



Learner Centric Advanced Manufacturing Platform



## **D9.6 Stakeholders Engagement Plan**

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May 2023



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|                              |  |
|------------------------------|--|
| Project name                 | Learner Centric Advanced Manufacturing Platform for CoVEs  |
| Acronym                      | LCAMP  |
| Start date                   | 15/06/2022   |
| End date                     | 15/06/2026   |
| Budget, maximum grant amount | 3,999,988.00 €   |
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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 &amp; 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&amp;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"> <li>• Teaching &amp; 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)</li> <li>• Cooperation and Partnerships: launching a skills &amp; 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.</li> <li>• Governance &amp; 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</li> </ul> |
| Work Packages | <p>WP01: Project management and coordination.<br/> WP02: Learner Centric Advanced Manufacturing CoVEs Alliance.<br/> WP03: Observatory.<br/> WP04: Open Innovation Community.<br/> WP05: Human-Centric Learning for Advanced Manufacturing.<br/> WP06: Industry 4.0 technology absorption through the Collaborative Learning Factory.<br/> WP07: SME-VET connection.<br/> WP08: Advanced Manufacturing Excellence Discovery Platform.<br/> WP09: Dissemination.<br/> WP10: Roadmap for Continued Development Learner Centric Advanced Manufacturing CoVEs Alliance.</p>  |

# Glossary and acronyms

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## 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.

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## 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.**”<sup>1</sup>*

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.

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<sup>1</sup> 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>.



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## 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

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### 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 unions.**
- **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?

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**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

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### 3.3.1 Identifying LCAMP Stakeholders

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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)<sup>2</sup>*

Furthermore, the stakeholder engagement matrix<sup>3</sup> is a model which a project manager uses to analyse stakeholders' current level of engagement with a project.

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<sup>2</sup> 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>.

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

## STAKEHOLDER ENGAGEMENT MATRIX



### <sup>4</sup> 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.**

<sup>4</sup> 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**

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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)<sup>5</sup>*

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**

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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

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<sup>5</sup> 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.

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## 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

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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

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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**:

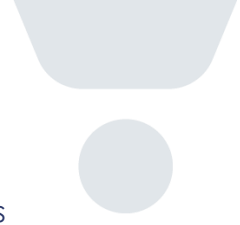
1. Translate the bi-yearly LCAMP Newsletter (prepared by EARLALL) into their languages and disseminate it
2. Publish at least 2 posts per month about the project
3. Put the project on your websites
4. Produce at least 8 posts/press releases on your websites about the project throughout the project (1 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**.

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## 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.

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## 6 REFERENCES

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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>.

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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.  |

