <li>- neighborhood includes mostly late 19th century houses</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>- Developed in 1660</li> <li>- the area is a protected city site</li> </ul>                                                                                                                                                                |
| <b>Sustainability</b>              | <ul style="list-style-type: none"> <li>- LED – lights</li> </ul>                                                                                                                                                                      | <ul style="list-style-type: none"> <li>- Green energy</li> <li>- Initiatives to reduce waste and energy</li> <li>- a green team has been appointed to think about sustainability</li> </ul>                                                                                       |

The characterization grid, filled in for Carré

# TESTING THE MONUMENTAL TOOLS

| Value                | Description                                                                                                             |
|----------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Art</b>           | Appreciated as architectural art and has accommodated arts ever since constructed                                       |
| <b>Aesthetic</b>     | The aesthetic appeal reaches far, it is the eye catcher on the river Amstel                                             |
| <b>Historical</b>    | It commemorates the history of circus and the classicistic building                                                     |
| <b>Use</b>           | The building still shows between 330 and 360 shows yearly                                                               |
| <b>Research</b>      | It can be researched as monumental theatre building                                                                     |
| <b>Educational</b>   | Not directly, although it teaches us about historical aspects of circus, theatre and architecture                       |
| <b>Age</b>           | The building possesses its classicistic appearance and is desirable as such                                             |
| <b>Newness</b>       | Modern technologies are incorporated in the monument, the whole backstage is renewed to be more spacious and functional |
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| <b>Monetary</b>      | The building is a monetary valuable asset                                                                               |
| <b>Associative</b>   | Many artists, also whom have had their funeral in Carré                                                                 |
| <b>Commemorative</b> | It commemorates Oscar Carré as well as many other managers and artists,                                                 |
| <b>Rarity</b>        | There is no theatre or building like it in the Netherlands                                                              |

The historical value table, filled in for Carré

|                                    | Material aspects                                                                                                                                                                                                                      | Non-material aspects                                                                                                                                                                                                                                                              |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Object-specific information</b> | <ul style="list-style-type: none"> <li>- imitation stone blocks</li> <li>- square windows with articulated pilasters</li> <li>- central tympanum</li> <li>- brick façade with decorative plasterworks</li> <li>- zinc roof</li> </ul> | <ul style="list-style-type: none"> <li>- Extreme symmetry with 3 horizontal sections</li> <li>- New special attraction when built that benefited the bourgeoisie</li> <li>- Predicate 'Royal' in 1870</li> <li>- important cultural activities have always taken place</li> </ul> |
| <b>Non-object specific info.</b>   | x                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>- Classicistic building style</li> </ul>                                                                                                                                                                                                   |
| <b>Urban context</b>               | <ul style="list-style-type: none"> <li>- before Carré, Mill 'de Eendracht'</li> <li>- neighborhood includes mostly late 19th century houses</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>- Developed in 1660</li> <li>- the area is a protected city site</li> </ul>                                                                                                                                                                |
| <b>Sustainability</b>              | <ul style="list-style-type: none"> <li>- LED – lights</li> </ul>                                                                                                                                                                      | <ul style="list-style-type: none"> <li>- Green energy</li> <li>- Initiatives to reduce waste and energy</li> <li>- a green team has been appointed to think about sustainability</li> </ul>                                                                                       |

The characterization grid, filled in for Carré

# CONCLUSION MONUMENTAL TOOLS

|  | Material aspects | Non-material aspects |
|-----------------------------------------------------------------------------------|------------------|----------------------|
| Object-specific information                                                       | 1                | 2                    |
| Non-object specific information                                                   | 3                | 4                    |
| Urban context                                                                     | 5                | 6                    |
| Sustainability                                                                    | 7                | 8                    |



Functional value



General information and renovations

| Historical Value |               |
|------------------|---------------|
| 1                | Art           |
| 2                | Aesthetic     |
| 3                | Historical    |
| 4                | Use           |
| 5                | Research      |
| 6                | Educational   |
| 7                | Associative   |
| 8                | Newness       |
| 9                | Sentimental   |
| 10               | Monetary      |
| 11               | Associative   |
| 12               | Commemorative |
| 13               | Rarity        |



# CONCLUSION MONUMENTAL TOOLS

|                                                                                   |                  |                                                                  |                 |               |  |
|-----------------------------------------------------------------------------------|------------------|------------------------------------------------------------------|-----------------|---------------|--|
|  |                  | <b>A. General monument information,</b><br>including renovations |                 |               |  |
| <b>B.</b>                                                                         | Material aspects | Non-material aspects                                             | <b>C. Value</b> |               |  |
| Object-specific information                                                       | 1                | 2                                                                | 1               | Art           |  |
|                                                                                   |                  |                                                                  | 2               | Aesthetic     |  |
|                                                                                   |                  |                                                                  | 3               | Use           |  |
|                                                                                   |                  |                                                                  | 4               | Research      |  |
| Non-object specific information                                                   | X                | 3                                                                | 5               | Educational   |  |
|                                                                                   |                  |                                                                  | 6               | Newness       |  |
|                                                                                   |                  |                                                                  | 7               | Sentimental   |  |
|                                                                                   |                  |                                                                  | 8               | Monetary      |  |
| Urban context                                                                     | 4                | 5                                                                | 9               | Associative   |  |
|                                                                                   |                  |                                                                  | 10              | Commemorative |  |
|                                                                                   |                  |                                                                  | 11              | Rarity        |  |
|                                                                                   |                  |                                                                  | 12              | Function      |  |

# TESTING THE THEATRE MATRIXES

|                                              |                                          | Relevant for Carré | Accommodated in Carré | Accommodated in the area | Improvement desired |
|----------------------------------------------|------------------------------------------|--------------------|-----------------------|--------------------------|---------------------|
| Linkages with performance                    | Restaurants                              | Yes                | Yes, 3                | Yes                      | No                  |
|                                              | Car parking                              | Yes                | No                    | Yes                      | No                  |
|                                              | Coach parking                            | Yes                | No                    | Yes                      | No                  |
|                                              | Public transport                         | Yes                | No                    | Yes                      | No                  |
| Facilities that generate potential audiences | Conference facilities                    | No                 | Yes                   | Yes                      | No                  |
|                                              | Tourist attractions                      | No                 | No                    | Yes                      | No                  |
|                                              | Places of higher education               | No                 | No                    | Yes                      | No                  |
|                                              | Hotels                                   | No                 | No                    | Yes                      | No                  |
|                                              | Halls of residence                       | No                 | No                    | Yes                      | No                  |
|                                              | Residential areas                        | Yes                | No                    | Yes                      | No                  |
| Production and administrative services       | Specialist shops                         | No                 | No                    | Yes                      | No                  |
|                                              | Rehearsal spaces                         | No                 | Yes                   | Yes                      | No                  |
|                                              | Printing and publicity facilities        | Yes                | Yes                   | Yes                      | No                  |
|                                              | Materials for scenery and costumes       | No                 | No                    | Yes                      | No                  |
| Performers' linkages                         | Accommodation for visiting performers    | Yes                | Yes                   | Yes                      | No                  |
|                                              | Film, television and recording studios   | No                 | No                    | No                       | No                  |
| Associated facilities                        | Other buildings for the performance arts | No                 | No                    | No                       | No                  |
|                                              | Arts buildings                           | No                 | No                    | No                       | No                  |
|                                              | Cultural buildings                       | No                 | No                    | No                       | No                  |
|                                              | Cinemas                                  | No                 | No                    | No                       | No                  |
|                                              | Information centre                       | No                 | No                    | No                       | No                  |
|                                              | Ticket purchase outlets                  | No                 | No                    | No                       | No                  |
|                                              | Drama and music colleges                 | No                 | No                    | No                       | No                  |

The theatre urban linkage matrix, filled in for Carré

# TESTING THE THEATRE MATRIXES

| #  | trend                        | Relevant for the theatre (Y=Yes, N=No) |     |     |   |   | Trend<br>Recogni-<br>zed by<br>Carré | Possible improvement(s) |    |    |          |    |    |    |       | Desired<br>intervention(s)<br>by Carré | Possible strategic<br>improvement |
|----|------------------------------|----------------------------------------|-----|-----|---|---|--------------------------------------|-------------------------|----|----|----------|----|----|----|-------|----------------------------------------|-----------------------------------|
|    |                              |                                        |     |     |   |   |                                      | Constant                |    |    | variable |    |    |    |       |                                        |                                   |
|    |                              |                                        |     |     |   |   |                                      | Li                      | Se | Ge | Sc       | Fo | Fl | Te | other |                                        |                                   |
| 1  | Experience is central        | Yes, for the whole building            |     |     |   |   | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | Yes                               |
| 2  | Multifunctionality           | Yes, for the whole building            |     |     |   |   | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | Yes                               |
| 3  | Non-traditional interaction  | N                                      | N   | yes |   | N | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | Yes                               |
| 4  | Business Market inclusion    | N                                      | Yes |     |   |   |                                      | Yes                     | N  | N  | N        | N  | N  | N  | N     | No                                     | No                                |
| 5  | Social aspects               | N                                      | N   | Y   | Y | Y | Yes                                  | Y                       | N  | N  | Y        | Y  | N  | N  | N     | No                                     | No                                |
| 6  | Liveliness in the theatre    | N                                      | N   | Y   | Y | Y | No                                   | Y                       | Y  | N  | N        | N  | N  | N  | N     | No                                     | No                                |
| 7  | Non-traditional locations    | N                                      | N   | N   | N | N | No                                   | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | Yes                               |
| 8  | Visitors desire more freedom | N                                      | Y   | Y   | Y | N | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | No                                |
| 9  | Secondary activities         | Y                                      | Y   | Y   | Y | N | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | Yes                               |
| 10 | Advanced theatre techniques  | N                                      | Y   | Y   | N | N | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | Yes                                    | No                                |
| 11 | Growing demand for luxury    | N                                      | N   | Y   | Y | Y | Yes                                  | N                       | Y  | N  | N        | N  | N  | N  | N     | Yes                                    | Yes                               |
| 12 | Sustainability               | Yes, whole building                    |     |     |   |   | Yes                                  | N                       | N  | N  | N        | N  | Y  | Y  | Y     | Yes                                    | Yes                               |
| 13 | Scale enlargement            | No, For the whole building not         |     |     |   |   | No                                   | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | No                                |
| 14 | Shortage of space            | Yes, whole building                    |     |     |   |   | Yes                                  | N                       | N  | N  | Y        | Y  | Y  | N  | N     | Yes                                    | Yes                               |
| 15 | Unique selling point         | Yes, whole building                    |     |     |   |   | Yes                                  | N                       | N  | N  | N        | N  | N  | N  | N     | No                                     | No                                |

