



Learner Centric Advanced Manufacturing Platform



## **D9.6 Stakeholder engagement plan (Updated version M30)**

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Work Package 9: Dissemination



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## Version management

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0.3	29-10-2024	Draft version, content definition, updated template
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0.5	06-12-2024	Final version for internal revision
0.6	09-12-2024	Final version for the revision process
0.7	10-12-2024	Approval by the steering committee



# GLOSSARY AND/OR ACRONYMS

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**WP** – Work Package  
**CMS** - Content management system  
**R&D** – Research and Development  
**CLF** - Collaborative Learning Factory  
**CoVE** - Centres of Vocational Excellence  
**EQF** - European Qualifications Framework  
**HVET** - Higher Vocational Education and Training



# CONTENT TABLE

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<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>1. INTRODUCTION .....</b>	<b>7</b>
<b>2. STAKEHOLDER IDENTIFICATION AND INVOLVEMENT .....</b>	<b>8</b>
2.1. Stakeholders' Definition and Identification.....	8
2.2. Why identify and analyse stakeholders and their interests? .....	10
2.3. Stakeholders Analysis and Mapping .....	11
2.3.1. Identifying LCAMP Stakeholders.....	11
2.3.2. Stakeholders' retention .....	12
2.3.3. A possible network of stakeholders – Associate partners.....	13
<b>3. STAKEHOLDER ENGAGEMENT OPPORTUNITIES .....</b>	<b>14</b>
3.1. Targets, Means, Results and Reporting of Activities .....	14
3.2. LCAMP consortium stakeholders' engagement activities .....	15
3.2.1. LCAMP Interviews with Stakeholders .....	15
3.2.2. LCAMP Conference 2024 .....	16
3.2.3. Other stakeholder engagement activities .....	20
<b>4. MEASURING ACHIEVEMENT .....</b>	<b>22</b>
<b>5. CONCLUSION AND OUTLOOKS.....</b>	<b>23</b>
<b>6. INDEX OF IMAGES .....</b>	<b>24</b>
<b>7. INDEX OF TABLES .....</b>	<b>24</b>
<b>8. ANNEXES.....</b>	<b>25</b>
8.1. Annex 1 .....	25
8.2. Annex 2 .....	31
8.3. Annex 3 .....	34
8.4. Annex 4 .....	38
8.5. Annex 5 .....	40
8.6. Annex 6 .....	42



# 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, ‘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.

This document updates the D9.6 of the LCAMP project, the “Stakeholders Engagement Plan” submitted in May 2023. It evaluates the level of involvement and influence different stakeholders had with the LCAMP in past years and proposes new action until the end of the project. Finally, it outlines the LCAMP stakeholders’ communication plan, including a local action plan per partner, which indicates the LCAMP partners’ local activities in reaching out to stakeholders and platforms and materials to fulfil this mission.



# 1. INTRODUCTION

In the LCAMP project, we 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. In M 30 the report brings up examples of what has been done so far and what will be done until the end of the project. **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 ‘Annual dissemination reports’ (already published in two versions in M12 and M24) 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” has been developed by the partners to list their engagement activities. A summary of their activities with evidence 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>.



## 2. 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:

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

### 2.1. 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, SME representatives and Industrial Clusters.**
- **Researchers, engineers, and 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), 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.

## 2.2. WHY IDENTIFY AND ANALYSE STAKEHOLDERS AND THEIR INTERESTS?

The main reason for **identifying and understanding stakeholders** in M12 was to enable the partnership to engage them in the project and ensure its sustainability throughout its lifespan. **M30 is demonstrated with evidence of the success of this exercise via different activities in different contexts, local, regional, national and European.** 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 increase the credibility of the partner's organizations.



## 2.3. STAKEHOLDERS ANALYSIS AND MAPPING

### 2.3.1. IDENTIFYING LCAMP STAKEHOLDERS

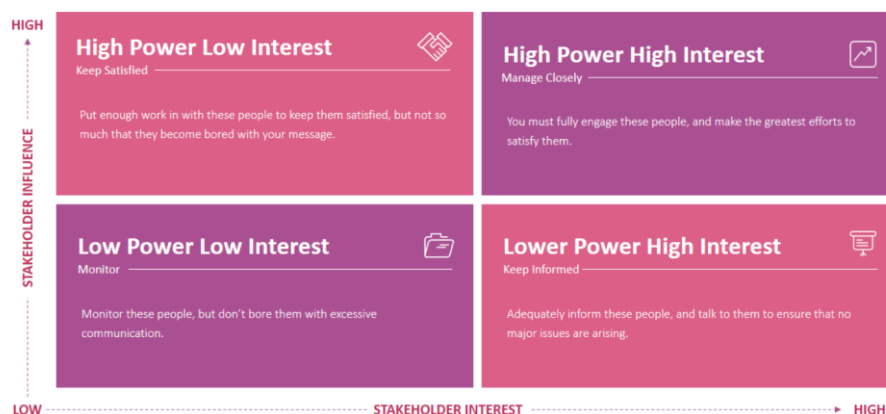
To map the relevant stakeholders of each partner of LCAMP, each partner was asked to complete stakeholder engagement activities in M12. The following questions guided the identification of relevant stakeholders:

1. Does the stakeholder have a fundamental impact on your organization's performance? (Required response: yes.)
2. Can you 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.

### 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 shareholder influence and interest.

<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>

<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>.



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

Thanks to this analysis LCAMP partnership has understood if these stakeholders have the skills, influence and interest; they found new approaches to involve stakeholders; they improved project performance, as selected stakeholders which has levelled up the results of the project.

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

*Table 1. Stakeholders categories*

Education	Business	Policy-making	Research
<ul style="list-style-type: none"><li>• HVET/VET centres</li><li>• Teachers</li><li>• Students</li><li>• Adult learners</li></ul>	<ul style="list-style-type: none"><li>• AM SMEs</li><li>• Companies</li><li>• Employers association</li><li>• Clusters</li><li>• Representatives of AM</li></ul>	<ul style="list-style-type: none"><li>• Local &amp; regional governments</li><li>• European Institutions</li></ul>	<ul style="list-style-type: none"><li>• R&amp;D centers researching topics related to AM</li></ul>

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 revised through the local stakeholder engagement activities (December 2024) in Annex 1.**

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 2.**

### 2.3.2. 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)<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.

### 2.3.3. A POSSIBLE NETWORK OF STAKEHOLDERS – ASSOCIATE PARTNERS

An active **community of practice will be launched on LinkedIn (LinkedIn groups) was planned to be launched in M20 but this was delayed until M27** after the LCAMP Conference in Germany 2024), which acts as a further step into the engagement funnel for stakeholders who eventually could join the LCAMP platform. The platform was launched after the LCAMP Conference in Germany to recruit Alliance members.

