Flamenco
Forward Looking Approaches for Green Mobility Ecosystem Network Collaboration

SUSTAINABILITY PLAN

D5.3 Sustainability and Recommendations Package

Abstract

The report includes activities that will continue after the end of FLAMENCO project, the risks that can affect those activities as well as the recommendations for continuity.

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TITLE PAGE

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ABBREVIATIONS

FLAMENCO	...	Forward Looking Approaches for Green Mobility Ecosystem Network Collaboration
ASA	...	Automotive Skills Alliance
PfS	...	Pact for Skills
EU	...	European Union
KPI	...	Key Performance Indicator
WG	...	Working Group
TF	...	Task Force
TC	...	Topic Committee
MoU	...	Memorandum of Understanding
IVET	...	Initial Vocational Education and Training
SW	...	Software
EBAA	...	European Battery Alliance Academy
ARA	...	Automotive Regions Alliance
IbbF	...	Institut fÄĽr Betriebliche Bildungsforschung
ZAP/SKEBA	...	Slovak Battery Alliance
VET	...	Vocational Education and Training
TIE	...	Technologies of Interconnections Techniques in Electronics
SITME	...	Symposium for Design and Technology in Electronics Packaging
TRIREME	...	Digital & Green Skills Towards Future of The Mobility Ecosystem
TIMS	...	Training in Innovation Management System for Sustainable SMEs
ISO	...	International Organization for Standardization

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Executive Summary

The FLAMENCO project`s main goal is to analyze and pilot forward-looking approaches and methods to enable and make sustainable collaboration on the skills intelligence in the Automotive-Mobility Ecosystem. As a result, the purpose of Flamenco project is to make the collaboration within Automotive Skills Alliance pragmatic and sustainable (outreach to other Pact for Skills partnerships as a good practice) so that it would bring valuable information about the new technological and societal trends, related skill needs, training offer/needs and other goals in terms of the skills intelligence leading up to the re-/up-skilling within the European mobility ecosystem.

The focus on methodological approach and mechanisms to support cooperation between industry and education providers will also provide a blueprint capability thus enabling to re-use results to any partnership in EU country or any region in the EU (with minor adjustments required by national specificities) - this will ensure attractiveness of the solution and will further stimulate more partners to join. Last but not least, the provided solution is foreseen also to be transferable to any other domain or cross-domain specific Pacts for Skills.

The achievement of this goal is highly dependent on the sustainability of the measures and steps that will be taken during the term of the project as they are supposed to set up the underpinning mechanism ensuring the project's impact continuation beyond its termination.

The current sustainability plan has been developed through a structured analysis of the key components of the project, their functioning during its implementation, the significance of their outcomes, and the need to replicate these results at various levels after the project's conclusion. This analysis includes a thorough review of the sustainability plans of the task forces and working groups established through the FLAMENCO project. These plans were developed and integrated into the new structure of the Automotive Skills Alliance (ASA).

The existence of the task forces and working groups, along with the experience gained through their activities, provided valuable insights into effective and successful collaboration methods. These methods have been validated by the leaders and members of the task forces and working groups as strong and effective practices.

Thus, the sustainability plan is the result of the combined efforts of the project consortium, detailed analysis, and the shared experiences of ASA's task forces and working groups. Together, these elements have contributed to a comprehensive sustainability concept and approach, which is visually presented below.