The theatre trend matrix, filled in for Carré

# RESULTS OF THE THEATRE TREND MATRIX

Carré already responds sufficiently to 7 of the 15 trends

## Improvement possible with trends:

- Experience is central
- Multifunctionality
- Non-traditional interaction
- Non-traditional theatre locations
- Secondary activities
- Growing demand for luxury
- Sustainability
- Shortage of space

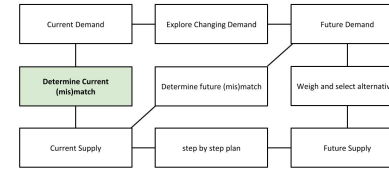


# CONCLUSION THEATRE MATRIXES

|    |  | Relevant for the theatre |           |       |            |             | Already sufficiently anticipated to (yes/no) | Desired intervention(s) |
|----|-----------------------------------------------------------------------------------|--------------------------|-----------|-------|------------|-------------|----------------------------------------------|-------------------------|
|    |                                                                                   | Whole                    | Backstage | Stage | Auditorium | Front House |                                              |                         |
| 1  | Experience is central                                                             |                          |           |       |            |             |                                              |                         |
| 2  | Multifunctionality & flexibility                                                  |                          |           |       |            |             |                                              |                         |
| 3  | Non-traditional interaction                                                       |                          |           |       |            |             |                                              |                         |
| 4  | Business Market inclusion                                                         |                          |           |       |            |             |                                              |                         |
| 5  | Social aspects                                                                    |                          |           |       |            |             |                                              |                         |
| 6  | Liveliness in the theatre                                                         |                          |           |       |            |             |                                              |                         |
| 7  | Non-traditional locations/ festivals                                              |                          |           |       |            |             |                                              |                         |
| 8  | Visitors desire more freedom                                                      |                          |           |       |            |             |                                              |                         |
| 9  | Secondary activities                                                              |                          |           |       |            |             |                                              |                         |
| 10 | Advanced theatre techniques                                                       |                          |           |       |            |             |                                              |                         |
| 11 | Growing demand for luxury                                                         |                          |           |       |            |             |                                              |                         |
| 12 | Sustainability                                                                    |                          |           |       |            |             |                                              |                         |
| 13 | Scale enlargement in cultural policy                                              |                          |           |       |            |             |                                              |                         |
| 14 | Shortage of space                                                                 |                          |           |       |            |             |                                              |                         |
| 15 | Unique selling point                                                              |                          |           |       |            |             |                                              |                         |

- Urban linkage matrix not effective
- Constant and variable demands not effective
- Some trends irrelevant to some building areas

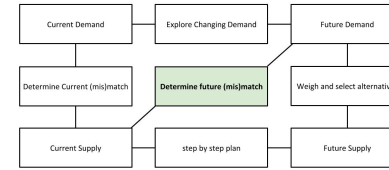
# THE DAS FRAME IN CARRÉ



| Challenges                                  | Current Demand                                                                                                                                                          | Current Supply                                                                                                                                                      | Current (mis)match |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>Physical limitations</b>                 | More space, most preferably an extra performance space to facilitate up to 300 visitors                                                                                 | Little space, only one auditorium                                                                                                                                   | Current mismatch   |
| <b>Multifunctionality</b>                   | More appropriate multifunctional use of the building                                                                                                                    | The building is multifunctionally used but often inefficient                                                                                                        | Current mismatch   |
| <b>Logistics in routing and congestions</b> | To have a smoother flow of visitors during peak times<br>- During breaks at counters and restrooms<br>- At the narrow entrance during entry and exit                    | There are congestions in the current building                                                                                                                       | Current mismatch   |
| <b>Sustainability</b>                       | A more sustainable building                                                                                                                                             | The current building is not very sustainable                                                                                                                        | Current mismatch   |
| <b>Technology</b>                           | To stay the best technically facilitated theatre building in the Netherlands                                                                                            | The newest technical facilities                                                                                                                                     | Current match      |
| <b>Maintain the monument</b>                | To maintain the brand of Carré and the monumental building as this is the main attraction supporting the core business of Carré, an insulating and water-resistant roof | A beautiful monumental theatre building that is well appreciated by its performers visitors and employees, The current monumental zinc roof is outdated and leaking | Current mismatch   |
| <b>Circus</b>                               | Facilitating the circus appropriately in the monument                                                                                                                   | Facilitating the circus has an extreme impact on the monumental building                                                                                            | Current mismatch   |
| <b>Seats</b>                                | More comfort and leg space                                                                                                                                              | Seats with limited comfort and leg space                                                                                                                            | Current mismatch   |

Step 1 of the DAS-frame, Determine current (mis)match for challenges of Carré

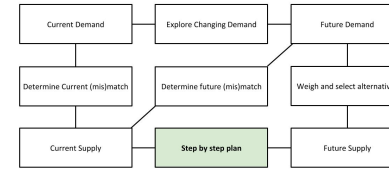
# THE DAS FRAME IN CARRÉ



| Challenges                                  | Explore Changing Demand                     | Future Demand                                                                                                                                                           | Current Supply                                                                                                                                                                                | Future match or mismatch |
|---------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Physical Limitations</b>                 | Trend 14: Shortage of Space                 | More space, most preferably an extra performance space to facilitate up to 300 visitors                                                                                 | Little space, only one auditorium                                                                                                                                                             | Future mismatch          |
| <b>Multifunctionality</b>                   | Trend 2: Multifunctionality and Flexibility | More appropriate multifunctional use of the building                                                                                                                    | The building is multifunctionally used but often inefficient                                                                                                                                  | Future mismatch          |
| <b>Logistics in routing and congestions</b> | x                                           | To have a smoother flow of visitors during peak times<br>- During breaks at counters and restrooms<br>- At the narrow entrance during entry and exit                    | There are many congestions in the current building.                                                                                                                                           | Future mismatch          |
| <b>Sustainability</b>                       | Trend 12: Sustainability                    | A more sustainable building (Current demand = Future demand)                                                                                                            | The current building is not very sustainable                                                                                                                                                  | Future mismatch          |
| <b>Technology</b>                           | Trend 10: Advanced theatre techniques       | To stay the best technically facilitated theatre building in the Netherlands                                                                                            | The newest technical facilities                                                                                                                                                               | Future match             |
| <b>Maintain the Monument</b>                | x                                           | To maintain the brand of Carré and the monumental building as this is the main attraction supporting the core business of Carré, An insulating and water-resistant roof | A beautiful monumental theatre building that is well appreciated by its performers visitors and employees, The current monumental zinc roof is outdated and leaking, as shown in Figure 7.16. | Future mismatch          |
| <b>Circus</b>                               | Trend 15: Unique selling point              | Facilitating the circus appropriately in the monument                                                                                                                   | Facilitating the circus has an extreme impact on the monumental building                                                                                                                      | Future mismatch          |
| <b>Seats</b>                                | Trend 11. Growing demand for luxury         | More comfort and leg space                                                                                                                                              | Seats with limited comfort and leg space                                                                                                                                                      | Future mismatch          |