Invitations to join the [LCAMP Alliance LinkedIn Community](#) (Group) were sent to all those who have expressed interest in joining the LCAMP Alliance. The LCAMP LinkedIn group constitutes a great platform to strengthen the LCAMP Community and facilitate peer learning and exchanges.



*LCAMP banner*

The group is animated and monitored by the LCAMP project partners through the Work Package 9 work plan and strategies.

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.

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



### 3. 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 that partners have organized and participated in regional and local events, and the EU and international levels can be found respectively in Annex 3 and 4. In addition, a list of activities to engage with local stakeholders identified by LCAMP partners can be found in Annex 6.**

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 5.**

#### 3.1. TARGETS, MEANS, RESULTS AND REPORTING OF ACTIVITIES

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' in M12. The template was shared with partners given the targets of the LCAMP D9.1 'Dissemination and Communication Strategy'. The template also served to provide a 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 were monitored and reported through the "D9.8 Pre- and Post-Event Documents and Recordings" (M12, M24) to ensure that these activities align with the targets of the Dissemination Strategy, engaging key stakeholders from policymaking, VET centres, research institutions, and businesses. Particularly crucial during the M30-M48 period will be the promotion and organisation of LCAMP Conferences. One has already taken place in Aalen, Germany; another is scheduled for May 2025 in Sweden; and the final conference will be held in M47 in the Basque Country. Additionally, partners will continue organising local-level stakeholder events. To ensure high-quality engagement, EARLALL remains 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.





## 3.2. LCAMP CONSORTIUM STAKEHOLDERS' ENGAGEMENT ACTIVITIES

A highlight to engage with the identified stakeholders will be the **LCAMP Annual Conferences**. Its preparation started in 2023. Along with the lifespan of the project, three 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 'Dissemination and 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.

### 3.2.1. LCAMP INTERVIEWS WITH STAKEHOLDERS

In the "People in Focus" section of our report, LCAMP emphasise the human-centric approach the LCAMP project. This initiative aims to amplify the voices of those most directly engaged with or impacted by the Advanced Manufacturing sector. By conducting interviews with a diverse array of stakeholders—including industry representatives, learners, teachers and trainers, academics and researchers, as well as public authorities at local, regional, and European levels—LCAMP gain valuable insights into the sector's future from multiple perspectives.

These conversations allow us to explore the challenges, opportunities, and aspirations of stakeholders, ensuring that the project's outcomes are deeply rooted in real-world needs and experiences. Moreover, this approach fosters a holistic understanding of the sector, encouraging collaboration across disciplines and roles to shape a more sustainable and innovative future for Advanced Manufacturing.

- (Industry) [Let's talk with... Mikel Ayani \(CEO of Simumatik\)](#)
- (Learner) [Let's talk with... Karlos Etxaniz Suinaga \(Advanced Manufacturing Learner\)](#)
- (Research) [Let's talk with... Prof. Dr.-Ing. Klaus-Dieter Rupp \(DHBW-Heidenheim Professor\)](#)
- (Research) [The LCAMP Skills Observatory: An Interview With Audrey Le Bras](#)



- (Learners) [Students of the Advanced Manufacturing specialisation working on the LCAMP Robot](#)
- (VET Center) [Let's talk with... Dr. Richard Gale](#)
- (Industry) [Let's talk with... Laura Marrón \(BAIC Director\)](#)
- (Learner) [Let's talk with... Daniel Simunovic \(DHBW student\)](#)

The interviews will continue into the upcoming year, expanding to include public authorities and additional target groups.

### 3.2.2. LCAMP CONFERENCE 2024

The first annual conference of LCAMP was organised between 14-15 May 2024 in Aalen, Germany. The subject of this first conference was “Learning Factories for Advanced Manufacturing in Education.” It gathered 140 participants from 14 countries in Europe and beyond (Canada, the US, and Latin America).

Participants explored the practical implementation of Learning Factories in Vocational Education and Training (VET) and High-VET education, discussed the introduction of industry 4.0 technologies in education, showcased real-world examples from around the globe, provided opportunities to join the future LCAMP alliance for fostering international collaboration, facilitated engaging visits to two cutting-edge manufacturing companies, and offered networking opportunities for schools interested in technology and advanced manufacturing education.

On the opening day, participants benefited from keynote sessions addressing key trends and challenges in advanced manufacturing education, panel discussions involving experts from academia and industry, and three breakout sessions.

The first day of the Conference was closed with the announcement of the 2025 edition which will take place in Sweden. If you want further information please write us to [info@lcamp.eu](mailto:info@lcamp.eu)

The conference was followed by visits to cutting-edge manufacturing companies BOSCH REXROTH and FESTO in the Baden Württemberg region.

#### Final Programme

##### Day 1 | 14 May 2024

8:30 – 9:00	Registration
9:00 – 9:30	Welcome and institutional opening Prof. Dr.-Ing. Dr. Rainer Przywara, President of DHBW Heidenheim Rikardo Lamadrid, Director General of Technology and Advanced Learning, Vice Ministry of VET, Department of Education, Basque Government
9:30 – 9:45	Overview of LCAMP - Learner-Centric Advanced Manufacturing Platform for Centres of Vocational Excellence (CoVEs) Jon Labaka, Executive Director of Tknika, LCAMP Coordinator
9:45 – 10:15	Industry 4.0 in German VET: mapping didactical approaches for Learning Factories in Baden-Württemberg





