



# AUTOMOTIVE INTELLIGENCE

## WORKSHOP

**Survey results**

**The WorkPackage 2 Team**

**05/06/2019**



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# WHY WE ARE HERE

- AUTOMOTIVE
- FUTURE
- SKILLS
- ROADMAP



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# WHO WE ARE



CHANGES



DRIVERS



KNOWLEDGE



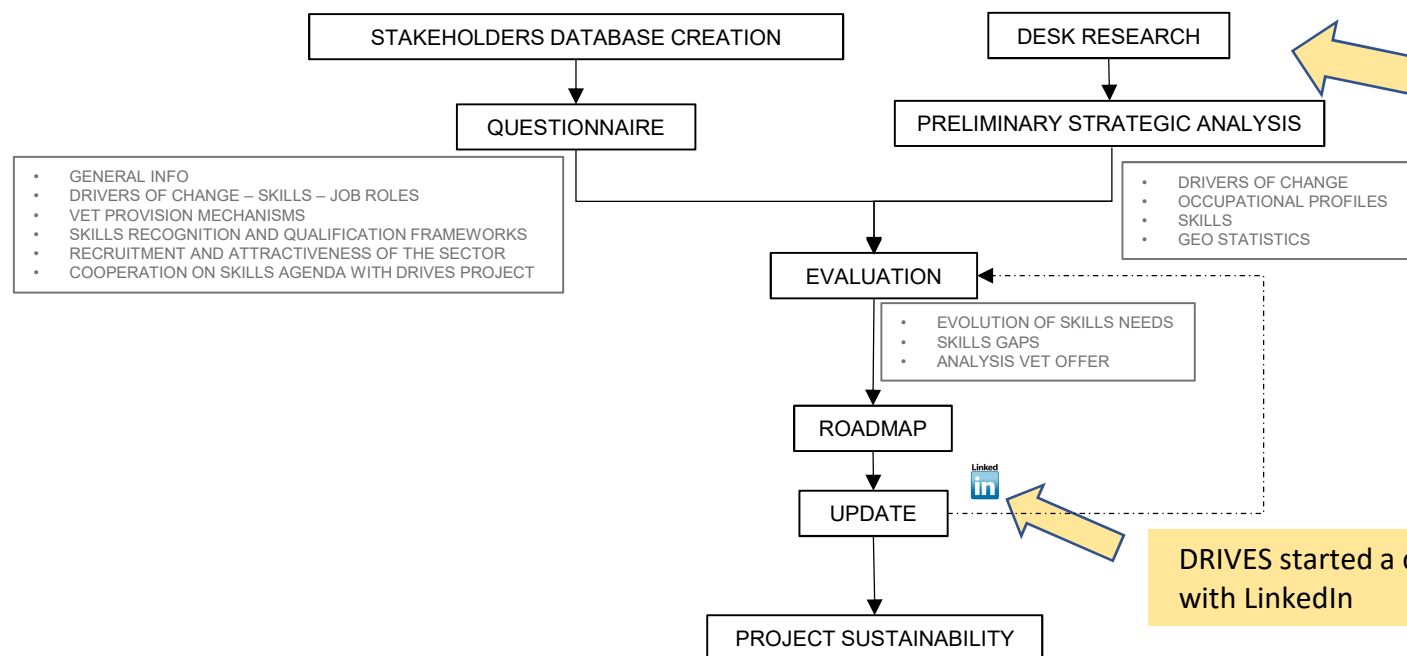
STRATEGY



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# WHAT WE ARE DOING



An holistic analysis of the current situation made with the already produced documents and researches to produce a first and preliminary document to respond to the requests of the Commission and to align WP2 strategy

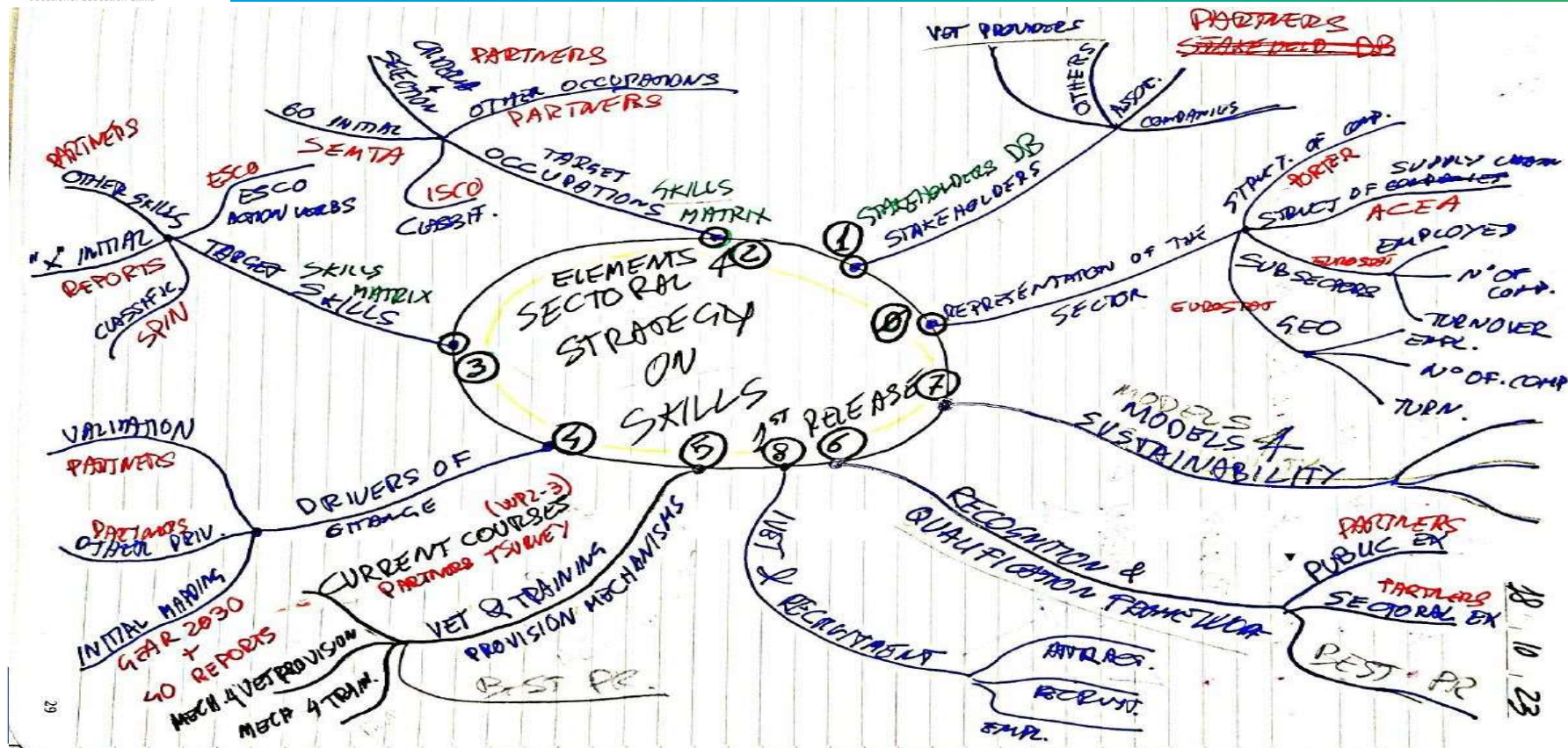
DRIVES started a collaboration with LinkedIn