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

|  |  |
|--|--|
| <b>Science   Business</b>                    | Bringing together industry, research and policy since 2004.<br>Focusing on #HorizonEU #Research #Innovation  |
| <b>Eurada</b>                                | The European Association of Development Agencies is a network of practitioners from 70+ RDAs across 22 countries   |
| <b>Ireland's Cluster Centre</b>              | The Cluster Centre sets out to strengthen Cluster Development, optimise Cluster performance & to support the development of the national cluster landscape       |
| <b>SAM - Skills4am</b>                       | We are creating a system to identify and anticipate the right skills for Additive Manufacturing: for a competitive, digital and sustainable European Industry.   |
| <b>European Metals</b>                       | Voice of Europe's metals industry, supplying the EU energy & digital transitions. Expect tweets on circular economy, climate, trade, & environment policy issues |
| <b>Women in Manufacturing Expert Group</b>   |  |
| <b>Cluster COMET</b>                         | Our name is Cluster COMET and we represent the entire Mechanical Sector of Friuli Venezia Giulia (Italy)   |
| <b>Association of Nordic Engineers (ANE)</b> | Representing 500.000 Nordic engineers, promoting their role & profession.  |
| <b>IN4_Group</b>                             | Empowering businesses and the education sector with the knowledge and the application of Industry 4.0 technologies.  |
| <b>Manufacturing News</b>                    | 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.          |
| <b>IfM Cambridge</b>                         | Research, Education and Practice Part of<br>@Cambridge_Eng<br><br>@Cambridge_Uni<br>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  |
| <b>Curt Nicolin<br/>Gymnasiet<br/>Item</b>                 | Curt Nicolin<br>Gymnasiet Students  | Hydro and Sura<br>Magnets (AM<br>SME)                               | Finspångs<br>kommun (the<br>municipal<br>council of<br>Finspang)   | Hydro<br>Technology<br>(R&D Centre)                         |
|  | VET centres such as<br>Tknik College  | Large businesses<br>such as Siemens<br>Energy                       | The governor of<br>Östergötland  |   |
| <b>TEHNIŠKI<br/>ŠOLSKI<br/>CENTER<br/>MARIBOR<br/>Item</b> | Short Cycle VETS<br>with programmes<br>such as mechanical<br>engineering,<br>mechatronics and<br>electronics      | Engineering<br>companies in<br>Cona Tezno<br>Item                   | Ministry of<br>Education,<br>Science and<br>Sport, Slovenia  | University of<br>Maribor<br>(ADMA<br>Trasn4MErs<br>project) |
|  |   |   | Institute for the<br>Republic of<br>Slovenia for VET   |   |
| <b>TKNIKA and<br/>MIGUEL<br/>ALTUNA<br/>Item</b>           | Basque VET/HVET<br>Institutions: Ikaslan<br>Bizkaia ; Ikaslan<br>Gipuzkoa ; Ikaslan<br>Araba; Hetel; Aice<br>Item | Tkgune<br>Enpresak  | Chambers of<br>Commerce of<br>Bizkaia, Gipuzkoa<br>and Bizkaia   | University of<br>Mondragon                                  |
|  |   | Urrats bat<br>enpresak  | Innobasque, Spri,<br>Provincial<br>Council of<br>Bizkaia,<br>Gipuzkoa, Araba,<br>Gipuzkoa, Araba,                    | EHU University  |
|  |   | AFM companies   |  |   |
|  |   | Association of<br>Companies:<br>ADEGI, CEBEK,<br>SEA,<br>CONFEBASK. |  |   |
| <b>Campus des<br/>métiers et<br/>qualification<br/>s</b>   | La Decouverte High<br>School  | Collins<br>Aerospace  | Regional<br>government of<br>Occitane  | Members of<br>the CMQ<br>network                            |
|  | University of<br>TechnologuOccitain<br>e  | Bosch   | Department of<br>Lot's DREETS –<br>Regional<br>Directorate of<br>Economy,<br>Employment,<br>Labour and<br>Solidarity | Ecole Des<br>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                           |   |
| <b>Mecanic Vallée</b>   | 3IL Rodez Limoges  | 160 member companies of MV  | Nouvelle-Aitaine 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            |  | 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  |  |   |
|   | AFDET  | ADI Nouvelle-Aquitaine  |  |   |
|   | CETIM Academy  |   |  |   |
| <b>Kocaeli Provincial Directorate of National Education; GEBKIM Industrial Organized Zone and GEBKIM Vocational Education And Training Centre</b> | Kocaeli University   | Kocaeli Chamber of Industry   | Kocaeli Metropolitan Municipality                              | Kocaeli University<br>Kocaeli Technical University<br>Kocaeli Chamber of Industry<br>Kocaeli Chamber of Commerce<br>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<br>Kocaeli Automotive               | Kocaeli Provincial Directorate of Environment and Urbanization |   |