	Tobias Barthruff, Representative of the Ministry of Culture, Youth and Sport, Baden-Württemberg
10:15 – 11:00	LCAMP's approach to the Learning Factory Unai Ziarsolo, LCAMP Scientific Coordinator, Basque Country Prof. Dr.-Ing. Klaus Dieter Rupp, Professor at DHBW Heidenheim, Baden-Württemberg
11:00 – 11:30	Coffee break & networking
11:30 – 11:50	The Canadian Learning Factory: Approaches and Aspirations Dr. Richard Gale, Director of Camosun Innovates, Camosun College, Canada Imtehaze Heerah, Leading Edge Endowment Fund BC Regional Innovation Chair in Mechatronics & Automation, Camosun Innovates @ Camosun College
11:50 – 12:45	Company perspective Connectivity for learning factories, Marc Froeschl, Head of Product Management at FORCAM ENISCO GmbH, Germany Digital Twins for Learning Factories, Mikel Ayani, CEO, Simumatik, Sweden Arkite: A New Era in Operator Guidance, Dimitri Mestre – Sales Manager, ARKITE Belgium
12:45 – 14:00	Networking lunch
14:00 - 16:00	<p><b>BREAKOUT SESSIONS</b></p> <ol style="list-style-type: none"> <li>1. The LCAMP Alliance Susana Espilla, Tknika Alicia Gaban, EARLALL</li> <li>2. Job changes and skill needs in Advanced Manufacturing related to the green and digital transitions Hervé Danton, Mecanic Vallée Pascal Pichoutou, Mecanic Vallée</li> <li>3. The Collaborative Learning Factory Irati Zabaleta, Miguel Altuna</li> </ol>
16:00 – 16:15	Closing and announcement of the 2025 LCAMP conference



19:30 Conference dinner at the OSTERTAG Event Centre

Day 2 | 15 May 2024

7:30 – Visiting cutting-edge manufacturing companies in the vibrant region of Baden-  
16h30 Württemberg.

Departure from Aalen 7:30 a.m / Return to Aalen 16:30

Table 9. LCAMP Conference 2024 programme

### Pre-conference actions to disseminate the Conference

The LCAMP Conference team (TKNIKA, DHBW and EARLALL) has designed a strategy to promote the event and reach the maximum number of participants possible. As a result, the LCAMP Conference reached its capacity even before closing the registrations. Here below is an outline of the different actions and materials produced:

**Visual identity:** The LCAMP Conference Team has created a Conference visual identity, see here below:



Figure LCAMP Conference visual identity

- **Website:** A specific page was created to disseminate the Conference. In addition, a registration form was integrated into this page, so participants could register. The page included the [programme](#), [venue](#), [speakers information](#) and a [practical information booklet](#). After the conference, an additional page was added compiling all the speakers' [presentations](#).



Figure 4. LCAMP Conference website



- **Mass mailing:** As previously mentioned an email account was set up before the launch of the Conference. Thanks to this account the LCAMP Conference Team has been in constant contact with the participants. In addition, a mass mailing system (via the Zoho E-mail Marketing Software) was created and used to inform the participants about the Conference updates. In total **six campaigns** were sent before, during and after the event. This system will be replicated for the next conference.
- **Promotional materials:**



### Credentials



Figure 5. LCAMP Conference materials

### After conference actions:



- **Conference Outcomes:** you will find the conference outcomes and a photo gallery following this link: <https://lcamp.eu/2024/05/17/lcamp-organised-its-first-annual-conference-in-germany/>
- **Access to Presentations:** Speakers' presentations were made available here: <https://lcamp.eu/presentations/>
- **Evaluation Survey:** It was sent on 23 May 2024
- **Conference After-Movie:** Relive the memorable moments from the conference by watching our after-movie. It captures the essence of the event and highlights the enthusiasm and energy that made it special: <https://www.youtube.com/watch?v=30YM6PQ1bWs> (Nb. It was published on the EARLALL's YouTube channel as is leading the WP9 – Dissemination)
- **2025 Conference:** Announcement of the 2025 Conference taking place in Sweden. The dates were announced on 27 May 2024, sent via e-mail to all the 2024 participants and posted on Social Media Channels. The programme has been already published on the [LCAMP's website and the registration form has been launched \(Dember 2024\).](#)



*Figure 6. LCAMP Conference announcement*

### 3.2.3. OTHER STAKEHOLDER'S ENGAGEMENT ACTIVITIES

In addition, each partner is:

Translating the **bi-yearly LCAMP Newsletter** (prepared by EARLALL) into their languages and disseminating it (M12 – M30), [see here](#).



