

## Case Study: Young Musicians Training Programme



### **Background: a partnership to bring new career solutions to life**

As musicians prepare for the world of work, they have a clear need for greater understanding of the future of work, ways to build both hard and soft skills, and the ability to build a career within and beyond the world of the arts. The market was lacking a musician-centric approach to helping young performers build their careers and position themselves in a competitive labour market. However, a fruitful partnership between the Innovation Foundation (then known as the Adecco Group Foundation) and the Lucerne Festival was about to change all that.

The partnership began as a corporate sponsorship by the Adecco Group of the Lucerne Festival – one of the leading international festivals in the world of classical music, founded in 1938. In time, and with the involvement of the Innovation Foundation, it evolved into something bigger, something more than a simple corporate sponsorship, and the Young Musicians Training Programme was born. This programme leverages the know-how of the Group to support the career development of young musicians and is aimed at helping them develop the skills, confidence, and competencies to increase their employability within and beyond the world of the arts.

The 2018-2021 partnership with the Lucerne Festival has served as a testing ground for what would become the scan/build/scale methodology of the Innovation Foundation's operation as a Social Innovation Lab and gave life to an innovative programme which has the potential to fundamentally change the way musicians are prepared for the world of work. During our time building up the Young Musicians Training Programme, we expanded to include a partnership with another academy for young musicians as well – the Davos Festival.

### **Objective and goals: musicians needs are front and centre**

The objective of the Young Musicians Training Programme is to increase the work-readiness of young musicians within any beyond the world of the arts. This is supported by 4 concrete goals.

1. Raise awareness of a portfolio career approach among young musicians, which allows the complementary building of a musical career and other employable skills
2. Provide concrete training and tools for young musicians to help them prepare for a portfolio career, to build business acumen, and frame their skills in ways that employers will understand and appreciate
3. Ensure the sustainability of the model by embedding it in an arts organization as the “home” within the music community, including training musicians as trainers
4. Disseminate the model through partnerships with other festivals, conservatories, schools and universities, to fundamentally change the way young musicians are prepared for work

### **Development and delivery: scan, build, scale in action**

Using our own, proprietary, 3-step method of scan (Social Radar), build (Innovation Space), and scale (Accelerator), we identified the issues and needs and then applied design thinking and systems thinking to create viable solutions which are to then be launched out into the world with the most relevant partner(s).

**Scan:** We scanned – using surveys, interviews, and workshops – how musicians are prepared for the world of work, how they understand the skills that they gain via music training and performance, and how to make these visible to employers in and beyond the arts.

**Build:** We co-created a bespoke training programme for young musicians to help them understand the world of work, reflect on their own skills and competencies and better build a portfolio career on and off the stage. We tested this in 2018 and 2019 with the Lucerne Festival Academy, added a pilot with the Davos Festival academy students in 2019, took the curriculum online in 2020 in response to COVID, and went live again in 2021.

**Scale:** In 2021 we prepared for the spin-off, or “scale”, of the programme with the right partner(s). This has entailed:

- Finalisation of the training curriculum & instructions
- Selection and training of a cohort of 12 alumni of the Lucerne Festival Academy to become trainers
- Design and implementation of a train-the-trainer programme with the cohort of 6-12
- Co-delivery with 2-4 of the new trainers; 2 days for the Davos Festival academy and 2 days with the Lucerne Festival academy in August 2021
- Debrief and continued adjustment of the training materials
- Creation of a handover package: business plan, communication approach, collateral materials and a pipeline of potential other organisations who could buy this service - including scoped charging and billing models

### **The future: value for potential partners**

In an increasingly competitive market, the Young Musicians Training Programme is a key differentiator for a partner such as an academy for young musicians, particularly in the face of the COVID pandemic across the arts world, with many musicians losing funding and needing to create a portfolio career in order to make ends meet.

While this may not seem like core business on the surface, it is an effective mechanism to attract young talent and teachers, engage alumni who may also become donors, and demonstrate the adaptive and innovative nature of the academy, which in turn helps to attract institutional and corporate funding.

There is a clear need in the arts world for this kind of training. With the necessary infrastructure in place, primarily a programme manager and marketing/outreach, it has the potential to scale quickly and bring career development services to a demographic in need of practical solutions.

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“The Innovation Foundation is so pleased to have partnered with the Lucerne Festival to support the career development and employability of young musicians. Even in the best of times, it is not easy to build a career as an artist, and COVID has had a profound impact on the arts community over the past two years. To help young musicians prepare for the future, we created a bespoke training programme that helps them to identify, develop, and frame their skills, as well as to build their musical careers and to have a clearer and more holistic perspective on the world of work.”

- Cynthia Hansen, Managing Director of the Adecco Group Foundation

“The Young Musicians Training Programme opens young musicians minds up to begin critically thinking about their careers. This is not so common in the world of music, where we traditionally focus all our attention and energy into our craft. They get musicians to think about who they are, what they want, and where their own skills lie.”

- Jens Bracher, former alumnus of the Young Musicians Training Programme

For more on the Young Musicians Training Programme, please see our video at [this link here](#).