



Learner Centric Advanced Manufacturing Platform



D9.6 Stakeholders Engagement Plan

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Acronym	LCAMP
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Project summary	<p>The fifth industrial revolution is built upon the technologies of the fourth, with an increased emphasis on a human-centric, sustainable and resilient industrial base, emphasising the digital and green transitions. A key pillar of this economic transformation is the role played by Advanced Manufacturing systems such as Robotics, 3D & 4D printing, artificial intelligence and high-performance computing. I5.0, requires VET to develop 'learning centric approaches' that focus on the holistic competences of humans that plan, manage, oversee or operate technologies.</p> <p>LCAMP will tackle this by incorporating a permanent European Platform of Vocational Excellence for Advanced Manufacturing, seeded from a consortium of 20 partners and over 50 associate organisations including leading VET/HVET centres, companies, regional government, R&D centres, associations of companies and clusters. By collaborating across borders, LCAMP's goal is to support and empower regional AM CoVEs to become more resilient, innovative, and better equipped to train, upskill, and reskill young and adult students to successfully face the digital and green transitions. We will help regions grow and be more competitive through their VET systems.</p>

	<p>The Alliance is service-oriented, planning to establish permanent structures for:</p> <ul style="list-style-type: none"> • Teaching & Learning: establishing AM skills frameworks and curricula; launching or revising AM programmes (including micro-credentials); creating or capacity building learning factories (special AM labs, jointly run by VET and industry) • Cooperation and Partnerships: launching a skills & jobs observatory for advanced manufacturing; accelerating industry/VET/region cooperation ideas via an open innovation community and providing consultancy to SMEs on integrating SME/VET connections. • Governance & Funding: creating a one-stop-shop portal for all our services; ensuring a business case for continuing services to stakeholders in the long-term, while enhancing participation
Work Packages	<p>WP01: Project management and coordination. WP02: Learner Centric Advanced Manufacturing CoVEs Alliance. WP03: Observatory. WP04: Open Innovation Community. WP05: Human-Centric Learning for Advanced Manufacturing. WP06: Industry 4.0 technology absorption through the Collaborative Learning Factory. WP07: SME-VET connection. WP08: Advanced Manufacturing Excellence Discovery Platform. WP09: Dissemination. WP10: Roadmap for Continued Development Learner Centric Advanced Manufacturing CoVEs Alliance.</p>

Glossary and acronyms

Acronyms

AI - Artificial Intelligence

AM - Advanced Manufacturing

Cedefop - European Centre for the Development of Vocational Training

CoVE - Centres of Vocational Excellence

EaFA European Alliance for Apprenticeships

EC European Commission

ECVET European Credit System for Vocational Education and Training

EntreComp The Entrepreneurship Competence Framework

EQAVET European Quality Assurance in Vocational Education and Training

EQF European Qualifications Framework

ESCO European Skills, Competences and Occupations

ETF European Training Foundation

EU European Union

HE Higher Education

HVET Higher Vocational Education and Training

I4.0 Industry 4.0

KET Key Enabling Technology

OECD Organisation for Economic Cooperation and Development

SWOT Strengths, Weaknesses, Opportunities, Threats

TVET Technical and Vocational Education and Training

VET Vocational Education and Training

WBL Work-Based Learning

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1 EXECUTIVE SUMMARY

D9.6 of the LCAMP project, the “Stakeholders Engagement Plan”, aims to describe the activities to engage stakeholders, with a specific national/regional/local focus. As described in D9.1, the “Dissemination and Communication Strategy” (November 2022), the dissemination strategy will be two-fold, covering the external communication, which includes stakeholders' engagement activities and the dissemination of the project and its results as an output per se to stakeholders, including EU institutions, civil society organisations, etc. Therefore, this document describes the level of involvement and influence that different stakeholders will have within the LCAMP lifespan. Finally, it outlines LCAMP stakeholders' communication plan, including a local action plan per partner, which indicates LCAMP partners' local activities to reach out to stakeholders, as well as platforms and materials to fulfil this mission.

2 INTRODUCTION

In the LCAMP project, we will consider stakeholders as the organisations and persons who can affect and be affected, and who have an interest, positive or negative, in the activities of the overall activities of the LCAMP. Stakeholders play a central role in its success. **In particular, stakeholder engagement is central to co-create two activities of the project: the Skills Observatory (WP3) and the Strategic Alliance (WP2).**

As described in the project's proposal each consortium partner and the outputs developed within LCAMP will have to involve different stakeholders to build regional skills ecosystems. The European Commission defined this as an essential component of the future Centres of Vocational Excellence concept:

*“Vocational excellence means going beyond what VET would normally be expected to do. It means, in particular: being a proactive player with systematic approaches to engaging with local and regional agendas for sustainability and social and economic development; **having two-way reciprocal exchanges with stakeholders, based on partnerships; using sustainable funding models involving strong and reliable stakeholder contributions; ensuring integration of activities, especially between research and teaching and learning.**”¹*

This report describes the activities and strategies to engage stakeholders in LCAMP and beyond, with a specific national/regional/local focus. **This can be considered as a guide for partners to better engage with local and national stakeholders.** Moreover, this document needs to be read together with the D9.1 Dissemination and Communication Strategy Plan (November 2022), as the Communication and Dissemination Strategies inevitably must be targeted to the relevant stakeholders.

Partner activities that organise engagement activities will provide the space not only to share best practices between stakeholders, but also to find areas where common action is needed, and policy reform must be initiated. Furthermore, a specific “Local Stakeholder Plan” will be developed by the partners to list their engagement activities. A summary of their activities is included in this report.

¹ European Commission (2019), Mapping of Centres of Vocational Excellence, available at: <https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8250&furtherPubs=yes>.

3 STAKEHOLDER IDENTIFICATION AND INVOLVEMENT

LCAMP's main stakeholders' engagement purpose is to co-create the first Learner Centric Advanced Manufacturing CoVEs Alliance, a network where all the key stakeholders will collaborate to improve the quality of VET/HVET in Advanced Manufacturing. **We describe this process as a co-creation** because even if partners will lead the development of the project outputs, without the engagement of stakeholders the platform cannot be sustainable. Due to the stakeholders' involvement, LCAMP will make a difference in the Advanced Manufacturing sector fostering collaboration, exchanges, networking and mutual learning.

In a nutshell, the purposes of stakeholder involvement within LCAMP are:

- a) to support regions, grow and be more competitive through their VET systems
- b) to improve the collaboration among the key stakeholders of the AM VET/HVET ecosystem
- c) to attract relevant stakeholders who are active in Advanced Manufacturing to participate in the first Learner Centric Advanced Manufacturing CoVEs Strategic Alliance
- d) to improve the quality of VET/HVET in Advanced Manufacturing
- e) to improve the implementation of Industry 4.0 / 5.0 technologies in VET/HVET centres and SMEs
- f) to improve teaching methods in Advanced manufacturing VET/HVET through the Collaborative Learning Factory
- g) to support the development of the first Collaborative Learning Factory in Advanced Manufacturing at the EU level which will help to train Advanced manufacturing students
- h) to improve career and transition pathways for students and adult learners
- i) to gather support for the development of Regional Smart Specialisation Strategies and Applied Research activities
- j) to co-create the first online platform for VET/HVET and AM providing data, services and events (Skills Observatory and Strategic Alliance)
- k) to guarantee an appropriate transfer of knowledge among similar organisations and partners beyond the LCAMP consortium

3.1 Stakeholders' Definition and Identification

STAKEHOLDERS

Stakeholders are those who may be affected by or have an impact on an effort/initiative/project. They may also include people who have a strong interest in

the project for academic, institutional, professional, or political reasons, even though they are not directly affected by it.