Step 2 of the DAS-frame, Determine future (mis)match for challenges of Carré

# THE DAS FRAME IN CARRÉ



| Challenges                                  | Current Supply                                                                        | Future Supply                                                                                                     | Step by step Plan                                                                                                                |
|---------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>Physical limitations</b>                 | only one auditorium                                                                   | A new auditorium on the Onbekendegracht, option 3. Buying surrounding property                                    | No extreme priority, start planning in 2023, or in case of buying surrounding property, checking options with owners immediately |
| <b>Multifunctionality</b>                   | The building is multifunctionally used but often inefficient                          | Introducing Mapiq for optimized use of current space and efficiency                                               | Implement as soon as possible: 2018/ 2019                                                                                        |
|                                             |                                                                                       | Realizing a flexible floating theatre                                                                             | Implement as soon as possible, continuously and flexibly usable, whenever desired                                                |
| <b>Logistics in routing and congestions</b> | There are many congestions in the current building.                                   | New pre-order drinks system                                                                                       | From 2020, secondary priority                                                                                                    |
|                                             |                                                                                       | Making the toilets gender neutral                                                                                 | Combine renovation with grey water system                                                                                        |
| <b>Sustainability</b>                       | The current building is not very sustainable                                          | A new heating system including WKO                                                                                | Combine renovation with new roof                                                                                                 |
|                                             |                                                                                       | Grey- water system on new roof                                                                                    | Combine renovation with roof and heating system and toilets                                                                      |
|                                             |                                                                                       | Sustainable energy, including sun-panels and a new energy supplier                                                | Combine renovation with roof and heating system and toilets                                                                      |
| <b>Technology</b>                           | The newest technical facilities                                                       | The newest technical facilities                                                                                   | x                                                                                                                                |
| <b>Maintain the monument</b>                | A beautiful monumental theatre building, The current monumental zinc roof is outdated | A multi-year maintenance and financial plan will be implemented                                                   | Extremely high priority, plan and implement as soon as possible                                                                  |
|                                             |                                                                                       | Renovating Roof                                                                                                   | Extremely high priority,                                                                                                         |
|                                             |                                                                                       | Re-organizing the organization and job tasks                                                                      | Secondary priority, after first prioritized things, around 2021                                                                  |
| <b>Circus</b>                               | Facilitating the circus has an extreme impact                                         | The circus can be made better fitting to the current building, for example horse stables under the new auditorium | Parallel with building the second auditorium, start planning in 2023                                                             |
| <b>Seats</b>                                | Seats with limited comfort and leg space                                              | New seating plan to be implemented with roughly 1650 seats                                                        | This is the lowest priority as the current seating plan is still profitable and functioning                                      |

Step 4 of the DAS-frame, Step by Step plan for challenges of Carré

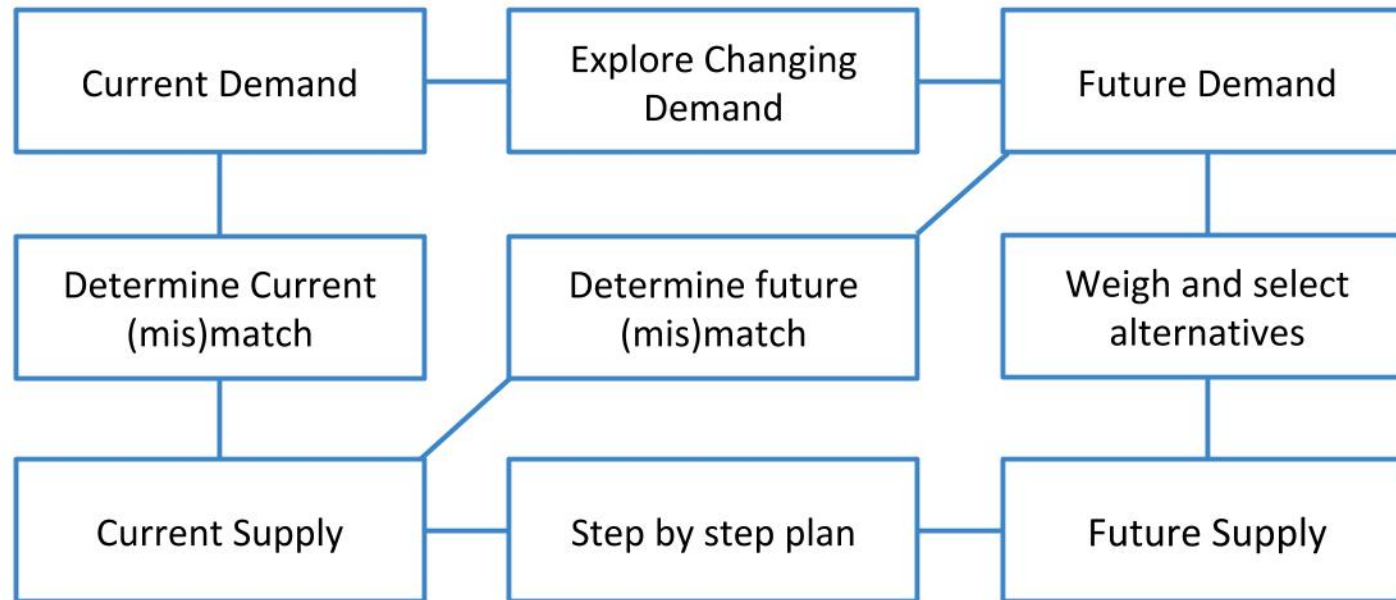


# THE STRATEGY ALIGNMENT MODEL IN CARRÉ

|                                 | ORGANISATION                                                                           |                                                                | REAL ESTATE                                                                                    |                                                                                    |
|---------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
|                                 | Strategy                                                                               | Measure                                                        | Strategy                                                                                       | Measure                                                                            |
| <b>MISSION &amp; VISION</b>     | To provide a total and new theatre experience in 10 years                              | x                                                              | Maintenance and interventions to the building when defects in performance occur                | Maintaining the prestigious monumentality of the building to comply with the magic |
| <b>CUSTOMERS &amp; MARKETS</b>  | Focus on all Dutch inhabitants                                                         | Broad programming                                              | Creating new space to provide more flexibility in programming                                  | Building a second auditorium                                                       |
| <b>PRODUCTS &amp; SERVICES</b>  | To show only the best kind of performance in the wide varied programming               | Constant search to program the best performances               | Keeping facilities up to date to be able to accommodate these performances.                    | To stay the best technically facilitated theatre, with SKN and implementing Ultimo |
| <b>DISTINCTIVE COMPETENCIES</b> | The building itself, the circus and international programming (Broadway aan de Amstel) | A multi-year financial plan                                    | To bring shows and artists to the building that best know how to use the power of the building | A multi-year maintenance plan                                                      |
| <b>VALUES &amp; CULTURE</b>     | To treat all parties involved with Carré including visitors as royalty                 | A doorman that warmly welcomes visitors and friendly employees | Creating more luxury for the visitor within the building                                       | A new seating plan in the main auditorium                                          |

The strategy alignment model, filled in for Carré

# CONCLUSION RE STRATEGY TOOLS IN CARRÉ



Contribution to Toolbox 2.0

A photograph of a grand, ornate theater interior. The theater features a large, curved balcony with red seats. The stage is visible at the bottom, with a red carpet and a large, ornate archway. The ceiling is high and decorated with chandeliers. The text "8. CONCLUSIONS" is overlaid in the center of the image in a large, red, serif font.

# 8. CONCLUSIONS

# MAIN RESEARCH QUESTION

"What tool can be designed, resulting in an advice, that futureproofs monumental theatre buildings in the Netherlands, such as the Royal Theatre Carré?"



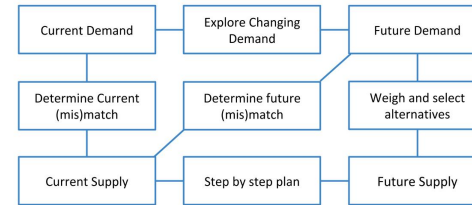
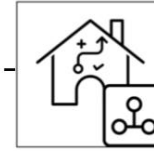
# TOOLBOX 2.0



| A. General monument information, including renovations |                  |                      |                                                               |
|--------------------------------------------------------|------------------|----------------------|---------------------------------------------------------------|
| B.                                                     | Material aspects | Non-material aspects | C. Value                                                      |
| Object-specific information                            | 1                | 2                    | 1 Art<br>2 Aesthetic<br>3 Use<br>4 Research                   |
| Non-object specific information                        | X                | 3                    | 5 Educational<br>6 Newness<br>7 Sentimental<br>8 Monetary     |
| Urban context                                          |                  | 4                    | 9 Associative<br>10 Commemorative<br>11 Rarity<br>12 Function |
|                                                        |                  | 5                    |                                                               |

