

# Summary Stakeholder Workshop WP 7 Task 7.2

Part 2: 2 October 2024 (in-person San Sebastian EUWIN conference)

## Summary

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## Task description and workshop aims

WP7 **Building strong alliances around Industry 5.0** of BRIDGES 5.0 integrates the main results of WPs 1 to 6. This work is coordinated with the Company and Stakeholder Board, to align with the interests of the different stakeholder groups. WP7 builds sustainable networks and actions with these stakeholders: structured dialogues to implement the outcomes of Industry 5.0. The results of WP7 will be the subject of final agreements in WP8 in the form of the Industry 5.0 Platform. The four policy briefs focus on the interests of companies and the regional ecosystems and a comprehensive book.

Within this work package, Task 7.2 is focused on **building regional ecosystems communities**, with the Stakeholder Board playing a crucial role. It runs parallel to Task 7.1, which is dedicated to Building a strategic company community, and drawing lessons from WP6. WP6 works at the level of regional public-private learning ecosystems. Consortium partners PBT, LPK and IPL are assisted by associate members Agoria and Eyde Cluster. The SB-members formulate the type of social change, the new social practices required, and how social ownership of the results should be achieved at the level of the regional links. Two Policy Briefs present the outcomes of these discussions (social change in learning practices; new arrangements between partners in regional ecosystems and the social ownership of new ways of supporting the four target groups with the Learning Factory 5.0 concept).

The Stakeholder Board enables the **scaling up of the network to all Industry 4.0 platforms in Europe**. To further prepare for this expansion, a workshop is held with all members of the BRIDGES 5.0 Stakeholder Board to build on their knowledge and experiences. A decision was made to organise the workshop in two parts an **online meeting on 30 August 2024** and an **in-person meeting in San Sebastian on 2 October 2024**. There is no clear definition of an industry 4.0 network (or initiative) and information about such initiatives dates from 2018. By splitting the workshop into two parts enabled a process to firstly seek alignment on these concepts and to map existing networks before entering discussions in the second part on scaling up strategies.

Therefore, the August meeting centred on **understanding existing national networks** – what were challenges to their initiation, and where lie opportunities when it comes to scaling up? The October meeting tackled **strategies for scaling up** - further elaborated on them, identifying who are the key networks/stakeholders, which thematic areas could engage those actors as well as actionable strategies to address opportunities and challenges. The central question was: *How can we strategically connect stakeholders and leverage key opportunities to scale up the Industry 5.0 network through targeted engagement and thematic initiatives?*

This approach allowed us to gather key inputs and feedback from the Stakeholder Board, which fed into the second meeting, which focussed on action points. The second workshop was embedded within the EUWIN conference held in San Sebastian. Therefore, there were many more participants beyond the BRIDGES 5.0 stakeholders, including members of the company board, academics, researchers and practitioners in attendance of the conference. Many ideas were generated. At the same time, the 'who' of the questions often remained unanswered and thus it remains to be seen who will pick up which role in the development of the network. This is an attention point for future discussions amongst the key players involved in BRIDGES 5.0.

# Identifying networks/stakeholders and priority thematic areas

Leading questions that guided the plenary discussion at the beginning of this workshop included:

1. Which **existing networks or relationships could help amplify our outreach?** (e.g. stakeholders or networks have the most influence to help build/scale up the network?).
2. What about the idea of thematic weeks/months. Prompt stakeholders to suggest potential **thematic areas** that would resonate with their organizations/networks to discuss.
3. What are the **most pressing topics** that could engage these networks? Which themes would attract the most interest from key stakeholders?

Before the start of this exercise lots of suggestions were plenary raised, based on:

