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Authors and peer reviewers (name/partner organization):	Gerin Trautenberger, ECBN/CreativeFED (author) Isabel Verdet, ECBN/CreativeFED (author) Isabelle Vérilhac, BEDA (author) Dimitris Kaboukos, BEDA (author) Kristýna Kočová, KREP (peer reviewer) Katarzyna Kouba Sanojca, KREP (peer reviewer)

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Exploitation Strategy

Abstract:

This document is about the WP2 LSP Exploitation Strategy task, assigned to ECBN/CreativeFED. It includes a description of the task and provides links to various sections of the strategy, such as the introduction, background, strategizing and methodology, baseline analysis, monitoring and evaluation, and LSP communication strategy.

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List of Abbreviations

CCIs	Cultural and Creative Industries
CCSI	Cultural and Creative Sectors and Industries
CSW	Creative Skills Week
EC	European Commission
EQF	European Qualification Framework
ESCO	European Skills, Competences, Qualifications and Occupations
KPIs	Key Performance Indicators
LSP	Large-scale Skills Partnership (in the framework of this document, LSP refers to LSP CCIs [see below])
LSP CCI	Large-Scale Skills Partnership for the Cultural and Creative Industries Alternatively: Creative Pact for Skills
LEP / RSP	Local Ecosystem Partnerships/Regional Skills Partnerships
SMEs	Small and Medium-sized Enterprises
PFS	Pact for Skills
WGs	Working Groups

0. Introduction

It is important to note that this report is a living document, representing only the first edition of an ongoing strategic endeavor for the development of the Creative Pact for Skills. Future updates will incorporate the evaluation and further development of the methodology and action plans outlined herein, which will then build an exploitation plan beyond the life cycle of the project. This updated version will be part of the Forward-looking plan (milestone due in month 18, for testing in 6 months, and finally submitted as a deliverable [D2.3] of the SACCORD project in M24).

As the needs of the European creative workforce evolve and new insights are gained, this document will be continuously revised to ensure that it remains relevant, effective, and responsive to emerging challenges and opportunities. This iterative process will help in refining strategies and enhancing the impact of re- and upskilling initiatives across the creative sector as described in the Prelude of this paper (Chapter 1).

Chapter 2, with its background section, highlights the role and knowledge about the creative industries. These industries are a dynamic and rapidly evolving sector that plays a crucial role in the cultural, social, and economic fabric of Europe. To remain competitive and innovative in a global - and rapidly changing- market, it is essential for the European creative workforce to continually enhance their skills and adapt to new challenges. This paper outlines the means to develop a strategic approach to re- and upskilling the European creative workforce. The aim is to foster a resilient, versatile, and future-ready sector. The strategy presented aligns with the broader goals of the European Union, particularly the Pact for Skills, which emphasizes the importance of skills development in achieving sustainable growth and social cohesion.

Next, in the Baseline section (Chapter 3), the paper provides an overview of the Pact for Skills, a significant initiative by the European Union aimed at mobilizing resources and fostering partnerships to enhance skills development across various sectors. This section emphasizes the principles and objectives of the Pact, highlighting its relevance to the creative industries. Furthermore, it discusses the broader ecosystem in which the Pact operates, including various stakeholders such as educational institutions, industry partners, government bodies, and non-governmental organizations. This part underscores the interconnections and collaborative efforts necessary to create a supportive environment for skills development.

Subsequently, an initial analysis of the current membership within the LSP is presented, identifying key players and their roles. This analysis helps in understanding the strengths and gaps within the partnership. The governance structure of the partnership is also examined to ensure it supports efficient decision-making, accountability, and collaborative efforts. This section proposes any necessary adjustments to enhance governance practices.

To begin with, the primary intention behind this strategizing process (Chapter 4) is to address the necessity of continuous professional development for the European creative workforce. Keeping pace with technological advancements, market demands, and the evolving nature of creative work is imperative. This section sets the stage for the subsequent parts of the Exploitation Strategy by outlining the expected outcomes of the strategy, including enhanced employability, innovation, and economic growth within the creative sector.

Following this, the Deliverable delves into the concept of strategizing within the context of skills development. It explains how a strategic approach can systematically address the needs of the creative workforce, ensuring targeted and effective interventions. The document then explores strategies for strengthening the partnership, including approaches to fostering greater collaboration, resource sharing, and stakeholder engagement. It addresses the importance of inclusivity and diversity within the partnership to ensure a wide range of perspectives and expertise.

To ensure the effectiveness of the strategy, a robust monitoring and evaluation framework (Chapter 5) is outlined. This section details how progress will be tracked and measured against the set objectives, highlighting key performance indicators, data collection methods, and the use of feedback to continuously improve the strategy.

Finally, the document presents a comprehensive communication plan (Chapter 6) to ensure transparent and effective dissemination of information within the partnership and to external stakeholders. This plan covers various communication channels, target audiences, and strategies for promoting the achievements and learnings from the project.

By following this structured approach, this document aims to provide a clear and actionable strategy for the LSP for the Cultural and Creative Industries ecosystem, and thus for re- and upskilling the European creative workforce, ultimately contributing to a more innovative and resilient creative sector in Europe.

1. Prelude

The Large-Scale Skills Partnership (LSP) for the Cultural and Creative Industries (Creative Pact for Skills) and the SACCORD project represent ambitious initiatives designed to strategically enhance the skill and competences acquisition within Europe's Cultural and Creative Industries (CCIs). As Europe navigates through rapidly changing technological landscapes and socio-economic challenges, the need for continuous skill enhancement in the creative sectors has become more apparent. The LSP was established to meet this need by fostering collaboration among a wide range of stakeholders including social partners, sectorial organisations, industry bodies, educational institutions, SMEs (particularly micro-SMEs and freelancers), and policymakers.

SACCORD (the SKILLS ACCORD) is a flagship project developed under this partnership umbrella. Launched as a response to the growing demand for a highly skilled creative workforce capable of adapting to new digital and environmental challenges, SACCORD aims to streamline and enhance the processes of reskilling and upskilling across the CCIs. The project targets multiple layers of the creative ecosystem, from individual artists and creative talents to large enterprises, ensuring that the entire sector can proactively act towards meeting the demands of the triple transition (social, green, digital).

The genesis of SACCORD was marked by a collective recognition of the structural deficits of the CCIs and the fragmented nature of training and development within the CCIs, which often leave gaps in critical skill areas, essential to the modern creative professions. The partnership's approach combines robust data collection and analysis, stakeholder engagement, and the development of scalable training models that are both innovative and inclusive. By doing so, SACCORD not only addresses immediate skills shortages, but also lays a foundation for sustained growth and competitiveness of the European creative sector. This project not only aims to empower creatives with new skills but also to enhance the overall structure of the creative industries to better support its professionals in a holistic manner.

Transversal skills, encompassing a broad range of cognitive, emotional, and social competencies, are increasingly recognized as essential for professionals in the CCIs — this is a key finding of the research conducted in the CYANOTYPES and CHARTER projects, both Erasmus+ Blueprint projects, for CCIs and Cultural Heritage, respectively¹. Transversal skills, which include critical thinking, problem-solving, adaptability, communication, and collaboration, enable individuals to navigate complex environments, innovate, and work effectively across diverse disciplines. In the rapidly evolving CCIs sectors, where technological advancements and changing market dynamics constantly reshape professional roles, transversal skills enable the integration of new technologies and business models. They also enhance the ability of creatives to engage with audiences and stakeholders in more meaningful ways, fostering a culture of continuous (peer-)learning and improvement. Furthermore, these skills are crucial for addressing challenges such as copyright issues, audience engagement in digital spaces, and the sustainable management of creative projects, making them indispensable for the resilience and competitiveness of the CCIs.

¹ The Erasmus+ funded Cultural Heritage Actions to Refine Training, Education and Roles (CHARTER) project started in January 2021 and will run until the end of 2024. It seeks to create a lasting, comprehensive sectoral skills strategy to guarantee that Europe has the necessary cultural heritage skills to support sustainable societies and economies, including transversal competences such as digital/technological and green/blue economy skills. Also funded under the Erasmus+ programme, CYANOTYPES, on its turn, brings together a wide variety of organisations, stakeholders, and European networks to address the needs and skills gaps in the CCIs.

Objectives of the LSP

The Creative Pact for Skills Manifesto² calls for a Large Scale skills Partnership (LSP), featuring a culture of lifelong learning, anti-discrimination measures, and gender equality in the Cultural and Creative Industries ecosystem. It promotes diverse learning models, sharing of learning tools, and data on skills trends. It encourages taking advantage of funding opportunities and supporting cross-sectoral and pan-European initiatives on skills. More specifically, the Creative Pact for Skills partners mutually accept and commit themselves to:

- **Establish a culture of life-long learning for all** (including for self-employed, on short and longer-term contracts, on the payroll of SMEs and of bigger-size companies etc.), and pool resources across the ecosystem to develop more opportunities for up- and reskilling for all types of occupations in the value chain (artists, creators, technicians, administrators, managers, etc.).
- **Work against discrimination and for gender equality, equal opportunities and promote social mobility** through and thanks to life-long learning opportunities. For example, through the promotion of even more diverse entry paths into the cultural and creative sectors (apprenticeships, paid internships, etc.) and by up- and reskilling opportunities that are relevant and accessible to all (online and blended, aimed at creative, technical and management roles, etc.).
- **Promote learning models and share learning tools** both among sectors within the CCIs and on a cross-sectoral level beyond the CCIs with other industrial ecosystems.
- **Share data and information** on skills needs' trends in the CCIs ecosystem, also according to skills blueprint projects and other relevant initiatives, and exchange with education and training providers in order to address the identified skills gaps.
- Take advantage as much as possible of available funding opportunities (among others: EU funds, public funding opportunities at national and regional levels as well as private investments) by **working together in support of cross-sectoral and pan-European initiatives** on skills.
- **Support, promote and communicate** the aims and ambition of this LSP.

Action points: the Roadmap for Creative Skills Acquisitions

To give life to the ambition and achieve the objectives, concrete actions are put forward:

- Stimulating and encouraging the **mapping and mutualisation of resources and experiences** across the CCIs ecosystem and beyond - to support the take up of new learning models and tools, and offer more training opportunities to the cultural and creative professionals.
- **Promoting the collection of existing data** on labour market intelligence, and employment trends and skills needs in the different EU countries and sectors. Supporting the collection of such data in a more systematic way and in more countries across the EU. **Open Data and Open Science** approaches should be privileged in this process, especially when receiving public funding but not only, to make sure the data collected and the methodology developed,

² Available at: <https://ecbnintra.notion.site/Creative-Pact-for-Skills-Manifesto-7ab34b220bf54dfc98fb7bac8ad93627>

is documented well, and can continue to be accessible and used beyond the project lifetime for the benefit of all.

- **Promoting the mutual recognition of training paths** (and related skills) across EU countries, in order to facilitate professional mobility in the Cultural and Creative Sectors and allow a more operational deployment of EU initiatives based on ESCO and EQF.
- Engaging and **joining forces with other European initiatives and projects** active in the Cultural and Creative Sectors which are not part of the LSP (yet) to disseminate the goals and raise awareness of the Creative Pact For Skills Manifesto in order to increase upskilling opportunities for all professionals.
- Implementing an annual joint **Creative Skills Week**, possibly linked to other existing European initiatives, during which all partners and their members/networks present and report on their own or joint activities to promote re-skilling and up-skilling of the European CCIs ecosystem workforce.
- As a sign of support and participation in the Creative Pact for Skills, partners are encouraged to use a **Pact for Skills visual identity** that illustrates their participation and involvement in re/upskilling activities.

How to measure our progress

As agreed by the Plenary of the LSP for the CCIs in 2022, the following Key Performance Indicators (KPIs) were established. These KPIs aid in measuring the effectiveness of this comprehensive skills partnership in the Cultural and Creative Industries (CCIs) ecosystem. They specifically assess our progress in enhancing skills and reducing skills gaps. These KPIs also provide all stakeholders with the necessary data to evaluate the partnership's initiatives and strategic direction, thereby facilitating more informed decisions about future activities.

