



Manpower Update Report

Media and Communications Industry

2023



ACKNOWLEDGEMENT

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Contents

Introduction	1
Background	
Objectives	
Methodology	3
Overview	
Focus Group Meeting	
Desk Research	
Data Analysis	
Limitations	
Findings	4
Latest Trend and Development of the Industry	
Manpower Demand	
Training Needs	
Recruitment Challenges and Potential Suggestions	
Recommendations	17
Government support	
Public perception	
Internship - From study to work	
Realistic view of the industry	
Equip the future freelancers	
Explore new technologies	
Skills for communication and collaboration	
Facilitate employees to learn	
Supportive work culture to attract and retain talents	
ESG element	
Understand GBA	
AI Application	

Introduction

Background

The Media and Communications Training Board (MCTB) of the Vocational Training Council (VTC) is appointed by the Government of the HKSAR. According to its Terms of Reference, the MCTB is responsible for determining manpower demand of

the industry, assessing whether the manpower supply matches manpower demand, and recommending to the VTC the development of vocational and professional education and training (VPET) facilities to meet the assessed training needs.

A new approach for collecting manpower information is adopted to better reflect the dynamics of the manpower situation in the various industries.

Under the new approach, one full manpower survey is conducted every four years, and this is supplemented by two manpower updates. The MCTB completed its latest manpower survey in 2019. Two manpower updates will be conducted in 2022 and 2023.

The 2023 manpower information update comprises:

(a) a focus group meeting getting the views of industries experts on the latest developments in the industries, manpower and training needs, recruitment difficulties, and measures to tackle the challenges the industries face; and

(b) desk research analysing job advisements in the Media and Communications (MC) industry.

Objectives

The objectives of the manpower update are:

- (i) to examine the latest trends and developments of the industries;
- (ii) to explore the job market situation and training needs;
- (iii) to identify the recruitment challenges; and
- (iv) to recommend measures to meet the training needs and to ease the problem of manpower shortage.

Methodology

Overview

This update report aims to provide qualitative descriptions of the recent development of the industry through focus group meeting, supplemented by making reference to some quantitative data of recruitment advertisements from desk research.

Focus Group Meeting

The focus group members are representatives from the following sectors of the media and communications industry:

Journalism Sector

1. Newspaper
2. Magazine
3. News and Information department in radio / television (TV) stations
4. News agencies

Digital / new media Sector

5. Digital / new media

Advertising, PR and Marketing Communications Sector

6. Public relation (PR) service suppliers
7. Advertising companies, agencies and other advertising services

8. Corporate communications / PR / advertising / marketing department in companies / institutions

Media Production Sector

9. Production Companies

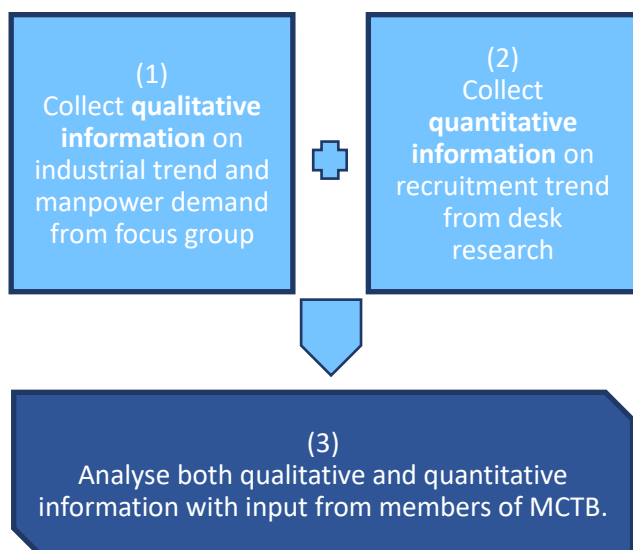
Three focus group meetings were conducted on 15, 21 and 27 February 2023. The discussions were recorded and transcribed to facilitate analysis.

Desk Research

An information system was developed to capture relevant recruitment data from major online recruitment portals, covering the period between Quarter 1 of 2022 and Quarter 4 of 2022. Collected information was mapped against the list of companies related to the media and communications industry under the Hong Kong Standard Industrial Classification devised by the Census and Statistics Department. After mapping and removal of duplicated records, a total of 33,511 recruitment records were collected during the research period and served as indicative information of the job market trend.

