

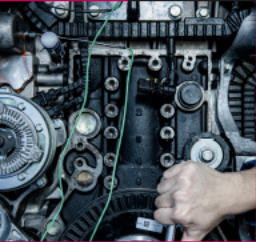
Workshop
Metrolines for Industry 5.0 for
upskilling and re-skilling through
public private partnerships

15th of May 2026

**KATA
PULT**



bridges^{5.0}





Anneloes van Delft

Project manager, team international

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Anneloes van Delft is a project leader with a strong interest for lifelong learning and workplace innovation. In her work she wants to ensure that everyone can deploy and develop their talents. Currently she is involved in two european projects focused on workplace innovation and industry 5.0.

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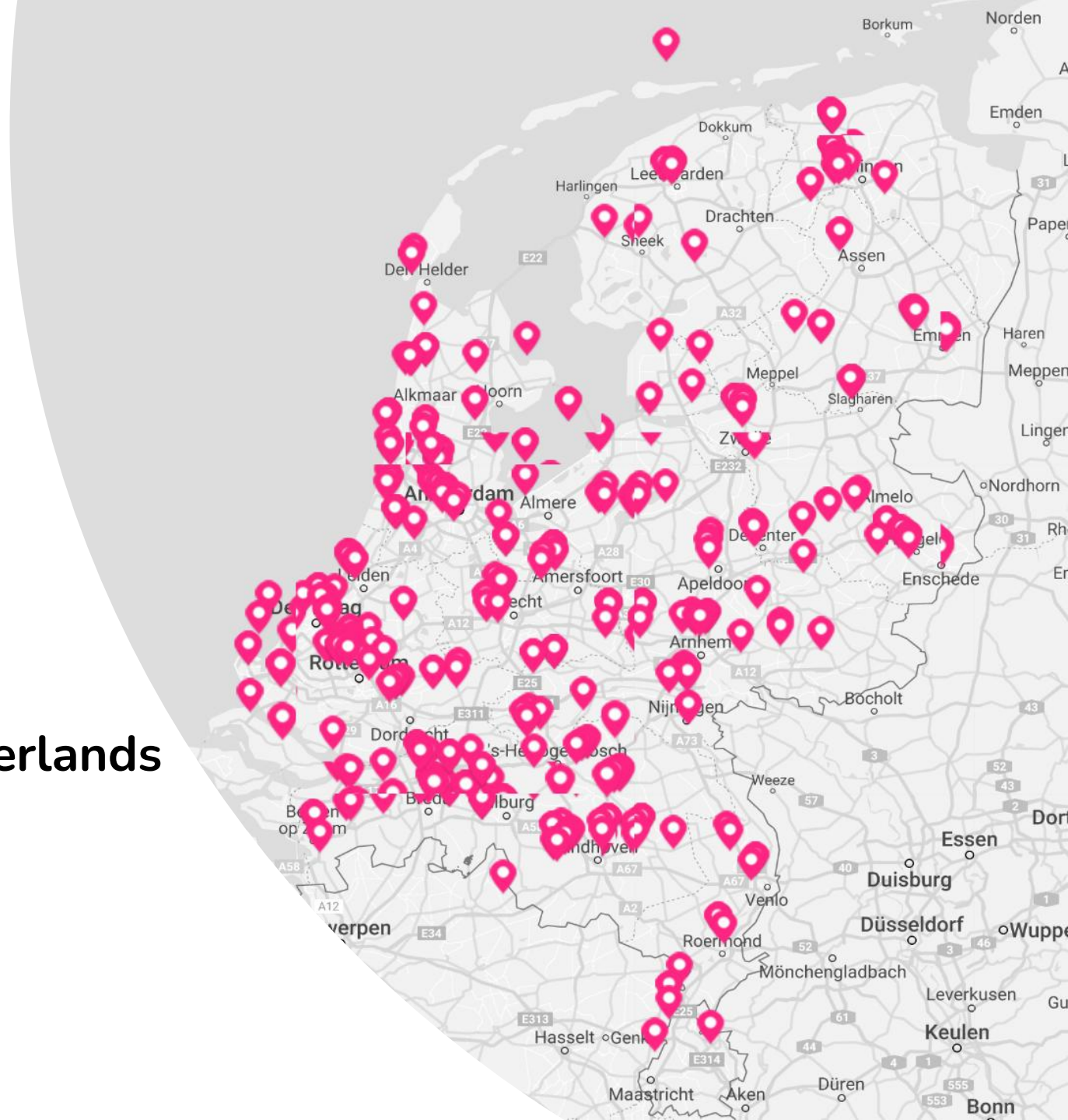
next level
connection