- **Coverage of the partnership:** This KPI tracks the total number of organizations participating in the partnership, as well as its reach across different sectors and geographical areas.
- **Skills intelligence:** Measures the quantity of skills need assessments conducted at the European, national, and sectoral levels by the partnership's stakeholders and distributed among them.
- **New training models and tools:** Focuses on the development and testing of new training initiatives, programs, materials, and tools by the partnership, noting the number of new projects initiated both within and beyond the CCIs ecosystem.
- **Upskilling and reskilling actions:** Quantifies the number of individuals who have participated in upskilling and reskilling programs facilitated by the partnership.
- **Communication/dissemination events:** Captures the number of events organized to promote the Creative Pact for Skills, both within the partnership framework and to external audiences.

As part of our continuous development process, we anticipate that the more profound baseline analysis will inform the creation of key performance indicators (KPIs) in the future, further enhancing and maturing the LSP goals.

2. Background LSP Exploitation Strategy

The European Skills Agenda

The European Skills Agenda, introduced by the Commission, aims to enhance sustainable competitiveness, social equity, and resilience within the EU through ambitious upskilling and reskilling objectives to be achieved by 2025. With 12 actionable initiatives, the agenda emphasizes collaboration with Member States, corporations, and social stakeholders to foster a culture of lifelong learning and democratize access to training opportunities across diverse geographical regions. The goal is to mobilize investments towards human capital development by leveraging the EU budget, facilitating post-pandemic recovery and aligning workforce competencies with the imperatives of green and digital transformations. The aim is to underscore the pivotal role of skills development in preparing individuals for evolving labor market dynamics, emphasizing its significance in fostering economic resilience amidst demographic shifts and accelerating transitions.

As part of the EU's response to tackle current challenges, the Pact for Skills was launched in 2020 as the first flagship action of the European Skills Agenda. The EU aims to have at least 60% of adults participating in training every year by 2030. The Pact for Skills brings together public and private organisations to upskill and reskill people of working age, so that they can thrive in the labour market and society.

Pact for Skills

The European Pact for Skills (PFS) was launched on 10 November 2020. This initiative aims to support public and private organisations in maximising the impact of their investments in upskilling and reskilling. This step is crucial for these organisations to thrive amidst the green and digital transitions. The Pact promotes collective action to maximise the benefits of investing in upskilling and reskilling. It encourages national, regional, and local authorities; companies; social partners; cross-industry and sectoral organisations; chambers of commerce; education and training providers; and employment services to collaborate. It also calls for a clear commitment to invest in training for all working-age people in the EU.

The PFS is a flagship action under the [European Skills Agenda](#). It is firmly rooted in the [European Pillar of Social Rights](#) and supports the ambitions of the EU Industrial and SMEs Strategies. According to the [New European Industrial Strategy](#) 2020, the Cultural and Creative Industries (CCIs) are among the 14 key industrial ecosystems driving growth, prosperity, and supporting the green and digital transition. As such, upskilling the European creative workforce is a crucial component of these efforts. These initiatives are organized in a bottom-up approach known as the Large-Scale Skills Partnership (LSP). In 2021, three organizations, BEDA, ECBN/CreativeFED, and UNI Europa, were asked by the EU Commission to initiate such an LSP to coordinate the upskilling and reskilling efforts within the CCIs ecosystem.

Pact for Skills - Large-Scale Skills Partnerships

The Pact for Skills prioritizes *strengthening collective action on skills development* through skills partnerships involving all stakeholders. Consequently, at the EU level, Large Scale skills Partnerships (LSP) are established as a shared engagement model for collective action. In this model, major players in industrial ecosystems and value or supply chains, including associations, relevant public authorities, and SMEs, commit to cooperate and invest in providing re- and upskilling opportunities for working-age people across the entire industrial ecosystem.

Large-Scale Skills Partnership for the Cultural and Creative Industries or Creative Pact for Skills

The Large-Scale Skills Partnership for the Cultural and Creative Industries (hereinafter, LSP) or Creative Pact for Skills is the main pillar of the coordination and cohabitation for European CCIs sectors skills ecosystem. The ecosystem concept covers both the commercial (industry) and non-commercial cultural and creative sectors, as well as cultural and creative areas of other sectors (e.g. education). The ecosystem is composed of over 8 million talented people across Europe, who work with great passion in 1,2 million enterprises. They enhance the quality of the lives of European citizens and contribute to their well-being. This added value is unquantifiable but essential for society, whilst in economic terms these sectors represent over €477 billion in turnover annually, which translates to almost 4% of EU's GDP.

The LSP consists of more than 150 members from across the EU and from various backgrounds. A detailed Stakeholder and Membership analysis can be found in Chapter 3. The LSP is designed as a Large-Scale Skills Partnership and aims to promote and facilitate the re- and upskilling of the European creative workforce.

The Large-Scale Skills Partnership for the Cultural and Creative Industries launched a [Creative Pact for Skills Manifesto](#) initiative in 2022 and was signed by over 160 Organisations until February 2024. For participating in the [Large-Scale Skills Partnership for the Cultural and Creative Industries](#) all members have to endorse the Manifesto and support the goals and efforts formulated in the Pact for Skills and the Manifesto. Along the same lines, all organisations that endorse this Creative Pact for Skills Manifesto are automatically part of the LSP and be kept informed of the further developments. This process was launched as a bottom-up initiative and maintained from November 2021 to February 2022 and builds on the Pact for Skills organised by the European Commission.

Regional Skills Partnerships - Local Ecosystem Partnerships (LEP)

Through the Pact for Skills, the European Commission aims to facilitate the establishment of [regional skills partnerships](#). These partnerships involve multiple stakeholders working together to provide upskilling and reskilling opportunities for working-age individuals in a region. This initiative also includes *local level skills partnerships* and *macro-regions*, which are collaborations between regions in multiple EU member states that share geographical or economic ties. One of the goals is that the PFS provides opportunities to engage with European and national policymakers on the regional dimension of skills and economic development or with other Pact members working in the same region or with related priorities and aims.

Linkages of SACCORD, CYANOTYPE, CSW, LSP and Creative Pact for Skills

All these activities are financed through the Erasmus+ EU funding scheme and are interconnected through the [European Skills Agenda](#). The goal is to encourage synergy between these initiatives and mutual support of their activities. Therefore all the activities of SACCORD and CSW are based on objectives and actions related to the Manifesto of the Creative Pact for Skills.

This paper intends to establish a comprehensive skills partnership model for skills development within the CCIs ecosystem, aiming to foster *lifelong learning for all individuals*, including those in various employment arrangements. It emphasizes *combating discrimination, promoting gender equality, and enhancing social mobility* through diversified entry paths and accessible upskilling and reskilling opportunities. Additionally, the paper advocates for *sharing learning models and tools both within and across sectors*, as well as *exchanging data on skills needs and trends to address identified gaps*. Leveraging available *funding opportunities*, including EU funds and private investments, is encouraged to *support cross-sectoral and pan-European initiatives on skills*, alongside *promoting and communicating the partnership's aims and ambitions effectively*.



Picture 1. Creative Skills Partnership Ecosystem.

Source: Own elaboration.

SACCORD

SACCORD combines SKILLS and ACCORD by collecting skills intelligence and data to support the European Skills Agenda and facilitates collaboration and joining up of partners at European and regional level who have not previously worked together in supporting the [Large Scale skills Partnership \(LSP\) on Cultural and Creative Industries \(CCIs\)](#). SACCORD is a co-funded project under the European Erasmus+ programme.

www.saccord.eu

Cyanotypes

CYANOTYPES is a unique pan-European project driven to imagine new competence ecosystems for the creative sector which support artists and other creatives as agents of change. Funded by the European Union's Erasmus+ program. It aims to support the co-creation and delivery of a training programme with concrete trans-national skills modules covering diverse qualifications involving VET levels (European Qualifications Framework [EQF] levels 3 to 5) and tertiary levels (EQF levels 6 to 8), providing inputs for workplace training and microlearning for existing and new occupational profiles.

<https://cyanotypes.website/>

CHARTER

CHARTER, the European Cultural Heritage Skills Alliance, brings together and represents the whole range of the cultural heritage sector in Europe. We strive towards making apparent the value of cultural heritage and creating a resilient and responsive sector. We work towards creating a lasting, comprehensive strategy that will guarantee Europe has the necessary cultural heritage skills to support sustainable societies and economies.

<https://charter-alliance.eu>

GreenCCircle

GreenCCircle empowers the Cultural and Creative Industries (CCIs) to embrace sustainability and innovation, fostering a transformative journey towards environmentally responsible practices and green skills. GreenCCircle aims to empower Cultural and Creative Industries (CCIs) to tackle climate change by developing a comprehensive support scheme. This initiative will identify skill gaps, create the GreenCCircle training for sustainable skills, and establish a multi-stakeholder ecosystem across 9 countries, fostering collaboration and innovation. With a focus on the EU Green Deal and Circular Economy principles, it will engage 120 learners, facilitate cross-industry fertilisation, and develop tools for environmental impact assessment and sustainable business practices. GreenCCircle introduces the Sustainability Facilitator role, enhancing CCIs' green transformation and resilience. This project not only aims to improve green skills and attitudes within CCIs but also to foster EU-level collaboration and align with EU values, laying the groundwork for a future social entrepreneurial initiative.

<https://greencircle.eu>

PACESETTERS

PACESETTERS carries out collaborative, artistic and practice-based research to keep pace with the transition. It tests innovative ideas to set the pace of the transition and assess strategies to push the pace of the transition. PACESETTERS is a research project funded by the EU Horizon program, that brings together partners and places, creative practice and research perspectives that are out of the ordinary: climate scientists and artistic entrepreneurs, difficult heritages and whitewashed villages, psychometrically validated surveys and circular aesthetics. All partners share the confidence needed not just to adapt to but drive the transition into more just and sustainable economies. They came together in the conviction that innovation mainly happens where it is least expected — for example, in cultural institutions that are well-anchored locally even if they aren't globally branded. Genalguacil's public museum foundation, Galway's art festival, and Nowa Huta's cultural centre C.K. Norwida may be small-scale organisations but they are lean, flexible and experienced enough to produce huge effects and impacts in their communities and beyond.

<https://www.pacesetters.eu>

Regional Skills Partnerships

Regional Skills partnerships are an additional regional layer to the European Pact for Skills and have to be acknowledged by the EU Commission to start its activities. These are multi-stakeholder

collaborations that work to create upskilling and reskilling opportunities for people of working age at regional or local level and bring together various stakeholders to create upskilling and reskilling opportunities for working-age individuals at regional or local levels. These collaborations unite private and public entities to implement practical actions. Regional Skills Partnerships can be established within a single region, locally, or between regions across EU member states that share geographical or economic proximity.