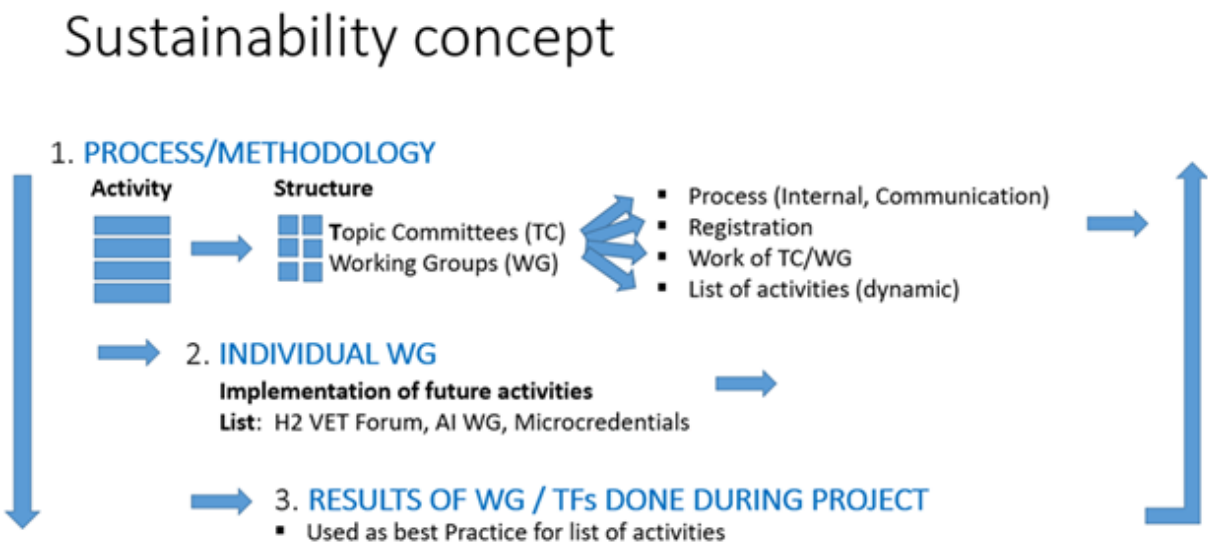

FIGURE 1: FLAMENCO SUSTAINABILITY CONCEPT

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The project established a methodology to identify activities of interest for ASA members, encouraging them to achieve desired results by engaging in working groups and task forces within the ASA structure. Members actively promote these initiatives through conferences and events, fostering collaboration across the mobility ecosystem.

Below, in each section, the main elements of the sustainability plan, their scope, and the associated sustainability measures are described in more detail.

SUSTAINABILITY ITEM	SUMMARY OF SUSTAINABILITY MEASURES
1. THE SURVEY & WORKSHOPS	ASA will potentially relaunch the stakeholder survey ~2 years post-project to assess the long-term effectiveness of collaboration models. The same KPIs will be used to ensure comparability. Survey preparation and execution will be led by a Task Force within ASA, including FLAMENCO and new partners. Results will be compared to original findings to identify trends and improvements. Workshops and factsheets will support follow-up interpretation.
2. METHODOLOGY FOR COLLABORATION	The FLAMENCO-developed methodology will be embedded into ASA's ongoing operations. It defines structured TF/WG setup, evaluation, and results delivery processes. ASA will review the methodology every two years and make ad hoc adjustments based on ongoing group operations. The ASA Secretariat oversees its use and update. The model supports structured collaboration, agile implementation, and alignment with the Pact for Skills.
3. TFS & WGS OVERVIEW	Many WGs and TFs continue beyond the project using formal agreements (e.g., MoUs), recurring events, sponsorships, and ASA integration. This ensures financial and operational sustainability. Initiatives such as the EuroSPI partnership, Innovation Agent JR, and Hydrogen VET Forum are examples of ongoing activities. ASA incorporates these structures into its service offering to support continuous collaboration, reskilling, and sectoral innovation.
4. BEST PRACTICES	ASA will conduct regular check-ins (after 6 and 12 months) with TF/WG leaders to gather best practices. These will be disseminated through ASA and PfS channels. Examples include EuroSPI white papers and workshops, Innovation Agent methodology, the multi-stakeholder training model, and Hydrogen VET's education initiatives. Practices will be archived in the ASA Cloud and serve as templates for future group activities.
5. FLAMENCO WEBSITE & DISSEMINATION	The project website will be fully updated at project closure and remain accessible post-project. It may be integrated with the ASA platform to serve as a long-term repository of FLAMENCO outcomes, documents, and communication materials. This ensures ongoing visibility of methodologies and deliverables, especially useful for comparing results of future follow-up surveys or referencing best practices and reports by stakeholders and ASA partnership.

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1. The Survey & Workshops

From the outset, FLAMENCO Partners set out to explore existing collaboration models and identify the collaboration needs across various European countries, diverse sectors and mainly diverse stakeholders, such as industry, education and training providers or public authorities. To achieve this, they designed and launched a survey, which was followed by plans to host workshops at both national and EU levels to evaluate current collaborative practices.

This phase was meticulously planned, as it laid the foundation for the proposed collaboration models intended to shape the future of the automotive and mobility industry in Europe.

The survey – accessible here – could have been completed in about 15 minutes and covered the following topics:

- Demographic and Organizational Information;
- Collaboration needs
- Collaboration format
- Collaboration challenges and outcomes
- Topics relevant for you in the skills agenda of the Automotive-Mobility Ecosystem

The accompanying communication explained the survey's purpose: to discuss, define, and enhance effective and pragmatic collaboration methods addressing the European skills agenda. The aim was to foster continuous and sustainable collaboration across regional, cross-regional, and European levels. By sharing best practices, mainstreaming project results, and solving common challenges together, FLAMENCO engaged diverse stakeholders—including industry, education and training providers, regional and national authorities, social partners, and others involved in large-scale partnerships under the Pact for Skills action of the European Skills Agenda.

The following key performance indicators (KPIs) were established for the survey:

The survey gathered 102 responses from 17 countries, primarily in Europe, meeting the KPI target of 100+ responses. Each respondent category—Industry, Education and Training providers, Social partners, National and Regional representatives, and Other organizations—received at least 10 responses, ensuring balanced input. Geographical coverage included a minimum of one response per category per partner region, with optional EU and European-wide representation. The results were analyzed and compiled into comprehensive factsheets (link), with additional insights and recommendations derived from national and industry workshops (link).