Network > 550 PPPs in The Netherlands

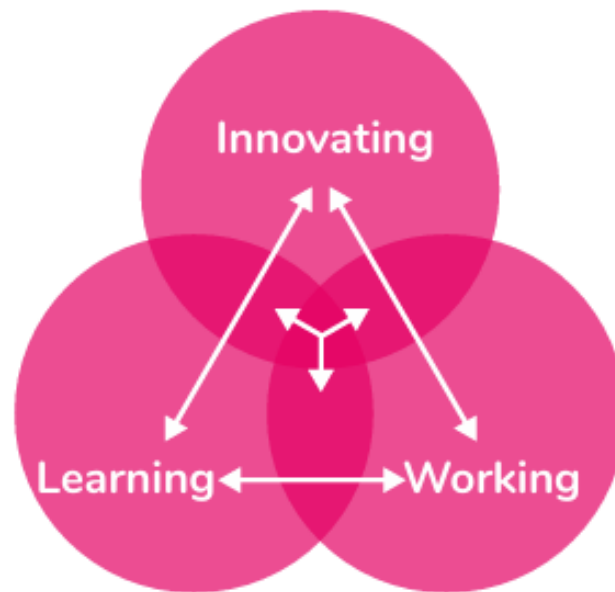
Mostly around VET networks

In Europe > CoVEs

www.wearekatapult.eu



Public Private Partnerships from an Lifelong learning perspective



Learning
Acquiring (new) knowledge

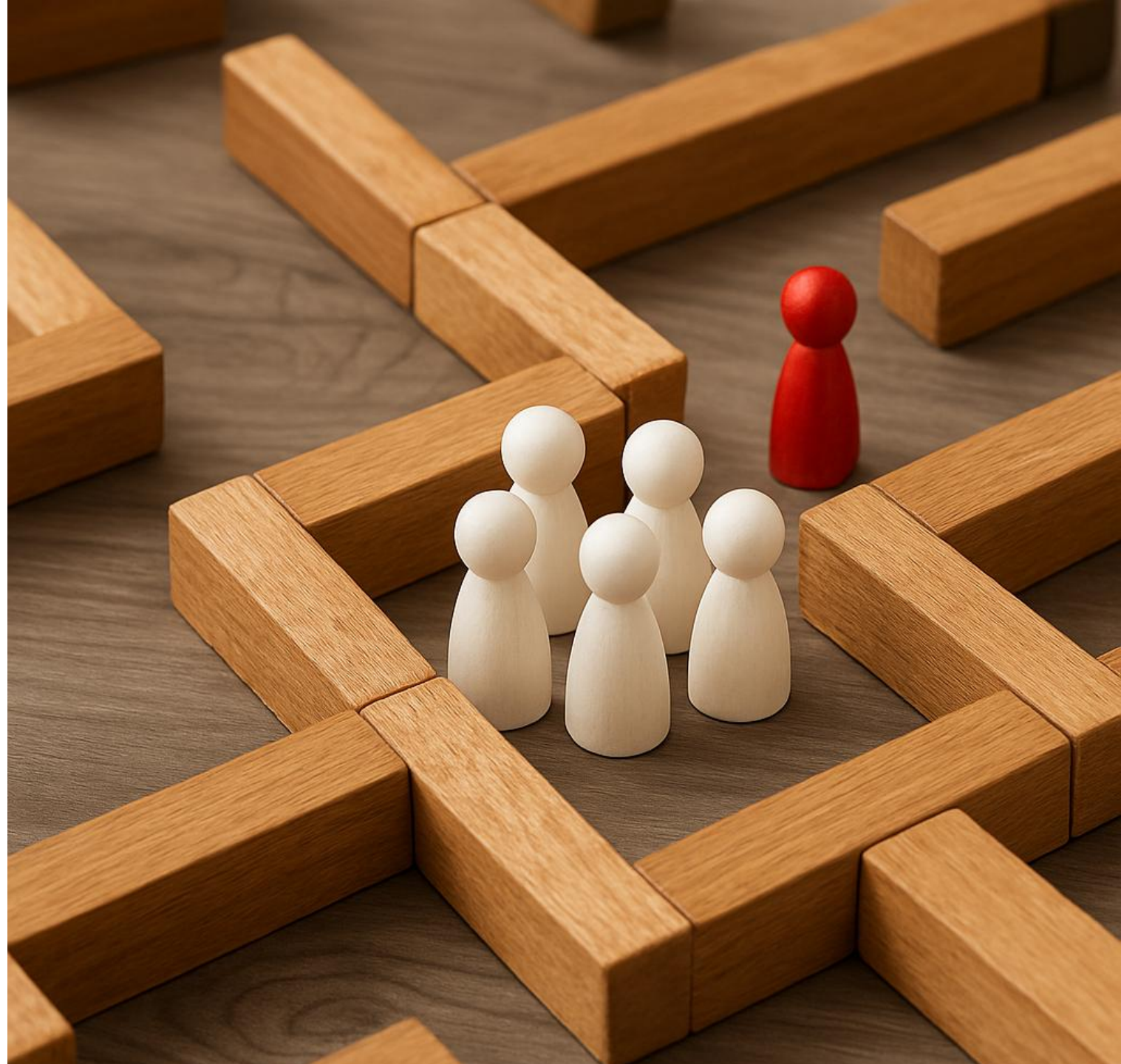
Working
Applying (new) knowledge
in a work situation