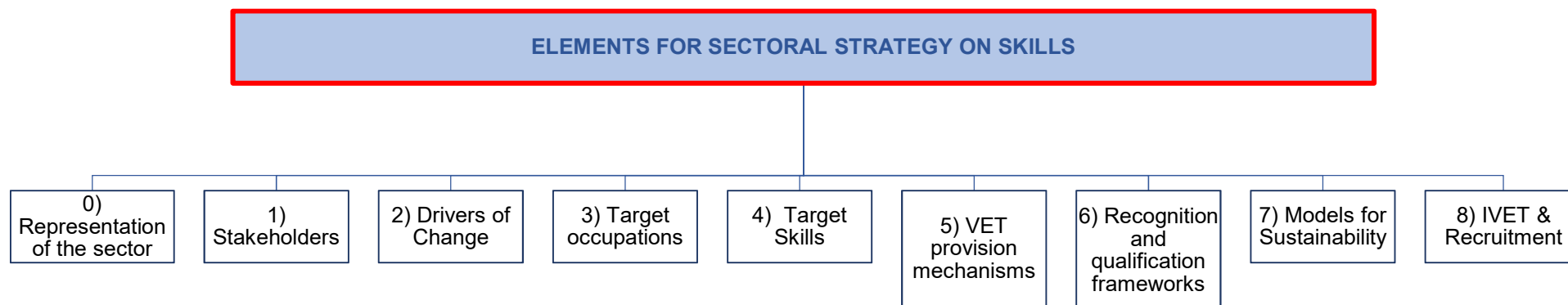
Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# THE STRATEGIC VIEW



