



**AUTUMN CONFERENCE - ELIXIR OF LIFE**

**JOIN US IN BERGAMO, ITALY  
FROM 18-21 NOVEMBER 2021**

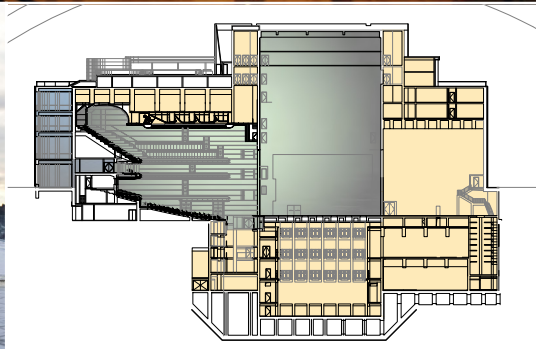
# MODERN THEATRES 1950 – 2020

DAVID STAPLES

DRAWINGS BY DAVID HAMER



A Focal Press Book



20% discount available with this flyer – enter the code **FLY21** at checkout\*



For more information visit:  
[www.routledge.com/9781138484382](http://www.routledge.com/9781138484382)  
[www.moderntheatres.org](http://www.moderntheatres.org)

## ELIXIR OF LIFE

**It is a happy coincidence that Festival Donizetti's 2021 programme includes two of his most enduring comedies: *L'elisir d'amore*, early fruit of his Italian heyday written for Milan; and *La fille du régiment* composed for Paris at the start of his final decade. Together they provide the perfect tonic to revive the spirits after 20 months of lockdown and restrictions on performance. Bergamo this 18-21 November offers a true Elixir of Life.**

Two years after Opera Europa's last major conference, delegates may be understandably apprehensive about gathering again for a public event. People have become cautious about travel and wary of close contacts. They have also, of necessity, grown adept at communicating by other means, as shown by the success of Opera Europa's online meetings at bringing together members from over 40 countries. Yet, despite the convenience of the internet, many have expressed the desire to resume live contacts as the most effective way to network and build relationships. A conference is so much more than a series of presentations and debates. Casual encounters during coffee breaks; longer conversations over meals; shared experiences: these are the ingredients which yield professional friendships. Especially in Italy!

Bergamo, which endured among the worst ravages of the pandemic in spring 2020, is now super-committed to ensuring a safe environment for delegates in its two beautiful theatres and their airy reception rooms. Protection through vaccinations and testing and judicious use of masks indoors enables us to minimise the risks involved in sharing ideas and experiences, as we search for solutions which will bring about renewal of the opera world.

No conference will solve all the problems that confront opera. This one seeks to identify some of them. What kind of leadership is needed? Which models may better suit the next generation of leaders? How do we diversify the workforce so that it better represents the society it serves? Should we listen more to the voices of artists, many of whom have lost their livelihoods during the pandemic? How may we combine to create a more ecologically sustainable climate on, behind and beyond the stage?

This autumn's conference over three or four days in Bergamo does not promise all the answers, but it does undertake to wrestle with the questions and to provide opportunities for members and artists to ask their own questions. It also guarantees a warm welcome to delegates and the incomparable magic elixir of Italian life.

**Nicholas Payne**

### CONTENTS

3	Elixir of Life
4	TechSet & Artistic Administration & Producing joint forum meeting Macerata – 20-21 July 2021
5-8	Autumn conference in Bergamo 18 – 21 November 2021 Elixir of Life
9	Co-Production marketplace – Update your future new productions on Operabook!
10	Sustainability, Equality and Digital Transformation in opera – Results from the Next Stage survey
11	Dates for your diary
12	World Opera Day



Porta Nuova, Lower Bergamo

## TECHSET & ARTISTIC ADMINISTRATION & PRODUCING JOINT FORUM MEETING MACERATA - 20-21 JULY 2021

For the first time after long months of exclusively online meetings, Opera Europa members could finally meet again in person on 20 and 21 July during the rehearsal period of the Macerata Opera Festival.