Innovating
Developing (new)
knowledge

Our approach to develop demand- and skills-driven Lifelong Learning

“As an entrepreneur, I know which direction I need to go, but I don’t know where or how to start.”

- “Which technology or solution is right for my situation?”
- “How do I get my team on board?”
- “How do I create a more sustainable production process?”

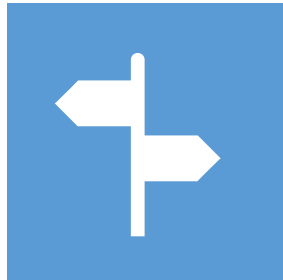


Starting point

Demand-driven & human centric development

*An approach in which the **needs, wishes and questions** of an individual, organisation or company are the starting, and focal point of development. Rather than relying on standard approaches or offerings, demand-driven development delivers bespoke solutions based on **what an individual, company or organisation actually needs** (at present).*

Starting point: challenges faced by companies in L&D and innovation



Where to start?

In what areas can my company grow and develop? What matches my needs to achieve this?



What is the quickest route?

Time and people are scarce; how do I get results as quickly as possible and ensure people get to the right level?



What is needed?

What development do my people need to undergo to keep up with my company's development? What new tasks do they need to perform?



Cold feet

How do I remove barriers and make digital technology accessible and tangible for my employees?



What's in it for me?

How do I motivate my staff to get on board? How can I involve my staff in innovation processes within my company?