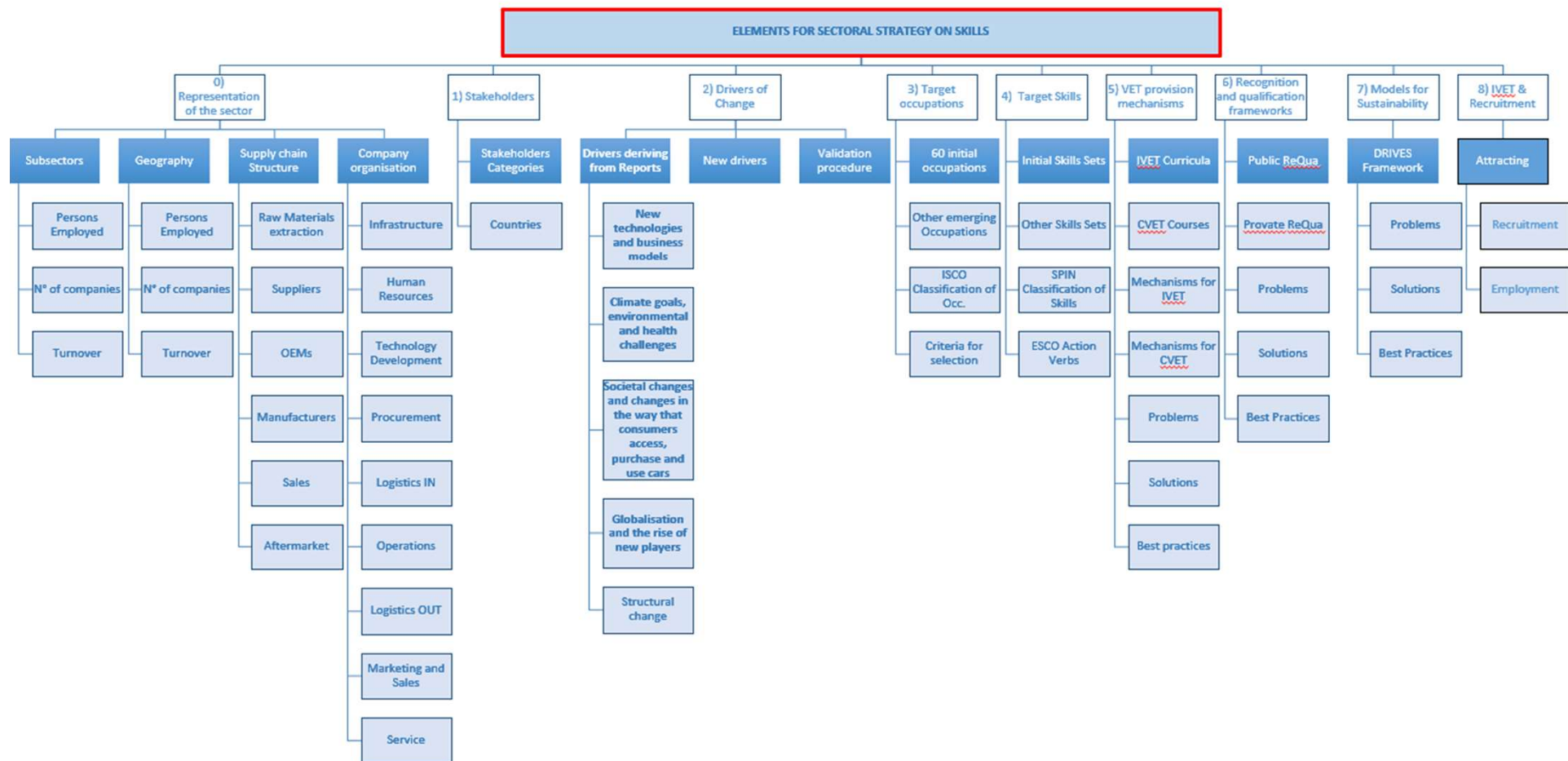
# THE STRATEGIC DESIGN



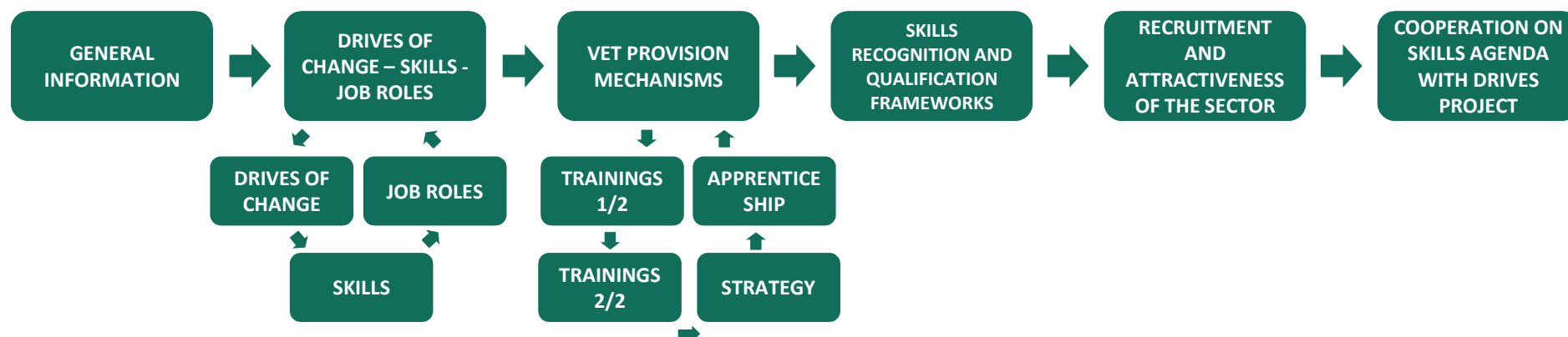
Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





# THE QUESTIONNAIRE



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# THE QUESTIONNAIRE

1. **GENERAL INFORMATION:** they are important to WPs to permit a harmonisation of result. Even if most of the questions are not mandatory, it is strongly recommended to fill in all of them to help the next step internal process.
2. **DRIVERS OF CHANGE – SKILLS – JOB ROLES**
  - First step: to verify, confirm, add, amend the list of proposed Drivers of Change.
  - Second step: to list skills necessary for the listed occupations (or job roles) with an indication related to skill level (based on EQF).
  - Third step: to put out occupations (or job roles) that will be more influenced in the future by the Drivers of Change seen before



# THE QUESTIONNAIRE

3. **VET PROVISION MECHANISMS:** they are considered to be a relevant element for the definition of the skills strategy and understanding the preferences of the reference sector on the ways VET is preferred to be provided will moreover provide knowledge to orientate the design of all the project work packages.
4. **SKILLS RECOGNITION AND QUALIFICATION FRAMEWORKS:** to obtain structured information on the current use of specific Recognition and Qualification frameworks, on the perceived importance of a harmonisation activity at EU level.
5. **RECRUITMENT AND ATTRACTIVENESS OF THE SECTOR:** few questions to understand the point of view from the interviewed about the necessity to increase the attractiveness towards new and talented (young) workforce.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# THE QUESTIONNAIRE

5. **COOPERATION ON SKILLS AGENDA WITH DRIVES PROJECT:** DRIVES partners would like to engage a stable and constructive relation with stakeholders. With this question we would like to have their availability to proceed with further interactions on this issues and project sustainability. Replies and feedback after the conclusion of the dissemination of the survey will drive next steps and decisions regarding the possibility to create a permanent working group with stakeholders.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# RESULTS

FINISH (last man. ques. OK)

Minimum for all - DoCh filled in.