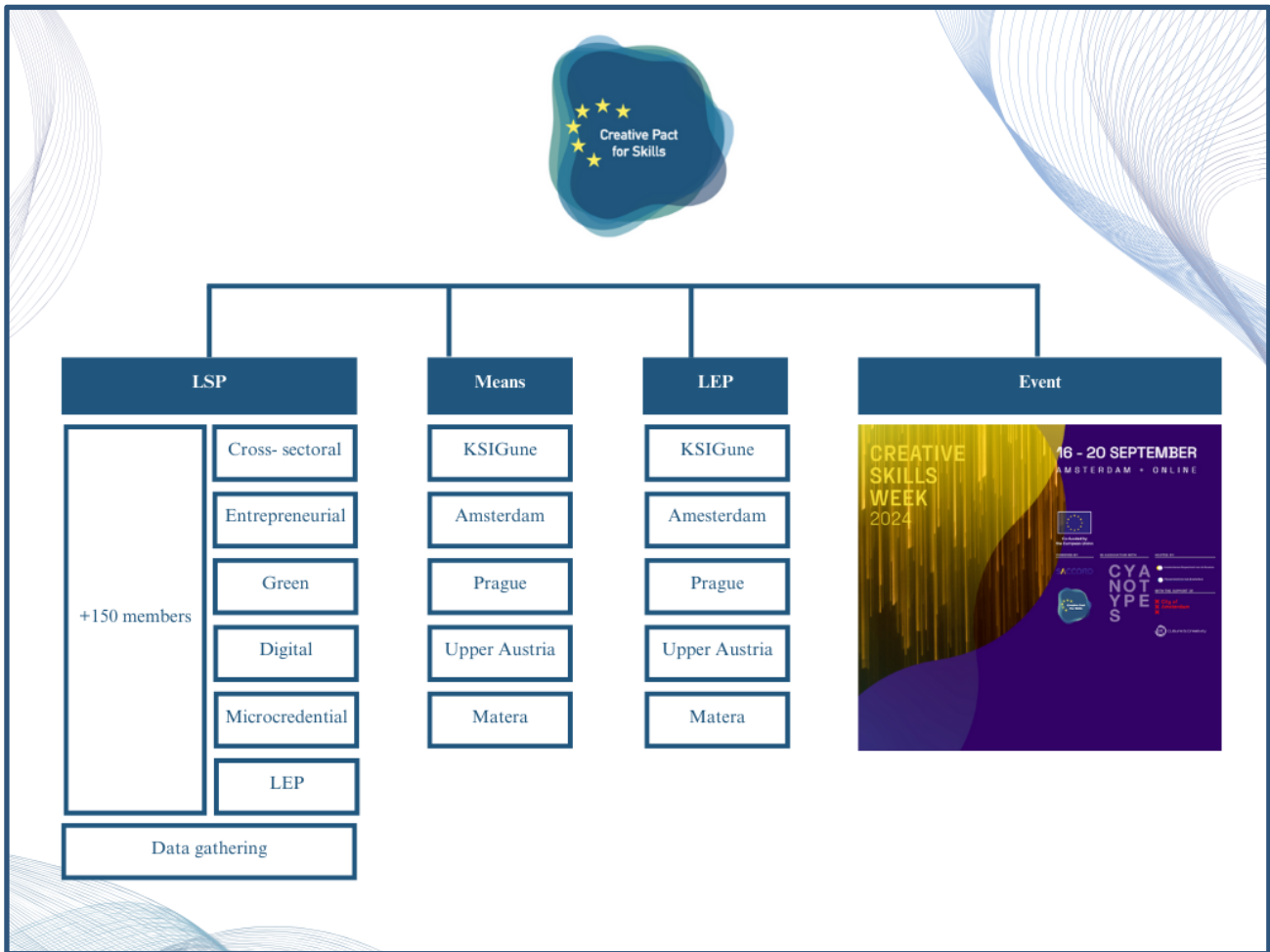
https://pact-for-skills.ec.europa.eu/about/regional-skills-partnerships_en

3. Baseline Analysis

From 2021 the Large-Scale Skills Partnership for the CCIs, or Creative Pact for Skills, was established as a bottom-up initiative to coordinate the re- and upskilling initiatives of the CCIs ecosystems in Europe. It is supported by three different Directions General from the EU Commission. Namely DG Employment (DG EMPL), DG [Education, Youth, Sport and Culture](#) (DG EAC) and DG [Internal Market, Industry, Entrepreneurship and SMEs](#) (DG Grow), which are the link to EU Policy makers and are responsible for a broader acknowledgment of this initiative.

The Creative Pact for Skills has four pillars and is developed under the project umbrella of SACCORD and supported by the project team. The core of the LSP consists of 150+ members, with an average of 5 new members joining each month. The LSP's work is supported by six different Working Groups (WGs), ranging from Entrepreneurial Skills Development to Green and Digital Skills, and includes building Local Ecosystem Partnerships (LEPs), such as Regional Skills Partnerships (RSPs). These RSPs will also form the future stronghold for expanding the LSP to regional and local levels.

Currently, four new LEPs/RSPs are being developed, in the framework of the SACCORD project and inspired by the example and in close collaboration with the RSP developed by KsiGune in the Basque Country; these four LEPs/RSPs will be established in Amsterdam (NL), Prague (CZ), Linz-Upper Austria (AT) and Matera (IT). During the SACCORD project's 2-years lifetime, two major events will support the LSP's work: Creative Skills Week 2024 in Amsterdam and the respective 2025 edition in Prague. The primary means of the LSP are the semi-annual plenary sessions where past activities are reviewed, and future activities are planned. The main method of direct communication is the LSP Newsletter, supported by inter-LSP communication via Slack and broader communication within the LinkedIn network.



Picture 2. Baseline analysis: Means of production for the LSP.

Source: Own elaboration.

Membership Structure of the LSP

In a first baseline analysis of the member structure of the more than 150 LSP Members, five distinct member clusters were identified. The first cluster consists of 4% European Social Partners, totaling six partners. These organizations, acknowledged by the European Commission, represent management and labor, including employers' organizations and trade unions. This cluster plays a crucial role in bridging the gap between workforce needs and management goals.

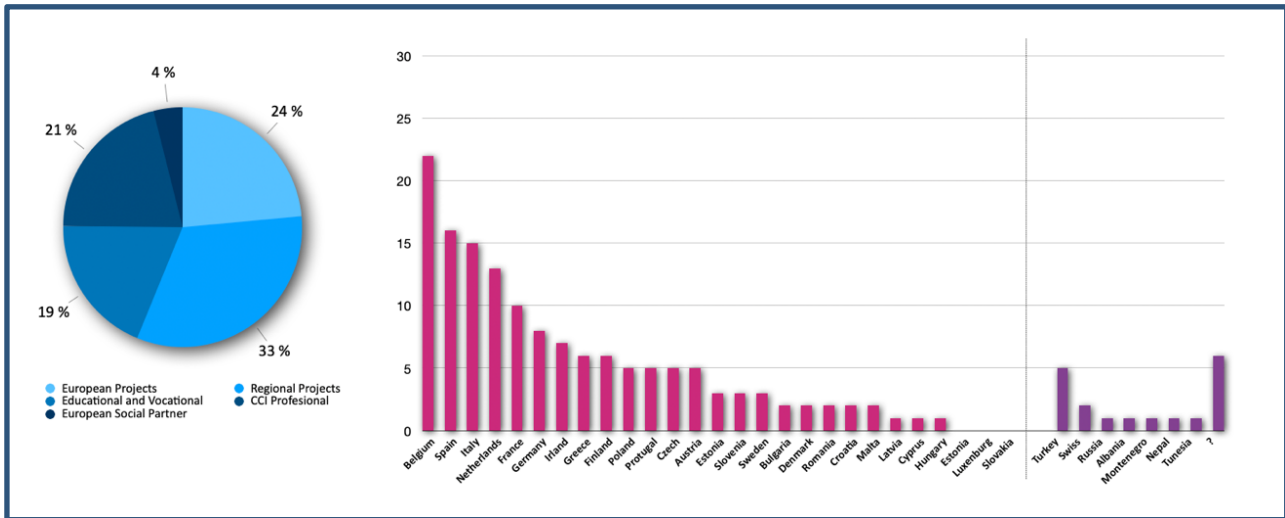
The second group includes European projects, comprising 24% of all members, or 36 in total. Predominantly based in Brussels, these members include a large proportion of advocacy bodies for the European CCIs. Their central location and focus on advocacy make them vital players in shaping policies and initiatives at the EU level.

The largest cluster, accounting for one-third (33%) of the LSP members, consists of Regional Projects, with 50 members in total. These projects are geographically diverse and focus on regional issues, ensuring that local needs and conditions are addressed within the broader framework of the LSP.

The fourth group is made up of members from the Educational and Vocational Sectors of the European CCIs ecosystem, representing 19% of all members, or 29 in total. These members are

instrumental in providing the necessary training and educational support to upskill the workforce, aligning educational outcomes with industry requirements.

The final group includes CCI professionals, who make up 21% of the members, totaling 32 partners. These professionals bring practical industry insights and expertise, directly influencing the implementation of projects and initiatives within the LSP.



Picture 3. Baseline analysis: Mapping of LSP members (date: 17 July 2024).

Source: Own elaboration.

The regional distribution of these members indicates a high concentration of organizations in Belgium, particularly in its capital, Brussels. Obviously, there are a large number of advocacy organisations in Brussels, hence a higher density of organisations from Brussels in this LSP.

This is followed by traditional countries of high EU participation such as Spain, Italy, and the Netherlands. The middle and last groupings reflect general participation in EU projects relative to country size. However, it is noteworthy that Germany and France are underrepresented relative to their country size, and there are no members from Slovakia, Estonia, or Luxembourg in the LSP. Additionally, outside of Europe, Turkey has five members in the LSP, and six members did not indicate their country of origin.

This overview of the structure of members underscores the need for targeted efforts to enhance participation from underrepresented countries and sectors. By addressing these gaps through different actions - such as closer cooperation with already existing LSP members in those regions or a targeted business to business (b2b) approach, the LSP can ensure a more balanced and inclusive representation, ultimately leading to more comprehensive and effective strategies for the re- and upskilling of the European creative workforce.

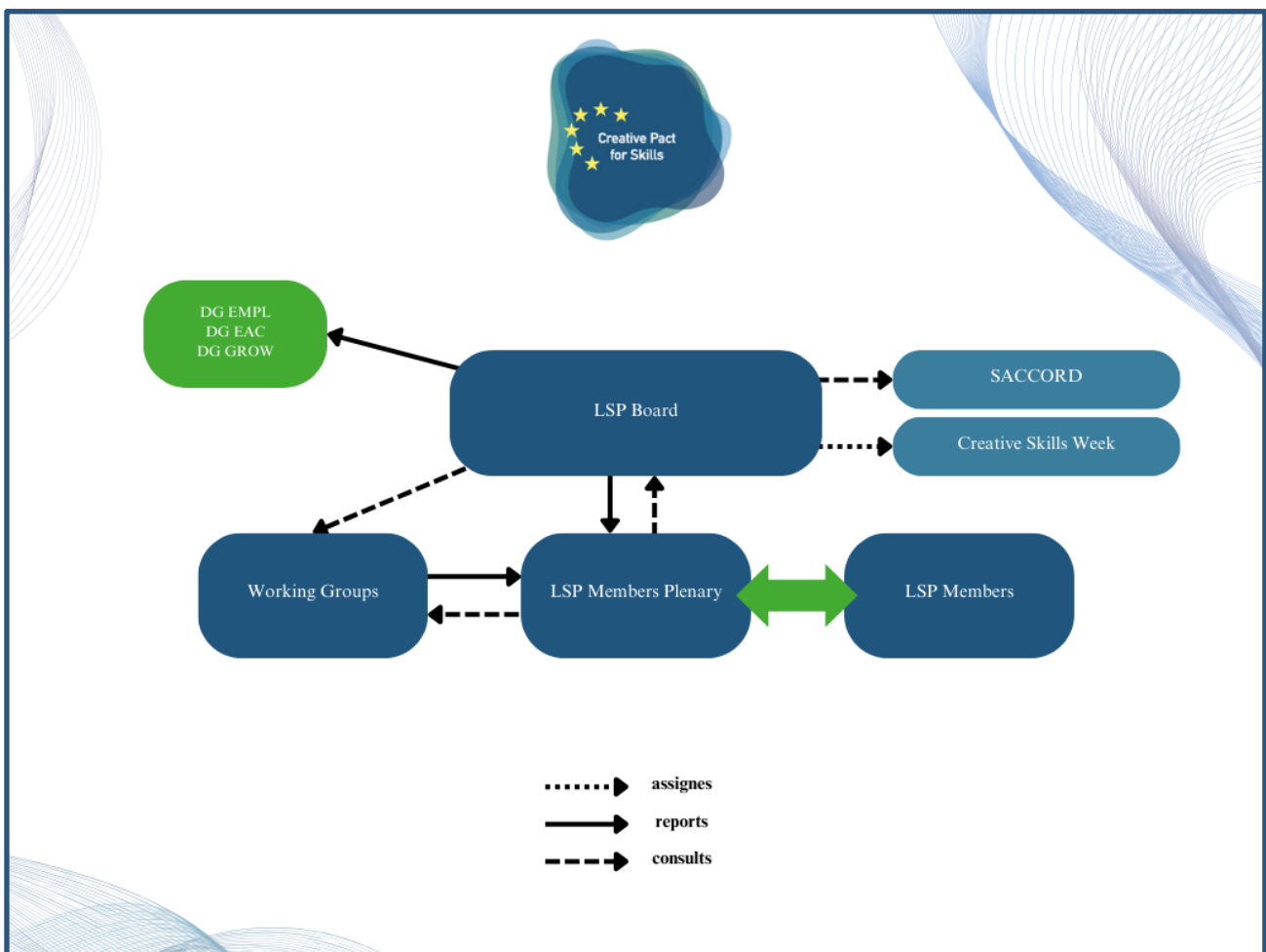
LSP Governance Structure

The existing governance structure of the Creative Pact for Skills LSP is designed as an inclusive platform for all stakeholders. With over 150 members, the LSP Members convene bi-annually at the LSP Members Assembly, to review the report on the past year's activities and discuss future actions. This assembly provides a crucial forum for dialogue and collaborative planning, ensuring that all voices are heard and considered in the decision-making process.