1.1. Target Group for the Item

The survey served as the foundation for identifying collaboration models among stakeholders, aiming to capture the current state ("as-is") across different European countries and develop them at the European level. To evaluate the success of these collaboration models in the automotive-mobility sector over the coming years (e.g., five years after the initial survey), ASA could utilize a similar tool—a follow-up survey. This would allow for an updated assessment of the situation, enabling data-driven recommendations and solutions based on the analysis of the results.

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1.2. Sustainability Measures

In the subsequent phases of the FLAMENCO project, ASA implemented a new collaboration structure that was formed by the project's results. To ensure the continued relevance of the identified collaboration models, it may be valuable to conduct the same survey in a few years after the end of the Project to evaluate their effectiveness and identify areas for improvement.

The survey could be relaunched in approximately 2 (two) years, as needed, with the following considerations:

- The content can be reviewed and updated by ASA prior to its launch.
- The same KPIs can be retained to ensure consistency.
- The results can be compared to the initial findings (using the previously mentioned factsheets) to pinpoint gaps or highlight opportunities for improvement, supporting the ongoing refinement of the collaboration models.

The survey run would be the Task Force within the new ASA structure and members of the Task Force could be original FLAMENCO partners, but also new partners interested in preparation and run of the survey. All supported by ASA structure and implementation of the methodology.

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2. The Methodology for Skills Collaboration

The main project goal of the FLAMENCO aimed to establish a **standardised methodology for collaboration on the skills agenda**. This includes creating task forces (TFs) and working groups (WGs) to enhance collaborative skills development initiatives within ASA and generally across the automotive and mobility sector.

The key components of the Methodology are:

- Group definition and Initiation
- Group lifetime (permanent or temporary)
- Organizational roles within TFs / WGs
- Visibility of the TFs / WGs
- Establishment processes
- Lifecycle and structure
- KPIs and monitoring
- Results – recommendations, best practice guides, or skills frameworks

1.3. Group/s Lifecycle

This section summarizes the overall group methodology and lifecycle.

1.3.1. Group Definition and Initiation

Working groups (WGs) and task forces (TF) are established based on clearly defined **focus areas (topic committees)**, such as technology, education, social aspects, or regional dimensions.

FIGURE 2: ASA MODEL STRUCTURE

The **Topic Committee (TC)** is a specialised group of ASA members with expertise, interest, or stakes in a topic identified by the Topic Leadership. This committee plays a crucial role in exploring and deep-diving into specific

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topics within the automotive sector. Additionally, the committee is responsible for reviewing proposals for creating new working groups, ensuring that they align with ASA's objectives and bring value to its members.

1.3.2. Group Categorisation

Each group within ASA is assigned a **status** based on its longevity and purpose:

- **Permanent (Working Groups):** Address core, ongoing issues in the automotive sector.
- **Temporary (Task Forces):** Focus on immediate, short-term challenges or projects. Task Forces may transition into permanent Working Groups if their relevance and impact need a long-term scope.

1.3.3. Organisational Roles

Each WG/TF is structured to ensure effective collaboration:

- **Leader(s):** Responsible for guiding the group's activities, ensuring objectives are met. Leadership may involve co-leaders or co-organisations for shared responsibilities.
- **Members:** ASA members (and, where applicable, non-members) contribute expertise and actively participate in activities. Members may serve as advisors or ambassadors to enhance the group's outreach and capabilities.

1.3.4. Visibility Settings

Visibility settings define access to group information and outputs:

- **Public:** Open to all stakeholders, promoting sector-wide awareness.
- **Protected:** Accessible to ASA members but not external audiences.
- **Private:** Restricted to WG/TF members and select ASA stakeholders.

1.3.5. Establishment Processes

A. Top-Down Process

- **Leadership Selection**: ASA's Topic Leadership identifies and proposes potential topics for new groups based on strategic needs.
- **Committee Evaluation**: Proposed topics are reviewed by the Topic Committee for alignment with ASA objectives.
- **Member Invitation**: Selected members are invited to participate, forming the core of the WG/TF.

B. Bottom-Up Process

- **Registration**: Entities interested in joining ASA register their interest, selecting relevant topics.
- **Initiation**: Proposed groups submit a work plan with objectives, activities, target groups, and timelines.
- **Evaluation and Approval**: Topic Committees and Leadership assess submissions before granting approval.

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1.3.6. Lifecycle and Structure

The lifecycle of groups follows a systematic approach:

- **Initiation**: Groups are launched based on identified needs or strategic priorities.
- **Piloting**: Initial activities are tested to validate objectives and refine operations.
- **Operational Activities**: Groups engage in delivering outputs and services aligned with their defined work plans.
- **Evaluation and Follow-Up**: Regular assessment ensures alignment with ASA objectives, with opportunities for iteration or dissolution as needed.

WGs/TFs operate using an agile, iterative approach to:

- Execute activities.
- Collaborate with stakeholders.
- Disseminate results to ASA members and related PfS initiatives

The structure of Groups and Committees combines, in principle, a horizontal and vertical approach. Groups are of a vertical nature and ASA member types groups represent a horizontal perspective (involving industry, education/training providers, social partners, regions, and more). Each group has clearly defined working plans and may be permanent (working group) or temporary (task force). Groups may use the guidance of developed methodology to select various activities which may be executed to improve the European skills intelligence.