- participants national and regional realities/contexts: the case of Ukraine and its particular military context. The military context is seen to be outside of the aim of the BRIDGES 5.0 project. At the same time, the BRIDGES Industry 5.0 platform and network can be expanded to include existing links with networks active in Ukraine.
- thematic areas that are truly pressing and deserve more attention:
  - initiatives focused on **social inclusion** focused in the discussion on three **target groups**, being women, people with special needs, and migrant workers. Feedback on initiatives that focus on any other specific target groups that should be included is welcomed from the stakeholder board.
  - **Regulatory flexibility**: streamline the interconnection between NCP, EU integration at both EU level and national level, look at existing EU networks.
  - **SMEs lagging behind**: in all perspectives SMEs seem hard to reach, and lag behind when it comes to implementing/applying new policies, related to sustainability, HR policies and the like, both cross economies as well as cross national.
  - **Educational system(s)**: should be taken into account across nations, in the entire EU. We were given a *Basque example* (good practice 1): here, the regional province is in charge of supporting the industry and takes the lead in building STEM ecosystems making sure the supply side (educational system), and can be aligned with the demand side (organizational systems); such ecosystems tackle difficulties issues, such as building on previous example getting girls into STEM schooling. Quintessential is a proper match with practice on the one hand, but also with school associations and secondary school systems. Main point: look beyond organizations of work, also study the school systems, and regional and national varieties. *Norway example* (good practice 2): currently also seeing an increased number of girls in STEM, in addition to the *Basque example*, the Norwegian case also stresses the importance of taking along parents and educational advisory systems, i.e. to get rid of the current stigma about what industry is + importance of aligned VET.
  - **WIFSME**: an initiative to focus on workplace innovation focused on SMEs: umbrella in each country, shared and developed full range of management and entrepreneurship.

- **SMEs:** once again, focusing on SMEs more seriously is an extremely important point. The **Enterprise European Network** may be added to the list of partners.

Specific initiatives and stakeholders that could be important to link to (scale up) in the context of the Industry 5.0 network were mentioned alongside broader categories. The workshop revealed less of an emphasis on existing networks that could amplify outreach, leading to suggestions for deeper exploration of stakeholders and networks.

Specific initiatives:

1. Ideas Institute Ireland
2. National Manufacturing Institute Scotland
3. High Value Manufacturing Catapult including MTC, AMRC, AFRC
4. Digital Process Manufacturing Centre

Broader stakeholders:

5. Work counsel involvement (EU, national, institutional, regional, organisational)
6. Employers organisations (EU, national, institutional, regional, organisational)
7. EU closer collaboration platforms are necessary
8. Common R&D within EU
9. Trade Unions (EU, national, institutional, regional, organisational)

Stakeholders were then invited to reflect on central thematic areas that may be of particular interest to the key stakeholders/initiatives and networks identified. These thematic areas could be viewed as topics that would leverage the engagement of these actors into the network. Based on the exercise itself, several thematic clusters and pressing issues attractive to stakeholders could be identified, these are grouped in what follows.

## **Clusters**

**Cluster 1 on translating/disseminating best practices:** four post-its on best practices, mentioning for instance “learning from other companies”, and “benchmarking opportunities with other companies”; one said: “organisations use networks to learn and benchmark what do we afterwards in this regards”, also when it comes to practical approaches of (Industry 5.0) workplace innovation, or the transition towards learning organisations.

**Cluster 2 on identifying necessary skills:** ten on defining skills requirements and skills demands (in general), two of which related to career development, two other of these also mentioned labour market shortages, also about the challenges for skilled workforce both employer and employee; interestingly the (fashionable concepts of) *digital* skills, but also *green* skills and *managerial* skills were also mentioned.

**Cluster 3 on building networks and methods w.r.t. VET and skilling:** five post-its about “engaging with management organisations, professional organisations and also with business schools” to share methods for upskilling and reskilling; so as to develop educational frameworks etc. (related quite a bit to the earlier comment on the project by Antonio Schröder and the project he is involved in); “stronger focus on exchange of and collaboration between workforce in regions”

**Cluster 4 on SMEs lagging behind and involving them:** six post-its focused on SMEs and how to support and train them, also how to involve them, that SMEs are ‘getting lost in the jungle’, that SMEs want to know about costs and benefits (low effort, fast result); clear priority: disseminate practical tools and knowledge for SMEs, clear added value for SMEs is collaboration in networks to business and social value.

**Cluster 5 on working together as academic, policy, company stakeholders:** three post-its; possibility to have partnerships for international cooperation, funding opportunities and collaborations, linking to connect each other by tagging each other.

**Cluster 6 on employee engagement and involvement:** six on employee engagement, mentioning for instance “employee engagement remains very important”; “employee driven sustainability solutions, ideas”; “employee engagement in the corporate strategies, innovation, development, implementation and evaluation”

**Cluster 7 on the green transition:** two with energy/green transition written on them without further specification (with just that on the post-it).

**Cluster 8 on social inclusion:** two about social inclusion ‘tools and methods to improve social inclusion’ and one about women in the industry and (unspecified) initiatives regarding this topic.