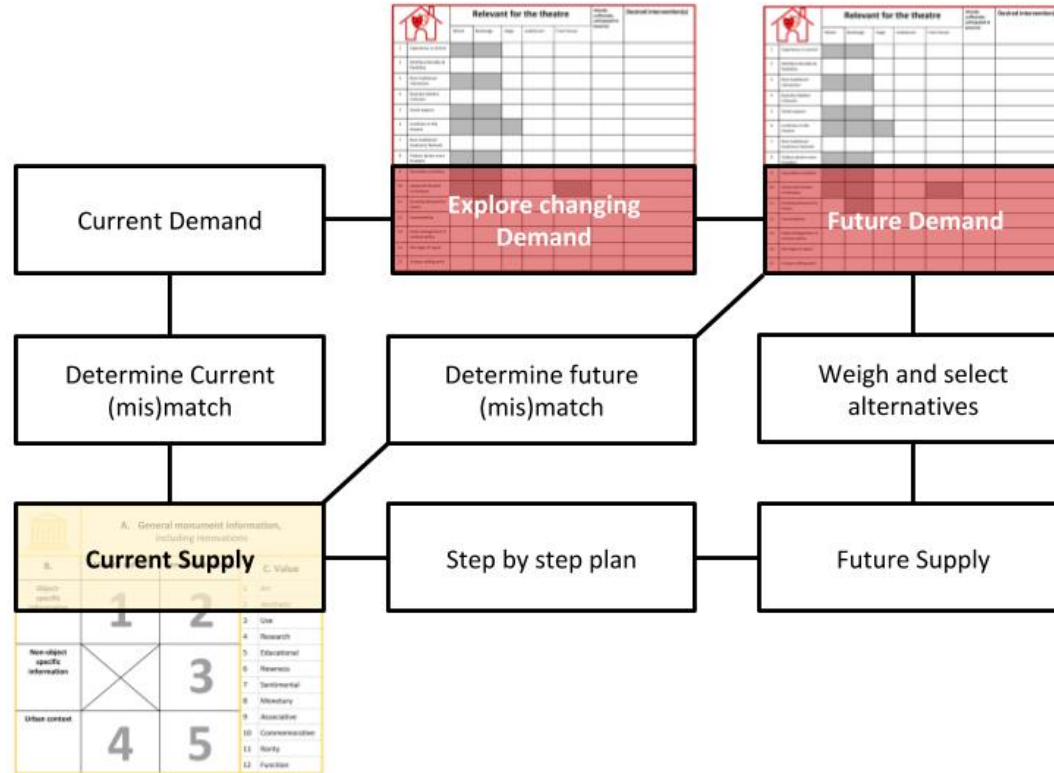


|    | Relevant for the theatre |           |       |            |             | Already sufficiently protected by (yes/no) | Desired intervention(s) |
|----|--------------------------|-----------|-------|------------|-------------|--------------------------------------------|-------------------------|
|    | Whole                    | Backstage | Stage | Auditorium | Front House |                                            |                         |
| 1  |                          |           |       |            |             |                                            |                         |
| 2  |                          |           |       |            |             |                                            |                         |
| 3  |                          |           |       |            |             |                                            |                         |
| 4  |                          |           |       |            |             |                                            |                         |
| 5  |                          |           |       |            |             |                                            |                         |
| 6  |                          |           |       |            |             |                                            |                         |
| 7  |                          |           |       |            |             |                                            |                         |
| 8  |                          |           |       |            |             |                                            |                         |
| 9  |                          |           |       |            |             |                                            |                         |
| 10 |                          |           |       |            |             |                                            |                         |
| 11 |                          |           |       |            |             |                                            |                         |
| 12 |                          |           |       |            |             |                                            |                         |
| 13 |                          |           |       |            |             |                                            |                         |
| 14 |                          |           |       |            |             |                                            |                         |
| 15 |                          |           |       |            |             |                                            |                         |