|                        |                                 |   |   |  |
|------------------------|---------------------------------|---|---|--|
|                        | Department of Education         | Supplier Industry Cluster   | Directorate of Labor and Employment Agency                | TUBITAK Marmara Research Center  |
|                        | Darıca Aslan Çimento CoSE       | Kocaeli Plastics Industry Cluster   |   | Kocaeli Technology Development Zone  |
|                        | Denizyıldızları CoSE            | Kocaeli Construction Industry Cluster<br>Kocaeli Metalworking Industry Cluster<br>Kocaeli Chamber of Industry<br>Kocaeli Chamber of Commerce<br>Kocaeli Small and Medium-Sized Enterprises Development Organization<br>İzmit Chamber of Commerce<br>Gebze Chamber of Commerce<br>Darıca Chamber of Commerce<br>Kocaeli University Technopark<br>Gebze Technic University Technopark |   | Kocaeli University Technology Transfer Office<br>Kocaeli Chamber of Industry R&D Center<br>Kocaeli University Technology Transfer Office (KOUTTO)<br>Gebze Technical University Technology Transfer Office<br>Kocaeli University Technopark<br>Gebze Technic University Technopark |
| <b>Camosun College</b> | 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   |
| <b>MADE and AFIL</b>   | 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 | DHBW in the region:<br><br>Heidenheim, Heilbronn, Karlsruhe, Lörrach, Mannheim, Mosbach, Bad Mergentheim, Friedrichshafen, Ravensburg, Stuttgart, Horb, Villingen-Schwenningen | ALLGAIER WERKE GmbH   | HRK - Alliance of Science Organisations in Germany<br><br>IHK Baden-Wuerttemberg<br><br>Ministry of Education, Youth and Sports Baden-Wuerttemberg<br><br>BIBB<br><br>BMWK<br><br>BMWF<br><br>SUEDWESTMETTAL L<br><br>AGENTUR Q | BIBB<br><br>BMWK<br><br>BMWF<br><br>Fraunhofer IAO |  |
|      |  | Apparatebau Kirchheim-Teck GmbH   |   |  |  |
|      |  | AST (Advanced Sensor Technologies) International GmbH                   |   |  |  |
|      |  | ATLANTA Antriebssysteme GmbH  |   |  |  |
|      |  | August Mössner GmbH & Co.KG   |   |  |  |
|      |  | Balluff GmbH  |   |  |  |
|      |  | BENSELER Holding GmbH & Co. KG  |   |  |  |
|      |  | Bilz Vibration Technology AG  |   |  |  |
|      |  | Brose Fahrzeugteile SE & Co. KG   |   |  |  |
|      |  |   |   |  |  |
|      |  |   |   |  |  |
|      |  |   |   |  |  |

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

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

## ANNEX III: EU AND INTERNATIONAL EVENTS

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

ICAMP 

# Annex VII

## LOCAL STAKEHOLDER ENGAGEMENT ACTIVITIES

| Activity                             | Description  | Potential date/period       | Target Audience                              | External (E)<br>Internal (I)<br>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<br>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<br>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<br>- Future students<br>- Adult learners<br>- 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<br>Employees<br>AM companies<br>Adult learners<br>The municipal council of Finspang<br>The Governor of Östergötland<br>R&D centers | E; D | PowerPoints and pictures |
| Challenger meeting in Sweden                                 | Challenger is another EU – 2023-06-01 project that CNG01 is participating in, related to AM.   | 2023-05-31                                       | AM companies<br>VET providers<br>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<br>October 2023<br>March 2024<br>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    | /                        |

|                                   |   |                                 |  |         |         |
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|                                   | 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 | /       |

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|   |  |                | making,<br>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                    |                            |

|                                       |  |                                 |  |       |                  |
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| 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 |

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|   | 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 |  |

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| 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     |  |

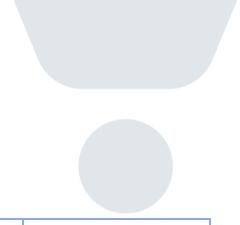
**PARTNER(S): SKUPNOST VIŠJIH STROKOVNIH ŠOL REPUBLIKE SLOVENIJE**

|                                   |  |                        |  |      |                 |
|-----------------------------------|--|------------------------|--|------|-----------------|
| 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 |



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| 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        |



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|  |  |  | R&D centres<br>researching<br>topics related to<br>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



Learner Centric Advanced Manufacturing Platform



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