

The most In-Demand jobs in the Culture Sector

Report 2014



Elaborated by:

Deloitte.

Co-Financed by:



**Generalitat
de Catalunya**



Unió Europea
Fons Europeu
de Desenvolupament
Regional

"Una manera de fer Europa"

1. Introduction to the Sector

The cultural sector aims to construct, represent and disseminate a collective identity. In this sense, all the activities related to this objective can be classified into three subsectors:

- **Performing Arts:** includes all those fields related to the creation, dissemination and production of any kind of art that is meant to be performed live on stage.
- **Cultural Management:** includes all those services aimed at promoting the development of artistic activities and to promote their integration into a social, territorial or market strategy.
- **Cultural Industry:** comprises those areas related to the provision of mass cultural products, such as the publishing industry, the music industry and audiovisual production.

The emergence and popularization of new technologies is, at the same time, a challenge and an opportunity for the sector, creating new spaces and forms of culture consumption by citizens. On the other hand, the sector is increasingly, looking for new alternative funding sources such as patronage, sponsorship or sponsors, in order to activate the activity.

2. Current Environment

Global Trends: According to the latest data released in September 2012, the cultural sector accounted for between 3% and 5% of European GDP. Moreover, its economic importance is considered slightly higher due to its impact on other economic sectors, such as tourism. The European Council stresses the role of culture in the society and its importance in promoting the existence of shared values across the continent. In this line, and in order to promote cultural activity, supporting artists and industry organizations, the EU has launched several programs such as "Culture and Media" and the current "Creative Europe".

Spain: The cultural sector has experienced a significant reduction as a result of the economic crisis. In the first quarter of 2014, 820,800 people worked in the sector (4.8% of total population in Spain), 2% less respect the same period of the last year. In regard to companies of the sector, according to data from the Cultural Statistics Yearbook 2013⁽¹⁾, in the late months of 2012, there were around 101,342 cultural companies in the country, almost 2% less than the previous year. In terms of geographical distribution, the Community of Madrid, Catalonia, Andalusia and Valencia account for more than 60% of the Spanish cultural enterprises.

This decrease experienced by the sector, both in terms of occupation and the number of firms, has been not only because of budget cuts in the public administration, but also due to a decrease in spending on culture by the Spanish families. In addition to the direct impacts of the crisis, it must be also taken into account others such as the VAT surge and the preliminary draft law on intellectual property, which may have helped to worsen the economic situation of the sector.

Catalonia: The Catalan cultural activity recorded a rather more hopeful situation. In 2013, the sector accounted for 3.2% of the Catalan economy, the third largest industry in terms of turnover (17,000 M €), second only to food industry and tourism. In the first quarter of 2014, the population employed in the cultural sector increased an 10.5%, over the same period of the last year, resulting in 182,000 people employed in the sector (6.2% of total population in Catalonia). It should be also remarked the significant role that tourism has in the promotion of the cultural sector, an impulse that is evidenced by the fact that 63% of tourists that come to Catalonia perform activities which can be regarded as cultural. This environment, then, helps to stimulate and develop artistic and cultural activities in Catalonia, which currently occupies the fifth position in the ranking of clusters of cultural and creative industries, according to the Observatory of European Clusters of the European Commission.

Culture Indicators	Contribution of the sector to the Spanish GDP(1)	Employed population in Spain(2)	Number of enterprises in Spain(3)
	3,2 (Noviembre 2013)	182.000 (2014)	50.000 (2013)

(1) Ministry of Education, Culture and Sports
 (2) Department of Culture from la Generalitat de Catalunya
 (3) Approximate figures. Idescat, data from the EPA from INE