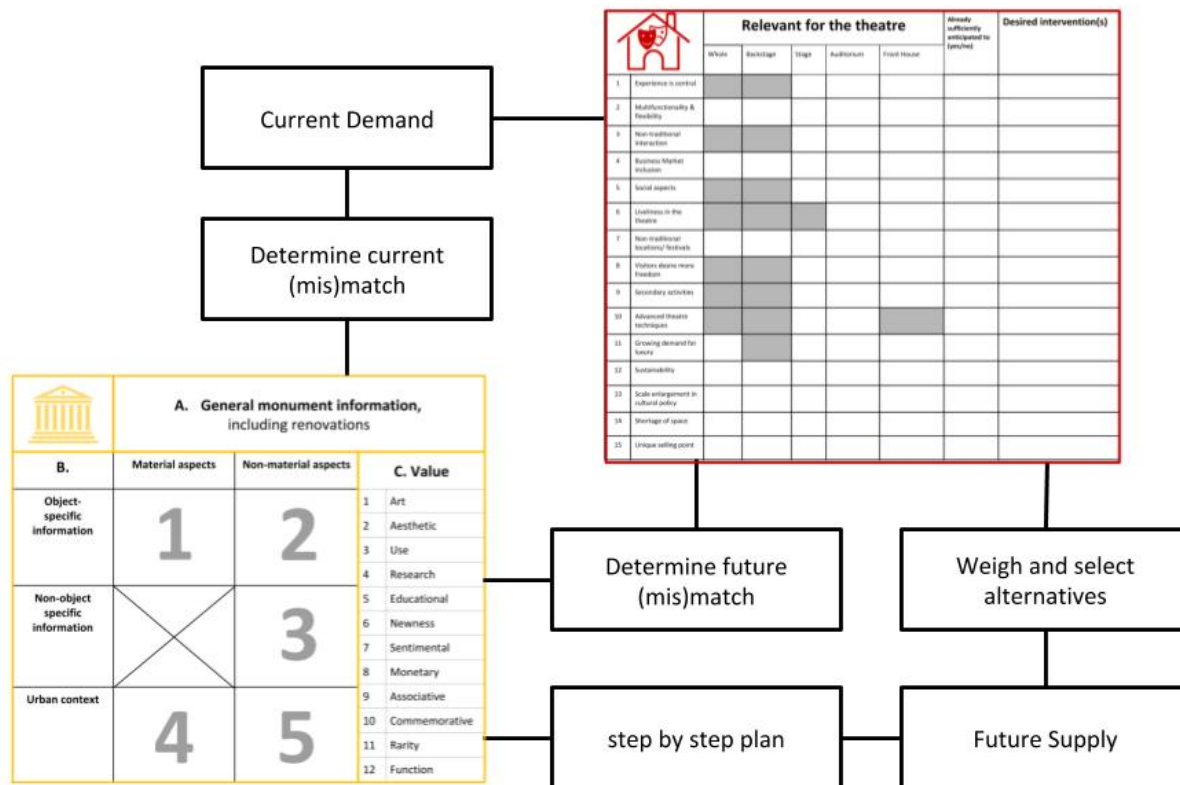
Toolbox 2.0

# COMBINING TOOLBOX 2.0 IN ONE TOOL



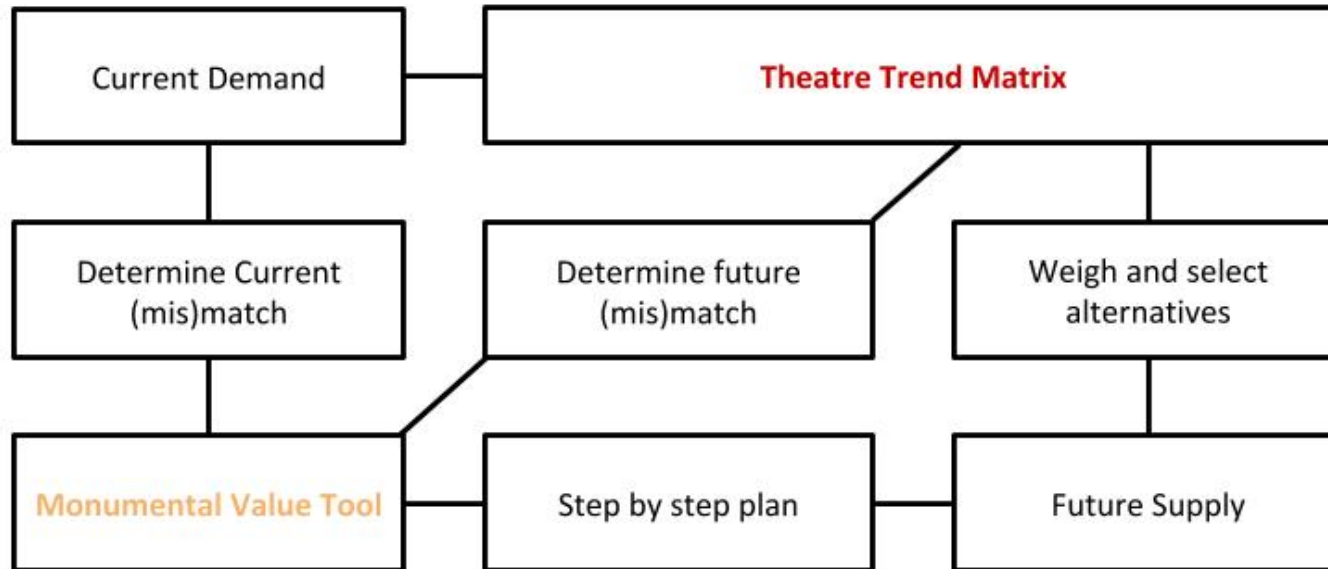
Overlap of the tools in Toolbox 2.0

# COMBINING TOOLBOX 2.0 IN ONE TOOL



Transforming tools of Toolbox 2.0 in one tool

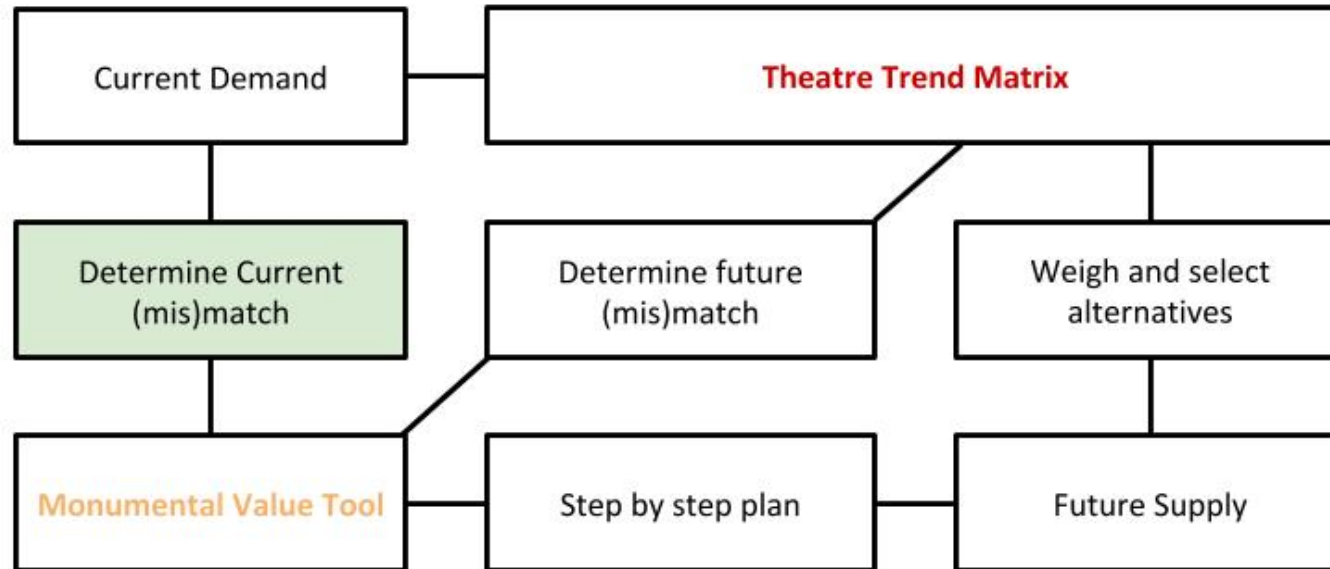
# THE MONUMENTAL THEATRE TOOL



Finalized monumental theatre tool that futureproofs

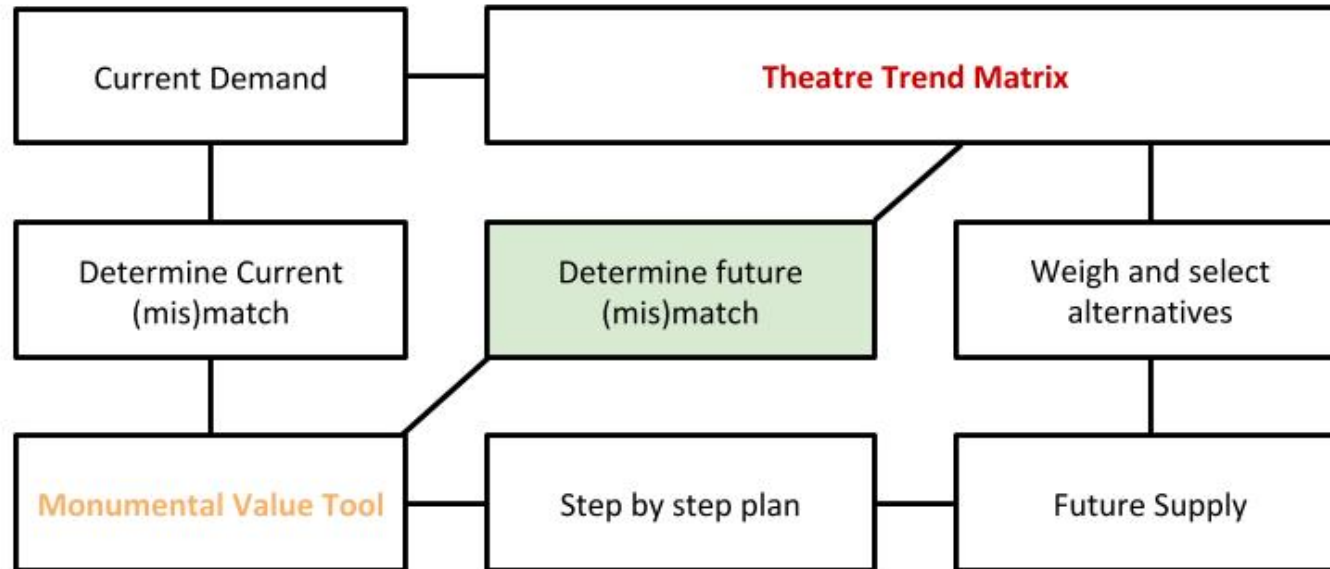


# THE MONUMENTAL THEATRE TOOL



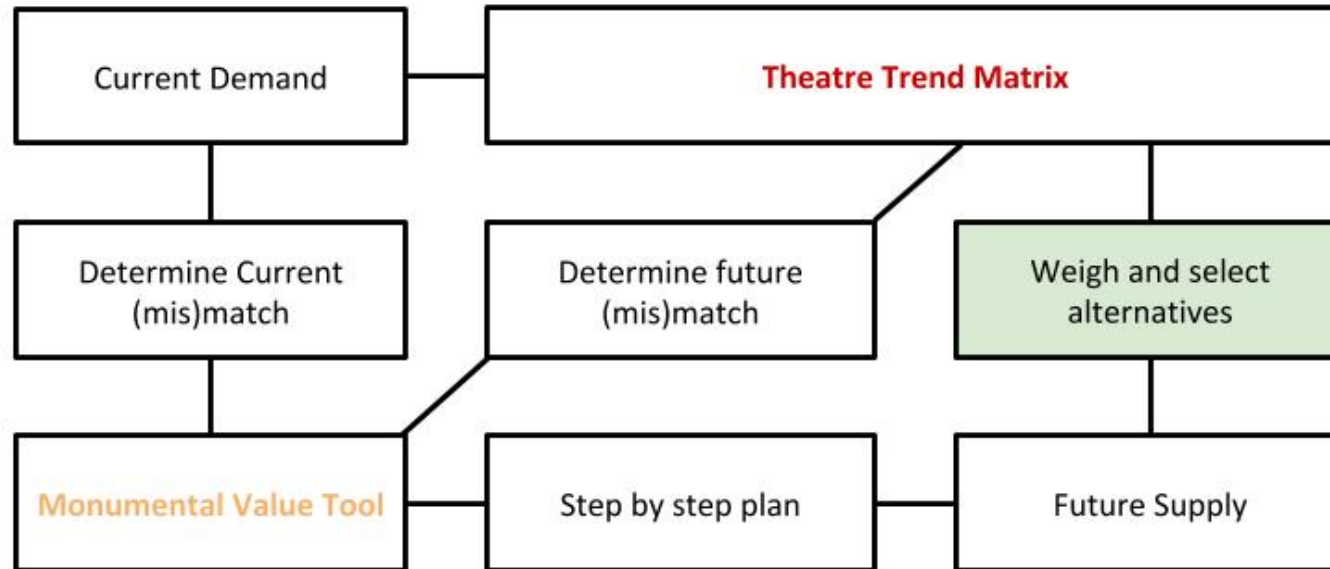
Finalized monumental theatre tool that futureproofs

# THE MONUMENTAL THEATRE TOOL



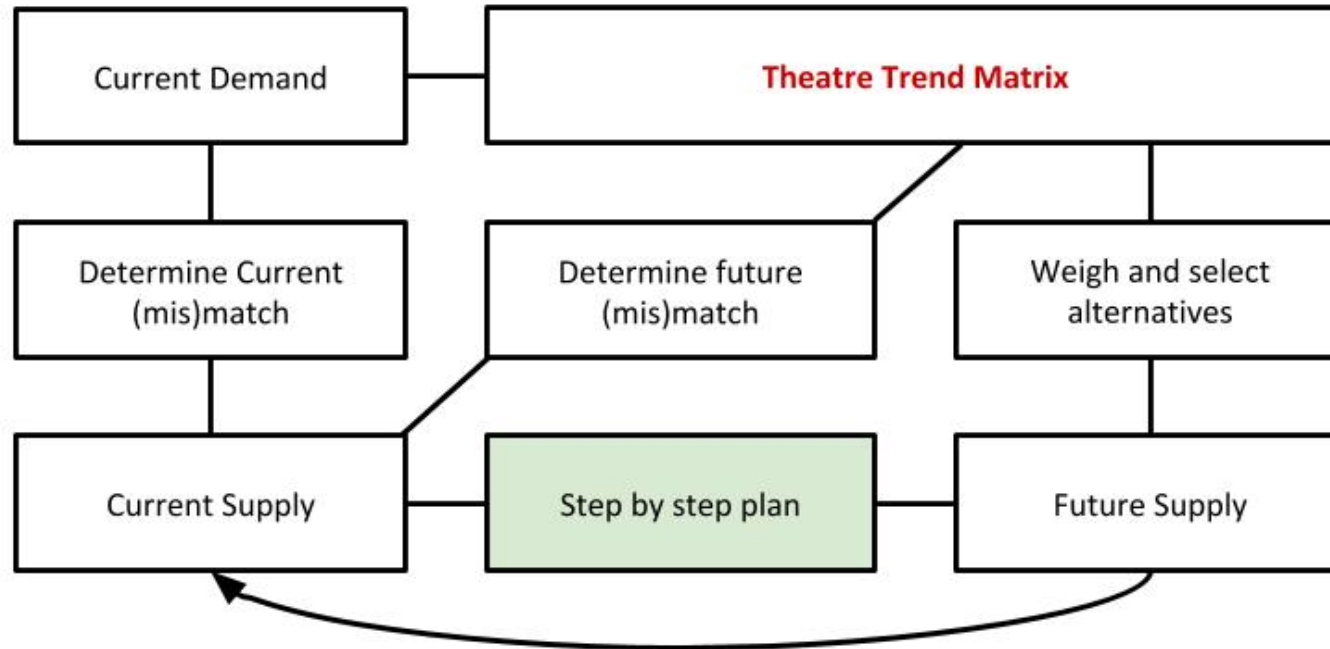
Finalized monumental theatre tool that futureproofs