Macerata Opera Festival celebrated its 100th birthday this year and the group of technical/workshop managers and artistic administrators were invited to both general rehearsals of this year's productions. On 20 July they saw the new *Aida* directed by Valentina Carrasco and conducted by Francesco Lanzillotta and on 21 July, the famous *La traviata 'degli specchi'* created in 1992 directed by Henning Brockhaus and conducted by Paolo Bortolameolli.

On 21 July in the morning, the participants assisted to the set change between both productions and followed a guided tour through the impressive and unusual building of the Sferisterio.

During the working sessions, the mixed group discussed various transversal topics. The sustainability concerns in opera houses were raised by a presentation of the eco-responsible strategy of Opéra National de Paris. The group then explored the use of new technologies in production management thanks to a presentation of the Digital innovation programme at Teatro Regio di Parma and the Finnish National Opera & Ballet virtual reality project. Finally, the participants received some diversified input about performing in a different habitat from Teatro La Fenice, Royal Danish Opera and Israeli Opera, who had to re-invent their performance location due to sanitarian rules (Venice, Tel Aviv) or have a big experience of performing outdoor (Copenhagen).

The participants of both forums perceived the gathering and exchange between the technical and the artistic administration departments as positive and fruitful, especially to discuss the sustainability issue, which needs to be faced together and at all levels of the opera house.

All presentations of the forum are available to members on our website and if you are interested in the sustainability topic, keep an eye on our autumn programme!

Celia Grau



## AUTUMN CONFERENCE IN BERGAMO

### 18 – 21 NOVEMBER 2021

### ELIXIR OF LIFE

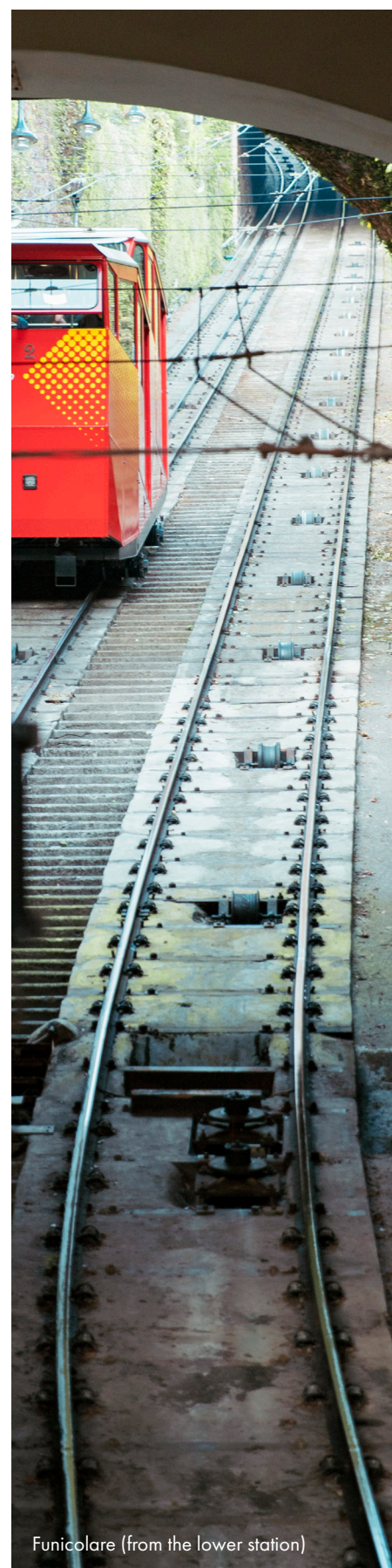
Opera Europa's first live conference in over two years will take place during the opening days of Festival Donizetti 2021. Our hosts have curated an enticing programme of four different productions shared between their two beautiful theatres and encompassing both the upper and lower parts of their thriving city.