## NEWSLETTER

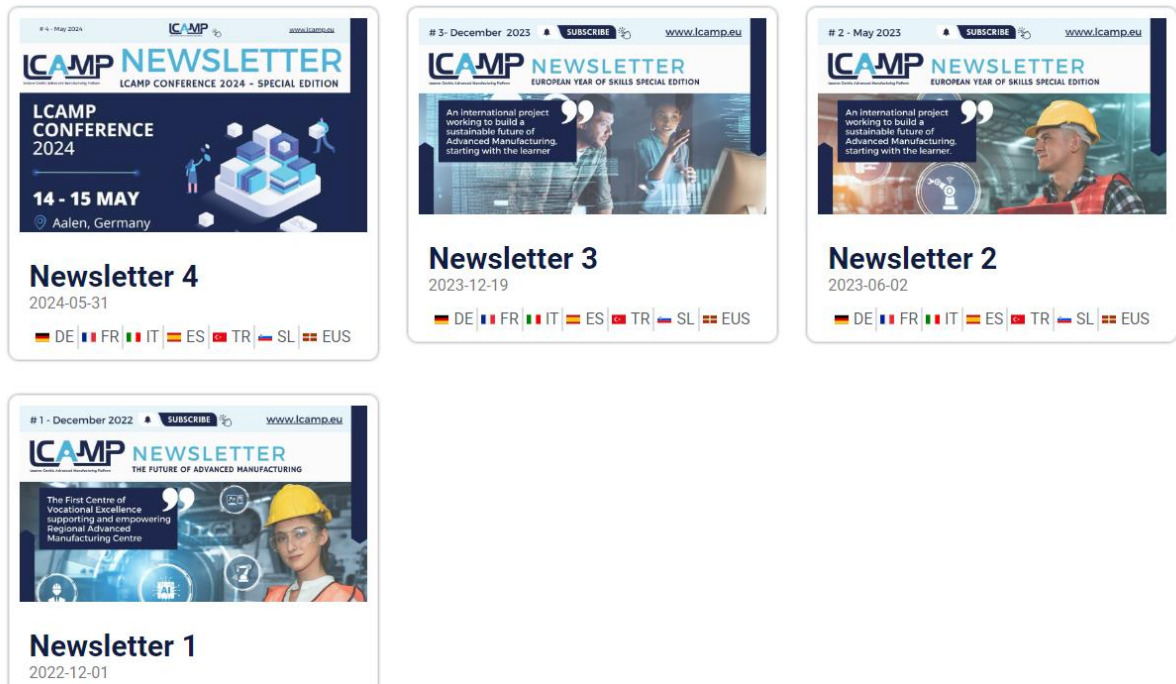


Figure 7. LCAMP newsletters

- **Publishing at least 2 posts** per month about the project and **Putting the project on their websites:** This information is gathered in the Dissemination and Communication reports per partner every six months. This is included in the Progress Reporting Platform.
- The **whole consortium** will participate in a minimum of **4 international, European or National sectoral events** dealing with VET, AM 4.0 etc, and liaise and coordinate by EARLALL.
- **Small-scale targeted events at the regional level:** each team is already organising local meetings per region or country, online or in-person. It is expected that at the end of the project, each partner has organised 4 with approx. 20 participants.

In compliance with these requirements of each partner, along with the principles of the stakeholder engagement plan. The activities that partners have organized and participated in regional and local events, and the EU and international levels **can be found respectively in Annex 3 and 4. In addition, a list of activities to engage with local stakeholders identified by LCAMP partners can be found in Annex 6.**



## 4. MEASURING ACHIEVEMENT

Note: The LCAMP website (lcamp.eu) is monitored by partner KIC in Matomo. All data is from this monitoring service, updated in May 2024.

Note: the following indicators were asked from partners during the Communication Task Force WP9 meeting on 22 May 2024.

Table 2. Tracking the impact/achievement (M30)

Specific Objective	Indicator	Target	Month 30 (Real Data)	Month	Milestone
<b>SO21: Providing LCAMP with a recognisable, strong visual identity in the Industry 4.0 community</b>	I58 Number of visitors to the LCAMP webpage	7000 unique visitors (in M48)	3,500 Visitors (M24)	M12 M24 M36 M48	
	I59 Number of LCAMP newsletters	8	4 (M6, M12, M18, M24)	M6 M12 M18 M24 M30 M36 M42 M48	
	I60 Annual growth rate of Newsletter recipients	10%		M12 M24 M36 M48	
	I61 Number of conferences organised	3	1 (M24)	M24 M36 M48	MS17 Annual conferences organised
	I62 Number of people (not project partners) attending the conferences (average)	150 (approx.)	140 (M24)	M24 M36 M48	
	I63 Number of regional events	40 (approx)	13 (M30)	M48	
	I64 Average number of participants in regional events	10	100 (approx. counting in all events) (M24)	M48	



I65 Number of webinars	4	NA	M48	
I66 Average number of participants in webinars	100	NA	M48	
I67 Number of media appearances	10	4 (M29)	M48	
I68 Number of participations (as speaker) in other events (not organised by the project)	10	8 (M12) 8 (M24) 11 (M30)	M48	

## 5. CONCLUSION AND OUTLOOKS

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. INDEX OF IMAGES

<i>Figure 1 Stakeholder Engagement Matrix</i> .....	<i>page 11</i>
<i>Figure 2 LCAMP banner</i> .....	<i>page 13</i>
<i>Figure 3 LCAMP Conference visual identity</i> .....	<i>page 18</i>
<i>Figure 4. LCAMP Conference website</i> .....	<i>page 18</i>
<i>Figure 5. LCAMP Conference materials</i> .....	<i>page 19</i>
<i>Figure 6. LCAMP Conference Announcement</i> .....	<i>page 20</i>
<i>Figure 7. LCAMP newsletters</i> .....	<i>page 21</i>

## 7. INDEX OF TABLES

<i>Table 1. Stakeholders categories</i> .....	<i>page 12</i>
<i>Table 2. Tracking the impact/achievement (M30)</i> .....	<i>page 22</i>
<i>Table 3. A list of identified stakeholders was revised through the local stakeholder engagement activities</i> .....	<i>page 25</i>
<i>Table 4. A list of stakeholders operating at the EU and International Level</i> .....	<i>page 31</i>
<i>Table 5. A list of activities that partners have organized and participated in regional and local events</i> .....	<i>page 34</i>
<i>Table 6. A list of activities that partners have organized and participated at the EU-level or international level</i> .....	<i>page 37</i>
<i>Table 7. The upcoming list of EU and international events identified by the LCAMP consortium as opportunities for stakeholder engagement</i> .....	<i>page 39</i>
<i>Table 8. A list of upcoming partners' activities. For this partners were asked to complete a list of their upcoming social media activities. These can be found below page</i> .....	<i>page 41</i>





## 8. ANNEXES

### 8.1. ANNEX 1

Table 3. A list of identified stakeholders was revised through the local stakeholder engagement activities.

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: Ikaslan Bizkaia ; Ikaslan Gipuzkoa ; Ikaslan 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 qualifications	La Decouverte High School	Collins Aerospace	Regional government of Occitane	Members of the CMQ network
	University of TechnologuOccitain e	Bosch	Department of Lot's DREETS – Regional Directorate of Economy,	Ecole Des Mines