Data Analysis

The analysis consists of the following three steps:



Limitations

As this is not a full manpower survey, the findings and recommendations of the focus group meetings are more qualitative in nature and the report focuses mainly on the manpower trends. The information of job advertisements was collected from major recruitment websites and the Labour Department. Other channels, such as head hunting for managerial positions, were not covered. Since the data collected is a snapshot of a particular period without reference to any historical data, this can serve as reference information supplementary to the findings of focus group meetings.

Findings

Latest Trend and Development of the Media and Communications Industry

Change in the media landscape

The Hong Kong media industry has seen many changes in recent years, particularly under the impact of the pandemic.

Traditional media outlets, such as radio and television stations, have faced challenges in adapting to changes in audience preferences and consumption habits. Meanwhile, smaller media organisations have

emerged to fill the gap left by larger media companies.

In response to changes in the media landscape, media companies are focusing on developing digital platforms and expanding their reach through social media and other online channels. Mainstream journalism organisations will need to continually update and improve its app to provide the latest news to its audience and readers accompanied with better user

experience. It will also need to explore new revenue streams, such as offering specialised content, to remain competitive.

Some media companies are also exploring new ways to monetize their content, such as through paywalls and online subscriptions. Several small-scale online news websites launched in the past year. The business model relies on reader subscriptions, with a focus on Hong Kong news. The websites will offer free news stories, but readers will be encouraged to subscribe to support the small news organisation. Some of the websites attracted a loyal following of readers who are willing to pay for quality journalism.

Demand for video content

One of the major trends in the media and communications industry is the increasing demand for video content, particularly short-form videos for social media platforms. This has led to a rise in demand for talents with skills in video production, animation, and visual effects. Additionally, the use of virtual and augmented reality in media production is also gaining traction. They allow advertising and marketing companies to create immersive experiences for their target audience, leading to higher engagement and conversion rates.

Another trend is the integration of e-commerce with media content. With the growth of online shopping, media companies are exploring ways to

integrate product placement and advertising into their content to create new revenue streams. This has led to a demand for talents who are skilled in digital marketing and e-commerce.

Physical and digital experience

The pandemic has significantly impacted the advertising, PR, and marketing sector in Hong Kong, causing a shift towards digital experiences such as online streaming of movies and concerts. However, as the economy recovers, the demand for physical experiences has increased as well.

The trend towards digital experiences is likely to continue, as consumers having developed new habits and preferences for online shopping and entertainment during the pandemic. This presents both opportunities and challenges for the advertising, PR and marketing sector, as companies will need to continue to invest in digital marketing and advertising while also providing high-quality physical experiences in events and campaigns.

Influencer marketing

There is also increasing demand for influencer marketing. Influencer marketing involves partnering with social media influencers to promote products and services to their followers. This type of marketing has become very popular in Hong

Kong, with companies using influencers to reach a wider audience and promote their brand.

In 2023, the ad spending in influencer advertising market in Hong Kong is estimated to reach HK\$660 million¹.

Data-driven decision

Collection and analysis of data to generate insight to perform data-driven decision is one of major developments in the industry. Data journalism involves using data to tell stories and uncover trends, will require journalists to develop new skills and collaborate with data scientists and analysts.

The rise of e-commerce has also had a significant impact on the advertising, PR and marketing sector. Companies utilising e-commerce platforms to sell their products and services, are also using digital marketing strategies to drive traffic to their websites and increase sales. Data analytics is playing an important role in digital marketing for companies to gain insights into consumer behavior and create targeted campaigns that are more personalised and effective.

Web 3.0

The rise of web 3.0 gains strong attention in the industry. Web 3.0 is the next generation of the internet, which is expected to be more decentralised and user-centric. The industry considered web 3.0 will create new opportunities for advertising and marketing companies to create innovative content and engage with their audience in new ways. For example the metaverse is an example of a developing project that allows brands to reach younger generations.

There has been prevalent use of NFTs and virtual worlds in marketing campaigns, and these trends are expected to continue in the future. Some players in the field see web 3.0 as a significant opportunity for business growth, others may have a more cautious outlook on its practical application in view of its narrow audience and the potential short-lived hype. It is important to note that the impact of web 3.0 on business trends may take time to fully materialize.