Bergamo, which suffered so much during the pandemic, is a potent symbol of renewal, both for its own community and for the wider world of international opera. The theme of the conference likewise encompasses reappraisal of the way our profession should be managed and the responsibilities of leadership, as well as the contribution of artists and how to nurture the next generation of both artists and managers in a sustainable context.

We encourage you to explore details of the day-by-day programme on this and the next three pages; to participate actively in the sessions; to attend the performances at the end of each day; and to take advantage of this opportunity to renew old relationships with colleagues and to make new friends.

#### THURSDAY 18 NOVEMBER Città alta - Auditorio Sant'Agostino

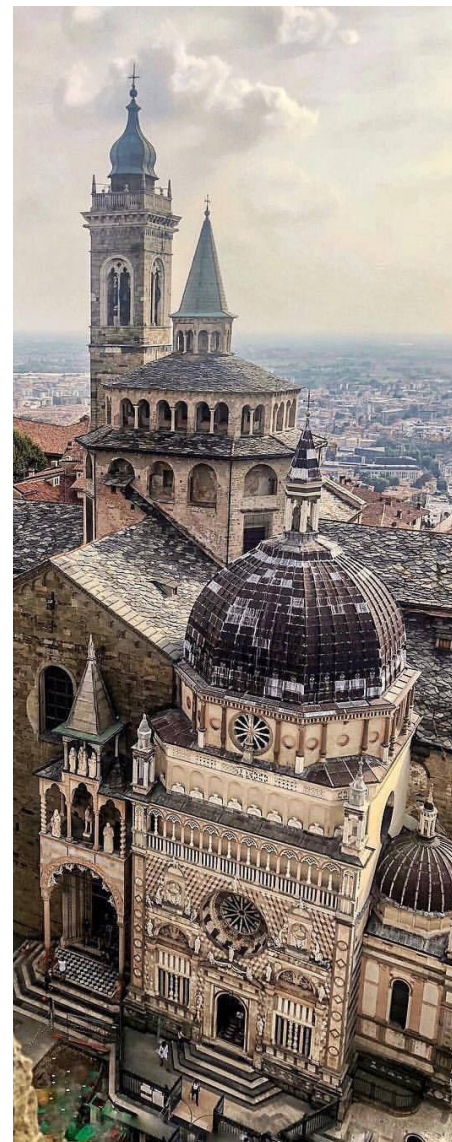
13.00	Opera Management Course participants lunch and briefing
15.00	<b>Opening welcome</b> by Giorgio Gori, Mayor of Bergamo
15.15	<b>Elixir of Life: keynote address</b> by Francesco Micheli, Artistic Director Fondazione Teatro Donizetti
15.45	<b>Renewal and Responsibility: conference themes</b> Led by Anna Maria Meo (President), Aviel Cahn (Vice-President) and Nicholas Payne (Director)
16.15	<b>Working with the Next Generation</b> Dominique Meyer (Milano La Scala) and Barbara Minghetti (Como/Macerata)
17.00	<b>Introducing the Next Generation of opera leaders</b> Presentation of the Opera Management Course participants, led by Lauri Pokkinen (OMC alumnus Helsinki)
17.30	End of afternoon session
20.00	<b>Teatro Sociale C'erano una volta due bergamaschi...</b> Operashow by Bottega Donizetti and Alex Esposito, text by Alberto Mattioli & Francesco Micheli with music by Donizetti, Offenbach, Rossini, Mozart, Boito and Berlioz
21.30	Post-performance dinner



Funicolare (from the lower station)