1.3.7. Key Performance Indicators (KPIs) and Monitoring

Groups are encouraged to set measurable KPIs aligned with their objectives. Progress is monitored by Topic Leadership, ensuring accountability and facilitating continuous improvement. Collaboration control and quality mechanisms including an “alarm light” that should go off when things go off course. - To ensure effective collaboration within future task forces (TFs) and working groups (WGs), it is essential to establish robust monitoring and quality control mechanisms. A key component of this is an "alarm light" system, which would trigger an alert when collaboration deviates from its intended course, allowing for timely intervention and corrective actions. To maintain alignment and efficiency, the **WG/TF coordinator** should actively monitor collaboration dynamics, ensuring that all members remain engaged and that objectives are met.

As a part of the collaboration methodology, there is also need and possibility for ASA to **evaluate the task forces and working group activities** in order to ensure the collaboration is targeted to initially selected activities and that the quality of the activity and results are aligned with initial expectations.

- **Recurrent review** meetings with WG/TF leaders could provide visibility on the progress of activities.
- **Audits** could also be performed on TF/WG activities in order to ensure quality level is as desired.

1.3.8. Results

Each working group delivers tangible results, such as recommendations, best practice guides, or skills frameworks, which are shared publicly or within the partnership based on visibility preferences. This iterative process ensures that collaboration models remain relevant, effective, and aligned with broader project goals.

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1.3.9. Activity and Service Framework

The methodology defines activities and services within working groups using a detailed structure that includes:

- Abstract and role definitions.
- Criteria for collaboration, categorized as mandatory, recommended, or optional.
- Process models, interfaces, and expected work products.

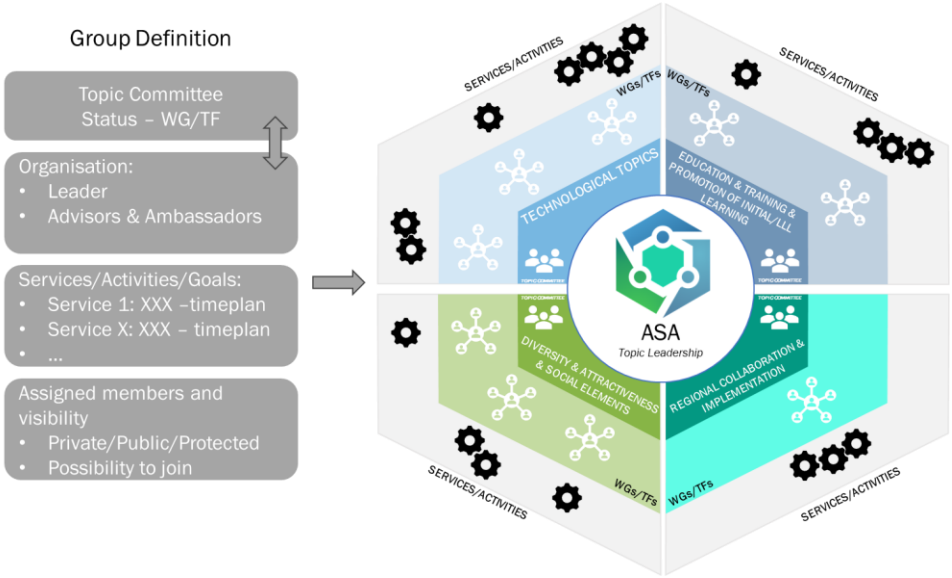

FIGURE 3: ASA STRUCTURE

A list of activities (which are non-exhaustive)

FIGURE 4: LIST OF ACTIVITIES

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The FLAMENCO project developed also a set of **criteria to assess the activities** and services/activities which described for each model (reference to document "Collaboration Control and Quality Mechanisms – **Link** - annex with separate specification of control and quality mechanism per activity.

The full details of the methodology are described in separate document "**Collaboration Structure and Tools**".

By adopting this methodology, ASA ensures that WGs and TFs operate with clear objectives, defined roles, and a robust structure. These groups enable the delivery of meaningful results, advancing sectoral cooperation and innovation while aligning with the overarching goals of ASA and the Pact for Skills.

This sustainable and flexible framework ensures a long-term positive impact on the skills landscape in the automotive and mobility ecosystem.

2.3. Target group of the methodology

The target group is consisted of the Automotive Skills Alliance partnership & network within the Automotive-Mobility Ecosystem. In order to ensure smooth run of the methodology, in pilot phase ASA already restructured its internal collaboration structure and piloted the run of the methodology, including Topic Committees, Task Forces and Working Groups.

Rationale: As ASA was organized before Flamenco project in WGs, multiple activities have been coordinated by the WG members (multiple activities all coordinated by a large number of WG members leading to overlaps). Even though numerous activities have been coordinated successfully in this model, with the new Structure, more agile, flexible and stakeholders encouraging way is imposed, as the Topic Committee, Task or Working Groups leaders are have higher ownership of the activities, as they are responsible or co-responsible for coordination and implementation.