While web 3.0 has the potential to offer unique experiences to users, it is currently in an experimental phase and has not yet reached maturity in the industry. But it is agreed by most that the concept of decentralisation and the use of blockchain technology will shape the way businesses approach marketing and data management.

¹ Influencer Advertising - Hong Kong. (n.d.). Retrieved June 06, 2023, from <https://www.statista.com/outlook/dmo/digital-advertising/influencer-advertising/hong-kong>

The practical application and potential impact of web 3.0 may vary depending on the industry and the specific use case, in which their potential costs and investments should also be considered. Moreover, keeping up with new developments of web 3.0 technologies will be crucial for practitioners to suitably use it to enhance creativity and human experiences, rather than simply as a trend.

Application of AI

The application of AI technology is gradually changing the media and communications industry. One of the most significant use is the personalisation of news delivery through apps and systems that remember readers' preferences and characteristics. This has allowed media outlets to target their audience more effectively and provide them with news and advertisements that are relevant to their interests and needs.

The use of AI and ChatGPT in news writing and production is also being explored by some media outlets. For example, ChatGPT can be used to write news articles or social media posts in a specific style or tone, which can save time for journalists and increase efficiency.

However, the use of AI in the journalism sector must be balanced with ethical considerations, such as the potential for algorithmic bias and

the need for human oversight. The industry must also be cautious about relying too heavily on clickbait or relying solely on audience data to determine editorial decisions. Instead, a balanced approach that considers both audience data and journalistic principles is necessary.

It is crucial to balance innovation with ethical considerations and journalistic principles to maintain the integrity and credibility of the news industry.

AI technology is also used in analysing consumer data and predicting consumer behavior, which can help companies create more effective marketing campaigns that are tailored to individual consumers.

On digital/new media and media production, advertising, PR and marketing sector, AI tools are used generating inspiration for design proposals, generating storyboards, and creating scripts and writing articles. Apart from creative tasks, the industry is also exploring ways to automate and streamline certain aspects of work, such as campaign performance monitoring and data analysis, to save time and resources.

The industry considered that AI can be a useful tool for enhancing creativity and efficiency. However, there are also potential copyright and legal issues to be dealt with when practitioners use AI in their work. AI may also pose a threat to the demand for creative professionals.

Considered the value of human creativity and originality should not

be replaced, AI should not be relied on too heavily. Moreover, AI cannot replace the human touch, emotional intelligence and empathy that is necessary for producing work of the highest quality and relevance for successful marketing and communication.

GBA development

The development of the Greater Bay Area (GBA) initiative has also presented new opportunities for the media and communications industry. The GBA initiative aims to integrate Hong Kong, Macau, and nine cities in Guangdong province into a world-class economic hub.

Hong Kong as the global ‘super-connector’ plays a role in attracting foreign investment and supporting Mainland enterprises to go abroad. Its cultural diversity is one of the unique characteristics that facilitates Mainland enterprises to connect with the international market. This brings opportunities for cross-border collaboration as information, communications and media production services are needed for Mainland enterprises to enter global market or foreign companies to target GBA customers.

Moreover, while there are increased Mainland enterprises expand their presence in Hong Kong (e.g. Mainland enterprises represents nearly 80% of HKEX's market capitalisation as at May 2023.), there are also more Hong Kong enterprises that target

tourists, students or professionals from Mainland. The demand for advertising, PR and marketing communications expertise who are familiar with the cultural context and social media languages of the community is on the rise.

Rise of ESG

ESG has become a hot topic in many industries, and it is important for companies to consider how they can incorporate ESG principles into their marketing and communication strategies. However, it is important to note that simply having an ESG programme in place may not be enough. Companies must invest the necessary resources and expertise to ensure that their ESG initiatives are effective and impactful.

By incorporating ESG principles into their campaigns, companies can demonstrate their commitment to sustainability and social responsibility, which can resonate with consumers and build brand loyalty. However, it is important to approach ESG with a genuine commitment to making a positive impact, rather than simply using it as a marketing tactic. Companies that invest in ESG initiatives that align with their values and mission can create meaningful change and build a positive reputation in the industry.

It is believed that ESG will become an increasingly important consideration in the advertising, PR, and marketing sector.