**Cluster 9 on AI and work:** six about AI, particularly related to the ethical issues, one related to the AI skills, another about AI platforms designed for SMEs

**Cluster 10 on leadership:** “leadership on Industry 5.0”; “leadership”, “better management”

**Cluster 11 on culture:** transformation and the cultural transition we need

The above clusters can be divided into two main groups: action-oriented and research-oriented themes. Action clusters focus on translating best practices (Cluster 1), building networks for vocational education and training (VET) (Cluster 3), supporting small and medium-sized enterprises (SMEs) (Cluster 4), and promoting cooperation between academia, policy makers, and companies (Cluster 5). Research-focused clusters highlight necessary skills (Cluster 2), employee engagement (Cluster 6), the green transition (Cluster 7), social inclusion (Cluster 8), AI in the workplace (Cluster 9), leadership (Cluster 10), and cultural transformation (Cluster 11).

An observation from the exercise was that certain themes, like skills development, received significant attention, while crucial areas such as social inclusion and the green transition were somewhat neglected. Therefore, there is attention to be paid by the BRIDGES 5.0 project during the next steps to consider the weight and balance of each suggested focus area.

# Challenges and opportunities identified in Workshop 1

The workshop included an introduction to remind all present of the concept of Industry 5.0, the design of the BRIDGES 5.0 project and the objectives of the project. This included a brief summary of the opportunities and challenges to involvement in an Industry 4.0/5.0 network that were identified during the first workshop:

## Challenges identified:

 <b>Awareness and Education</b>	Lack of understanding of Industry 5.0 concepts and benefits. Broad, sometimes confusing and academic nature of Industry 5.0.
 <b>Time and Resource Constraints</b>	Limited time for engagement and lack of resources to participate actively.
 <b>Bureaucracy and Administration</b>	Complex administrative processes and excessive bureaucracy when joining networks.
 <b>Unclear Benefits/Value</b>	Difficulty in seeing immediate value or long-term benefit from participation.
 <b>Disconnection from Policy Agenda</b>	Lack of alignment with broader policy objectives.
 <b>Lack of Empowerment</b>	Insufficient leadership or empowerment within the network for members to engage fully.
 <b>Competing Initiatives</b>	Overlap with other networks or initiatives leading to diluted focus.

## Opportunities identified:



### Introductory Courses and Knowledge Sharing

Online platforms and introductory materials to boost awareness and understanding.



### Peer-to-Peer Dialogue and Short Courses

Opportunities for peer exchanges, short courses, and lifelong learning opportunities to address time and resource constraints.



### Partnership Building and Shared Projects

Simplify processes by focusing on partnership building and collaborative efforts.



### Success Stories and Specific Training

Access to highlighted success stories and targeted training to show clear benefits and value.



### Policy Alignment and Influence

Opportunity to have policy impact when aligning network goals with broader policy agendas.



### Empowerment Through Leadership Roles

Supportive events and empowerment of members through leadership and facilitator roles in a network.

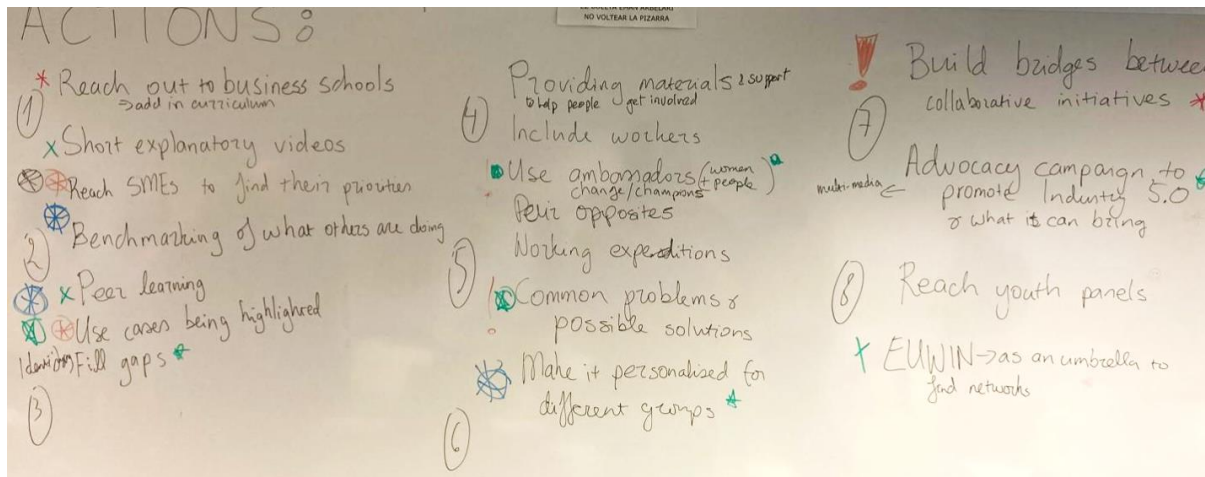


### Cross-Network Collaboration

Opportunities of collaborative projects that connect multiple networks to reduce competition and overlap.