Supporting the LSP's activities are six specialized working groups, each facilitated by a designated organization. These working groups focus on specific areas critical to the creative sector's development:

1. **Digital Skills** facilitated by All Digital.
2. **Entrepreneurial Skills** facilitated by ICHEC Brussels Management School.
3. **Cross-Sectoral Collaboration** facilitated by Fondazione Accademia Teatro alla Scala.
4. **Green Transition**, facilitated by Transit Projectes.
5. **Micro-Credentials** facilitated by Materahub.
6. **Local Ecosystem Partnerships (LEP)** facilitated by CreativeFED.

Each working group plays a pivotal role in advancing the LSP's objectives by driving initiatives within their respective domains. This collaborative structure ensures a comprehensive approach to skills development, addressing various facets of the creative industry's needs.



Picture 4. Governance of the Large-Scale Skills Partnership for CCI.

Source: Own elaboration.

At the helm of this structure is the LSP Leadership Board. This board has a dual responsibility: on one hand, it coordinates and communicates with the European Commission, specifically with DG Employment, DG Education, and DG Industry and SME, ensuring alignment with broader EU policies and objectives. On the other hand, it manages coordination towards European-funded projects such as SACCORD and oversees events like the Creative Skills Week (CSW). This dual coordination role is crucial for maintaining coherence between the LSP's activities and the strategic priorities of the European Union, thereby enhancing the impact and reach of the Creative Pact for Skills.

A comprehensive survey aimed at LSP members was recently launched, to enhance the baseline analysis. This initiative is crucial for gathering valuable insights and data that will contribute to a more robust and accurate understanding of our current baseline metrics. The survey's structure and questions are thoroughly documented and can be found in the Appendix A.

4. Strategizing and Methodology for the LSP Exploitation Strategy

Strategizing the Creative Pact for Skills Large-Scale Skills Partnership (LSP) involves several key components: a baseline analysis, a monitoring plan, a communication strategy, the development of action plans, and the tactical implementation of activities. The baseline analysis serves as the foundation by identifying the current status of the LSP, allowing for targeted interventions. A robust monitoring plan ensures that progress is tracked systematically, using key performance indicators (KPIs) to measure success and make necessary adjustments. The communication strategy is essential for maintaining transparency, facilitating stakeholder engagement, and disseminating information effectively. These elements work together to create a cohesive framework that guides the LSP in achieving its goals.

Beyond addressing existing measures, objectives, and actions, the strategizing process also includes a Forward-looking plan (D2.3 of the SACCORD project, due in M24) that envisions future implementation and exploitation beyond the project's lifecycle. This aspect of the strategy focuses on sustainability and long-term impact, ensuring that the initiatives and benefits continue to evolve and support the creative workforce even after the project's formal conclusion. By anticipating future needs and challenges, the LSP can develop adaptive and resilient action plans that keep pace with industry developments and technological advancements. This proactive approach not only enhances the immediate effectiveness of the LSP's activities but also secures its relevance and utility in the years to come, fostering a culture of continuous improvement and innovation within the European creative industries.

It is essential to recognize that this report is a living document, marking only the initial edition of an ongoing strategic effort to fully exploit the capabilities of the Large-Scale Skills Partnership for the CCIIs. Future updates will include evaluations and further refinements of the methodology and action plans presented here, ultimately creating an exploitation plan (as an integral to the Forward-looking Plan [D2.3], due to M24) that extends beyond the project's lifecycle.



Picture 5. General scheme of an exploitation strategy.

Source: Own elaboration.

This effort is illustrated by a comprehensive strategizing framework, structured as a pyramid to depict the hierarchical flow from vision to daily operations. At the apex of this pyramid is the project's vision, which is formulated to span at least five to ten years. This vision encapsulates all the values and long-term objectives of the Creative Pact for Skills, providing a guiding star for the entire initiative.

Descending to the second tier, mission statements are derived from the overarching vision. These mission statements are designed to be relevant for a period of one to four years, breaking down the long-term vision into more immediate and actionable goals. These statements serve as a bridge between the long-term aspirations and the strategies needed to achieve them.

On the third tier, various strategies are formulated, including those for communication, visualization, presentation, and events. These strategies involve detailed action planning and the scheduling of activities, with a required review and revision cycle every six to twelve months. This ensures that the strategies remain relevant and adaptive to changing circumstances and new insights.

Beneath these general strategies, tactical planning is implemented for each specific action and activity. This involves aligning the tactical plans with key performance indicators (KPIs) that need to be achieved. Tactical planning is crucial for translating strategic goals into practical steps and measurable outcomes.

At the base of the strategizing pyramid are the day-to-day operations, which form the work cycles the LSP undergoes. These operations are the foundation upon which the entire strategy is built, ensuring that daily activities are consistent with the tactical plans, strategies, mission statements, and overall vision of the Creative Pact for Skills. This layered approach ensures that every level of planning and execution is interconnected and supports the long-term success of the initiative.

Vision of the Creative Pact for Skills

The Creative Pact for Skills envisions a transformative and inclusive roadmap for the CCIs ecosystem, promoting lifelong learning and resilience through innovative education and training methods. Our commitment is to create a relevant, accessible, and affordable learning ecosystem for all sector professionals, ensuring they are equipped to meet current and future challenges.

Mission and Aims of the Creative Pact for Skills

Creative Pact for Skills not only supports the development and resilience of the CCIs ecosystem but also aims to find efficient and innovative methods to bolster all education and training activities. Achieving this requires continuous and effective collaboration between education, training, and sector stakeholders.

The Creative Pact for Skills is committed to an open and inclusive process, welcoming all interested parties, existing and future stakeholders, initiatives, and projects, including regional networks, to collaborate under a unified European framework. It aims to be developed in close partnership with the industry, giving a central role to social partners, sector bodies, and education providers. This collaborative effort will be grounded in sector-level data and qualitative analyses.

Our ambition is to foster a lifelong learning ecosystem that is relevant, accessible, and affordable for all sector professionals, including the self-employed, throughout their careers. This ecosystem will reinforce synergies and pool resources among existing sector skills initiatives across Europe.

We also strive to promote new learning models and higher quality learning opportunities, with a primary focus on digital, green, and entrepreneurial skills. Special attention will be given to on-the-job learning, equipping professionals in the Cultural and Creative sectors with the key skills needed to address current and future challenges, thereby securing robust career paths and a resilient ecosystem.

Objectives of the Creative Pact for Skills

The main objective of the Creative Pact for Skills is that partners jointly commit to establishing a LSP and a unified model for skills development in Europe for the Cultural and Creative Industries ecosystem. This includes fostering a culture of life-long learning for all, including self-employed individuals, those on short- and long-term contracts, and employees of SMEs and larger companies. By pooling resources across the ecosystem, the partnership aims to create more opportunities for upskilling and reskilling across all roles in the value chain, such as artists, creators, technicians, administrators, and managers.

In addition, the partnership is dedicated to combating discrimination and promoting gender equality, equal opportunities, and social mobility through life-long learning opportunities. This involves promoting diverse entry paths into the cultural and creative sectors, such as apprenticeships and paid

internships, and ensuring that upskilling and reskilling opportunities are relevant and accessible to all, including online and blended learning for creative, technical, and management roles.

Furthermore, the partners encourage and share learning models and tools both within the CCIs sectors and on a cross-sectoral level with other industrial ecosystems. They are committed to sharing data and information on skills trends in the CCIs ecosystem, drawing on skills blueprint projects and other relevant initiatives, and collaborating with education and training providers to address identified skills gaps.

To maximize the use of available funding opportunities, including EU funds, public funding at national and regional levels, and private investments, the partners will collaborate on cross-sectoral and pan-European skills initiatives.

Finally, they are committed to supporting, promoting, and communicating the aims and ambitions of this LSP.

Existing Action plan of the Creative Pact for Skills

To bring the ambition to life and achieve the objectives, a series of concrete actions is proposed. First, the plan presented to the LSP aims to stimulate and encourage the mapping and mutualization of resources and experiences across the CCIs ecosystem and beyond. This effort will support the adoption of new learning models and tools, thereby offering more training opportunities to cultural and creative professionals.

The collection of existing data on labor market intelligence, employment trends, and skills needs across different EU countries and sectors will also be promoted. By supporting the systematic collection of such data in more countries across the EU, a comprehensive understanding of the skills landscape can be ensured. Open Data and Open Science approaches are advocated, particularly when public funding is involved, to ensure that collected data and developed methodologies are well-documented, accessible, and usable beyond the project's lifetime for the benefit of all.

Another key action involves promoting the mutual recognition of training paths and related skills across EU countries. This initiative will facilitate professional mobility within the CCSI and enable a more effective deployment of EU initiatives based on the European Skills, Competences, Qualifications and Occupations classification (ESCO) and the European Qualification Framework (EQF).

The plan includes engaging and joining forces with other European initiatives and projects active in the CCSI that are not yet part of the LSP. This collaboration will help disseminate the goals and raise awareness of the Creative Pact for Skills Manifesto, thereby increasing upskilling opportunities for all professionals.

An annual Creative Skills Week will be implemented, potentially linked to other existing European initiatives. During this week, most LSP partners and their members or networks will present and report on their own or joint activities aimed at promoting re-skilling and up-skilling within the European CCIs ecosystem workforce.

Finally, as a demonstration of support and participation in the Creative Pact for Skills, partners will be encouraged to use the Creative Pact for Skills supporters' badge (to be developed by September 2024, prior to CSW2024). This visual representation will illustrate their commitment and involvement in re/upskilling activities, enhancing visibility and engagement across the sector.

Conclusion and Recommendations to the LSP

The strategizing process for the Creative Pact for Skills is a comprehensive effort that involves several key components: baseline analysis, monitoring plans, communication strategies, the development of action plans, and the tactical implementation of activities. These elements work in tandem to create a cohesive framework that guides the LSP in achieving its goals. The baseline analysis establishes a foundation by identifying the current status and needs, allowing for targeted interventions. A robust monitoring plan ensures systematic progress tracking and necessary adjustments using key performance indicators. Meanwhile, the communication strategy maintains transparency, facilitates stakeholder engagement, and effectively disseminates information.

However, the LSP's strategy extends beyond addressing existing measures, objectives, and actions. It also includes a Forward-looking plan that envisions future implementation and exploitation beyond the project's lifecycle. This aspect of the strategy focuses on sustainability and long-term impact, ensuring that the initiatives and benefits continue to evolve and support the creative workforce even after the project's formal conclusion. By anticipating future needs and challenges, the LSP can develop adaptive and resilient action plans that keep pace with industry developments and technological advancements. This proactive approach not only enhances the immediate effectiveness of the LSP's activities but also secures its relevance and utility in the years to come, fostering a culture of continuous improvement and innovation within the European creative industries.

It is essential to recognize that this report is a living document, marking only the initial edition of an ongoing strategic effort to develop the Large-Scale Skills Partnership for the Creative Pact for Skills. Future updates will include evaluations and further refinements of the methodology and action plans presented here, ultimately creating an exploitation plan that extends beyond the project's lifecycle. This approach ensures that the strategies and actions remain dynamic and responsive to the evolving needs of the creative sector.

To effectively implement and sustain these strategies, the LSP should focus on continuous development and adaptation of the action plan. This involves regular revisions and updates to the methodologies and activities, ensuring they align with the latest industry trends and technological advancements. The vision of the Creative Pact for Skills, with its emphasis on lifelong learning and resilience through innovative education and training methods, provides a guiding framework. By fostering continuous collaboration among stakeholders and supporting the development of digital, green, and entrepreneurial skills, the LSP can create a relevant, accessible, and affordable learning ecosystem for all sector professionals. This will equip them to meet current and future challenges, ultimately securing robust career paths and a resilient ecosystem for the Cultural and Creative Industries in Europe.

Recommendations

To ensure the continuous development and success of the Creative Pact for Skills LSP, several key recommendations are proposed:

1. Regular Review and Update of Action Plan:

Establish a systematic review cycle for the action plans, ensuring they are updated every six to twelve months. This will help keep the plans aligned with industry trends and technological advancements.

2. Strengthening Collaboration:

Foster deeper collaboration among stakeholders, including educational institutions, industry partners, and policymakers. This will enhance the pooling of resources and sharing of best practices.