Freelancers' opportunities and challenges

The use of freelancers and project-based workers in the media and communications industry can vary depending on the size and needs of the company. It may be common for full-time positions to be offered in sizeable traditional media outlets, with freelancers being used primarily for specific projects or events.

As for the advertising, PR and marketing sector, the proportion of freelance workers is between 5% to 20%, with creative roles being the most common type of freelance work. It is also noted that digital campaign setup and reporting are common types of work that hires freelancers. Additionally, it seems that many freelance workers may not be based in Hong Kong, with some working remotely from other countries.

There are also examples of long-term freelance collaborations as observed, with some freelancers working for over two or three years on the same project, particularly for creative roles. This suggests that freelance work can offer stability and consistency.

In new and experimental projects such as web 3.0 projects, the collaboration with partners and freelance workers may be necessary to bring together the various skills and expertise needed. This highlights the importance of building a network of trusted partners and collaborators to work on complex projects.

Independent freelance workers usually find that the shift to remote work being positive, as it allows freelancers to work from anywhere and focus on executing projected related tasks instead of attending internal corporate meetings. Freelancing can also provide opportunities for self-directed learning and exploration in areas that may not be possible during full-time employment. These are the potential benefits of freelance work for those who value flexibility and autonomy.

However, freelancers may face challenges in finding work, as they often rely heavily on their network and connections to secure projects.

Explore professional certification

The concept of professional certification, such as a skills framework, receives varied responses among different focus groups, as it has the potential to both help and hinder the industry's development. While it may be beneficial to have a standardised system for measuring skills and abilities in the industry, there is a risk of creating a narrow pathway into the industry and limiting the diversity of perspectives and experiences.

It is agreed that the framework may help encourage advertising, PR or marketing professionals to continue to learn and develop their skills. However, it may be difficult to establish objective standards for

creativity and design for professionals involved content creation.

Manpower Demand

Desk Research

A total of 33,511 job advertisements were collected between January 2022 and December 2022 on major recruitment portals. The top five hot jobs on demand are listed in Table 1.

Table 1 Hot Jobs on Demand

Top 5 Jobs (2022)	Top 5 Jobs (2020-21)
1. Marketing Executive	1. Marketing Manager
2. Marketing Officer	2. Assistant Marketing Manager
3. Marketing Manager	3. Designer
4. Designer	4. Marketing Director
5. Assistant Marketing Manager	5. Advertising Manager
51.0% of all job advertisements	50.4% of all job advertisements

As shown in Table 2, the top skills required by employers according to the desk research is customer engagement, social media and digital marketing. The associated keywords and the percentage of post mentioned the associated keywords are shown below.

Table 2 Hot Skills on Demand

Top 5 Skills (2022)	Associated Keywords	% of total posts	Top 5 Skills (2020-21)
1. Customer Engagement	Customer Engagement, Social engagement, community, chatbot, messenger, personalization, personalisation, lead generation, customer retention	75.5%	<i>Data Analytics</i>
2. Social Media	Social Media, Facebook, Instagram, TikTok, Snapchat,	41.4%	<i>E-commerce</i>

Top 5 Skills (2022)	Associated Keywords	% of total posts	Top 5 Skills (2020-21)
	Telegram, Wechat, Weibo, Xiaohongshu, KOL, influencer, Reels, social content planning, social content production		
3. Digital Marketing	Digital Marketing, Omnichannel, omnichannel, marketing 5.0, Search Engine Optimization, Search Engine Optimisation, SEO, Return on Investment (ROI), conversions, return on ad spend, ROAS, metrics, insights, campaign optimization, campaign optimisation, digital strategy	34.4%	<i>Video Editing</i>
4. Data Analytics	Analytics, Python, Tableau, data visualization, data visualisation, data science, data strategy, GA4, multichannel digital analytics, first party data collection, data pipeline	24.5%	<i>Video Shooting</i>
5. E-commerce	E-Commerce, ecommerce, Taobao, Tmall, Alibaba, JD, Amazon, Shopify, Wix, OpenCart, IOT, Internet of Things	12%	<i>KOL</i>

Focus group

Considered the media and communications industry has been evolving with the media landscape shifted towards online and mobile platforms, the focus group believed that the demand for talents lies in the following areas:

Freelance in social media and content creation

The rise of remote work and the gig economy has also created a demand for freelancers and independent content creators who are able to work on a project basis. Talents with skills in social media management and content creation are also in high demand, as media companies seek to expand their online presence.