**FRIDAY 19 NOVEMBER Città alta - Teatro Sociale**

- 10.00 **The Artist's Voice: keynote address**  
by Raehann Bryce-Davis (mezzo-soprano and co-founder of Black Opera Alliance)
- 10.25 **Challenging leaders and creating opportunities**  
Contrasting views from Renata Borowska (Poznań), Aviel Cahn (Geneva), Valérie Chevalier (Montpellier), Mark Dakin (London ROH) and Fortunato Ortombina (Venice)
- 11.15 Coffee break
- 11.45 **Break-out sessions on aspects of contemporary Leadership**  
Led by David Collins (Leeds), Sophie de Lint (Amsterdam), Alexandra Stampler-Brown (Düsseldorf) and Dubravka Vrgoč (Zagreb)
- 12.45 Summaries of break-out sessions
- 13.00 Lunch
- 14.30 **Cultivating the Next Generation of leaders: what should we be seeking?**  
Julien Chavaz (Fribourg), Monica Errico (Accademia la Scala), Ilaria Lanzino (EOP winner), Anastasia Razumovskaya (OMC alumna Moscow Novaya), Annette Weber (OMC alumna Zürich), Kit Withnail (OMC alumnus London ROH), moderated by Valérie Chevalier (Montpellier)
- 15.45 Coffee break
- 16.15 **The Life of the Artist**  
Including Alex Esposito (bass-baritone/curator Bottega Donizetti), Francesco Greco (Hannover), Lisenka Heijboer Castañón (theatre maker Netherlands), Anush Hovhannisyán (soprano Armenia/Fondazione Mascarade Firenze), Julien Van Mellaerts (baritone New Zealand), Ernesto Palacio (Pesaro), David Stern (Opera Fuoco Paris) moderated by Karen Stone (Magdeburg)
- 17.30 End of afternoon session in città alta and return to città bassa
- 20.00 **Teatro Donizetti *L'elisir d'amore***  
by Gaetano Donizetti with libretto by Felice Romani performed in the critical edition of Alberto Zedda  
Conducted by Riccardo Frizza and directed by Frederic Wake-Walker with Caterina Sala, Javier Camarena, Florian Sempey and Roberto Frontali
- 22.30 Post-performance reception



Santa Maria Maggiore and Cappella Colleoni



Teatro Sociale Bergamo

**SATURDAY 20 NOVEMBER Città bassa: Teatro Donizetti**

10.00 **Co-production Marketplace (members only)**  
Coordinated by Susanna Werger and moderated by Henning Ruhe (Göteborg), including distribution of 2021 edition of Future New Productions bible

**Teatri di tradizione**

Overview and exchange moderated by Alberto Mattioli (Bergamo)

11.15 Coffee break

11.45 **Reimagining hierarchies**  
Uta-Christine Deppermann (Karlsruhe), Bernard Foccroulle (composer), Alessandra Gariboldi (ADESTE+ Torino), Hannah Griffiths (Birmingham), Frederic Wake-Walker (Mahogany), moderated by Christina Scheppelmann (Seattle)

13.15 Lunch

14.15 **Eco-responsibility**  
Vassiliki Chatzipetrou (Research Education and Development Lab Greece), Patrick Dillon (Theatre Green Book), Claire Hébert (Lyon) and Thierry Leonardi (OSCaR project) moderated by Bernard Foccroulle (musician and author)

15.45 Coffee break

16.15 **Conference conclusions**  
**Opera reboot: the challenges for the sector**  
Conference conclusions by Opera Management Course participants  
**Future plans** by Nicholas Payne

18.00 Pre-performance reception at Teatro Sociale

20.00 **Teatro Sociale Medea in Corinto**  
by Giovanni Simone Mayr with libretto by Felice Romani performed in the critical edition of the 1821 Bergamo version by Paolo Rossini  
Conducted by Jonathan Brandani and directed by Francesco Micheli with Carmela Remigio, Marta Torbidoni, Antonio Siragusa, Michele Angelini and Roberto Lorenzi