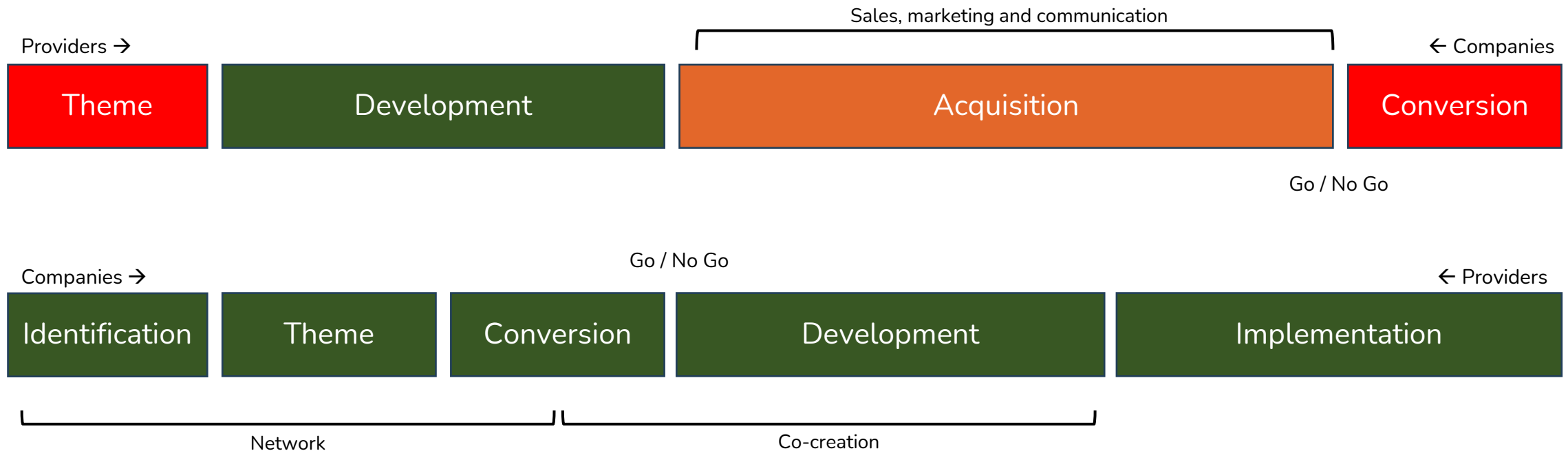


Resistance

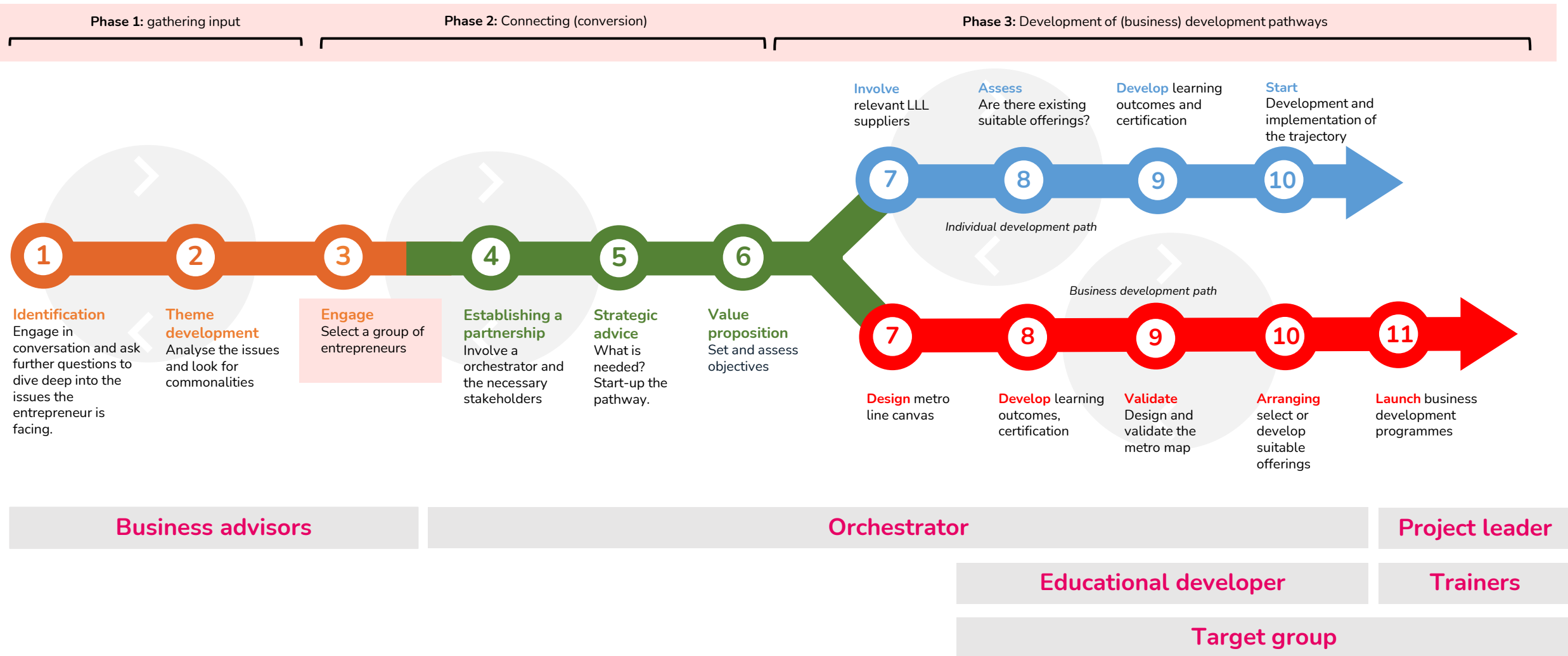
How do I deal with resistance to learning? Many professionals have an aversion to 'traditional learning' in the classroom. How do you make learning fun and appealing?