Marketers with digital mindset

The demand for talents is driven by the increasing importance of digital marketing and social media in the industry. In particular, there is a high demand for digital marketing professionals who are proficient in social media, search engine optimization, and data analytics.

Expertise in consumer data analysis and digital experience are highly sought-after by companies, which is

currently lacking in the local market. This requires a strong understanding of new technology and how it can be used to create a consistent and seamless customer experience across various platforms, such as websites, mobile apps, and social media.

UX Designers with user-centered mindset

It is noted that the demand for UX designers is also growing in aspects of web design, mobile app development, and digital marketing. The demand is particularly associated with the rise of E-commerce and increasing importance of customer experience. Companies are increasingly recognising the value of providing a positive customer experience to build brand loyalty and drive business results. UX designers play a critical role in creating these experiences by designing interfaces that are intuitive, engaging, and meet the needs of users.

Moreover, with the increasing use of virtual and augmented reality in media production, there is also a growing need for talents who are skilled in 3D modeling, animation, and interactive design.

Training Needs

The focus group considered that the nature of the training needs includes a combination of creative and technical skills, such as data analysis, social media management, and content creation. There is also a need for training programmes that focus on the latest trends and developments in the industry, such as AI and web 3.0.

Foundational communication skills

Despite AI technology is used in the sector to improve efficiency, the core foundation of communication skills such as write well, present ideas clearly, and listen actively are required by young practitioners in the sector. They must be able to communicate effectively with various stakeholders, including clients, media outlets, and the general public. Face-to-face interactions with clients and the ability to understand their needs and desires are essential to creating successful campaigns, and cannot be replaced by AI.

Emerging technologies

On content creation, apart from technical skills such as video production, animation, graphic design, web development, there is also training needs for emerging technologies such as virtual and augmented reality. The focus group also suggested that on-the-job training is essential for learning skills such as UI/UX and motion graphics.

It is also suggested that practitioners should be encouraged to learn through exploration and experiment of web 3.0 technologies to identify the possibilities and potential of its use in the industry.

Data analytics

Techniques in data analytics and reporting are also needed by digital marketing practitioners in measuring and analyzing the effectiveness of marketing campaigns and strategies, and reporting on key metrics like engagement, conversion, and Return on Investment (ROI) to optimise future efforts.

AI application

Practitioners have to enrich skills in the application of AI technologies in aspects of content creation, personalisation, translation, audience analysis, automated customer service, etc. At the same time, they should be educated on the risks associated with AI application, especially on issues of accuracy, ethical consideration, copyright and

legal issue as well as the necessary role of human in judging the appropriateness of its usage.

Soft skills

Training in soft skills such as project management, communication, teamwork and adaptability to new technologies and platforms is also essential for young people who want to participate as content creator, digital marketer, PR executives, event manager, etc in the advertising, PR and marketing sector.

ESG knowledge

With the increasing emphasis on ESG reporting in the global market, there is a need for communications professional to understand the international and local standards related to ESG and identify in what ways the key components relate to the PR and communications strategies and how to evaluate under different framework. For example, how the company's engagement with the community, customer, staff and various stakeholders affects scores of social components.

GBA understanding

The development of the GBA initiative has also created a need for training in cross-border collaboration and understanding of the cultural and

regulatory differences in the GBA region.

A Note for freelance professionals

To remain competitive in the industry, freelancers have to adapt to the changing demands of clients and the industry. The speed of work has increased significantly, and there is a need for immediate and real-time solutions to meet client needs. This requires a strong focus on efficiency and a willingness to adapt and learn new skills and technologies as they emerge.

Freelance professionals may need to invest heavily in ongoing training and development programmes to keep up with the rapidly changing demands of the marketplace. This may include learning new software applications, adapting to new forms of media and communication, and keeping up with the latest trends and best practices. Freelancers and independent content creators may also benefit from training in business management and entrepreneurship.