# THE MONUMENTAL THEATRE TOOL



Finalized monumental theatre tool that futureproofs

# THE MONUMENTAL THEATRE TOOL



Finalized monumental theatre tool that futureproofs



# CONCLUSIONS

The monumental theatre tool that futureproofs provides monumental theatres with additional strategic advice

Using more prescriptive strategy approaches does contribute to more futureproof monumental theatres

Carré is already more futureproof than non-monumental theatre buildings

Monumental theatres comply with 3 theatre trends and are therefore more futureproof

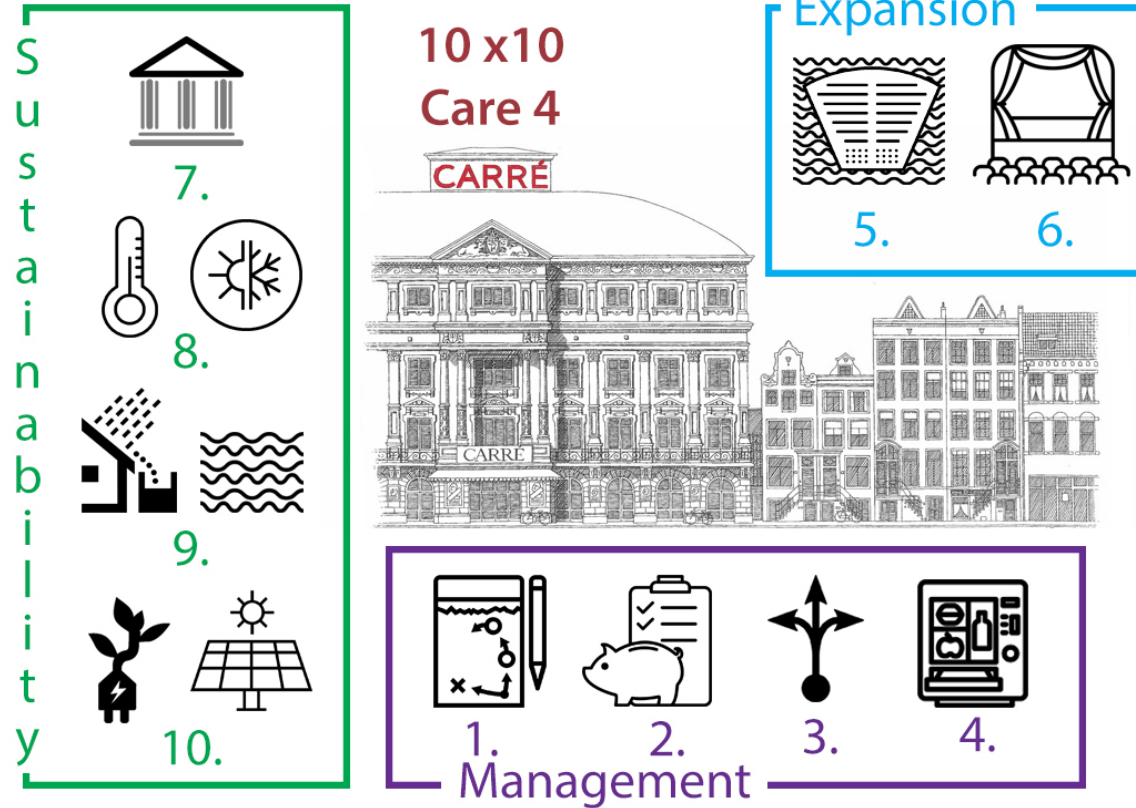
High sustainability aims are no priority

The quality of a monumental theatres should be recognized

A wide-angle, high-angle photograph of a grand, ornate theater interior. The theater features multiple tiers of red seats arranged in a semi-circular pattern. The stage is visible at the far end, with a large, ornate archway. The ceiling is high and features several large, ornate chandeliers. The overall atmosphere is one of elegance and grandeur.

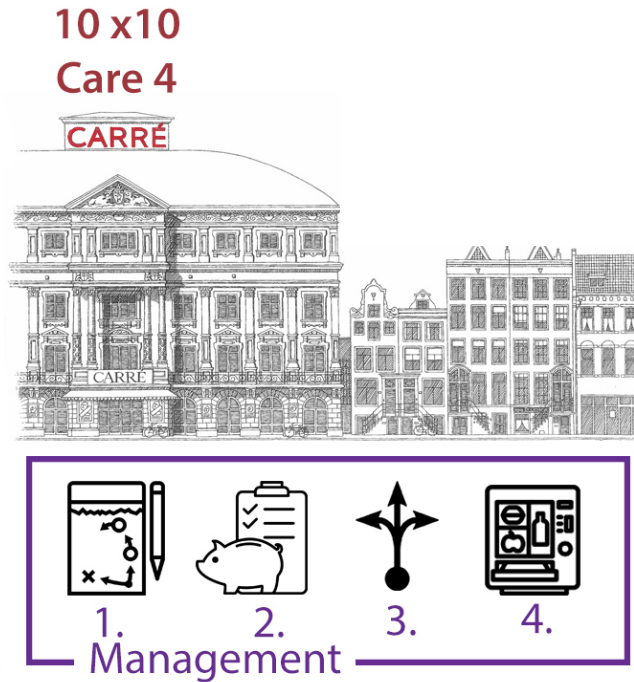
# 9. ADVICE FOR CARRÉ

# 10x10 CARE4CARRÉ STRATEGIC PLAN





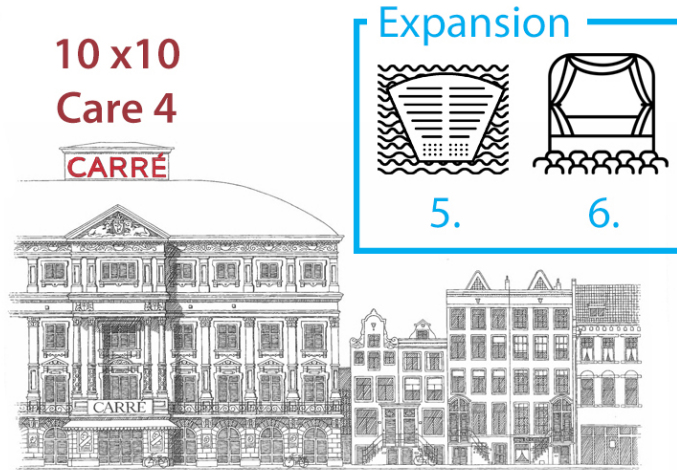
# 10x10 CARE4CARRÉ STRATEGIC PLAN



1. Write business vision
2. Compose a multi-year financial plan
3. Optimize current organization, planning and scheduling
4. Implement a new pre-order drinks and snacks system



# 10x10 CARE4CARRÉ STRATEGIC PLAN



5. Design a floating theatre
6. Build a second auditorium

# 10x10 CARE4CARRÉ STRATEGIC PLAN



Example of a floating theatre design (Meijer, 2017)

# 10x10 CARE4CARRÉ STRATEGIC PLAN



Best location for the second auditorium for Carré, property that needs to be bought



# 10x10 CARE4CARRÉ STRATEGIC PLAN



10 x10  
Care 4



7. Renovate roof, proactively maintain monument



# 10x10 CARE4CARRÉ STRATEGIC PLAN



The Lyon opera before renovation and after renovation, roofing inspiration

# 10x10 CARE4CARRÉ STRATEGIC PLAN



10 x10  
Care 4



7. Renovate roof, proactively maintain monument
8. Invest in a new climate system
9. Create gender neutral toilets + water saving measures
10. Implement sustainable energy

