



Competence Needs Analysis for the Media Sector 2024



This report brings together the findings of recent years' studies, surveys, and other materials related to the media sector, focusing on the industry's competence needs. The report has been prepared as part of the Uraohjain+ project (ESF+ 2023–2025), which aims to develop a comprehensive employment support model for the ICT, software, and media sectors. The objective of this competence needs analysis is to gather information to support career guidance and skills development for job seekers in the media sector.

A panel discussion **Minkälaista osaamista AV-ala tarvitsee 2030-luvulla?** was held in conjunction with the Tampere Film Festival 2024. The panelists summarized the key skills they believe will be essential for the industry in the future.

Roosa Tikanoja, project manager of the AV industry responsibility project Avaus, emphasized human skills, communication, and genuine listening. Hanna Vuorinen, founder of Media Minds Oy, identified the ability to collaborate as the single most important skill. Emma Ilves, CEO of Blockbusters Gang Oy, highlighted the importance of courage to challenge conventions and adopt new approaches. Kai Salonen, senior lecturer in production at Tampere University of Applied Sciences, underscored the need for the confidence to speak up and express oneself. (Tampere Film Festival 2024.)

The publication Osaajapulaa ja työttömyyttä, Nuorten mutkikas tie av-alalle compiles the findings of a skills and workforce needs survey conducted among audiovisual industry employers. According to the survey, in 2023, there was a particular shortage of skilled producers, line producers, and production managers (Kaarivuo & Salo 2023, 11). In recruitment situations, key qualities for job applicants were identified as teamwork skills, including communication and listening, as well as proactivity, such as motivation, initiative, and a willingness to learn (Kaarivuo & Salo 2023, 15).

Viestinnän ala 2023 is a study commissioned by Viestinnän ammattilaiset ry, the Communications Professionals' Association Viesti ry, and the Public Sector Communicators JAT ry. The study, aimed at communications professionals, explored various topics, including the need for additional skills. The research was conducted by IRO Research.

According to the study, the top five areas where respondents expressed the greatest interest in gaining additional expertise are:

1. Strategic work and managing complex entities
2. Artificial intelligence
3. Analytics & measurement, research
4. Sustainability
5. Communication management

(IRO Research 2023, 36.)

The key responsibilities of the study participants included content creation, media and stakeholder communications, reputation management, social media, and digital and online communications (IRO Research 2023, 25).

MediaTyö2030 – Media-alan tulevaisuuden osaamistarpeet ja jatkuva oppiminen

development project concluded in December 2022. The project was carried out by the Finnish Media Federation (Medialiitto) in collaboration with the trade unions Ammattiliitto Pro, the Union of Journalists in Finland, and the Industrial Union.

The project investigated the skills needs of the media sector through surveys and interviews. The key skill areas identified were:

- Digital skills
- Multichannel expertise
- Commercialization

In terms of digital skills, proficiency with tools and adaptability to change were emphasized. Multichannel operations, driven by digitalization, have significantly transformed the media industry, as the number of platforms in use has grown substantially. Additionally, understanding commercial principles and business operations was deemed essential. Specifically, monetization of products and services, as well as pricing models, were highlighted as critical areas of commercial expertise for the media sector (Lehto & Kiukkonen 2023).

The report **Media- ja viestintäalan osaamistarpeet** (Haasmaa, Hägg, Sillanpää & Tuominen-Thuesen 2020) was conducted by KPMG Oy Ab at the request of the Finnish National Agency for Education.

According to the report, the media and communication sector will increasingly require the following skills in the future:

- Domain-specific expertise
- Business competence
- Understanding of the operating environment
- Technological skills
- Generic skills and general workplace competencies

Domain-specific expertise includes knowledge of various communication forms, styles, and channels, as well as linguistic proficiency. It also encompasses storytelling—the ability to create compelling narratives that engage audiences.

Business competence emphasizes renewing revenue models, concept development, and commercialization, along with building and leveraging networks associated with these processes.

Understanding of the operating environment highlights the importance of recognizing, building, and managing networks in an agile way. It also stresses awareness of societal trends, diversity, and the integration of responsibility into all operations.

Technological skills focus on leveraging and utilizing data, virtual environments, platform expertise, coding, and machine learning.

Generic skills and general workplace competencies refer to meta-skills that cut across these defined areas. These include self-directed lifelong learning, social and psychological skills, crowdsourcing, and bridging expertise across disciplines. (Haasmaa et al., 2020.)

Skills needs identified in the report from the perspective of the Uraohjain+ program:

Domain-specific expertise

Content creation

- Knowledge of format, structure, style, and different storytelling methods, as well as the ability to move between them
- Content awareness: visual, written, audio
- Meta-level content creation: determining which channels to use for different types of content
- The ability to condense content into shorter formats due to communication's trend towards brevity

Audio expertise

- Audiovisual competence



Business competence

Strategic management

- Revenue models
- Understanding of commercialization
- Building stories for clients and creators, creating relevance
- Developing new products and services

Customer and user understanding

- Customer segmentation
- Ability to identify content that attracts new customers and engages existing ones
- Customer service skills and interaction

Entrepreneurship

- Marketing, pricing, business model expertise, legal knowledge
- Brand and reputation management
- Identifying the right channels and people
- Measurement and evaluation

(Haasmaa et al., 2020.)