Finished	✓
Not Finished	

## CATEGORY

Category	Count
<b>Total</b>	<b>134</b>
LARGE ENTERPRISE	63
SECTORAL INDUSTRIAL ASSOCIATION	24
MEDIUM ENTERPRISE	20
SMALL ENTERPRISE	10
MICRO ENTERPRISE	6
TRADE UNION	6

## NACE

Nace	Count
<b>Total</b>	<b>98</b>
ADMINISTRACIÓN, FORMACIÓN PROFESIONAL	1
AUTOMOTIVE SOFTWARE	1

## JOB TITLE

JobTitle	Count
<b>Total</b>	<b>134</b>
-	1
ADMINISTRATOR	1

## COUNTRY (Plant or HQ - Plant is Priority)



## DETAILS

Category	CountryPlant	CountryHQ	JobTitle	SkillsAgendaCoop
LARGE ENTERPRISE	Italy	Germany	-	No
LARGE ENTERPRISE	-	Italy	CEO	No
LARGE ENTERPRISE	-	Italy	CHIEF BUSINESS DEVELOPMENT OFFICER	No
LARGE ENTERPRISE	Spain	United States of America	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	United Kingdom of Great Britain and Northern Ireland	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	United Kingdom of Great Britain and Northern Ireland	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	Spain	CORPORATE AFFAIRS MANAGER	No
LARGE ENTERPRISE	-	France	CSR ANALYST	No
LARGE ENTERPRISE	Germany	United States of America	DIRECTOR ENGINEERING FOR COMMERCIAL VEHICLES IN EUROPE	No
LARGE ENTERPRISE	-	United States of America	DIRECTOR SALES	No
LARGE ENTERPRISE	-	Spain	ENGINEERING AND SALES MANAGER	No

## COUNTRY HQ

CountryHQ	Count
<b>Total</b>	<b>134</b>
Italy	33
Spain	16
Germany	15
United States of America	12
United Kingdom of Great Britain and Northern Ireland	9
Portugal	6
France	5
Austria	4
Czech Republic	4
Japan	4
Sweden	4
Belgium	2

## COUNTRY PLANT

CountryPlant	Count
<b>Total</b>	<b>46</b>
Italy	10
Germany	7
Spain	7
Poland	4
Romania	4
Czech Republic	3
Netherlands	3
Portugal	2
Austria	1
Finland	1
Slovakia	1

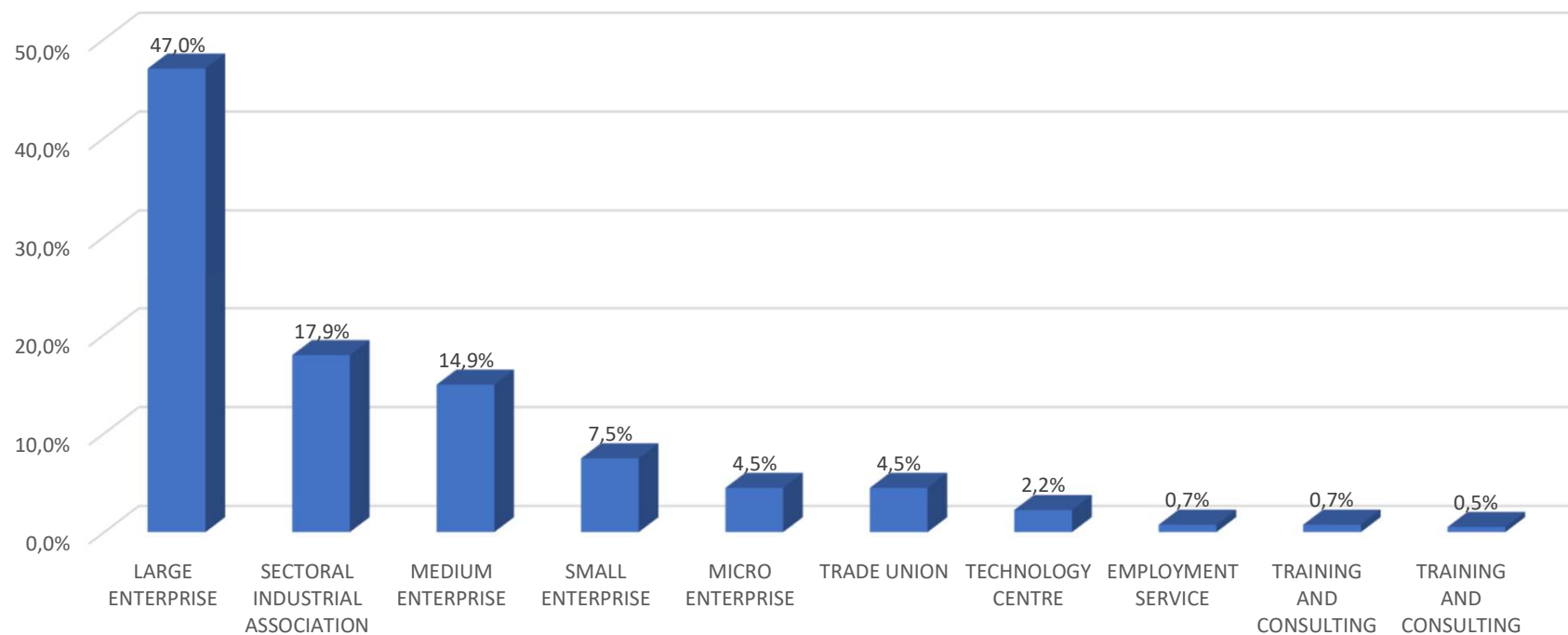
DYNAMIC DATA ELABORATION ON-LINE WITH BI TOOL



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# CATEGORIES



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# COUNTRIES

COUNTRY (Plant or HQ - Plant is Priority)



COUNTRY HQ

CountryHQ	Q	Count
<b>Total</b>		<b>134</b>
Italy		33
Spain		16
Germany		15
United States of America		12
United Kingdom of Great Britain and Northern Ireland		9
Portugal		6
France		5
Austria		4
Czech Republic		4
Japan		4
Sweden		4
Belgium		2

COUNTRY PLANT

CountryPlant	Q	Count
<b>Total</b>		<b>46</b>
Italy		10
Germany		7
Spain		7
Poland		4
Romania		4
Czech Republic		3
Netherlands		3
France		2
Portugal		2
Austria		1
Finland		1
Slovakia		1



