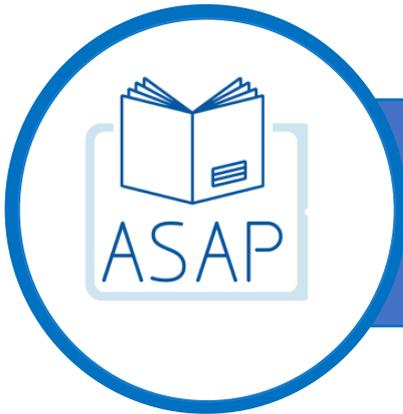




Co-funded by the  
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of the European Union



# Anticipatory Skills for Adapting the Publishing Sector

## References

Agreement 2016-2992/001-001  
Project n. 575884-EPP-1-2016-  
1-IT-EPPKA2-SSA

## R2.7 MAPPING OF COMPETENCES. SKILLS NEEDS ASSESSMENT AND ANALYSIS OF THE COMPETENCES GAPS IN GREECE

WP2 DEFINING SECTOR SKILL SHORTAGES/NEEDS AND ECVET STRATEGY





## Project information

Project acronym:	ASAP
Project title:	Anticipatory Skills for Adapting the Publishing Sector
Agreement number:	2016 – 2992 / 001 – 001
Sub-programme or KA:	KA2 Sector Skills Alliances
Project website:	<a href="http://www.erasmus-asap.eu">http://www.erasmus-asap.eu</a>
Authoring partner:	Hellenic Federation of Publishers and Booksellers
Version:	(final)
Date of preparation:	28.05.2017

With the support of the Erasmus+ Programme of the European Union.

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## **1. DOCUMENTED NEED OF VOCATIONAL TRAINING/CERTIFICATION PROGRAM**

### **1.1 ENVIRONMENT**

The social and cultural changes, but mainly the technological developments that have occurred the recent years in the fields of communication, such as new forms of digitization, and new forms of entertainment have made the publishing sector undergone tremendous changes.

The cultural and creative industries found themselves in recent years at the centre of theoretical and political debate because of the technological advancements and especially because of the changes that Internet brought to production and distribution of goods and as a consequence restricted the demand of these goods.

The Internet, on the one hand, made more accessible specific goods to the public (e-books, electronic articles etc.), while the development of digital technology has transformed the ways and production costs. All the above transformed significantly the market of cultural goods but also created a tendency for many of those goods to be considered as distributed for free, because of digital piracy and files sharing via the Internet.

In Greece, the structural characteristics of the economy and society, traditionally based on small-medium enterprises, together with other factors such as cultural production and creativity, provides a competitive advantage to companies that operate in the field of culture. Although the trade balance of goods and services, in the culture and creativity sectors remains negative, the value of Greek international trade in this area is growing fast and so are the services. Hence, despite the crisis, cultural and artistic creations have flourished in certain cases.

### **1.2 THE PUBLISHING SECTOR IN GREECE**

The publishing industry and book sales in Greece include a large number of companies which are engaged in the production, sale and import of books. The larger parts of domestic market of books cover the Greek versions. Nevertheless, the level of imports of certain categories of books is important. Therefore, exports range is at low levels comparing to the imports.

The price of the books, coupled with consumers' disposable income, level of education and language learning are the main factors affecting market demand. In addition, important



factors are the rapid technological developments that have taken place in recent years and the proliferation of competing products (as for books) on topics of entertainment and leisure. The publishing activity (number of new books) in Greece followed a declining trend in recent years.

While the official statistics are missing since 2012, it is an undeniable fact that the book industry in Greece suffered a major blow, especially after the introduction of capital controls. As a consequence, book publishing has declined; many employees have been made redundant while salaries have also decreased. In addition to the above, the closing of the National Book Centre a few years ago was a major blow to the industry as this was the organization that was providing resources and funding the promotion of the Greek book. The downturn in the market is also generally noticeable through visits to bookstores and the closing of big supply chains.

In 1997 the fixed book price was institutionalized in Greece, along the lines of the French legislation adopted by many European countries. In accordance with this law, the Publisher determines the retail price of the book, which cannot be sold at a discount greater than 10% during the first two years of its adoption. In 2014, the Parliament voted for the abolition of fixed price, with the exception of books categorized as Greek literature. The lack of a uniform law results in reduction of book points of sales. The book discounts and unfair competition mainly affects the small and medium booksellers but also the book chains that sell mostly books.

In addition, the increase of VAT rate in bookbinding, printing and other production stages of the book, the increased competition from the Media, the mass printing of books abroad, the neglect of school libraries, the debts of scientific publishers who publish books for higher education institutions, but mainly the large debts of major bookstores to publishers are key causes of the crisis.

Within the specific objective of this research **is the needs identification in production, distribution, and sales in the publishing sector.** Specifically, it aims to assess the necessary skills development of publishing sector employees and more specifically:

- In understanding the key characteristics and peculiarities of cultural and creative industries.
- Dynamic adaptation and upgrading of knowledge and skills to the requirements of a modern businesses operating in publishing and book sales sector.
- In raising motivation, self-esteem and strengthen the sense of commitment and complete specific tasks.
- To improve their communication skills and acquiring the ability to cooperate and work as a team.
- In computer use, computer applications, and other new applications



- Sales strategy, marketing & communication
- In modern specialized techniques (e.g. digitization/graphic forms)
- In English and international terminology
- Industrial relations & business principles

The proposed action comes into full identification with the priorities that have been acknowledged during primary research conducted in Greece with book publishers and VET providers related to specific needs and requirements for upgrading existing skills needed to respond to the digitization of the sector the last years. This research is based on primary data collection through questionnaires that designed and distributed to publishing houses and VET providers in different regions in Greece. In addition, qualitative interviews with professionals of the sector were conducted to reflect to the main difficulties, challenges and opportunities for overcoming specific barriers.

In particular, the implementation of the proposed actions through ASAP project will give the opportunity to publishing businesses to benefit from training and certification tools, which will help them in the current economic crisis, to lay the foundations for further development. As regards human resources, the participants in the training programs would benefit multilaterally as well by:

- Developing those skills, they need on a daily basis in their workplace
- Updating their knowledge about practical implementation of new techniques and methods in the publishing industry
- Acquiring competences and skills that will ensure their development in their place of work
- Supporting the development and their career in industry