The report **Mediatyöntekijöiden kokemuksia työstä digitaalisessa toimintaympäristössä** -työraportti (Rantanen, Koivula, Hiltunen, Niemi, Saari, Tammelin, Parviainen & Villi 2020) presents preliminary results from the Media Work 2030 survey. According to the respondents, the most important skill areas in media industry work are:

- Innovation, learning new things, creativity
- Journalistic, professional, and domain-specific expertise
- Multimedia, interdisciplinary, and multi-platform competence
- Speed and efficiency

The ability to manage social media use, as well as IT and digital skills, were also considered important competencies. (Rantanen et al., 2020, 21.)

Mediaosaaja 2030 (Huhtala, Paakkola, Sunila, Tikkanen, Vaniala & Vittaniemi 2020) is a study by the Nordic Institute of Business & Society (NIBS) that explored the educational and skill needs of the media sector in the future. From the perspective of the Uraohjain+ program, the key recommendations for action are:

Technology-related measures

1. Media professionals need to have a better basic understanding of technology than is currently the case—newly graduated media professionals understand the possibilities of digitalization but do not sufficiently master the tools of the digital age.
2. The use of robots and artificial intelligence in journalism and content production should be expanded, but not at the expense of creativity and empathy—analytical and creative journalism could function as separate educational paths.
3. There should be a more thorough preparation for the widespread use of new technologies, such as virtual reality and augmented reality, both by educational institutions and media companies, with an increase in related experiments.

Business Competence-Related Measures

1. Business competence should be deepened across all areas of the media sector.
2. Given the prevalence of freelance work, it is surprising how few entrepreneurial skills are included in the course offerings of media training programs.
3. Marketing and sales education and training should be increased in all media training programs—sales skills are becoming increasingly important in the diverse and constantly fragmented media industry.

(Huhtala et al., 2020, 91–93.)

Selvitys: Pelialan koulutuksesta vuosina 2016-2019 valmistuneiden tai opintonsa keskeyttäneiden työllistyminen (NeoGames 2020) report explored the employment challenges in the game industry from the perspective of job seekers and industry employers. According to job seekers, the level of skills acquired during their studies in the field is generally insufficient for the job market (NeoGames 2020, 9).

From the employers' perspective, skill gaps exist in many areas, not only in domain-specific expertise:

- Inadequate job search skills
- Insufficient workplace, teamwork, communication, and life management skills
- Unrealistic expectations regarding the skills required in the labor market
- Insufficient level of skills achieved during studies
- Lack of self-direction and passion for the field

(NeoGames 2020, 10.)

From the perspective of employers, there are the following skill gaps in the graduates' competencies from the training programs:

- Insufficient basic business competence
- Insufficient domain-specific expertise in their chosen specialization
- Inadequate project management skills
- Insufficient level of education relative to the required skills

(NeoGames 2020, 15.)

Game industry employers recommend that skill development be supported through personal interest and activity, such as attending lectures outside of formal education and participating in game development events like game jams, where skills in teamwork and time management can be learned (NeoGames 2020, 11).

Summary

This review uses seven studies, surveys, or sources, one published in 2024, two in 2023, and four in 2020.

The data highlights skills related to digitalization and technological expertise, which require continuous learning and skill updating across all sectors.

Business and commercialization skills are particularly emphasized in the communication and game industries. There is a growing demand for business understanding, even from job seekers coming directly from educational institutions.

In the communications sector, multi-channel competence is emphasized, as few media operate on a single platform. Knowledge and understanding of different channels are crucial.

For audiovisual media, film, and television, general workplace skills such as initiative, problem-solving abilities, social skills, and teamwork are highlighted. The report identifies clear needs for domain-specific expertise that can be addressed through the Uraohjain+ program.

From the perspective of business and commercialization, entrepreneurship skills in the media sector are beneficial, even if starting a company is not the participant's goal. This is covered in a course offered by Metropolia's Open University of Applied Sciences. Additionally, media production courses provide a broader production-oriented perspective and an understanding of the organization, roles, and responsibilities in production. The digital marketing perspective can also be offered through Laurea's Fundamentals of Digital Marketing course.

Regarding digitalization and technological development, artificial intelligence is a hot topic, with two relevant courses available: ChatGPT markkinoinnin tukena (ChatGPT as a Marketing Tool) and Generatiiviset tekoälytyökalut (Generative AI Tools). Several digital marketing courses are also available.

A general overview of emerging technologies might also be useful for Uraohjain+ participants; for example, XR (extended reality) could be an interesting subject for job seekers across various fields.

Artificial intelligence was utilized to translate this report from Finnish to English

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