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# DRIVERS of CHANGE

## 2 DIMENSIONS OF ANALYSIS:

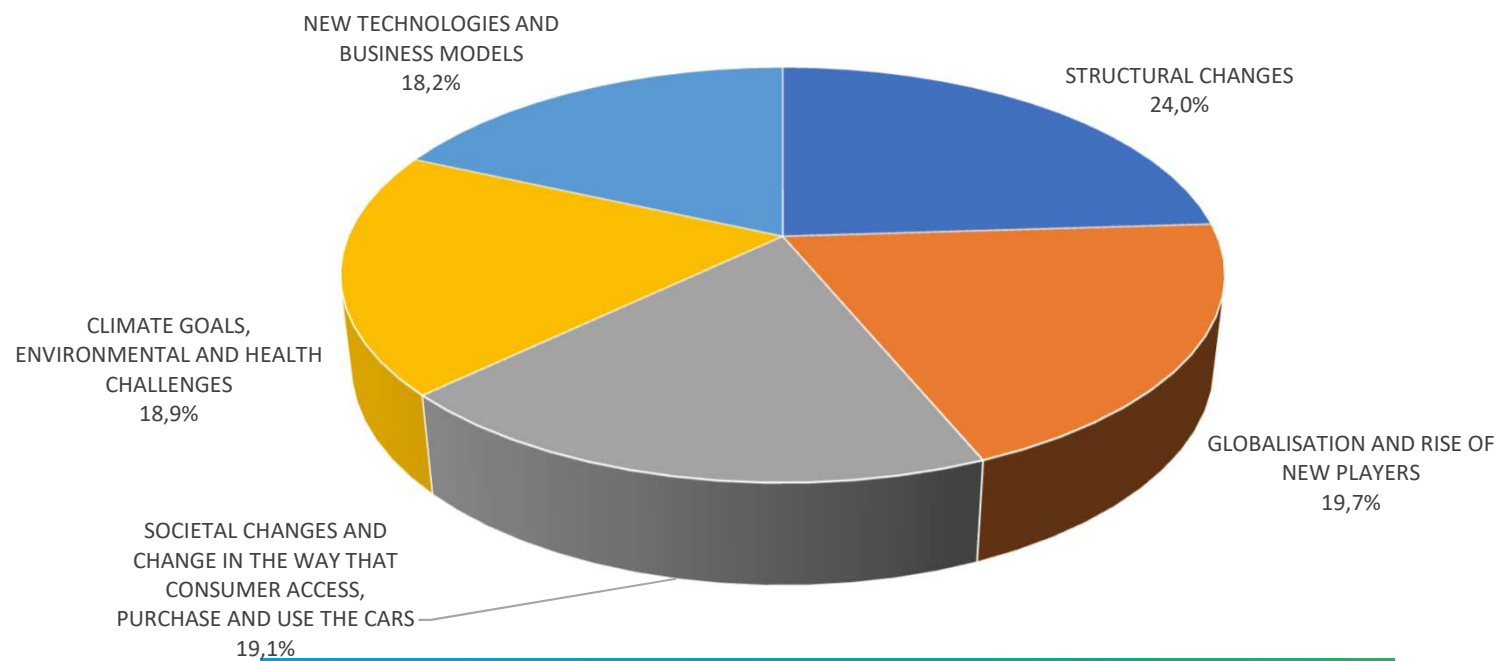
- *IMPORTANCE* (0=not important, 5=most important)
- *URGENCY* (timeframe by 2020 → 5, by 2025 → 3 and 2030 and later → 1)

## 5 CATEGORIES:

1. NEW TECHNOLOGIES AND BUSINESS MODELS
2. CLIMATE GOALS, ENVIRONMENTAL AND HEALTH CHALLENGES
3. SOCIETAL CHANGES AND CHANGE IN THE WAY THAT CONSUMER ACCESS, PURCHASE AND USE THE CARS
4. STRUCTURAL CHANGES
5. GLOBALISATION AND RISE OF NEW PLAYERS