			Employment, Labour and Solidarity	
	French Rectorat of the Ministry of Education	CMQ Members	Department of Aveyron's DREET	
	Ecole des Mines		DEGESCO	
			Department of Lot's Regional Council	
	CMQ network	Figeac Aero		
	Jean François Champollion Highschool Figeac			
	Institut National J-F Champollion Albi			
Mecanic Vallée	3IL Rodez Limoges	160 member companies of MV	Nouvelle-Auitaine Governments	Serious Game Research Lab – UNI Champollion
	IUT Rodez	ViaMeca	Occitanie Governments	ENIT Tarbes
	IUT Figeac	AerospaceValley	Territoire d'Industrie	Ensil Ensici
	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
	VET High Schools, Kocaeli	Kocaeli Chamber of Commerce	Kocaeli Governorship	Kocaeli Technical University
	Kocaeli Technical University	Kocaeli Small and Medium-Sized Enterprises Development Organization	Kocaeli Provincial Directorate of Industry and Technology	Kocaeli Chamber of Industry
	Kocaeli Metropolitan Municipality Department of Education	Gebze Organized Industrial Zone	Kocaeli Provincial Directorate of Environment and Urbanization	Kocaeli Chamber of Commerce
	Darica Aslan Çimento CoSE	Kocaeli Automotive Supplier Industry Cluster	Directorate of Labor and Employment Agency	Gebze Organized Industrial Zone
	Denizyıldızları CoSE	Kocaeli Plastics Industry Cluster		TUBITAK Marmara Research Center
		Kocaeli Construction Industry Cluster		Kocaeli Technology Development Zone
		Kocaeli Metalworking Industry Cluster		Kocaeli University Technology Transfer Office
		Kocaeli Chamber of Industry		Kocaeli Chamber of Industry R&D Center
		Kocaeli Chamber of Commerce		Kocaeli University Technology Transfer Office (KOUTTO)
Kocaeli Small and Medium-Sized Enterprises Development Organization		Gebze Technical University Technology Transfer Office		
İzmit Chamber of Commerce		Kocaeli University Technopark		
Gebze Chamber of Commerce		Gebze Technic University Technopark		
Darica Chamber of Commerce				
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)	Lombardy Region government Industry associations (e.g. Confindustria) Business associations (e.g. CNA and Confartigianato) Regional and Italian Clusters EIT Manufacturing South UCIMU	Polytechnic University of Milan
	University of Milan Bicocca			University of Milan Bicocca
	University of Brescia	AFIL members (+150 among SMEs, large companies, start-ups, industry and business associations)		University of Brescia
	University of Bergamo	Digital Innovation Hub Lombardia		University of Bergamo
	University of Pavia	Finlombarda		University of Pavia
	Catholic University of the Sacred Heart of Milan	National Technology Cluster of Intelligent Factory		Catholic University of the Sacred Heart
	Carlo Cattaneo University	9 Lombardy Technology Clusters (endorsed by Lombardy)		STIIMA-CNR (National Research Council of Italy)



		Region government)		
		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)
	Fondazione Ergo-MTM Italia	Bergamo Sviluppo - Special Agency of the Chamber of Commerce of Bergamo		Consorzio Intellimech
				Innovhub - Stazioni Sperimentali per l'Industria
		REI - Reindustria e Innovazione	Federtec	Fondazione Ergo-MTM Italia
				Kilometro Rosso
DHBW	DHBW in the region:  Heidenheim, Heilbronn, Karlsruhe, Lörrach, Mannheim, Mosbach, Bad Mergentheim, Friedrichshafen,	ALLGAIER WERKE GmbH Apparatebau Kirchheim-Teck GmbH AST (Advanced Sensor Technologies)	HRK - Alliance of Science Organisations in Germany  IHK Baden-Wuerttemberg	BIBB  BMWK  BMWf





		Friedrich Lütze GmbH Gehring Technologies GmbH + Co. KG		
SKUPNOST VIŠJIH STROKOVNIH ŠOL REPUBLIKE SLOVENIJE	Short Cycle VET in Slovenia ALE in Slovenia	Slovenian Chamber of Commerce and Industry of Slovenia The Chamber of Craft and Small Businesses of Slovenia	Slovenian Ministry of Education Institute of the Republic of Slovenia for VET	Employment service of Slovenia
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

## 8.2. ANNEX 2

Table 4. A list of 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 Network	Europe 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 impulsem el teixit empresarial de pimes i autònoms de Catalunya
<b>European Council</b>	<b>Research</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 Platform</b>	<b>Learning</b>	The Lifelong Learning Platform gathers 40+ EU networks active in education and training at EU & international level
<b>World Foundation</b>	<b>Manufacturing</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 Alliance</b>	<b>Digital SME</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>SIG Europe</b>		SIG 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. 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.
<b>National Association of Manufacturers</b>	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 @Cambridge_Eng @Cambridge_Uni Manufacturing a better world.

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

### 8.3. ANNEX 3

*Table 5. A list of activities that partners have organized and participated in regional and local events*



Event or Campaign	Partner in liaison	Link/ Participants (if known)
2 regional events (1 hybrid and 1 webinar) – EU opportunities for the digital and green transitions of manufacturing SMEs in Lombardy, May and November 2023	AFIL, MADE	<a href="#">HERE</a> 33 (1st event) and 24 (2nd event)
LCAMP Regional dissemination event in the Basque Country, 15 December 2023	TKNIKA, Miguel Altuna	<a href="#">HERE</a> 37 Participants
LCAMP in collaboration with the Slovenian industry, November 2023	Skupnost VSŠ, KIC	<a href="#">HERE</a> 20 participants
German LCAMP partners connect with local industry, November 2023	DHBW	<a href="#">HERE</a> 6 participants
Kocaeli, Turkish Ministry of National Education and GEBKİM, December 2023	Turkish Ministry of National Education and GEBKİM	<a href="#">HERE</a> 40 participants
Curt Nicolin High School connects with local companies, May 2024	Curt Nicolin High School	<a href="#">HERE</a> 29 participants
Advancing Vocational Education: LCAMP Dissemination Event at Miguel Altuna, October 2024	TKNIKA, Miguel Altuna	<a href="#">Here</a> 22 participants
The LCAMP Project at BI-MU 2024: Strengthening Regional and European Industry, October 2024	AFII, MADE	<a href="#">HERE</a>



Strengthening Collaboration Between LCAMP and TKgune in Vocational Education, November 2024	TKNIKA	<a href="#">Here</a>
LCAMP at the Regional Stakeholders Event in Toulouse, December 2024	CMQE Industrie du Futur and Mécanic Vallée,	<a href="#">Here</a>
EARLALL promotes VET Innovation through the LCAMP Project, December 2024	EARLALL	
Regional Stakeholders event, 16 December 2024	Technical School Center Maribor	/
Understanding the skills challenges and opportunities in the Advanced Manufacturing Industries, March 2025	EARLALL	/
TNIKA OPEN DAYS, April 2025	TKNIKA	/
International Congress, April 2025	TKNIKA	/
Project Dissemination Day 2025, April 2025	TKNIKA	/