Demand-driven versus supply-driven

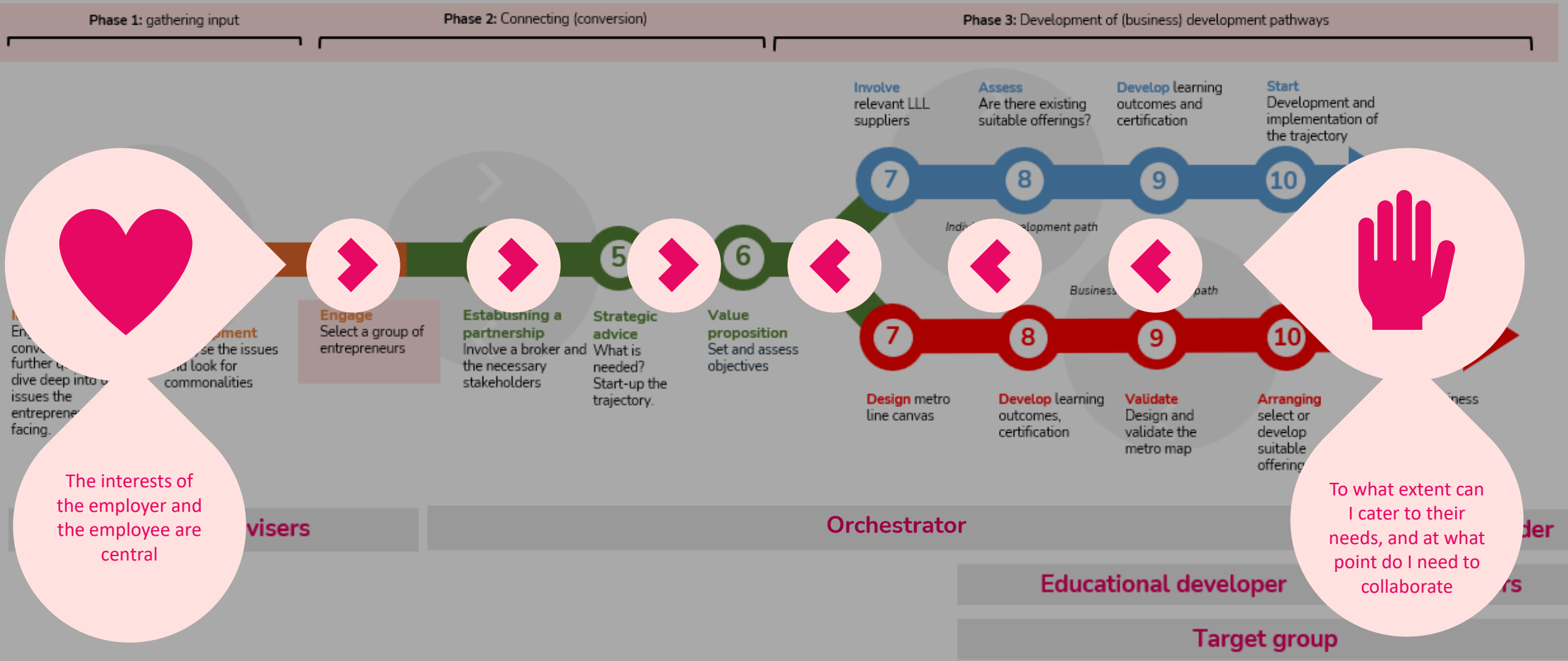
From the perspective of providers of Life Long Learning activities