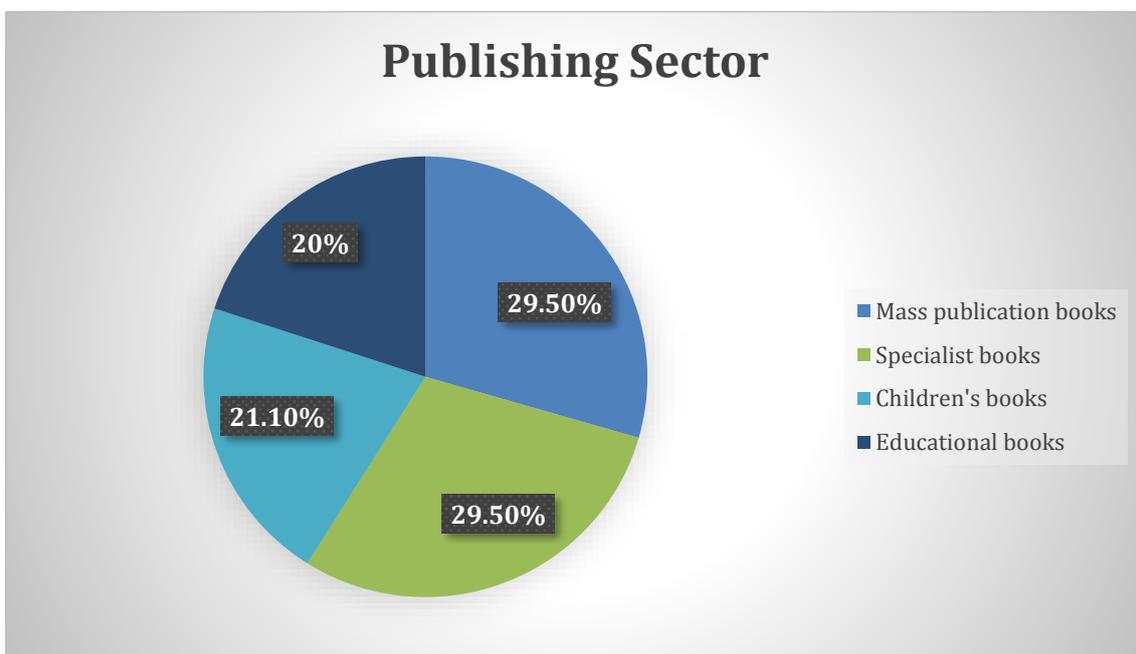
In conclusion, the development of skills will support participants in preserving their jobs and it will lay the foundations for further development of their companies, which is estimated to bring about positive effects on employment, as it will create leverage and new employment opportunities.

#### Questionnaire analysis

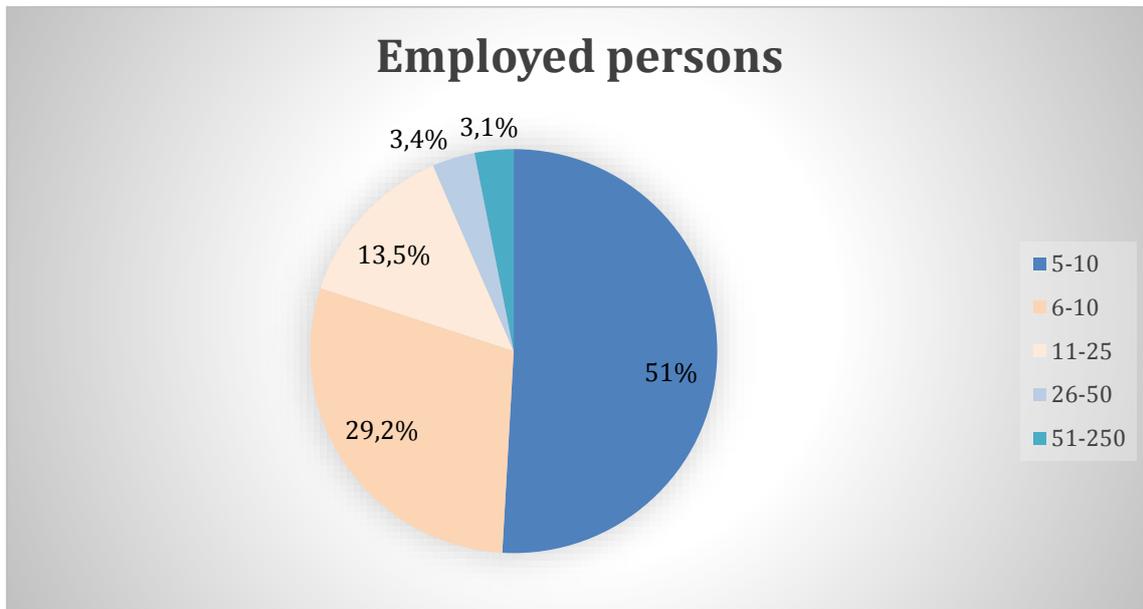
The data collected from all stakeholders who participated in the research regarding the needs identification of the publishing sector, will present several aspects of the publishing sector such as digital needs, production and distribution chain, sales and marketing related to the Greek market. Moreover, it will be analyzed the training needs and skills shortages that have been identified in Greece.

From the total number of correspondents, **108** responses were given in national level. This number surpassed the minimum number of 100 respondents that was set per country. The sample consists of book publishers, booksellers and VET providers. The vast majority of respondents (76,6%) are publishers while the second biggest group (17%) are booksellers who publish books and a 5,3% are VET providers.

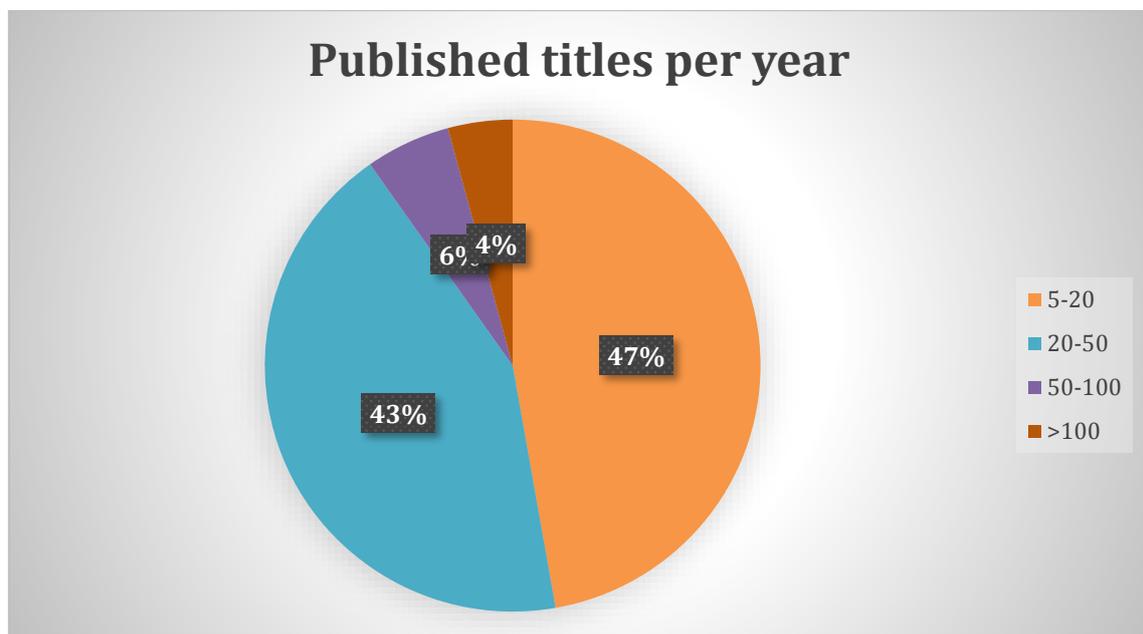
The participants, who operate their businesses in the publishing sector, are active in different book categories. Among them, equal number of publishers (29,5% each) are working on technical/specialist books and books of mass publication, while 21,1% relies on children’s books and 20% on educational books.