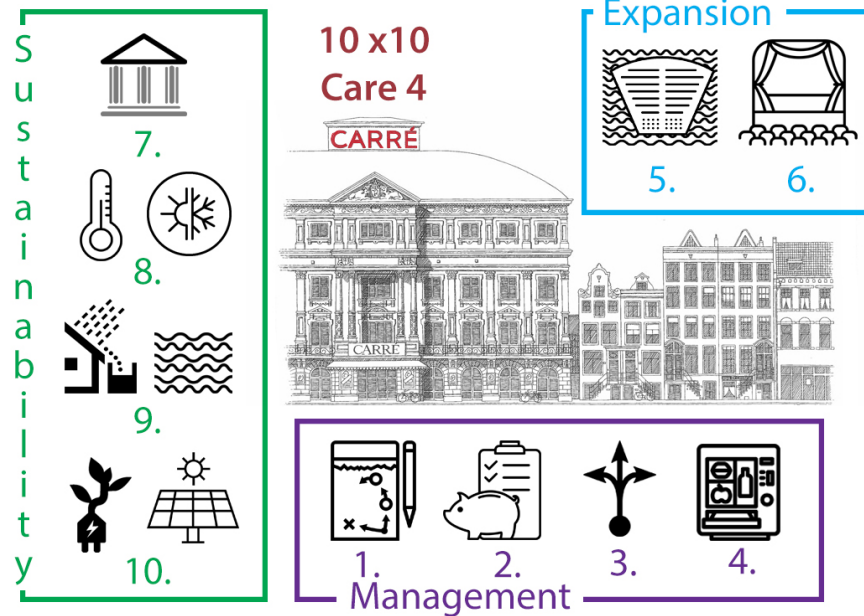
# 10x10 CARE4CARRÉ STRATEGIC PLAN

|    |                              | 2018                                                                                 | 2019                                                                                    | 2020 | 2021                                       | 2022            | 2023 | 2024                          | 2025 | 2026 | 2027 | 2028 |  |
|----|------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------|--------------------------------------------|-----------------|------|-------------------------------|------|------|------|------|--|
| 1  | Write business vision        |                                                                                      | Continuous execution of the written business vision, reviewing and adapting the vision  |      |                                            |                 |      |                               |      |      |      |      |  |
| 2  | Multi-year plan              |                                                                                      | Continuous execution of the multi-year financial plan, reviewing and adapting this plan |      |                                            |                 |      |                               |      |      |      |      |  |
| 3  | Optimize use of supply       |                                                                                      |                                                                                         |      |                                            | Executing Mapiq |      |                               |      |      |      |      |  |
| 4  | New drinks and snacks system |                                                                                      |                                                                                         |      | Executing the new drinks and snacks system |                 |      |                               |      |      |      |      |  |
| 5  | Floating theatre             | Continuously and flexibly usable, whenever desired, most likely mostly during summer |                                                                                         |      |                                            |                 |      |                               |      |      |      |      |  |
| 6  | New roof + maintenance       |                                                                                      |                                                                                         |      |                                            |                 |      |                               |      |      |      |      |  |
| 7  | Second auditorium            |                                                                                      |                                                                                         |      |                                            |                 |      | Start planning new auditorium |      |      |      |      |  |
| 8  | New climate system           |                                                                                      |                                                                                         |      |                                            |                 |      |                               |      |      |      |      |  |
| 9  | Toilets + Water              |                                                                                      |                                                                                         |      |                                            |                 |      |                               |      |      |      |      |  |
| 10 | Sustainable energy           |                                                                                      |                                                                                         |      |                                            |                 |      |                               |      |      |      |      |  |

The 10 year plan scheme

(legend: **Planning**, **Execution**, **Realization**, **Continuous**, implemented/ finished)

# IMPROVEMENT OF CARRÉ'S CHALLENGES



- Management
- Physical limitations
- Multifunctionality
- Logistics in routing and congestions
- Maintaining the monument
- Technical challenges
- Sustainability

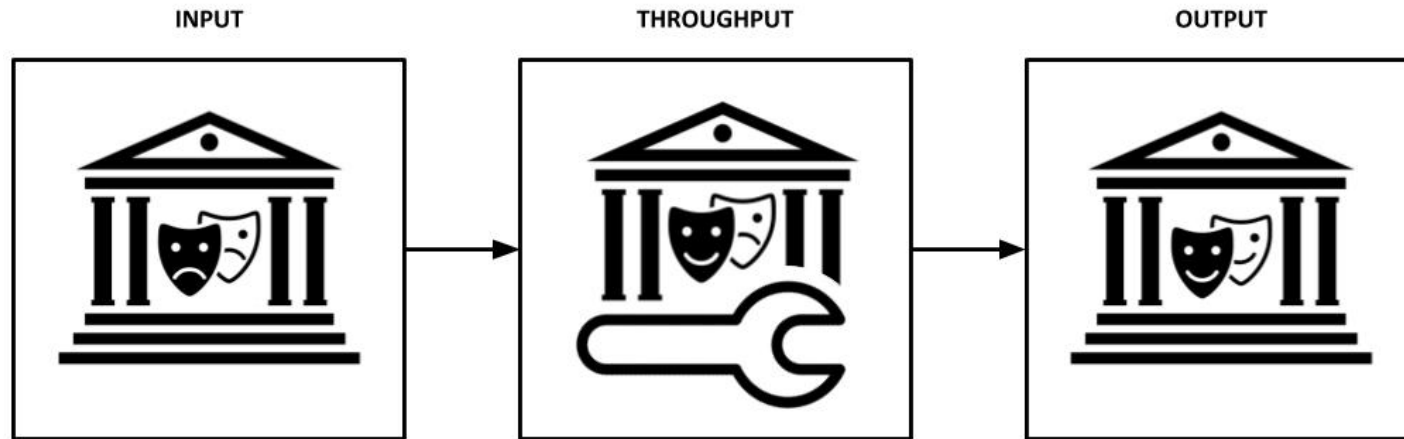


# KEY ADVICE FOR CARRÉ

Apply the way of creative thinking when accommodating theatre producing companies, with limitless possibilities also to:

- The management
- The building

# FUTUREPROOF MONUMENTAL THEATRES





# LET'S FUTUREPROOF MONUMENTAL THEATRES

Any Questions?

P5 Presentation  
Bas Mastboom  
June 25th, 2018

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# MONUMENTAL TOOL ASSESMENT

|   |                                                                                           | <i>The historical value table</i>                                                                                               | <i>The characterization grid</i>                                                                               | <i>The SU-MO model</i>                                                     | <i>The BAR method</i>                                                       | <i>The sustainable heritage toolkit</i>                                                   |
|---|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| 1 | <i>Number of criteria</i>                                                                 | 13                                                                                                                              | 4                                                                                                              | 10                                                                         | 20                                                                          | 9 categories                                                                              |
| 2 | <i>Helps describing monumental value</i>                                                  | Yes                                                                                                                             | Yes                                                                                                            | No                                                                         | Yes                                                                         | Yes                                                                                       |
| 3 | <i>Applicable for theatres</i>                                                            | Yes                                                                                                                             | Yes, but not specifically for buildings                                                                        | Yes                                                                        | Yes                                                                         | Yes                                                                                       |
| 4 | <i>Integrity/ authenticity</i>                                                            | Yes                                                                                                                             | No, integrated in criteria                                                                                     | Yes, multiply score ranging from 0 - 3                                     | Yes, but unknown                                                            | No                                                                                        |
| 5 | <i>Technical state</i>                                                                    | No                                                                                                                              | Yes                                                                                                            | Yes, per building component                                                | No                                                                          | Yes                                                                                       |
| 6 | <i>Themes criteria: values</i>                                                            | Art, Aesthetic, Historical, Use, Research, Educational, Age, Newness, Sentimental, Monetary, Associative, Commemorative, Rarity | (non-) Object specific and (non-) Material specific                                                            | Cultural historic, architecture-historic and context value                 | Historic, ensemble, Architecture-historical, archaeological, history of use | Only sustainability measurers per material and object specific building compartment       |
| 7 | <i>Concrete handles</i>                                                                   | No                                                                                                                              | No                                                                                                             | No                                                                         | No                                                                          | Yes                                                                                       |
| 8 | <i>Emergent or prescriptive strategy</i>                                                  | Prescriptive                                                                                                                    | Prescriptive                                                                                                   | Prescriptive                                                               | Emergent/ prescriptive                                                      | Emergent                                                                                  |
|   | <i>Expected usefulness for real estate strategy tool for monumental theatre buildings</i> | Yes, the different values create new viewpoints                                                                                 | Yes, because monumental value is taken into account very broadly, it could be integrated in a RE strategy tool | Yes, because of realistic sustainability measures in relation to monuments | Yes, but only minimally to meet municipal requirements.                     | This cannot be incorporated in a RE strategy tool because it is too concrete and specific |

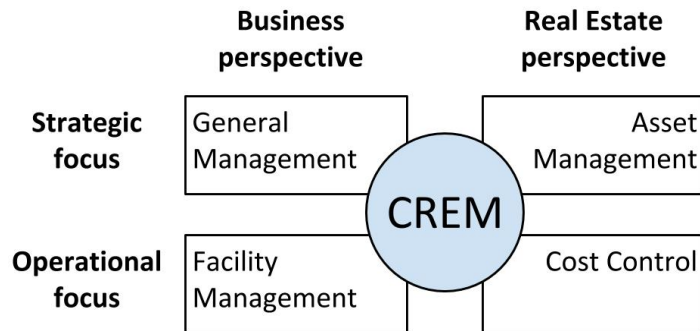
Assessment of value of monumental tools for this research



# STRATEGY AND CREM

Mintzberg (2013) frames five different definitions for strategy:

- Strategy is a plan
- Strategy is a ploy
- Strategy is a pattern
- Strategy is a position
- Strategy is a perspective



Different management fields in Corporate Real Estate management (Dewulf et al., 2000)