3. Key Sectorial Trends

Sectorial Trends

	<p>Professionalization and higher qualification</p>	<p>Traditionally, people working in the cultural sector had a clear vocational component or they came from other sectors. Currently, more and more, it is important to have a career in the industry, complemented by specific training. For certain areas and occupations, cultural sector specific training may be required and supplement it with training related to business management. Thus, in addition to the wide range of vocational training or university degree culture, specialized masters in certain areas related to management are starting to be offered.</p> <p>On the other hand, from the professional groups themselves, such as cultural managers, a process of defining the required profiles is on going, identifying training, experience and the necessary skills to perform each job. Moreover ties between professionals of the same occupation are being strengthened, resulting in the establishment of associations aimed to provide forums for the exchange of knowledge and experience, while helping to develop a greater sense of belonging to the group.</p>
	<p>New sources of funding</p>	<p>The current economic environment is pushing the cultural sector to review its economic sustainability, and especially, to define their sources of funding. The decrease in subsidies and economical aid from public administrations should be offset by the establishment of public-private forms of cooperation.</p> <p>In this sense, the cultural sector is already working on the promotion of patronage and the sponsorship of events. Also, the excellent quality of many of the scenic equipment of the country opens up interesting ways to raise revenue through its promotion as a place for meetings and business conferences.</p>
	<p>ICT impact and 2.0 channels</p>	<p>New technologies and 2.0 channels provide wide opportunities for the cultural sector, facilitating a greater access to culture by citizens and allowing greater interaction between creators, broadcasters and receivers.</p> <p>Digital technologies are not only new channels for the creation and dissemination of new works, these technologies also imply the possibility of identifying, almost real time, trends and cultural needs of the citizens thus giving them a quick response. However, it should be also kept in mind that new technologies also pose considerable challenges, for example, how to ensure respect for the copyright of the different creations.</p>
	<p>Internationalisation</p>	<p>The decline of domestic demand for cultural products has driven the industry to find new consumers outside the country borders. In this sense, a progressive growth in exports of cultural goods and services has been recorded, which have surpassed cultural imports, resulting in a positive trade balance. It must be also remarked the role of the publishing industry, leading the internationalization process, bringing Catalan publishing products to European and American markets.</p>
	<p>Tourism link</p>	<p>Catalonia has a great cultural and artistic heritage, recognized throughout the world. The tourism sector is increasingly becoming a significant driver of the cultural activity, as evidenced by the large number of visitors that perform cultural activities during their stay in the country. In this sense, the cultural sector is proceeding to strengthen its offering, accommodating the needs of visitors, and setting up cooperative arrangements with the tourism sector.</p>

4. Employment in the Culture Sector

After a booming of the cultural sector, during the last few years the country has suffered a significant loss of jobs that has continued until today. Although the latest evidence reflects a slight improvement in terms of cultural activity in Catalonia, it still cannot be said that the sector is recovering. New trends in the sector, such as ICT impact, the increased qualification of professionals and the impulse coming from the touristic sector are targeted as drivers to open new opportunities for the professionals from the sector.

Analysis of employment in the CultureSector	Current trends	Growth forecast
	➡	➡

⬆ Recovery / Growth; ➡ Maintenance; ⬇ Decrease

4.1. The most required highly-qualified jobs

Job Position	Description	Requirements valued (Education, experience and skills)	Additional considerations
1 Digitisation technician specialised in collections	Experts in collection digitisation projects are responsible for assuring the transformation process of information from physical format to digital format, thus attaining advantages of conservation, storage and processing that the digital system has.	<ul style="list-style-type: none"> Education: It is required to have specialized training in digital photography, conservation and storage of digital images. It is also important to have knowledge of technologies used in the digitization. 	Candidates who may have degrees related both, to the field of culture and arts, but also to business management knowledge (Project's planning, costs control, negotiation , etc.) are highly valued.
2 Cultural planner	Cultural planners are responsible for organising the offer of cultural and artistic activities in their area of competence (sectoral and/or territorial).	<ul style="list-style-type: none"> Experience: It is an occupation that requires previous experience in, for example, participation in student initiatives, collaborations with theater producers, collaborative community events (such as street parties), working in customer service or collaborations at festivals, fairs or exhibitions. 	<p>Due to the continuous changes in the cultural landscape, some further training to specialize in the latest trends in the sector may be required.</p> <p>It is important to have an innovative attitude and creativity, also interest and sensitivity towards trends and news related to arts.</p>