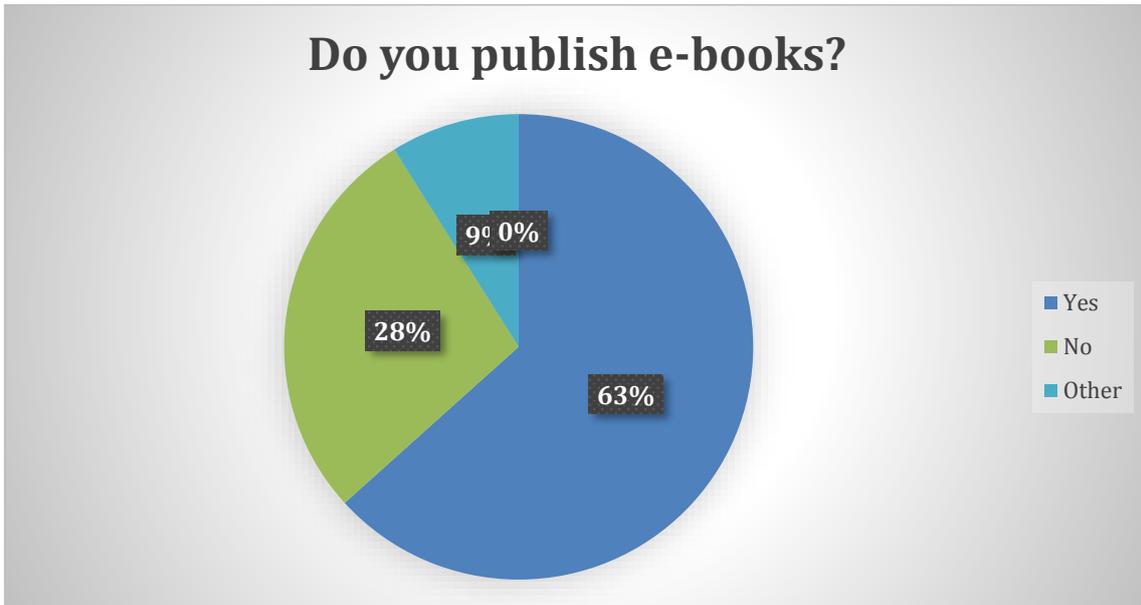
The responses ranged from small-medium sized enterprises to major publishers, covering a wider audience and a more representative sample of publishers operating in Greece. The majority of correspondents are small-medium enterprises that employ from 1-5 people and counts for 51% of the total answers. The second biggest sample of the respondents (29,2%) came from small-medium enterprises with a higher number of 6-10 employees, while 13,5% of the respondents employ 11-25 people. Very few responses came from major publishing houses, booksellers and VET providers who represent the sample.



The vast majority of respondents (47% & 43% respectively) acknowledged that their published titles per year range from 5-20 and 20-50, while a very small percentage (6% and 4% respectively) publish 50-100 and more than 100 titles consequently.



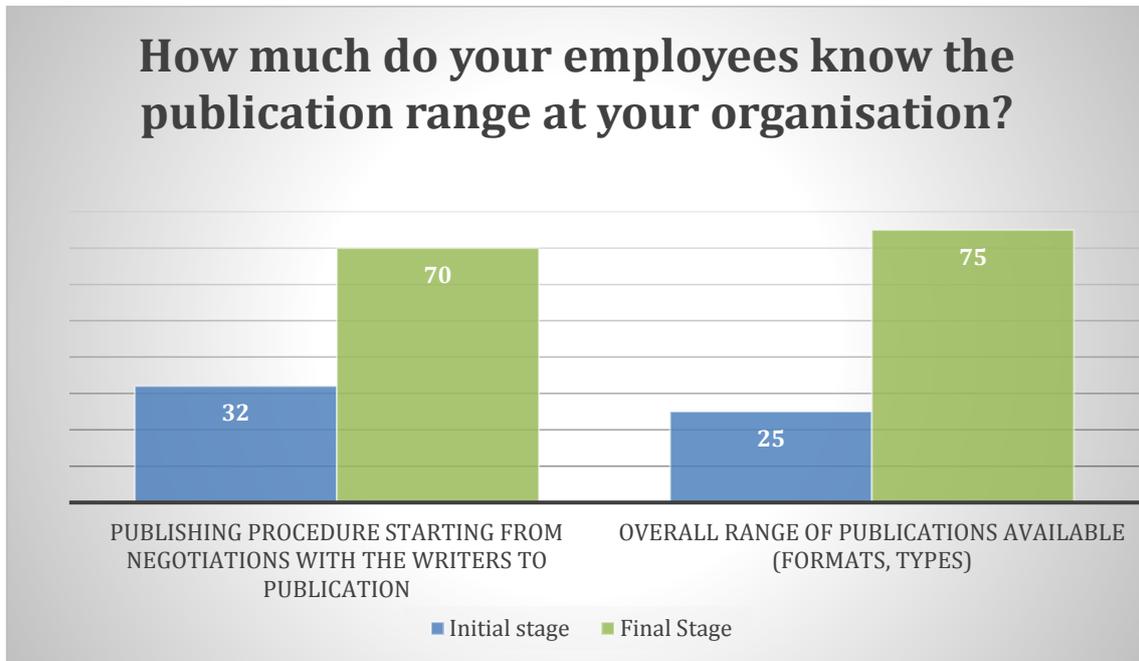
In the question if the respondents publish e-books, a majority of 63,3% responded Yes and a moderately high percentage, almost 1/4, responded No (27,8%).



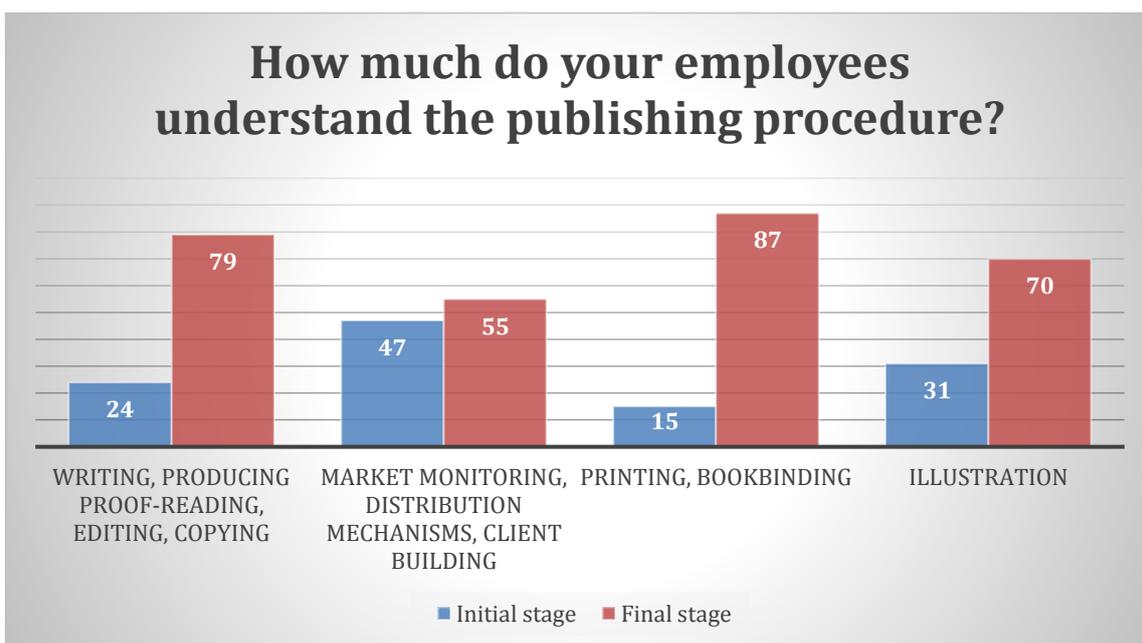
Participants in the survey were questioned if their employees know their company, publication products and targeted customers. It is worthy noticing that 34,6% know in an excellent level the company and publishing products along with the targeted customers group. A respectively amount of 54 of respondents, more than 50,5%, know their company well enough and a relative small percentage 15% know their company well. As a consequence, there are not many respondents who admitted that their employees don't know their company. Nevertheless, we must state here that it is very unlikely for a publisher to acknowledge in a questionnaire that his personnel do not know well the company and her publishing products.



