

**FESTIVALS**  
Malta

**+25**  
**Strategy**

# Introduction

Festival Malta's +25 strategy is so called to refract a variety of illuminating interpretations. Firstly, it is a signpost indicating, the intended arc for this next phase of the organisation's strategic development.

Additionally, the strategy addresses five key components: stakeh**o**lders, **v**alues, **m**ission, **v**ision and **s**trategic pillars. To celebrate our Maltese identity, the letters of the word 'ħamsa' (five) are embroidered in each of these headings; thus, we have five stakeholders, five values, etc. Five multiplied by five equals twenty-five.

Each of the five strategic pillars in the final section stands on five strategic goals, the foundation stones that we have set ourselves to build on. These twenty-five foundation stones represent the bedrock of what we need to address over a five-year term. They provide a blueprint for the PCO to develop and deliver upon and they are engineered to be optimally load-bearing regarding the most constructive application of our efforts.

This is how we propose building a future for cultural festivals and events in Malta.

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# Our work resonates across the cultural sector in Malta.

In addition to **artists** and **audiences**, our list of stakeholders includes the **community, government, Arts Council Malta** and other **Public Cultural Organisations**. By cultivating our relationships and understanding the needs of all our stakeholders, we will enhance our mission and achieve higher levels of excellence.

## Stakeholders

# Our Values

**are our strength and provide the structure to our initiatives.**

They nurture trust among our stakeholders in our ability to steward our festivals and events, thereby enriching the national culture.

# Pod casts!

for  
cultural  
excellence

# Respect

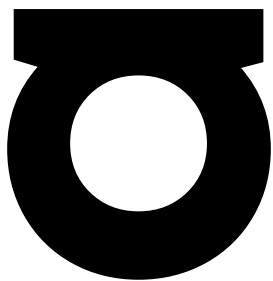
for our  
planet,  
colleagues,  
audiences  
and  
artists

# Ex cel len ce



through  
best  
practice  
and  
leadership





# COOR bon ati to realise a quality experience

# Innovation to remain relevant

to  
remain  
relevant

To **sustain** Malta's tradition of cultural festivals

**M**ission

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Realised **through:**



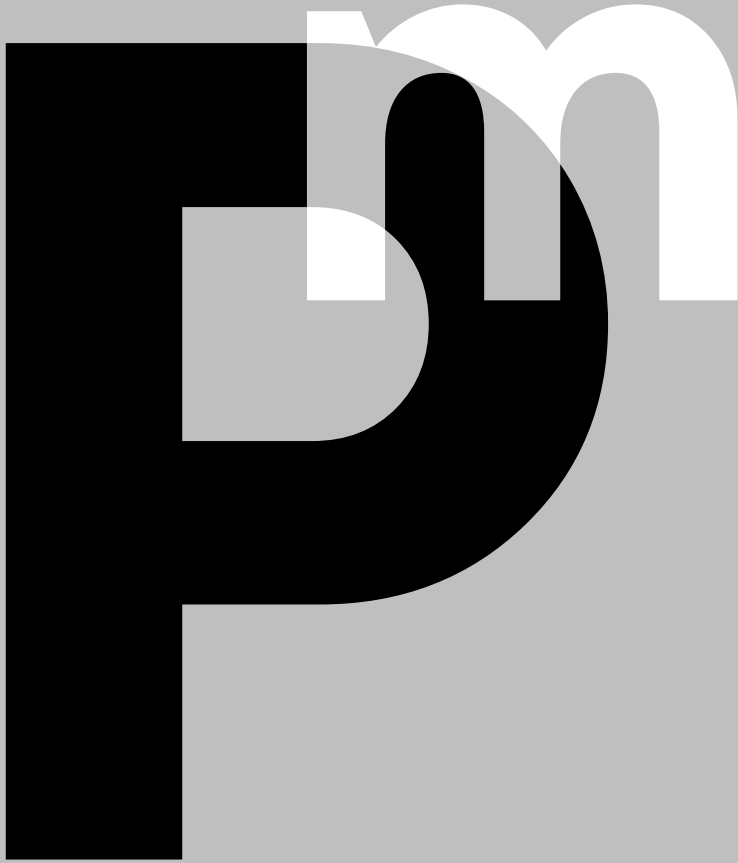
## **C**uration

Showcasing the  
**arts to the people**



## **B**rokerage

Investing in  
stakeholder **relationships**



## Promotion

Attracting and engaging **audiences**



## Brokerage

Facilitating of stakeholder **relationships**



## **Motivation**

**Encouraging dialogue** between different artistic expressions



# VISION

**Festivals Malta** aspires for a vibrant and sustainable festival sector achieved in collaboration with key market players. Through its expertise, knowledge and information, the Agency will help raise the bar of festivals and cultural productions in Malta, promoting intercultural diversity, audience engagement and constant innovation.