Event or Campaign	Partner in liaison	Link/ Participants (if known)
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Västsvenska EU-konferensen 2023 (West Sweden EU Conference) in Skövde region (Sweden), September 2023	Simumatik	<a href="#">HERE</a>
Siane Industries Fair in Toulouse, October 2023	CMQF, Mecanic Vallée	<a href="#">HERE</a> 24 participants
VET Summit 2023 “Advancing Toward the Unimaginable” took place in the Basque Country, November 2023	TKNIKA, Miguel Altuna, EARLALL, CNG, Turkish Ministry of National Education	<a href="#">HERE</a> 400 participants
Advanced Manufacturing and Machine-Tool Congress, October 2023	AFM	<a href="#">HERE</a> 550 participants
Meeting with Campus des Métiers et des Qualifications directors, training stakeholders (National Education) and staff from Agence Erasmus+ France/Education & Formation, April 2024	Mecanic Vallée, CMQF	<a href="#">HERE</a>
TKNIKA Open Days, March 2024	TKNIKA, Miguel Altuna	<a href="#">HERE</a>
Arburg Technology Days 2024, March 2024	DHBW	<a href="#">HERE</a> 500 participants
Collaborative Learning Factory session in the Basque Country, March 2024	TKNIKA, Miguel Altuna	<a href="#">HERE</a>  <a href="#">HERE</a>



Clusters Meet Regions event in Milan (Italy), March 2024	AFIL and MADE Competence Centre Industry 4.0	<a href="#">HERE</a> 160 participants
CESER meeting in Toulouse to present LCAMP activities, April 2024	Mecanic Vallée	<a href="#">HERE</a> 20 participants
INDEX 2024 Open House Days, April 2024	DHBW	<a href="#">HERE</a> 200 participants
Final Conference of the ERASMUS PLUS STRATEGIC COOPERATION JBSE project	MADE	<a href="#">HERE</a>
BIMU International fair (Italy) - October 2024	MADE, AFIL	<a href="#">HERE</a>
LCAMP presentation - French Embassy in Italy, November 2024	MV, CQMF	<a href="#">HERE</a>
Elmia Subcontractor: experience showcasing our digital twin of Pick and Place gantry system created using Simumatik in Virtual Reality, November 2024	Simumatik	<a href="#">HERE</a>

## 8.4. ANNEX 4

*Table 6. A list of activities that partners have organized and participated at the EU-level or international level*

Event or Campaign	Partner in liaison	Link/ Participants (if known)
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EU Vocational Excellence Forum 2023, October 2023	Miguel Altuna, Tknika	<a href="#">HERE</a>
EU Social Forum 2023, November 2023	TKNIKA, EARLALL	<a href="#">HERE</a>
Peer-learning activity on micro-credentials for the labour market - A sectoral approach: manufacturing and retail, January 2024	TKNIKA	<a href="#">HERE</a>
1st EU4DUAL - The European Dual Studies University Conference on "Shaping the Future of European Dual Higher Education", April 2024	DHBW, TKNIKA, Miguel Altuna	<a href="#">HERE</a>
Lifelong Learning Conference - Belgian Presidency conference to the EU (EARLALL stand), April 2024	EARLALL	<a href="#">HERE</a>
Investing in Skills in Europe's regions and cities", April 2024	TKNIKA, EARLALL	<a href="#">HERE</a>
European Year of Skills – what comes next? closing event, April 2024	TKNIKA, EARLALL	<a href="#">HERE</a>
International Collaboration in Higher VET, May 2024	TKNIKA, EARLALL	<a href="#">HERE</a>
European Cluster Conference 2024, May 2024	AFIL	<a href="#">HERE</a>
LCAMP participated in the 3rd Forum on Vocational Excellence, Sept 2024	TKNIKA, MV, CQMF	<a href="#">HERE</a>



LCAMP at the ADMA TranS4MErs Final Event: Shaping the Future of European Manufacturing, November 2024	AFIL, EARLALL	<a href="#">HERE</a>
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## 8.5. ANNEX 5

Table 7. The upcoming list of EU and international events identified by the LCAMP consortium as opportunities for stakeholder engagement.

Name of the event	Date/ Place	Target Audience	Organisers
<a href="#">EARLALL Webinars on Skills Analysis – Advanced Manufacturing</a>	March 2025	Policymakers (Regional Level)	EARLALL
<a href="#">European Employment and Social Rights Forum</a>	5-6 March 2025	Policymakers (EU Level)	European Commission
<a href="#">Leading Lights : Turning industry challenges into innovative collaborations</a>	4-5 March 2025	Policymakers and Industry (EU Level)	EIT Manufacturing
<a href="#">MCMC 2025: Micro-credential summit</a>	19-20 March 2025	Researchers, Education leaders	Knowledge Innovation Centre and Algebra University
<a href="#">EU4DUAL - The European Dual Studies University</a>	02 April 2025	Researchers, Education leaders	EU4DUAL partnership
<a href="#">Forum on Vocational Excellence 2025</a>	8-11 September 2025	Researchers, Education leaders, Policymakers	CoP CoVEs
<a href="#">EMO Hannover, Innovative Manufacturing</a>	22-26 September 2025	SMEs, Industry	VDW, Cecimo
<a href="#">EuroSkills Herning 2025</a>	08-15 September 2025	VET Centers, Learners	WordISkills
<a href="#">EARLALL Annual General Meeting</a>	Autumn 2025	Policymakers (Regional Level)	EARLALL





<b>European Week of the Regions and Cities 2025</b>	9-12 October 2025 (Dates, TBC)	Polymakers (Regional Level)	Committee of the Regions
<b>EfVET Annual Conference</b>	22-25 October 2025	VET Centers, Learners, Polymakers (EU Level)	EfVET
<b>Elmia Subcontractor Jönköping</b>	11-13 November 2025, Jönköping (Sweden)	Industry Fair	Elmia AB
<b>Lifelong Learning Week</b>	November / December 2025	VET Centers, Learners, Polymakers (EU Level)	Lifelong Learning Platform



## 8.6. ANNEX 6

Table 8. A list of upcoming partners' activities. For this partners were asked to complete a list of their upcoming social media activities. These can be found below.