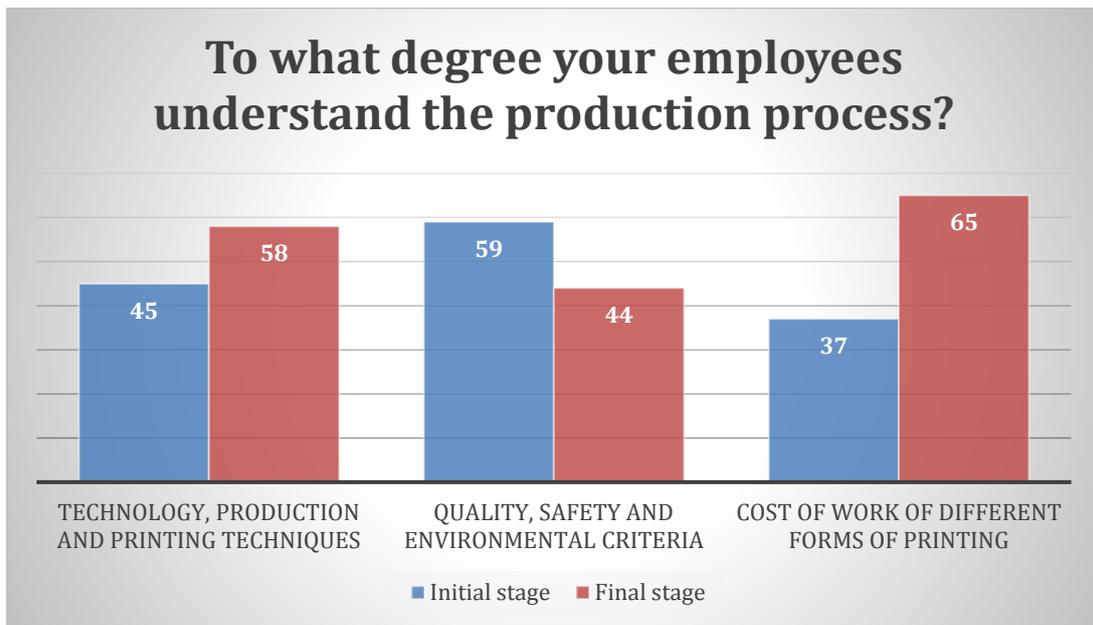
As it is deduced from the answers provided, the respondents stated that their employees know the range of editions of their organization, and mainly the final stage which include the publishing procedure starting from negotiations with the writer till publication and the books range of all different publishing categories and publications.



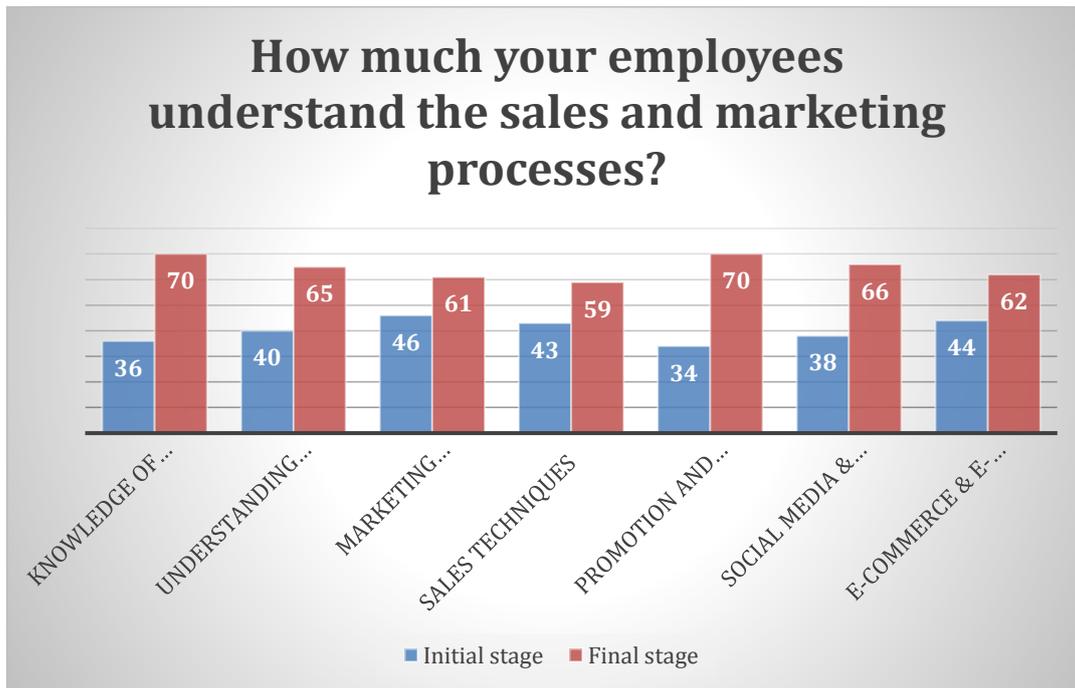
The results show that the respondents understand the publication procedure at a greater extent. The majority understands the final stage of bookbinding and printing, while there is slight difference among participants who mentioned that have a very good knowledge of the production of content, writing, proof-reading and illustration at initial and later stage.