3. Expanding Data Collection and Sharing:

Promote the systematic collection and sharing of data on labor market intelligence, skills needs, and employment trends. Utilizing Open Data and Open Science approaches will ensure that data is accessible and useful beyond the project's lifecycle.

4. Enhancing Professional Mobility:

Develop mechanisms for the mutual recognition of training paths and skills across EU countries. This will facilitate professional mobility, and the operational deployment of EU initiatives based on ESCO and EQF.

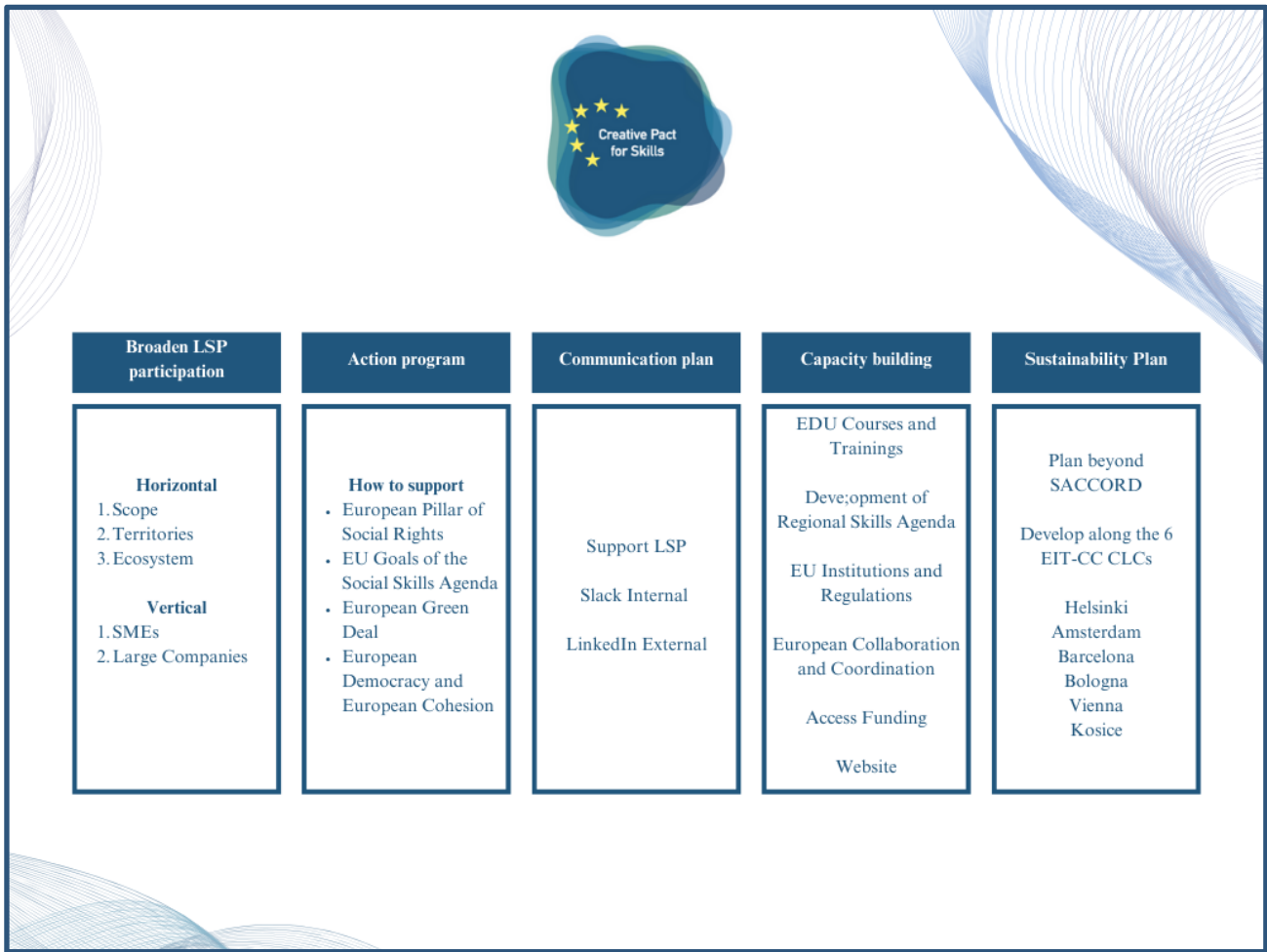
5. Increasing Awareness and Engagement:

Implement initiatives like the annual Creative Skills Week even beyond the project life-span to raise awareness and engage more stakeholders in the Creative Pact for Skills. This will help in promoting the goals and increasing upskilling opportunities for all professionals.

6. Utilizing a Visual Identity:

Encourage partners to use a Pact for Skills visual identity to illustrate their participation and commitment. This will enhance visibility and foster a sense of collective effort in re/upskilling activities.

By adopting these recommendations, the Creative Pact for Skills LSP can ensure that its strategies remain effective, dynamic, and aligned with the evolving needs of the European creative sector. This will ultimately contribute to a more resilient, innovative, and competitive Creative and Cultural Industries ecosystem in Europe.



Picture 6. Objectives of the exploitation strategy for the Large-Scale Skills Partnership for the CCIs.

Source: Own elaboration.

5. Monitoring and Evaluation

The monitoring plan for the Creative Pact for Skills focuses on systematically tracking progress, evaluating the effectiveness of activities, and ensuring alignment with the initiative’s objectives. The plan is divided into four main components: Developing the monitoring framework, Regular data collection, Reporting and review, and Feedback and adjustment mechanisms.

This monitoring plan serves as a methodological framework for constructing a comprehensive monitoring system for the Creative Pact for Skills. Given that the baseline analysis is currently in progress, this plan outlines the essential steps and processes required to develop a robust monitoring structure. It details the establishment of KPIs, data collection methods, regular reporting schedules, and feedback mechanisms. By providing a clear methodology, this plan ensures that once the baseline data is available, the LSP can effectively implement a systematic approach to track progress, evaluate effectiveness, and make informed adjustments to achieve its strategic objectives.

1. Developing the monitoring framework

Objective: Establish clear KPIs and data collection methods to ensure consistent and accurate tracking of progress.

Actions:

- **Define Key Performance Indicators (KPIs):**
 - Identify KPIs that align with the strategic objectives of the LSP. Examples of KPIs include:
 - Number of new members engaged in the LSP
 - Number of training sessions conducted
 - Number of participants upskilled
 - Participant satisfaction rates
 - Employment and career progression rates of participants
 - Establish baseline values for each KPI using initial data collected during the baseline analysis.
- **Design data collection methods:**
 - Develop standardized tools and methods for data collection, including surveys, interviews, focus groups, and automated tracking systems (e.g. through membership application forms, for some KPIs).

This includes the revision and update of the tools already developed, such as the survey launched to gather further data about LSP members. To ensure the effectiveness and inclusivity of our data collection efforts, it is crucial to implement user-friendly and accessible methods for all stakeholders. Additionally, leveraging digital platforms and tools will facilitate real-time data collection and analysis, enhancing our ability to promptly gather and interpret valuable insights.

2. Regular data collection

Objective: Collect data at regular intervals to monitor progress against KPIs and identify areas for improvement.

Actions:

- **Schedule data collection:**
 - Establish a regular data collection schedule (e.g., quarterly) to ensure timely and consistent monitoring.
 - Assign responsibilities for data collection to specific team members or stakeholder groups.
- **Implement data collection tools:**
 - Distribute surveys and questionnaires to participants and stakeholders at predetermined intervals.
 - Conduct interviews and focus groups with key stakeholders to gather qualitative insights.
 - Utilize digital tools and platforms to automatically track and record relevant data.
- **Ensure data quality:**
 - Regularly review and validate collected data to identify and address any discrepancies or issues.

3. Reporting and review

Objective: Produce regular monitoring reports to provide insights into progress, challenges, and recommendations for adjustments. This shall align with the SACCORD project reporting periods, but also go beyond that.

Actions:

- **Generate monitoring reports:**
 - Compile collected data into comprehensive monitoring reports at regular intervals (e.g., quarterly, bi-annually).
 - Include detailed analyses of KPI performance, highlighting areas of success and those needing improvement.
 - Provide actionable recommendations based on data insights.
- **Disseminate reports:**
 - Share monitoring reports with all relevant stakeholders, including project team members, partners, and funders. This shall align with the communication strategy for the LSP outlined in the next section.

- **Conduct review meetings:**

- Organize regular review meetings with key stakeholders to discuss monitoring reports and progress.
- Use these meetings to identify challenges, celebrate successes, and decide on necessary adjustments to strategies and action plans.

4. Feedback and adjustment mechanisms

Objective: Incorporate stakeholder feedback and make necessary adjustments to improve the effectiveness of the LSP.

Actions:

- **Establish feedback channels:**

- Create multiple channels for stakeholders to provide feedback, including online forms, suggestion boxes, and regular feedback sessions.
- Encourage open and honest communication to gather valuable insights and suggestions.

- **Analyze feedback:**

- Regularly review and analyze stakeholder feedback to identify common themes and areas for improvement.
- Integrate feedback into the monitoring reports to ensure that stakeholder perspectives are considered in the evaluation process.

- **Adjust strategies and actions:**

- Based on feedback and data analysis, make necessary adjustments to strategies, action plans, and activities.
- Ensure that adjustments are communicated clearly to all stakeholders and implemented promptly.

- **Continuous improvement:**

- Foster a culture of continuous improvement by regularly reviewing and refining the monitoring plan.
- Encourage innovation and flexibility to adapt to changing circumstances and new insights.

By implementing this monitoring plan, the Creative Pact for Skills LSP can ensure that progress is systematically tracked, challenges are promptly addressed, and strategies are continuously refined to achieve the initiative's objectives effectively.

6. LSP Communication strategy

Introduction to Communication Plan

The objectives of the Creative Pact for Skills revolve around establishing a comprehensive, LSP aimed at reshaping skills development across Europe's CCIs. This ambitious initiative commits to fostering a culture of lifelong learning accessible to everyone, from the self-employed to employees of both SMEs and large companies, enhancing skill-building opportunities across all roles within the creative ecosystem. The Pact actively combats discrimination and promotes gender equality and social mobility through diverse educational pathways such as apprenticeships and internships, and inclusive upskilling programs. It also emphasizes the sharing of innovative learning models and tools across different sectors and beyond, to foster interdisciplinary growth and collaboration. Additionally, the partnership focuses on gathering and disseminating data on skill needs and trends, to better align educational offerings with market demands. Finally, it seeks to maximize funding opportunities to support collaborative, cross-sectoral initiatives aimed at strengthening the creative workforce throughout Europe, while also enhancing the visibility and impact of these efforts.

Objectives of the Communication Strategy

The primary objective of the communication strategy for the Creative Pact for Skills is to disseminate information and engage a diverse array of stakeholders and primarily to potential new LSP Members within the CCIs across Europe. This strategy aims to support the objectives of the initiative by demonstrating the scope and depth of its impact on reskilling and upskilling in the creative sectors. It endeavors to articulate the value proposition of the pact, emphasizing its role in fostering a resilient and adaptable creative workforce capable of navigating and thriving in an evolving economic landscape. The communication efforts are structured to maximize transparency and accessibility, ensuring that relevant information reaches not only direct participants such as SMEs, training providers, Sectoral Organisations and individuals but also policymakers and potential supporting partners who are critical to the initiative's success.

Furthermore, the strategy is designed to foster an inclusive community dialogue that encourages participation and feedback from all stakeholders. By leveraging both traditional and digital communication platforms, the strategy aims to facilitate a two-way exchange of ideas and best practices. This includes the creation and distribution of content such as newsletters, white papers, and digital forums, as well as engaging through social media and professional networks. The ultimate goal is to build a robust support network that enhances visibility and understanding of the pact's objectives, driving collective action and commitment. This approach not only promotes the sharing of resources and cross-sectoral collaboration but also ensures that the pact remains responsive to the dynamic needs of the CCIs, thereby enhancing its effectiveness and sustainability.

Target Audience

The communication strategy for the Creative Pact for Skills targets several distinct audience segments, each crucial for the initiative's success:

- 1. Creative Professionals:** This group includes artists, designers, musicians, writers, and other cultural practitioners actively working within the creative sectors. Communications tailored to this audience focus on the direct benefits of upskilling and reskilling, highlighting opportunities for personal and professional growth. The goal is to engage these individuals with compelling success stories, practical training opportunities, and events that underscore the relevance of continued education in enhancing their creative and economic potential.
- 2. Training and Educational Institutions:** These are the providers of education and training for the creative sectors, including universities, vocational schools, and private training

organizations. The communication strategy aims to inform them about the latest industry needs and how they can adapt their offerings to meet these demands. Collaborative opportunities for curriculum development and participation in research are also emphasized to align their programs with the evolving skills landscape of the creative industries.