2.4. Sustainability of the methodology

The FLAMENCO project developed and piloted the **methodology for collaboration on skills agenda in the Automotive-Mobility Ecosystem and beyond**. Upon completion of the project, the run and **potential update of the methodology is assured by the ASA secretariat**.

Looking ahead, the approach the established methodology for creating, organizing, and monitoring working groups (WGs) and task forces (TFs) **will be applied to all future initiatives where viable**. This approach ensures consistency in the collaboration model and provides ASA with a proven framework for supporting their operations and monitoring performance.

To **improve the methodology**, the ASA can **periodically review this methodology**, such as conducting an **assessment within every two years**, to ensure its continued relevance and effectiveness. In the meantime, ongoing operations of WGs and TFs can be used to identify improvement areas, with **ad-hoc adjustments implemented** as needed to enhance their functionality and alignment with evolving goals.

The pilot activities within the FLAMENCO project were focused on the **establishment and run of the methodology structure**. This already created impact, as the Task Forces and Working Groups developed their results or continue to work also after the project duration in ASA structure. This approach facilitates networking and collaboration on skills among stakeholders in the automotive-mobility ecosystem.

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3. Working groups and Task forces - overview

The FLAMENCO project has successfully established multiple WGs and TFs that contribute to **skills development, industry collaboration, and innovation in the automotive sector**. While some initiatives conclude with the project, many have implemented strategies for **long-term sustainability**, ensuring continued support for workforce reskilling and industry transformation.

This section provides an overview of the **task forces (TFs) and working groups (WGs)** established at the **ASA level** throughout the **FLAMENCO project**, highlighting both completed and ongoing initiatives. These groups have contributed to pilot implementations, and their results are being analyzed to enhance future TF/WG activities.

Among the completed initiatives are key collaborations such as the **ASA-EuroSPI conference agreement**, the **SIITME Conference and Exhibition**, and the **TIE student competition**, each fostering knowledge exchange and professional networking. Several initiatives, including the **Innovation Agent JR task force, Hydrogen VET Forum, and Multi-stakeholder Training Path Model**, focused on upskilling and reskilling efforts to meet industry demands. **Study visits** provided direct engagement opportunities within the **automotive-mobility ecosystem**, while **Expert Network Plus** was launched to connect skilled professionals with industry needs.

To ensure long-term impact, **sustainability measures** have been defined for groups that will continue beyond the project and for those concluding but offering valuable best practices. These include **formalized agreements (Memorandum of Understanding), recurring events, structured financing models, and integration with ASA services** to support the ongoing transformation of the automotive and related industries.

Key Working Groups and Task Forces:

- **Conference Cooperation (ASA & EuroSPI)** – Established a conference partnership model, with agreements in place until 2028. Supports collaboration and knowledge dissemination through EuroSPI conferences.
- **SIITME Conference & Exhibition** – Annual international platform for electronic engineering and technology discussions, fostering collaboration between academia and industry.
- **Innovation Agent JR** – Focuses on reskilling professionals in the automotive and IT sectors. A task force with 40 experts from 22 countries has been created to develop training modules and assessment tools.
- **TIE Student Competition** – A long-running technology design contest promoting CAD/CAM skills among students. Industry sponsorships help sustain this initiative.
- **Multi-stakeholder Training Model** – Developed a collaboration framework for training future workers in Europe. Further refinements and funding are needed for long-term implementation.
- **Hydrogen VET Forum** – An initiative supporting vocational education and training (VET) in the hydrogen sector, with yearly forums planned until 2028.
- **Study Visits** – Organized visits for stakeholders to gain practical insights into regional transformation efforts within the automotive sector.
- **Expert Network Plus** – A structured platform connecting automotive professionals with industry experts. Aims to provide on-demand expertise and support reskilling efforts.

Sustainability Measures:

- Several TFs/WGs **will continue their activities** beyond FLAMENCO (e.g., EuroSPI conference cooperation, Hydrogen VET Forum, Innovation Agent JR).

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- **Formal agreements** (e.g., Memorandum of Understanding – MoUs) ensure structured collaboration.
- **Financial sustainability is supported** through sponsorships, partnerships, and integration into ASA services.
- Ongoing annual gatherings, training programs, and industry engagement efforts help maintain momentum and impact.

These initiatives collectively support knowledge sharing, training, industry collaboration, and workforce upskills in the automotive and technology sectors.

Detailed information / description of the WGs TFs, could be found in *ANNEX 1* to this document.

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4. Best practices

Following the establishment of the first working groups (WGs) and task forces (TFs), the FLAMENCO consortium introduced a checkpoint to highlight success stories and identify potential areas for improvement. WG and TF members were asked to share best practices in collaboration, documented in a report capturing the positive aspects of their internal operations.