22.30 Post-performance reception



Teatro Donizetti Esterno © Gianfranco Rota

**SUNDAY 21 NOVEMBER Città bassa: Teatro Donizetti**

10.00 **ENOA pitch session**  
Coordinated by Lucille Arnould

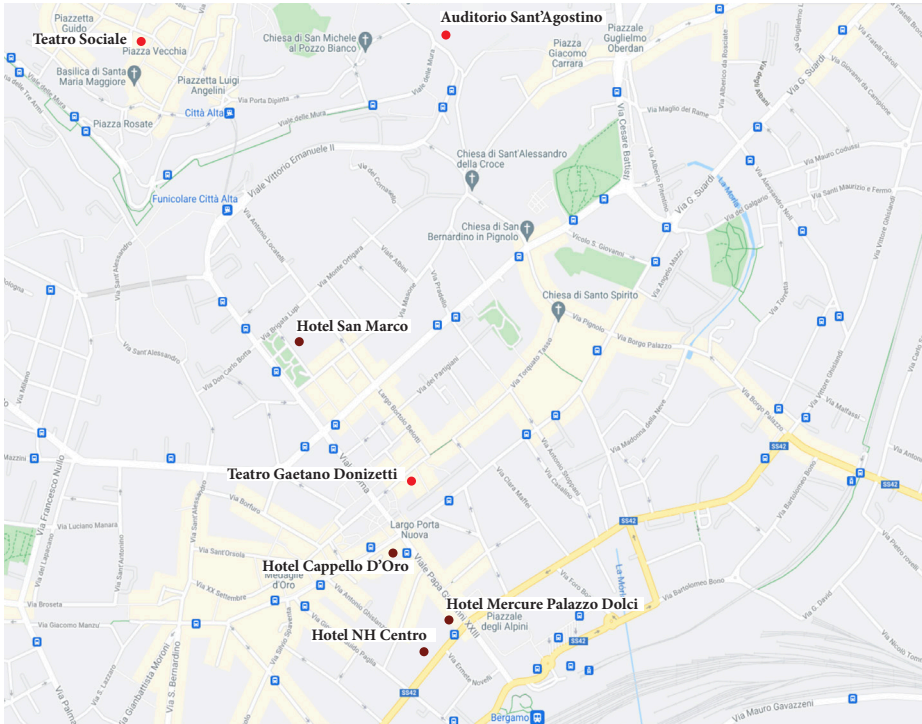
11.15 Break

11.45 **OSCaR (Opera Sceneries Circularity and Resource) workshop**  
Led by Laurine Schott/Laurent Vacheresse (Cité du design Saint-Etienne)

15.30 **Teatro Donizetti La fille du régiment**  
by Gaetano Donizetti with livret by Jean-François-Alfred Bayard & Jules-Henry Vernoy de Saint-Georges performed in the critical edition by Claudio Toscani  
Conducted by Michele Spotti and directed by Ernest Doñas with Sara Blanch, John Osborn and Paolo Bordogna

## PRACTICAL INFORMATION

For full practical information including the online registration form, up to date information on hotels and a list of participants please visit the event page on our new website: <https://opera-europa.org/event/conference-elixir-life>



### GETTING THERE

Bergamo's Orio al Serio airport is a 20 minute bus ride (line T1) away from the lower town. Plan at least 90 minutes by bus or train from Milano Malpensa or Milano Linate airports.

Bergamo is 1 hour by train from Milano Centrale, 2:30 hours from Bologna Centrale.

### VENUES

#### Città Alta – Upper town

- Auditorio Sant'Agostino – Ex-Church St. Agostino, Piazza St. Agostino, Bergamo
- Teatro Sociale – Vicolo Ghiacciaia, Città Alta, Bergamo

#### Città Bassa – Lower town:

- Teatro Donizetti – Largo Gianandrea Gavazzeni, Finazzi, Borgo Palazzo, Bergamo

The lower and upper town are connected with the bus line T1 or the funicular at Viale Vittorio Emanuele. Walking distance is 25-30 minutes.