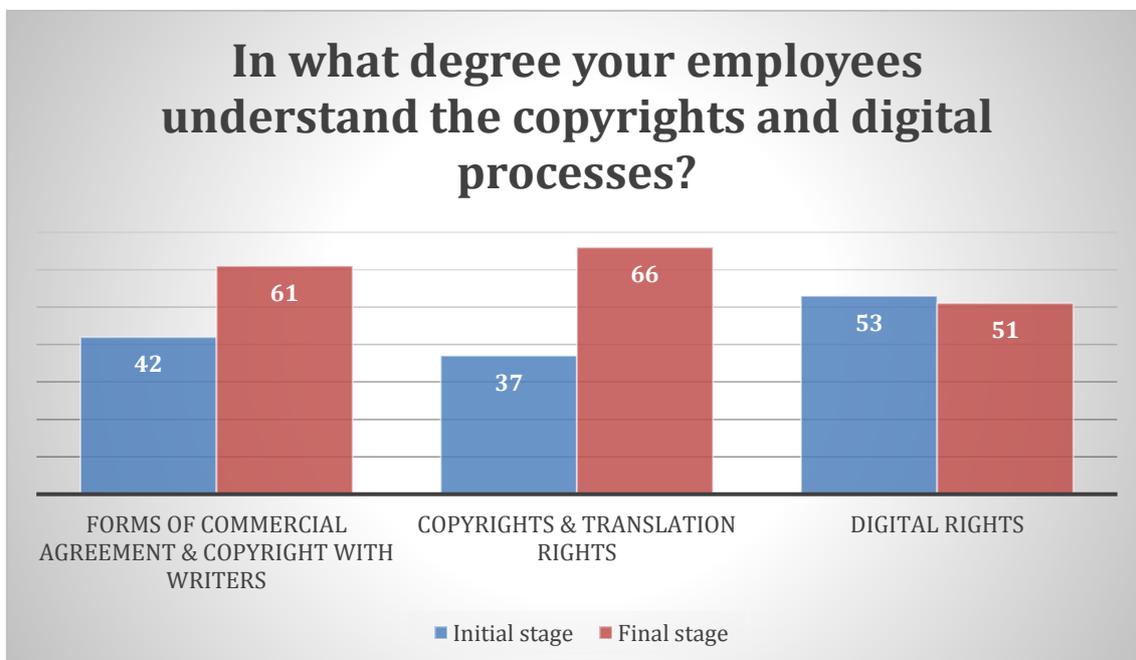
When respondents were asked about the production process, they have overall stated that they do understand all levels from the initial to final stage at a great degree. Remarkable is that employees in the publishing houses do consider issues such as quality, safety and environmental criteria mostly at the initial stage of production. In addition, the employees have a general knowledge of technology, production and printing techniques.



The processes of sales and marketing have showed remarkable results. The majority of employees have knowledge of the promotion process in their company, which includes knowledge of commercial partners, understanding of the market trends, strategic marketing, promotion and communication techniques, social media and digital marketing and e-commerce and e-sales.



What is positively perceived is that employees understand the copyright results during the digital processes. The commercial agreement and copyrights with writers, together with the copyrights and translation rights are mostly understandable at the final stage of book production. Digital rights are equally perceived.

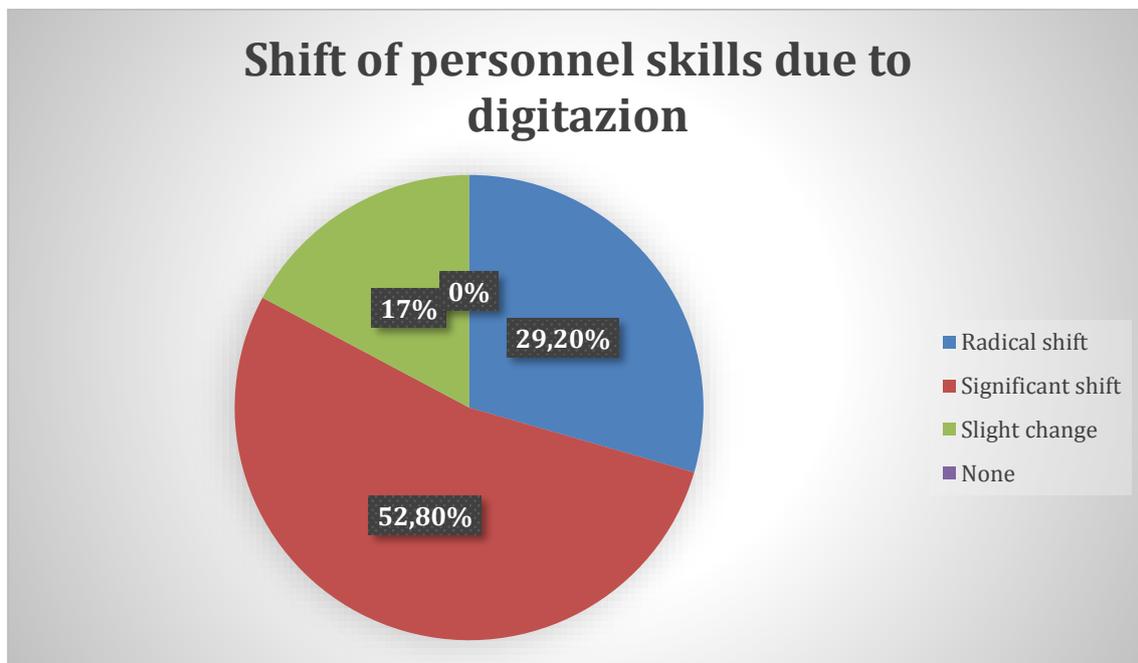


Finally, concerning the legal knowledge that the staff of a Greek publishing organization requires, the answers were as follows: A significant number of publishers (36,8%) has a

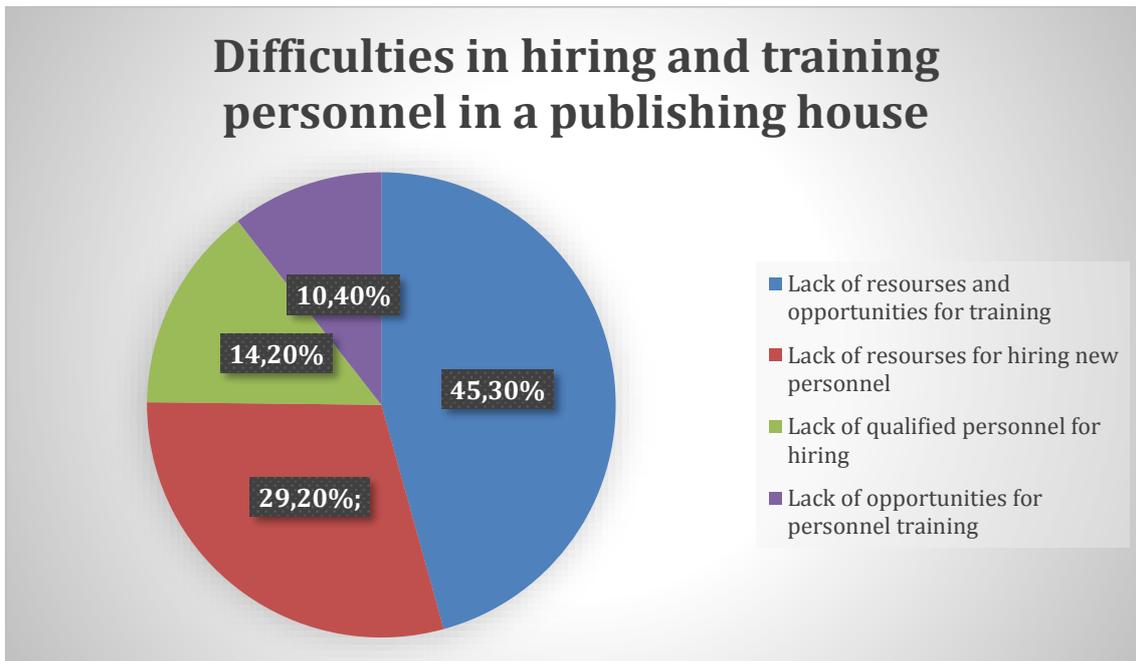
knowledge both of the legal framework that is required for copyright laws as well as the legal framework concerning the labor and commercial law of the EU. An equal important number (34%) has sufficient knowledge only of copyright laws, while it is significant to state that a 28,3% admits that has not a sufficient knowledge of the above legal framework stated.