Examples of these best practices are stored in the FLAMENCO Cloud and can be accessed via this link: - LINK

4.1. Target Group

Task forces (TFs) and working groups (WGs) will continue to emerge and evolve over the years. While some may eventually conclude their activities, they will have regular check-ins throughout their lifespan to assess what is working well and what can be replicated in other TFs and WGs. Reaffirming the purpose of the FLAMENCO project—to implement collaboration models within the EU automotive-mobility industry—ongoing identification of good practices will remain a priority. These practices should continue to be shared and promoted through dissemination and networking activities across the industry.

Therefore, ASA through the WG/TF leaders might want to implement checkpoints (e.g. after 6 months from implementation and after 1 year of activity) and ensure, through its dissemination channels, the sharing of the identified best practices.

4.1. Sustainability measures

ASA continuously monitors the actions and progress of the groups via dedicated form, there is a possibility of ad-hoc meeting with the group leader/s to steer the group actions or other activities, this may be with the presence of the TC members. Key elements are shared through different communication channels and/or through PfS partnership events in the industry.

4.1.1. Continuing conference cooperation between ASA and EuroSPI

Results achieved in the EuroSPI conference as a demonstrator, and that could be exemplified as best practice, are:

- ASA white papers
- FLAMENCO paper in EuroSPI book series in SPRINGER
- Innovation agent task force white paper in EuroSPI book series in SPRINGER Workshop leadership – leading the e-mobility and digitalisation workshop at EuroSPI
- Workshop leadership – leading the innovation agent workshop at EuroSPI

4.1.2. Innovation Agent JR

The way how the task force was effectively set up contained steps which can become an ASA standard procedure for acting in task forces are:

- Set up a task force agreement (including a clear framework for objectives, duties, and effort contribution)

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- Phase plan of the task force based on clear work packages, including a concept of a service portfolio for the automotive industry
- Combining the build-up of the service portfolio with an MBA study in cooperation with a leading university.

4.1.3. Multi-stakeholder" training path model for future workers

Participants are students/apprentices registered with an initial training partner collaborating with Educam. They have the status of "future workers".

This program was initially designed for Automotive Repair and Maintenance Technicians (Aftersales sector).

In a constantly evolving world where technologies are multiplying at a breakneck pace, the need for new skills at all levels has never been so crucial. To meet these new challenges, training needs (of all types) are constantly increasing.

The use of various training providers will become obvious, requiring the (future)worker to continually adapt.

From the experience gained within this task force, we are convinced that in the field of initial and continuing training, this transition to new skills will require parallel coaching of the people concerned.

4.1.4. Hydrogen VET Forum

The main best practices identified are:

- The necessity to update on the latest hydrogen developments related to the use of hydrogen in mobility, covering topics such as fuel cells and the use of H2 in ICE, as well as safety when handling hydrogen tanks and refuelling stations.
- Train the trainer activity (present the results or training courses from Hydrogen Blueprint (job skills mapping), Hydrogen CoVE, ASA, EII PfS),
- Create networking and collaboration possibility possibilities specifically on hydrogen education for VET level (specifically IVET) in Europe

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5. Flamenco website and other dissemination elements

From the early weeks following FLAMENCO's launch, a project website was established. Its primary purpose was to promote the project, showcase its activities, and provide visibility into its outcomes.

- The site is structured as follows:
- Home – description of the project and its objectives
- Partners – list of partners in the consortium
- News and Events – milestones, results, meeting outcomes,
- Results – list of deliverables
- Contact – how to contact the consortium

The project website served as a central hub for information on the project's progress and was frequently referenced in dissemination efforts, including the ASA newsletter, social media updates, and posts shared by project partners.

5.1. Target Group

Following the conclusion of the FLAMENCO project, the project website will serve as a valuable **repository of materials**. ASA members, task force, and working group members, as well as individuals with an interest in the automotive-mobility industry, will be able to access the website to explore and reference the project's documents and resources.

5.2. Sustainability Measures

At the time of project completion, the website will be fully updated with all results, communication materials, and final deliverables.

To ensure continued access to the methodology and key outcomes, the website should remain available beyond the project's closure. One potential approach is to integrate the FLAMENCO website with the ASA platform, as the working groups and task forces will continue their activities within ASA. The FLAMENCO website can serve as a repository for post-project outcomes, storing relevant results under a dedicated section if needed. This would be particularly valuable for comparing the initial survey with a follow-up survey conducted outside the project's duration, as suggested for two years after the first one, in order to identify trends.

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6. Maximizing the Impact After the End of the Project

In conclusion, and based on the sustainability measures outlined above, this chapter provides an overview of the actions that can be taken to maximize the impact after the FLAMENCO project concludes. It also includes recommendations for other partnerships to support the integration and implementation of similar methodology for skills collaboration.

In general, the FLAMENCO project's impact is seen directly in Automotive Skills Alliance structure and collaboration. The results will be used and maintained further, as mentioned in the sections above and brings effective ways of collaboration on skills in the ecosystem. Moreover, the FLAMENCO project exploitation and dissemination of the results will continue also after the project duration, via ASA structures and also via different events.