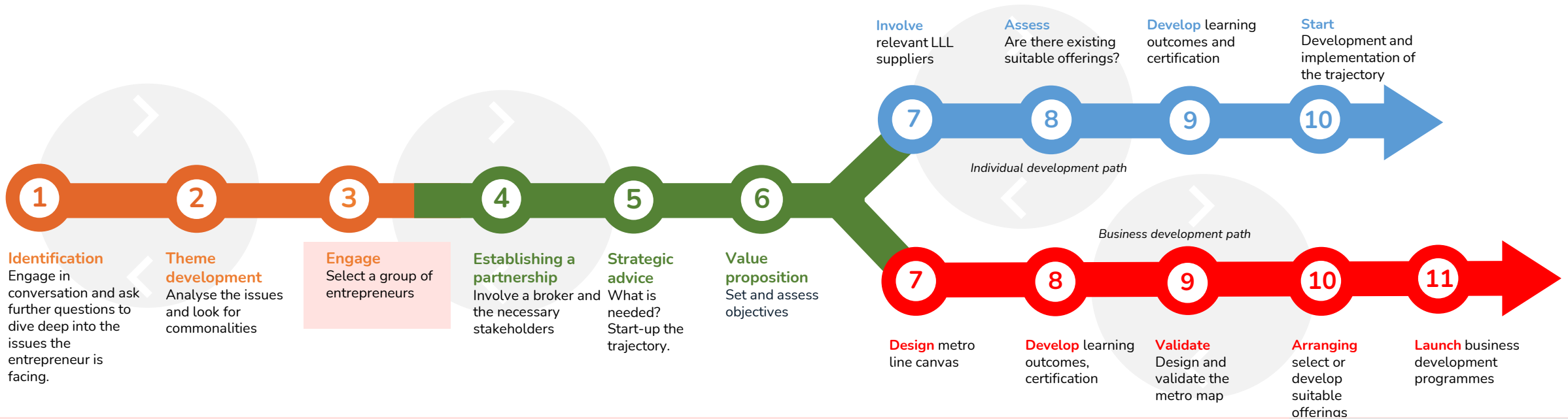
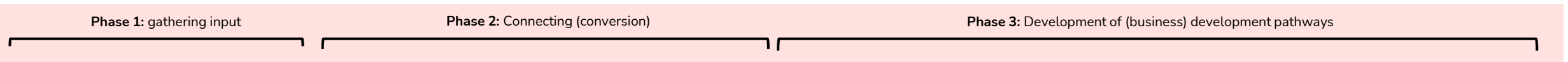
Demand-driven development of (business) development pathways



Demand-driven development of (business) development pathways



Demand-driven development of (business) development pathways



Business advisors

The business advisor acts as the antenna towards businesses: picking up signals, connecting issues and encouraging entrepreneurs to start a development programme.

Orchestrator

The orchestrator organises collaboration around the issue(s) of entrepreneurs, guides the process and translates this into concrete development pathways and learning programmes.

Project manager

The project manager ensures implementation: organises, directs and monitors the continuity of the development and implementation process.

Educational developer

The educational developer translates development questions into learning outcomes, teaching methods and certification