- 3. Industry Bodies and Cultural Organizations:** This audience includes associations, guilds, and other groups that represent various facets of the creative industries. The strategy seeks to involve these bodies in a dialogue about sector-specific needs and the importance of a skilled workforce. Communications encourage these organizations to advocate for the Creative Pact for Skills within their networks and to participate actively in shaping the initiative’s direction.
- 4. Policymakers and Government Agencies:** These stakeholders are critical in terms of regulatory support and funding. The strategy aims to keep them informed about the initiative’s progress and successes, emphasizing the economic and cultural benefits of investing in the creative sectors. Effective communication with this group seeks to secure continued support and possibly influence policy adjustments that favor the growth and sustainability of the creative industries.
- 5. National and Regional Network Organisations:** For the Creative Pact for Skills, national and regional network organizations play a critical role in implementing and scaling the initiative’s objectives across diverse geographical areas. These organizations are crucial intermediaries that connect the pact’s mission with local and regional needs and opportunities. Here’s a detailed breakdown of their roles and importance: By engaging national and regional network organizations, the Creative Pact for Skills can leverage their local expertise and existing infrastructures to foster a more integrated approach to skills development. This engagement ensures that the initiative’s programs are effectively localized, enhancing their relevance and impact, and supporting sustainable development within Europe’s diverse cultural and creative landscapes.

Each of these audiences requires tailored messaging that addresses their specific interests and needs, ensuring that the communication strategy effectively engages all stakeholders in a meaningful and impactful manner.

Key Messages

Formulating a key message in a communication strategy is essential as it ensures that all information shared across various platforms and stakeholders is clear, focused, and consistent. This clarity helps audiences easily understand and retain the core message, increasing its impact and effectiveness. A well-defined key message also aids in maintaining the alignment of all communications with the overarching goals of the campaign or initiative, fostering a strong and unified brand voice that resonates with the audience, reinforcing trust and engagement.

Architecture of a Key Message	
Central Idea	The central idea, or the main message of this text, is embodied in the key message itself.
Hook	The hook is the opening sentence and is designed to grab the reader's attention by introducing the concept of SACCORD and its empowering role in driving upskilling and reskilling in the CCIIs.

Transition	The transition in this text can be seen in how the narrative moves from discussing the empowerment by CreativePactfor Skills to the specifics of what the initiative entails.
Additional Actions and Goals	The transition smoothly guides the reader from the introduction of the main idea to the detailed actions and goals of the initiative.
Voice	The voice of the text is asserting and inspiring, conveying a sense of urgency and optimism. It emphasizes collaboration and innovation, appealing to a wide audience of industry leaders, educational institutions, and policymakers. The tone is professional yet engaging, aiming to motivate readers to join the initiative and contribute to the transformation of Europe's CCIs.

Key Message #1	<i>“Unleashing Creative Potential for the Green and Digital Transformation: The Creative Pact for Skills”</i>
<p>Empowering Creativity for a Sustainable and Digital Future: Join the Creative Pact for Skills and Shape the Future of Innovation, by fostering a transformative journey towards environmentally responsible practices and green skills. The Creative Pact for Skills is a transformative initiative aimed at empowering Europe’s Cultural and Creative Industries by addressing urgent skills needs through coordinated re- and upskilling efforts, fostering collaboration among industry, educational institutions, and policymakers. This partnership seeks to build a resilient, future-ready creative workforce equipped with essential digital, green, and entrepreneurial skills to drive innovation and economic growth.</p>	

Key Message #2	<i>“Collaborate for Sustainability: The Creative Pact for Skills Pioneers transformative skilling initiatives”</i>
<p>Unlock creative potentials: Embrace Lifelong Learning with the Creative Pact for Skills, focusing on continuous education and skill development focusing on the green and digital transition. The Creative Pact for Skills aims to fortify the competitive edge and adaptability of creative professionals in a dynamic environment. This initiative advocates for avant-garde educational frameworks and interdisciplinary collaboration, ensuring that all stakeholders within the Cultural and Creative Industries have equitable access to essential skillsets. We are a network of organizations dedicated to supporting artists and creative professionals, with lifelong learning initiatives being essential to cultivating a vibrant and resilient creative ecosystem.</p>	

Key Message #3	<i>“Elevate Creativity: Collaborate with Our Extensive Partner Network for Enhanced Skills and Innovation”</i>
<p>Advance Your Creative Projects: Engage with Our Partners Network, Through a coalition of dedicated member organizations, the Creative Pact for Skills systematically enhances the professional capacities of Europe’s creative sector by facilitating reskilling and upskilling programs. This initiative equips artists, designers, and creative professionals with cutting-edge tools and knowledge, fostering a competitive edge in their fields. Our network is committed to supporting a thriving, innovative, and adaptive creative ecosystem.</p>	

Tag Line	
<p>The purpose of a tagline serves as a succinct, memorable phrase that encapsulates the ethos, vision, or unique selling proposition of a project. It acts as a verbal logo and communicates the vision or mission of a project but also can be used to talk about actions and commitment or the ethos of a project.</p> <p>In essence, while a tagline doesn't contain detailed components like a full text or key messages, its construction cleverly mirrors the function of a hook to draw interest, a transition to connect ideas, and a core to convey the central message.</p>	

Tagline#1	<i>“Forge the Future of Creative Skills: Connect, Learn, Innovate”</i>
<p>This tagline highlights the project's core mission of integrating sustainable practices within the Cultural and Creative Industries. It underscores the notion of 'cultivating' – suggesting growth, development, and care – and positions GreenCCircle as a bridge between the realms of creative expression and environmental responsibility.</p>	
<p>Hook: <i>"Forge the Future of Creative Skills" serves as the hook. It grabs attention by presenting an image of growth and positive development towards sustainability. This phrase is compelling and sets the expectation of a forward-thinking initiative.</i></p> <p>Transition: <i>The colon ":" acts as a transition in this context. It serves to connect the initial idea of "cultivating green futures" with how this concept is realised—"Bridging Creativity and Sustainability in CCIs."</i></p> <p>Core: <i>"Connect, Learn, Innovate" is the core of the tagline. It encapsulates the main idea or mission of the initiative, which is to link the creative processes within Cultural and Creative Industries (CCIs) with sustainable practices. This part of the tagline conveys the essential action and goal of the initiative.</i></p>	

Alternative Taglines

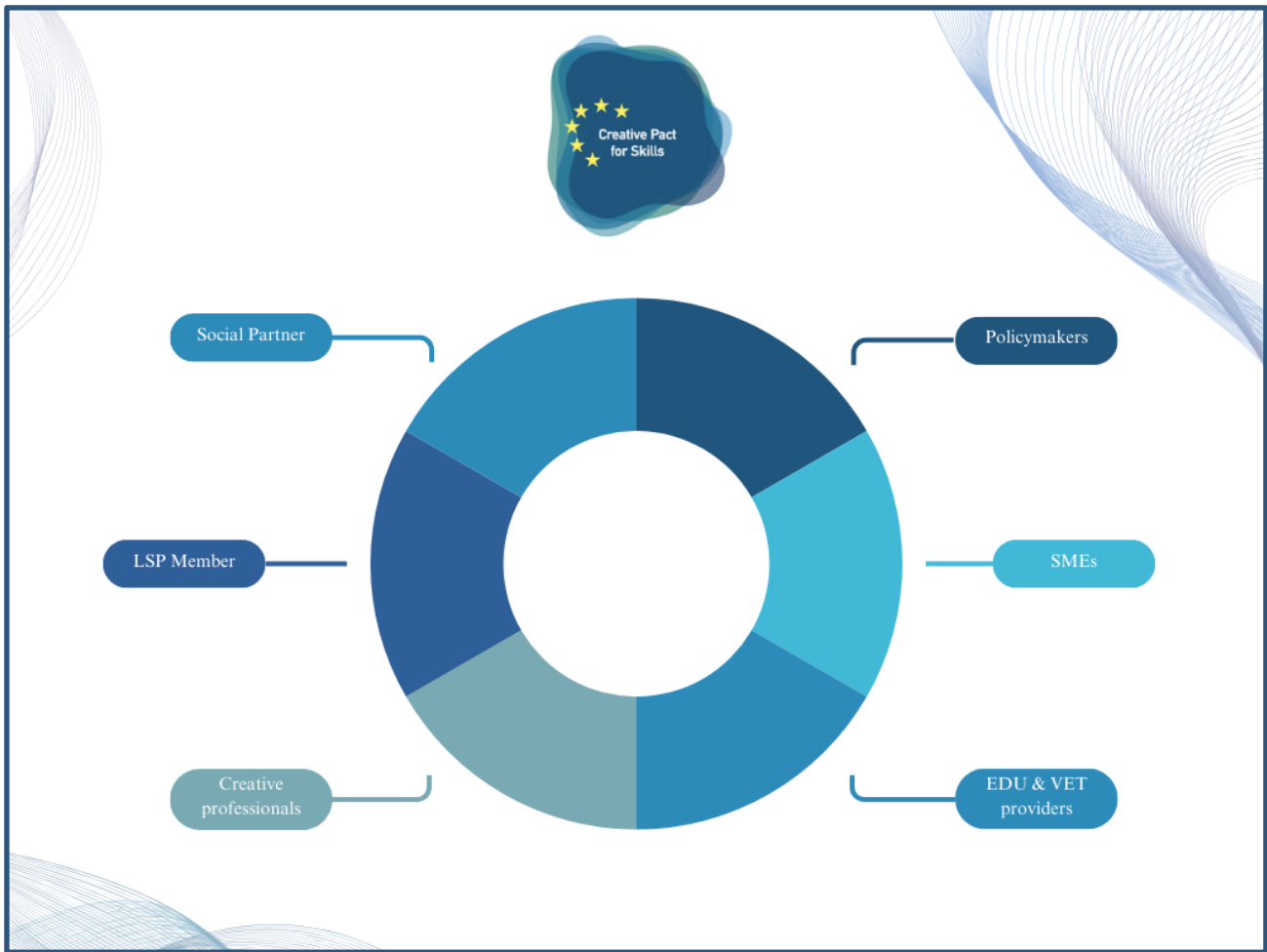
“Forge the Future of Creative Skills: Connect, Learn, Innovate”

“Empowering Creatives, Shaping Futures: Join the Creative Pact for Skills”

“Skill Up, Stand Out: Elevate Your Creative Skill Set”

“Transform Talent, Inspire Industry: The Creative Pact for Skills”

Target Groups and Value Proposition for the future development of the LSP



Picture 7. Target groups for the Large-Scale Skills Partnership for the CCIs.

Source: Own elaboration.

In a first round of baseline analysis, the LSP Members identified six different stakeholder groups that are crucial for the Creative Pact for Skills. These stakeholders play distinct yet interconnected roles in the ecosystem, each contributing to the overarching goal of enhancing the skills and capabilities of the European creative workforce.

The first group, *social partners*, including trade unions and employee associations, can leverage the Pact for Skills (PFS) to advocate for enhanced working conditions and continuous skills development. Their participation ensures that the workforce's needs are prioritized in policy discussions and training initiatives. By being actively involved, they help shape programs that directly benefit employees, ensuring that skills development is aligned with the needs of workers and promoting fair labor practices.

The second stakeholder group comprises *members of the LSP*, including the SACCORD Consortium and LSP Leadership Board. These members gain a platform for coordinated action on skills development. Their participation fosters collaboration, knowledge sharing, and resource pooling across sectors and regions. This collective effort amplifies the impact of individual initiatives, ensuring a cohesive approach to upskilling and reskilling that addresses the comprehensive needs of

Europe's diverse industrial ecosystems. By working together, they can achieve more significant outcomes than they could individually, promoting efficiency and innovation in skills development.

A core interest of the LSP as stakeholders are *representatives of the CCIs workforce*. For them, the PFS presents an opportunity to access tailored upskilling and reskilling programs designed to meet the unique needs of creatives. Participation in these initiatives helps individuals stay competitive, enhance their skills, and adapt to the evolving demands of the industry. This support not only boosts individual career growth but also drives innovation and sustainability within the CCIs ecosystem. By equipping workers with the latest skills, the CCIs can maintain their edge in a highly competitive global market.