### REGISTRATION

The participation fee includes all meals in the programme and 3 performance tickets. Additional tickets are €50 each.

#### Rates

Members and ATIT-members

- first participant €300 €350
- additional participants €250 €300

Non-members

- first participant €600 €650

### HOTELS

Here is a selection of hotels near the Teatro Donizetti in città bassa. There are many hotels and b&bs in the area, the rates include breakfast but not the city tax. Please reserve before the mentioned dates via this email address: [event@discoverbergamo.it](mailto:event@discoverbergamo.it)

#### Hotel San Marco,

Piazza della Repubblica, 6  
(reserve before 20 September)  
Single room €135  
Double room €155

#### Hotel Cappello D'Oro

Viale Papa Giovanni XXIII, 12  
(reserve before 18 September)  
Single room €140  
Double room €150

#### Hotel NH Centro

Via Pietro Paleocapa, 1/G  
(reserve before 20 October)  
Single room €99  
Double room €119

#### Hotel Mercure palazzo Dolci

Viale Papa Giovanni XXIII, 100  
(reserve before 20 September)  
Single room €99  
Double room €109

### CORONA POLICY

The Festival and Opera Europa closely monitor current developments. You may be assured that all necessary precautions for a safe event will be taken. We will update you in due course about sanitary requirements and testing options at the conference. We advise you to choose refundable booking options for your travel and accommodation.

Conference participation will only be invoiced in November to avoid reimbursements should there be travel complications.



## CO-PRODUCTION MARKETPLACE – UPDATE YOUR FUTURE NEW PRODUCTIONS ON OPERABOOK!

This year's autumn conference features a co-production marketplace where we intend to distribute our famous co-production bible for the members who contributed to completing the database. The members who cannot be present at the conference will receive a pdf version via e-mail.

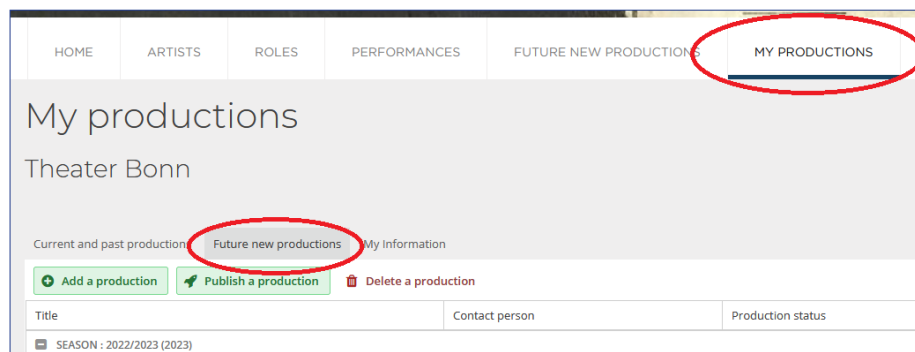
In order to be eligible to pitch a project and/or to receive the printed books of future plans, you need to update your own plans on [www.operabook.org](http://www.operabook.org). You may enter projects from the next season up to 2024/25. Your plans may be at a provisional, early stage, or already with confirmed cast, depending on the kind of artistic collaboration you are seeking. This information is held in a special dedicated database and is totally confidential. Access is reserved to the top management of our member companies and is not shared with third parties.

We look forward to learning about your plans!



### UPDATE YOUR FUTURE NEW PRODUCTIONS – STEP BY STEP

- Log in to your account on [www.operabook.org](http://www.operabook.org) – if you are missing your credentials, write to [susanna@opera-europa.org](mailto:susanna@opera-europa.org)
- Find the tab 'my productions' in the top menu, then, next to 'current and past productions', click on 'future new productions' – if you cannot visualise this menu, write to [susanna@opera-europa.org](mailto:susanna@opera-europa.org)
- Please delete ALL past projects. You can select a production by clicking on it once, and then click on 'delete a production'. If you wish to rent or sell certain projects, please update your production rentals in the tab 'current and past productions'
- Click on 'add a production' and provide at least the following information: title, season, co-producers status, production status, artistic team confirmed, scale of production, and your contact information.