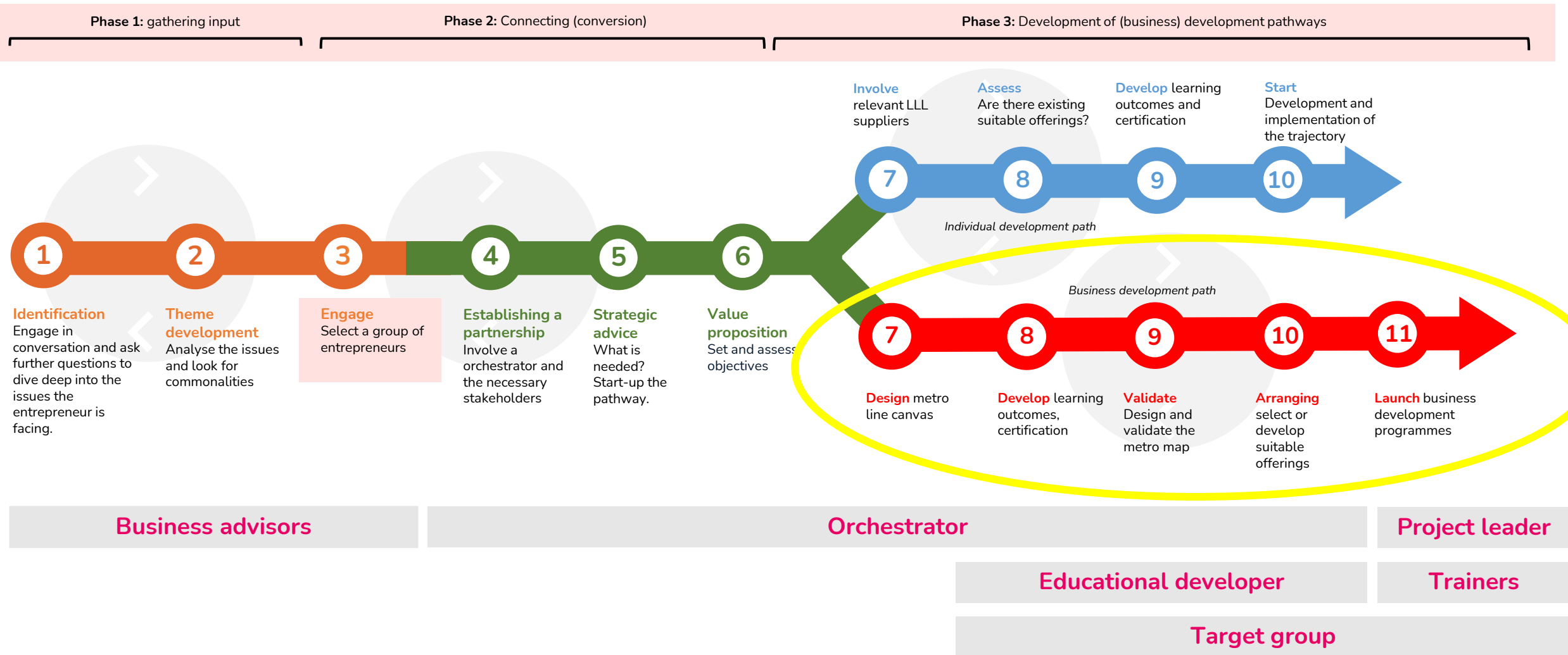
Trainers

The trainers are responsible for delivering the offerings (e.g. trainings/workshops)

Target group

The target group determines the relevance of the content and assesses whether the development pathway actually aligns with practice and needs.

Demand-driven development of (business) development pathways



Metroline approach - Smart Makers Academy

- Methodology to develop a business-development pathway
 - Focus on **learning & innovation**
 - Human centric design
- Used in smart-manufacturing industry in NL
- Example of themes: 3D printing, AI, Cyber Security, Automatisations, Digital twins, etc.

Can be used in teaching/learning factory approach

Example: ICNOP – Metro lines ‘learning culture’ *user case bridges 5.0 project*

- ICNOP: Cluster of manufacturing companies in East NL

Central issue: shortage of technically skilled professionals.

→ Need for upskilling and reskilling.

→ Create right atmosphere, working conditions and increase willingness to learn.

→ Learn how to improve learning culture within company.