The session was divided into four groups whereby each group discussed two challenges and matching opportunities. The task to be completed was to brainstorm on potential strategies to tackle the challenges and to capitalise on the opportunities. As part of this discussion, for each key action identified the group was to discuss the how, who, what and when. Each group nominated a spokesperson who reported back the action points they had devised.

The resulting list of actions were captured on a central board. Following this reporting back, participants were invited to indicate through dot voting which actions which should have priority and potential for the greatest impact.



The actions points given by each group are summarised below.

### Group 1

- Easily accessible and **open courses** (that differ in how level of depth) ~ different target groups;
- **Short, clear explanatory video** material that can be spread via different platforms: company board members mention only 5 minutes of attention, in case longer, they're lost;
- **Reaching out to business schools** so that workplace innovation and I5.0 become known;
- **Reaching out to SMEs**, find the priorities and connect, match interests, similar contexts;
- **Action learning, peer to peer learning** with members of the company board
- Tools for **self-assessment and being able to benchmark** to what others are doing
- **Highlight use cases** and in particular the good practices, map their trajectories, disseminate, and (Chris Warhurst) fill gaps where the gaps are (find out where they are)

### Group 2

- **Leverage the company board** perspective about what the benefits are to convince others as to the added value of being involved

- **Benchmarking** of what others are doing when it comes to implementing tech, when it comes to implement other sorts of change
- Trade unions have gaps (research which stakeholders have gaps, and where)
- Learning from other companies with closely relatable **use cases**

### Group 3

- Providing information material, providing **videos**
- **Work with ambassadors of change** (familiar to particular change process internationally): to make people think about solution together (a bit the thematic areas different stakeholders) make people think about solutions: facilitate that companies can find themselves
- **Work expeditions**: make or enable case study tours in Europe based on similarities opposites
- **Include company's and workers** in the discussion
- Learn from **peer opposites**
- Follow different strategies for different target groups; make it **personalised** for different groups

### Group 4

- Competing initiative challenges: success stories we know about competing initiatives turned into **collaborative exercises**;
- We have low hanging fruit such as **building bridges between collaborative initiatives that stakeholder and company board members are already part of** – especially to reach SMEs;
- **Advocacy campaign**, as wide as we can distribute the I50 concept at all levels that need to be attracted... Tik Tok campaign, and youth panels etc; multiple media to get where we need to find change champions.
- **Fresh thinking labs**: use and expand: **EUWIN** can be the umbrella to find networks and connect to them given the chairman's role in the stakeholder board.

Whilst the above summarises a list of very many ideas on key actions that can be taken to scale up the Industry 5.0 network/platform, the actions of who in the stakeholder and company boards will take up which roles to develop the network and take priority actions remains to be seen. Follow-up meetings and discussions through the Freshthinkinglabs will be vital in moving these ideas forward and giving autonomy to these key players of the BRIDGES 5.0 project with the mandate to implement them.



## **BRIDGES 5.0 PROJECT IDENTITY**

<b>Project name</b>	BRIDGES 5.0 Bridging Risks to an Inclusive Digital and Green future by Enhancing workforce Skills for industry 5.0
<b>Coordinator</b>	<b>Prof. Dr Steven Dhondt (scientific coordinator). Nederlandse Organisatie Voor Toegepast Natuurwetenschappelijk Onderzoek (TNO), (Netherlands)</b>
<b>Consortium</b>	Katholieke Universiteit Leuven Austrian Institute of Technology Panepistimio Patron (Patras University) Conservatoire National des Arts et Métiers, Centre d'Études de l'Emploi et du Travail-Lirsa Departamento de Educacion del Gobierno Vasco The University of Warwick Technische Universität Dortmund Stichting Platform Beta en Techniek Mondragon Goi Eskola Politeknikoa, Jose Maria Arizmendiarieta S Coop Lietuvos Pramonininku Konfederacija Universita degli Studi di Bari Aldo Moro Universitetet I Agder Workplace Innovation Europe CLG Comau SPA Infineon Technologies Austria AG UAB Kitron Industrie 4.0 Plattform Osterreich Kriziu tyrimo centras (Hybridlab) FH Joanneum Gesellschaft MBH Kauno Technologijos Universitetas
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