In this sense, the main stakeholders of our project are:

- **Education providers:** VET centres, Universities of Applied Sciences, Academic Universities, Chambers, Intercompany institutions and Colleges,
- **Research, innovation and development:** VET centres, Companies with R&D labs, Universities of Applied Sciences, Academic Universities, Technological Centres and Scientific labs.
- **Policymakers of local, regional, national or international levels.**
- **International organisations** related to AM and VET.
- **Learners, student unitions.**
- **Workers, unemployed persons, worker unions and federations.**
- **Employers, SMEs representatives and Industrial Clusters.**
- **Researchers, engineers, technologists.**
- **Policymakers, politicians, and authorities at various levels (local, regional, national and European).**

One way to characterize external stakeholders is by their relationship to the initiative in question:

- **Primary stakeholders** are the people or groups that stand to be directly affected, either positively or negatively, by an initiative or the actions of an agency, institution, or organization. In LCAMP, and more specifically within the AM sector: VET / HVET learners and teachers; Advanced Manufacturing SMEs, Associations of companies, clusters, and other representatives of Advanced Manufacturing, R&D centres researching topics related to Advanced Manufacturing and Local and regional governments in charge of VET, education, unemployment, lifelong learning, industry, R&D, and Regional Smart Specialisation Strategies.
- **Secondary stakeholders** are people or groups that are indirectly affected, either positively or negatively, by an initiative or the actions of an agency, institution, or organization. In LCAMP are Education, Business, Policymaking and Research.
- **Key stakeholders**, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an initiative, or who are important within or to an organization, agency, or institution engaged in a project. These key stakeholders are:
 - Policymakers and officials introduce the laws but also execute them. For example **European level** (European Commission's DGs for Employment, Social Affairs & Inclusion, for Education, Youth, Sport and Culture and Internal Market, Industry, Entrepreneurship and SMEs, European Committee of the Regions; European Parliament or Agencies such as Cedefop or European Training Foundation) or International Organisations (OECD, UNESCO-UNEVOC, International Labour Organisation, Women in Manufacturing - World Manufacturing Foundation SkillsFuture SG (Singapore...)); and **local and regional public authorities.**
 - Stakeholders at the European level are active in the **field of lifelong learning** and VET, including the Lifelong Learning Platform, EfVET, EVTA, EVBB, ERYICA, JA Europe...

- Stakeholders at the **European level** active in the field of **Advanced Manufacturing, related sectors or industry clusters** (EIT Manufacturing, European Association of the Machine Tool Industries and related Manufacturing Technologies, European Tyre & Rubber Manufacturers' Association, European Innovation Council...) and also at **local and regional level** (Irish Manufacturing Research (IE), Aerospace Valley (FR), Asociación Española de Fabricantes de Máquinas-herramienta, Accesorios, Componentes y Herramientas (ES)...)
- Those with an interest in the outcome of the project: **industry stakeholders** at the European level (Eurochambers, Business Europe, and Eurelectric, among others.), **civil society and NGOs working with education and training providers as well as career guidance institutions**, networks and counsellors, and project partners and associate partners.
- Those who can influence others, like the media.

Furthermore, within the partnership, LCAMP brings together all the key stakeholders which will support the project to establish relationships with local and regional agents :

- **VET/HVET centres:** Curt Nicolin Gymnasiet (Sweden), DHBW (Germany), CMQ (France), GEBKIM (Turkey), Camosun College (Canada), and Miguel Altuna (Spain), Da Vinci College (Netherlands), MADE competence centre (Italy), TSCMB (Slovenia).
- **Regional education bodies:** Skupnost VSS (Slovenia), KPDoNE (Turkey).
- **Companies:** Simumatik (Sweden), KIC (Netherlands) and FORCAM (Germany).
- **Associations of companies:** Mecanic Vallée (France), GEBKIM Organized Industrial Zone (Turkey), AFM (Spain), AFIL (Italy).
- **European networks:** EARLALL (Belgium).
- **R&D centres:** TKNIKA (Spain) and INVEMA (Spain)

In addition to these, LCAMP counts **over 50 associate organisations** including leading VET/HVET centres, companies, regional government, R&D centres, associations of companies and clusters, from Europe and non-European countries, such as Turkey and Canada.

3.2 Why identify and analyse stakeholders and their interests?

The most important reason for identifying and understanding stakeholders is that this allows the partnership to recruit them as part of the project and ensure impactful sustainability. The involvement of stakeholders is among the project objectives as it aims to build a community and platform of VET excellence in Advanced Manufacturing. Furthermore, from a dissemination perspective, involving the representation of as many stakeholders as possible has several important advantages for projects like LCAMP and its partners:

- **Reputation:** Sound stakeholder management can increase LCAMP's reputation within the expert community. This can increase the uptake of the results and the success of the project.
- **Trust:** All stakeholders can have a say in the development of an initiative that may affect them.
- **Knowledge:** LCAMP partners can gather new insights and have a new perspective from all the sectors and elements of the context affected.
- **Quality:** it will benefit the results of the project as all the perspectives will have been considered, and a co-creation process will improve the quality of the results.
- **Risk management:** experts might guide partners if there is a potential risk when developing the activities of the project. Experts and relevant stakeholders help to reduce this risk by bringing their expertise.
- **Accountability:** Improve accountability within LCAMP as well as with external audiences and increases the credibility of the partner's organizations.

3.3 Stakeholders Analysis and Mapping

3.3.1 Identifying LCAMP Stakeholders

In order to map the relevant stakeholders of each partner of LCAMP, each partner was asked to complete stakeholder engagement activities. The following questions guided the identification of relevant stakeholders:

1. Does the stakeholder have a fundamental impact on your organization's performance? (Required response: yes.)
2. Can you clearly identify what you want from the stakeholder? (Required response: yes.)
3. Is the relationship dynamic — that is, do you want it to grow? (Required response: yes.)
4. Can you exist without or easily replace the stakeholder? (Required response: no.)
5. Has the stakeholder already been identified through another relationship? (Required response: no.)

Questions for relevant stakeholder engagement (Kenny, 2014)²

Furthermore, the stakeholder engagement matrix³ is a model which a project manager uses to analyse stakeholders' current level of engagement with a project.

² G. Kenny, "Five Questions to Identify Key Stakeholders," Harvard Business Review (6 March 2014). Available at: <https://hbr.org/2014/03/five-questions-to-identify-key-stakeholders>.

³ Cambridge Dictionary (No Date). Stakeholder Matrix. Available at: <https://dictionary.cambridge.org/us/dictionary/english/stakeholder-matrix>

STAKEHOLDER ENGAGEMENT MATRIX



⁴ Stakeholder Engagement Matrix

This table is composed of a stakeholder graph chart with 4 quadrants that you can use to talk about the stakeholder engagement strategy and how they measure regarding shareholder influence and interest.

Therefore, this can help LCAMP to understand the different levels of engagement and develop target actions for each of them.

Thanks to this analysis LCAMP partnership will understand if these stakeholders have the skills, influence and interest; you will find new approaches to involve stakeholders; they will improve project performance, as selected stakeholders will level up the results of the project.