Metro map implementing and sustaining a learning culture

Region: northern Flevoland

Legenda

- x Experience
- w Workshop
- o Online meeting
- e E-learning



Metrolines on this map

- Getting started with learning culture within an organization owner-director(s) and executive board
- Implementing and sustaining learning culture HR department
- Getting started with learning and innovating in your department managers
- How can I develop myself in my job? Employees (of manufacturing companies)

Collective learning track

An example route co-created with Heijmans, Hendriks & Van Wijnen

- Each line = an organisational layer: strategic, tactical, operational
- Designed by employees through workshops
- Combines expert input, bias work & peer learning

Metrolijn Biobased Bouwen Kennispact Brabant



Metrolijnen op deze kaart

RICHTEN	STRATEGISCH KADER
INRICHTEN	MIDDENKADER
VERRICHTEN	OPERATIONEEL

Legenda

X	Experience
W	Workshop
O	Online bijeenkomst
E	F-learning



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Toolkit for learning and innovating
in a public private partnership

[A practical, hands-on guide to designing and strengthening lifelong learning initiatives in close collaboration with employers.](#)

Relevant Tools developing Public Private partnerships

We are Katapult

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Online Collaboration Toolkit

The right tools make online collaborations efficient, creative, and easy to manage.

#Tool

29-04-2020

727 Views →



Network Map

Looking for other Centers of Vocational Excellence? Use our Network Map.

#Tool

29-04-2020

401 Views →



Business Model Canvas

Ready to figure out how your public private cooperation creates added value and how to create more? Use the Business Model Canvas!

#Tool

29-04-2020

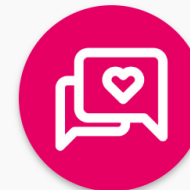
1708 Views →



Stakeholder Analysis

Curious about what your stakeholders want to gain from your partnership? Use the Stakeholder Analysis and find out.

#Tool



Peer Review

Want feedback from colleagues working on public private partnerships? Ask for a Peer Review!

#Tool



Toolkit for Learning and Innovation in PPPs

A practical, hands-on guide to designing and strengthening lifelong learning initiatives in close collaboration with employers.

Relevant Tools demand driven & human centric design

Frame: HOW MIGHT WE?

Date / Author / Topic:

Defining a starting point for developing solutions



<p>WIND Wat kan ik helpen om ervoor te zorgen dat alle deelnemers hun kennis en ervaringen kunnen inzetten om de uitdaging te overwinnen?</p>	<p>PORT Het doel is ambitieus en uitdagend, maar het is ook mogelijk om de uitdaging te overwinnen. Het is belangrijk om te weten dat de uitdaging niet alleen voor de deelnemers is, maar ook voor de organisatie.</p>
<p>ANKERS Wat kan ik helpen om ervoor te zorgen dat alle deelnemers hun kennis en ervaringen kunnen inzetten om de uitdaging te overwinnen?</p>	<p>LISBERGEN Het doel is ambitieus en uitdagend, maar het is ook mogelijk om de uitdaging te overwinnen. Het is belangrijk om te weten dat de uitdaging niet alleen voor de deelnemers is, maar ook voor de organisatie.</p>

ZEILBOOT CANVAS
Het doel is ambitieus en uitdagend, maar het is ook mogelijk om de uitdaging te overwinnen. Het is belangrijk om te weten dat de uitdaging niet alleen voor de deelnemers is, maar ook voor de organisatie.

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<p>Partners Who is the development path designed and delivered with?</p> <p>Meta line owner</p> <p>Companies / front-runners</p> <p>Employees (team / department)</p> <p>Trainers</p>	<p>Learning Outcomes Which learning outcomes must be covered to achieve the goal?</p> <p>Helper format: (action verb) + (subject) + (context) + (outcome) + (measured)</p>	<p>Value Proposition What value does the development path offer?</p> <p>Participants</p> <p>Participant companies</p> <p>Delivery partners and trainers</p>	<p>Goal (J.T.B.D.) What does the target group want to get done, or be able to do, by completing the development path?</p> <p>Helper format: When (context or situation of the target group), I want to (the action or need), so that (the desired outcome or benefit)</p> <p>Desired Response What (action) do we expect from the target group after completing the path?</p>	<p>Target Group Who is the development path for?</p> <p>Participants by role / function</p> <p>For companies characterized as</p> <p>Learning Preferences What environment, format, and other learning preferences of the target group?</p>
<p>The Pathway / Activities / Workshops Group topics and learning outcomes into logical, sequential modules (workshops, activities, learning modules)</p>		<p>Follow-up Paths / Trainings and/or Innovation Tracks Which follow-up paths, trainings, courses and/or (innovatory) tracks can the participant take after completing the response?</p>		

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