Activity	Description	Potential date/period	Target Audience	External (E) Internal (I) Dissemination (D)	Printing materials needed (Indicate what material/ number of copies)
<b>PARTNER(S): TKNIKA and MIGUEL ALTUNA</b>					
Social Media posting	Promotion of the project on Facebook, Twitter, Instagram and LinkedIn	1-48 month	Education, Business, Policy-making, Research	ED & ID	N/A
Roll-Up printing	Disseminate projects in local events	Depending on visits and events	Education, Business, Policy-making, Research	ED	4
Leaflet	Disseminate projects in local events	Depending on visits and events	Education, Business, Policy-making, Research	ED	Material: Paper Number: Depending on 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
Events Organisation	OPEN DAYS 2025 and International Congress	8-9 April 2025	Education, Business, Policy-making, Research	ED	Material: roll-up, flyers



Events Organisation	Project dissemination days 2025	10 April 2025	Education, Business, Policy-making, Research	ED	Material: roll-up, flyers
Tknikalities	Tknika newsletter	Dec-June	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
<b>PARTNER(S): CMQF</b>					
Social media campaign	Use CMQ's social networks (Facebook, Twitter, Instagram, LinkedIn) to update partners on the project	M1 – M48	Education, Business, Policy-making, Research	D	X
Rectorate's newsletter	Presentation of the project in the Rectorate's newsletter	1 per school year M24 M36	Education, Policy-making	D	X
Presentation on CMQ's website	Page on the website to present the project	M24	Education, Business, Policy-making, Research	D	X
Presentation towards National and	Presentation towards European	When possible	Education, Business, Policy-making, Research	E	1 LCAMP roll-up



Regional Partners					
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 on a 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	M24	Education, Business, Policy-making, Research	I	1 LCAMP roll-up
Presentation during the VET Vocational Excellence Forum in Lyon	Presentation of LCAMP towards different Stakeholders	M27	Education, Business, Policy-making, Research	I	2 LCAMP roll-up
Rectorate's newsletter	Presentation of the project in the Rectorate's newsletter	1 per school year M24 M36	Education, Policy-making	D	X
PARTNER(S): Mecanic Vallée					
Social media campaign	Use Mecanic Vallée's social networks to promote the project: LinkedIn, Facebook, YouTube	Month 1 - M48	Education, Business, Policy-making, Research	I - III	N/A



Presentation on MV website	Presentation of the project	Month 1 - M48	Education, Business, Policy-making, Research	I - III	N/A
Presentation at European partners	Presenting the LCAMP project to other European partners	As scheduled	Education, Business, Research	I - III	
Presentation at Mecanic Vallée 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.	M1-M48	Education, Business, Policy-making, Research	I-III	
<b>PARTNER(S): Kocaeli Provincial Directorate of National Education, GEBKIM Vocational Education And Training Centre, GEBKIM Industrial Organized Zone</b>					
Press release	Official announcement of project launch, goals and partners	M 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



			VET learners, HMET 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			
Newsletter dissemination	Share project newsletters produced by dissemination leader	Monthly				PDF newsletters	copies of
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	
			VET learners, HMET centres, teachers, students, AM SMEs, companies, employers association, clusters, representatives of AM, local & regional governments, European Institutions, R&D				
Roll-up	Disseminate project updates and progress in local events and fairs	As scheduled		E		Brochures, posters	



			centres researching topics related to AM			
	Organize a field visit to advanced manufacturing facilities for local government officials to present the LCAMP project and discuss potential collaborations					
Field visit		Month 11	Policy-making	E, I, D	20 copies of project summary and brochure	
<b>PARTNER(S): Curt Nicolin Gymnasiet</b>						
Open days	Open days at our school where we talk about the school in general, what we do, how we work and show different projects.	November every year	<ul style="list-style-type: none"> <li>- Students</li> <li>- Future students</li> <li>- Adult learners</li> <li>- Companies in our area.</li> </ul>	D; E	PowerPoints pictures	and
Staff conference	Conference with all the staff in our organisation. Picking topics to let everyone know what's happening in the organisation, such as LCAMP.	2022-01-23	Staff in the organisation.	D	PowerPoints pictures	and
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	2022-10-14	Employers Employees AM companies Adult learners	E; D	PowerPoints pictures	and



	municipalities, Linköping University, Region Östergötland and employer and union organisations.		The municipal council of Finspang The Governor of Östergötland R&D centres			
Challenger meeting in Sweden	Challenger is another EU project that CNG is participating in, related to AM.	M1-M48	AM companies VET providers R&D centres	D	PowerPoints and pictures	
LCAMP Conference 2025	The LCAMP annual conference will take place in Sweden	M36	AM companies VET providers R&D centres	D	PowerPoints and pictures	
<b>PARTNER: TEHNIŠKI ŠOLSKI CENTER MARIBOR</b>						
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 services for companies in the Business and Industry Zone Tezno. These	Individual dates per invitation	Local Companies	D	/	





services contribute to increased functionality and professional effectiveness of the zone, which is an important economic area.

Skupnost VSŠ meetings (all SCHVC)	Skupnost VSŠ 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	M 1-48	Education, Business, Policy-making, Research	ID & ED	/
Hosting visitors	Disseminate the project when the organisation hosts a visitor	M1-48	Education, Business, Policy-making, Research	ID & ED	/
Newsletter	Share project newsletters	Every month	Education, Business, Policy-making, Research	ID & ED	/

**PARTNER(S): SIMUMATIK**



Conference presentations	Local educational conference presentation of the project	M24-M48	E	PowerPoints	/
Social Media Opportunities	Website, LinkedIn, & others	M24-M48	D	n/a	/
Fairs	Display the project in fairs we assist	M24-48	E		1 LCAMP Roll up
<b>PARTNER(S): CAMOSUN COLLEGE</b>					
Local, Regional, & National Presentations	Formal stakeholder presentation venues	M1-48	E	/	
Social Media Opportunities	Website, LinkedIn, & others	M1-48	E	/	
Company Outreach	Local Partners	M1-48	E	/	
Visits to the Facility	Stakeholders tours	M1-48	E	/	
<b>PARTNER(S): MADE and AFIL</b>					
Posts on MADE's social	Dissemination of LCAMP activities and outputs via	Throughout the project duration	SMEs, large companies, organizations,	E / D	



media networks	LinkedIn, Twitter, Facebook		universities, high schools	
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	Throughout the project duration	SMEs, large companies, start-ups, universities, industry and business associations, research centres, clusters, regional authorities	E / D



(e.g. LCAMP video subtitled in Italian).