NB: the label New Work only applies to creations and world premieres, not to new productions or modern premieres.

**Susanna Werger**

### NEW COLLABORATION

Operabook is now the official performance data supplier of [www.bachtrack.com](http://www.bachtrack.com). Through this partnership, Bachtrack will be using the current season data published on Operabook to reference your productions – with titles and casts.

**It is therefore more important than ever that you keep your performance data up-to-date on Operabook.** You may always correct published data through your own personal access to Operabook, or contact [casting@opera-europa.org](mailto:casting@opera-europa.org) to submit changes.

## SUSTAINABILITY, EQUALITY AND DIGITAL TRANSFORMATION IN OPERA

**Before breaking for the summer, 100 Opera Europa members filled in the online questionnaire about their company's approach to Sustainability, Equality and Digital Transformation issues. These areas were identified as high potential and in need of development in the wake of the pandemic, as opera companies look for ways better to respond to society's main priorities and take on their role as an active player within their communities, and beyond.**

Within the pro-bono collaboration with FEDORA, management consultancy firm Kearney will present their analysis from the survey data on 25 October, highlighting the Opera reboot message for World Opera Day. This represents the launch of Next Stage, an initiative led by FEDORA and Opera Europa, with the aim to support projects contributing to better organisations in terms of Sustainability, Equality or Digital Transformation, on, behind and beyond the stage.

Following the online survey, Kearney engaged in one-to-one discussions with the Next Stage partners to delve into the challenges and opportunities each of them faces in these areas. Join us during our 3 first Next Stage events to find out the detailed results.

29 November 11.00 -13.00 CET – Sustainability – register with [celia@opera-europa.org](mailto:celia@opera-europa.org)

6 December 11.00-13.00 CET – Equality – register with [susanna@opera-europa.org](mailto:susanna@opera-europa.org)

13 December 11.00-13.00 CET – Digital Transformation – register with [audrey@opera-europa.org](mailto:audrey@opera-europa.org)

### FIRST FINDINGS

#### Sustainability

Sustainability issues include eco-responsible behaviour on the part of the opera company, stakeholders and audiences.

From using recyclable materials in sets and costumes to offering locally-grown produce in the canteen, to encouraging audiences to travel to the performance with public transport, opera companies have many ways to take on their eco-responsibility.

On average, opera companies found they are 57% engaged with sustainability issues. 11 companies stated that sustainability was not a priority for their organisation, but 8 of them expected that to change within 5 years. 62 companies were in the analysis and preparation phases of launching sustainability projects, while 27 were already implementing, improving and scaling up their initiatives.

#### Equality

Equality issues include creating opportunities for diversity within the organisation, its stakeholders and its audience.

From audience outreach programmes to a diverse workforce throughout the company, to learning and participation opportunities, opera companies must fight the prejudice of elitism and lead the way for an inclusive society.

On average, opera companies found they are 68% engaged with equality issues. 7 companies stated that equality was not a priority for their organisation, and 4 of them expected that to change within 5 years. 48 companies were in the analysis and preparation phases of launching equality projects, while 45 were already implementing, improving and scaling up their initiatives.

#### Digital Transformation

Digital Transformation issues include using new technologies to improve the opera company's activities.

From live streaming to wide audiences to 3D virtual model showings, from venue, personnel and CRM software to digital ticketing, opera companies have creative resources to develop and become industry leaders.

On average, opera companies found they are 71% engaged with digital issues. Only 1 company stated that digital transformation was not a priority for their organisation. 45 companies were in the analysis and preparation phases of launching digital transformation projects, while 54 were already implementing, improving and scaling up their initiatives.