### SHIFTS ON THE BOOK MARKET REGARDING DIGITAZION

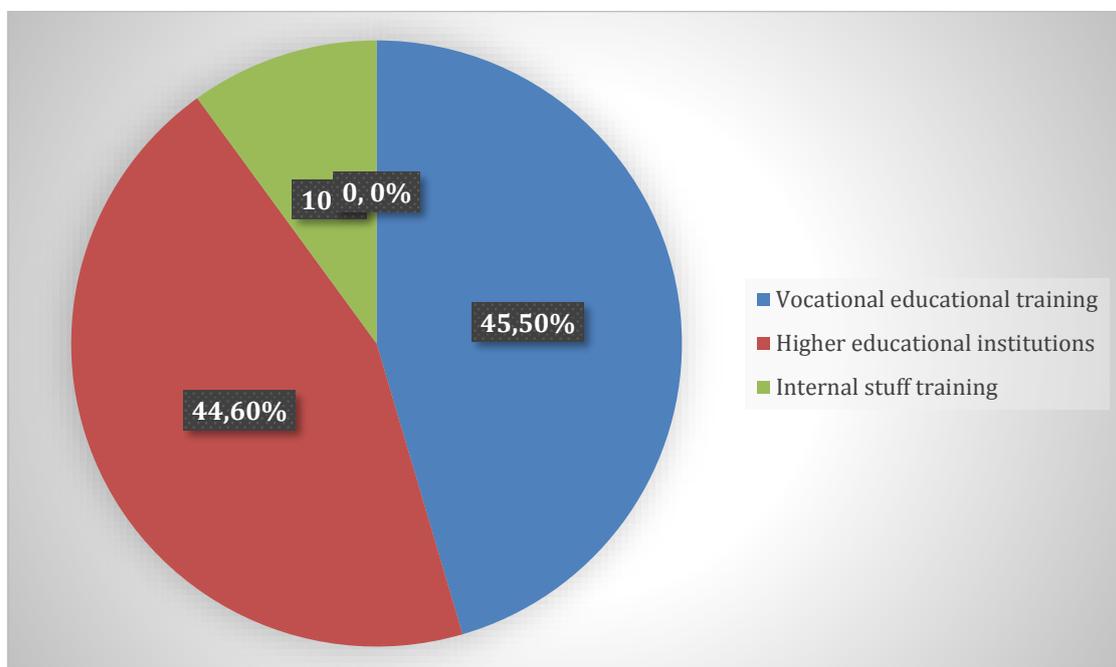
It is a given fact that the Greek book market, a market that the dominant type is that of a medium-sized enterprise, had, and continues to have, great difficulty to respond in the needs of the digital era. According to the answers provided by the questionnaire, the majority of the publishers acknowledge the fact that the required skills of the personnel of a publishing house have changed due to digitizing. To be more specific, 29,2% admits a radical change, 52,8 % a significant change while only a 17% to a slight change.



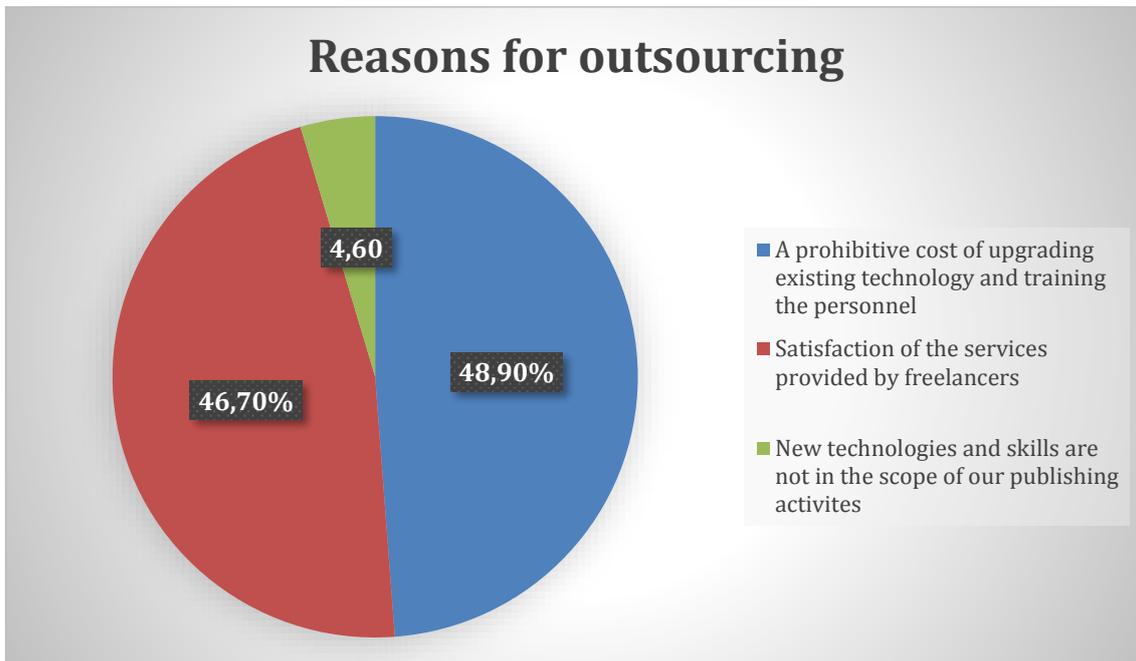
Despite this acknowledgement, the prolonged financial crisis and the small size of these enterprises, resulting in small yearly turnovers, has resulted in many difficulties both in training and hiring personnel. While the vast majority of them (59,8%), yield to their staff being trained as the only economically viable solution – another 30,4% combines a policy of educational training and the employment of new personnel – most of them admit that the obstacles to both training and employing new personnel are many. As it concerns the training, 45,3% admits the lack of funds and opportunities for training, another 29,2% the lack of proper resources for hiring new stuff, a 10,4% the lack of opportunities for training while only a 14,2% attributes the problem to the lack of qualified and trained personnel for hiring.



As to the question about how the Greek publishing houses search for new personnel in the digital era, a 45,5% search the required personnel from vocational education and training, a 44,6% searches its staff from higher education institutions, while the remaining 10% resorts to internal staff training.



The need to adapt to the digital era and the difficulty due to the economic crisis and the small turnovers of medium-sized enterprises resulted in an increased percentage of outsourcing. To be more specific, a 94,6 % admits the rise of tasks attributed to freelancers and the reasons for doing so:



We have to note here that the term “satisfaction” does not mean necessarily that these publishing houses did not face difficulties in carrying these tasks internally, quite the opposite, it might mean that the procedure of outsourcing “solved” the problem of cost for a medium-sized publishing house in these publishing houses also.