Having considered this, the LCAMP project has identified the following categories as the most important stakeholders:

Education

With the above-mentioned stakeholders identified, partners contributed to identifying specific and relevant stakeholders that they could engage with for the LCAMP project. **See the full list of identified stakeholders gathered through the local stakeholder engagement activities (March 2023) in Annex II.**

⁴ POWERSLIDES (No Date). Stakeholder Engagement Matrix. Available at: Cambridge Dictionary (No Date). Stakeholder Matrix. Available at: <https://dictionary.cambridge.org/us/dictionary/english/stakeholder-matrix>. ^

Moreover, as LCAMP seeks to become the European reference platform for knowledge, generation and exchange, collaboration and service provision for VET/HVET centres and companies working in the Advanced Manufacturing sector, EU stakeholders are essential for this project. As per the first Dissemination Plan, **a list of identified stakeholders at the EU level can be found in Annex I.**

3.3.2 Stakeholders' retention

Stakeholder retention is probably the most challenging part after the first contact is established. New stakeholders may need to be brought in as time goes on. Old ones may cease to be actual stakeholders but may retain an interest in the project and may therefore continue to be included. Project partners have to maintain stakeholders' and supporters' motivation, keep them informed, and/or continue to find meaningful work for them to do if we want to keep them involved and active. Understanding and engaging stakeholders can be tremendously helpful to LCAMP, but only if it results in their ownership of it and long-term commitment to it.

The logic that guides the LCAMP Stakeholders Engagement plan is that a **high quality of activities that rely on co-creation and mutual exchange with stakeholders** will foster strong connection building with these stakeholders. Potential high-quality, reciprocal activities may include:

- Dialogue is a way for an organisation to interact over challenging issues
- Opportunities for all stakeholders to continuously learn and develop
- Collaborative interventions
- One-way information flows of high interest: newsletters, written reports, brochures, websites and publications
- Two-way communication such as roundtables, one-to-one conversations, negotiations, workshops, pieces of training and open-house days

Quality stakeholder activities, Kujala, Sachs and Laude (2022)⁵

With this in mind, each LCAMP partner's stakeholder engagement activities ensure to have a mix of one-way and two-way communication, promoting mutual interaction and quality information flow.

3.3.3 A possible network of stakeholders – Associate partners

An active community of practice will be launched on LinkedIn (LinkedIn groups) in Month 20, which will act as a further step into the engagement funnel for stakeholders who eventually could join the LCAMP platform. The platform will be launched at the same time that the Skills Observatory will start to recruit its panel of experts. We believe that those experts will be as well the majority of the LCAMP stakeholders. Furthermore, a second recruitment momentum will arise while building the LCAMP Strategic Alliance. In both cases, specific plans to retain these experts/stakeholders will be

⁵ Kujala, Sachs and Laude (2022). Stakeholder Engagement: Past, Present, Future. Available at: <https://journals.sagepub.com/doi/full/10.1177/00076503211066595>

needed, explaining to them clearly how they can benefit from LCAMP and why their involvement is relevant.

With the list of stakeholders identified above, these will be the first points of contact to invite to the LinkedIn Community. The initial activities of the LinkedIn community will include:

- Communication about the goals of the LCAMP project, the different work packages, and the challenges that the project seeks to address (namely the skills gap in the advanced manufacturing sector)
- Questions and conversations relating to the current skills and training opportunities for students in the AM sector
- A space for dialogue and two-way interaction between the relevant stakeholders
- A means to communicate the advancements of the LCAMP project.

4 STAKEHOLDER ENGAGEMENT OPPORTUNITIES

Once identified, the right place and time are essential to attract the attention of stakeholders and introduce them to the LCAMP platform, Skills Observatory and Strategic Alliance. Therefore, below a non-exhaustive list of opportunities for engagement is provided:

- **Small-scale targeted events organised by local, regional and national authorities (in person, hybrid or online):** info-days, stakeholder relations meetings, structured dialogues, etc. Please bear in mind the importance of sector specificity which was explained in the previous point. According to the proposal, each regional team shall be responsible for organising at least 4 local meetings specifically targeted at prioritised target groups for each region/country.
- **Industry sector events:** congresses, professional organisations' meetings, etc.
- **Education sector events:** open days, school fairs, etc.
- **Own organised meetings and events** (cold calling).

Following this non-exhaustive list of stakeholder engagement activities, and in keeping with the guiding principles of LCAMP's stakeholder engagement, as outlined above, partners prepared Stakeholder Engagement Activity plans. **The activities to engage local stakeholders identified by LCAMP partners can be found in Annex IV.**

Moreover, as LCAMP seeks to become the European reference platform for knowledge, generation and exchange, collaboration and service provision for VET/HVET centres and companies working in the Advanced Manufacturing sector, EU-level events are very important for the engagement of EU and international stakeholders. For this reason, **a list of EU and international events identified by the**

LCAMP consortium as opportunities for stakeholder engagement can be found in Annex III.

4.1 Targets, Means, Results and Reporting of Activities

In order to ensure that Stakeholders are engaged across the project and in means which are relevant and consistent, each partner was asked to complete T9.3, 'Stakeholder Engagement Activities'. This template can be found in Annex VI. The template was shared with partners in view of the targets of the LCAMP dissemination plan, D9.1.

The template also served to provide means for LCAMP partners to consider which types of dissemination activities would be suitable for their WP content.

The results of the Stakeholder Engagement Activities will have to be monitored and reported thoroughly, to ensure that the activities continue to meet the targets of the Dissemination strategy, engaging relevant stakeholders across policymaking, VET centres, research centres and businesses. Particularly important in the period of M12-36 will be the local level conferences occurring. To ensure high quality engagement, EARLALL will remain available for all WP leaders to discuss how to best deliver their engagement activities, through the monthly dissemination and communication meetings, as well as the guidelines and reporting documents that will be created to meet these targets.

4.2 LCAMP consortium stakeholders' engagement activities

A highlight to engage with the identified stakeholders will be the **LCAMP Annual Conferences**. Its preparation will start in 2023. Along with the lifespan of the project, 3 annual conferences will be organised. The main goals will be to:

- Inform stakeholders and Alliance (WP2) members of LCAMP outputs and progress.
- Present updates and their monitoring.
- Present the new alliances.
- Present the results of the other WPs and activities.
- Enhance the attractiveness of VET.
- Attract women to AM fields of VET.
- Promote the green and digital transitions in VET.
- Provide VET centres with an international networking opportunity to promote sustainable international partnerships.
- Attract new members and ensure sustainability once the project funding is over.
- Give recommendations to stakeholders based on our findings.

Other **actions and materials** that can support stakeholders' engagement:

- Targeted e-mails and phone calls
- Information and calls for action/involvement on project partners' usual communication means.
- Printed materials or online materials (targeted social media campaigns): produced in eco-friendly materials and with an environmentally conscious process. As explained in the D9.1 "Communication Strategy" (November 2022), each partner will be responsible for their materials as they must be specifically targeted at an audience and objective. Each partner will provide the dissemination plan with their printing plans and goals, to be assessed by the project coordinator and EARLALL.

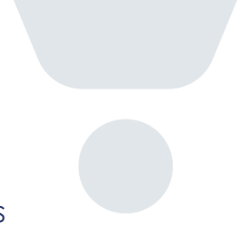
In addition, each partner **must**:

1. Translate the bi-yearly LCAMP Newsletter (prepared by EARLALL) into their languages and disseminate it
2. Publish at least 2 posts per month about the project
3. Put the project on your websites
4. Produce at least 8 posts/press releases on your websites about the project throughout the project (1 every 6 months)
5. Organise a minimum of 1 local press event throughout the life of the project, per partner
6. The **whole consortium** will participate in a minimum of 4 international, European or National sectoral events dealing with VET, AM 4.0 etc, and liaised and coordinated by EARLALL.
7. **Small scale targeted events at regional level**: each team must organise at least 4 local meetings (c.20 participants) per region or country, online or in-person.

In compliance with these requirements of each partner, along with the principles of the stakeholder engagement plan, the LCAMP stakeholder engagement activities can be found in **Annex IV**.