**Audrey Jungers**



## SAVE THESE DATES

### ABOUT NEXT STAGE

Next Stage is a joint initiative led by FEDORA and Opera Europa, and is part of FEDORA's application to Creative Europe for public funds to support the operational, capacity-building and advocacy activities of Next Stage. Thanks to private funding being raised by FEDORA, all Opera Europa and FEDORA members are welcome to present joint transformative projects in the areas of Sustainability, Equality and Digital Transformation as of 2022 for assessment by a jury before allotting grants. More information will follow.

Pro-bono Partner :

**KEARNEY**

**Monday 20 - Friday 24 September**  
**30th IAMA International Conference 2021 in Copenhagen**

**Monday 27 September**  
**Orchestra managers forum video call**  
 register with [celia@opera-europa.org](mailto:celia@opera-europa.org)

**Wednesday 29 - Thursday 30 September**  
**62nd Pearle\* conference in Lucerne**

**Friday 1 October**  
**Chorus managers forum video call**  
 register with [susanna@opera-europa.org](mailto:susanna@opera-europa.org)

**Friday 1 October**  
**Technical & Production forum video call**  
 register with [audrey@opera-europa.org](mailto:audrey@opera-europa.org)

**Wednesday 13 October**  
**Human Resources forum video call**  
 register with [susanna@opera-europa.org](mailto:susanna@opera-europa.org)

**Tuesday 19 October**  
**Fundraising forum video call**  
 Reflecting the Donor position with Advisory Board of the Arts  
 register with [susanna@opera-europa.org](mailto:susanna@opera-europa.org)

**Monday 25 October**  
**World Opera Day**  
 Opera Reboot  
 tell [celia@opera-europa.org](mailto:celia@opera-europa.org) about your plans

**Thursday 18- Sunday 21 November**  
**Opera Europa Autumn Conference**  
 Elixir of Life – Bergamo  
 register with [susanna@opera-europa.org](mailto:susanna@opera-europa.org)

**Monday 29 November 11.00 - 13.00 CET**  
**Next Stage video call – Sustainability**  
 register with [celia@opera-europa.org](mailto:celia@opera-europa.org)

**Monday 6 December 11.00 - 13.00 CET**  
**Next Stage video call – Equality**  
 register with [susanna@opera-europa.org](mailto:susanna@opera-europa.org)

**13 December 11.00 - 13.00 CET**  
**Next Stage video call – Digital transformation**  
 register with [audrey@opera-europa.org](mailto:audrey@opera-europa.org)



# OPERA REBOOT

On 25 October, Opera Europa takes action for  
#GreenOpera #InclusiveOpera #NewOperaTalents  
Share your story @WorldOperaDay

The third edition of World Opera Day will take place in a still uncertain context. Following 18 months of theatre closures, cancellations, revised programmes, protocols and a newly found flexibility, the opera sector has taken the opportunity to reboot. Former production models have been challenged, and many have invested thought and time in re-inventing themselves to embody their roles as responsible actors in society. Those opera companies which have embraced risk and innovation and transformation have a strong story to tell, as they align with priorities of the wider society.

WORLD  
OPERA DAY  
25 October

An original programme  
with young artists from  
around the world on  
**OPERA VISION**

Featuring Young Artist  
Programmes of

- Dutch National Opera
- Staatsoper Hannover
- Royal Opera House
- Opéra Comique
- Polish National Opera
- New National Theatre Tokyo

Launch of **NEXT STAGE**,  
a joint initiative of  
FEDORA and Opera  
Europa

Where does the sector stand  
in matters of

- Sustainability
  - Equality
  - Digital Transformation
- And how can it do better?

Meet the Next  
Generation of Leaders  
from the **Opera  
Management Course**

A re-designed course aimed  
to foster talent from all  
backgrounds and inspire  
rewarding professional  
careers in opera.

Learn more on  
[www.worldoperaday.com](http://www.worldoperaday.com)