The international conference for cultural leaders
EDINBURGH INTERNATIONAL FESTIVAL

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25 days
171 performances
20 venues
2,800 artists
415,568 attendances
45 permanent staff → 200 contract staff

2,800 artists + 20 venues
How do we get it wrong?

- Lack of agreed success measures
- Siloed information
- Lack of process
- Culture of fear
- Physical separation
• Clear organisational identity
• Agreed goals and responsibilities
• Internal communication
• Empowerment of excellent staff
• Review and readjustment
Marketing team goals:

• Revenue
• Audiences
• Brand
• Cultural Leadership
Empowerment of excellent staff
Review and readjust
• Leaders exist at all levels - trust and empower them
• Define success and how to get there
• Maintain and articulate a clear identity
• Be ready to learn and readjust