5 CONCLUSIONS AND LOOKING FORWARD

There is a vast potential network of stakeholders relevant to the LCAMP project. LCAMP partners identified over 300 potential stakeholders in research, education, business or policymaking. The opportunities for therefore building a strong Alliance as part of WP2 or a LinkedIn Community of experts are strong. Moreover, the range of stakeholder activities proposed by the consortium is large, ranging from conferences, local activities and online material. However, the real impact of the stakeholder's engagement plan relies on regular communication between the



LCAMP consortium with the stakeholders, and ensuring the content shared is multi-directional. In other words, stakeholders cannot be engaged in the LCAMP project with only one-way projecting of information about the project. Rather, the basis of stakeholder engagement must go back to the principles of communication and dissemination set out in D9.1 'Dissemination and Communication Strategy' (November 2022): **clear and effective communication** using the right **communication channels**.

With a yearly dissemination plan due in Month 12, Month 24, Month 36 and Month 48, the activities and progress of the Stakeholder Engagement Plan will be regularly evaluated.

6 REFERENCES

Cambridge Dictionary (No Date). Stakeholder Matrix. Available at:
<https://dictionary.cambridge.org/us/dictionary/english/stakeholder-matrix>. ^

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ANNEX I

STAKEHOLDERS OPERATING AT THE EU AND INTERNATIONAL LEVEL

Stakeholder organisation	Description
EIT manufacturing	EIT Manufacturing is an Innovation Community within the European Institute of Innovation & Technology (EIT) – that connects the leading manufacturing actors in Europe.
EMEU	This is a network focused on mobilities of technical students, but they are only working with mobilities.
Innotecs	This is a network of technical VET centres.
EFVET	The largest VET network in Europe and we foresee to cooperate with them, specially to disseminate our work through their network.
IALF	The International Association of Learning Factories is a group of research institutions running learning factories, they strength the cooperation between members to reach excellence in teaching and research.
Eurashe	Its aim is to strengthen the impact of innovative, high quality professional higher education and related user-oriented research in Europe by representing professional higher education institutions and facilitating their multi-stakeholder cooperation and dialogue.
Chain5	Is a network aimed at promoting EQF level 5 VET education in Europe.
WFCP.	The World Federation of Colleges and Polytechnics.
TA3.	The Trans-Atlantic Technology and Training Alliance. It is an alliance of technical VET/HVET centres between the United States of America and Europe.
UNESCO-UNEVOC	TKNIKA is a UNEVOC centre and relates to the Industry 4.0 and digitalization and with the new qualifications and Skills workstreams of the BILT project.
Women in Industry	The Women in Industry Awards recognise outstanding women from across male-dominated industries.
CECIMO	European Association of the Machine Tool Industries and related Manufacturing Technologies. We represent Europe's MT producers through 15 national associations.
IRM	Irish Manufacturing Research is an independent RTO focused on delivering Productivity and Industrial Energy Efficiency solutions to Industry.
Enterprise Europe Network	We help businesses innovate & grow internationally.
Aerospace Valley	Premier pôle de compétitivité européen en régions NouvelleAquitaine et Occitanie dans les domaines : #aeronautique, #espace, #drones et #systemesembarques
ADDIMAT	Asociación Española de Tecnologías de Fabricación Aditiva y 3D.

TCI Network	Where the experts in #clusters and #innovation ecosystems interact, learn & get inspired 🤝💡 Expanding worldwide
PIMEC	Representem, defensem i impulsam el teixit empresarial de pimes i autònoms de Catalunya
European Research Council	The European Research Council, set up by the EU, funds top researchers of any nationality, helping pursue great ideas at the frontiers of knowledge.
VET4EU2	VET4EU2 is a joint informal platform of European Associations active in VET and HE.
euцен	European University Continuing Education Network - is the European Association for University Lifelong Learning
Lifelong Learning Platform	The Lifelong Learning Platform gathers 40+ EU networks active in education and training at EU & international level
World Manufacturing Foundation	The World Manufacturing Foundation is an open platform spreading industrial culture worldwide.
CiCAN	The voice of Canada's colleges, institutes, cégeps and polytechnics
euRobotics	Shaping the future of robotics in Europe
Katapult	Netwerk van ruim 450 samenwerkingsverbanden tussen beroepsonderwijs en bedrijfsleven, met 124.000 studenten, 12.000 bedrijven & 8.000 docenten!
European Digital SME Alliance	European DIGITAL SME Alliance is the voice of over 45,000 #ICT #SMEs & #startups in Europe.
ELCA	Gathers local Lighting Cluster Initiatives in Europe, aimed at strengthening competitiveness & innovation-led growth of the EU lighting sector.
EFFRA	Transforming manufacturing in Europe through EU's Made in Europe Partnership
SMEunited	SMEunited's mission is shaping Europe for SMEs and shaping SMEs for Europe.
BusinessEurope	The biggest organisation representing European companies of all sizes & all sectors. Insights on EU policy, economy, competitiveness & trade from Brussels HQ
SME Connect	Founded in 2017, SME Connect is one of the largest networks advocating for small and mid-sized sector in Europe.
SGI Europe	SGI Europe represents employers and providers of services of general interest in the EU social dialogue. Entrusted to deliver Sustainability Growth Innovation
DIGITAL EUROPE	The voice of Europe's digital technology industry. We want Europe to grow, attract, and sustain the world's best digital talents and technology companies.
Finnova Foundation	The European foundation for the funding of innovation. Manages StartUp Europe Accelerator, EU Training Platform
EFAA	EFAA, the big voice for small- and medium-sized accountancy practices (SMPs) and enterprises (SMEs).
Eurochambres	The Association of European Chambers of Commerce and Industry
CECE_Europe	European association representing manufacturers of construction equipment - 1.200 companies - 300.000 jobs overall - € 40 billion revenues
IEEE	Advancing technological innovation and excellence for the benefit of humanity.
ClustersES	Cuenta oficial de la Federación Nacional de Agrupaciones Empresariales Innovadoras y Clusters de España

Science Business	Bringing together industry, research and policy since 2004. Focusing on #HorizonEU #Research #Innovation
Eurada	The European Association of Development Agencies is a network of practitioners from 70+ RDAs across 22 countries
Ireland's Cluster Centre	The Cluster Centre sets out to strengthen Cluster Development, optimise Cluster performance & to support the development of the national cluster landscape
SAM - Skills4am	We are creating a system to identify and anticipate the right skills for Additive Manufacturing: for a competitive, digital and sustainable European Industry.
European Metals	Voice of Europe's metals industry, supplying the EU energy & digital transitions. Expect tweets on circular economy, climate, trade, & environment policy issues
Women in Manufacturing Expert Group	
Cluster COMET	Our name is Cluster COMET and we represent the entire Mechanical Sector of Friuli Venezia Giulia (Italy)
Association of Nordic Engineers (ANE)	Representing 500.000 Nordic engineers, promoting their role & profession.
IN4_Group	Empowering businesses and the education sector with the knowledge and the application of Industry 4.0 technologies.
Manufacturing News	Manufacturing News is a monthly metalworking manufacturing publication that informs over 85,000 monthly readers of manufacturing solutions and new technology.
	The National Association of Manufacturers works for the success of the people who make things in us. We are the industry's one-stop resource and voice.
IfM Cambridge	Research, Education and Practice Part of @Cambridge_Eng @Cambridge_Uni Manufacturing a better world.

As EARLALL does not have regional stakeholders in Advanced Manufacturing, they propose the following European Stakeholders.