Recruitment Challenges and Potential Suggestions

Shortage of experienced talents

The journalism sector faces a shortage of experienced journalists. Many media companies struggle to attract and retain experienced journalists due to the increasing competition in the industry. This has led to a reliance on younger and less experienced journalists. This also led to a significant workload for existing staff.

Shortage of skilled individuals is a significant challenge for Hong Kong media outlets, especially under the situation that the pandemic has caused a decline in revenue. The focus group pointed out that even small-scale online news websites face challenges in recruiting talent and securing revenue. Though there is rise of new platforms which have created opportunities for freelance journalists, the pay is not attractive enough for retaining top talents.

The media production sector also faces a talent shortage due to emigration of experienced professionals and a lack of local talent in certain areas, such as UI/UX design. This shortage is particularly obvious in the middle and high levels of music or media production companies.

There are challenges in attracting and retaining talent marketers with a digital mindset who possesses strong understanding of technology across platforms of website, mobile apps and social media. The focus group reflected that there is a limited pool of talent and many other industries competing for these professionals.

Attract, retain and develop

To address the issue of shortage of entry-level talent, companies can focus on providing opportunities for professional development and growth. This can include offering a clear career progression path and investing in training and development programs to help employees build a strong foundation of skills and expertise, as well as providing opportunities for cross-functional collaboration and exposure to different areas of the business. Companies can also consider hiring from abroad or expanding their operations to other regions with more available talent.

Companies can also prioritise hiring individuals who demonstrate a passion for the industry and are committed to lifelong learning. This can be assessed through the interview process and by looking at the candidate's past experiences and education.

Creating a strong company culture that values and supports employees through flexible working arrangements and competitive compensation packages may attract and retain top talent. This can include offering benefits such as health insurance, flexibility to cater the need for balance between work and family life, and autonomy to bring new ideas to their work.

For practitioners who are passionate about making a positive impact on the environment and society, serving in companies that focus on sustainability and corporate social responsibility brings meaningful cause of their work. Therefore, companies that embrace core ESG values such as diversity and inclusion, well-being, equality in their human resources policies as well as fulfilling environmental criteria, can help attract and retain young talents and enhance their motivation at work.

RECOMMENDATIONS

Attracting talents and develop industry manpower quality and requires a multi-pronged approach that involves the education system, employers, employees and the Government.

Government support

The Government can provide funding and support for training programmes that focus on developing the skills and knowledge required for the changing landscape of the industry. This includes training in **digital marketing, social media management, digital security and safety, and ethics and media law**. They can also provide incentives for companies to invest in employee training and development.

The government can provide funding and support for research and development in the industry, which can help to drive innovation and growth in the sector. This can include funding for startups and small businesses, as well as collaborations with industry professionals and academic institutions.

Public perception

The changing public perception of working in the journalism sector and the increased challenges faced by the media outlets may also affect young people's willingness to join

the industry. It is crucial to address these issues and provide a **clear understanding of the value and role of journalism profession in society**.

As for advertising, PR, marketing and media production sectors, employers can collaborate with schools and universities to promote the industry and encourage young people to pursue careers in the sectors.

Internship - From study to work

The transition from student to professional can be a significant one, with a steep learning curve and higher expectations in the industry. To bridge this gap, apart from comprehensive training provided by training institute, the value of internships to gain practical experience is highly emphasised. Young people are encouraged to engage in early internships and exposure to different areas of the industry to help them their niche and stay engaged in the field.

By collaborating with training institute, companies can provide a range of training and development

opportunities for interns, including attending industry events, training sessions, and sharing sessions. This can help students learn about different aspects of the industry and connect with industry professionals.

To maximize the positive impact of internships, institutes and companies can also consider extending the internship period to allow students to work on **longer-term projects** and gain a deeper understanding of the industry. A **six-month internship** period may be more effective in allowing students to complete a full project and gain a more comprehensive understanding of the industry.

Students and recent graduates can benefit from exposure to the business models and goals of their employers, as well as the tools and technologies used in their field. This can help them feel valued and engaged in their work and contribute to the growth and success of the organisation after graduation.

Realistic view of the industry

It is important for students to have a realistic understanding of the industry and the types of work involved. Through internship experiences, students are provided with **exposure to real-world projects** which can help them develop the necessary skills to succeed in the industry and make informed

decisions about their career paths.

Equip the future freelancers

Freelance work is a valued and necessary part of the workforce in the media and communications industry.