# DRIVERS of CHANGE

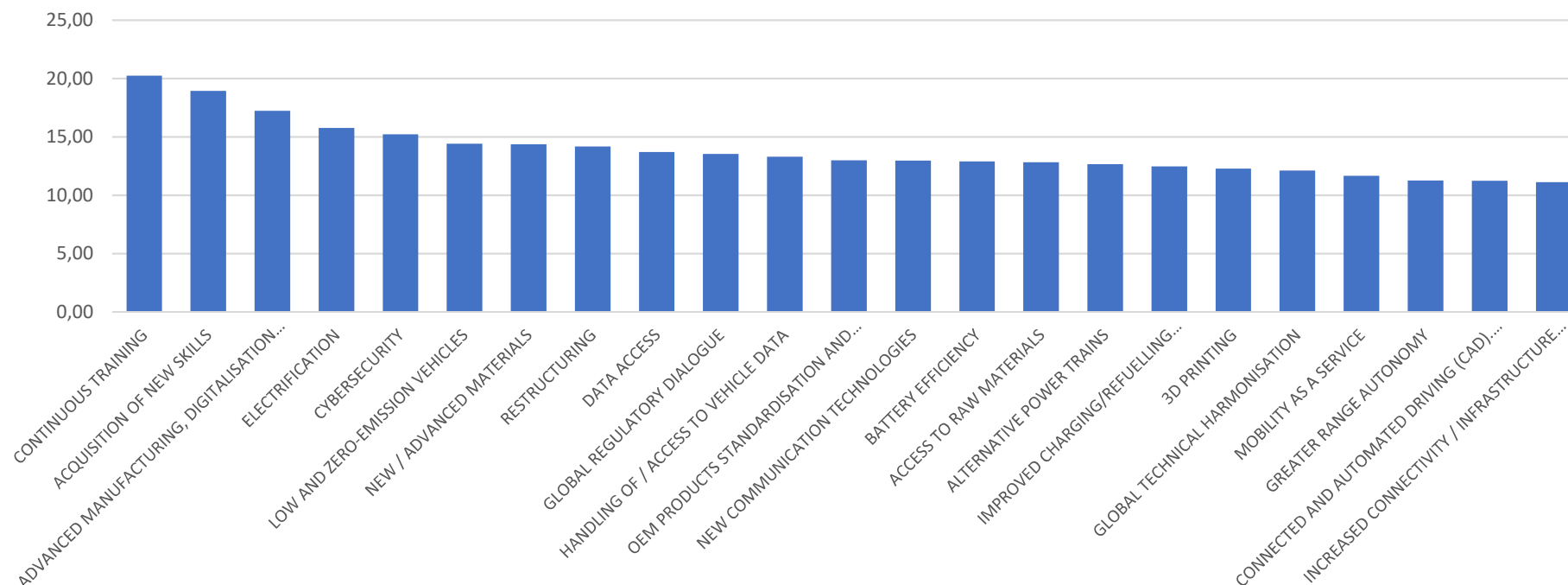


Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

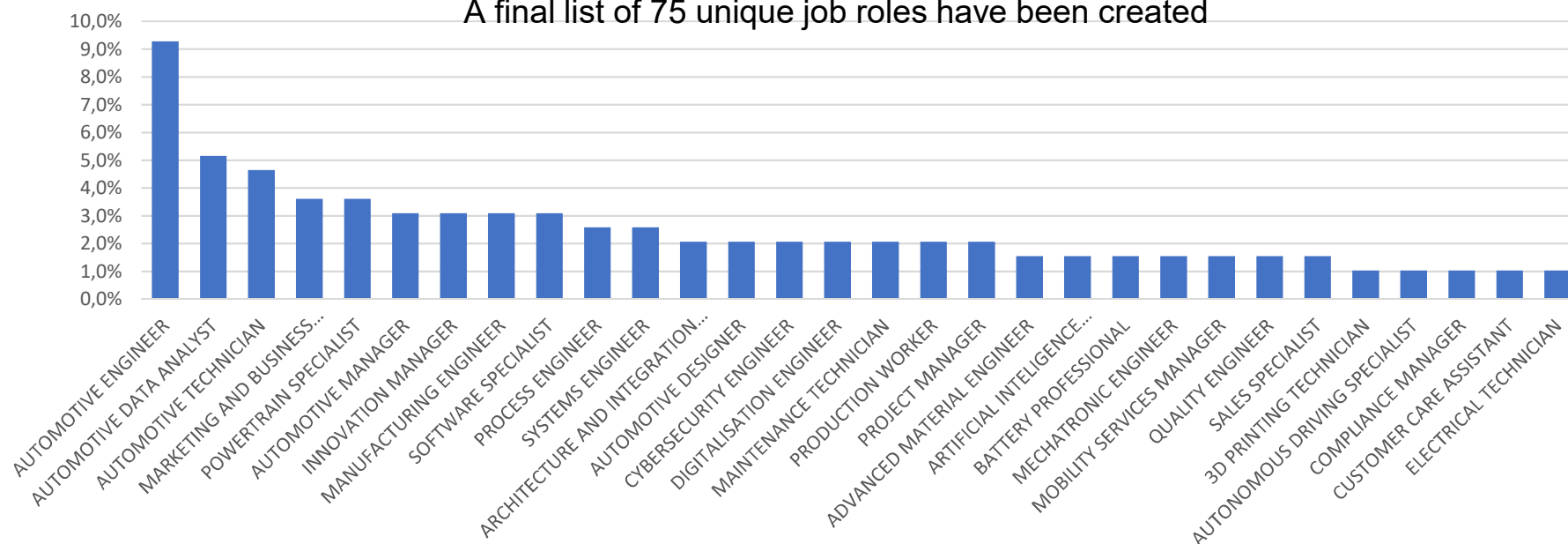
# DoC PRIORITY INDEX

The PRIORITY INDEX is calculated with a normalisation of data by total number of available replies for importance and urgency with: **IMPORTANCE x URGENCY**