AFIL Booklet	AFIL regularly drafts a publication (in Italian), both in digital and printed versions, that includes a presentation of all EU projects and activities in which AFIL is involved. LCAMP is included among them, starting from the 2022 edition.	Throughout the project duration	Cluster members, SMEs, large companies, start-ups, universities, industry and business associations, research centres, clusters, regional authorities	D	200 paper copies
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, July 2024 and following years	Cluster members, SMEs, large companies, start-ups, universities, industry and business associations, research centres, clusters, regional authorities	D	
LCAMP presentation during local events (n.4) (MADE)	MADE will organize a workshop within the CAPP_AI 4.0 project (co-funded by EIT Manufacturing), focused on how Artificial Intelligence is revolutionizing the manufacturing sector through a data-driven	June 2024	SMEs, large companies, organizations, universities	E / D	



	comparison of various threading techniques. On that occasion, MADE will present the LCAMP project.			
<b>Liaison with ADMA TranS4MErs project (AFIL)</b>	As a partner of ADMA TranS4MErs and LCAMP WP7 co-leader, AFIL is continuously liaising between the two projects throughout their duration.	Between June 2022 and December 2024	SMEs, large companies, start-ups, universities, industry and business associations, research centres, clusters, regional authorities	Liaison with ADMA TranS4MErs project (AFIL)

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

Social media	Promotion of project on LinkedIn, Facebook, Instagram	M 1-36	Education, Business, Policy-making, Research	E, D	N/A
Career days	Companies present their work and their need for students	M24- M48	Students, Lecturers	I	Roll up, flyers
Meetings of Association's members	Promote the project content, developments, and results	M24- M48	Headmasters, Policy-making,	I, D	Roll up, flyers
Participation in various events	Promote the project content, developments, and results	M24- M48	Headmasters, Policy-making,	D	Roll up, flyers
Fairs	Disseminate project	M1-48	General Public	D	Roll up, flyers



Web site	Disseminate the project	M 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
Fairs	Disseminate project	M1-48	General Public	D	Roll up, flyers
<b>PARTNER(S): FORCAM</b>					
<b>Customer presentations</b>	Includes in our company presentation	M1-48		PowerPoints	
<b>Social Media Opportunities</b>	Website, LinkedIn, & others	M1-18		N/A	
<b>Fairs</b>	Display the project in fairs we assist	M1-48		1 roll up	
<b>PARTNER(S): KIC</b>					
<b>Social media campaign</b>	Promotion of the project on Facebook and LinkedIn	M 1-36	Education, Business, Policy-making, Research	E, D	/
<b>Newsletter dissemination</b>	Share project newsletters produced by dissemination leader	M 12 - 36	VET and PHE institutions - teachers, students, AM SMEs,	E	/



			companies, European Institutions, R&D centres and institutions			
<b>Website</b>	Disseminate the project	M 1-36	Education, Business, Policy- making, Research	D	/	
<b>Events Participation</b>	Promote the project content, developments, and results	M 9-36	Education, Business, Policy- making, Research	E	/	
<b>PARTNER(S): AFM</b>						
<b>Social media campaign</b>	Promotion of the project on Instagram and LinkedIn	M 1-36	Education, Business, Policy- making, Research	E, D	N/A	
<b>Flyers and brochures</b>	Printed materials to distribute at events and meetings	M 2-36	Education, Business, Policy- making, Research	E, D	50 copies	
			VET learners, HVET centres, teachers, students, AM SMEs, companies, employers associations, clusters, representatives of AM, local & regional governments, European Institutions, and R&D centres			
<b>Newsletter dissemination</b>	Share project newsletters produced by dissemination leader	Monthly		E	PDF newsletters	copies of



researching topics  
related to AM

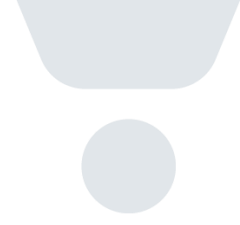
<b>Flyers and brochures</b>	Printed materials to distribute at events and meetings	M 2-36	Education, Business, Policy-making, Research	E, D	50 copies
<b>Events Participation</b>	Participation in relevant AM events/fairs/conferences	M 10-34	Education, Business, Policy-making, Research	E	N/A
			VET learners, HMET centres, teachers, students, AM SMEs, companies, employers associations, clusters, representatives of AM, local & regional governments, European Institutions, and R&D centres		
<b>Roll-up</b>	Disseminate project updates and progress in local events and fairs	As scheduled	researching topics related to AM	E	Brochures, posters
<b>PARTNER(S): EARLALL</b>					
<b>Events</b>	Sharing EARLALL projects during the General Assembly, including LCAMP	M 29	Policy-making	E, D	N/A

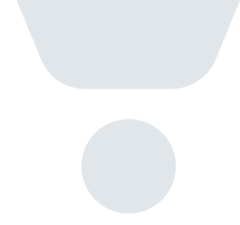


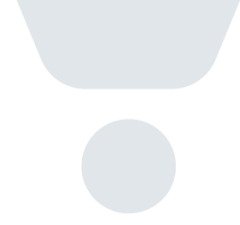


<b>Newsletter dissemination</b>	Project to appear in EARLALL monthly members newsletter	M 12 – 36 (each month)	European institutions, Regional and local policymakers	I, D	N/A
<b>Newsletter dissemination</b>	Project to appear in EARLALL external newsletter sent four times per year	M24-M36	European institutions, Regional and local policymakers		
<b>Event dissemination</b>	EARLALL Working Groups meetings, at least four times per year	M24-M36	Education, Business, Policy-making, Research	EI, D	N/A
<b>Event dissemination</b>	Project Matchmaking Workshop in Brussels, Webinar – Advanced Manufacturing Skills	M29	European institutions, general policymakers, VET providers	E,D	N/A
<b>Event dissemination</b>	Needs and Opportunities across EU Regions	M31	Policymakers at a regional level	I, D	Factsheet
<b>Reports produced each year</b>	General Assembly and Yearly Report documents	M24-M36	Policymakers at a regional level	I, D	PDF report and printed
<b>Regular website updates</b>	Projects from EARLALL	M24-M36	European institutions, general policymakers, VET providers	E, D	N/A
<b>Social media campaign</b>	Projects from EARLALL	M24-M36	European institutions, general policymakers, VET providers	E,D	N/A











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