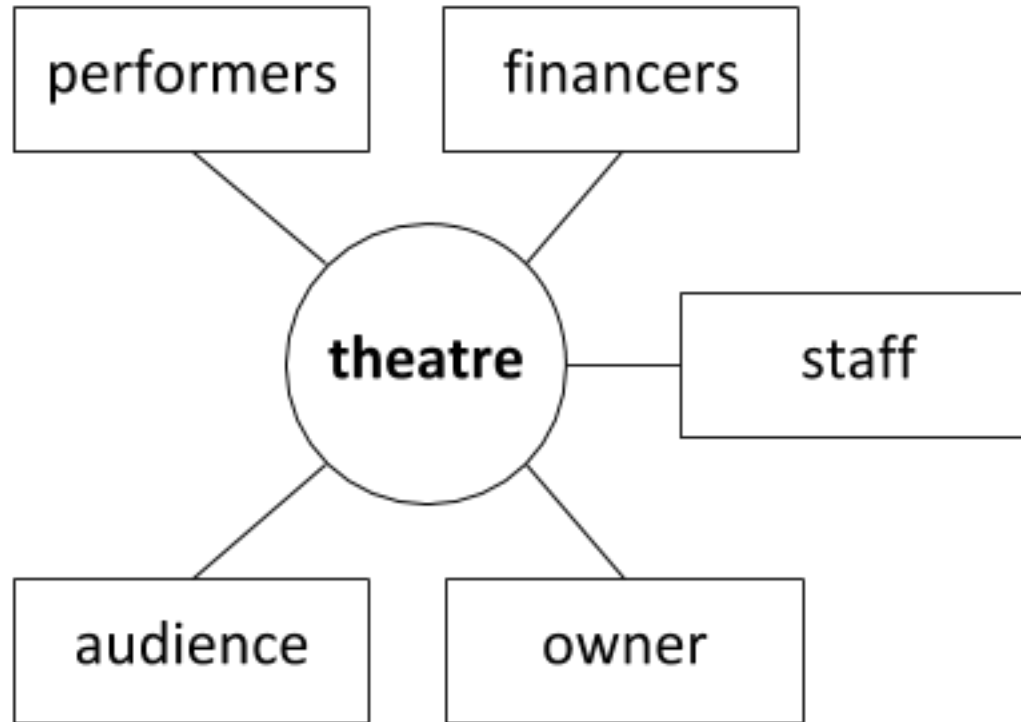
# STRATEGY AND ALIGNMENT

- Strategy is essential from multiple points of view
- Highest management level of organization
- Feedback from operational level
- Real estate alignment with corporations policy is essential



Aligning corporate policy, real estate policy and maintenance policy (den Heijer & de Jonge, 2004)

# STAKEHOLDERS OF THEATRE BUILDINGS



Stakeholders of a theatre, Langeveld (2009)

# TRENDS IN THE DUTCH THEATRE LANDSCAPE

|    | Visitor                                                     | Organisation | Performance | Building | Relevant trend for RE strategy                         |
|----|-------------------------------------------------------------|--------------|-------------|----------|--------------------------------------------------------|
| 1  | Experience is central                                       |              |             |          | Yes → RE Trend 1                                       |
| 2  | Multifunctionality                                          |              |             |          | Yes → RE Trend 2                                       |
| 3  | Festivisation                                               |              |             |          | Yes, → RE Trend 7 (combined with 5 & 14 of this table) |
| 4  | Inclusion of business market                                |              |             |          | Yes → RE Trend 4                                       |
| 5  | Growing non-traditional artist – visitor interaction demand |              |             |          | Yes, → RE Trend 3                                      |
| 6  | Social aspects                                              |              |             |          | Yes → RE Trend 5                                       |
| 7  | Liveliness in theatres                                      |              |             |          | Yes → RE Trend 6                                       |
| 8  | Focus on the popular                                        |              |             |          | No, no direct influence on building                    |
| 9  | Visitors come for famous performers                         |              |             |          | No, no direct influence on building                    |
| 10 | Aging audience                                              |              |             |          | No, no direct influence on building                    |
| 11 | Few young visitors                                          |              |             |          | No, no direct influence on building                    |
| 12 | Visitor higher educated                                     |              |             |          | No, no direct influence on building                    |
| 13 | Innovative way of directing                                 |              |             |          | No, no direct influence on building                    |
| 14 | Non-traditional theatre locations                           |              |             |          | Yes, → RE Trend 7 (combined with 3 & 5 of this table)  |
| 15 | Visitors desire more freedom in the theatre                 |              |             |          | No, no direct influence on building                    |
| 16 | Digitalisation                                              |              |             |          | No, but included in RE Trend 10                        |
| 17 | Normalisation middle sized theatres                         |              |             |          | Yes → RE Trend 9                                       |
| 18 | Efficiency in building up and breaking down set             |              |             |          | No, no direct influence on building                    |
| 19 | Subsidy cuts                                                |              |             |          | No, no direct influence on building                    |
| 20 | Secondary activities                                        |              |             |          | Yes → RE Trend 9                                       |
| 21 | Advanced theatre techniques                                 |              |             |          | Yes → RE Trend 10                                      |
| 22 | On demand                                                   |              |             |          | No, no direct influence on building                    |
| 23 | Musicals no longer tour                                     |              |             |          | No, no direct influence on building                    |
| 24 | Theatre alliances                                           |              |             |          | No, no direct influence on building                    |
| 25 | Growing demand for luxury                                   |              |             |          | Yes → RE Trend 11                                      |
| 26 | Sustainability                                              |              |             |          | Yes → RE Trend 12                                      |
| 27 | Hesitant to break with own traditions                       |              |             |          | No, no direct influence on building                    |
| 28 | Scale enlargement cultural policy                           |              |             |          | Yes → RE Trend 13                                      |
| 29 | Declining offer producers                                   |              |             |          | No, no direct influence on building                    |
| 30 | Shortage of space                                           |              |             |          | Yes → RE Trend 14                                      |
| 31 | Unique selling point is a must                              |              |             |          | Yes → RE Trend 15                                      |

Assessing the identified trends on their influence on the theatre building



# THE DAS FRAME IN CARRÉ



| Challenges                           | Future Demand                                                                                                                                        | Weigh and select alternatives                                                                                                            | Future Supply                                                                                                                                                |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Physical limitations                 | More space, most preferably an extra performance space to facilitate up to 300 visitors                                                              | Creating a second auditorium space within the current supply, by internal redesign                                                       | A new auditorium above on the onbekendegracht (yellow location on Figure 7.15)                                                                               |
|                                      |                                                                                                                                                      | 3 different locations for a new auditorium as can be seen in Figure 7.15                                                                 |                                                                                                                                                              |
|                                      |                                                                                                                                                      | Looking for an external location for a second auditorium                                                                                 |                                                                                                                                                              |
|                                      |                                                                                                                                                      | Buying surrounding property, and build the 2 <sup>nd</sup> auditorium in them                                                            |                                                                                                                                                              |
| Multifunctionality                   | More appropriate multifunctional use of the building                                                                                                 | More efficient scheduling through new management system; Mapiq                                                                           | Introducing Mapiq for optimized use of current space and efficiency                                                                                          |
|                                      |                                                                                                                                                      | Floating theatre                                                                                                                         | Realizing a flexible floating theatre                                                                                                                        |
| Logistics in routing and congestions | To have a smoother flow of visitors during peak times<br>- During breaks at counters and restrooms<br>- At the narrow entrance during entry and exit | Widening the entrance                                                                                                                    | Widening the entrance                                                                                                                                        |
|                                      |                                                                                                                                                      | New pre-order drink and snacks system, such as pre-ordering your drink and snacks during ticket sale and have them be ready in the break | Implementing new drink and snacks system                                                                                                                     |
|                                      |                                                                                                                                                      | Making the toilets gender neutral                                                                                                        | Making the toilets gender neutral                                                                                                                            |
| Sustainability                       | A more sustainable building                                                                                                                          | A new heating system that stores heat produced by peak visitor and performance moments                                                   | A new heating system, optimally fitting to the current situation, including W.K.O                                                                            |
|                                      |                                                                                                                                                      | Heat and cooling storage (W.K.O.)                                                                                                        |                                                                                                                                                              |
|                                      |                                                                                                                                                      | Water saving, grey water system                                                                                                          | Grey- water system on new roof                                                                                                                               |
|                                      |                                                                                                                                                      | Sun foil/ or sun panels on roof and on new auditorium                                                                                    | Sustainable energy, including adding sun-panels on the current roof that is to be renovated or renewed, and contract a new, more sustainable energy supplier |
|                                      |                                                                                                                                                      | Contract a new, more sustainable energy supplier                                                                                         |                                                                                                                                                              |

# THE DAS FRAME IN CARRÉ



| Challenges            | Future Demand                                                                                                                                                           | Weigh and select alternatives                                                                                                                                                                                                      | Future Supply                                                                                                                                                          |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technology            | To stay the best technically facilitated theatre in NL                                                                                                                  | x                                                                                                                                                                                                                                  | x                                                                                                                                                                      |
| Maintain the monument | To maintain the brand of Carré and the monumental building as this is the main attraction supporting the core business of Carré, An insulating and water-resistant roof | A multi-year maintenance plan and a new building management system should improve the current situation, also more clear job task division within the management can contribute to improved maintenance and communication with     | A multi-year maintenance and financial plan will be implemented<br>Renovating Roof + insulation<br>Re-organizing the organization and job tasks                        |
| Circus                | Facilitating the circus appropriately in the monument                                                                                                                   | The circus can be facilitated external, in a tent or different location, but still be 'Wereldkencircus Carré'<br>The circus can be made better fitting to the current building, for example horse stables under the new auditorium | The circus can be made better fitting to the current building, for example horse stables under the new auditorium                                                      |
| Seats                 | More comfort and leg space                                                                                                                                              | Roughly 1750 (no minimized capacity)<br>Roughly 1650 (middle option)<br>Roughly 1500 (very luxurious)                                                                                                                              | New seating plan to be implemented with roughly 1650 seats, middle option with halve more leg space and halve similar as current seats but more comfortable new seats. |

# RECOMMENDATIONS FOR FURTHER RESEARCH

- Bottom up research including all stakeholders
- Financial Feasibility
- Broadening scope to multiple cases

# OTHER RECOMMENDATIONS FOR CARRÉ

1. Transparant communication with the municipality of Amsterdam
2. Enter in alliances with theatre related organizations
3. Widen the current entrance
4. Building a marquee on the front façade



Widen current entrance



Marquee on front façade