6.1. Recommendations

This section provides recommendations on how different PfS partnerships may re-produce, implement or adapt this methodology.

6.1.1. Adaptation of the Skills Collaboration Methodology

Modular Implementation Framework:

PfS partnerships should **modularly adopt** the FLAMENCO methodology concepts, starting with:

- **Topic Committees (TCs)** to define priority areas;
- **Task Forces (TFs)** for agile, temporary, outcome-driven collaboration;
- **Working Groups (WGs)** for longer-term, structural collaboration.

This ensures flexible adaptation regardless of the sector or national specifics.

Lifecycle Structure

Each partnership should replicate the **lifecycle phases**:

- Initiation (top-down or bottom-up),
- Piloting (short-term validation),
- Operational Execution,
- Evaluation and Review.

This cycle allows for iterative improvement and stakeholder engagement.

6.1.2. Stakeholder and Structural Replication

Define Stakeholder Roles Clearly

Adapt the **role model** for:

- Leaders/co-leaders,
- Members (internal or external),

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- Ambassadors/advisors.

This ensures ownership and alignment with strategic sector goals.

Establish Visibility Settings

Allow replication of the **three visibility layers** (Public, Protected, Private) to manage transparency and stakeholder access according to the collaboration goals and data sensitivity.

6.1.3. Survey and KPI Monitoring Model

Reproduce the Stakeholder Survey Model

PfS partnerships should:

- Launch similar **diagnostic surveys** to assess current collaboration models;
- Use **FLAMENCO KPIs** (minimum 100 responses, balanced stakeholder categories, geographic spread) for benchmarking;
- Plan follow-up surveys every 2–3 years for impact evaluation.

Use Workshops & Factsheets

Follow up the survey with **national and EU-level workshops** to interpret findings. Compile **factsheets** per sector/country as easy-to-use tools for policy and practice alignment.

6.1.4. Operational Guidance for Working Structures

Embed Collaboration Methodology

PfS partnerships can use the FLAMENCO structure to define:

- **How TFs/WGs are established**,
- **Which criteria apply** (mandatory, recommended, optional),
- **What outputs are expected** (recommendations, skills frameworks, etc.).

This should be part of each partnership's **operational manual**.

Use Control and Quality Mechanisms

Implement the "**alarm light system**" (a monitoring trigger) and set **standard KPIs** for all TFs/WGs. These can be tailored but should maintain comparability for cross-sectoral learning.

6.1.5. Transfer of Best Practices

Document and Disseminate Use Cases

Each PfS partnership should:

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- Introduce **checkpoints at 6 and 12 months** post-implementation;
- Collect **best practices and lessons learned** via structured forms and leader interviews;
- Disseminate them through the FLAMENCO model: **cloud repository, white papers, conference sessions**.

Example: The "Innovation Agent JR" TF procedure (phased planning, service portfolio design, task force agreement) can serve as a **blueprint** for replication.

6.1.6. Digital Infrastructure & Dissemination Strategy

Maintain a Dedicated Repository

Either build a project-specific website or integrate results into an existing alliance platform (e.g., ASA's platform). It must host:

- Methodological documents,
- TF/WG outputs,
- Follow-up survey results,
- Templates for onboarding new stakeholders.

Support from Central Organisation

Each partnership should ensure that a **central secretariat or coordination unit** (like ASA) maintains, updates, and facilitates use of the methodology post-project.

6.1.7. Cross-Sectoral and Cross-PfS Replicability

Tailor for Other Domains

The methodology is **domain-neutral**. Partnerships in chemicals, microelectronics, or green energy can:

- Replace topic areas with their sectoral priorities;
- Use the same governance and evaluation approach;
- Integrate with existing EU initiatives (e.g., CoVEs, Blueprint Alliances).

6.1.8. Practical Steps for PfS Partnerships

1) **Set up internal Topic Committees** aligned with strategic domains;
2) **Pilot 1–2 Task Forces** based on current collaboration gaps;
3) **Launch a sector-wide stakeholder survey** using FLAMENCO design;
4) **Define KPIs and governance rules** per TF/WG;
5) **Establish a digital archive and sharing strategy** for documents and tools;
6) **Embed methodology into regular operations** of the partnership, and adjust biennially.

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ANNEX A: Working Groups and Task Forces - Details

This section aims to provide visibility into the task forces (TFs) and working groups (WGs) established at the ASA level throughout the FLAMENCO project. It also highlights those that are still operational. The results of these groups can be viewed as part of the pilot implementation and will be analyzed to inform improvements in future TF/WG outcomes.

The working groups (WGs) and task forces (TFs) established during the project's duration, which achieved their results and have now concluded, are:

Continuing conference cooperation between ASA and EuroSPI - The objective of the task force has been to create a standard agreement (and demonstrate its use) for a conference partnership model with ASA. A conference partnership light and full model has been developed and a conference partnership agreement signed and implemented. The full model agreement has been signed between EuroSPI and ASA.