# JOB ROLES

210 JOB ROLES have been gathered and normalised  
A final list of 75 unique job roles have been created

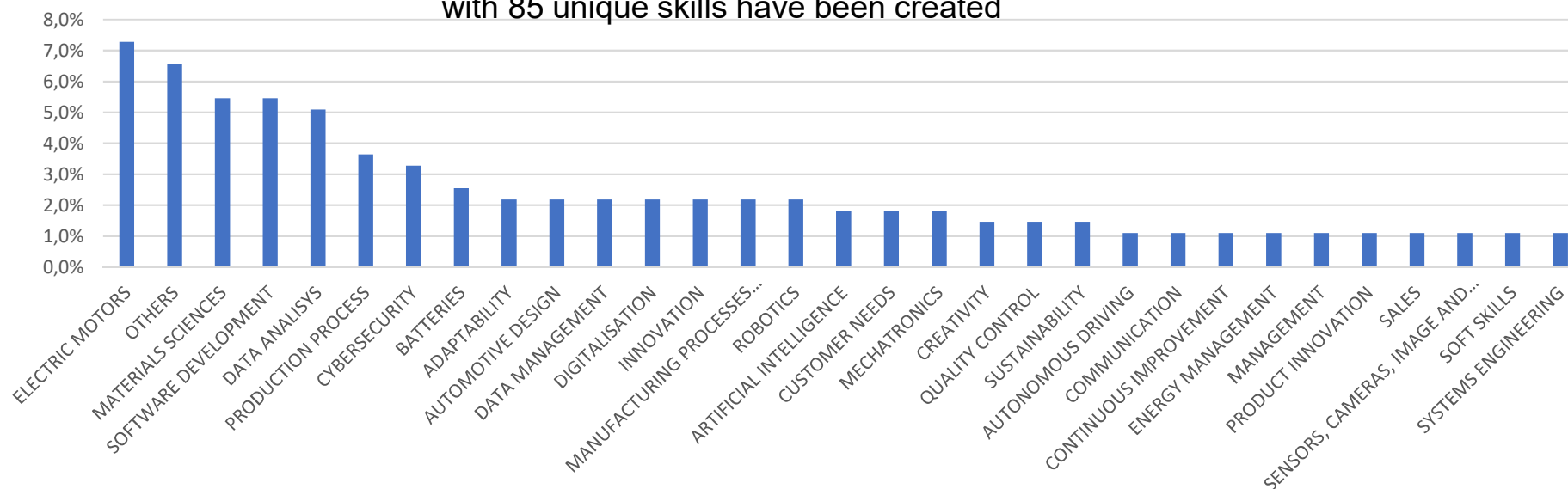


Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# SKILLS

381 SKILLS have been gathered and normalised  
A first normalisation has been completed (harmonisation to level I)  
with 85 unique skills have been created



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# VET PROVISION MECHANISMS



TRAINING IS THE MOST IMPORTANT NEEDS

BROADLY DISSEMINATE RESULTS

ENGAGE TRAINER TO RESPOND THE NEEDS OF THE SECTOR



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# SKILLS RECOGNITION AND QUALIFICATION FRAMEWORKS

🔍 Minimum for all - DoCh filled in.

**CATEGORY**

NACE

**JOB TITLE**

COUNTRY (Plant or HQ - Plant is Priority)

## DYNAMIC DATA ELABORATION ON-LINE WITH BI TOOL

COUNTRY HQCOUNTRY PLANT

Country	Plant	Q	Count
<b>Total</b>			<b>46</b>
Italy			10
Germany			7
Spain			7
Poland			4
Romania			4
Czech Republic			3
Netherlands			3
France			2
Portugal			2
Austria			1
Finland			1
Slovakia			1

# RECRUITMENT AND ATTRACTIVENESS OF THE SECTOR

FINISH (last man. ques. OK)

Minimum for all - DoCh filled in.

Finished ☒  
Not Finished ☐

## CATEGORY

Category	Count
<b>Total</b>	<b>134</b>
LARGE ENTERPRISE	63
SECTORAL INDUSTRIAL ASSOCIATION	24
MEDIUM ENTERPRISE	20
SMALL ENTERPRISE	10
MICRO ENTERPRISE	6
TRADE UNION	6

## NACE

Nace	Count
<b>Total</b>	<b>98</b>
ADMINISTRACIÓN, FORMACIÓN PROFESIONAL AUTOMOTIVE SOFTWARE	1

## JOB TITLE

JobTitle	Count
<b>Total</b>	<b>134</b>
-	1
ADMINISTRATOR	1

COUNTRY (Plant or HQ - Plant is Priority)



## DETAILS

Category	CountryPlant	CountryHQ	JobTitle	SkillsAgendaCoop
LARGE ENTERPRISE	Italy	Germany	-	No
LARGE ENTERPRISE	-	Italy	CEO	No
LARGE ENTERPRISE	-	Italy	CHIEF BUSINESS DEVELOPMENT OFFICER	No
LARGE ENTERPRISE	Spain	United States of America	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	United States of America	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	United Kingdom of Great Britain and Northern Ireland	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	Ireland	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	Spain	CORPORATE AFFAIRS MANAGER	No
LARGE ENTERPRISE	-	France	CSR ANALYST	No
LARGE ENTERPRISE	Germany	United States of America	DIRECTOR ENGINEERING FOR COMMERCIAL VEHICLES IN EUROPE	No
LARGE ENTERPRISE	-	United States of America	DIRECTOR SALES	No
LARGE ENTERPRISE	-	Spain	ENGINEERING AND SALES MANAGER	No

COUNTRY HQ

CountryHQ	Count
<b>Total</b>	<b>134</b>
Italy	33
Spain	16
Germany	15
United States of America	12
United Kingdom of Great Britain and Northern Ireland	9
Portugal	6
France	5
Austria	4
Czech Republic	4
Japan	4
Sweden	4
Belgium	2

COUNTRY PLANT

CountryPlant	Count
<b>Total</b>	<b>46</b>
Italy	10
Germany	7
Spain	7
Poland	4
Romania	4
Czech Republic	3
Netherlands	3
Portugal	2
Austria	1
Finland	1
Slovakia	1

DYNAMIC DATA ELABORATION ON-LINE WITH BUTOOL



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# COOPERATION ON SKILLS AGENDA WITH DRIVES PROJECT

FINISH (last man. ques. OK)

Minimum for all - DoCh filled in.

Finished	✓
Not Finished	

## CATEGORY

Category	Count
<b>Total</b>	<b>134</b>
LARGE ENTERPRISE	63
SECTORAL INDUSTRIAL ASSOCIATION	24
MEDIUM ENTERPRISE	20
SMALL ENTERPRISE	10
MICRO ENTERPRISE	6
TRADE UNION	6

## NACE

Nace	Count
<b>Total</b>	<b>98</b>
ADMINISTRACIÓN, FORMACIÓN PROFESIONAL	1
AUTOMOTIVE SOFTWARE	1

## JOB TITLE

JobTitle	Count
<b>Total</b>	<b>134</b>
-	1
ADMINISTRATOR	1

COUNTRY (Plant or HQ - Plant is Priority)