ANNEX II: PARTNER STAKEHOLDER IDENTIFICATION

Local Stakeholders				
PARTNER	Education	Business	Policy-making	Research
Curt Nicolin Gymnasiet Item	Curt Nicolin Gymnasiet Students	Hydro and Sura Magnets (AM SME)	Finspångs kommun (the municipal council of Finspang)	Hydro Technology (R&D Centre)
	VET centres such as Tknik College	Large businesses such as Siemens Energy	The governor of Östergötland	
TEHNIŠKI ŠOLSKI CENTER MARIBOR Item	Short Cycle VETS with programmes such as mechanical engineering, mechatronics and electronics	Engineering companies in Cona Tezno Item	Ministry of Education, Science and Sport, Slovenia	University of Maribor (ADMA Trasn4MErs project)
			Institute for the Republic of Slovenia for VET	
TKNIKA and MIGUEL ALTUNA Item	Basque VET/HVET Institutions: Ika slan Bizkaia ; Ika slan Gipuzkoa ; Ika slan Araba; Hetel; Aice Item	Tkgune Enpresak	Chambers of Commerce of Bizkaia, Gipuzkoa and Bizkaia	University of Mondragon
		Urrats bat enpresak	Innobasque, Spri, Provincial Council of Bizkaia, Gipuzkoa, Araba,	EHU University
		AFM companies		
		Association of Companies: ADEGI, CEBEK, SEA, CONFEBASK.		
Campus des métiers et qualification s	La Decouverte High School	Collins Aerospace	Regional government of Occitain	Members of the CMQ network
	University of TechnologuOccitain e	Bosch	Department of Lot's DREETS – Regional Directorate of Economy, Employment, Labour and Solidarity	Ecole Des Mines

	French Rectorat of the Ministry of Education	CMQ Members	Department of Aveyron's DREET		
	Ecole des Mines		DEGESCO		
			Department of Lot's Regional Council		
Mecanic Vallée	3IL Rodez Limoges	160 member companies of MV	Nouvelle-Aquitaine Governments	Serious Game Research Lab – UNI Champollion	
	IUT Rodez	ViaMeca	Occitanie Governments	ENIT Tarbes	
	IUT Figeac	AerospaceValley	Territoire d'Industrie	Ensil Ensci	
	IUT Figeac	Aveyron, Lot, Corrèze, Haute-Vienne, Chamber of commerce	Ministère de l'économie et des finances	Sigma Clermont	
	IUT du Limousin	Alliance Industrie du Futur		INSA	
	Lycée La Découverte Decazeville, Champollion Figeac, Monteil Rodez, Monerville Cahors, Cabanis Brive	AFNOR		Paul Sabatier University	
	Rectorat	AD'OCC		Mines Carmaux	
	AFDET	ADI Nouvelle-Aquitaine			
	CETIM Academy				
Kocaeli Provincial Directorate of National Education; GEBKIM Industrial Organized Zone and GEBKIM Vocational Education And Training Centre	Kocaeli University	Kocaeli Chamber of Industry		Kocaeli Metropolitan Municipality	Kocaeli University Kocaeli Technical University Kocaeli Chamber of Industry Kocaeli Chamber of Commerce Gebze Organized Industrial Zone
	VET High Schools, Kocaeli	Kocaeli Chamber of Commerce		Kocaeli Governorship	
	Kocaeli Technical University	Kocaeli Small and Medium-Sized Enterprises Development Organization		Kocaeli Provincial Directorate of Industry and Technology	
	Kocaeli Metropolitan Municipality	Gebze Organized Industrial Zone Kocaeli Automotive	Kocaeli Provincial Directorate of Environment and Urbanization		

	Department of Education	Supplier Industry Cluster		TUBITAK Marmara Research Center
	Darıca Aslan Çimento CoSE	Kocaeli Plastics Industry Cluster Kocaeli		Kocaeli Technology Development Zone
	Denizyıldızları CoSE	Construction Industry Cluster Kocaeli Metalworking Industry Cluster Kocaeli Chamber of Industry Kocaeli Chamber of Commerce Kocaeli Kocaeli Small and Medium-Sized Enterprises Development Organization İzmit Chamber of Commerce Gebze Chamber of Commerce Darıca Chamber of Commerce Kocaeli University Technopark Gebze Technic University Technopark	Directorate of Labor and Employment Agency	Kocaeli University Technology Transfer Office Kocaeli Chamber of Industry R&D Center Kocaeli University Technology Transfer Office (KOUTTO) Gebze Technical University Technology Transfer Office Kocaeli University Technopark Gebze Technic University Technopark
Camosun College	BCARIN Network	COAST	BC Ministry of Post-Secondary Education and Future Skills	BC Ministry of Post-Secondary Education and Future Skills
	Tech Access Canada	SIPP	Colleges and Institutes Canada	Natural Sciences and Engineering Research Council
	Colleges and Institutes Canada	SBC	Tech Access Canada	Tech Access Canada
MADE and AFIL	Polytechnic University of Milan	MADE partners (47 among universities and companies)		Polytechnic University of Milan

			Lombardy Region government	
	University of Milan Bicocca		Industry associations (e.g. Confindustria)	University of Milan Bicocca
	University of Brescia	AFIL members (+150 among SMEs, large companies, start-ups, industry and business associations)	Business associations (e.g. CNA and Confartigianato)	University of Brescia
	University of Bergamo	Digital Innovation Hub Lombardia	Regional and Italian Clusters	University of Bergamo
	University of Pavia	Finlombarda	EIT Manufacturing South	University of Pavia
	Catholic University of the Sacred Heart of Milan	National Technology Cluster of Intelligent Factory	UCIMU	Catholic University of the Sacred Heart
	Carlo Cattaneo University	9 Lombardy Technology Clusters (endorsed by Lombardy Region government)		STIIMA-CNR (National Research Council of Italy)
	Fondazione Ergo-MTM Italia	Industry associations (e.g. Confindustria)		National Interuniversity Consortium of Materials Science and Technology (INSTM)
Business associations (e.g. CNA and Confartigianato)			Multi-sector Technology Services Centre (CSMT)	

		Bergamo Sviluppo - Special Agency of the Chamber of Commerce of Bergamo		Consorzio Intellimech	
		REI - Reindustria e Innovazione		Federtec	Innovhub - Stazioni Sperimentali per l'Industria
					Fondazione Ergo-MTM Italia
Kilometro Rosso					
DHBW	<p>DHBW in the region:</p> <p>Heidenheim, Heilbronn, Karlsruhe, Lörrach, Mannheim, Mosbach, Bad Mergentheim, Friedrichshafen, Ravensburg, Stuttgart, Horb, Villingen-Schwenningen</p>	<p>ALLGAIER WERKE GmbH</p> <p>Apparatebau Kirchheim-Teck GmbH</p> <p>AST (Advanced Sensor Technologies) International GmbH</p> <p>ATLANTA Antriebssysteme GmbH</p> <p>August Mössner GmbH & Co.KG</p> <p>Balluff GmbH</p> <p>BENSELER Holding GmbH & Co. KG</p> <p>Bilz Vibration Technology AG</p> <p>Brose Fahrzeugteile SE & Co. KG</p>	<p>HRK - Alliance of Science Organisations in Germany</p> <p>IHK Baden-Wuerttemberg</p> <p>Ministry of Education, Youth and Sports Baden-Wuerttemberg</p> <p>BIBB</p> <p>BMWK</p> <p>BMWF</p> <p>SUEDWESTMETTAL L</p> <p>AGENTUR Q</p>	<p>BIBB</p> <p>BMWK</p> <p>BMWF</p> <p>Fraunhofer IAO</p>	