# EXPANDING

**cultural horizons** for  
all, including artists  
and audiences

# POFOR

# SUPPORTING

private initiatives  
to produce  
**cultural festivals**



# PROMOTING

and documenting  
**best practices**

# RIV

# DRIVING

**sustainability**  
and policy for the  
festivals sector

# FOSTERING

the Festivals  
Malta **brand**

# STEE



**LEGACY**  
**EVOLUTION**  
**PROFICIENCY**  
**PARTNERSHIPS**  
**METHODOLOGY**

# STRAT- EGIC GOALS

01

To cultivate festivals and events in Malta with a heightened focus on **sustainability, innovation, brand building and development**, while utilising **online** as a key data-capturing tool that stimulates evolution.

02

To foster **partnerships** through **collaboration, outreach, and internationalisation**.

03

To nurture **quality** and **leadership** through training and overall **proficiency** across producers of festivals and events in Malta.

04

To employ **methodology** to aid the **evolution** and **development** of Festivals Malta, which will enhance its marketability and its mandate.

05

To honour and respect **legacy** through accurate and detailed **archiving**, research, and record keeping that will subsequently support analysis of data and substantiate **brand building**.



Goal

**Goal**

# 01 Evolution

Goal

**Festivals Malta is now well-established and respected for its execution and delivery of cultural festivals and events in Malta. Perpetual evolution is critical for our survival and greater prosperity.**

To effect fundamental change, we aim to document, act, and promote an achievable sustainability policy that respects the environment, institutions, stakeholders, communities, and ultimately the audiences that we wish to appeal to. Honouring and taking responsibility for all these aspects will progressively legitimise our status as an authority and thought leader in our area of expertise.

To achieve this, we will analyse, interrogate and respond to data in a manner that stays true to our mandate, thereby challenging and growing our influence and brand worth, not only in Malta but across the European Union and around the world.

Goal

**Goal**

Goal

**01**  
**Evolution**  
**Vision**

**Expanding** cultural horizons for all,  
including artists and audiences

- 01 Product innovation and development
- 02 Audiences
- 03 Commissioning new work
- 04 Organisational sustainability
  - Black swan events
  - Revenue models
- 05 Eco-sustainability



Goal

**Goal**

Goal

## **02** **Partnership**

**The strategy recognises that the future relevance and importance of festivals in Malta pivots on the investment in the quality, credibility, skillset, and power of collaboration.**

Our partnerships are an outreach that embraces and employs empathy, understanding, and support of new communities through a culture that promotes inclusivity.

This outreach fosters internationalisation and promotes collaboration with new audiences, suppliers, and investors in the greater EU entertainment economy.

Goal

**Goal**

Goal

**02**

**Partnership**

**Vision**

**Supporting** private initiatives to produce cultural festivals

01 Stakeholders

02 Private sector

03 Media

04 Communities

05 Other (tourism bodies, venues, international festivals, promoters, etc.)

Goal

**Goal**

## **03** **Proficiency**

Goal

**As has been experienced since the foundation of Festivals Malta, the producers of festivals and events are constantly challenged on a societal, technological, and technical level, as well as by unexpected global events.**

Our team members are qualified, many with extensive experience in festival production and related academic backgrounds. Further stakeholder training and skills transfer can be optimised.

To address the plethora of challenges, constant formal training, coupled with leadership from all within Festivals Malta, is important so that we are kept proficient in our role and equipped in our ability to deliver on our evolving mandate.

Goal

**Goal**

Goal

**03**

**Proficiency**

**Vision**

**Promoting** and documenting  
best practice

- 01 Qualification (skills development and training)
- 02 Experience (job shadowing, exchange programmes)
- 03 Employee performance (KPIs and measurement)
- 04 Foster transition of new artists (internationalisation)
- 05 Training of stakeholders (Carnival community, etc.)

Goal

**Goal**

## **04** **Methodology**

Goal

**For Festivals Malta to remain relevant and instrumental in informing the evolution of festivals and events development, it is critical to establish a methodology.**

Data mining and measurement tools provide valuable insights on audience and marketability, and serve us well in understanding, through ongoing analysis and research of our many data capturing points, how to adapt, tweak, and perpetually evolve overall.

With this information captured, it can then be referenced from an archival perspective in order to inform and equip the Festivals Malta team to deliver on our mandate.

Goal

**Goal**

# 04 Methodology

**Vision**

Goal

**Driving** sustainability and policy  
for the festivals sector

- 01 Policy
- 02 Promoting best practices
- 03 Digital journey
- 04 Measurement framework
- 05 Archiving

Goal

**Goal**

## **05 Legacy**

Goal

**We have produced an extraordinary body of work since our inception that will continue to grow in the future. It is therefore critical that detailed records are not only captured but, most importantly, documented in print/digital/audio/video or otherwise.**

Every cultural event is a mark in time that holds significant value to future generations.

Our events and festivals are thus critical assets in ongoing brand building and in reaffirming the legacy, qualification, and influence that Festivals Malta needs to defend.

Goal

**Goal**

**05**  
**Legacy**  
**Vision**

Goal

**Fostering** the Festivals  
Malta brand

- 01 Programming content
- 02 Potential future monetisation
- 03 Marketing collateral
- 04 Impact measurement
- 05 Historical legacy





[www.festivals.mt](http://www.festivals.mt)