### 1.3 SWOT ANALYSIS

Before turning to a full swot analysis of the Greek book market, it is essential to refer to the lack of skills, according to the answers provided by the questionnaire. While there were also vague references that do not help to sketch the portrait of these shortages – f.e. “skilled candidates for the required position” – there were also other answers that were more satisfactory and helped the survey draw useful conclusions. According to the answers, the main characteristics that the candidates seem to lack were as follows:

- i. Lack of initiative skills of the candidates to solve “daily problems” without help from the top of the corporate structure.
- ii. Lack of sufficient knowledge of the digital technology in order to run the daily office work.
- iii. Lack of knowledge and interest for the products of the enterprise.
- iv. Lack of skilled commercial vendors and agents to promote the products of the publishing house.
- v. Lack of skilled text editors.



- vi. Lack of proper training in social media and the related policies that can help to promote the publishing house's products through the network.
- vii. Lack of personnel trained in the publishing process.

Combining these traits and the answers provided above by the publishers and booksellers in the survey as a whole, this country report will try to map a) the strong and weak points of the Greek book market, b) The basic specialties of the staff employed in the industry and c) a detailed description of training needs. As it concerns the first point, the basic feature goes as follows:

Strong Points	Weak Points
<b>The books are traditional means of education and entertainment and are an established product. The development of digital books (e-books) consists a great advantage for many businesses of the sector because they target a young audience and have lower cost of production and distribution.</b>	The small size of the domestic market and the limited dissemination of the Greek language which results in very limited export figures.
<b>The small size of most firms in the industry offers flexibility and opportunity for specialization in specific categories of books.</b>	The increased production of new titles (although it has fallen significantly in later years) limits the possibility of "exploitation" in a possible new title, as the period of a book to stay competively on the shelf is limited.
<b>A significant percentage of book publications is covered by the educational-scientific books, which are provided by the education system for educational needs, particularly in higher education.</b>	The lack of a sufficient number of libraries but also  Specialist book shops with trained personnel, restricts the increase readability, and the dissemination of the book in general.
Opportunities	Threats
<b>The continuous enrichment of the genre and the exploitation of new technologies.</b>	The conditions of economic recession, affecting directly purchasing the book. (book sales)
<b>The development of digital versions of books (e-book) which represent an</b>	The increase in the price of paper, which creates a significant cost burden



**important alternative for many companies.**

<b>Sales growth of businesses in the industry through their electronic stores (e-shop), which is accessible by huge number of consumers.</b>	Changing consumer attitudes push for growing use of digital electronic entertainment media, such as television and the Internet.
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**Product differentiation in the industry from other products on the market (competitive advantage)**

The competitive advantage relies on the strengths of the SWOT analysis in the previous section. The e-book is very unlikely to replace the printed books, particularly in specific categories. The books are traditional means of education and entertainment. The small size of most firms in the industry offers flexibility and opportunity for specialization in specific book categories. Another strong point is that much of the book publishing industry is that they cover educational-scientific books, which are provided by the education system compulsory, particularly in higher education.

**Description of dynamic innovation in companies in the area (initiatives of modernization, introduction of new methods of management and production, monitor market trends and consumers)**

- The use of ecommerce demonstrated the industry's innovation comparing to previous years.
- The online bookstores which started existing recently in the industry, in the form of sophisticated computer systems that provide a wealth of features and services. Use of related applications and programs that replace the corresponding actions and roles of sellers and agents. The client has the opportunity to navigate the bookstore and buy books online which will be delivered to his home directly.

**1.4 DOCUMENTATION OF TRAINING NEEDS**

In accordance with the above, it is vital need for employees in the publication sector to participate in a training program that will provide them with the appropriate knowledge to face the new challenges in the industry.

As a consequence, the certification of publishing sector employees and booksellers need:



(i) to be compatible with the specificities and needs of the country,

(ii) to emphasize the cultural, intellectual and artistic creation itself,

This can be further analyzed in the following points:

1. As a result of recent developments in the field of innovation, research and technology, employees on publishing and book sales are required to revise or supplement to a lesser or greater degree of knowledge, skills and abilities in the near future.

2. The sector and operating businesses pass through a phase of great crisis. With this perspective, the employee ought to face the future, aiming to innovation and expansion into new markets.

3. Businesses document a shortage in skilled manpower within the wider context of the Greek market which results into focusing on investing in existing personnel.

4. Employees must be multipliers of information of public opinion on various topics such as new releases of books, etc.

5. Employees are necessary to be knowledgeable about the industry's prospects moving around two main axes: a) creating "loyal customers" and b) expand and exploit new markets in areas of digital technology and use of distribution networks.

6. So far there has been no information which would analyze and will take account of, beyond the symbolic value of cultural goods, the economic characteristics of the market of cultural and creative economy, the conditions that shape the values of cultural goods and especially the negative balance between export-import in many goods and raw materials used in cultural production.

7. To adress chronic problems of book industry in Greece (eg. large unemployment, difficulties to access new titles on the market, difficulties of access and purchasing the book etc).

The general trend – a challenge for the industry - has to do with maximizing the degree of integration of the products and services, which means:

- Providing products and services of high quality
- Further development of skills of workers in the industry
- Modernization of facilities and corporate structure of enterprises operating in the industry
- Develop partnerships with businesses from other related sectors, with the aim of providing combined all-in-one solutions to end customers
- Respecting the needs and priorities of the customer (customer)



In addition, according to industry players in the field of publishing houses, incomplete staff recruitment-employment is occasionally observed. This is mainly attributed to the unmet additional costs and the lack of people with appropriate training.

The majority of employees in publishing companies are permanent staff, mostly high qualified, something that makes the transition to modern technologies easier. Business leadership is practiced mainly by the owners themselves, as most enterprises are small - "family" style.

The basic specialties of the staff employed in the industry of publishing books nowadays are:

<b>Specialty</b>	<b>Necessary Qualifications</b>
<b>Text Editor</b>	Degree in Philology (Linguistics, modern or classical direction), excellent knowledge of grammar and syntax, research capacity, knowledge of computers and foreign languages (especially English). Experience in training and in field of editing-language correction
<b>Editors- Translators of bilingual books</b>	Excellent knowledge of the Greek language, foreign language skills, critical thinking, excellent computer use, experience in the field of lexicography
<b>Seller</b>	School diploma, competences and experience in marketing, familiarity in a computerized environment, knowledge and experience in foreign language teaching.
<b>Graphic artist</b>	Knowledge of graphic programs, programming skills, experience on web-designing and maintenance of electronic books, knowledge of English terminology related to the above
<b>Typographer</b>	Knowledge of printing and machines, presses, mechanical knowledge, knowledge or offset lithography method
<b>Bookbinder</b>	Knowledge in cutting, presses and folding machines, scissors, glue, vending machines, knowledge of engineering.
<b>Accountant</b>	Licensing, Experience in ledger book keeping, Knowledge of taxation policies, Imports, labour legislation, Very good knowledge of Microsoft Office, knowledge of English



Specialty	Necessary Qualifications
<b>Press Officer</b>	School diploma, competences and experience in marketing and social media, used to computerized environment, experience in public relations, event management, advertising, etc.
<b>Driver</b>	Professional van driver, warehousing experience
<b>Worker</b>	Experience in warehouse management

Regarding the observed deficiencies in skills, those are focused on two axes:

- A. Use of modern techniques in the production process
- B. Modern strategy and methodology of organization and sales promotion

Therefore, to upgrade the level of competitiveness of enterprises in the sector requires adaptation of enterprises in the sector with regard to the abovementioned axes, namely:

- A. Use of modern techniques in the production process
  - Digitizing Forms
  - Graphic Forms
- B. Modern strategy and methodology of organization and sales promotion
  - Marketing & Communication Techniques
  - Sales Techniques
  - E-Commerce

## 2. MINIMUM SKILLS-KNOWLEDGE REQUIRED FOR CERTIFICATION

Books productions requires spiritual and physical work and constitutes an autonomous field of the market which does not relate to the production and sale of any product, but the creation of a cultural product which involves a lot of people: writers, translators, editors, graphic designers, proofreaders, printers, bookbinders, employees of publishing houses and bookstores.