## DETAILS

Category	CountryPlant	CountryHQ	JobTitle	SkillsAgendaCoop
LARGE ENTERPRISE	Italy	Germany	-	No
LARGE ENTERPRISE	-	Italy	CEO	No
LARGE ENTERPRISE	-	Italy	CHIEF BUSINESS DEVELOPMENT OFFICER	No
LARGE ENTERPRISE	Spain	United States of America	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	United States of America	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	United Kingdom of Great Britain and Northern Ireland	CHIEF ENGINEER	No
LARGE ENTERPRISE	-	Spain	CORPORATE AFFAIRS MANAGER	No
LARGE ENTERPRISE	-	France	CSR ANALYST	No
LARGE ENTERPRISE	Germany	United States of America	DIRECTOR ENGINEERING FOR COMMERCIAL VEHICLES IN EUROPE	No
LARGE ENTERPRISE	-	United States of America	DIRECTOR SALES	No
LARGE ENTERPRISE	-	Spain	ENGINEERING AND SALES MANAGER	No

COUNTRY HQ

CountryHQ	Count
<b>Total</b>	<b>134</b>
Italy	33
Spain	16
Germany	15
United States of America	12
United Kingdom of Great Britain and Northern Ireland	9
Portugal	6
France	5
Austria	4
Czech Republic	4
Japan	4
Sweden	4
Belgium	2

COUNTRY PLANT

CountryPlant	Count
<b>Total</b>	<b>46</b>
Italy	10
Germany	7
Spain	7
Poland	4
Romania	4
Czech Republic	3
Netherlands	3
France	2
Portugal	2
Austria	1
Finland	1
Slovakia	1

DYNAMIC DATA ELABORATION ON-LINE WITH BI TOOL



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# NEXT STEPS

<i><b>WHAT</b></i>	<i><b>WHO</b></i>	<i><b>WHEN</b></i>
<i><b>FINALISATION OF RESULTS</b></i>	<i><b>SPIN360 - VSB</b></i>	<i><b>10/06/2019 COB</b></i>
<i><b>DECISION OF "KPIS FOR REPORT"</b></i>	<i><b>SPIN360 - VSB</b></i>	<i><b>07/06/2019 COB</b></i>
<i><b>NORMALISATION OF JOB ROLES</b></i>	<i><b>VSB – SEMTA - EfVET</b></i>	<i><b>19/06/2019 COB</b></i>
<i><b>NORMALISATION OF SKILLS</b></i>	<i><b>SPIN360 – SERNAUTO - TUG</b></i>	<i><b>19/06/2019 COB</b></i>
<i><b>REVISED JR RANKING PROCEDURE</b></i>	<i><b>SPIN360 - VSB</b></i>	<i><b>21/06/2019 COB</b></i>
<i><b>JOB ROLES RANKED</b></i>	<i><b>SPIN360 - VSB</b></i>	<i><b>21/06/2019 COB</b></i>

# NEXT STEPS TOWARDS REPORTING

<i><b>WHAT</b></i>	<i><b>WHO</b></i>	<i><b>WHEN</b></i>
<i><b>PROVIDE COMMENTS ON KPIS</b></i>	<i><b>SPIN360</b></i>	<i><b>21/06/2019 COB</b></i>
<i><b>DRAFT REPORT</b></i>	<i><b>SPIN360</b></i>	<i><b>21/06/2019 COB</b></i>
<i><b>REVISE REPORT</b></i>	<i><b>WP2</b></i>	<i><b>28/06/2019 COB</b></i>
<i><b>DELIVER REPORT</b></i>	<i><b>VSB</b></i>	<i><b>05/07/2019 COB</b></i>

# NEXT STEPS TOWARDS WP3

<i><b>WHAT</b></i>	<i><b>WHO</b></i>	<i><b>WHEN</b></i>
<i><b>ANALYSIS OF WP3 OVERLAPPING</b></i>	<i><b>WP3</b></i>	<i><b>28/06/2019 COB</b></i>
<i><b>SELECTION OF JOB ROLES</b></i>	<i><b>WP2-WP3</b></i>	<i><b>TBD</b></i>
<i><b>JOB ROLES WP2 DESCRIPTION</b></i>	<i><b>TBD</b></i>	<i><b>27/09/2019 COB</b></i>



# SKILLS NORMALISATION

## 1) NORMALISATION OF SKILLS

- a. Start: excel file coming from June 4<sup>th</sup> meeting
- b. Step 1: check yellow column and double check assigned names
- c. Step 2: For each skill: define if it is Soft or technical
- d. Step 3: If Soft: then go to next one
- e. Step 4: If Technical: based on the information of the “not normalized skill” as well as on the information coming from the tool, describe the skill with a minimum of 3 and a maximum of 5 combinations of Action verbs and objects (examples and templates from Esco and from Cedefop)
- f. End: final list of normalized skillsets
- g. Deliver it to SPIN



# NORMALISATION: JOB ROLES

- 1) SECOND ROUND OF NORMALISATION ON JOB ROLES
  - a. Start: Excel file coming from June 4<sup>th</sup> meeting
  - b. Step 1: Select the normalized orange job roles
  - c. Step 2: Check information available in the Survey tool info on the job role
  - d. Step 3: Decide: green it as it is or Assign another name (other existing job role or new job roles)
  - e. End: final list of “green” job roles
  - f. Then: Deliver it to SPIN





Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# Thank you for your attention

Follow DRIVES project at:

 <https://twitter.com/ProjectDrives> // #DRIVESProject

 <https://www.linkedin.com/company/project-drives>

 <https://www.facebook.com/Project-Drives-969201189911395>

More information and registration for DRIVES Newsletter at:

[www.project-drives.eu](http://www.project-drives.eu)



Co-funded by the  
Erasmus+ Programme  
of the European Union

The Development and Research on Innovative Vocational Educational Skills project (DRIVES) is co-funded by the Erasmus+ Programme of the European Union under the agreement 591988-EPP-1-2017-1-CZ-EPPKA2-SSA-B. The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.