	Job Position	Description	Requirements valued (Education, experience and skills)	Additional considerations
3	Rights Manager	Rights managers provide advisory services to companies, artists and creators in the cultural sector to advise them about intellectual property rights, manage licenses, issue rights and, in short, do everything related to protecting and defending their rights.	<ul style="list-style-type: none"> • Education: It is advisable to have a degree in Law or Social Sciences. • Experience: Previous experience and knowledge of law in areas such as intellectual property, cultural sector and its particularities may be required. 	<p>Due to the fact that new technologies have a major relevance in cultural activities, it is advisable to have knowledge of this area. Also, for certain activities, can be necessary to have specific training.</p> <p>The execution of most of the activities from this sector may require team working that is why is necessary to have the following competences: flexibility and change management and teamwork and cooperation.</p>
4	Marketing, communications and culture manager	Cultural marketing professionals identify social demands in the culture sector, to then be able to make attractive proposals that satisfy clients.	<ul style="list-style-type: none"> • Education: It is required to have degrees in business or advertisement. Moreover, a master's degree in marketing or communication is positively valued. • Experience: It is recommended to have previous experience in the application of marketing techniques. 	
5	Digital documentalist	Professional responsible for the creation, management and operations of digital documentary collections, as well as knowledge of the technical skills required to systematically handle information taken from the internet as useful resources for the organization.	<ul style="list-style-type: none"> • Education: It is required to have specific formation in documental sciences. Moreover, it is advisable to have knowledge of documental languages. 	
6	Graphics software engineer	Graphics software engineers specialize in software creation and development for production processes in virtual environments and visual effects (interactive images, 2D and 3D images, etc.).	<ul style="list-style-type: none"> • Education: It is required to have training in ITC engineering. Moreover it is necessary to have knowledge of programming language (Visual C++, Visual Basic, Java, ActiveX, etc.). • Experience: It is advisable to have previous experience in the production of graphics. 	



Job Position	Description	Requirements valued (Education, experience and skills)	Additional considerations
7 Conserver/restorer of Cultural Heritage	<p>This professional is responsible for the conservation, prevention and restoration of artistic and cultural heritage. The variety with which this artistic and cultural heritage is presented (paintings, sculptures, ceramics, graphic and audio documents, etc.) usually requires specialization within this sector.</p>	<ul style="list-style-type: none"> • Education: It is necessary to have a degree related to conservation and restoration, archeology or art. Moreover, It is advisable to be capable of combining traditional techniques with the possibilities offered by new technologies. 	<p>Due to the increased number of international cultural events, it is necessary to have knowledge of foreign languages.</p>
8 Exhibition coordinator	<p>Professional specialized in controlling and managing all the activities necessary to ensure that everything comprising the exhibition arrives as planned.</p>	<ul style="list-style-type: none"> • Education: It is convenient to have knowledge of customs paperwork and in preventive conservation techniques. • Experience: It is recommendable to have international experience in logistic, commerce and/or transport. 	

4.2. The most required less-qualified jobs

	Job Position	Description	Requirements valued (Education, experience and skills)	Additional considerations
1	Technical Assistant in the Management of Artistic Installations	This is the professional responsible for managing the incorporation and the maintenance of equipment, and image, sound and multimedia facilities that form part of some exhibitions.	<ul style="list-style-type: none"> Education: It is necessary to have professional training related to image and sound, electricity and electronic or informatics and communications. 	Professional training is the most common education required to access to these positions. However, it is advisable that candidates have also previous experience in similar positions.
2	Specialist in packaging and handling works of art	This is the professional specialized in packaging, protecting and handling works of art; they are familiar with the appropriate treatments and techniques for each type of cultural work or object of cultural heritage.	<ul style="list-style-type: none"> Education: It is required to have professional training courses in plastic arts and design. Also, it is positively valued to have knowledge of museology and/or preventive conservation. Experience: It is positively valued to have taken part in assembly and disassembly of expositions. 	Candidates for these positions should have the following competences: flexibility and change management , planning and organization , and orientation towards quality.
3	Digital editor	The digital editor is the professional responsible for cutting and editing digital audiovisual products.	<ul style="list-style-type: none"> Education: It is required to have professional training or a university degree in audiovisual media. Experience: It is positively valued to have taken part in the assembly and edition of films and videos. 	It is advisable to show interest in the latest artistic and cultural trends, technological innovations and techniques related to the sector.