		<p>Brückner Trockentechnik GmbH & Co. KG</p> <p>Brückner Trockentechnik GmbH & Co. KG</p> <p>Coperion GmbH</p> <p>DB Engineering & Consulting</p> <p>DLR Deutsches Zentrum f. Luft- und Raumfahrt e.V.</p> <p>DynoTec GmbH</p> <p>Eberhard AG Automations- und Montagetechni k</p> <p>EUCHNER GmbH + Co. KG</p> <p>EUCHNER GmbH + Co. KG</p> <p>Evomotiv GmbH</p> <p>Festo SE & Co. KG</p> <p>fischer electronic solutions GmbH</p> <p>Friedrich Lütze GmbH</p> <p>Friedrich Lütze GmbH</p> <p>Gehring Technologie s GmbH + Co. KG</p>		
SKUPNOST VIŠJIH STROKOVNI H ŠOL	<p>Short Cycle VET in Slovenia</p> <p>ALE in Slovenia</p>	<p>Slovenian Chamber of Commerce and Industry of Slovenia</p>	<p>Slovenian Ministry of Education</p>	<p>Employment service of Slovenia</p>

REPUBLIKE SLOVENIJE		The Chamber of Craft and Small Businesses of Slovenia	Institute of the Republic of Slovenia for VET	
Simumatik	Simumatik customers in Sweden	Volvo AB	Skaraborg region	Assar
FORCAM	NA	German FORCAM members	BMWK and BMWF	DHBW
KIC	University of Malta MCAST HEI - internal mailing EDEH	The Malta Chamber Malta Industrial Innovation for SMEs	European Commission Maltese Government MFHEA ETF CEDEFOP UNESCO	The Malta Council for Science and Technology
AFM	IMH Campus UPV-EHU Mondragon Universidad	SMES associated to the cluster		Tecnalia I CIET Tekniker Azterlan Ikerlan Ideko

ANNEX III: EU AND INTERNATIONAL EVENTS

Name of the event	Date/ Place	Target Audience	Organisers
Making Skills Count event	09 June 2023 - TBC	Policy makers (EU)	European Commission
EARLALL Regional High-Level Exchange	20-21 June 2023 – Brussels (BE)	Policy makers (Regional Level)	EARLALL
2023 Forum of Vocational Excellence	26-27 September 2023 – The Netherlands	Policy makers (EU) & VET Providers/Trainers	European Commission
European Week of the Regions and Cities 2023	9-12 October 2023 – Brussels (BE)	Policy makers (Regional Level)	Committee of the Regions
European Vocational Skills Week	23-27 October 2023 – Sevilla (ES)	Policy makers (EU) & VET Providers/Trainers	European Commission
EU Employment and Social Rights Forum	11-16 November 2023 - TBC	Policy makers (EU)	European Commission
Challenger Meeting in Sweden	31 May 2023 – 1 June 2023	SMEs, VET	Challenger Project
xCHANGE Event	May 2023	SMEs, VET	ADMA TranS4MErs, MADE, AFIL
DE4Human Project workshop on teaching and learning factories	September 2023	VET, regional authorities	MADE

ANNEX VI LOCAL STAKEHOLDER ENGAGEMENT ACTIVITY REPORTING AND TEMPLATE, TASK T9.3

ICAMP

ICAMP LOCAL DISSEMINATION PLANS
 Task T9.3 Stakeholder engagement activities
 NAME of PARTNER

Context
 According to the ICAMP's overall description, it "consists of engaging stakeholders in project activities and beyond, with a specific transregional focus." Therefore, one of the main goals is to build trust and create trust between national and regional stakeholders and with an international dimension. A further purpose of project activities is to be involved in the main objectives of the project. **Each partner will be responsible for their own activities as they meet the requirements listed in the objectives and activities. Each partner will provide the dissemination plan with their writing plans and goals, to be discussed by the project coordinator and ICAMP.** (Others include research, awareness and awareness goals).

Partners will be responsible to contribute to the identification of the project's results (products and dissemination of the project) identifying dissemination opportunities, impact dissemination activities, and to keep track of activities through the data management and reporting with stakeholders as well as international level. This will be done by means of each partner's national dissemination strategy (national, local, regional, international, dissemination, and other social networking (Twitter, LinkedIn, etc.))

Introduction
 The "Local Dissemination Plan" describes partner's dissemination and communication strategy plans at the local level, including specific target performing activities, activities and reporting materials. This document will be assessed by the project coordinator and ICAMP, as well as from the national and project partners, needed by ICAMP dissemination at the local level.

Key objectives
 ICAMP Communication/Dissemination Plan general objectives:

- promote the project content, development, and goals
- attract stakeholders like project activities, research, innovation, companies, SMEs, R&D stakeholders, regional & local authorities, Offices of Innovation, Resilience (CIVICUS) Centre for Advanced Manufacturing 1 (ICAMP_2)

Printed document: T9.3 Stakeholder engagement activities - (at page 1)

ICAMP

ICAMP LOCAL DISSEMINATION PLANS
 Task T9.3 Stakeholder engagement activities
 NAME of PARTNER

Key Objectives (local level)

- To raise awareness about the benefits of introducing regional AM Centre to local the local level.
- Promote the idea of project activities beyond the project consortium, in order to create a business model for the project.
- Attract and/or create the activity and other the project and support the the activities from project.

Key Objectives (local level)

- Our VET is located in middle of industrial area, with most companies involved in mechanical engineering and technical development, so promoting ICAMP project content, development, and results to them will be of most importance.
- At least once a year we invite local companies to participate in activities from to our students - we will promote ICAMP on social events through printed and digital media.
- We will try to connect to networks of partners through ICAMP project in which they are involved.
- We are using our social media channels to promote ICAMP news to our partners.
- We intend ICAMP section in our website to promote ICAMP project.

Target Audience
 Regarding the external communication aspect, we have identified the key groups based on the what they need, as presented below with a list of media communication channels.

Education	Business	Policy-making	Research
<ul style="list-style-type: none"> • ICAMP (VET) • ICAMP • The local authorities • SMEs • Academic 	<ul style="list-style-type: none"> • Small and medium enterprises • Companies • Companies • SMEs • Entrepreneurs • Start-ups 	<ul style="list-style-type: none"> • Local & regional governments • Local & regional authorities 	<ul style="list-style-type: none"> • Local research centres • Local research centres • Local research centres

Target Audience (local level)
 Local dissemination target group:
 SMEs, business, the national level, content for local with specific focus of activities that involves in your local region and the you are planning to target.

ICAMP

ICAMP LOCAL DISSEMINATION PLANS
 Task T9.3 Stakeholder engagement activities
 NAME of PARTNER

Education	Business	Policy-making	Research

Dissemination Activities
 The dissemination and communication activities are divided into three different categories:

1. Specific communication plan to engage (within ICAMP) activities.
2. Internal communication to be used in the dissemination during the project.
3. The project dissemination is for the general public to know that the project exists and that it can contribute to innovation in different ways.

Dissemination Activities (local level)
 Please remember that date is indicating what type of local communication activities are you planning to organize in the context of ICAMP.

Activity	Description	Project relevance	Target audience	Estimated cost (€)	Responsible person	Working materials, reports, evidence that refer to the number of people

Printed materials
 All printed materials shall follow the same guidelines as other materials left issued to the local level, but include also ICAMP, Dissemination and Communication strategy. However, it is highly advised to use the printed materials as possible just in case you want make modifications, avoid they be modified, printed materials must be approved.

ICAMP

ICAMP LOCAL DISSEMINATION PLANS
 Task T9.3 Stakeholder engagement activities
 NAME of PARTNER

Local and regional events
 Each regional partner is plan will participate in engineering at least four local meetings to attract target groups identified in the territory. The events will gather around 20 participants and will take place online or face-to-face, depending on the regional environment.

Monitoring
 Once the activity has been done, the following information will be included in the "Dissemination Tracker". Partners will be responsible for reporting back their activities using the monthly "Dissemination Tracker". This document is an excel file, it will be created one per partner.