Public authorities and policymakers, identified as the fourth stakeholder group, are keen to establish regional or local stakeholder processes and collaborate on formulating regional skills agendas. Together, they identify immediate and future skills needs and use Regional Skills Agendas as a tool to establish a common interest in supporting creative talents. These agendas serve as strategic documents that guide the development of skills programs and policies, ensuring they are relevant to the specific needs of different regions. This collaboration is crucial for aligning local educational and training programs with broader economic goals.

The fifth stakeholder group includes *CCIs companies, along with other stakeholders, who collaborate on regional skills agendas*. They identify urgent and future skills needs and use a Regional Skills Agenda as a tool to negotiate with public authorities and vocational education and training (VET) providers. This negotiation aims to upskill and reskill their workforce, ensuring that employees have the skills necessary to meet current and future industry demands. By participating in these processes, companies can help shape the training programs that will produce the skilled workers they need to remain competitive.

Finally, the sixth stakeholder group encompasses *educational institutions*, from schools to vocational training centers. These institutions benefit from the PFS by aligning their curricula with industry needs and future labor market trends. Participation provides access to resources, partnerships, and funding to develop innovative educational programs. This ensures that students and lifelong learners acquire relevant skills, enhancing their employability and contributing to the overall competitiveness of the EU's workforce. By staying attuned to the evolving demands of the labor market, educational institutions can better prepare their students for successful careers in the creative industries.

In summary, these stakeholder groups collectively contribute to a robust ecosystem that supports the re- and upskilling of the European creative workforce. Through their collaborative efforts, they ensure that the skills development initiatives are comprehensive, inclusive, and aligned with both current and future industry needs. This multifaceted approach not only addresses immediate skills gaps but also fosters long-term growth and innovation within the European CCIs.

LSP Communication Channels and Tools

A major communication task affecting the LSP's operations and duties, has to do with the communication with and between the Creative Pact for Skills members. This task is of imperative importance, as it affects the translation of the strategies and action plans, into deliverable activities and results. Respecting the cultural differences, backgrounds and communications preferences, the LSP Board is currently developing a series of different communication channels, in order to serve all its members, in the best possible way, while also providing different characteristics in each of them.

Website

<https://www.creativepactforskills.eu/>

The website aims to become the one-stop-shop for anyone interested in the Creative Pact for Skills, providing information on the partnership, its storyline, its connection to the Pact for Skills, its members, and useful information on tools, case studies and other relevant information on upskilling and reskilling in the CCIs.

The website is currently under development, with the Leaders of the LSP currently finalising the wireframe of it, and collecting relevant content. The current version of the wireframe can be found in Appendix B.

Expected delivery date for the website: September 2024, prior to CSW2024

Creative Pact for Skills Social Media Channels

- LinkedIn
Members of the LinkedIn group can be only representatives of member-organisations of the LSP. It will serve as a communication & dissemination tool of up- & re-skilling related subjects, offering members the opportunity to share content, ask for synergies, and attract peers' participation in surveys, Creative Skill Weeks, local events, etc.

- Slack
A dedicated daily-communication workspace has been set, to enable communication between the Board, the Working Group leaders, the Working Group members. The workspace also aims to trigger discussions between members about tools, funding opportunities and other subjects. To serve this purpose, dedicated channels have been established, to give the opportunity to members to interact with others, in their selected topics, in a quick and less formal way.

- Newsletter
The LSP's mailing system is hosted at ECBN/CreativeFED's Mailchimp account. Mailings will be sent on a regular basis, depending on news to be shared, coming both from the LSP operations & marketing, but also from the members and other external sources.

7. Closing remarks

This Exploitation Strategy document is intended as a living document, reflecting the evolving nature of the SACCORD project's goals and strategies. As the landscape of the CCIs continues to change, so too will the strategies and methodologies outlined in this document. Regular updates will be incorporated to reflect new insights, feedback from stakeholders, and the shifting needs of the creative workforce.

Our commitment to continuous improvement and adaptation ensures that this strategy remains relevant and effective, aligning with the overarching goals of the European Skills Agenda and the Creative Pact for Skills. We invite all stakeholders to actively engage with this document, providing feedback and contributing to its ongoing refinement. Together, we can build a resilient, versatile, and future-ready creative sector in Europe.

Appendix A - LSP Survey

Welcome and Introduction

Welcome to the Creative Pact for Skills survey! We are excited to learn more about our members to improve our collaboration and develop better upskilling and reskilling strategies and actions. Your responses will help shape the future direction of the Large Scale Skills Partnership for Cultural and Creative Industries.

This survey will take only (*auto-calculated by survey tool*) minutes.

Section 1: Organizational Background

Initially, please provide us with the following organizational information, regarding your background and your interest on upskilling/reskilling.

1. Organization Information

- Organization Name: (text)
- Location (Country, Region, City): (text)
- Contact Person name (responsible for representing organisation in LSP related communications): (text)
- Contact person email address: (text)
- Website: (text)
- Type of Organization (dropdown):

o Individual Organization

§ How many individuals are currently employed by your organisation (full-time or part-time)? (text)

o Network / Association

§ How many organisations are members of your network/association? (text)

§ How many individuals are currently employed by your member organisations? (text)

o Other (please specify) (text)

2. What is your geographical area of work (dropdown):

- Local/regional
- National
- European

3. How would you best describe your organisation (dropdown):

- Higher Education Institution
- VET training center
- SME
- Network/Consortium
- Public Institution
- NGO
- Foundation
- Start up
- Social enterprise
- Incubator
- Fablab
- Cultural and Creative Hub
- Other (please specify) (text)

4. What is your organisation focus areas, in the Creative and Cultural Industries (multiple choice):

- Architecture
- Audio-visual
- Cultural Heritage
- Design
- Fashion
- Film
- Gaming
- Book and Publishing
- Music
- Performing Arts
- ICT
- Craft
- Social Innovation
- Research and Development
- Education
- Ecology
- VET
- Consultancy
- Supporting creative industries
- Communication
- All of the above
- Other (please specify) (text)

5. What is your current focus area on upskilling/reskilling (multiple choice):

- Technical Skills (Software, Production Tools, Craftsmanship, etc.)
- Creative Skills (Design Thinking, Artistic Techniques, etc.)
- Management and entrepreneurial Skills (Project Management, Leadership, Business Development, etc.)
- Soft Skills (Communication, Collaboration, Problem-Solving, etc.)
- Diversity and Inclusion (Equality Training, Anti-Discrimination Practices, etc.)
- Green skills

- Digital skills
- Health & Safety skills
- Other (please specify) (text)

6. Given your efforts so far, what is the level of engagement you would declare for your organisation: (dropdown)

- High Engagement (actively running upskilling/reskilling programs)
- Moderate Engagement (participate in or sponsor such programs)
- Low Engagement (interested in upskilling/reskilling but with limited activities)
- Not yet engaged (not yet participated in upskilling/reskilling activities)

7. From where do you currently get advice and support regarding skills development? (Multiple choice)

- Organisations you are working for
- Peer to peer
- Higher educational institutions
- Vocational training organisations
- I don't get advice or support
- Sectoral support organisation
- Training organisation
- Other (please specify) (text)

8. What are the main gaps and barriers that you find when addressing your skills needs?

- Gaps [text]
- Barriers [text]

Section 2: Creative Pact for Skills Key Performance Indicators

This section of the survey will ask you to report on any activities your organisation delivered since the launch of the LSP (2022), in support of the Creative Pact for Skills (LSP CCI) objectives, values and commitments as set up in the related Key Performance Indicators (KPIs).

Defining and setting KPIs allows us to measure the impact of the partnership on skills improvement, and on reducing skills gaps, and for all stakeholders to evaluate the actions and direction of this partnership and make smarter decisions about future activities.

Skills intelligence

Action	KPI Description	Value (<i>numbers only</i>)
Developing skills intelligence concept	Number of skills needs assessments produced at European, national and/ or sectoral levels	

- If value ≥ 1 , then a follow-up question will appear:

Please provide us with a brief but concise description of the concept developed including brief description about the major findings concerning skills needs. Please also provide us with relevant links (if applicable)

(Text)

New training models and tools

Action	KPI Description	Value
Developing training programmes	Number of training programmes developed	
Updating training programmes	Number of training programmes updated with new tools, material, etc.	

- If any value ≥ 1 , then a follow-up question will appear:

Please provide us with a brief but concise description of the concept developed. Please also provide us with relevant links (if applicable)

(Text)

Upskilling and reskilling actions

Action	KPI Description	Value (<i>numbers only</i>)
Delivering upskilling and reskilling activities, such as trainings, apprenticeships, mentoring, traineeships, etc.	Number of people who took part in upskilling or reskilling activities	
	Number of your employees that took part in upskilling or reskilling activities	

- If any value ≥ 1 , then a follow-up question will appear:

Please provide us with a brief but concise description of the upskilling and reskilling activities delivered. Please also provide us with relevant links (if applicable)

(Text)

Communication/dissemination events

Action	KPI Description	Value <i>(numbers only)</i>
Conducting communication activities or awareness raising on the importance of skills development	Number of individuals who participated in events dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts	
	Number of individuals reached by social media posts dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts	
	Number of people reached by other communication outputs (i.e., reports, insight papers, newsletters, etc.) dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts	

- If any value ≥ 1 , then a follow-up question will appear:

Please provide us with a brief but concise description of the communication activities conducted. Please also provide us with relevant links (if applicable).

(Text)

Section 3: WG related questions

WG Microcredentials (not mandatory)

Q1. Do you feel informed enough on how microcredentials work and what their potential could be?

(dropdown)

- Yes
- No
- Maybe

- If “Yes”, then a follow-up question will appear:

Please state their core benefit(s) in one sentence.

(Text)

Q2. To your knowledge, are micro-credentials being adopted in your sector for the certification of training pathways?

- Yes
- No
- Maybe

- If “Yes”, then a follow-up question will appear:

Please give us some examples (and state if they are accredited/unaccredited).

(Text)

Q3. Has your organisation already adopted / are you planning to adopt the use of microcredentials to certify training pathways?

- Already adopted
- Planning to adopt
- No

- If “Yes”, then a follow-up question will appear: Please provide us with us with a brief but concise description. Please also provide us with relevant links (if applicable).

(Text)

- If “Planning to adopt”, then a follow-up question will appear: Please provide us with more information on your plans and thoughts.

(Text)

- If “No”, then a follow-up question will appear: Please inform us on what is holding you back from doing so.

(Text)

WG Entrepreneurial (not mandatory)

Q1. What work readiness strategies should be adopted to mind the gap between end of studies and the business world?

(Text)

Q2. How to encourage senior and middle CCIs managers to embrace an iterative, agile and design-thinking mindset?

(Text)

Q3. How to identify intrapreneurs and equip them with the right tools to drive the change?

(Text)

WG Green Transformation (not mandatory)

Q1. Has your organisation developed or contributed to initiatives related to skills for the green transformation / transition in the CCIs (e.g. curricula, research initiatives, good practice exchanges, etc.)? If so, could you provide a link or reference?

(Text)

Participation of your organisation in Working Groups' activities (mandatory)

Please indicate the Working Group(s) you would like to be involved in. Please note that you need to indicate also the ones you currently participate in, if you wish to keep attending them. (multiple choice).

- WG Cross-sectoral innovation**
- WG Skills for the green transformation**
- WG Skills for the digital environment**
- WG Entrepreneurial skills**
- WG Regional partnerships**
- WG Microdentals**

Closing Section (after submission of response)

Thank you for taking part in our survey. We are eager to exploit the results towards developing our future strategy and delivering activities that will further enhance your capacity in upskilling and reskilling.