It can be challenging for new graduates to enter the industry through the route of freelancing. Building networks and connections is crucial, and training institute can help by providing opportunities for students to **connect with industry professionals** and gain practical experience through internships or project-based collaborations.

Explore new technologies

There is a need to introduce to students and industry practitioners new skills and technologies as they emerge in the industry, such as NFT design and web 3.0. Young people should also be encouraged to embrace web 3.0 technologies, and to use them to create new and innovative projects.

Opportunities for collaboration between different industries and educational institutions should be explored to help develop the skills needed for the future of the advertising, public relations, and marketing sector. For example, collaboration with social media platforms such as Facebook and

LinkedIn may provide opportunities for on-the-job training and development in areas such as campaign set up and performance analysis.

Skills for Communication and collaboration

Most projects in the industry require collaboration through bringing together people with different personalities and skill sets, communication and collaboration are crucial in building project teams. Schools and companies should provide more opportunities for practical training and practice in **team-building**.

Facilitate employees to learn

The rapid pace of change in the industry, particularly in digital marketing and data analysis, means that professionals need to have **strong learning and communication skills** to adapt to new technologies and tools.

The rise of the metaverse exemplifies the need for ongoing training and education in the latest technologies and trends, such as NFT design and blockchain. Companies can **bring in outside experts** to provide training and education on latest topics to keep their employees up-to-date with the latest developments.

Training providers can also support the industry by developing **customised training programmes** that focus on practical skills that can be applied in the workplace. They can also offer flexible and modular training programmes that can be adapted to the needs of different companies and sectors.

Moreover, employers should continue to encourage practitioners to explore the potential of AI while also maintaining a focus on human creativity and empathy to ensure that the work produced is of the highest quality and relevance.

Supportive work culture to attract and retain talents

The rapid pace of change in technology in the media and communications industry has created a shortage of skilled professionals. While training programmes and internships can help address the shortage of entry-level talent, there is also a need to retain experienced professionals by providing a supportive and creative work environment. Employers need to provide their employees with the **flexibility and autonomy** to bring new ideas and approaches to their work.

To address the issue of high turnover, employers may adopt retention strategies that create a strong company culture that **values and supports employees**, such as

inclusion and family-friendly measures.

Clients also plays a significant role in shaping the culture of the industry. Encouraging clients to be **more open to new ideas and experimental** can lead to more innovative and creative projects, especially in cases of web 3.0 and metaverse.

ESG element

While the society are placing greater expectation on companies' sustainability performance and ESG reporting has become mandatory in major markets, it is necessary for training institute to educate future and existing practitioners of the media and communications industry to help them recognise how ESG relates with their profession. Relevant ESG knowledge should be included in the curriculum, such as the United Nation's 17 Sustainable Development Goals (SDGs), the common ESG frameworks for example Global Reporting Initiative (GRI), Task Force on Climate-related Financial Disclosures (TCFD), Sustainable Accounting Standards Board (SASB), etc. With improved understanding on how ESG encourages companies to act responsibility, young talent who are passionate about making a positive impact on the environment and society may be able to identify greater meaningful cause of their

work.

Understand GBA

Training institute should collaborate further with GBA enterprises to promote cross-border talent development and exchange programmes. This can help to bridge the skills gap and promote understanding of the cultural and regulatory differences in the GBA region. Expertise in mainland social media can be invited to give seminars to enrich students and in-service practitioners' understanding to cultural context and social media language and usage habits.

It is important for agencies and clients to stay informed about the latest developments in the GBA and to consider how to best leverage resources and expertise across different markets to capitalise on the region's growing business opportunities.

AI Application

Cultural and social aspects of marketing and communication also require human input, as **empathy and understanding** are necessary to create effective campaigns that resonate with the audience.

While students and practitioners are exploring the benefit of AI offers in various contexts, training institutes should include the following elements in its training programmes:

Knowledge to work with AI - data analysis, machine learning

Ethical consideration, copyright and legal issue – how to use AI that aligns with ethical standards and legal regulation in local context and suitably handle copyright issue.

Industry application cases – AI application in the industry such as data analysis, content creation, audience analysis, personalization, etc.

Continuous learning – how to stay updated with the latest development of AI application in the industry.