Annex VII

LOCAL STAKEHOLDER ENGAGEMENT ACTIVITIES

Activity	Description	Potential date/period	Target Audience	External (E) Internal (I) Dissemination (D)	Printing materials needed (Indicate what material/ number of copies)
PARTNER(S): TKNIKA and MIGUEL ALTUNA					
Social Media posting	Promotion of project on Facebook, Twitter, Instagram and LinkedIn	1-48 month	Education, Business, Policy-making, Research	ED & ID	N/A
Roll-Up printing	Disseminate project in local events	Depending visits and events	Education, Business, Policy-making, Research	ED	4
Leaflet	Disseminate project in local events	Depending visits and events	Education, Business, Policy-making, Research	ED	Material: Paper Number: Depending the visits and events
Newsletter	Share project newsletters	Every month	Education, Business, Policy-making, Research	ID & ED	N/A
Events participation	Participate in local, regional and International events or conferences	Month 10-48	Education, Business, Policy-making, Research	ED	N/A
Tknikalities	Tknika newsletter	Dec-April	Education,	ID & ED	N/A
Visit companies	Disseminate project when the organisation visit a company	1-48 month	Education, Business, Policy-making, Research	ID & ED	N/A
Hosting visitors	Disseminate the project when the organisation hosts a visitor	1-48 month	Education, Business, Policy-making, Research	ID & ED	N/A
PARTNER(S): CMQF					

Social media campaign	Use CMQ's social networks (Facebook, Twitter, Instagram, LinkedIn) to update partners on the project	M1	Education, Business, Policy-making, Research	D	X
Rectorat's newsletter	Presentation the project in the Rectorat's newsletter	M12	Education, Policy-making	D	X
Presentation on CMQ's website	Page on the website to present the project	M11	Education, Business, Policy-making, Research	D	X
Presentation towards European partners	Presenting LCAMP to our European partners	When possible	Education, Business, Policy-making, Research	E	1 LCAMP roll-up
Event participation	Participation in relevant AM events/fairs/conferences of regional or national scale	When scheduled	Education, Business, Policy-making, Research	E	1 LCAMP roll-up
Presentation towards board members	Presentation of LCAMP towards CMQ's board members during official board meetings	M12	Education, Business, Policy-making, Research	I	1 LCAMP roll-up

PARTNER(S): Mecanic Vallée

Social media campaign	Use Mecanic Vallée's social networks to promote the project: LinkedIn, Facebook, You tube	Month 1	Education, Business, Policy-making, Research	I - III	N/A
Presentation on MV website	Presentation of the project	Month 1	Education, Business, Policy-making, Research	I - III	N/A
Presentation at European partners	Presenting LCamp project to other European partners	As scheduled	Education, Business, Research	I - III	
Presentation at <i>Mecanic Vallée</i> network event	Presenting LCamp to the Mecanic Vallée's member	General Assembly, Local meeting	Business, Education, Research	I - III	
Events participation	Participation in relevant AM events/fairs/conferences	As scheduled	Education, Business, Policy-making, Research	I - III	One roll-up
Newsletters	1. Sending MV newsletter to our network 2. Presenting LCamp in partner newsletters, the Industrie 4.0 newsletter of the Nouvelle-Aquitaine region, etc.		Education, Business, Policy-making, Research	I-III	

PARTNER(S): Kocaeli Provincial Directorate of National Education, GEBKIM Vocational Education And Training Centre, GEBKIM Industrial Organized Zone

Press release	Official announcement of project launch, goals and partners	Month 1	Education, Business, Policy-making, Research	E, D	N/A
Social media campaign	Promotion of project on Facebook, Twitter, and LinkedIn	Month 1-36	Education, Business, Policy-making, Research	E, D	N/A
Flyers and brochures	Printed materials to distribute at events and meetings	Month 2-36	Education, Business, Policy-making, Research	E, D	50 copies
Newsletter dissemination	Share project newsletters produced by dissemination leader	Monthly	VET learners, HVET centres, teachers, students, AM SMEs, companies, employers association, clusters, representatives of AM, local & regional governments, European Institutions, R&D centers researching topics related to AM	E	PDF copies of newsletters
Presentations at ERASMUS+ project meetings	Presenting LCAMP project to other ERASMUS+ project partners	Month 6-36	Education, Business, Policy-making, Research	E	N/A
Events participation	Participation in relevant AM events/fairs/conferences	Month 10-34	Education, Business, Policy-making, Research	E	N/A
Roll-up	Disseminate project updates and progress in local events and fairs	As scheduled	VET learners, HVET centres, teachers, students, AM SMEs, companies, employers association, clusters, representatives of AM, local & regional governments, European Institutions, R&D centers researching topics related to AM	E	Brochures, posters
Field visit	Organize a field visit to advanced manufacturing facilities for local government officials to present the LCAMP project and discuss potential collaborations	Month 11	Policy-making	E, I, D	20 copies of project summary and brochure

PARTNER(S): Curt Nicolin Gymnasiet

Open days	Open days at our school where we talk about the school general, what we do, how we work and shows	November every year	- Students - Future students - Adult learners - Companies in our area.	D; E	PowerPoints and pictures
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	different projects.				
Staff conference	Conference with all the staff in our organisation. Picking topics to let everyone know whats happening in the organisation, such as LCAMP.	2022-01-23	Staff in the organisation.	D	PowerPoints and pictures
Industridagarna i Östergötland (Industry days in the region)	A conference and collaboration between the country administrative board of Östergötland, the region's industrial and technology companies, the country's municipalities, Linköping University, Region Östergötland and employer and union organizations.	2022-10-14	Employers Employees AM companies Adult learners The municipal council of Finspang The Governor of Östergötland R&D centers	E; D	PowerPoints and pictures
Challenger meeting in Sweden	Challenger is another EU project that CNG01 is participating in, related to AM.	2023-05-31 2023-06-01	AM companies VET providers R&D centers	D	PowerPoints and pictures
PARTNER: TEHNIŠKI ŠOLSKI CENTER MARIBOR					
Social media	Twitter, Facebook	July 2022 – July 2026	Students, partners, general public	E	/
TSC Career days	Companies present their work and their need for students	March 2023 October 2023 March 2024 etc.	Students, Lecturers	I	Roll up, flyers
Business breakfast Zone Tezno	Zavod PPC Tezno Institute delivers various activities and	Individual dates per invitation	Local companies	D	/

	services for companies in the Business and Industry Zone Tezno. These services contribute to increased functionality and professional effectiveness of the zone, which is an important economic area.				
Skupnost VŠŠ meetings (all SCHVC)	Skupnost VŠŠ is an institution that presents and represents higher professional education in the Slovenian and international environment. They are organizing monthly meetings with all Slovenian SCHVC to discuss different subjects including quality and development of SCHVC in Slovenia.	Individual dates per invitation	Headmasters, Policy-making,	D	Roll up
Visit companies	Disseminate project when the organisation visit a company	1-48 month	Education, Business, Policy-making, Research	ID & ED	/
Hosting visitors	Disseminate the project when the organisation hosts a visitor	1-48 month	Education, Business, Policy-making, Research	ID & ED	/
Newsletter	Share project newsletters	Every month	Education, Business, Policy-	ID & ED	/

			making, Research		
PARTNER(S): CAMOSUN COLLEGE					
Local, Regional, & National Presentations	Formal stakeholder presentation venues	Mos 1-48	E		n/a
Social Media Opportunities	Website, LinkedIn, & others	Mos 1-48	E		n/a
Company Outreach	Local partners	Mos 1-48	E		n/a
Visits to the Facility	Stakeholder tours	Mos 1-48	E		n/a
PARTNER(S): SIMUMATIK					
Conference presentations	Local educational conference presentation of the project	Mos 12-48	E	PowerPoints and pictures	Conference presentations
Social Media Opportunities	Website, LinkedIn, & others	Mos 1-48	D	n/a	Social Media Opportunities
Fairs	Display the project in fairs we assist	Mos 1-48	E	1 LCAMP roll-up	Fairs
PARTNER(S): MADE and AFIL					
LCAMP project page on MADE's website	Creation of a project webpage in which the objectives and MADE's role in the project are described	September 2022	SMEs, large companies, organizations, universities, high schools	E / D	
LCAMP project page on AFIL's website	Creation of a project webpage in which the objectives and AFIL's role in the project are described	April 2023	SMEs, large companies, start-ups, universities, industry and business associations, research centers, clusters, regional authorities	E / D	