If you haven't done so yet, we would like to invite you sign the Pact for Skills, following the link bellow:



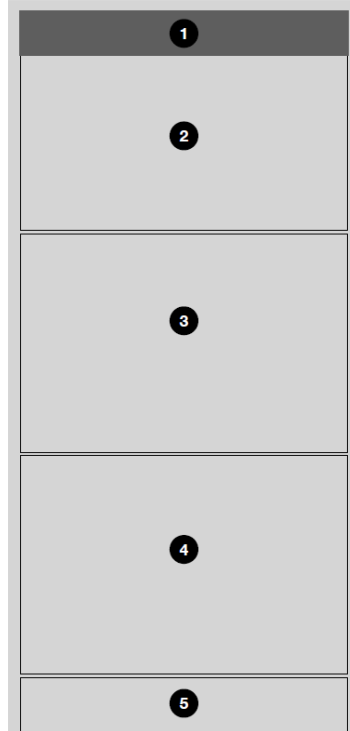
Sign the Pact for Skills

Appendix B - Creative Pact for Skills website wireframe

Wireframe for Website

Basic Website structure One-pager:

- A. Simple structural elements for Homepage
- B. Static Homepage for easy access and maintenance, which limits also the possibilities for hackers
- C. Structural elements of the Homepage
 1. Header Section
 2. Hero Section / About Section
 3. Methodology Section/ What we do
 4. Features Section / Action Zone
 5. News Section
 6. Partner Section
 7. Imprint, div legal requirements



1. Header Section: Logo and Menu

- **Logo:** Simple, memorable logo at the top left.
- **Navigation Menu:** Minimal, consider using anchor links for a one-pager (e.g., Home, About, Services, Contact).
- **Call-to-Action (CTA) Button:** Prominent button (e.g., "Get Started," "Contact Us") for primary action you want visitors to take.

2. Hero Section / What we do

- **Catchy Headline:** Brief, compelling statement about the site or business value proposition.
- **Subheadline:** A short sentence or two to support the headline or add additional details.
- **Introductory text** with about the project
- **Hero Image or Slider:** High-quality, relevant image or a simple slider to visually communicate the message.
- **Secondary CTA Button:** Another call-to-action, directing users to the next step (e.g., learn more, view portfolio).EU Logo

3. Features Section / Action Zone

- **Service/Product Overview:** List of services offered or key features of the product.
- **Detailed Descriptions:** Short descriptions for each service/feature.
- **Icons or Images:** Visual representations for each item.

4. Methodology Section / About

- **Brief Introduction:** Concise overview of the person, company, or service.
- **Mission or Vision Statement:** A sentence or two about the goal or philosophy.
- **Visual Elements:** Use images or icons to keep the section engaging.

5. News and Social Media post

- Flockler Social Media Wall with selected posts

Wireframe for Header & Hero Section



Menu text:

- About
- Manifesto -> Link to Landing page
- LSP
- LEP
- Working Groups -> Link to Landing page
- News -> Social Media Wall
- Members ->
- Imprint

1. Header Section: Logo and Menu

- **Call-to-Action (CTA) Button:** Prominent button (e.g., "Get Started," "Contact Us") for primary action you want visitors to take.

2. Hero Section / What we do

- **Catchy Headline:** Brief, compelling statement about the site or business value proposition.
- **Subheadline:** A short sentence or two to support the headline or add additional details.
- **Introductory text** with about the project (700 to 1000 Characters)
- **Automatic Hero Image or Slider:** High-quality, relevant image or a simple slider to visually communicate the message.
- **Secondary CTA Button:** Another call-to-action, directing users to the next step (e.g., learn more, view portfolio).EU Logo

Hero text:

Headline:
"Unleashing Creative Potential for the Green and Digital Transformation: The Creative Pact for Skills"

Subheadline:
"Explore how the Creative Pact for Skills unites training organizations and creative professionals, driving forward the continuous development and enhancement of skills across Europe's cultural and creative sectors."

Empowering Creativity for a Sustainable and Digital Future: Join the Creative Pact for Skills and Shape the Future of Innovation, by fostering a transformative journey towards environmentally responsible practices and green skills. The Creative Pact for Skills is a transformative initiative aimed at empowering Europe's Cultural and Creative Industries by addressing urgent skills needs through coordinated re- and upskilling efforts, fostering collaboration among industry, educational institutions, and policymakers. This partnership seeks to build a resilient, future-ready creative workforce equipped with essential digital, green, and entrepreneurial skills to drive innovation and economic growth.

Here are some keywords based on the texts above:

- #Creative Pact for Skills
- #Cultural and Creative Industries (CCIs)
- #Reskilling and Upskilling
- #VET Vocational/Training Organizations
- # Professional Development
- # Creative Workforce
- # Lifelong Learning
- # Innovation in Creativity
- # European Creative Sectors
- # Digital and Green Skills

Wireframe for Features Section / Action Zone



Feature#1 Manifesto

The Creative Pact for Skills Manifesto is a pivotal initiative that calls for collective action to address the evolving skill needs of Europe's cultural and creative industries. By signing this manifesto, organizations and individuals commit to actively participating in a broad coalition aimed at enhancing and expanding the skill sets of creative professionals across the continent. This commitment not only facilitates the pooling of resources and sharing of best practices among training providers and creative sectors but also amplifies the impact of educational programs, ensuring they meet the high demands of today's digital and environmentally conscious market. Signing the manifesto represents a step forward in fostering a sustainable, innovative, and inclusive creative industry, poised to meet future challenges and opportunities head-on.

[Link to Manifesto](#)

3.Features Section / Action Zone

- **Service/Product Overview:** List of services offered or key features of the product.
- **Detailed Descriptions:** Short descriptions for each service/feature.
- **Icons or Images:** Visual representations for each item.
- **Hero Image or Slider:** High-quality, relevant image or a simple slider to visually communicate the message.
- **Third CTA Button:** Another call-to-action, directing users to the next step (e.g., learn more, view portfolio).

SL Slider

CTA Call to Action

Feature#2 Working groups

The Creative Pact for Skills Manifesto establishes specialized working groups designed to focus on key areas such as digital transformation, green practices, and cross-sectoral collaboration. Participating in these working groups offers a unique opportunity to directly influence the development and implementation of strategies that address the critical challenges facing Europe's cultural and creative industries. By engaging with these groups, members can leverage their expertise, share insights, and gain access to a network of like-minded professionals and organizations. This collaborative environment not only enhances the effectiveness of the training programs but also fosters a culture of innovation and continuous improvement within the creative sectors. Participation is a chance to shape the future of the creative industries by contributing to a robust framework that supports sustainable growth and adaptability.

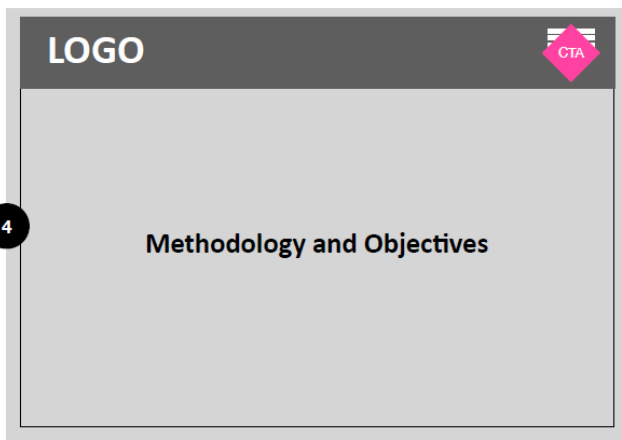
[Link to WG Landingpage](#)

Feature#3 CSW

The Creative Skills Week is an annual event that showcases the latest trends, innovations, and methodologies in training within the Cultural and Creative Industries (CCIs). Participation in this vibrant week offers professionals and organizations a platform to engage with new learning models, share experiences, and explore best practices from across Europe. It's an excellent opportunity for networking, gaining visibility, and drawing inspiration from the sector's most forward-thinking leaders and educators. By being part of the Creative Skills Week, attendees not only enhance their own professional development but also contribute to the collective progress of the creative community, ensuring it remains at the cutting edge of industry demands and technological advancements.

[Link to CSW](#)

Wireframe for Methodology Section / About



4. Methodology Section / About

- **Brief Introduction:** Concise overview of the person, company, or service.
- **Mission or Vision Statement:** A sentence or two about the goal or philosophy.
- **Visual Elements:** Use images or icons to keep the section engaging.

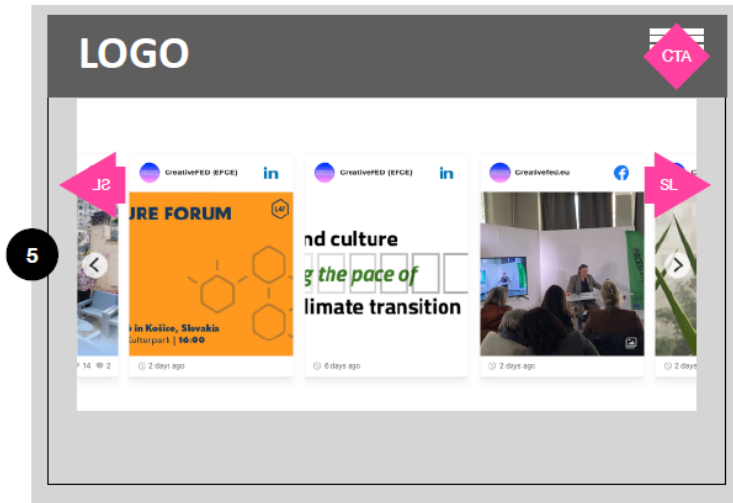
Methodology and Objectives Headline

"Shaping the Future: Objectives of the Creative Pact for Skills"

The Creative Pact for Skills aims to fundamentally enhance the skill sets within Europe's Cultural and Creative Industries by fostering an environment of continuous learning and adaptation to new challenges. The methodology behind this initiative involves building robust partnerships among industry stakeholders, educational institutions, and policymakers to facilitate the sharing of resources and best practices. By coordinating a unified approach to reskilling and upskilling, the pact ensures that training and development programs are both comprehensive and tailored to the evolving needs of the creative sectors. This strategy not only helps bridge the skills gap but also promotes a sustainable and innovative future for the creative workforce across Europe.

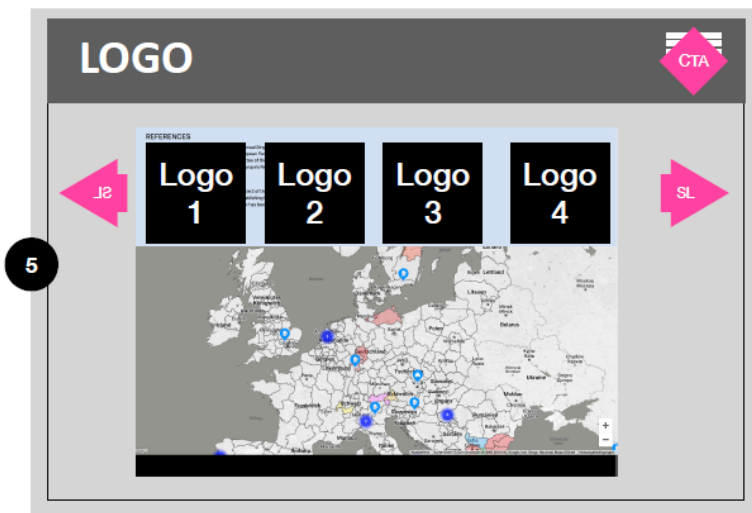
The objectives of the Creative Pact for Skills revolve around establishing a comprehensive, large-scale partnership aimed at reshaping skills development across Europe's Cultural and Creative Industries. This ambitious initiative commits to fostering a culture of lifelong learning accessible to everyone, from the self-employed to employees of both SMEs and large companies, enhancing skill-building opportunities across all roles within the creative ecosystem. The pact actively combats discrimination and promotes gender equality and social mobility through diverse educational pathways such as apprenticeships and internships, and inclusive upskilling programs. It also emphasizes the sharing of innovative learning models and tools across different sectors and beyond, to foster interdisciplinary growth and collaboration. Additionally, the partnership focuses on gathering and disseminating data on skill needs and trends, to better align educational offerings with market demands. Finally, it seeks to maximize funding opportunities to support collaborative, cross-sectoral initiatives aimed at strengthening the creative workforce throughout Europe, while also enhancing the visibility and impact of these efforts.

Wireframe for News and Social Media Posts



6. News and Social Media Posts via Flockler

Wireframe for Member Mapping



Wireframe for Consortium Partners



6. Partner section

Each Logo with link to Partner websites, or popup with more info

Wireframe for Imprints for Footer



7. Footer Imprint, div legal requirements
leading to a own subsite

- **Copyright Notice:** Current year and name of the business or individual.
- **Privacy Policy and Terms of Use Links:** If necessary, links to legal information.
- **Quick Links:** Back to top button or additional navigation links that didn't fit in the main menu.