As to the qualities of human potential, the picture presented by the industry, has to do with high qualified staff (many of whom are university graduates) with rich knowledge, high



culture and love for the book and the culture in general. The certification would differentiate certified employees from other industry colleagues. It can demonstrate in a tangible way, their commitment to the profession and their career.

The following table lists the minimum skills and knowledge required for such certification in line with the main professional functions for people employed in the publishing sector.

**Table 1: Minimum skills and knowledge for certification**

Main Professional functions	Minimum Skills	Little Knowledge
Customer service and part of the financial management of the business	<ul style="list-style-type: none"> <li>• Implementation of key technical sales &amp; promotion of products</li> <li>• Use of printed and electronic tools order log</li> <li>• Order processing of electronic application</li> <li>• Computational skill</li> <li>• Social perception</li> <li>• Contact</li> <li>• Teamwork</li> <li>• Time management</li> <li>• Organizational skills</li> <li>• Good memory</li> </ul>	<ul style="list-style-type: none"> <li>• Basic knowledge of marketing</li> <li>• Basic Knowledge of Public Relations</li> <li>• Basic Pc Knowledge</li> <li>• Greek Language</li> <li>• Knowledge of English</li> </ul>
Supervises the company's premises and warehouse operation	<ul style="list-style-type: none"> <li>• Using special software to categorize titles</li> <li>• Creativity</li> <li>• Contact</li> <li>• Teamwork</li> <li>• Time management</li> <li>• Organizational skills</li> <li>• Good memory</li> </ul>	<ul style="list-style-type: none"> <li>• Greek language</li> <li>• Knowledge of English</li> <li>• Basic knowledge of coding products</li> <li>• Basic principles and procedures for receipt of products</li> <li>• Basic principles of hygiene and safety in the workplace</li> </ul>



### **3. DOCUMENTATION VALUE ADDED PROPOSED ACTION IN THE SECTOR, BUSINESSES AND EMPLOYEES**

#### **3.1 ADDED VALUE FOR THE SECTOR**

The publishing sector welcomed the technological developments of e-book, seeing in it as a new approach for the readership. The new developments, however, that brought the evolution of e-books, bring a series of challenges, which the designers, printed book publishers and sellers are required to address in order to respond and to achieve their goal. New applications and new devices are driving more and more designers to convert books in ePub format, resulting in changes to their workflow, i.e. what they knew and were used to do until today.

The sector changes following the advancements of new technologies, considering that 40% of the population has Internet access, while the book holds the first position in the market compared to all other cultural products. Through the education of industry employees, the industry achieves the preservation of global competition and improves productivity. Finally, with both the training and the certification to follow the requirements of the industry it increases corporate stability and flexibility. The ability of a company to maintain its effectiveness despite the loss of experienced personnel can be strengthened by the existence of trained employees who can directly recuperate their losses. On the other hand, the ability to adapt rapidly to changes, flexibility, requires workers with multiple skills so that they can move into their areas of work with different requirements.

#### **3.2 ADDED VALUE FOR BUSINESSES**

The fundamental purpose of training programs is to help the company to achieve its strategic objectives, adding value to the work of people employed. As Papalexandri and Mpourantas<sup>1</sup> highlighted, the survival of an organization depends on its ability to learn faster than its competitors. They also added that the systematic training of personnel leads to productivity growth and the development of their skills, while it also improves the performance of individual employee's performance and contributes to the overall development of the organization. The success of an organization depends largely on his staff. For this reason, investing on training of personnel is considered to be the most profitable of all other investments.

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<sup>1</sup> Bourantas, D. & Papalexandri, N. (2003). Human Resources Management, Athens: Benou Eugenia, p. 213



### 3.3 ADDED VALUE FOR TRAINED PERSONNEL

The certification of training that the employee will obtain by participating in tutorials will legitimize the continuing education and differentiation of training activities. It contributes positively to the following:

It helps employees to take better decisions and solve problems efficiently

- Enhanced recognition, responsibility, success and growth
- Enhancing self-confidence and self-development
- It helps the person to handle the tensions and conflicts
- Provides space for improvement of skills and communication
- Increases job satisfaction
- It helps in achieving personal goals
- Gives a new orientation on the future of worker
- Creates a sense of growth in learning
- It helps the employee to develop oral and written skills
- Reduces the fear for act

#### 4. Detailed description of skills needed

Based on the above formed the **educational content** of the program into sections, which are designed in a way so as to cover the basic characteristics of the target group of the programme. The topics of the training programme can be:

a/a	Description
<b>Section 1:</b>	Cultural & Creative Industries
<b>Section 2:</b>	Digitization-Graphic Design Forms-Computer Skills
<b>Section 3:</b>	Marketing & Communication Techniques
<b>Section 4:</b>	Sales
<b>Section 5:</b>	E-Commerce



<b>Section 6:</b>	Languages for business-Terminology (English)
<b>Section 7:</b>	Digital marketing
<b>Section 8:</b>	Industrial relations & business principles
<b>Section 9:</b>	Business to business operations
<b>Section 10:</b>	Basic knowledge of law regarding copyright and the EU regulations concerning digital rights

The ratio of training material should be based on **theory – practice** is 30-70%, to provide opportunities for practical implementation of knowledge.

As is clear from the above the data used and designed methodology should ensure that:

- ☐ The training programme responds to the needs of the local labour market and the publishing sectors.
- ☐ The complete correspondence of the program's objectives, the educational needs of trainees.
- ☐ Mapping educational programs in national labour market.

#### **Description of the objectives of the program.**

The main objectives of the programme shall aim at:

- ☐ to adapt their skills to the ever-changing conditions, new technologies and conditions of competition,
  - to upgrade workers' skills for creating conditions of increase of labour mobility to business basis,
- ☐ to increase adaptive capacity and wider employment opportunities for workers,
- ☐ the integration of new technologies and innovation in manufacturing processes and administration of the enterprise, with the aim of increasing competitiveness,
- ☐ to ensure the employability of the workforce.

“Within this framework, ASAP will deliver a joint vocational training program that will provide employees, but also unemployed, self-employed, low skilled employees and young VET students the opportunity to update their professional skills and knowledge, covering the gap related to the lack of specific skills related to the areas of the publishing supply chain as a consequence of the “digital revolution”<sup>2</sup>.

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<sup>2</sup> Anticipatory Skills for Adapting the Publishing Sector/ **ASAP**, Detailed Project Description, page 9



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