Foreword **Marcelo Castello Branco**,
Chair of the CISAC Board

WE NEED AN AMBITIOUS ROADMAP FOR THE FUTURE

The Report highlights some incredible positives: a significant growth in collections across the CISAC network, strong distributions from multiple societies, and a remarkable recovery after the unexpected three-year pandemic.
At first glance, it may seem like our work as a community is almost complete, with only minor adjustments needed to maintain stable growth. However, the reality is quite the opposite.

Instead of simply celebrating our achievements, now is the time to double down and create an ambitious roadmap for the future. The numbers in this Report demonstrate that our global collective management community is experiencing an extraordinary wave of change.

While it's fantastic that collections have reached record levels, we cannot ignore the growing inequalities and imbalances between different regions, income streams, and large and small societies. We must address these issues head-on, with CISAC leading the way. This means improving systems, resolving data problems, advocating for creators' rights, and maintaining the solidarity of our community.

Although the conversation around AI is all-consuming, I will leave that issue to the insight of Björn and Gadi in this foreword. We are also faced with numerous other challenges that require our attention. We must proactively address the structural changes happening in all repertoires – music, visual arts, audiovisual, drama and literature – where CISAC plays a crucial role.

We must relentlessly work towards resolving the data issues arising from the rapid growth of digital distributions. CISAC remains at the forefront of this work, updating our tools and procedures to provide greater value to our rightsholders. We are also striving to improve our collection and distribution methods while encouraging the adoption of best practices.

At the core of our collective management system lies the voice and influence of creators. It is crucial that their input is always heard and that they are involved in the decision-making process regarding their future. We must listen and learn from the new generation of creators and adapt to their increasingly entrepreneurial spirit and independent ethos.

Our community is incredibly diverse, and although it may sometimes be fragmented by differing viewpoints and intense competition, we view diversity as our strength rather than a weakness. It enhances CISAC's authority as the global voice of creators.

As we gradually move away from the pandemic, our determination to ensure that creators' rights are respected, their works are fairly compensated, and their creative endeavours receive proper credit will remain unwavering. ◆

AT THE CORE OF OUR COLLECTIVE MANAGEMENT SYSTEM LIES THE VOICE AND INFLUENCE OF CREATORS. IT IS CRUCIAL THAT THEIR INPUT IS ALWAYS HEARD AND THAT THEY ARE INVOLVED IN THE DECISION-MAKING PROCESS REGARDING THEIR FUTURE.