5. Conclusions and Future prospects

ITC impact and new opportunities



- The rise of 2.0 technologies offers great opportunities to the cultural sector. The technologies enable a major diffusion of cultural activities, eliminating possible previous barriers of entry and increasing the potential market. Moreover, bidirectional relationships can be created, being possible an interaction at almost real time, between creators and receptors, facilitating a greater identification not only of possible trends and opportunities but also of the results of each activity.
- The current economic environment has reduced public resources addressed to the cultural sector. However, this fact has also encouraged the search of alternative sources of funding such as public-private collaboration strategies or patronage, all of them funding formulas that were not common in our country. Moreover, budgetary constraints have promoted efficiency and profitability criteria in the management of cultural projects.

Professionals in the Culture Sector



- Professionalization of workers of the cultural sector is increasing. More and more, it is relevant to have a professional career in the sector, which should be further reinforced with knowledge, not only of the sector, but also of business management. Moreover, the sector is also proceeding to define the required profiles, clarifying the competences and skills required, like, for example, the case of cultural managers.
- Professional associations are becoming stronger, establishing forums to exchange previous experience and methodology, and reinforcing the sense of belonging to a certain collective.
- There is a wide range of educational options related to the cultural sector. In addition to professional training and university degrees, master's degrees addressed to professionals who want to increase their skills and be specialized in one sector are being set by universities.

Alerts



- Budgetary constraints have had a significant impact in the sector activities, due to its high dependence on the grants and state aids. Moreover, the economic environment has caused a decrease in the cultural spending from families, a decrease that has been worsened by some tax surges. This factors have led to a reduction of the activity of the sector which has resulted in a decrease in the employment and the closure of some companies.
- The spread of digital technology, although offers significant opportunities to the sector, can result in, some cases, possible violations of the intellectual property.

Strengths



- Due to the nature of culture as vehicle for the creation and reinforcement of a collective identity, it is possible affirm that, despite the budgetary restrictions, public administration will continue to have a strong commitment to this sector.
- The impulse that represents the tourism for the cultural sector is the key to reinforce its dynamism and development.
- Most professionals workers have a clear vocational component, thus being very motivated and committed to their work.

New technologies and better qualified professionals are targeted as drivers of reviving the sector.

Sources: Recently published data: Ministerio de Educación, Cultura y Deporte; Departament de Cultura de la Generalitat de Catalunya; Anuario de Estadísticas Culturales 2013; Cambra de Comerç ; Idescat ; INE ; Cátedra UNESCO de Políticas Culturales y Cooperación; Blog Job and Talent; Voz Populi. Prensa: El Mundo, EuropaPress, 20 Minutos, El País: Cultura.

Articles and reports consulted:

- ✓ Fabrica Cultural. (2013). 15 Consejos para encontrar trabajo en el sector cultura. *Orientación empleo cultural*.
- ✓ Anheier, Helmut (2009). ¿Cómo puede el sector cultural sobrevivir a la crisis financiera?. *LabforCulture*.
- ✓ Montalvo, J. (2011). La industria cultural confía su futuro a Internet. *Expansión*
- ✓ Vidal Marcos, J.M (2014). ¿Tiene futuro el sector cultural en España? *Eldiariofénix.com*
- ✓ IMO – Instituto de Relaciones Internacionales (2011). Fomentar la inversión privada en el sector cultural. *Parlamento Europeo*.

6. Sectorial complementary Webography

- ✓ Associació de Professionals de la Gestió Cultural de Catalunya
<http://www.gestorcultural.org/>
- ✓ Asociación Española para la Gestión del Patrimonio Cultural
<http://www.aegpc.org/>
- ✓ Generalitat de Catalunya – Departament de Cultura
<http://www20.gencat.cat/portal/site/CulturaDepartament/>
- ✓ Ministerio de Educación, Cultura y Deporte
<http://www.mecd.gob.es/portada-mecd/>
- ✓ Institut Català de les Indústries Culturals
<http://www.gencat.cat/cultura/icic/>
- ✓ Red profesional de la cultura
<http://www.fabricacultural.com/>

Barcelona Treball (The job seeking website of Barcelona)

Do you want more information of the main occupations of the Industry? You can know in detail the tasks required for each professional, the training needed to work, the key competencies and associated jobs posted on the major job seeking websites.

www.bcn.cat/treball > [Economic Industries](#)
> [Job profiles search engine](#)

Elaborated by:

Deloitte.

Co-Financed by:



**Generalitat
de Catalunya**



Unió Europea
Fons Europeu
de Desenvolupament
Regional

"Una manera de fer Europa"