Period: Nov/23 25/6/2024

SIITME Conference and Exhibition - International Symposium for Design and Technology in Electronics Packaging (SIITME) serves as a premier platform for international discussions and cooperation in electronic engineering and technology. Scheduled yearly in October, SIITME brought together a global community of academics, researchers, and industry professionals to exchange knowledge, present cutting-edge research, and navigate emerging trends in electronic engineering. Through its involvement in the FLAMENCO project and the organization of events such as professional student contest TIE and SIITME, APTE reaffirms its unwavering commitment to bridging the gap between the academic and industrial sectors.

Period: Nov/23 - Oct/24

Innovation Agent JR - In the EU blueprint project FLAMENCO services for re-skilling the automotive and IT industry are established in cooperation with the Automotive Skills Alliance as the pact for skills partner for automotive in Europe. A task force has been set up to qualify innovation agents (as a job role) and provide innovation agents with a set of methods and tools. A task force partner agreement was established and signed and currently 40 experts from 22 countries are members of that task force. The EU project TIMS developed a set of training modules and an innovation assessment tool, which has been packaged and used for the innovation agent services in the ASA. The task force continued and develops a consistent skills set for innovation agents and for innovation capability assessment for organisations. There is an annual gathering at the annual EuroSPI conference and quarterly meetings of all members. There are active sub-teas elaborating currently methods to implement SIM Strategic Intelligence Management methods.

Period: Nov/23 – Now (previously TF)

(TIE) Student Competition, Visits, and Networking - The TECHNOLOGIES OF INTERCONNECTIONS IN ELECTRONICS (TIE) contest is a student professional contest whose objective is to promote technological computer aided design (CAE-CAD-CAM) of electronic modules. This contest brings together students from different Universities since 1992. Students have a great opportunity by taking part in this contest. A good organization and a total transparency during the contest are the main coordinates proving professionalism and fair-play among students keen on electronic packaging.

Period: Nov/23 - 23-26 April 2024

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Multi-stakeholder" training path model for future workers - The goal of this Task Force was to propose a collaboration model on European level that involves several stakeholders in order to train future workers to meet the needed skills required on the labour market.

Currently the TF is open to ASA members.

This task force was aiming to Identify the key elements to consider to allow for such implementation based on the existing Trial training program set-up by Educam in Belgium. Also, is making recommendations in the form of a list to allow each potential organizer to adapt the model to their context.

Period: Nov/23 -Sep/24

Hydrogen VET Forum - A Hydrogen VET Forum, as part of the 2024 FIA World Endurance Championship 6 Hours of Spa-Francorchamps (Belgium), targeted VET teachers, with the objectives to (1) update on the latest Hydrogen developments, (2) train the trainer activity (present the results or training courses from Hydrogen Blueprint, Hydrogen CoVE, ASA, EII PfS), (3) general networking and collaboration possibility specifically on Hydrogen education for VET level (specifically IVET) in Europe.

Period: Sep/23 - May/24

Study Visits - The main objective of a study visit is to bring partners from a variety of organizations within the automotive-mobility ecosystem from all over Europe directly to a region interested in promoting its stakeholders and activities on the ground.

The study visit focuses on practical aspects of transformation in the ecosystem, and aims to showcase concrete examples from large, or smaller companies, training centres, VET providers or intermediaries. During the Flamenco project, a Study Visit to Grand Est Region (France) was organized.

All of them obtained successes and shared insightful information about the collaboration inside the WG/TF and also about the lessons learnt.

The collaboration for the specific TF / WG has been sealed by a memorandum of understanding (MoU) which drives the activities.

Period: May/June every year as a new TF (since 2024)

Expert Network Plus - The Expert Network Plus working group has been initiated to support the automotive industry's transformation by creating a framework for connecting highly skilled professionals with organizations in need of specialized expertise. This initiative aims to facilitate cross-sector collaboration by providing access to technical advisors, industry consultants, and subject matter experts across key areas of the automotive industry.

Expert Network Plus is envisioned as a structured platform to connect automotive companies and professionals with a carefully curated pool of industry experts. The objective is to develop a systematic approach for addressing critical challenges within the automotive sector by providing tailored, on-demand expertise for both short- and long-term projects. Once operational, the service will aim to fill gaps in internal capabilities, ensuring that companies have access to specialized knowledge and skills that may not be readily available within their workforce. The initiative intends to support companies in advancing internal R&D projects, upskilling and reskilling employees, and addressing emerging industry challenges.

The initiative includes:

- Establishing procedures for expert identification and engagement

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- Creating an expert database for industry matchmaking
- Organizing networking and dissemination activities
- Implementing a pilot project, by launching the Battery Task Force to meet the demand for expert evaluators for external project.

A core objective of Expert Network Plus is to support the reskilling activities in the industry and Automotive Skills Alliance (ASA) in collaboration with other partners and partnerships in the development of industry-driven training programs.

The initiative is in progress and currently open to ASA members as its framework evolves.

Period: Jan/24 - Apr/25

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