Posts on MADE's social media networks	Dissemination of LCAMP activities and outputs via LinkedIn, Twitter, Facebook	Throughout the project duration	SMEs, large companies, organizations, universities, high schools	E / D	
Posts on AFIL's social media networks	Dissemination of LCAMP activities and outputs via LinkedIn and Twitter	Throughout the project duration	SMEs, large companies, start-ups, universities, industry and business associations, research centers, clusters, regional authorities	E / D	
Project insights in MADE's newsletter	MADE published each week a newsletter in which different types of events / news are disseminated. Whenever there are useful contents to share with our stakeholders, we will disseminate them (e.g. LCAMP video subtitled in Italian).	Throughout the project duration	SMEs, large companies, organizations, universities, high schools	E / D	
Project insights in AFIL's newsletter	Every two weeks AFIL publishes a newsletter (via Mailchimp and LinkedIn), in which different types of events / news are disseminated. Whenever there are useful contents to share with our stakeholders, we will disseminate them (e.g. LCAMP video subtitled in Italian).	Throughout the project duration	SMEs, large companies, start-ups, universities, industry and business associations, research centers, clusters, regional authorities	E / D	
AFIL Booklet	Every year AFIL drafts a publication (in Italian), both in digital and printed versions, that include a presentation of all EU projects and	July 2022 and following years	Cluster members, SMEs, large companies, start-ups, universities, industry and business	D	200 paper copies

	activities in which AFIL is involved. LCAMP is included among them, starting from the 2022 edition.		associations, research centers, clusters, regional authorities		
LCAMP presentation during AFIL's General Assembly	Every year AFIL organizes its General Assembly in Lombardy, with the presence of MADE among the invitees. The event is also the occasion to present all EU projects and activities in which AFIL is involved. LCAMP is included among them, starting from the 2022 meeting.	July 2022, June 2023 and following years	Cluster members, SMEs, large companies, start-ups, universities, industry and business associations, research centers, clusters, regional authorities	D	
Liaison between ADMA TranS4MErs and LCAMP partners with a view at disseminating opportunities at local level (AFIL)	AFIL is partner of ADMA TranS4MErs while MADE is involved as Linked Third Party. Within LCAMP, AFIL is co-leader of WP7 (SME-VET connection), which has a specific focus on ADMA methodology. Therefore, the two projects have a strong link. In light of this, throughout the interaction with ADMA TranS4MErs project coordinator (Irish Manufacturing Research), AFIL is facilitating the exchange of information, the organization of joint activities and the promotion of opportunities (e.g. ADMA TranS4MErs scan and Open Call), also for the benefit of local stakeholders.	Since May 2023 (before the starting date of the project)	Cluster members, SMEs, large companies, start-ups, industry and business associations	I / D	

LCAMP presentation during local events (n.1) (AFIL and MADE)	MADE will host the second xChange event organized by AFIL within ADMA TranS4MErs project. On that occasion, AFIL and MADE will present LCAMP project.	May 2023	SMEs, large companies, start-ups, universities, industry and business association, research centers, clusters, regional authorities, high schools	E / I / D	
LCAMP presentation during local events (n.2) (MADE)	MADE will organize a co-design workshop focused on Learning Factory Network within the REBOOT project (co-funded by EIT Manufacturing), for which the intention is to invite a LCAMP representative to present the project.	June 2023	REBOOT project partners (universities and companies)	I / D	
LCAMP presentation during local events (n.3) (MADE)	MADE will organize a workshop within DE4Human project (co-funded by EIT Manufacturing), focused on Teaching and Learning factories, for which the intention is to invite a LCAMP representative to present the project.	September 2023	SMEs, large companies, organizations, universities	E / D	

PARTNER(S): SKUPNOST VIŠJIH STROKOVNIH ŠOL REPUBLIKE SLOVENIJE

Social media	Promotion of project on LinkedIn, Facebook, Instagram	Month 1-36	Education, Business, Policy-making, Research	E, D	N/A
Career days	Companies present their work and their need for students	July 2022 – July 2026	Students, Lecturers	I	Roll up, flyers
Meetings of Association's members	Promote the project content, developments, and results	April 2023 – July 2026	Headmasters, Policy-making,	I, D	Roll up, flyers

Participation on various events	Promote the project content, developments, and results	April 2023- July 2026	Headmasters, Policy-making,	D	Roll up, flyers
Fairs	Disseminate project	1-48 month	General Public	D	Roll up, flyers
Web site	Disseminate the project	Month 1-36	Education, Business, Policy-making, Research	D	N/A
e-Newsletter	Promote the project content, developments, and results in e-newsletter	Every month	Education, Business, Policy-making, Research	I, E, D	N/A

PARTNER(S): FORCAM

Customer presentations	Includes in our company presentation	Mos 1-48	E	PowerPoints and pictures	Customer presentations
Social Media Opportunities	Website, LinkedIn, others	Mos 1-48 &	D	n/a	Social Media Opportunities
Fairs	Display the project in fairs we assist	Mos 1-48	E	1 LCAMP roll-up	Fairs

PARTNER(S): KIC

Social media campaign	Promotion of project on Facebook and LinkedIn	Month 1-36	Education, Business, Policy-making, Research	E, D	N/A
Newsletter dissemination	Share project newsletters produced by dissemination leader	Month 12 - 36	VET and PHE institutions - teachers, students, AM SMEs, companies, European Institutions, R&D centres and institutions	E	PDF copies of newsletters
Website	Disseminate the project	Month 1-36	Education, Business, Policy-making, Research	D	N/A
Events participation	Promote the project content,	Month 9-36	Education, Business,	E	N/A

	developments, and results		Policy-making, Research		
PARTNER(S): AFM					
Press release	Official announcement of project launch, goals and partners	Month 1	Education, Business, Policy-making, Research	E, D	N/A
Social media campaign	Promotion of project on Instagram and LinkedIn	Month 1-36	Education, Business, Policy-making, Research	E, D	N/A
Flyers and brochures	Printed materials to distribute at events and meetings	Month 2-36	Education, Business, Policy-making, Research	E, D	50 copies
Newsletter dissemination	Share project newsletters produced by dissemination leader	Monthly	VET learners, HVET centres, teachers, students, AM SMEs, companies, employers association, clusters, representatives of AM, local & regional governments, European Institutions, R&D centres researching topics related to AM	E	PDF copies of newsletters
Events participation	Participation in relevant AM events/fairs/conferences	Month 10-34	Education, Business, Policy-making, Research	E	N/A
Roll-up	Disseminate project updates and progress in local events and fairs	As scheduled	VET learners, HVET centres, teachers, students, AM SMEs, companies, employers association, clusters, representatives of AM, local & regional governments, European Institutions,	E	Brochures, posters

		R&D centres researching topics related to AM		
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Please always take into account when collecting this data of the importance of complying with Regulation (EU) 2016/679 (also known as [GDPR, General Data Protection Regulation](#).) The GDPR establishes the general obligations of data controllers and of those processing personal data on their behalf (processors). These include the obligation to implement appropriate security measures, according to the risk involved in the data processing operations they perform

